

# imagine Columbia's future!

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January 2, 2008

To: Members of the Sponsors Council:

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Dr. Brady Deaton, Chancellor, University of Missouri  
Mr. Darwin Hindman, Mayor, City of Columbia  
Dr. Wendy Libby, President, Stephens College  
Mr. Ken Pearson, Presiding Commissioner, Boone County  
Mr. Bill Watkins, City Manager, City of Columbia

From: M. Dianne Drainer, Co-Chair, Visioning Committee  
Dr. Jeffrey R. Williams, Co-Chair, Visioning Committee

RE: City of Columbia Vision and Action Plan, Final Report

We submit to you the final report for Imagine Columbia's Future. This vision and action plan reflects the collective efforts of over 1,000 members of the public to envision a better community and contains the shared goals and strategies to attain it as identified by residents and community leaders.

As you know, discussions regarding this undertaking were initiated in early 2006. Subsequently, in May 2006, over 400 residents participated in a community forum to learn about the experiences of other cities that have conducted similar projects. The levels of citizen engagement visible in these early meetings set the tone for subsequent events connected with the visioning process. Nearly 400 participants took part in the BIG (Big Idea Gatherings) Meetings conducted one year ago, and over 400 volunteers continued to work to identify our common values and goals while fostering transformative initiatives that will improve our collective way of life in Columbia. This has indeed been a citizen-driven process. Nonetheless, we are extremely grateful for the considerable efforts of city staff in making this a well-coordinated and cohesive process.

**join the vision.      share your ideas.      decide Columbia's future.**

As stewards of the vision, we have sought to maintain the integrity of the process set forth by ACP Visioning and Planning. In addition to the Visioning Plan we are offering a plan for implementation based on the recommendations of the Visioning Committee and intended as an integral part of the report (Attachment: Supplement to Chapter 5. Implementation). Involving stakeholders from all segments of the community, this plan will help to foster the public/private partnership crucial for successful implementation. Further, it will also ensure the principles of inclusiveness, transparency, and openness that have characterized the process to date. Specific recommendations include the use of existing commissions rather than creating new entities, the identifications of specific implementation tasks and timelines, and guidelines for convening, managing, and coordinating citizen groups to sustain maximum citizen engagement.

In closing, we want to thank members of the Sponsors Council for selecting us as Co-Chairs of Imagine Columbia's Future. The substantive levels of citizen participation in this process have made this an extremely rewarding experience that demonstrates why Columbia is such a wonderful place to live.

Sincerely,



M. Dianne Drainer



Jeffrey R. Williams, Ph. D.

cc: Mr. Keith Schnarre, Former Presiding Commissioner, Boone County

Attachment: Supplement to Chapter 5. Implementation

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COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

Visioning Committee. (Photo courtesy of Jennifer Kettler, Columbia Business Times.) Back Row: Dave Overfelt, Dan Goldstein, Toney Lowery, Tim Klocko, Lynda Baumgartner, Bill Costello, Dr. Jeffrey Williams. Middle Row: Susan Bear, Sarah Read, Al Price, Dee Dokken, Kay Callison, Jo Sapp, Sally Beth Lyon. Front Row: Louesa Runge Fine, M. Dianne Drainer, Tina Ehrhardt, Kim Stonecipher-Fisher. Not Pictured: Kevin Brown, Dan Simon, Robert Bailey, Pieter Van Waarde, Mary "Becky" Wagner, Steve Spellman, Nick Peckham.

## Supplement to Chapter 5. Implementation

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### Introduction

When the Visioning Committee met on November 27, 2007 it agreed that implementation was a critical topic to address in its report on the visioning process. Because time constraints precluded including detailed recommendations on implementation in the actual report, the Visioning Committee voted to include its recommendations in this Supplement. The Visioning Committee considers the recommendations set forth in this Supplement to be an integral part of the final report which is dated October 2007 and titled "Imagine Columbia's Future/Community Vision and Action Plan /Columbia, Missouri." Our recommendations in this Supplement are grouped within the following four subjects: "Context for Implementation," "Use of Existing Commission Structure," "Preparation of The Initial Implementation Plan," and "Creation of a Vision Management and Oversight Entity."

1. Context for Implementation

Several principles should guide implementation. First, the Visioning Committee recognizes that, as implementation progresses, adjustments in the specific action steps and strategies will necessarily be made as those strategies are integrated with other ongoing activities within the community, new information is obtained, and new people become involved. In implementing the vision, however, the vision and goal statements of the various Citizen Topic Groups should be a constant guide that both informs the changes to be made and sets a standard against which the outcomes of various changes can be measured. Second, in implementing the vision, the City and other governing entities should also act to ensure ongoing public outreach and dialogue among diverse community segments throughout the implementation process, as well as oversight by entities accountable to the public. This is consistent with the principles of inclusiveness, transparency and openness that have characterized the visioning process to date. Third, the Visioning Committee recognizes that there are limited resources, both monetary and non-monetary, for implementation. Thus, both to further the principles of inclusiveness, transparency and openness and to make the most efficient use of funds, implementation of the vision should utilize and build upon existing structures and resources.

2. Use of Existing Commission Structure

As noted in Chapter 5 of the Imagine Columbia's Future/Community Vision and Action Plan, both the City of Columbia and Boone County currently have large commission structures and many of the strategies in the vision can be directly addressed by current standing commissions or boards. A good example is strategy #2 of the Plan and Manage Growth subtopic under Development that reads: *"Implement a growth management plan that incorporates form based zoning."* The Columbia Planning and Zoning Commission along with the Boone County Planning and Zoning Commission would be logical entities to address this strategy. As another example, strategy #2 of the Economic Development subtopic under Economic Development reads: *"Leverage Columbia's natural advantages—MU, Columbia's location and environment, and Columbia's people—in fostering economic development."* Implementation of this strategy should involve the Special Business District Board of Directors (a City commission) and may require a new broader commission that will bring together the business community in and around the City. As a final example, strategy #1 of the Means subtopic under Arts and Culture reads: *"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."* This falls within the scope of the Cultural Affairs Commission and the Cultural Affairs Standing Committee on Public Art.

Although it may be necessary to expand the scope of various Commissions to accomplish these and other strategies, it is the recommendation of the Visioning Committee that the existing commission structure be used wherever possible in implementing the vision, and that the City avoid creating new entities that duplicate the work of the commissions. In addition, specific procedures for coordination among relevant commissions and citizen-centered groups working on implementation that are consistent with the principles set forth above should be established.

### 3. Preparation of Initial Implementation Plan

The Visioning Committee recommends that the Columbia City Council, as the recipient of the vision, authorize the City manager and appropriate staff, in consultation with the County Commission and its staff, to prepare an initial draft implementation report. This report should begin with a recommended grouping of related goals and strategies set forth in the visioning report and include an inventory both of existing efforts and new resources required to accomplish the identified goals. This report should identify and recommend existing City or County commissions or boards that could take the lead in implementation of the various groupings of goals and strategies.

Using the Citizen Topic Group action plans as a guide, the initial draft implementation report should also identify specific implementation tasks that could be completed over the next two years. In addition the report should identify additional organizations and entities, that could be involved to work with the lead designated commissions or boards discussed above, in implementing the Community Vision and Action Plan. Any additional resources required for implementation should also be discussed in this report. Finally, the draft report should include guidelines for the convening, management, and coordination of citizen groups that can aid the work of the various boards and commissions in order to both maintain the open dialogue that has occurred in the visioning process to date, and also to enhance the public understanding and acceptance of the vision and related implementation efforts.

A discussion draft of the initial implementation report should be (i) circulated for comment to the Sponsor's Council, the Visioning Committee, and those groups and organizations identified in the action plans as being necessary for implementation; (ii) posted on the City's website for public comment; (iii) revised as may be appropriate to incorporate comments received; and (iv) presented to the City Council for review. In assigning responsibility for preparation of the initial draft implementation report, the City Council should approve a specific timeline for completion of each of these tasks.

### 4. Create a Vision Management and Oversight Entity

The Visioning Committee recommends that an independent Vision Oversight Entity be created to track and encourage implementation of the vision. It is the recommendation of the Visioning Committee that this take the form of a Boone County/City of Columbia joint commission, which would allow for the new entity to function with a clear authority derived from being appointed by two elected bodies, the Columbia City Council and the Boone County Board of Commissioners. Regardless of how it is constituted, this entity should reflect a broad cross section of the community. Ideally, active members of the Citizen Topic Groups would be included in this Commission in order to build on the foundation begun in the visioning process to date.

The Oversight Entity would not be charged directly with implementing strategies but would fulfill the roles set forth below. To the extent sufficient funding is obtained, it might also take on the role of providing staffing support to citizen groups that are assisting in implementation and help coordinate implementation activities in order to better avoid and eliminate duplication of efforts. The role of watching for duplication of effort should be performed by appropriate City and County staff, if not performed by the Oversight Entity.

**(a) Tracking, Measurement and Reporting.** One of the primary tasks, which must be performed by the Oversight Entity, is conducting periodic reviews and reporting on the progress of implementation to the community. Thus one of the first tasks of this entity should be selection of a reporting format and identification of the information to be captured for purposes of preparing that report as implementation proceeds. This entity would then be responsible for ensuring that an “Annual Goals and Strategies Report Card” that tracks the progress of implementation is completed. Thus the Oversight Entity also must be empowered to request and receive reports on implementation from the groups charged with the actual work of implementation. The Oversight Entity should also be empowered to make recommendations to improve the ongoing process of implementation in order to continue to build community support for the vision as more is learned during the implementation process. In the Annual Report Card, the Oversight Entity should also report on its own efforts in each of the areas set forth below.

**(b) Identification of Next Steps.** Beginning one year after the initial implementation plan and biennially (every two years) thereafter, the Oversight Entity, in conjunction with the relevant boards and commissions, should have the task of identifying the implementation tasks to be undertaken over the two years following the period covered in the current implementation plan and the additional resources needed. A discussion draft of this plan should be (i) posted for public comment for at least 30 days, (ii) revised as may be appropriate to incorporate comments received, and (iii) presented to the City Council and Boone County Board for review.

**(c) Public Education and Outreach.** The Oversight Entity should offer public programs on the visioning process and its component parts, track the groups involved in implementation, and work to recruit a diverse participant base. The Oversight Entity might also operate a website, separate from the City website, which provides ongoing information on implementation efforts and ways to become involved, and also allows for public feedback on a range of implementation issues.

**(d) Resolving Conflicts.** The Oversight Entity should have the authority to hire a facilitator and convene dialogues relating to conflicts that arise in implementation between different strategies or groups, including conflicts that arise over the allocation of scarce resources.

**(e) Fundraising.** The Oversight Entity should have the authority to seek grants and other funds to be used to offset the costs of its work.

**(f) Community Dialogues to Review Progress of the Vision.** The Oversight Entity should also convene community wide dialogues at 5-year intervals to review the vision and the progress being made in implementation. These dialogues should be structured in a way that they remain consistent with the principles of inclusiveness, transparency and openness that have characterized the visioning process to date.

imagine **Columbia's** future

*Community Vision and Action Plan  
Columbia, Missouri*

FINAL REPORT  
October 2007



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Acknowledgements

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- III. Downtown: Investments
- IV. Economic Development
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- VI. Health, Social Services, and Affordable Housing: Health
- VII. Transportation
- VIII. Community Choices Tally Sheet

COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

# 1. Introduction

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COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

Above: The Vision Forum held in May  
2006.

## 1. Introduction

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### Background

For over 30 years communities throughout the nation have undertaken visioning efforts as a way to engage local residents and community stakeholders in creating a shared vision for the future, and to mobilize them to implement the vision. Such visioning exercises have succeeded in bringing community members together to collaborate, identify their common values and goals, and engage in transformative initiatives to improve their towns, cities, and regions.

The idea for conducting a vision in Columbia began to be deliberated around early 2006. A public forum was held in May 2006 to learn about the experience of other communities that had conducted visions (Chattanooga, TN, Springfield, MO, and Champaign, IL). Over 400 residents participated in the meeting at Stephens College, and expressed strong support for conducting a visioning effort in the Columbia community. Comments collected at the forum resulted in the development of four guiding principles:

- 1) Maximize public involvement so that all community members, including minorities, low-income, youth, and traditionally underrepresented groups can get involved in a meaningful way.
- 2) Develop a process that is positive in focus, safe, creative, and fun so that differences and tensions that exist in the community today can be bridged and shared common values can be discovered.

- 3) Ensure that the vision is truly community-driven so that all key decisions about the future of Columbia are arrived at through constructive city-wide dialogue.
- 4) Involve key institutions (such as the City and County, institutions of higher education, the printed and electronic media, the business community, and individual property owners and developers) to encourage intergovernmental and public-private collaboration at city, county, and regional levels.

The Vision Committee sought to give careful attention to these four principles throughout the process; making them a reality was a difficult goal. There are significant barriers to broad based public involvement that cannot be broken with a kind word and open doors. Broadening public participation in all forms of public policy development should be an ongoing goal as we work toward overcoming the long standing tensions in our community.

These are tough issues that will require communication and cooperation between groups who see little incentive to communicate and cooperate with each other. While this vision plan takes a few steps forward, it is only the beginning and we implore the Columbia community to open up to the new possibilities for which this plan lays the foundation.

### Imagine Columbia's Future

In light of the forum results, the City approved funding for conducting a vision. A Sponsors' Council consisting of public and civic sector leaders was convened to initiate the effort. The Sponsors' Council was tasked to identify a consultant, and selected the firm of ACP-Visioning and Planning to design and facilitate the visioning process. They were also involved in creating a Vision Committee to guide the effort, and appointed the two Co-Chairs who would take the key leadership roles and become the face of the effort, known as *Imagine Columbia's Future*.

Since the process was initiated, *Imagine Columbia's Future* has engaged hundreds of community members in an unprecedented dialogue on issues, values, and aspirations for the future. Over the course of the year-long visioning process residents and community leaders identified shared goals for all aspects of life in Columbia. They also developed specific strategies to support these goals and outline a plan to implement their vision for the future. This report represents the final documentation of the visioning effort.

### The Report

This report is divided into the following sections.

**Acknowledgements** – Numerous individuals from the community provided support for the effort. 25 people served as Vision Committee Members, 51 volunteered as facilitators at idea-gathering meetings, 340 people were Citizen Topic Group members, and more than 30 “other volunteers” helped with registration, set-up and logistics during various events. In total over 1,000 members of the public participated in some aspect

of the visioning process. Project staff has also played an invaluable role in administering the project and managing *Imagine Columbia's Future* activities, including 37 City staff members.

**Chapter 1: Introduction** – This introduction provides a basic overview of *Imagine Columbia's Future*.

**Chapter 2: The Public Process** – This chapter outlines the steps and methodology used to involve residents and conduct the public process.

**Chapter 3: The Vision for Columbia's Future** – This chapter presents the composite vision of the desired future for Columbia in terms of vision statements organized by topic, as well as specific goals organized according to subtopic.

**Chapter 4: Goals, Strategies, and Action Plans** – The goals, strategies, and action plans for each of the 13 vision topics are included in this chapter. They are arranged alphabetically by topic:

- 4.1 Arts and Culture
- 4.2 Community Character
- 4.3 Community Facilities and Services
- 4.4 Community Pride and Human Relationships
- 4.5 Development
- 4.6 Downtown
- 4.7 Economic Development
- 4.8 Education
- 4.9 Environment
- 4.10 Governance and Decision Making
- 4.11 Health, Social Services, and Affordable Housing
- 4.12 Parks, Recreation, and Greenways
- 4.13 Transportation

**Chapter 5: Implementation** – This chapter provides implementation suggestions that can help turn the community's vision into reality.

## Appendices

Certain Citizen Topic Groups chose to provide supplementary documentation to support their Action Plans. Supporting documentation is included in the following appendices found at the end of the report.

- I. Community Pride and Human Relations
- II. Development: Infrastructure, Neighborhoods, and Plan and Manage Growth
- III. Downtown: Investments
- IV. Economic Development
- V. Environment: Energy Efficiency
- VI. Health, Social Services, and Affordable Housing: Health
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## 2. The Public Process

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## COMMUNITY VISION AND ACTION PLAN COLUMBIA, MISSOURI

Above: Citizen Topic Groups were convened to turn the ideas generated by the public into the vision statements, goals, strategies, and action steps that comprise the vision for Columbia's future.

## 2. The Public Process

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### Introduction

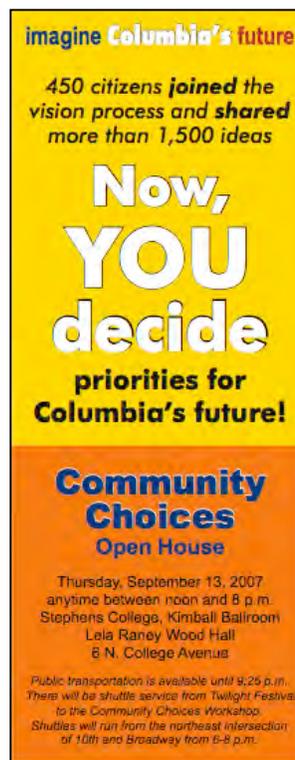
*Imagine Columbia's Future* is a citizen-driven vision that utilized a carefully crafted public process to ensure the participation of a broad array of community members. Residents played a critical role in the effort by actively participating in every phase of the vision. This chapter describes the steps and methodology used to involve Columbia residents and conduct the public process. It is organized into four parts:

1. **Preparation** – This encompasses the preparatory steps used to set the stage for the public process.
2. **Gathering Ideas** – The Big Idea Gathering Meetings (BIG Meetings) were the central feature of this part of the process, and resulted in the identification of 13 vision topics.
3. **Strategizing the Vision** – This section features the work of the Citizen Topic Groups who volunteered to meet regularly to develop a vision statement, goals, strategies, and action steps for each topic.
4. **Revisiting the Vision** – This section provides an overview of the Community Choices Open House, which brought the work of the Citizen Topic Groups back to the general public for comment.

## The Fall Vision Festivals

In preparation for the Idea Gathering Meetings, Columbia area residents were encouraged to submit ideas during the Fall Vision Festivals and through an on-line survey. The Fall Vision Festivals were held on October 7, 2006 and conducted at Douglas High School, Smithton Middle School and Gentry Middle School and also on October 14, 2006 at Jefferson Junior High School and Lange Middle School.

Throughout October and November 2006, 1,500 ideas were gathered from a variety of sources. Over 60,000 surveys were sent to residents and more than 500 people submitted ideas during the Fall Vision Festivals and BIG Idea Gathering Meetings.



Community Choices Workshop flyer.

## 1. Preparation

Preparation is an important part of any vision. The preparatory phase gave the consultant team an opportunity to better understand the community. It served as an opportunity to initiate publicity and outreach efforts, and allowed for the collection of technical data that could be used by the public during the course of the vision. This section describes the major preparatory steps of *Imagine Columbia's Future*.

### Stakeholder Interviews

In order to become more familiar with the Columbia community at the start of *Imagine Columbia's Future*, ACP conducted a series of focus group-style interviews with a variety of stakeholders in the fall of 2006. Groups included representatives from arts and culture organizations, business, the development community, education, environmental groups, religious organizations, and health and social services, among others. The interviews helped ACP understand the prevailing attitudes in the community, as well as perceived strengths and weaknesses. In addition, the interviews served as an opportunity to initiate outreach to different groups in the community. All interview participants were encouraged to attend the Big Idea-Gathering Meetings and invite their colleagues, neighbors, friends, and constituencies to participate as well.

### Publicity and Outreach

Publicity and outreach were used to generate awareness about *Imagine Columbia's Future* and to encourage participation from all segments of the community.

**Publicity.** Publicity efforts included developing flyers to distribute electronically and by hand, PSAs to air on local television and radio, an FAQ sheet, and other collaterals. Contacts were established with media and public relations channels in order to boost awareness for the process. The City developed a webpage dedicated to the visioning process, at [http://www.gocolumbiamo.com/Public\\_Comm/Visioning/](http://www.gocolumbiamo.com/Public_Comm/Visioning/). The Vision Committee Co-Chairs and others involved with the project also submitted several opinion editorials to local papers over the course of *Imagine Columbia's Future*.

**Outreach.** Outreach efforts worked through institutional and grass roots channels to generate participation, with the understanding that people are more likely to get involved in a visioning effort if someone they know and trust invites them. Various community leaders and residents were invited to attend an orientation meeting and become Outreach Ambassadors for the process. Outreach Ambassadors were given tools such as flyers, timelines, and suggested strategies for conducting their outreach campaigns. Their efforts targeted the diverse geographic, demographic, and special interest segments of the community, and helped to bring a large number of residents to participate in public meetings.

## Data Compilation

A final element of preparation for conducting the vision involved researching and assembling technical information related to Columbia's existing conditions and trends. ACP drew information from the City's publications, reports, and data resources in order to develop a simple, easy-to-read Fact Sheet for distribution at the initial public meetings. The purpose of the Fact Sheet was to give all members of the public a common understanding of the community's characteristics, including its history, geography, demographics, development patterns, economic traits, and major institutions, among others. This Fact Sheet was later expanded into a detailed Fact Book for use by the Citizen Topic Groups who were involved with strategizing the vision. The complete Fact Book is available online at [http://www.gocolumbiamo.com/Public\\_Comm/Visioning/Fact\\_Book/index.php](http://www.gocolumbiamo.com/Public_Comm/Visioning/Fact_Book/index.php).

## 2. Gathering Ideas

The vision for Columbia's future is built upon the ideas and aspirations of the community. Therefore it was imperative to create safe, fun methods for area residents to share their ideas for the future of their community. Ideas were collected mainly through the Big Idea Gathering Meetings, and citizens also had opportunities to submit ideas through online surveys or at Fall Vision Festivals (see sidebar). All ideas received were included in the *Imagine Columbia's Future* database and considered in the formulation of the vision, goals, and strategies.

### Big Idea Gathering (BIG) Meetings

In November and December 2006 area residents came together at one of two Big Idea Gathering Meetings, held at Stephens College and Rock Bridge High School, and shared their ideas for the future of Columbia. These meetings were widely publicized and open to anyone who lives, works, studies, or shops in Columbia. An extensive outreach effort was conducted to reach out to the diverse demographic, geographic, and special interest groups in the community. More than 450 members of the public participated in the Big Idea Gathering (BIG) Meetings for *Imagine Columbia's Future*.

The participants at the BIG Meetings worked in small groups to brainstorm answers to the question: *What should be done to make Columbia the best that it can be in the future?* Trained discussion leaders documented participants' ideas verbatim on flipchart paper. In addition to the two BIG Meetings, additional brainstorming sessions using the same small group format were conducted in Spanish at the Boone County Community Partnership and Pueblo de Dios. In total, 1,510 ideas were generated as part of the idea-gathering phase of *Imagine Columbia's Future*.

All of the ideas were reviewed to identify emerging topics that suggest the areas of greatest importance to the Columbia community. These emerging topics were validated by the Vision Committee and served as the



This Flier was used to advertise the Big Idea Gathering Meetings.

**The 13 Topics**

1. Arts and Culture
2. Community Character
3. Community Facilities and Services
4. Community Pride and Human Relations
5. Development
6. Downtown
7. Economic Development
8. Education
9. Environment
10. Governance and Decision Making
11. Health, Social Services, and Affordable Housing
12. Parks, Recreation, and Greenways
13. Transportation



Volunteer Citizen Topic Group members discussing strategies and action steps.

basis for organization of the 13 Citizen Topic Groups in the second phase of the visioning process.

**3. Strategizing the Vision**

The next phase of the visioning process focused on taking the ideas generated by the public and turning them into vision statements, goals, strategies, and action plans that describe the community’s collective desired future as well as the most effective means of achieving that vision. Citizen Topic Groups were organized for the 13 emerging topics identified during the idea gathering and charged with preparing the vision and action plans for each topic. (See sidebar for an alphabetical list of topics.)

**Citizen Topic Groups**

The Citizen Topic Groups worked over a six-month period beginning in January 2007 to turn the ideas generated by the public into the vision statements, goals, strategies, and action steps that comprise the vision for Columbia’s future. The groups were made up of volunteers who were knowledgeable or passionate about a particular topic area, and who were committed to working through an exciting and challenging process. In total, more than 340 people participated in the Citizen Topic Groups. Each Citizen Topic Group had a Co-Facilitator that was appointed by the Vision Committee Co-Chairs, as well as Co-Facilitators elected from within the group. Participants selected their preferred group based on their own interests and expertise.

The table below lists each of the Citizen Topic Group meetings and the major activities conducted at each. In addition to the scheduled Citizen Topic Group meetings, many groups held interim meetings in order to complete their work. The time, dedication, and hard work that these citizens committed to the process ensured a timely, quality vision that represents the consensus of the community.

Activity	Date	Major Activities
1. Kick-off Meeting	January 17, 2007	For the first meeting, group members were introduced to the process and one another. They reviewed all of the ideas generated by the public related to their chosen topic. They formed small groups on subtopics and began to identify themes and prepare a preliminary goal. The groups also discussed recruitment efforts and nomination of Co-Facilitator candidates.
2. Meeting #2	February 21, 2007	At this meeting, the elected Co-Facilitators were confirmed. The goals were refined and the groups began developing strategies.
3. Meeting #3	March 14, 2007	Draft strategies were refined and preliminarily prioritized.
4. Exploring the Vision	April 4, 2007	The draft goals and strategies were presented to the public and other Topic Groups for review, feedback, and rating.
5. Meeting #4	April 18, 2007	The goals and strategies were revised based on feedback received from the community.
6. Meeting #5	May 16, 2007	The Community Resources Scan was introduced and groups began identifying implementation steps.
7. Meeting #6 & 7	June 20, 2007 and July 13, 2007	Groups finalized their action plans for each strategy and prepared the vision statement for their topic.

### Exploring the Vision Workshop

Exploring the Vision Workshop was conducted on April 4, 2007 as a mid-course check-in to confirm whether the work of the Citizen Topic Groups was headed in the right direction. There were 278 participants in attendance at the meeting who evaluated the draft goals and strategies and provided feedback during two key activities. During the assembly, the draft goals were presented and participants rated the level of importance for each one on a scale of one to five (1 = not important and 5 = very important). During the Marketplace of Ideas, participants visited stations for each of the Citizen Topic Groups, spoke with group representatives, and completed Comment Cards on the goals and strategies.

### 4. Revisiting the Vision

#### Community Choices

The Community Choices event was conducted on September 13, 2007 from 12:00pm – 8:00pm in the Kimball Ballroom of Stephens College. Forty large displays presented the 41 subtopic goals and 128 supporting strategies that resulted from the recommendations submitted by the Citizen Topic Groups. Participants were given six sticky dots to indicate the six strategies they felt to be most important, and they were also able to sign up to help work on implementation for any of the topics. Approximately 470 people attended the event. The preliminary drafts of the Action Plans that spell out the implementation details for the goals and strategies were also available for review.

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 set forth in Appendix VIII titled Community Choices Tally Sheet.



A celebratory ribbon cutting took place to initiate the Community Choices event.



Participants at the Community Choices Workshop.

COMMUNITY VISION AND  
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COLUMBIA, MISSOURI

## 3. The Vision for Columbia's Future

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COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

Citizen Topic Group members listen to  
pre-meeting announcement.

## 3. The Vision for Columbia's Future

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### Introduction

During the idea-gathering phase of the process, 13 topics emerged as critical components of the desired future for Columbia. Thirteen Citizen Topic Groups were formed based on volunteer community members' passions and areas of expertise. Within each Citizen Topic Group, members identified specific subtopics and used these subtopics to help frame their efforts. Working with the ideas generated during the idea-gathering phase of the process, the Citizen Topic Groups created the vision statements, goals, and strategies necessary to guide the future vision for Columbia. A list of all 13 Citizen Topic Groups and their related subtopics can be found in the sidebar on the next page.

The Groups met monthly (and sometimes more frequently) over a six-month period to develop the vision statements and goals found in this chapter. The specific strategies designed to achieve each of these goals and support the respective vision statements are detailed in Chapter 4 – Goals, Strategies, and Action Plans.

**Citizen Topic Groups, with Subtopics**

1. Arts and Culture
  - a. Means
  - b. Ends
2. Community Character
  - a. Community Appearance
  - b. Historic Preservation
  - c. Revitalization
3. Community Facilities and Services
  - a. Library
  - b. Law Enforcement
  - c. Public Safety
  - d. Public Works
4. Community Pride and Human Relations
  - a. Youth
  - b. Diversity and Inclusion
  - c. Sense of Community
5. Development
  - a. Infrastructure
  - b. Land Preservation
  - c. Neighborhoods
  - d. Plan and Manage Growth
6. Downtown
  - a. Investments
  - b. Housing
  - c. Mobility
7. Economic Development
  - a. Economic Development
  - b. Airport
  - c. Jobs and Job Training
  - d. Science and Technology
8. Education
  - a. Facilities
  - b. Resource Allocation
  - c. Quality Education/Curriculum and Programs
9. Environment
  - a. Environmental Quality
  - b. Resource Conservation
  - c. Energy Efficiency
10. Governance and Decision Making
  - a. Structure
11. Health, Social Services, and Affordable Housing
  - a. Social Services
  - b. Affordable Housing
  - c. Health
12. Parks, Recreation, and Greenways
  - a. Parks
  - b. Recreation
  - c. Greenways
  - d. Trails
13. Transportation
  - a. Non-motorized Transportation
  - b. Advance Planning and Development
  - c. Road Network and Traffic Management
  - d. Public and Human Services Transportation

The Vision

Vision statements and goals are critical components of Columbia's vision for the future. There are 13 vision statements – one for each topic. There are 41 goals – one for each subtopic. Collectively, the vision statements and goals address all aspects of life in Columbia, and illustrate the collective hopes and aspirations of the community. They paint a vivid picture of what the Columbia community will strive to become in the years ahead.

**Arts and Culture**

**Vision Statement:** Arts and culture resources, artists and institutions are accessible to all, are supported by the community and provide a rich network of creative opportunities.

**Goals:**

- **Means:** Columbia will both sustain and creatively expand its foundation for arts and culture in our community.
- **Ends:** Arts and culture will be central to daily life and accessible to all equally in Columbia.

**Community Character**

**Vision Statement:** Columbia protects and encourages the expression of its historic and natural character, uniting the community with sustainable, healthy planning and design, beautifying the streets and lives of its citizens.

**Goals:**

- **Community Appearance:** Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics.
- **Historic Preservation:** Historic areas will be identified, valued, and preserved through education, enforcement, and incentives.
- **Revitalization:** Columbia will utilize, encourage, reward and enforce urban planning designs to promote walking and visiting, to screen for noise and lights, to preserve and restore historic areas both green and civic, and to increase a spirit of community. Columbia will provide and advertise incentives for building and retrofitting homes for energy efficiency and tailored renewable energy sources, and for restoring neighborhoods with abandoned and substandard structures.

**Community Facilities and Services**

**Vision Statement:** High level, comprehensive, responsive services--- from library, to police, emergency, substance abuse, and public works--- keep the city clean, safe, and beautiful, and citizens informed and knowledgeable; provide equitable treatment to all, incorporate input from citizens, and support the high quality of life of the community.

**Goals:**

- **Library:** Access to library services, facilities, and community meeting spaces will be increased.
- **Law Enforcement:** The relationship between the Columbia Police Department and the community will be positive and mutually respectful.
- **Public Safety:** Community members will be safe and secure.
- **Public Works:** City services will be efficient, effective, and expanded.

**Community Pride and Human Relations**

**Vision Statement:** Our vision of Columbia's future is one where we all embrace and help create a welcoming, just, responsive, proactive, understanding, and respectful environment for residents and visitors alike – celebrating, rather than denigrating our collective diversity.

**Goals:**

- **Youth:** Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.
- **Diversity and Inclusion:** Columbia will be an inclusive community where people from all walks of life hear, appreciate, understand, respect, and trust each other, and where positive relationships are fostered and human rights are advanced.
- **Sense of Community:** Connections between families, neighborhoods, and the community-at-large will be actively promoted through events, through broad, effective, and all-inclusive communication, and through interactive and fun community challenges.

**Development**

**Vision Statement:** 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.

**Goals:**

- **Infrastructure:** 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.

- **Land Preservation:** 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.
- **Neighborhoods:** 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.
- **Plan and Manage Growth:** 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.

### **Downtown**

**Vision Statement:** Downtown Columbia is a hip and vibrant district with a diversity of easily accessible businesses, residences, attractions, and institutions; it is an exciting gathering place for all types of people.

#### **Goals:**

- **Investments:** Significant investments in the physical, community, and business environment, as well as the tools to leverage economic strength will bring vibrancy and diversity of culture, professions, and businesses, and lead to major attractions and exciting destinations.
- **Housing:** Downtown Columbia will have a variety of safe housing options, including new and revitalized units, for all age groups and income levels with easy access to desirable amenities. Development and design guidelines will be instituted.
- **Mobility:** People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area.

### **Economic Development**

**Vision Statement:** Columbia will attract, retain, and encourage business growth by establishing a business-friendly climate, enhancing regional economic partnerships, and fostering a digital infrastructure.

#### **Goals:**

- **Economic Development:** Columbia will attract, retain, and encourage the growth of new businesses by establishing a business-friendly climate, enhancing regional economic partnerships, and promoting reciprocal business relationships.

- **Airport:** In the future, it will be possible to efficiently and cost-effectively fly into and out of Columbia to save time and money.
- **Jobs and Job Training:** In the future, Columbia will have an employment base that is trained and qualified to work in a variety of industries. Employers will provide “decent” wages with benefits that provide opportunities for professional development, further education, good health, and quality of life.
- **Science and Technology:** By 2020, Columbia and Boone County will be known internationally as a leader of science and technology innovation, having produced more than 25 successful new high technology business start-ups in Boone County.

### Education

**Vision Statement:** Excellent education programs and facilities are available to students of all ages in a variety of programs that both support each individual's goals and address the diverse social, economic, and environmental needs of the community.

#### Goals:

- **Facilities:** Educational facilities in Columbia will benefit and meet the current and long range needs of the entire community through plans for shared usage and focused attention to technology, the environment, and energy efficiency.
- **Resource Allocation:** The community and all its public and private entities will work together to ensure that resources for education are allocated effectively through all life stages.
- **Quality Education/Curriculum and Programs:** Columbia will provide a continuum of high quality educational opportunities that enable students of all ages and abilities to achieve individualized learning and training goals that ultimately improve quality of life.

### Environment

**Vision Statement:** Columbia residents and businesses conserve all the community's natural resources, work cooperatively to apply best planning practices, model energy efficiency, transition to renewable energy, and approach zero waste generation.

#### Goals:

- **Environmental Quality:** Columbia and its neighboring communities will be a place where the air, water, land, and natural aesthetic qualities of our environment shall be protected by a combination of conservation strategies including, but not limited to, regulations and ordinances, conservation incentives, education programs, and smart growth planning.
- **Resource Conservation:** Columbia will be a model community that approaches zero waste of all primary and secondary forms of energy and goods, and that implements best management practices in order

to protect and conserve its natural resources and intrinsic beauty for future generations.

- **Energy Efficiency:** Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.

### **Governance and Decision Making**

**Vision Statement:** Columbia's governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents.

**Goals:**

- **Structure:** Columbia's governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents.

### **Health, Social Services, and Affordable Housing**

**Vision Statement:** Columbia is a supportive, compassionate, healthy community with high quality social services, a first-rate health care system, and safe, quality affordable housing that are accessible to all.

**Goals:**

- **Social Services:** Columbia will support quality points of entry to access information for high quality and affordable social services to support children, youth, adults, seniors, persons with disabilities, and people with cultural barriers. All social services will be sufficiently funded to work toward the elimination of poverty.
- **Affordable Housing:** A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of affordable, energy efficient, and accessible housing.
- **Health:** Columbia will be a healthy community. All residents will have timely access to appropriate health care. Effective prevention initiatives will contribute to a healthy community.

### **Parks, Recreation, and Greenways**

**Vision Statement:** A network of attractive and safe parks and recreational amenities are connected by trails and greenways that provide area residents with access to nature, recreation, and facilities for active play, both indoors and out.

**Goals:**

- **Parks:** A variety of attractive, well-maintained parks throughout Columbia – including neighborhood parks, regional parks, nature parks, and urban parks – will ensure all residents have access to a full range of outdoor and indoor recreational opportunities.
- **Recreation:** Columbia's recreational needs and desires will be met through effective public and private partnerships that provide outstanding, exciting, and diverse recreational facilities such as, but

not limited to, an ice skating rink, golf courses, tennis courts, soccer fields, ball fields, ball parks, and swimming pools. These facilities will be placed appropriately throughout the city to allow easy access for everyone.

- **Greenways:** An extensive network of greenways will play a significant role in providing transportation options, protecting wildlife corridors, watersheds, and floodplains, and increasing public access to natural and open spaces.
- **Trails:** An extensive, safe network of trails will accommodate a variety of users ranging from recreational to nonmotorized travelers. This network may include roadway and public transportation infrastructure to connect parks, neighborhoods, schools, and businesses.

### Transportation

**Vision Statement:** Columbia and central Missouri, a growing urban community, will have a modern transportation system, which allows its citizens to move about freely within the region using whatever means are desired – automobile, bus, bicycle, walking – and to do so safely, within a reasonable time frame, and without encountering needless congestion.

#### Goals:

- **Non-Motorized Transportation:** Columbia will enjoy a safe, interconnected, non-motorized transportation network. It will be culturally supported by the citizens as it will encourage social interaction and healthy lifestyles. The roadway, sidewalk, public transit, and trail systems will all tie together into an effective integrated transportation network.
- **Advance Planning and Development:** Columbia will have diverse travel options that allow for safe and efficient travel to and through destination points. Travel options will be compatible with adjacent land uses and coordinated with the transportation timing needs of the community.
- **Road Network and Traffic Management:** A network of safe roadways in and around the city will provide sustainable, efficient mobility to vehicular travel and other modes in a complementary manner.
- **Public and Human Services Transportation:** An efficient, innovative, accessible public and human services transportation system will be fully integrated with all other forms of transportation in Columbia and surrounding communities. It will be possible for all residents to live easily in Columbia without a vehicle.

COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

## 4. Goals, Strategies, and Action Plans

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COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

Participants at the Exploring the Vision  
Workshop conducted on April 4, 2007.

## 4. Goals, Strategies, and Action Plans

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### Introduction

The significance of the vision lies in the actions taken to realize it. This chapter details the vision, goals, strategies, and action plans developed by each of the 13 Citizen Topic Groups. The topics are listed in alphabetical order as follows:

- A. Arts and Culture
- B. Community Character
- C. Community Facilities and Services
- D. Community Pride and Human Relationships
- E. Development
- F. Downtown
- G. Economic Development
- H. Education
- I. Environment
- J. Governance and Decision Making
- K. Health, Social Services, and Affordable Housing
- L. Parks, Recreation, and Greenways
- M. Transportation

This chapter represents where the “rubber meets the road.” It is a document that all members of the community – including representatives from the public, private, and civic sectors – can access as they work collectively to achieve the community’s desired vision for the future. It is important to note that this should be considered a living document. The strategies and action steps provided respond to the current issues and conditions in the Columbia area. As time passes and conditions change, the implementation effort will evolve, and new strategies and action steps may emerge.

Each section is designed to be as concise and as easy to navigate as possible. In cases where a Topic Group has provided extensive detail or background information, it is clearly indicated where additional material can be found in the Appendix. For each subtopic there are several strategies listed along with specific actions steps to help implement the strategy and realize the goal.

## A. Arts and Culture

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

- Subtopic: Means
- Subtopic: Ends

The Arts and Culture Vision Statement is as follows:

***“Arts & culture resources, artists and institutions are accessible to all, are supported by the community and provide a rich network of creative opportunities.”***

Support and Promote  
the Arts - Means

Goal:  
Columbia will both sustain and creatively expand its foundation for arts and culture in our community.

Strategies and Action Plans

**Strategy 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.)**

**Action Plan**

<b>Who should take the lead:</b> Members of the Arts and Culture group; Office of Cultural Affairs	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
All existing arts and culture organizations and departments	Members, leaders
Pro-arts and culture businesses	Members, funders
Healthcare	Members, advocates
Artists	Members, advocates
Educators	Members, advocates
Volunteers	Members, advocates
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Contact and convene key players (Arts and Culture group)	<ul style="list-style-type: none"> <li>Identify and survey potential members (artists, organizations, volunteers, professionals, advocates, etc.)</li> <li>Convene regular meetings</li> <li>Set goals, mission, actions</li> <li>Develop committees to fulfill goals and strategies</li> </ul>

**Strategy 2: Identify and expand funding opportunities for the arts community.**

**Action Plan**

<b>Who should take the lead:</b> Newly formed Alliance	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
City of Columbia	Funding (provide funding or assist with identification of funding sources)
Arts and culture organizations	Funding (provide funding or assist with identification of funding sources)
Pro-arts and culture individuals and donors	Funding (provide funding or assist with identification of funding sources)
Endowment Foundations – NEA	Funding (provide funding or assist with identification of funding sources)
Grantors	Funding (provide funding or assist with identification of funding sources)
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Create the Alliance and set fundraising as an objective	<ul style="list-style-type: none"> <li>Identify tax funding option, granting options, private foundations, individual donors</li> <li>Explore fundraising options</li> <li>Seek guidance from professional fundraising associations</li> </ul>

**Strategy 3: Cultivate and implement cross-operational outreach programs that increase participation and reflect the city’s rich diversity.**

**Action Plan**

<b>Who should take the lead:</b> Newly formed Alliance	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
All schools	Participants and resource providers
Health care facilities	Participants and resource providers
Churches	Participants and resource providers
All arts organizations	Participants and resource providers
University/Colleges	Participants and resource providers
Nursing Homes	Participants and resource providers
Pro arts and culture businesses	Participants and resource providers
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Approach existing organizations	<ul style="list-style-type: none"> <li>• Seek funding</li> <li>• Approaching organizations with existing programs to synchronize effort</li> </ul>

Support and Promote  
the Arts – Ends

Goal:  
Arts and culture will be central to daily life and accessible to all equally in Columbia.

Strategies and Action Plans

**Strategy 1: Create an appetite and appreciation for the arts through educational programs.**

**Action Plan**

<b>Who should take the lead:</b> Newly formed Alliance	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
Higher education - DESE	Promotion, Develop, Support
Community Art League	Promotion, Develop, Support
Media Outlets	Promotion, Develop, Support
Artists	Promotion, Develop, Support
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Brainstorming with key players; Develop marketing plan	<ul style="list-style-type: none"> <li>• Brainstorming, survey, needs assessment</li> <li>• Develop marketing strategy targeted to the community at large</li> </ul>

**Strategy 2: Apply best practice community design, aesthetics, and environmentally friendly planning.**

**Action Plan**

<b>Who should take the lead:</b> Newly formed Alliance	
<b>Who else should be involved:</b>	<b>Potential Roles</b>
Developers/Development Council	Advisors, supporters
City and County government	Planners, standard setters
Office of Cultural Affairs	Advisor
Public Art Committee	Reviewers
Local architects	Advisors
The District	Planners, advisors
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Initiate communications with key allies	<ul style="list-style-type: none"> <li>• Identify opportunities and specific objectives</li> <li>• Solicit input from those involved and the general public</li> <li>• Articulate policy</li> </ul>

**Strategy 3: Expand arts programming and venues.**

**Action Plan**

<b>Who should take the lead:</b> Newly formed Alliance	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
OCA, CVB, Chamber, City Council	Advise and support
Universities, Colleges	Advise and support
Arts and culture organizations	Advise and support

All existing arts and culture venues	Advise and support
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Needs assessment audit	<ul style="list-style-type: none"><li>• Brainstorm sessions</li><li>• Survey of current venues, options</li></ul>

## B. Community Character

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

- Subtopic: Community Appearance
- Subtopic: Historic Preservation
- Subtopic: Revitalization

The Community Character Vision Statement is as follows:

***“Columbia protects and encourages the expression of its historic and natural character, uniting the community with sustainable, healthy planning and design, beautifying the streets and lives of its citizens.”***

Community Appearance

Goal:  
Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics.

Strategies and Action Plans

**Strategy 1:** Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings.

**Strategy 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.)

**Strategy 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.

Action Plan

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
Sasaki Associate Consultants	Streetscape/landscape
8 <sup>th</sup> Street Redevelopment Association	
Assistant City Manager, Parks and Recreation	Entry landscape and improvement
Volunteer Services	Neighborhood redevelopment
MidCity Redevelopment Alliance, Baton Rouge	Neighborhood redevelopment
Center for Sustainable Living	
Columbia Aquatic Renovation Project	
Planning Department, City of Columbia	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
The City of Columbia Staff - Underground utilities - Regulate billboards	

\* This action plan covers all three strategies.

Historic Preservation

Goal:  
Historic areas will be identified, valued, and preserved through education, enforcement, and incentives.

Strategies and Action Plans

**Strategy 1: Develop a policy of identification, financial incentives such as tax abatement and tax credits, and resources for monitoring to encourage historic preservation.**

**Action Plan**

<b>Who should take the lead:</b> County and City of Columbia	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
	Maintain on City’s website city/county historical policy, different identification criteria and current local, state and federal resources available
	Pay a stipend to an individual to find, update and help with application for all available resources
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Commitment of funding and development of space on city website	<ul style="list-style-type: none"> <li>Provide for funding via stipend or other means to update available resources for both city, commercial, and residential use</li> </ul>

**Strategy 2: Seek federal preservation funds for use in community historic preservation.**

**Action Plan**

<b>Who should take the lead:</b> County and City of Columbia	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
	Tax abatement; multi-level of time length dependent on zoning use both commercial and residential
	Seek and/or utilize available State and Federal funding for preservation
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Figure out economic of both city and county. Economic gain from redevelopment, saving on further infrastructure, and contributing aesthetic value vs. temporary freezing of a limited number of tax revenues</li> <li>Use zoning both commercial and residential for time frame</li> <li>Appoint a historic preservation board</li> </ul>

**Strategy 3: Educate neighborhoods of their historic importance and of incentives available for historic preservation.**

**Action Plan**

<b>Who should take the lead:</b> Boone County and all Cities; City of Columbia new website; Historic Preservation Commission; Boone County Historical Society	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
	On website maintain maps or link information
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Build and maintain website</li> <li>Create information pamphlet</li> </ul>



**Goal:**  
 Columbia will utilize, encourage, reward and enforce urban planning designs to promote walking and visiting, to screen for noise and lights, to preserve and restore historic areas both green and civic, and to increase a spirit of community. Columbia will provide and advertise incentives for building and retrofitting homes and businesses for energy efficiency and tailored renewable energy sources, and for restoring neighborhoods with abandoned and substandard structures.

Strategies and Action Plans

**Strategy 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.)

**Strategy 2:** Focus on renewable energy building and retrofitting as integral to urban development and restoration.

**Strategy 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.

**Action Plan**

<b>Who should take the lead:</b> The City in conjunction with University of Missouri (extension)	
<b>Who else should be involved:</b>	<b>Potential Roles:</b>
Energy and Environmental Studies – University of Missouri extension offices	Tailoring home
	Renewable energy retrofitting
	Green building plans
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Advertise this opportunity; done by both University of Missouri and the City	<ul style="list-style-type: none"> <li>• Consultation of home-owners with University of Missouri Energy Extension Offices for mixed-source renewable energy tailored to each specific home or business</li> </ul>

\* This action plan is for all three strategies.

## C. Community Facilities and Services

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

- Subtopic: Library
- Subtopic: Law Enforcement
- Subtopic: Public Safety
- Subtopic: Public Works

The Community Facilities and Services Vision Statement is as follows:

***“High level, comprehensive, responsive services---from library, to police, emergency, substance abuse, and public works--keep the city clean, safe, and beautiful, and citizens informed and knowledgeable; provide equitable treatment to all, incorporate input from citizens, and support the high quality of life of the community.”***

Library

Goal:  
Access to library services, facilities, and community meeting spaces will be increased.

Strategies and Action Plans

**Strategy 1: Establish additional facilities and service points to provide expanded library services for the growing community.**

**Action Plan**

<b>Who should take the lead:</b> Regional Library Board	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Director – Daniel Boone Regional Library	Implement library policies, provide leadership
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Based on information from a community survey, develop a communications plan that identifies methods for seeking on-going public input and provides information about the library system	<ul style="list-style-type: none"> <li>• Proactively involve citizens in dialogue and analysis on library needs for the growing community as part of the library’s strategic planning process</li> <li>• Determine locations and types of additional service access points and branch libraries</li> <li>• Increase library collections including diverse materials in a variety of formats (books, electronic and audio-visual) that reflect the interests of the community</li> </ul>

Law Enforcement

Goal:  
The relationship between the Columbia Police Department and the community will be positive and mutually respected.

Strategies and Action Plans

**Strategy 1: Administer law enforcement fairly to all citizens.**

**Action Plan**

<b>Who should take the lead:</b> City Council – to hold the Police Department accountable for meeting the recommendations and timelines in Dr. Aaron Thompson’s report (submitted to the City Council March 26, 2007), and for implementation of a Citizens Review System	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Citizens who are representative of Columbia’s demographic population	Serve as part of a Citizen Review System
Columbia Police Department	Implement Thompson Report recommendations
Police Chief	Implement Thompson Report recommendations, and work with the Citizen Review System
Human Rights Commission	Provide data and insight regarding citizen concerns about the Columbia Police Department
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Obtain baseline data regarding the relationship between the community and the Columbia Police Department (public input – for example, town hall meetings, citizen surveys, complaint records)	<ul style="list-style-type: none"> <li>• Create a Citizen Review System</li> <li>• Utilize the Thompson Report’s recommendations and timelines</li> </ul>

**Strategy 2: Allocate police staffing and presence equitably.**

**Action Plan**

<b>Who should take the lead:</b> City Council	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Citizens who are representative of Columbia’s demographic population	Provide input regarding community needs and concerns
Columbia Police Department	Provide input regarding changes in allocation of staff
Police Chief	Implementation of changes in allocation of staff
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Obtain the objective assessment of current allocation of police staffing and presence	<ul style="list-style-type: none"> <li>• Compare Columbia to similar communities in terms of the number of police and police support per capita, per square mile, and per density</li> <li>• Explore Columbia Police Department staffing allocation by shift and by location</li> </ul>

Public Safety

Goal:  
Community members will be safe and secure.

Strategies and Action Plans

**Strategy 1: Reduce crime and substance abuse.**

**Action Plan**

<b>Who should take the lead:</b> Chief of Police	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Columbia Police Department	Devote additional resources to high crime areas. Enforce ordinances, including complaints against landlords registered through the Health Department, Solid Waste, or Protective Inspection regarding violations of city ordinances
Local treatment centers, including Reality House Programs Inc, Phoenix Programs Inc, Daybreak Treatment Center, Pathways Community Behavioral Healthcare, DRD Columbia Medical Clinic, Escape Alcohol and Drug, Family Counseling Center, The Cornerstone Program, McCambridge Center, and Harry S. Truman Memorial Veterans Hospital	These agencies could provide input regarding how to communicate with, and how to reach those in need of assistance. Each offers Substance Abuse programs
Local media (TV station, radio, newspaper, other local publications)	Communication of Columbia Police Department services, and community resources to deal with crime prevention and substance abuse
City of Columbia Communications	Assist with communication of Columbia Police Department services, and community resources to deal with substance abuse and reduction of crime
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Establish educational programs in conjunction with local media (for an awareness of currently available local resources, from dependency help, etc.)	<ul style="list-style-type: none"> <li>To reduce substance abuse and crime, the community should provide adequate police staff and comprehensive police coverage throughout the city. Accomplish this by reallocating the numbers of police throughout the city, and to each shift</li> <li>Review and implement public education program to address personal and home safety, as well as to educate the public on community policing challenges</li> </ul>

**Strategy 2: Increase traffic law enforcement.**

**Action Plan**

<b>Who should take the lead:</b> Head of City Traffic Unit and the Columbia Police Department with support from Chief of Police	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Bicycle & Pedestrian Commission	Published “rules of the road” communication, could assist with future communication and share traffic concerns and challenges of bicyclists and pedestrians
City Office of Communications	Assist with communication to the public, including information in the “City Source” newsletter included with the city utility bill
City Communications Committee	Assist with communication to the public, including information in the “City Source” newsletter included with the city utility bill
“City Source” editor	Assist with communication to the public, including information in the “City Source” newsletter included with the city utility bill
Public Works Department	Installation of traffic monitoring devices, signs for new speed limits, etc.

University of Missouri – Columbia, and UM-C Police	Educate students about traffic laws
Disability Commission	Share concerns and challenges those with disabilities face
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Increase personnel (including use of volunteer staff) and utilize non-human resources (red light cameras, speed monitoring devices, etc.); organize a committee of technology savvy and creative people to look at possible technological applications for traffic enforcement	<ul style="list-style-type: none"> <li>• Develop and implement public education programs to communicate traffic laws, ranging from “rules of the road” to pedestrian rights, and publicize</li> <li>• Increase monitoring of traffic through expanded use of volunteers</li> <li>• More traffic patrolling and traffic officers, reassigning personnel to direct traffic during peak times, utilization of motorcycle patrols</li> <li>• Reviewing present speed limits to determine adequacy</li> <li>• Encourage use of the city’s “Traffic Safety Hotline”</li> </ul>

Public Works

Goal:  
City services will be efficient, effective, and expanded.

Strategies and Action Plans

**Strategy 1: Use available technology to increase and improve city services offered to the community.**

**Action Plan**

<b>Who should take the lead:</b> City Manager	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Columbia City Water & Light Department	Knowledge of poles/wiring/underground electrical
Knowledgeable citizens with technical expertise	Could consider creative utilization of technology
City Engineers	Consult on potential implementation of technology
Other communities who've utilized technology and information in graphic format	Provide information on cost, administration, and public response
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
An exploratory committee of city staff and knowledgeable citizens should be established to consider options and research what other communities have done	<ul style="list-style-type: none"> <li>• Provide alternative, low-cost, high bandwidth Internet access to residents and businesses</li> <li>• Investigate delivery of hardwired and wireless Internet access over city power lines</li> <li>• Provide information (demographic, health, financial, etc.) in graphic format to make the information more useful and understandable to community members, leaders, and groups, and to aid in emergency planning</li> </ul>

**Strategy 2: Provide comprehensive, efficient removal of snow throughout the city.**

**Action Plan**

<b>Who should take the lead:</b> Public Works Department	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Director of Public Works Department	Director- ensure that City Snow Removal Emergency Snow policies are enforced, and investigate equipment for removal of snow from sidewalks Staff- snow removal services
Bicycle and Pedestrian Commission	Communicate needs/challenges
City Manager	Oversee Public Works Department; propose adequate budgeting for sidewalk snow removal equipment
Director of Environmental Health & Risk Management, UM-C	Coordinate efforts/communication with UM-C students, faculty, and staff; provide guidance in regard to equipment, emergency plans, etc. used by the University, and advise how enforcement and complaints are handled
Disabilities Commission	Communicate needs and challenges of citizens with disabilities
Public Information Specialist, Columbia Public Works Department	Assist with communication
Campus Safety Committee Chair at UM-C, Training Development Coordinator	Coordinate efforts/communication with UM-C students, faculty, and staff
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>

Budget for additional snow plows in city budget	<ul style="list-style-type: none"> <li>• Expand city services to include, among other things: City clearing of snow from sidewalks in heavily pedestrian (including physically handicapped) traveled areas such as downtown business area, arterial and collector streets, designated school routes, some or all city bus routes, and other areas of concern to citizens</li> <li>• Mandatory enforced removal of snow from all other sidewalks and removal of vehicles from snow emergency/priority removal routes</li> </ul>
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**Strategy 3: Investigate ways to enhance services, and increase communication regarding services currently available.**

**Action Plan**

<b>Who should take the lead:</b> Public Works Department	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Director of Public Works Department	Solicit periodic feedback from the community on perceived issues and problems with public services. Solicit suggested remedies to address these issues and problems. Solicit input from community regarding desired and enhanced services
City Manager	Oversee Public Works Department; propose adequate budgeting for any new or enhanced services
Director of Environmental Health & Risk Management, UM-C	Coordinate efforts/communication with UM-C students, faculty, and staff; provide guidance in regard to equipment, emergency plans, etc. used by the University, and advise how enforcement and complaints are handled
Public Information Specialist, Columbia Public Works Department	Provide public education on current Public Works programs, budget, and resource constraints, and future directions
Campus Safety Committee Chair at UM-C, Training Development Coordinator	Coordinate efforts/communication with UM-C students, faculty, and staff
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Designated times and days for street cleaning at least within a set trial area</li> <li>• Consideration of leaf removal subsidization</li> <li>• More abundant and explicit public education as to the rights and responsibilities citizens have in regard to all city services through the City of Columbia Public Works Dept.</li> <li>• Expand communication of city services</li> <li>• Consider use of outsourcing/private resources for emergency situations</li> </ul>

## D. Community Pride and Human Relationships

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This chapter details the Vision Statement, goal, and strategies developed by the Community Pride and Human Relationships Citizen Topic Group. They looked at three specific subtopics:

- Subtopic: Youth
- Subtopic: Diversity and Inclusion
- Subtopic: Sense of Community

The Community Pride and Human Relationships Vision Statement is as follows:

***“Our vision of Columbia’s future is one where we all embrace and help create a welcoming, just, responsive, proactive, understanding, and respectful environment for residents and visitors alike – celebrating, rather than denigrating our collective diversity.”***

Youth

Goal:  
Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.

Strategies and Action Plans

**Strategy 1: Leverage Study Circle program to build consensus and vision among youth organization leadership.**

**Strategy 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.**

**Strategy 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.**

**Action Plan**

Who should take the lead: Depends on option chosen: OPTION #1 – Churches and faith-based groups following the model of “The Bridge” in Joplin, Missouri OR OPTION #2 – The United Way with programs similar to the ones related to services to seniors	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Directors of youth clubs, youth-oriented social service agency leaders, youth pastors, parachurch organizers, city youth advocates, after-school program leaders	Provide comprehensive details on current opportunities; discuss potential overlaps, points/places of potential cooperation, and the achievement of greater resource efficiencies
City webmaster and elected representative youth leaders	Gather information to publish (updateable) information packet for distribution
Teen focus groups, youth facility managers (presently in use), youth leader representatives	Determine interest, feasibility, funding availability for, and managerial oversight of a shared multi-use (center of town) youth space
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Should begin a new level of dialogue among youth service providers about new ways to cooperate The City should budget for a Youth Services Director to coordinate some of these initiatives, marshal resources, and foster communication and cooperation	<ul style="list-style-type: none"> <li>Assign/elect/recruit a youth “champion” within the city (either from the religious community or social service community) to lead the entire effort and begin networking with the youth-related service providers and leaders</li> <li>Collect ALL available information on youth-related activities and programs and compile a resource guide, which could also serve as the raw material for the development of a web-based community calendar</li> <li>Assemble study/focus groups to brainstorm on the feasibility and potential management of a shared use center-of-town facility</li> </ul>

**\* This action plan covers all three strategies.**

Diversity / Inclusion

**Goal:**  
Columbia will be an inclusive community where people from all walks of life hear, appreciate, understand, respect, and trust each other, and where positive relationships are fostered and human rights are advanced.

Strategies and Action Plans

*\*\*Note: For further information, please see Appendix A for the Facilitator’s Summary Statement regarding Community Pride.*

**Strategy 1: Reorganize and expand the Human Rights Commission, review city policy statements regarding human rights, and expand study circles.**

**Strategy 2: Develop and implement awareness orientation and training programs for new and existing employees.**

**Strategy 3: Form an Intercultural Council.**

**Action Plan**

<b>Who should take the lead:</b> City Manager	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Human Rights Commission – Commission members, City staff, visioning volunteers	Initiate a reorganization plan for submission to the City Manager
Cultural awareness training – City staff, HR staff, resident experts	Review potential policy/training programs, create and recommend policy, develop and implement training, review for effectiveness
Intercultural Council – representatives from ethnic and religious groups	Cultural and religious coordinator with both the relational connections and breadth of understanding to inform, coordinate, and strategize about cultural matters
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Use the momentum created by the visioning effort to involve interested parties within the community to review available training curriculum and involve affected sectors and personnel to participate in study circles to heighten interest and ownership in the initiatives	<ul style="list-style-type: none"> <li>• HUMAN RIGHTS COMMISSION – Staff and advisory council take lead in working HR commission to develop a mutually agreeable reorganization/expansion plan including possible ordinance revision. Present plan to City Manger for advisement and eventual implementation</li> <li>• CULTURAL AWARENESS TRAINING – Research and select training material that “fits” proscribed outcomes, recruit qualified trainers, invite City Manager participation and input, present plan to governing authorities, encourage (require?) to participate in program</li> <li>• INTERCULTURAL COUNCIL – Recruit and inspire a diverse group of interested individuals willing to help in understanding the culture and background of various ethnic and religious groups. These individuals would then be charged with recruiting (and investing in) others that may assist in organizing events to involve the community at large. Develop committees to fulfill goals and strategies</li> </ul>

**\* This action plan covers all three strategies.**

Sense of Community

**Goal:**  
 Connections between families, neighborhoods, and the community-at-large will be actively promoted through events, through broad, effective, and all-inclusive communication, and through interactive and fun community challenges.

Strategies and Action Plans

**Strategies 1:** Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.

**Strategies 2:** Investigate, encourage, and replicate events that bring various cross-section of the community together. (e.g. “Spark in the Park”.)

**Strategies 3.** Create an entertaining, media-supported “trading places” project to promote improvements in cross-cultural, multi-ethnic, inter-generational communications and relationships.

**Action Plan**

<b>Who should take the lead:</b> A relationally-oriented person with connections in diverse communities and credibility/leverage with media outlets and the city	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
For CALENDAR – city webmaster, coordinating with community-based organizational leaders (most notably not-for-profit, cultural, educational, and faith-based groups)	Collect data for community calendar and to create updateable system for ongoing and special events
For SPARK IN THE PARK – The University community and other community leaders	Community response to “Spark in the Park” was surprisingly strong and positive. Therefore, it seems worth trying to re-create the same spirited activity in a more proactive way (not waiting for a negative group to dictate the pace)
For TRADING PLACES - KOMU and other print media like Tribune/Inside Columbia	It would seem with the journalism school (and the myriad of assignments they must fulfill each year), that this kind of initiative might be just the kind of project that would be exciting for a budding journalist
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Identify an individual who is willing to champion these kinds of initiatives	<ul style="list-style-type: none"> <li>• CALENDAR INITIATIVE – Determine the placement and ownership of the calendar information. A “wikipedia” format (self-editing/correcting) might be the easiest to implement and use. Create the website – city, Tribune, MU?</li> <li>• SPARK IN THE PARK EVENT Connect the “NOT IN OUR TOWN” initiatives and an on-going “Spark in the Park” event. Connecting this event as a culminating event in an already existing activity that is well-attended (i.e. “Twilight Festival”)</li> <li>• TRADING PLACES – A student or media outlet should take the lead in this effort, with support from members of the Citizen Topic Group</li> </ul>

\* This action plan covers all three strategies.

## E. Development

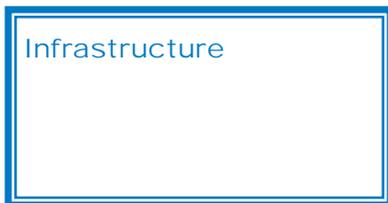
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This chapter details the Vision Statement, goal, and strategies developed by the Development Citizen Topic Group. They looked at four specific subtopics:

- 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**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
City council to appoint a task force	<ul style="list-style-type: none"> <li>• 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</li> <li>• Review and implement the recommendations of the task force</li> <li>• Use all available media (TV, radio, newspaper, website, public forum, etc.)</li> </ul>

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

**Action Plan**

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

**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

<b>Who should take the lead:</b> City Manager and his designees	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• 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</li> <li>• The task force members should elect a member to serve as the Chairperson</li> <li>• Discuss infrastructure issues</li> <li>• Listen to questions from the audience at all regularly scheduled meetings</li> <li>• 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)</li> </ul>

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**

<b>Who should take the lead:</b> Land Preservation Sub-topic Group members (LPG)	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Land Preservation Group members to contact key city and county officials to initiate a task force meeting	<ul style="list-style-type: none"> <li>• The task force will discuss and recommend structure, membership, duties and mission of the Land Preservation Authority</li> <li>• Public education will be initiated to advocate for the establishment of the Land Preservation Authority</li> <li>• The Land Preservation Authority will be established</li> </ul>

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**

<b>Who should take the lead:</b> Land Preservation Authority encouraged by the Land Preservation Group	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• Map and prioritize Boone County for potential land preservation</li> <li>• 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</li> </ul>

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

<b>Who should take the lead:</b> Land Preservation Authority, with encouragement and monitoring by the Land Preservation Group	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• Explore funding strategies, assess public opinion and develop a funding plan.</li> <li>• Investigate possible legal restrictions on funding mechanisms for both the city of Columbia and Boone County and all possible money sources</li> <li>• Solicit donations of property or development rights</li> <li>• 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</li> <li>• Arrange to put funding plans (e.g. Sales Tax) to voters for approval; undertake necessary public education</li> <li>• Investigate and apply for grants</li> </ul>

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**

<b>Who should take the lead:</b> City Council	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• 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</li> <li>• 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</li> <li>• 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)</li> <li>• 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</li> <li>• 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</li> <li>• See Appendix B for additional information</li> </ul>

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

**Action Plan**

<b>Who should take the lead:</b> City Manager	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Police department and other city agencies with enforcement responsibility	Make officers proactive enforcers of regulations important to quality of life in neighborhoods
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• 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</li> <li>• 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</li> </ul>

**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**

<b>Who should take the lead:</b> City Manager	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
City Council	Budget oversight
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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.*

<b>Who should take the lead:</b> City of Columbia’s Planning and Development Department	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• City to convene meeting(s) of key players and other interested parties</li> <li>• Seek consensus on definitions of natural resources</li> <li>• Develop inventories by type, value, etc.</li> <li>• Seek consensus on process for deciding when and how to protect various such resources during the development process</li> </ul>

**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.*

<b>Who should take the lead:</b> 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.	
<b>Who else should be involved:</b>	<b>Potential roles:</b>

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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• City should arrange a meeting with affected groups and parties of interest (maybe multiple meetings to help separate fact from emotion)</li> <li>• Newspaper ads to inform the public about form based codes</li> <li>• City’s Planning Department web site can include a FAQ section about form based zoning</li> <li>• Research the different elements involved with form based codes and make this list available to the public</li> <li>• Discuss incentives to encourage the use of the form based code, including expedited review of a plan, reduced fees, or others</li> <li>• Conduct a charrette, which is a series of interactive working meetings where design ideas are discussed and actual designs reviewed.</li> </ul>

**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**

<b>Who should take the lead:</b> City of Columbia Planning and Development Dept.	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
County Planning and Development	Create criteria, task force, incentives
Housing Authority	Task force, criteria list
City Council	Enforce strategies
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• Produce a comprehensive list of potential opportunity sites for infill and redevelopment</li> <li>• Convene regular meetings</li> <li>• Form a task force of stakeholders to develop the criteria to identify such opportunity sites</li> <li>• 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</li> <li>• Create incentives for developers who participate in infill and redevelopment projects</li> </ul>

**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**

<b>Who should take the lead:</b> City Planning	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• Compile and publish annual report of 8-12 quantitative measures of quality of life or city health, release it at a public event</li> <li>• 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)</li> <li>• Develop and hold an adult education class (through Parks &amp; 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 &amp; Zoning meeting, develop a similar curriculum for High School students and work with school district to have it incorporated into a class</li> <li>• Make the Planning &amp; 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</li> <li>• 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</li> </ul>

**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**

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

\* This Action Plan covers strategies 5 and 6.

**Strategy 7: Incentivize LEED standards.****Action Plan**

<b>Who should take the lead:</b> Public Works, Local Chapter of AIA, Local Chapter of CSI	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
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"> <li>• 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</li> <li>• Prepare and implement a public education program on LEED and how the program would help attain KYOTO Accord standards and goals.</li> <li>• 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.</li> <li>• Conduct public hearings for citizen reaction/feedback on the program</li> <li>• Review the incentive program periodically (probably to coincide with each release of new LEED guidelines)</li> </ul>

**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**

<b>Who should take the lead:</b> Boone County / City Planning & Zoning Commissions	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
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
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Finalize the vision statement and structure transport planning to support that vision	<ul style="list-style-type: none"> <li>• A comprehensive master plan that incorporates roads, sewers, and other infrastructure support mechanisms. Empower a joint city/county planning commission</li> </ul>

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

**Action Plan**

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

## F. Downtown

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

- Subtopic: Investments
- Subtopic: Housing
- Subtopic: Mobility

The Downtown Vision Statement is as follows:

***“Downtown Columbia is a hip and vibrant district with a diversity of easily accessible businesses, residences, attractions, and institutions; it is an exciting gathering place for all types of people.”***

Investments

**Goal:**  
 Significant investments in the physical, community, and business environment, as well as the tools to leverage economic strength, will bring vibrancy and diversity of culture, professions, and businesses, and lead to major attractions and exciting destinations.

Strategies and Action Plans

**Strategy 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.**

**Action Plan** *\*\*Note: For further information, please see Appendix C for a highly detailed report and Action Plan regarding Downtown Investments, Strategy 1.*

<b>Who should take the lead:</b> Public and private sector leaders; the proposed Downtown Columbia Leadership Council (DCLC); City Government; the proposed Downtown Columbia Development Partnership (DCDP)	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
The broader mid-MO communities, County and State Government, Chamber, REDI, area business community (including financial institutions, etc.), Non-profit organizations, institutions (MU, SC, CC, etc.) and the community at large	Development of creative policies and actions to prompt significant Downtown (DT) revival to attract sufficient new business, public and private investment, and the young talent necessary to sustain itself and grow in the years ahead (The Knowledge Economy / the Creative Economy implications)
A Downtown Columbia Leadership Council (DCLC) A Downtown Columbia Development Partnership (DCDP) A Downtown Columbia Development Authority (DCDA)	Creation of a DT Development Concept Plan, DT Revitalization Strategic Business Plan, Design Guidelines for building and developers, Market Analysis, and DT Existing Conditions Assessment, etc. Creation of an identity/brand for DT Columbia as the civic and cultural heart of the region, which will help citizens from throughout the region regain civic pride, support DT initiatives and promote the Mid-MO Region as a thriving area
Various consultants	
Citizens of mid-Missouri	Will help guide what and how our “DT Living Room” should look, feel, and inspire how each of us will experience it, whether it is to shop, live, work, play, be entertained, or study and grow
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Retain Sasaki again to analyze the remaining 322 acres and develop a development concept plan for the entire downtown area  The proposed DT Columbia Leadership Council (DCLC) and the proposed Downtown Columbia Development Partnership (DCDP) should facilitate community consensus around a shared concept vision for the future of Downtown Columbia  Initiate the process of developing a Downtown Economic Development and Revitalization Strategic Plan to direct future public and private investment	<ul style="list-style-type: none"> <li>• Design the future of Downtown Columbia as a Regional Center</li> <li>• Form a DT Columbia Leadership Council (DCLC): an advisory group (comprised of our city mayor, city manager, planning director, county executive, county legislature, Chamber, REDI, District President, and others) to guide the development of a DT Strategic Business Plan</li> <li>• Develop a set of DT Physical Development Goals, Objectives and Strategies Develop the Public Policy Framework that will support our guiding principles and provide the basis for our planning concept that will support our goals</li> <li>• Formalize the DT Columbia Development Partnership (DCDP) to create a concept-level development plan and guide development of the Economic Development and Revitalization Strategic Plan and make recommendations to the City Council</li> <li>• Pursue a holistic community development strategy with many integrated strategies; need to identify comprehensive, interrelated strategies and principles for making Downtown Columbia the best it can be in the coming years</li> <li>• Develop a Strategic Framework for Downtown Revitalization by describing the strategic framework of primary land uses or themes and supporting strategies</li> </ul>

toward the goal of creating a vital, thriving and self-sustaining DT	
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**Strategy 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.**

**Action Plan** *\*\*Note: For further information, please see Appendix C for a highly detailed report and Action Plan regarding Downtown Investments, Strategy 2.*

<b>Who should take the lead:</b> The three 3 newly formed organizations the Downtown Columbia Leadership Council (DCLCA), the Downtown Columbia Development Partnership (DCDP), and the Downtown Columbia Development Authority (DCDA); the proposed “Energizing an Entrepreneurial Economy” Taskforce (The Triple E Taskforce)	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Columbia City Government, REDI, Chamber, Higher educational institutions (MU, SC, CC, etc.), Financial institutions collaborating with community leaders and businesses	Creating a DT climate and environment where entrepreneurship is recognized, celebrated and supported, an environment that nurtures and grows entrepreneurs
Mid-MO counties, State and Federal governments, Regional planning commission	Design and implement creative policies and actions that support entrepreneurship and small business development and the habitat (DT revival) young professionals require and which is necessary to attract sufficient new business
Three newly formed organizations will work together to achieve a vibrant DT: The proposed Downtown Columbia Leadership Council (DCLC) (Strategy 1) The proposed Downtown Columbia Development Partnership (DCDP) (Strategy 1) An “Energizing an Entrepreneurial Economy” Taskforce (Strategy 2)	For all DT planning, investments and implementation, City Council approval The DT Revitalization Strategic Business Plan operating through public-private partnerships, management committees and the promotion of a vibrant DT Columbia and region For all DT economic development business and workforce/job growth; community efforts could become the model that influences policy makers in our statehouse for small-medium metropolitan cities in MO
Community input as well as various consultants for strategic and technical assistance working with the Triple E Taskforce	Design and develop a new enhanced DT (Regional) Economic Development Strategic Plan through making the case, readiness assessment, strategy building, capacity building, and evaluation criteria process
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
The Triple E Taskforce’s organization in coordination with the new DT Leadership Council (DTLC), the new DT Development Partnership (DTDP) and our new regional commission–Develop an economic development plan for DT  The purpose of this plan is to: <ul style="list-style-type: none"> <li>Identify what drives the Columbia economy and what future trends may have the greatest impact of the city’s economy</li> <li>Develop a shared vision for DT through community surveys, community forums and focus groups</li> <li>Establish a 10 year vision for Columbia’s economy</li> <li>Develop a set of economic goals that identify specific objectives and</li> </ul>	<ul style="list-style-type: none"> <li>Accept and understand the implications that the rules of economic development have been transforming dramatically.. Encourage efforts that will increase the opportunities for today’s businesses, while expanding the possibilities for future workers and entrepreneurs – offering opportunities for our children/students to stay in the region and obtain competitive jobs</li> <li>Set-up an “Energizing an Entrepreneurial Economy Taskforce” (The Triple E Taskforce) for DT Columbia and our region</li> <li>Create a stimulating and supportive environment for entrepreneurs by making policy choices and decisions that produce a positive climate for entrepreneurship and by investing in infrastructure that supports entrepreneurs</li> <li>Build on the Arts: Great arts and cultural venues will be the department stores for the 21st Century</li> <li>Promote DT Columbia as an incubator of ideas and dreams: Coordinate and expand business attraction and retention activities: Columbia has a diverse business base, but may need to reuse several DT vacant buildings or lots and expand its retail diversity to appeal to a larger customer base</li> <li>The “Energizing an Entrepreneurial Economy” Taskforce (The Triple E Taskforce works in tandem with the Downtown Columbia Development Partnership (DCDP) to develop joint recommendations to create new live/work environments DT, new areas as</li> </ul>

<p>recommend the types of activity that the City and its economic partners can pursue</p>	<p>business parks for office, light industrial, technology-based businesses, a park system to connect to the live/work environment, promote DT as a destination for local citizens, visitors and new businesses and new investments, place pedestrians first while maintaining DT's integrity and history by defining the DT Columbia experience through its buildings</p>
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**Strategy 3: Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources.**

**Action Plan**

<p><b>Who should take the lead:</b> City of Columbia, based on input from other groups</p>	
<p><b>Who else should be involved:</b></p>	<p><b>Potential roles:</b></p>
<p>Developers / Property Owners (invest in projects)</p>	<p>Work in partnership with the city to create a land use plan that meets their needs as well as the needs of business, residents, and the general public          Develop truly catalytic projects          Adopt a long-term investment approach to downtown projects to ensure the development remains successful over time (i.e., high quality construction, 5-year business/tenant recruitment plan, etc.)</p>
<p>Banks / Lending Institutions (finances projects)</p>	<p>Create special teams to handle new types of development projects, perhaps looking to branches in other areas for ideas          Develop clear expectations for developers seeking financing (i.e., required outreach to certain groups, approval of design, comprehensive financing plan and business plan)          Work cooperatively with other lenders and government organizations to pull together large funding packages          Have solutions available to non-profit or state-owned institutions interested in development projects</p>
<p>Columbia Special Business District (provides support to ensure success of projects)</p>	<p>Continue to advocate on behalf of their members (developers, businesses and residents) with the various levels of government          Continue to provide and distribute marketing and other data necessary to attract developers, businesses and residents          Remain the marketing and public relations organization for <i>The District</i>          Continue to provide key services and capital improvements          Continue to monitor the "big picture" to help ensure development projects work in concert          Continue business recruitment and training programs, reaching out to the SBA, the Chamber and other groups to coordinate or consolidate efforts          Create a stronger, better funded organization to provide more services to the area</p>
<p><b>How to jumpstart implementation:</b></p>	<p><b>Other recommended action steps:</b></p>
<p>The city publicly commits to creating a cohesive development package including: incentives, design guidelines, etc.</p>	<ul style="list-style-type: none"> <li>• Create an incentive package, including MODESA (City)</li> <li>• Develop a land use plan and design / development standards (City)</li> <li>• Reorganize the SBD to better address future needs of downtown businesses, property owners, and residents (SBD)</li> <li>• Pull together a business recruitment / retention team (Conglomeration of existing business-support organizations)</li> <li>• Pull together a development assistance team (Conglomeration of existing development assistance organizations.)</li> </ul>

Housing

Goal:

Downtown Columbia will have a variety of safe housing options, including new and revitalized units, for all age groups and income levels with easy access to desirable amenities. Development and design guidelines will be instituted.

Strategies and Action Plans

**Strategy 1: Follow up on the implementation strategies of the Sasaki Opportunity Study, including creation of the implementation entity Missouri Downtown Economic Stimulus Act, in order to facilitate the development of new housing downtown.**

**Action Plan**

<b>Who should take the lead:</b> City of Columbia	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
University of Missouri	Provide needed funding, staff support and representation on board
Stephens College	Provide needed funding, staff support and representation on board
Columbia Special Business District	Continue to advocate on behalf of its members
Central City Neighborhoods	Facilitate two-way communication and cooperation in planning forums
Columbia College and Columbia Housing Authority	Participate in discussions and provide representation for committees
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Generate more public information about ongoing meetings of the three initial partners; frequent updates on progress of project; press releases and public vision casts from City Manager	<ul style="list-style-type: none"> <li>• City, University and Stephens College formalize partnership</li> <li>• Create governing “board”</li> <li>• Begin preparation of MODESA application</li> </ul>

**Strategy 2: Contact realtors, retailers, developers, and financial sources to access the barriers and opportunities to downtown housing development.**

**Action Plan**

<b>Who should take the lead:</b> Public, private, and civic leaders	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
City Managers office	To give an overview of what can and can't be accomplished
Developers who have the skills to carry project to completion	Must have knowledge and avenue of resources
Planners and consultants- both City and individuals with foresight and vision	Skilled visionaries
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Provide incentives such as tax incentives, credits, grants, rebates, and identifying land/buildings to be targeted as goals; Analyze zoning, rules and regulation, ordinances to modify the implementation of goals and strategies; Design parking garages differently for both City and University owned property. Improve streetscape by having	<ul style="list-style-type: none"> <li>• Identify what land/ buildings can be purchased or redeveloped</li> <li>• Inventory Particularly City and County owned land and buildings</li> <li>• What parking lots and property can City, County, Churches relinquish or acquire from private ownership</li> <li>• Sell the land/buildings to developers, not investors</li> </ul>

storefronts with parking behind and overhead; Consider underground parking	
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**Goal:**  
 People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area.

Strategies and Action Plans

**Strategy 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.**

**Strategy 2: Research similar cities with respect to efficient use of assets (alleyways, walkways, bike paths, parking spaces, etc.) for considerations for plans for Columbia.**

**Action Plan**

<b>Who should take the lead:</b> City	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
City Parking	
SBD	
Pednet	
University/Colleges – Columbia, Stephens	
Disabilities Commission	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Collect data on vehicular, pedestrian and bike traffic downtown</li> <li>• Use the newly collected data to determine the extent of the problem</li> <li>• Explore how other similar cities have addressed these issues (ie, field trips, etc.).</li> <li>• Establish a committee of above interests designed to address the entire issue rather than a piece of it</li> <li>• Issues to look at: Broadway congestion (alternate route East to West), Study “left turns” on Broadway, would “back in” park work better, restructure parking fees – more expensive to park on Broadway/less in garage, E3 park cards, improve Walnut corridor (i.e lights, sidewalks, etc), consider improving walk to town from all campuses (i.e. safety considerations), an improved plan for delivery in the downtown area.</li> </ul>

\* This action plan covers both strategies.

## G. Economic Development

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

- Subtopic: Economic Development
- Subtopic: Airport
- Subtopic: Jobs and Job Training
- Subtopic: Science and Technology

The Economic Development Vision Statement is as follows:

***“Columbia will attract, retain, and encourage business growth by establishing a business-friendly climate, enhancing regional economic partnerships, and fostering a digital infrastructure.”***

Economic Development

**Goal:**  
Columbia will attract, retain, and encourage the growth of new businesses by establishing a business-friendly climate, enhancing regional economic partnerships, and promoting reciprocal business relationships.

Strategies and Action Plans

**Strategy 1: Promote positive attitudes toward economic development.**

**Action Plan** *\*\*Note: For further information, please see Appendix D for a highly detailed report and Action Plan regarding Economic Development.*

<b>Who should take the lead:</b> City Council	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
City Staff	Work to make enforcement of business related regulations more consistent and predictable; give economic development personnel expanded discretion regarding use of incentives; and use city resources and personnel to both promote and educate the general public about the advantages of doing business in Columbia
Business owners and employers	Use associations to develop realistic ideas relating to zoning, regulatory ordinances and use of incentives; actively support recruitment and retention of new and established companies
Chamber of Commerce	Proactively support new business recruitment strategies including the use of incentives, tax abatements and local and state legislative measures that enable positive economic activity in this community
Environmental and conservation associations	Identify alternative sources of funding for public amenities such as trails and parks that are not related to taxes or development fees and work proactively to secure such funding
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
City Council must take the lead in reestablishing themselves as leading supporters of economic development and job creation	<ul style="list-style-type: none"> <li>Working in tandem with various stakeholders, the City Council should modernize the current zoning ordinances in Columbia</li> <li>City Council should pass a resolution supporting the use of incentives of various sorts, including Tax Increment Financing, Transportation Development Districts, etc., for various economic development projects</li> <li>Establish a fast-track procedure for the approval of new economic development projects</li> <li>Take a go-slow approach to enacting new regulations that substantially increase costs and time for new business development projects or that create significant economic hurdles for small business owners</li> </ul>

**Strategy 2: Leverage Columbia’s natural advantages – MU, Columbia’s location and environment, and Columbia’s people –in fostering economic development.**

**Action Plan**

<b>Who should take the lead:</b> Columbia’s business leaders	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
MU’s leaders	Make the case that MU’s highest and best work synergizing research and economic development is in biotech and related areas, and defuse objections
City leaders and representatives	Help make the case for economic development in a manner that is respectful of the values of Columbians Facilitate development of land in appropriate areas (such as Discovery Ridge but don’t stop there).
Neighboring towns, cities, counties	Seek out, create, and facilitate joint economic efforts
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>

<p>Create coherent and consistent arguments for economic development and how it can be done in a way that respects Columbians’ values, emphasizing the admirable qualities of communities such as Austin, the North Carolina Research Triangle, and Madison, that have benefited from the synergy between research universities and economic development</p>	<ul style="list-style-type: none"> <li>• Prepare information, documentation, and argument to take the case for economic development to outside groups</li> <li>• Promulgate this information in several formats (website, printed matter, seminars at library)</li> <li>• Create an ongoing dialogue between the business community and groups not traditionally involved with or supportive of economic development activities</li> <li>• Take active steps to preserve and grow Columbia’s I-70 corridor as an economic engine</li> </ul>
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**Strategy 3: Promote entrepreneurialism.**

**Action Plan**

<p><b>Who should take the lead:</b> To be formed Entrepreneurship Advisory Council</p>	
<p><b>Who else should be involved:</b></p>	<p><b>Potential roles:</b></p>
<p>To be formed Mayor-appointed “Entrepreneurship Advisory Council” to include representative from City of Columbia, REDI, Chamber of Commerce, MU, University Center for Innovation and Entrepreneurship, Missouri Innovation Center, Centennial Investors Angel Network, and SCORE</p>	<p>To connect resources that can combine to spawn, grow, and nurture small businesses to enhance the quality of life in Columbia. One aspect of this council’s work will be an advocate for local regulations and general climate – as well as city funding priorities – which are conducive to small growth and success of locally-grown, locally-owned businesses</p>
<p><b>How to jumpstart implementation:</b></p>	<p><b>Other recommended action steps:</b></p>
<p>Quick and visible support (including funding) to help kick start the Incubator</p>	<ul style="list-style-type: none"> <li>• Identify best practices</li> <li>• Support the life sciences business incubator</li> <li>• Support creation and expansion of small businesses</li> <li>• Support formation of high-tech startups</li> <li>• Leverage MU’s commitment to economic development</li> <li>• Encourage micro-loans</li> </ul>



**Goal:**  
 In the future, it will be possible to efficiently and cost-effectively fly into and out of Columbia to save time and money.

Strategies and Action Plans

**Strategy 1: Enhance the future use of the airport by improving its appearance and functionality.**

**Action Plan**

<b>Who should take the lead:</b> Columbia City Council, City Manager and Public Works Department, Airport Manager and Airport Advisory Board	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Area municipal and County and State governments	Advise and consent and later oversight for regional authority, Revenue input
Universities and Colleges	Planning and consulting, Revenue input
REDI, Chamber of Commerce and private business	Planning and consulting, Legal help, Revenue input, Low-interest or No-Interest loans, Travel referrals (Travel bank)
Interested individuals	Serve on committees, insist on better service, revenue input
Representatives from travel agencies, car rentals, restaurants, hotels, and general aviation	Develop plan for expanding cargo and private use
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Extend runways; start marketing plan; introduce "Passenger Bill of Rights;" accelerate planning for a new terminal	<ul style="list-style-type: none"> <li>• Start a regional marketing plan, Strategic Plan from December 2005 should be reviewed and studied</li> <li>• Improve appearance and utility of the terminal; secure private and federal funding to accelerate new terminal construction</li> <li>• Introduce a "Passenger Bill of Rights" for short-term improvement of reliability</li> <li>• Follow through on items in the master plan including runway extension</li> <li>• Advisory Board recommendation letters should be followed up on</li> </ul>

**Strategy 2: Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times.**

**Action Plan**

<b>Who should take the lead:</b> Columbia City Council, City Manager and Public Works Department utilizing the Airport Manager and consultants as needed. Transfer to Airport Authority as soon as possible	
<b>Who else should be involved:</b>	
Columbia City Council, City Manager and Public Works Department, Airport Manager and Airport Advisory Board	Provide guidance for establishing a travel bank: Legal advise and later oversight, revenue input, and compliance with FAA requirements
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Secure one additional airline and one additional destination and secure commitments for seat guarantees. Establish a travel bank utilizing public and private money for start-up subsidies to entice airlines to start new flights to larger hubs with enough frequency to	<ul style="list-style-type: none"> <li>• Increase enplanements by adding destinations and increasing number and frequency of flights</li> <li>• Maintain a fare structure competitive with the driving alternative</li> <li>• Educating and stimulating businesses, colleges, and government agencies</li> <li>• Partnering with nearby centers of population to develop regional initiatives</li> <li>• Establishing a travel bank</li> </ul>

increase connectivity with the whole air travel system	
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**Strategy 3: Establish a Regional Authority and change the name of the airport to reflect its regional nature.**

**Action Plan**

<b>Who should take the lead:</b> Columbia City Council, City Manager and Public Works Department	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
State Government (A Regional Economic Development District made possible by new legislation could become an umbrella organization for a Regional Airport Authority)	Enabling Legislation (if needed), Revenue Input, Travel referrals from Departments (Travel Bank)
Area municipal and County governments	Advise and consent and later oversight for regional authority, Revenue input, Travel referrals (Travel Bank)
University and Colleges	Planning and consulting, Revenue input, Travel referrals (Travel Bank)
REDI, Chambers of Commerce and private businesses	Planning and consulting, Legal help, Revenue input, Low-interest or No-Interest loans, Travel referrals (Travel bank)
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Create an Airport Authority with full responsibility for the airport and with a mandate to bring all interested stakeholders into the process	<ul style="list-style-type: none"> <li>• Transition from the current Airport Advisory Board/City public works structure to an independent airport authority or commission</li> <li>• Change the name of the airport to reflect its regional nature</li> <li>• Engage legal counsel to lead a process for changing to a regional commission with fiscal responsibility for the airport</li> <li>• Assess interest of State government, area Municipalities and Counties in participating in the funding of the regional airport</li> <li>• Appoint or elect commissioners</li> <li>• Create a Development position or department</li> <li>• Create a Marketing position or department</li> <li>• Establish committees of area stakeholders for: marketing, funding, regional alliances, airline relationships, terminal facilities and services</li> </ul>

Jobs and Job Training

**Goal:**  
 In the future, Columbia will have an employment base that is trained and qualified to work in a variety of industries. Employers will provide “decent” wages with benefits that provide opportunities for professional development, further education, good health, and quality of life.

Strategies and Action Plans

**Strategy 1: Address issues related to pay, living wage, and benefits.**

**Action Plan**

<b>Who should take the lead:</b> REDI	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Columbia Chamber of Commerce	Provide data, demographics, etc.
MO Department of Economic Development	Provide data, demographics, etc.
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Data already exists and is updated regularly	<ul style="list-style-type: none"> <li>• Insure REDI continues to collect data and produce profiles</li> </ul>

**Strategy 2: Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities.**

**Strategy 3: Develop innovative strategies for connecting the workforce.**

**Action Plan**

<b>Who should take the lead:</b> Chamber of Commerce	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Missouri Career Center/Workforce Development	Determine how/resources to create a permanent clearinghouse for Strategies 2 and 3
Career Center	Determine how/resources to create a permanent clearinghouse for Strategies 2 and 3
City of Columbia	Determine how/resources to create a permanent clearinghouse for Strategies 2 and 3
Boone County	Determine how/resources to create a permanent clearinghouse for Strategies 2 and 3
Missouri Training Institute	Determine how/resources to create a permanent clearinghouse for Strategies 2 and 3
Human Resources Association of Mid-Missouri	Determine how/resources to create a permanent clearinghouse for Strategies 2 and 3
Personnel staffing agencies	Determine how/resources to create a permanent clearinghouse for Strategies 2 and 3
REDI	
CMCA	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Chamber of Commerce- workforce community/education community, organize community to start clearing houses Need to have registration by all segments of the community	<ul style="list-style-type: none"> <li>• Call group of those who should be involved (above) together to start the clearinghouse- what resources are needed, promote the activities, foster cooperation</li> </ul>

\* This action plan covers strategies two and three.

Science and Technology

**Goal:**  
By 2020, Columbia and Boone County will be known internationally as a leader of science and technology innovation, having produced more than 25 successful new high technology business start-ups in Boone County.

Strategies and Action Plans

**Strategy 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. (e.g., a “Springboard Program”.)

**Strategy 2:** Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce.

**Strategy 3:** Attract and secure substantial research and venture capital to drive our economic growth.

**Action Plan**

<b>Who should take the lead:</b> Chamber of Commerce	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Chamber of Commerce	Overall coordination
University of MO	University resources
Columbia Public Schools	Technical training
Socket	Internet resource
ABC Labs	Bioscience resource
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Include our committee in the Chamber effort to transition the process	<ul style="list-style-type: none"> <li>• The Science and Technology Network should be comprised of a cross-section of innovative minds to foster the development of a pioneering science and technology community</li> <li>• Building a “Springboard Program” to identify and launch science and technology start-ups and ensure their continued success</li> <li>• Assist in implementing solutions for removing economic, infrastructure, governmental or community impediments</li> <li>• Collaborate in spotting emerging markets and technologies that would benefit our community</li> <li>• Develop associated allied businesses for healthcare and life sciences</li> <li>• Identify incentives needed to attract or retain science and technology companies</li> <li>• Promote Columbia and Boone County as a Science and Technology center</li> <li>• Continue development and expansion of Discovery Ridge and the Business Incubator</li> <li>• Offer easily accessible city-wide Internet Cloud</li> <li>• Develop a “High Tech High School”</li> <li>• Establish workforce development programs</li> <li>• Work with bankers to bring regional and national venture capital resources</li> <li>• Approach national and international businesses and solicit their investment</li> <li>• Assist fledgling companies in securing grants</li> <li>• Work with the State and Nation in securing additional funding</li> <li>• Identify international sources for research and innovation startup funding</li> </ul>

\* This action plan covers all three strategies.

## H. Education

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

- Subtopic: Facilities
- Subtopic: Resource Allocation
- Subtopic: Quality Education/Curriculum and Programs

The Education Vision Statement is as follows:

***“Excellent education programs and facilities are available to students of all ages in a variety of programs that both support each individual’s goals and address the diverse social, economic, and environmental needs of the community.”***

Facilities

**Goal:**  
Educational facilities in Columbia will benefit and meet the current and long range needs of the entire community through plans for shared usage and focused attention to technology, the environment, and energy efficiency.

Strategies and Action Plans

**Strategy 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.**

**Action Plan**

<b>Who should take the lead:</b> City Council, City Manager, and Boone County Commission to appoint people to the Educational Facilities Commission	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Columbia Public Schools Chief Operating Officer	Provide inventory; studies of current and future needs, expertise with funding sources and state-of-the-art concepts in school facilities design and construction
City of Columbia (representatives of administration, Parks & Rec, Adult Education Services, etc.)	Provide inventories of city buildings, recreational facilities, public lands and liaison with Public Safety officials for consultation on security and fire prevention relating to educational facilities
Representative of Boone County government (a member of the County Commission or other)	Serve as a liaison between the Education Facilities Commission and the County; provide knowledge about existing infrastructure and public lands and about county planning
UMC Vice Chancellor for Facilities or other administrator	Provide inventory of facilities and projects of the University; advise on current and future needs of UMC students and visitors; assist and advise on joint community-university educational facilities programs and projects
Columbia and Stephens College facilities administrators	Provide inventory of facilities and projects of the colleges; advise on current and future needs of college students and visitors; assist and advise on joint community-college educational facilities programs and projects
Columbia Independent Schools / Interfaith Council representatives	Provide inventory of facilities and projects of local private schools; advise on current and future needs of private school students; assist and advise on joint public-private educational facilities programs and projects
Representative of the Green Building Council	Keep the Educational Facilities Commission advised on current practices for reducing the energy needs of school buildings
Representative(s) of private sports clubs and special interest organizations (i.e. youth organizations, senior citizens, arts groups, civic clubs)	Keep the Educational Facilities Commission advised on their programs and their needs
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Administrators from the City of Columbia, Boone County, public, private and post-secondary schools should be invited to a regular meeting of the School Board or the City Council to discuss appointing the Educational Facilities Commission. Taking the lead in this effort — to contact these officials about	<ul style="list-style-type: none"> <li>• Appointment of Educational Facilities Commission by city and county administrators</li> <li>• Aggregate the various inventories of educational facilities available</li> <li>• List immediate facilities needs and determine whether existing facilities can be used to meet those needs</li> <li>• List projected intermediate and long-range needs, compare them to facilities inventories</li> <li>• Examine various methods of raising funds needed to meet current and projected needs and advocate where appropriate</li> </ul>

<p>putting this topic on a meeting agenda — could be the Columbia School District Chief Operating Officer</p>	<ul style="list-style-type: none"><li>• Gather information about environmental practices being implemented around the country for making buildings more energy efficient, thereby reducing energy use and costs</li><li>• Recommend policies for shared usage of public and private educational facilities</li><li>• Form a strategy for educating the public about the current and projected educational facilities needs of the community</li></ul>
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Resource Allocation

**Goal:**  
 The community and all its public and private entities will work together to ensure that resources for education are allocated effectively through all life stages.

Strategies and Action Plans

**Strategy 1: Ensure that resources are allocated so that students are supported and successful at every level of education from birth through adulthood.**

**Action Plan**

<b>Who should take the lead:</b> New coordinator position created by the city/county governments.	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Public and private school administrators who oversee specialized educational programs (e.g. at-risk programs, transition programs, etc.)	Look for possible synergies, and ways to ensure that there are no gaps. Eliminate duplication, redirect those resources
Local social service agencies and charities	Look for ways to expand current collaboration and support families to ensure more security and opportunities for children
Parents as Teachers, Parent Link, Head Start, Early Head Start, Stork’s Nest, First Chance for Children, Central Missouri Resource and Referral	Look for ways to expand collaboration, supporting mothers and young children in both parenting and educational matters
City of Columbia/ Boone County governing bodies	Provide a position and an office, through which this information and these services are coordinated and disseminated
Post secondary admission counselors and student support services representatives	Support students’ transition into post secondary education
Adult career counselors (e.g. Job Point)	Support adult education and job-retraining opportunities
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
A space should be provided where participating agencies can gather and arrange services for patrons (at least one afternoon per week). This should be done by the City of Columbia	<ul style="list-style-type: none"> <li>Identify available, applicable and effective resources within the community to provide a database</li> <li>Promote collaboration between various social service agencies in the city/county, by providing a space (e.g. one afternoon per week) and a coordinator. This would be a public/not for profit partnership. This position would be responsible for inviting agencies to the table and coordinating the days and times of the multi—agency gatherings. This position would also distribute information to the schools and the public</li> <li>Disseminate resource information throughout the schools- guidance counselors, teachers and students</li> </ul>

Quality Education /  
Curriculum and Programs

**Goal:**  
Columbia will provide a continuum of high quality educational opportunities that enable students of all ages and abilities to achieve individualized learning and training goals that ultimately improve quality of life.

Strategies and Action Plans

**Strategy 1: Increase the quantity and quality of early childhood (birth to 5 years) educational opportunities so that children are prepared for kindergarten.**

**Action Plan**

<b>Who should take the lead:</b> The lead role in implementing this strategy should be taken by the city and county government representatives that serve on the coordinating board: Columbia City Manager and Boone County Presiding Commissioner	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Members of the Boone County Coordinating Board for Early Childhood Education and its Advisory Committee who represent a wide spectrum of government, business, and education leaders	Implement the Action Steps to accomplish the strategy
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
In order to jumpstart implementation efforts, administrative and budgetary steps need to be taken by the City of Columbia and Boone County so that the above steps can be addressed	<ul style="list-style-type: none"> <li>• Improve our recruitment and retention of high risk families into high quality early childhood programs and parenting education programs. <ul style="list-style-type: none"> <li>Insure that the currently available resources are reaching the intended families.</li> <li>Determine the extent of unmet need</li> </ul> </li> <li>• Ameliorate the harm done by high student mobility through stronger coordination among the early childhood programs within Boone County school districts and among early education organizations</li> <li>• Strengthen the quality of all licensed providers by: <ul style="list-style-type: none"> <li>Rating each program with the Missouri Quality Rating System (QRS)</li> <li>Working with existing agencies/organizations in such ways as business coaching, new teacher training, and centralizing a bank of substitute teachers</li> </ul> </li> <li>• Provide means for the coordination of the services currently available</li> <li>• Increase public awareness of the importance of school readiness and the community-wide benefits of leaving no child behind</li> <li>• Enlist more community organizations and leaders, including churches and businesses, in promoting high quality programming for children from 0-5</li> <li>• Draft a plan for offering a year of universal pre K, utilizing both public schools and private providers and employing a sliding fee scale</li> <li>• Work with the Missouri Coordinating Board for Early Childhood to promote statewide agenda by influencing both the legislative and administrative branches of government</li> <li>• Establish a "front door" to the early education system, so that new parents know where to go to get information about and access to the wide array of services available in the city and county</li> <li>• Establish a plan for collecting relevant data for analysis including an assessment of needs and an evaluation of progress in meeting those needs</li> </ul>

**Strategy 2: Organize to ensure that world-class curriculum, programs, and instructional techniques are provided by every educational entity, based on research findings.**

**Action Plan**

<b>Who should take the lead:</b> A coalition of leaders from the university/colleges/school districts (Chancellor, Presidents, Superintendents) should take the lead in implementing this strategy	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Chancellors, Presidents (or designated personnel) of local university and colleges	Implement the Action Steps to accomplish the strategy
Curriculum and Instruction Specialists of local public and private school districts	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Formation of a task force to prepare for implementation of Action Steps	<ul style="list-style-type: none"> <li>• Review the literature to determine research-based curriculum, programs and instructional techniques appropriate for targeted educational entities.</li> <li>• Ensure curriculum alignment with relevant standards [such as Show Me Standards, Grade Level Expectations, National Standards per academic discipline or Advanced Placement standards;</li> <li>• Determine the level of utilization of research-based curriculum by individual educational entities;</li> <li>• Act as a resource to assist educational institutions in acquiring adequate curricular information</li> <li>• Programs: ensure the presence of personalized climates, professional learning communities, adequate student support and flexible learning opportunities where appropriate</li> <li>• Ensure that educational entities offer relevant, comprehensive programs such as the following:             <ul style="list-style-type: none"> <li>* Parents As Teachers: Birth to 3 yrs old population</li> <li>* Health and safety education</li> <li>* Diversity education</li> <li>* Title One Preschool: 3 to 5 yrs old population (income-based)</li> <li>* Early Childhood Special Education: 3 to 5 yrs old, special-needs population</li> <li>* K-12 Comprehensive Educational Programs: Public and Private Schools, address special needs populations as well</li> <li>* English Language Learners</li> <li>* Gifted Education</li> <li>* Career Center: career and vocational offerings including satellite vocational training programs</li> <li>* Academic Enhancement/Support Programs: Underrepresented student populations requiring additional support to function at expected/potential academic levels of performance (e.g., MAC Scholars Program)</li> <li>* Post-Secondary Educational Institutions: Degree granting</li> <li>* Continuing Education Courses</li> <li>* Communiversy Courses: classes for entertainment, enrichment and high-interest activities (i.e., arts and crafts, swimming, various hobbies, etc.)</li> </ul> </li> <li>• Provide recommendations for acquiring adequate programming for educational organizations lacking this information</li> <li>• Assess each educational institutions' use of research-based instructional strategies</li> <li>• Act as a resource to assist educational institutions in acquiring adequate instructional techniques information</li> </ul>

**Strategy 3: Develop programs for all educational providers within the Columbia community to network, share educational strategies and techniques, and encourage professional development.**

**Action Plan**

<b>Who should take the lead:</b> DESE has a Leadership Academy in place that would serve as an excellent model. One resource person from each area (pre-K, K-12, home school, higher education, etc.) should coordinate to accomplish the strategy. It is ideal that the lead change each year to reflect an emphasis on each area of education	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
MSTA	This would help get the word out to all MO educators if we wanted to go outside the Columbia community
MO Home Schoolers - mohomeschoolers.org	Would bring in the home school educators
Missouri Art Education Association	Has a good model that we can use
Columbia Public Schools	Would be able to get the word to the Columbia community, K-12
Higher Education Institutions	Would be able to get the word to the college faculty and pre-service educators
All Pre-K providers	Would bring in the Pre-K educators
DESE	Provides an excellent model for this opportunity with their Leadership Academy
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Begin planning the opportunity well in advance. Set goals of when certain elements need to be planned (location, invitees, date, time, etc.). Strategize how to meet the needs of each level (pre-K, K-12, etc.) and how to make the opportunity an annual occurrence	<ul style="list-style-type: none"> <li>• Borrow ideas from the DESE Leadership Academy. Get someone from that program on board to help plan this program</li> <li>• Establish connections at each level (listed above)</li> <li>• Work to plan an opportunity similar to the Leadership Academy that includes all areas of education. This could be for just the Columbia community or Columbia and surrounding communities</li> </ul>

**Strategy 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.**

**Action Plan**

<b>Who should take the lead:</b> City of Columbia Volunteer Coordinator	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Institutions of Higher Education	Encourage student participation in service learning opportunities
Columbia Career Center	Encourage student participation in service learning opportunities
Chamber of Commerce	Promote service learning to local businesses - networking
Partners in Education – Columbia Public Schools	Encourage or mandate student participation
Private schools	Encourage or mandate student participation
Community Volunteer Organizations	Share volunteer opportunities
Voluntary Action Center	Share volunteer opportunities
City of Columbia – Volunteer Department	Coordination
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Coordinate communication efforts amongst constituents and organize meetings of all involved parties to discuss details	<ul style="list-style-type: none"> <li>• Columbia Public Schools and private schools should implement a mandatory requirement for volunteer/service learning opportunities</li> <li>• Institutions of Higher Education in the Columbia community should implement or enhance volunteer/service learning opportunities</li> <li>• Increase communication among pre-K, K-12, institutions of higher education, and volunteer organizations, to discuss available opportunities</li> </ul>

	<ul style="list-style-type: none"><li>• Develop ongoing database of opportunities for students to select the appropriate agency or project</li><li>• Recruit volunteers into the schools.</li></ul>
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# I. Environment

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

- Subtopic: Environmental Quality
- Subtopic: Resource Conservation
- Subtopic: Energy Efficiency

The Environment Vision Statement is as follows:

***“Columbia residents and businesses conserve all the community's natural resources, work cooperatively to apply best planning practices, model energy efficiency, transition to renewable energy, and approach zero waste generation.”***



**Goal:**  
 Columbia and its neighboring communities will be a place where the air, water, land, and natural aesthetic qualities of our environment shall be protected by a combination of conservation strategies including, but not limited to, regulations and ordinances, conservation incentives, education programs, and smart growth planning.

Strategies and Action Plans

**Strategy 1: Develop an environmental protection plan.**

**Action Plan**

<b>Who should take the lead:</b> Director of Planning	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Boone County Smart Growth	Advisors
Columbia Public Works	Project engineers
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Identify storm water problem areas to target for retrofitting</li> <li>Consult with permit writers and council members about incentives</li> </ul>

**Strategy 2: Preserve open space, farmland, natural beauty, and critical environmental areas using techniques promoted by the International City/County Management Association’s publication, co-produced with the U.S. Environmental Protection Agency, “Getting to Smart Growth: 100 Policies for Implementation.”**

**Action Plan**

<b>Who should take the lead:</b> City Manager	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
City of Columbia Planning	
Boone County Planning	
Columbia Planning and Zoning	
Boone County Smart Growth Coalition	
Regional Economic Development Inc.	
Environment and Energy Commission	
Regional Planning Commission	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
One-day conference	<ul style="list-style-type: none"> <li>Ensure that all parties involved in planning and development are familiar with the ICMA document. This could be achieved by a one-day conference led by Boone County Smart Growth and sponsored by the City of Columbia. ICMA representatives could be invited to make presentations as well</li> <li>The City Council should enact ordinances, modify building codes, and set policies as described in the ICMA document</li> </ul>

**Strategy 3: Form a Natural Resources Committee.**

**Action Plan**

<b>Who should take the lead:</b> Director of Public Works	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Department of Conservation, Head of Resource Science	Advisors in selection process, members of committee, can define roles of individual agencies
US Forest Service	Advisors in selection process, members of committee, can define roles of individual agencies
USGS	Advisors in selection process, members of committee, can define roles of individual agencies
Fish and Wildlife Service, Columbia Office Director	Advisors in selection process, members of committee, can define roles of individual agencies
MU School of Natural Resources, Department Chair	Advisors in selection process, members of committee, can define roles of individual agencies
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Confirm participation of local representatives of resource agencies</li> <li>• Identify council issues, potential sites, and internal policies that committee should address</li> <li>• Consult with city arborist, parks horticulturalist, storm water engineers and other city employees involved with natural resources for their thoughts, ideas for issues</li> </ul>

Resource Conservation

Goal:  
Columbia will be a model community that approaches zero waste of all primary and secondary forms of energy and goods, and that implements best management practices in order to protect and conserve its natural resources and intrinsic beauty for future generations.

Strategies and Action Plans

**Strategy 1: Engage in a life-long understanding of the value of environmental stewardship.**

**Action Plan**

<b>Who should take the lead:</b> Columbia Chamber of Commerce; Board of Education	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Teachers	Teach low-impact environmental practices
DNR and MDC	Provide updated scientific information to compliment educational efforts
Private advertising firms	Develop campaigns to remind population of available recycle services and how to use them
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Publish current policies on topics Acquire recently developed educational material to implement in present curriculum	<ul style="list-style-type: none"> <li>• Create curriculum of age-appropriate educational material and activities in topics such as energy conservation – utilities, vehicles, buildings; water; importance of recycling; value and tips on reducing consumption; care and value of native green space; yard waste management; regular reports on and progress of current policies on these topics</li> </ul>

**Strategy 2: Reach a goal of zero waste through both increased recycling and reduced consumption throughout Columbia.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Waste Minimization Specialist	
MO Department of Conservation	Education
MU Solid Waste and Recycling Coordinator	Expanding MU’s receptacle system to downtown
“Pay as You Throw” programs around the country	Incentives
MORA – MO Recycling Association	
Environment and Energy Commission	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Create incentive programs for recycling and reduce consumption which will also bring awareness for further efforts	<ul style="list-style-type: none"> <li>• Create incentives for recycling, balanced by fines for landfill destined trash</li> <li>• Create an education/advertising campaign to accent the benefits of conservation consumption and total recycling</li> <li>• Extend the collection of recyclables by placing receptacles throughout the downtown area possibly extending to county-wide communities</li> <li>• Incorporating plans specifically for consumers living in rental buildings</li> <li>• Transitioning to reusable bins rather than disposable bags for curbside recycling</li> </ul>

**Strategy 3: Create an encouraging atmosphere for business opportunities based on environmental stewardship.**

**Action Plan**

<b>Who should take the lead:</b> Columbia Chamber of Commerce; Solid Waste Committee of Special Business Board	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Solid Waste Committee of Special Business District Board	
Environment and Energy Commission	
Civic recycling	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Provide incentives for businesses that practice sound and responsible conservation and recycling habits, if even as simple as certificate of merit for marketing purposes	<ul style="list-style-type: none"> <li>• Provide incentives for businesses that practice sound and responsible conservation and recycling habits</li> <li>• Recycling requirements for bars and restaurants</li> <li>• Plan with 50+ years in mind</li> <li>• Encourage businesses such as: 1) transport and maintenance of recycling receptacles, 2) mosquito chemical alternatives, 3) yard waste program, 4) manufacture and sales of recyclables</li> </ul>

Energy Efficiency

Goal:  
Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.

Strategies and Action Plans

**Strategy 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.)**

**Action Plan** *\*\*Note: For further information, please see Appendix E for a highly detailed report regarding Energy Efficiency, Strategy 1.*

Who should take the lead:	
Who else should be involved:	Potential roles:
Water & Light Department	Evaluate current department programs for potential to expand and add additional programs including but not limited to those listed in this visioning goal and strategies statement. From this evaluation establish a rate structure to provide the necessary funds to sustain these programs Include evaluation of Biomass in any evaluation of long-term power supply. Include cost-benefit analysis of biomass resource over the life of a power plant, at various fuel mix ratios Identify existing programs and evaluate expansion of existing programs or development of new programs Identify all programs currently available. Meet with representative group of customers to discuss existing programs and other programs that would be beneficial. Develop identified programs Include evaluation of Biomass in any evaluation of long-term power supply. Include cost-benefit analysis of biomass resource over the life of a power plant, at various fuel mix ratios
Columbia Public Works Department	
City Council	Develop an ordinance that requires the city to purchase only energy star appliances Develop policies that create incentives for builders through tax credits, fast track permitting, reduced permitting costs, and/or lowered utility rates Identify existing programs and evaluate expansion of existing programs or development of new programs
Mayor	Develop an ordinance that requires the city to purchase only energy star appliances Develop a standard of illumination by which all future street lights will be required to perform Develop policies that create incentives for builders through tax credits, fast track permitting, reduced permitting costs, and/or lowered utility rates Identify existing programs and evaluate expansion of existing programs or development of new programs
City Manager	Develop an ordinance that requires the city to purchase only energy star appliances
Citizens of Columbia	
Water and Light Advisory Board	Gather information on programs at other utilities. Develop program for W&L, including estimate of potential peak and energy reduction
Environment and Energy Commission	
Columbia Chamber of Commerce	
Visioning - Development Topic Group	
Visioning - Economic Development Topic Group	

MO DNR Energy Center	Explore options to provide a greater % of energy through Photovoltaics
Columbia Home Builders Association	Develop policies that create incentives for builders through tax credits, fast track permitting, reduced permitting costs, and/or lowered utility rates
Columbia W&L	Identify existing programs and evaluate expansion of existing programs or development of new programs Explore options to provide a greater % of energy through Photovoltaics
Central Missouri Community Action (CMCA) - Weatherization Director	Identify areas of the community where the need for these services is greatest and promote and provide demonstrations of these services. Contact neighborhood associations and provide incentives through reduced utility bills
Columbia Wastewater Treatment Plant	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Implement a Public Benefits Fund (PBF) that will help the City of Columbia reach the desired energy efficiency and renewable energy goals</li> <li>• Utilize the Missouri Department of Natural Resources Revolving Loan Fund to help finance energy efficiency improvements of city buildings</li> <li>• Increase the targets of the Renewable Energy Ordinance to achieve 20% of retail sales supplied by renewable energy sources by the year 2020</li> <li>• As part of the landfill gas project the Water &amp; Light Department should work to identify potential industrial customers that could use the waste heat</li> <li>• Purchase only Energy Star equipment and appliances for City use and ensure that the energy saving features are enabled on all computers and other office equipment</li> <li>• Increase the average fuel efficiency of municipal fleet vehicles; reduce the number of vehicles; launch an employee education program including anti-idling messages; convert diesel vehicles to bio-diesel</li> <li>• Establish a local Home Performance with Energy Star Program. To implement this, the City shall work with the MO DNR, Energy Center to provide contractor training and establish a promotional program with incentives to encourage homeowners to participate in the program</li> <li>• Establish an Energy Star Qualified New Homes Program. The program shall include recruitment and training of Home Energy Rating System (HERS) raters, homebuilder training and marketing outreach, and outreach to the home lending institutions to establish an energy efficient loan program. The HERS program shall be based on the Residential Energy Services Network and establish a goal of making homes 30% more efficient than the current standard</li> <li>• Work with the Columbia Home Builders Association to establish a Green Home Building Program. The program shall be based on either the LEED for Homes guidelines or the National Association of Home Builders Model Green Home Building Guidelines. Training of the home builders and building trades' professionals should include technical aspects as well as marketing advantages</li> <li>• The Columbia Water and Light Department has been a leader in the State of Missouri with energy conservation programs. The City Council should support and encourage W&amp;L to continue to identify and pursue electrical base load and peak electrical demand management strategies and programs</li> <li>• Expand the current Water &amp; Light rebates for energy efficient air conditioners and heat pumps to include rebates for Energy Star appliances</li> <li>• Start a low-income utility assistance program that uses the C.A.S.H., H.E.L.P. and LIHEAP funds to pay for weatherization of homes. As part of the Change a Light Program all qualified low-income homes should be provided five Compact Fluorescent Light Bulbs</li> <li>• The Columbia Water and Light Department needs to increase the assistance provided to medium and large commercial and industrial customers to identify ways to help reduce energy use and cost. This would include but not be limited to, identifying consultants that are skilled at addressing specialty energy conservation measures and providing financial incentives</li> <li>• Fund the installation of Photovoltaic (PV) systems on public buildings, to include city owned buildings, schools, and parking structures</li> <li>• Fund the installation of solar water heating systems on city-owned buildings, to include</li> </ul>

	<p>the renovation and addition of the Daniel Boone Building and other city buildings</p> <ul style="list-style-type: none"> <li>• Public works needs to immediately convert all traffic lights and city traffic devices (e.g. school flashing lights), to Light-Emitting Diodes (LEDs), which are 90% more efficient</li> <li>• Upgrade streetlights to more efficient lighting technology such as high-pressure sodium or LEDs. Identify and remove streetlights that are not needed for public safety</li> <li>• Audit and recommission city buildings to ensure that all efficiency upgrades are considered and that the buildings are operating as they were designed. Examples of measures that should be considered include: improvements in building envelope, upgrading HVAC systems and controls, improving lighting efficiency, adding lighting controls and ensure that the energy savings features of office equipment is properly enabled</li> <li>• Evaluate opportunities to increase pump efficiency of water and wastewater systems; recover wastewater treatment methane for energy production</li> <li>• Adopt true Net Metering billing and a simplified interconnection agreement to help encourage private individuals to invest in renewable energy systems that are interconnected to the City’s electric utility system</li> <li>• Investigate use of Biomass for alternative energy resources</li> </ul>
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**Strategy 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.)**

**Action Plan** *\*\*Note: For further information, please see Appendix E for a highly detailed report regarding Energy Efficiency, Strategy 2.*

Who should take the lead:	
Who else should be involved:	Potential roles:
Chamber of Commerce	Evaluate the impact of rising energy prices – gasoline, natural gas, and electricity – on the disposable income of citizens and translate that into economic impact. Dedicate next Annual Economic Outlook Conference to educating the business community on this issues and methods for mitigating the impact, which will create local jobs and economic investment
Williams Keepers, Inc.	Evaluate the impact of rising energy prices – gasoline, natural gas, and electricity – on the disposable income of citizens and translate that into economic impact. Dedicate next Annual Economic Outlook Conference to educating the business community on this issues and methods for mitigating the impact, which will create local jobs and economic investment
Columbia Water and Light	Taylor education programs to specific audiences – renters, homebuyers, realtors and lending agencies. The goal would be to raise awareness of what renters and homebuyers should look for when looking at potentials homes. Realtors would be able to market energy efficiency features and lending agencies should look more favorably on home with energy efficient systems
Boone Electric	Ms. Torres believes they are doing an acceptable job in this area, and does not feel the need for additional resources or help at this point. They presently have educational programs through Boone Electric and Water and Light. Teachers are in charge of implementing “extras” into core enrichment, so they would be the ones able to add more things to what is already happening in this area
Public schools - Assistant Superintendent for Curriculum and Instruction	Ms. Torres believes they are doing an acceptable job in this area, and does not feel the need for additional resources or help at this point. They presently have educational programs through Boone Electric and Water and Light. Teachers are in charge of implementing “extras” into core enrichment, so they would be the ones able to add more things to what is already happening in this area
Science teachers	Ms. Torres believes they are doing an acceptable job in this area, and does not feel the need for additional resources or help at this point. They presently have educational programs through Boone Electric and Water and Light. Teachers are in charge of implementing “extras” into core enrichment, so they would be the ones able to add more things to what is already happening in this area
City Manager	

Mayor	Continue to develop policies that encourage or assist in implementing these programs
City Environment and Energy Committee	
Churches	
Chamber of Commerce	
Schools – Public, Private and Colleges	
PedNet	Continue to develop policies that encourage or assist in implementing these programs
Realtor Agencies	Taylor education programs to specific audiences – renters, homebuyers, realtors and lending agencies. The goal would be to raise awareness of what renters and homebuyers should look for when looking at potential homes. Realtors would be able to market energy efficiency features and lending agencies should look more favorably on home with energy efficient systems
Financial Institutions	Taylor education programs to specific audiences – renters, homebuyers, realtors and lending agencies. The goal would be to raise awareness of what renters and homebuyers should look for when looking at potential homes. Realtors would be able to market energy efficiency features and lending agencies should look more favorably on home with energy efficient systems
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• The Chamber of Commerce will use its Annual Economic Outlook Conference to educate its membership on the impact of energy use on the local economy.</li> <li>• The public schools administration will encourage and assist teachers to incorporate teaching of energy efficiency and renewable energy sources into the curriculum, wherever possible</li> <li>• Create a Citywide Energy Awareness Program. The program shall encompass all sectors of the city including city government, residential, commercial, industrial, schools and colleges and cover both buildings and transportation needs. The program shall provide citizens information on setting energy usage benchmarks along with conservation measures that can be used in the home as well as at work. Sectors to establish benchmarks should include but not be limited to: residential, rental property, office, restaurants, and retail businesses. As the benchmarks are determined annual energy reduction goals should be set and revised on an annual basis. To encourage participation activities shall be created for each sector and an incentive and awards system shall be developed</li> <li>• Promote and improve transportation options such as bicycle trails, commute trip reduction programs, incentives for car-pooling and public transit. The City shall continue to support PedNet and its programs including trail development, bike to work program, and the walking school bus program</li> <li>• Offer energy awareness workshops for prospective homeowners, renters. This could be part of a citywide energy awareness program</li> </ul>

**Strategy 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.)**

**Action Plan** *\*\*Note: For further information, please see Appendix E for a highly detailed report regarding Energy Efficiency, Strategy 3.*

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
City Manager	Create a city department whose job it is to coordinate energy and environmental programs across other city departments and the private sector
Mayor	Create a city department whose job it is to coordinate energy and environmental programs across other city departments and the private sector Develop a Green Building Ordinance Develop a Model Energy Code Ordinance

	Develop a Time-of-Sale Ordinance
City Council	<p>Create a city department whose job it is to coordinate energy and environmental programs across other city departments and the private sector</p> <p>Develop a Green Building Ordinance</p> <p>Develop a Model Energy Code Ordinance</p> <p>Develop a Time-of-Sale Ordinance</p>
Water and Light	<p>Create a city department whose job it is to coordinate energy and environmental programs across other city departments and the private sector</p> <p>Develop a Model Energy Code Ordinance</p> <p>Develop a Green Building Ordinance</p> <p>Develop a Time-of-Sale Ordinance</p>
Planning and Zoning	<p>Create a city department whose job it is to coordinate energy and environmental programs across other city departments and the private sector</p> <p>Develop energy standards for housing rehabilitation program. If unable to fully implement the Home Performance standard, develop program that requires a baseline of energy standards with a plan for moving to full implementation</p> <p>Develop a Green Building Ordinance</p> <p>Develop a Model Energy Code Ordinance</p> <p>Develop a Time-of-Sale Ordinance</p>
Public Works	<p>Create a city department whose job it is to coordinate energy and environmental programs across other city departments and the private sector</p> <p>Develop a Green Building Ordinance</p> <p>Develop a Model Energy Code Ordinance</p> <p>Develop a Time-of-Sale Ordinance</p>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Create an Energy Efficiency and Environmental Quality Department within City Government. This department will be in charge of coordinating programs across other city departments, the county, schools, residential, commercial, and industrial sectors. Staff shall include a director, engineering and other technical staff, public information, and financial staff. The financial staff shall also be responsible for pursuing federal, state and private grants and partnerships. This new department shall work directly with the W&amp;L Department to assist in the implementation and promotion of current and future energy conservation programs. It shall also work directly with the Public Works Department and the Division of Protective Inspection to provide plan review, building inspections, and designer and contractor training as it relates to City adopted energy codes</li> <li>• Columbia’s Planning Department Housing Rehabilitation Program will enact Home Performance with Energy Star ratings for all new rehabilitation projects</li> <li>• Require that all new city buildings, major renovations and leased space be designed to meet LEED principles with a goal of LEED Silver Level or higher. Specific attention should be given to the computer energy modeling of the building design; life cycle cost analysis of measures incorporated into the design, and commissioning of the building from design review through construction and final occupancy</li> <li>• Adopt the 2006 International Energy Conservation Code (IECC); revise and update at least every three years. . A program should be developed to ensure that architects, engineers, building trade professionals and others involved in residential and commercial construction are knowledgeable about the 2006 IECC and ASHRAE Standard 90.1 Energy Standard for Buildings</li> <li>• Adopt time-of-sale minimum standards for rental housing to improve the energy efficiency of rental properties</li> <li>• All Government entities will use life cycle cost analysis when buying equipment, appliances, vehicles, and building components</li> </ul>

## J. Governance and Decision Making

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This chapter details the Vision Statement, goal, and strategies developed by the Governance and Decision Making Citizen Topic Group. They looked at one specific subtopic:

- Subtopic: Structure

The Governance and Decision Making Vision Statement is as follows:

***“Columbia’s governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents.”***

Structure

Goal:  
Columbia’s governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents.

Strategies and Action Plans

**Strategy 1: Create a responsive integrated City system with clear access points to direct inquiries, suggestions, and complaints.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Clearly advertise and promote access points</li> <li>A system that will record and identify each contact</li> <li>A system that will track delegation and progress</li> <li>A system that will respond within 3 business days</li> </ul>

**Strategy 2: Create and implement a City customer service policy that includes a tracking system. Each department should tailor their plan accordingly.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Establish customer standards for each service provided</li> <li>Evaluate compliance with published service standards</li> <li>Evaluate the standards twice a year</li> <li>Each department shall establish expanded hours of service to enhance public access</li> </ul>

**Strategy 3: Enhance collaboration between City departments.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Departments shall communicate to one another on an annual basis what is needed from other departments to ensure each department may achieve its mission</li> <li>Develop a list of services which require action from multiple departments</li> <li>Establish systems of interdepartmental cooperation which improves the delivery of the services to its citizens</li> </ul>

**Strategy 4: Enhance and facilitate the use of neighborhood associations.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Provide technology</li> <li>• Provide a platform for neighborhood association newsletter (e.g. website)</li> </ul>

**Strategy 5: Establish a system of ongoing reviews of the activities of boards, commissions, and task forces.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Regular progress reports on specific recommendations by the boards, commissions and tasks forces</li> <li>• Create a tracking system for specific actions recommended by boards, commissions, and task forces</li> <li>• Annual verbal public report by each board, commission, and task force to the City Council</li> </ul>

**Strategy 6: Increase the size of the City Council and provide compensation and other support to council members.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Encourage the council appoint a committee to investigate increasing the number of wards</li> <li>• Encourage the council appoint a committee to investigate compensation for council</li> <li>• City should provide support staff and money to better enable council members to communicate with their constituency. This should include, but is not limited to, planned public constituency meetings</li> <li>• City should provide space for council to allow for office hours</li> </ul>

**Strategy 7: Anticipate future needs, and review and determine the best way to finance City operations, improvements, and infrastructure over the next 20-25 years.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Encourage council to appoint a broad-based study group to analyze best ways to finance operations, improvements, physical, social and economic infrastructure with a 25-year horizon. Present options to address needs and available revenue sources</li> </ul>

**Strategy 8: Increase the accountability of the City administration to the City Council and the public.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Establish an independent citizen review board for the Columbia Police Department</li> <li>Encourage City Council to take a more active role in the audit process</li> <li>Encourage the City Council to take control of its own agenda, work flow, and work load</li> <li>Encourage the council to make itself a part of the search committee to work with the City Manager in recruiting and hiring all Department Heads</li> <li>Develop and implement a plan to ensure racial and ethnic diversity within City administration</li> <li>Encourage City Manager to solicit input from City Council members on the performance of all Department Heads as part of the City Manager’s annual performance evaluation of all Department Heads</li> <li>Establish a storm water utility commission</li> </ul>

**Strategy 9: Increase collaboration and coordination between the City and the County.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Annually publish a summary of high level interactions between City and County</li> <li>Encourage similar City and County departments, boards, and commissions to meet, at least quarterly, to discuss common issues</li> <li>Encourage City and County to publicly communicate to one another on an annual basis what is needed from each other to allow each party to achieve its mission</li> </ul>

## K. Health, Social Services, and Affordable Housing

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This chapter details the Vision Statement, goal, and strategies developed by the Health, Social Services, and Affordable Housing Citizen Topic Group. They looked at three specific subtopics:

- Subtopic: Social Services
- Subtopic: Affordable Housing
- Subtopic: Health

The Health, Social Services, and Affordable Housing Vision Statement is as follows:

***“Columbia is a supportive, compassionate, healthy community with high quality social services, a first-rate health care system, and safe, quality affordable housing that are accessible to all.”***

Social Services

**Goal:**  
 Columbia will support quality points of entry to access information for high quality and affordable social services to support children, youth, adults, seniors, persons with disabilities, and people with cultural barriers. All social services will be sufficiently funded to work toward the elimination of poverty.

Strategies and Action Plans

**Strategy 1: Establish a community foundation funded by private dollars to fund social services and other community needs.**

**Action Plan**

<b>Who should take the lead:</b> The Mayor and City Council; take lead in promoting idea and identifying community benefits	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Coalition of banks and investment firms	Seed money and expertise
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Bring in representatives from other cities who have established successful community foundations</li> <li>• Gather interested parties (i.e. the arts, environment, etc., organizations and community leaders capable of leading the effort)</li> </ul>

**Strategy 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.**

**Action Plan**

<b>Who should take the lead:</b> City, County and United Way	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Boone Electric Trust Advisory Committee	Provide input and develop standards and measures
Office of Social and Economic Analysis	Provide input and develop standards and measures
Boone County Family Resources	Provide input and develop standards and measures
Other groups providing funding who have established funding guidelines	Provide input and develop standards and measures
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Gather group, identify leadership, and determine goals and timelines</li> </ul>

Affordable Housing

**Goal:**  
A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of affordable, energy efficient, and accessible housing.

Strategies and Action Plans

**Strategy 1: Establish a locally administered Housing Trust Fund with a dedicated revenue source.**

**Action Plan**

<b>Who should take the lead:</b> Columbia City Council and Columbia Housing Authority	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Columbia City Council	Establish a fund by legislation, ordinance or resolution to receive dedicated public revenues such as taxes, fees or loan repayments
Columbia Housing Authority	Appoint and manage a board of local community members to provide advice and represent the community; the CHA would also provide decision-making responsibilities for distribution
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
The City and Columbia Housing Authority should meet to discuss the goals of the Trust Fund. Responsibilities for creating the board and determining management of the Fund should be discussed, as well as other responsibilities associated with the Fund, including possible revenue streams for the Fund. The City should then take action to create legislative/ordinance authority for creating the Trust Fund	<ul style="list-style-type: none"> <li>The Columbia City Council will establish the fund and provide legislation and ordinances to collect revenue such as through property tax, sales tax, use tax, developer fees, city-owned parking revenues, condominium conversion fees, sale of city owned land, etc.</li> <li>The Columbia Housing Authority will create and manage a board from the community such as: representatives of housing community, realtors, banks, developers, religious organizations &amp; low-income residents. The board will act as advisory system for the fund. The City Council or CHA would have final say over the direction of the fund and the awards made, but the board would bring representation from the community</li> </ul>

**Strategy 2: Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities.**

**Action Plan**

<b>Who should take the lead:</b> The Columbia City Council; initiate revisions of its Comprehensive Plan and Zoning Ordinance. The revised Comprehensive Plan should include a Housing Element that defines the need for more affordable housing and policies tht the city will implement to respond to the problem,	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Mayor’s Housing Policy Committee	Support for the City’s effort regarding the need for revisions to the Comprehensive Plan and Zoning Ordinance
Planning Office	Implement the process of revising the documents
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
With the completion of the Visioning Process, the citizens of Columbia should encourage the members of the Columbia City Council to initiate a complete review and revision of its planning and zoning documents	<ul style="list-style-type: none"> <li>The Columbia City Council should initiate a comprehensive review and revision of its Comprehensive Plan and Zoning Ordinance</li> <li>The revised Comprehensive Plan should include a Housing Element that defines the need for more affordable housing and policies that the City will implement to respond to the need. The Mayor’s Housing Policy Committee has already done considerable work defining the need for more affordable housing. Once the re-write of the Comprehensive Plan is completed, the Zoning Ordinance and Subdivision Regulations should be reviewed and revised</li> </ul>

**Strategy 3: Create a private non-profit organization that will develop, purchase, and manage affordable housing units in Columbia.**

**Action Plan**

<b>Who should take the lead:</b>	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
There are two possible models. In the first scenario the Columbia Housing Authority would enlarge its mission to include the aggressive development of new and existing units for the City affordable housing stock. The CHA, as it is currently constituted could take on this new mission.	
A second model involves the creation of an independent private non-profit organization. Volunteers from the community would incorporate an organization and complete the Federal and State of Missouri requirements for incorporation. Once the legal requirements were fulfilled the Board of Directors would employ staff. Key players on the governing board should include persons with experience in development, finance, tax policies, and community needs. This group should lead an aggressive program to create affordable housing in Columbia	
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
A key group, the CHA, City Council, or a coalition of private groups should convene a meeting to discuss the creation of an affordable housing corporation. The agenda should include discussion of why such an organization is important, how it would operate, and who would be important to serve on its Board of Directors. The outcome of this meeting should be a commitment on the part of specific individuals to incorporate a private non-profit corporation	<ul style="list-style-type: none"> <li>• After incorporation, the constitution of a Board of Directors, and hiring a staff, a specific project should be identified for development or purchase. Private, governmental, and charitable funding sources must be identified. An initial project must be completed which can provide leverage for continuing activity</li> </ul>

Health

**Goal:**  
Columbia will be a healthy community. All residents will have timely access to appropriate health care. Effective prevention initiatives will contribute to a healthy community.

Strategies and Action Plans

**Strategy 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.**

**Action Plan** *\*\*Note: For further information, please see Appendix F for a highly detailed report regarding Health, Strategy 1.*

<b>Who should take the lead:</b> Boone County Mental Health Board of Trustees and Health Care Subcommittee Family Health Center and Health Care Subcommittee; convener and community engagement	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Health Department	Expertise and program development
Health Care Providers	Expertise and program development
Mental Health Providers	Expertise and program development
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
By December 2007, convene a summit of key participants to assess strategic directions for expansion of Assertive Community Treatment including national expertise By November 2007, reconvene the Boone County Health Report Card Subcommittee on Health Care	<ul style="list-style-type: none"> <li>By November 2007, conduct a local stakeholder analysis of current and potential ACT partners, funding organizations and advisory groups</li> <li>By December 2007, convene a summit of key participants to assess strategic directions for expansion of ACT including local and national expertise</li> <li>By March 2008, finalize the strategic plan for a strong ACT program and advocate for implementation</li> <li>Reconvene and restructure as part of the visioning process the Boone County Health Report Card Subcommittee on Health Care engaging all key stakeholders</li> <li>Conduct a "GAP Analysis" assessing the degree to which a gap exists between the primary health care needs presenting at the Family Health Center and the community capacity to respond in a timely way to such needs</li> <li>Assess the extent to which recent changes in Missouri Medicaid have closed the access gap including specifically the use of health care promoters</li> <li>Based on the results of the "GAP analysis" and Medicaid review formulate short-term and long-term recommendations to address unmet needs</li> </ul>

**Strategy 2: Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention.**

**Action Plan** *\*\*Note: For further information, please see Appendix F for a highly detailed report regarding Health, Strategy 2.*

<b>Who should take the lead:</b> City/County Health Department and The Family Health Center; conveners and public engagement	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Private and public health promotion programs	Expertise, program development and support

MU Extension and Office of Social and Economic Data Analysis	Expertise, program development and support
Health Care Subcommittee	Expertise, program development and support
American Diabetes Association, Cosmopolitan International Diabetes Center and local health providers	Expertise, program development and support
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
By February 2008, convene a diabetes reduction task force including health promotion programs and community organizations, especially among the minority community	<ul style="list-style-type: none"> <li>• By December 2007, identify all programs (stakeholder analysis) operating in Columbia that use health promoters and coaches as well as programs concerned with reducing the incidence of diabetes</li> <li>• By February 2008, convene a diabetes reduction task force including health promotion programs and community organizations, especially among the minority community</li> <li>• By April 2008, expand the visibility of health promotion programs by planning and implementing a broad based program focused on the reduction of the incidence of diabetes in Boone County</li> <li>• Build the capacity to sustain these efforts and to monitor the impact of programming on the incidence of diabetes in Boone County</li> </ul>

**Strategy 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.**

**Action Plan** *\*\*Note: For further information, please see Appendix F for a highly detailed report regarding Health, Strategy 3.*

<b>Who should take the lead:</b> City/County Health Department; convener and public engagement	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
American Diabetes Association, Cosmopolitan International Diabetes Center and local health providers	Support or prevention programming
Service organizations especially among the minority community and local media representatives	Expertise in program development and support
MU Digital Media Programs, MU Extension, Office of Social and Economic Data Analysis and the Health Care Subcommittee	Expertise in program development and support
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
By December 2007, convene a health literacy media task force focused on diabetes.	<ul style="list-style-type: none"> <li>• By December 2007, convene a media task force focused on health literacy engaging traditional media, new digital media and key organizational channels (internal communications used by community businesses and institutions)</li> <li>• By January 2008, work with health promoters to design a multi-media campaign focused on the reduction of diabetes in Boone County with particular emphasis upon the minority population where the incidence of diabetes is particularly high</li> <li>• By March 2008, launch, sustain and measure the campaign</li> </ul>

## L. Parks, Recreation, and Greenways

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

- Subtopic: Parks
- Subtopic: Recreation
- Subtopic: Greenways
- Subtopic: Trails

The Parks, Recreation, and Greenways Vision Statement is as follows:

***“A network of attractive and safe parks and recreational amenities are connected by trails and greenways that provide area residents with access to nature, recreation, and facilities for active play, both indoors and out.”***

Parks

**Goal:**  
 A variety of attractive, well-maintained parks throughout Columbia – including neighborhood parks, regional parks, nature parks, and urban parks – will ensure all residents have access to a full range of outdoor and indoor recreational opportunities.

Strategies and Action Plans

**Strategy 1:** Examine existing park networks and identify gaps in the different defined types of parks. (neighborhood, regional, nature, and urban.)

**Strategy 2:** Develop an overall plan to make sure as many park needs as possible are met without unnecessary duplication.

**Strategy 3:** Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities.

**Strategy 4:** Expand the program of volunteers to help support the parks. (e.g. Adopt-a-Park.)

**Strategy 5:** Investigate a land dedication ordinance to set aside parkland and open space in new developments.

**Action Plan**

<b>Who should take the lead:</b> Parks & Recreation Department	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
City Council	Continued support of expansion of park space and additional recreational facilities
Convention & Visitors Bureau	Make sure park maps and information are available for residents and visitors to the City
Boone County Commissioners	Work with City to be proactive in development of county parks and facilities. Protect greenways during County development
City of Columbia Office of Volunteer Services	Expand program for Park volunteers for clean up, patrolling and aesthetic improvements
City Planning & Zoning	Work with incentives for public parks and greenways
Greenbelt Land Trust	Work with Parks & Recreation in identifying park areas that should be kept as natural areas
Central Missouri Development Council	Encourage park space in development
Neighborhood Association	Work with the adopt a park and stay abreast of additional needs in neighborhood parks, basketball hoops, lighting, benches, etc.
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Appoint a committee to explore options and recommend improvements to Columbia’s ordinances to support proactive cost effective acquisition of key property for parks, greenbelts and trails. The committee should consider the use of both easement requirements and easement incentives (both of which are already in use in other cities) to develop an optimal mix of ordinance improvements for Columbia parks, greenbelts and trails.</li> <li>• Support the parks and recreation master plan</li> <li>• Initiate discussion with county officials to coordinate parks and recreation planning</li> <li>• Parks Commission will be made aware of the vision and the visioning committee will be available for clarification</li> </ul>

**\*This action plan covers all five strategies.**



**Goal:**

Columbia’s recreational needs and desires will be met through effective public and private partnerships that provide outstanding, exciting, and diverse recreational facilities such as, but not limited to, an ice skating rink, golf courses, tennis courts, soccer fields, ball fields, ball parks, and swimming pools. These facilities will be placed appropriately throughout the city to allow easy access for everyone.

Strategies and Action Plans

**Strategy 1: Facilitate the marriage of private and public interest groups to build recreational facilities.**

**Strategy 2: Be proactive in expanding facilities as Columbia grows.**

**Action Plan**

<b>Who should take the lead:</b> Parks & Recreation	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Mayor’s Council on Health & Physical Fitness	Work with Parks & Recreation on expanding facilities and educating the community on activities available
Various special interest sports group, Bike Club, Baseball Councils, Hockey, Ice Skating, Lacrosse, etc.	Report to special interest coordinator about potential trends in their sports, needed facilities or space
Chamber of Commerce	Promote collaboration of outside private parties to work with Parks & Recreation for recreational facility projects
Neighborhood Associations	Provide input to the City on needed facilities or equipment in neighborhoods
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Continue to update plans for recreational facilities</li> <li>• Hire a special interest coordinator to facilitate public and private collaboration</li> </ul>

\* This action plan covers both strategies.

Greenways

**Goal:**  
 An extensive network of greenways will play a significant role in providing transportation options, protecting wildlife corridors, watersheds, and floodplains, and increasing public access to natural and open spaces.

Strategies and Action Plans

**Strategy 1: Use easements and development rights to promote the preservation of green space and the development of greenways.**

**Strategy 2: Acquire green space and expand greenways through regular financing and acquisitions.**

**Action Plan**

<b>Who should take the lead:</b> Planning & Zoning and Parks & Recreation	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Greenbelt Land Trust	Act as an oversight group to make sure that greenways and green space are identified and preserved
Boone County Fairgrounds Board	Develop an overall plan to keep part of the Fairgrounds natural
Central Missouri Development Commission	Provide input on greenways and green space
Department of Conservation	Input on how much green space should be maintained and how best to maintain in a natural state
Boone County Commission	Coordinate with the City to maintain natural buffer areas for long term growth
Department of Public Works	Identify easement areas that should be mapped as greenways
Storm Water Task Force	Identify land that should be maintained and preserved for storm water purposes and green space
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Expand Parks and Recreation Master Plan to include a map of multi-purpose greenways</li> <li>• Provide incentives to promote green space</li> <li>• Hire an Acquisitions Agent to facilitate acquisitions of green space and parks</li> </ul>

\* This action plan covers both strategies.

Trails

Goal:

An extensive, safe network of trails will accommodate a variety of users ranging from recreational to nonmotorized travelers. This network may include roadway and public transportation infrastructure to connect parks, neighborhoods, schools, and businesses.

Strategies and Action Plans

**Strategy 1: Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible.**

**Strategy 2: Achieve trail connectivity in new and existing developments.**

**Action Plan**

<b>Who should take the lead:</b> Parks & Recreation	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
PedNet Coalition & PedNet Project	Work with Parks & Recreation to develop an overall map and plan of multi-use trails and help prioritize projects
COLT	Help identify potential abandoned track that could be utilized for trails
Convention & Visitors Bureau	Publicizing trails for use by visitors and residents
Columbia Bicycle Club, Multi-Sport Club, Track Club and Mid Missouri Road Runners	Resource for best types of trails for different types of use and placement of trails for recreational activities
Planning & Zoning	Coordinate efforts of Parks & Recreation for new and existing developments to have trail connectivity
Services for Independent Living	Resource to assure that trails are accessible
Rails to Trails	Resource to find funding for abandoned rail projects
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>Actively pursue future funding for additional trails</li> <li>Appoint a committee to explore options and recommend improvements to Columbia's ordinances to support proactive cost effective acquisition of key property for parks, greenbelts and trails. The committee should consider the use of both easement requirements and easement incentives (both of which are already in use in other cities) to develop an optimal mix of ordinance improvements for Columbia parks, greenbelts and trails</li> </ul>

\* This action plan covers both strategies.

## M. Transportation

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

- Subtopic: Non-Motorized Transportation
- Subtopic: Advance Planning and Development
- Subtopic: Road Network and Traffic Management
- Subtopic: Public and Human Services Transportation

The Transportation Vision Statement is as follows:

***“Columbia and central Missouri, a growing urban community, will have a modern transportation system, which allows its citizens to move about freely within the region using whatever means are desired – automobile, bus, bicycle, walking – and to do so safely, within a reasonable time frame, and without encountering needless congestion.”***

## Non-Motorized Transportation

### Goal:

Columbia will enjoy a safe, interconnected, non-motorized transportation network. It will be culturally supported by the citizens as it will encourage social interaction and healthy lifestyles. The roadway, sidewalk, public transit, and trail systems will all tie together into an effective integrated transportation network.

### Strategies and Action Plans

*\*\*Note: For further information, please see Appendix G for a single action plan and highly detailed report that covers all strategies regarding Non-Motorized Transportation.*

**Strategy 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.**

**Strategy 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.**

**Strategy 3: Give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. Increase the pace of sidewalk improvements.**

**Strategy 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.**

## Advance Planning and Development

### Goal:

Columbia will have diverse travel options that allow for safe and efficient travel to and through destination points. Travel options will be compatible with adjacent land uses and coordinated with the transportation timing needs of the community.

### Strategies and Action Plans

*\*\*Note: For further information, please see Appendix G for a single action plan and highly detailed report that covers all strategies regarding Advance Planning and Development.*

**Strategy 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.**

**Strategy 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.**

**Strategy 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.**

**Strategy 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.**

## Road Network and Traffic Management

### Goal:

A network of safe roadways in and around the city will provide sustainable, efficient mobility to vehicular travel and other modes in a complementary manner.

### Strategies and Action Plans

*\*\*Note: For further information, please see Appendix G for a single action plan and highly detailed report that covers all strategies regarding Road Network and Traffic Management.*

**Strategy 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.**

**Strategy 2: Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.**

**Strategy 3: Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.**

**Strategy 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.**

Public and Human Services Transportation

Goal:

An efficient, innovative, accessible public and human services transportation system will be fully integrated with all other forms of transportation in Columbia and surrounding communities. It will be possible for all residents to live easily in Columbia without a vehicle.

Strategies and Action Plans

*\*\*Note: For further information, please see Appendix G for a single action plan and highly detailed report that covers all strategies regarding Public and Human Services Transportation.*

**Strategy 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.

**Strategy 2:** Appoint a strong subcommittee of the Transportation Advisory Board (as described in the Transportation Action Plan) to study and develop recommendations for an innovative public and human services transportation system.

**Strategy 3:** Tie public transportation service into the permit process for new developments.

**Strategy 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.

Action Plan

<b>Who should take the lead:</b> The group strongly recommends the establishment of 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 to take those steps outlined in the Action Plan	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
City Council	The City Council has the responsibility for identifying the City’s transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and is supported in these efforts by: (a) Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City; and (b) Public Works Department of the City of Columbia
Planning and Zoning Commission	Responsible for making recommendations to the City Council on future developments, and in making those recommendations is in the position to consider the transportation system which will serve those future developments
County Resources (County Commission, Planning & Zoning Commission, Public Works, Dept. of Planning)	The County Commission of Boone County has similar responsibilities outside of the city limits of the City of Columbia and is supported by its Planning & Zoning Commission, Public Works director, and Department of Planning
Missouri Department of Highways and Transportation (MoDOT)	Has ownership of and responsibility for large parts of the major arterial roads that serve Columbia, including I-70, US Highway 63, Grindstone Parkway, substantial parts of Providence Road (Route 163), State Route WW (which will become increasingly problematical as substantial developments occur to the east), Route 763/Rangeline (an existing area of substantial problems) and other major thoroughfares.  Federal funds can be utilized for extremely large scale construction projects such as I-70 and can also be utilized for smaller scale projects such as bridge replacements, Safe Routes to School, non-motorized enhancement projects, and other transportation projects
Columbia Area Transportation System (CATSO)	Charged with the responsibilities for coordinating some of the efforts of the City of Columbia, the County of Boone, Missouri Department of Highways & Transportation and

	others in meeting transportation needs in and around Columbia
Mid-Missouri Transportation Alliance and Human Services Transportation Providers	The Mid-Missouri Transportation Alliance of the Boone County Partnership, and a substantial number of human resource transit providers identified by its recently completed study of transportation services including: The Columbia Transit System Columbia Paratransit Service provided by the Columbia Transit System under contract with the University of Missouri OATS, Inc., which operates in 87 Missouri counties, and provides door to door transportation services to individuals with little or no alternative form of transportation A substantial number of other transportation providers and payors as identified in the recently completed study of Mid-Missouri Transportation Alliance
Private Providers	
Pednet Coalition	Promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and advocates for the use of same and for the use of active, non-motorized transportation
Bicycle & Pedestrian Commission	
Engineering Firms	Provide substantial road and street network design services, traffic impact studies, traffic studies and other engineering studies
Construction Companies	Construction companies provide the physical work necessary to build and improve road and can influence the timing of project due to limitations in resources. They can provide a unique perspective on scheduling and construction issues
Private Developers and Homebuilders	In addition to providing new developments, they refurbish existing structures and create places for community members to live, work, and pursue recreation
Attorneys	Provide legal advice for public agencies as well as private companies and individuals for transportation services
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• <u>Resources.</u> The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community’s transportation system and transportation needs, including:             <ol style="list-style-type: none"> <li>a. Countywide Sales Tax.</li> <li>b. Vehicle Stickers.</li> <li>c. Community Improvement Districts (CIDs) and/or Neighborhood Improvement Districts (NIDs)</li> <li>d. Development Fees</li> </ol> </li> <li>• <u>Enhanced Planning and Coordination in Connection with New Developments.</u> In the future, as new developments are being considered, the Department of Planning &amp; Development of the City, the Planning &amp; Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation)</li> <li>• <u>Gaps.</u> Through the use of the Advisory Board described in paragraph D below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in the sidewalk system, the pedway system, the major road system and the public transportation system</li> <li>• <u>Transportation Advisory Board.</u> The group strongly recommends that the City Council establish 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 &amp; Zoning Commission and other public bodies to:             <ol style="list-style-type: none"> <li>i. Identify new and existing resources for transportation system needs;</li> <li>ii. Allocate such resources among the various components of the transportation system, including non-motorized transportation, human services transportation,</li> </ol> </li> </ul>

	<p>public transportation, and the road and street network;</p> <p>iii. Identify existing gaps in each component of the transportation system;</p> <p>iv. Identify potential users of the public transit and human transportation systems, whose needs are not being met;</p> <p>v. Plan for upgrades in all components of the existing transportation system;</p> <p>vi. Plan for future transportation system needs;</p> <p>vii. Expand all components of the transportation system to new developments</p> <p>This Advisory Board should be appointed by the City Council. Its members should consist of citizen stakeholders and users of the various components of the transportation system, who are respected individuals and who have substantial influence, and who have interests and stakes in each of the transportation system's component areas, including: Non-motorized transportation; Advanced planning and development; Road network and traffic management; Public transportation; Human Services Transportation</p> <ul style="list-style-type: none"> <li>• <u>Boone County Transportation System Study.</u> The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance</li> <li>• <u>Pilot Project Participation.</u> Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City</li> </ul>
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\* This action plan covers all four subtopics.

COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

## 5. Implementation

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COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

## 5. Implementation

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### Introduction

In order to address the vision statements, goals, and strategies outlined in the preceding chapters, a clear framework for implementation is necessary. This chapter suggests specific implementation-related steps that will facilitate the realization of Imagine Columbia's Future. In conducting the Imagine Columbia's Future process, the community committed to the principles of inclusiveness, transparency, and openness. The process methodology involved building the vision on a broad foundation of ideas by distilling those ideas into vision statements, goals, strategies and action plans. The process ensured that the participating public made decisions in the public arena. A review of the action plans prepared by the Citizen Topic Groups shows a great range of steps, organizations, and tools identified for the purpose of implementation. Successfully implementing Columbia's vision will depend on several factors, beginning with the ongoing will and commitment of leaders and the citizens of Columbia to achieve the goals and strategies contained in this document. However, that commitment is not enough. The success of Imagine Columbia's Future will also require the support of governmental institutions, business, civic and educational institutions, individual citizens, and community-based organizations more than ever before.

The City of Columbia currently has a large commission structure and many of the strategies in the vision can be directly addressed by current standing commissions. These commissions should be considered in determining how to implement the vision.

### Implementation Steps

The implementation of Imagine Columbia's Future will require three distinctive steps.

1. Present the vision to the Sponsors' Council for ratification and then to the City Council.
2. Preparation of Initial Inventory.
3. Create a vision management and oversight entity.

The co-chairs of the Vision Committee should formally present the results of Imagine Columbia's Future to City Council. The Council could take formal action by accepting the results of the vision. This is a critical step to confer legitimacy to the vision. Prior to presenting the results to City Council a similar presentation should be given to the Sponsors' Council as the entity that formally empowered the Vision Committee. Presentations should also be offered to the other Sponsors' Council governing bodies: Boone County Commission, University of Missouri-Columbia, Stephens College, Columbia College, Columbia Public School Board of Education, and others as requested.

The Visioning Committee determined that further work needed to be done on implementation and decided to set forth a detailed recommendation on implementation in their letter forwarding the vision to the Sponsors' Council and City Council. The Visioning Committee views this letter as an integral part of the plan to be reviewed by the Sponsors' Council and City Council with the plan.

# Appendices

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COMMUNITY VISION AND  
ACTION PLAN  
COLUMBIA, MISSOURI

**PREPARED BY**  
THE IMAGINE COLUMBIA'S FUTURE CITIZEN TOPIC  
GROUPS

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# Appendix I.

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## **COMMUNITY PRIDE AND HUMAN RELATIONS**

Note: This appendix provides supplementary material related to the action plans for this topic. All material comes directly from the Citizen Topic Group, with no modifications of any kind by City staff or the consultant team.

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## Facilitator's Summary Statement

Overall, I would say that our group found ourselves affirming a lot that Columbia is doing right. We are an active community, with many different kinds of initiatives taking place across the board. We love our community – with good reason. So, we believe that we are building on a lot that's good and right about our town.

That doesn't mean there aren't challenges. As the community grows, we need to be reminded of the values that make Columbia unique. With the proliferation of activity communication gets more challenging and coordination becomes more critical. Finally, this is an arena of life where it is relatively easy to talk a good game, but we have to make sure that the follow through is equally strong.

Therefore, we propose and want to pursue the following goals and strategies:

Regarding YOUTH, we want to explore purposefully connecting and networking youth-related resource outlets and service providers to better promote existing services and opportunities, discover under-supported/under-resourced programs and needs, and investigate the interest and feasibility of a multi-use shared (center of town) youth facility.

Regarding DIVERSITY/INCLUSION, we want to promote a reorganization and expansion of the Human Rights Commission, in order to more effectively review policies regarding human rights; to develop an intercultural council to foster increased cultural awareness and communication, and insure that cultural awareness training is developed/enhanced/promoted for all new and existing city employees – understanding that what is modeled in the city has a positive net affect on other groups and organizations.

Regarding SENSE OF COMMUNITY, we want to facilitate more effective communication between/within Columbia's various community groups (ethnic, religious, social, economic, geographic, etc.) through the development of a comprehensive (web-based) community calendar, and to create a series of fun, high-impact, coordinated activities and events that reinforce our common values and relationships.

## Appendix II.

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### **DEVELOPMENT: INFRASTRUCTURE, NEIGHBORHOODS, AND PLAN AND MANAGE GROWTH**

Note: This appendix provides supplementary material related to the action plans for this topic. All material comes directly from the Citizen Topic Group, with no modifications of any kind by City staff or the consultant team.

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## Suggested Introductory Educational Topics for the Infrastructure Task Force

1. What is infrastructure?
  - A. General
  - B. Types of infrastructure (transportation system, water system, sanitary sewer system, stormwater system, parks and open spaces, fire structures and large capital equipment, police stations and jails, library, electric system, other municipal buildings, school system, etc.)
2. Definitions of terms
  - A. On-site and off-site
  - B. Level of Service (LOS)
    - a. general
    - b. how measured
    - c. capacity and reserve capacity
  - C. Financial terms of importance
    - a. capital (major and minor) and operating expenses
    - b. types of taxes
    - c. types of bonds used to finance infrastructure
    - d. performance bonds
    - e. special benefit districts
    - f. development fees, excise taxes, and their ilk
    - g. impact fees
    - h. exactions
    - i. special assessments, tax billing, and liens
    - j. system buy-in versus paying for incremental costs
3. How does development occur?
  - A. Outline of the process from inception to completion.
  - B. What and where are the risks and costs of development?
4. What causes a need for infrastructure?
  - A. New development
  - B. Increased used by current residents, etc.
  - C. Replacement or major overhaul of existing infrastructure
5. How much does infrastructure cost?
  - A. General
  - B. Breakdown for different types of development-on-site and off-site/lot
    - a. residential
    - b. retail
    - c. office
    - d. industrial
    - e. other
6. How is infrastructure financed in Columbia?
7. How can infrastructure be financed in Missouri?
8. How do other communities finance infrastructure?
  - A. Missouri communities
  - B. Other communities
9. How can the costs of infrastructure be minimized?
10. Special topics

- A. Efficiently measuring and matching benefits and costs
  - B. How to deal with the distance of new development from the central city for connected services such as roads, water lines, and sewer lines in particular, but other types of infrastructure as well to a lesser degree, e.g. branch facilities.
  - C. How to keep housing costs affordable to low and moderate income families.
  - D. Encourage infill development.
  - E. Should we manage growth? If so, how?
  - F. How do we finance the maintenance of infrastructure?
  - G. How do we want our infrastructure to look?
11. Philosophies of allocating costs of infrastructure to member groups of the community
- A. The community at large
  - B. Proportionately to those who benefit
    - a. credits for other payments
  - C. A mix of A and B
  - D. Failure to provide for needed infrastructure will result in reduced LOS.
  - F. Caveat: Under normal circumstances developers/builders will not absorb their costs; they will pass them on with mark-ups to the end users. If, with an efficient methodology, they can't make a profit commensurate with their risks, they will fail. If too many of them fail, the community will suffer. The use of some financial instruments that transfer the costs directly to the end user can reduce the final cost by reducing interest costs and removing middlemen mark-ups.

DRAFT MATERIAL FOR NEIGHBORHOODS SUB-TOPIC GROUP OF DEVELOPMENT GROUP (Revised 7/18/07)

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.

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 1: 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*.<sup>1</sup>

Action 2: 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.<sup>2</sup>

Action 3: The 13 policies of neighborhood development set out in section 4.4 of *Metro 2020* will become an official rating scale<sup>3</sup> 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<sup>4</sup> will also be present to offer an independent, unofficial rating.

Action 4: The City Council and the planning department will use the official rating system described in Action 3 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).

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<sup>1</sup> The Council's February 5, 2001, resolution "adopting" *Metro 2020* included language to limit its effect: "The Plan ... does not limit the City Council's discretion in enacting land use regulations." Our conversations with city staff convince us that the report has little if any practical effect on decision making. Our conversations with fellow citizens indicate that the City's sidetracking of *Metro 2020* undermined confidence in the City's responsiveness to citizen input. Although City staff need flexibility in their planning work, this flexibility should not include the freedom to ignore citizen input that the City solicits and nominally accepts. The content of Chapter 4, which has now been endorsed in two rounds of citizen planning, needs to be built into the City's planning process in concrete, compulsory ways.

<sup>2</sup> We note with curiosity that Section 2.4 of *Metro 2020* praises this planning process and then states that it should not be required. Our intent is that it should be required.

<sup>3</sup> See example attached.

<sup>4</sup> Such citizen planners might be chosen by an accountability committee that grows out of the Visioning process, or by a coalition of neighborhood associations, or by a single neighborhood association. It is important that citizen planners be a bona fide representative of the public with no financial interest in the proposed development and that they circulate their independent findings to the public.

Action 5: 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.

Action 6: 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.<sup>5</sup>

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

Action 7: 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.

Action 8: The City will strengthen community policing by making beat officers liaisons to the City staff member mentioned in Action 7. Citizens will know that when they lodge a complaint about neighborhood conditions with their beat officer, it will certainly reach the proper authorities.

Action 9: 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 10: 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.<sup>6</sup>

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<sup>5</sup> It may be that the larger Visioning Committee will suggest other mechanisms for citizen input and oversight. We recognize the problem created for City staff of having too many spokespeople from too many different groups involved in planning processes, and encourage the Visioning Committee to develop an economical, focused system.

<sup>6</sup> The Neighborhoods sub-group notes a recent proposal to the city to subsidize the building of new houses in the \$125,000-\$150,000 price range because in this middle-income range demand exceeds supply. Historically, it seems to us, the free market has always found a way to supply new homes to middle-income Americans; it has not done so well in providing funds to protect existing neighborhoods from decay. Given a choice, we urge the City to concentrate resources first on the rehabilitation of deteriorating older housing, giving the market time to respond on its own to the need for new middle-income housing.

**Neighborhood Policies (from Metro 2020 report, section 4.4)**

**Rating (Excellent=5; Poor=1) and comment. Attach additional sheets as necessary.**

1. Neighborhood streets and sidewalks are the networks that connect subdivisions to form neighborhoods and should not be used to form barriers between one area and another. Streets with sidewalks should connect residential subdivisions.
2. Promote the inclusion of amenities as focal points.
3. Encourage a diversity of housing types to promote affordable housing.
4. Protect existing neighborhoods from the intrusion of incompatible land uses and assure that all new residential development maintains a consistent level of housing and neighborhood integrity.
5. Encourage the use of noncontinuous streets to avoid speeding and cut-through traffic in subdivisions and neighborhoods. Long, uninterrupted local streets are discouraged.
6. Promote a choice of neighborhood for both homeowners and renters by encouraging a mix of housing unit types. Appropriate housing types include:
  - Single-family houses - large and small lot
  - Duplexes
  - Townhouses (single-family attached)
  - Multi-family housing.
7. The desired minimum density for all new residential uses within the Neighborhood District is two units/acre.
8. Provide the opportunity for including neighborhood commons without significantly altering the character of the neighborhood, attracting additional traffic from outside the neighborhood(s) served, or creating the demand for additional commercial zoning. These commons should have the following characteristics:
  - Residents should be able to access the center from a collector or local street without having to travel on an arterial street
  - Pedestrian oriented
  - Contain an appropriate mix of uses; retail, office, and residential
  - Provide a central feature or gathering place for the public.
9. To promote walkability and convenience within neighborhoods encourage street connections. Cul-de-sac streets are appropriate in areas with difficult topography or when used to minimize the environmental impacts on floodplains and wetlands.
10. Provide sidewalks and/or pedestrian connectors if the block length in a subdivision or neighborhood is greater than 800 feet. Access to parks and trails should be provided from adjacent subdivisions.
11. Provide a choice of housing types that support choice of school and that allow people to live close to work.
12. Provide for neighborhood services, day care, health care, dry cleaning, and shopping.
13. Provide for the use of flexible development regulations to balance overall dwelling unit/acre density, achieve a mix of dwelling unit types, and to preserve open space and tree cover.

#### General Metrics:

- 1) An increasing number of Columbians will report that they live in harmonious neighborhoods that include people with differing backgrounds and differing levels of income. [requires annual or bi-annual survey]
- 2) An increasing number of Columbians will report that if they needed milk and bread, they could walk safely and conveniently to a store to buy them and return home within half an hour. [survey]
- 3) An increasing number of Columbians will report that in the week before they were surveyed, they had used non-motorized transport to run an errand or meet a friend. [survey]
- 4) The number of rides on city buses will increase faster (proportionally) than the population of the city increases. [available from City sources]

#### Metrics attached to particular Actions:

- Regarding Action 3: The correlation between rankings by city staff and designated citizen planners will increase over time. [report by citizen planners, registered with city staff]
- Regarding Action 4: The correlation between City staff rankings and allocation of city resources will increase over time. [report by City staff]
- Regarding Action 6: Over time, the coalition of neighborhood associations will respond to an increasing number of invitations to comment on development or infrastructure plans. [report of coalition, registered with city staff]
- Regarding Action 9: Over time, the proportion of regulatory interventions initiated by citizen complaints (as opposed to City initiative) will decrease. [report by City staff]
- Regarding Action 10: Incentive funds (from public sources or public/private partnerships) spent on rehabilitation of existing homes and neighborhoods will increase relative to incentive funds that encourage new building. [report by City staff]

## **Topic: Development**

### **Subtopic: Plan and Manage Growth**

#### **Priority Strategy: Inventory Natural and Cultural Resources**

##### **1. Natural Resources**

###### **a. Who should be involved and their roles - who should play lead role:**

The City's Planning and Development Department should be involved and in all likelihood play the lead role, mainly because of its planning responsibilities, the fact that it has staff, and because it recently completed an aerial photographic survey of the Columbia area. <http://www.gocolumbiamo.com/Planning/index.php> - John Fleck - 874-7659

Other key players, all of whom need to be consulted (in other words, their roles would be as advisers/participants) during the natural resources inventory process:

- ◆ Elected city, county, and state officials who are in a position to change laws governing land use
- ◆ Greenbelt Land Trust of Mid-Missouri: [greenbelt.missouri.org](http://greenbelt.missouri.org) - P.O. Box 144, Columbia, MO 65205, 442-4789 - [greenbelt.land.trust@gmail.com](mailto:greenbelt.land.trust@gmail.com) - Fred Young, President, and Tom Vernon, who has a natural resources map
- ◆ Sierra Club Osage Chapter: <http://missouri.sierraclub.org/osage/index.htm> - P.O. Box 534, Columbia, MO 65205-0534 - Therese Folsom - 256-7955 [terese.folsom@sierraclub.org](mailto:terese.folsom@sierraclub.org)
- ◆ 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
- ◆ State parks in Boone County:  
<http://www.mostateparks.com/fingerlakes.htm>  
<http://www.mostateparks.com/jewellcem.htm>  
<http://www.mostateparks.com/rockbridge.htm>
- ◆ Columbia Parks and Recreation Department:  
[http://www.gocolumbiamo.com/ParksandRec/Parks/MKT\\_Trail/](http://www.gocolumbiamo.com/ParksandRec/Parks/MKT_Trail/)  
[http://www.gocolumbiamo.com/ParksandRec/Parks and Facilities/](http://www.gocolumbiamo.com/ParksandRec/Parks_and_Facilities/)
- ◆ Boone County watersheds map:  
<http://www.showmeboone.com/PB/Watershed/Maps.asp>
- ◆ Bonne Femme watershed project: <http://www.cavewatershed.org/>

- ◆ Scenic Missouri: <http://www.scenicmissouri.org> - three of the nine board members are from Columbia (Darwin Hindman, Karl Kruse, and William Least Heat-Moon) - work focused in four areas: billboards, scenic byways, research, and community appearance
- ◆ MU Center for Agriculture, Resource, and Environmental Systems (CARES) - <http://cares.missouri.edu/about/index.html> and <http://ims.missouri.edu/moims/step1.aoi/countylist.asp> - extensive computer-based mapping resources - Dr. Chris Fulcher, 882-6534, fulcher@missouri.edu

**b. Action steps that should be taken to help position this strategy for implementation**

- 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

**c. What should be done first in order to jumpstart implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation.**

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.

**d. Measuring success - indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy**

Benchmarks would be indicators of consensus as described above.

**2. Cultural Resources**

The City's Historic Preservation Commission should of course be involved and in all likelihood play the lead role. It is staffed through the Planning and Development Department - Scott Hansen 874-7437. Columbia's ordinance on historic preservation: <http://www.gocolumbiamo.com/Council/Columbia Code of Ordinances/Chapter 29/21.4.html>.

Other key players, all of whom need to be consulted (in other words, their roles would be as advisers/participants) during the cultural resources inventory process:

- ◆ Boone County Historical Society: <http://members.socket.net/~bchs/> - 443-8936, Deborah Thompson - [bchs@socket.net](mailto:bchs@socket.net) - The Society apparently has a map and a list of sites it considers particularly important. Boone County sites on the National

Registry of Historic Places are listed at  
<http://www.dnr.mo.gov/shpo/Boone.htm>

- ◆ MU Museum of Anthropology: <http://anthromuseum.missouri.edu/> - Dan Glover, 882-3764 - [gloverd@missouri.edu](mailto:gloverd@missouri.edu). There are as many as 1300 archeological sites in Boone County, some very small, and a number of Indian burial grounds. The locations of the burial grounds are not made available to the public to prevent desecration. The State Historical Preservation office - <http://www.dnr.mo.gov/shpo/> - Judith Deel, archeologist, 573-751-7862, [judith.deel@dnr.mo.gov](mailto:judith.deel@dnr.mo.gov) - Apparently only when federal funds are involved is there a requirement to consider archeological factors before earth moving; however, cities may be able to impose such a requirement.
- ◆ MU Center for Agriculture, Resource, and Environmental Systems (CARES) - <http://cares.missouri.edu/about/index.html> and <http://ims.missouri.edu/moims/step1.aoi/countylist.asp> - extensive computer-based mapping resources - maps include those showing cultural resources - Dr. Chris Fulcher, 882-6534, [fulcher@missouri.edu](mailto:fulcher@missouri.edu)
- ◆ Educational resources: MU, Stephens, and Columbia College - and other educational institutions in the community - are themselves historical and cultural resources. However, at this point I do not have a recommendation for particular representatives of these institutions to involve in discussions about inventorying cultural resources.
- ◆ Faith community resources: a list of these cultural resources is apparently available through the Interfaith Council, but to date I haven't been able to obtain the list.
- ◆ The African-American community - Wynna Faye Elbert, 443-3952. Apparently the major historical sites in the part of the community is directly identified as African-American are already on historic preservation lists. Some other sites of historical/cultural significance, however, might include the Miles Manor neighborhood, and businesses including the Warren Funeral Chapel, Mary Smith's Beauty Salon, and others. Other potential sources of information about African-American community cultural resources could include, among others, the NAACP and the Boone County Community Partnership.
- ◆ United Way - the services provided by United Way agencies are cultural resources in the sense that they are essential to many in our community, and therefore access to these resources needs to be taken into account as development proceeds. United Way staff could represent these resources.
- ◆ Other cultural resources would include cemeteries, some healthcare facilities, museums and galleries, entertainment venues, and the like.

NOTE: The City's Office of Cultural Affairs (<http://www.gocolumbiamo.com/Arts/>) focuses mainly on the arts, and the City's Office of Community Services - 874-7488 - Nanette Ward 874-7487. She said her office doesn't have a list.

**b. Action steps that should be taken to help position this strategy for implementation**

- City to convene meeting(s) of key players and other interested parties
- Seek consensus on definitions of cultural 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

**c. What should be done first in order to jumpstart implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation**

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.

**d. Measuring Success - indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy**

Benchmarks would be indicators of consensus as described above.

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There are numerous resources outside Columbia that could be called upon to help with these inventories. Here are a couple of possibilities:

Smart Growth Online: <http://www.smartgrowth.org/default.asp>

SANDAG is San Diego's "Regional Growth Agency":  
<http://www.sandag.org/index.asp?classid=12&fuseaction=home.classhome>

**Topic:** Development

**Subtopic:** Plan and Manage Growth

**Priority Strategy:** Implement a growth management plan that incorporates form based zoning

**1a. Who should be involved and what are their potential roles?**

- City of Columbia Planning Department
  - Help create task force
  - Provide resources to writing zoning codes
- Urban Land Institute
  - [www.uli.org](http://www.uli.org)
  - Great resource to research what has been successful and accepted around the country
- “Smart Code & Manual”
  - Published by New Urban Publications, Inc.
  - Available through [www.uli.org](http://www.uli.org)
  - All the information you could need on what is involved with form based zoning and how to write and implement a new ordinance
  - Great examples of the elements of this new zoning
- Central Missouri Development Council
  - [www.centralmissouridevelopmentcouncil.com](http://www.centralmissouridevelopmentcouncil.com)
  - 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
  - [www.planning.org](http://www.planning.org)
  - Help with drafting the code
- Columbia Board of Realtors
  - [www.cbormls.com](http://www.cbormls.com)
  - Necessary to bring development community to the table
- Columbia Home Builders Association
  - Necessary to bring the 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

**1b. Who should take the lead role in implementing this strategy?**

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.

## **2a. Action Steps**

- City should arrange a meeting with effected 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.

## **2b. What should be done to jumpstart implementation efforts?**

City should distribute informational flyer on form based code to the public prior to holding the first public meeting so that the effected 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.

## **3. Measuring Success**

- Survey developers and neighbors after going through rezoning or planning process to determine each group's satisfaction with the new code
- Planning department should implement a consolidated review committee and design and development center to ensure the quality of planning and design is upheld
- Compare the number of re-zonings requested each year to the new code

## Appendix III.

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### **DOWNTOWN: INVESTMENTS**

Note: This appendix provides supplementary material related to the action plans for this topic. All material comes directly from the Citizen Topic Group, with no modifications of any kind by City staff or the consultant team.

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**Appendix C**  
**Visioning Citizens Topic Group: Downtown, Subtopic: Investments**  
(As of 9-16-07)

**Goal:** “Significant investments in the physical, community, and business environment, as well as the tools to leverage economic strength, will bring vibrancy and diversity of culture, professions, and businesses, leading to major attractions and exciting destinations.”

**Priority Strategy 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.

**I. Who should take the lead role in implementing this strategy?** (DT = Downtown)

- A. A **Downtown Columbia Leadership Council (DCLC)**, is a newly formed entity that would be a private nonprofit membership organization representing Columbia’s best businesses and property owners, as well as entrepreneurial companies, and nonprofit organizations. The *mission* will be to create a vibrant, diverse and economically sustainable DT Columbia, be the arts and cultural center of our community and region, a model of sustainable development, a residential neighborhood, an energetic work place and a setting for entrepreneurial creativity. DT Columbia is vibrant, diverse, synergistic, accessible, walkable, and livable.
1. A special **DT Vision Taskforce (DVT)** should be formed to *carry on the strategic planning process* if DT is to capitalize on our assets, address our opportunities and challenges, and to establish our DT significance as centers of commerce, civic identity and distinctive urban experiences.
  2. City Government, as a member of the DVT, must take the lead with the creation of an expanded **DT Development Concept Plan** (a plan for planning) by retaining Sasaki & Associates to cover all 422 acres within the defined DT area. (Phase 1: Bordered by 2 college and University campuses and the Library, and a Phase II: to include surrounding residential neighborhoods.)
  3. The DCLC will recognize the importance of building a modern sense of community for the 21<sup>st</sup> Century and the need to restore our region’s prosperity by presenting a strong and united voice on:
    - a. Our *guiding principles* for DT Revitalization.
    - b. A clearly defined set of development *goals, the risks and benefits*, along with sponsoring the necessary *research, an assessment* of our current conditions and an understanding of best practices.
    - c. The key importance of *new residential projects* providing many lifestyle choices that make DT 24/7.
    - d. The need to attract *high-tech business ventures*, to understand how DT functions as a *supportive environment for entrepreneurs*, and how DT becomes an *incubator on innovation*.
    - e. The need to build a *dynamic creative and cultural climate; to invest in talented people* required for creativity, innovation, and growth; and *to leverage networks of knowledge, people and technology*.
    - f. The importance to *retain, support and expand* the office, government, retail, cultural, arts, and entertainment facilities already DT.
    - g. The need to establish an *organizational structure for governance, strategy and leadership*: to develop a DT development concept, a strategic blended business and economic development plan as a guiding framework, and the steps that needs to be developed for implementation.
  4. The **Board of Directors of the DCLC** will be responsible *for financial oversight, planning, evaluation, and fundraising*. Responsibilities include: ratifying the *mission, vision, and values*; determining the *planning and programs* to implement the strategies and monitoring performance, ensuring the financial and other resources are adequate to implement its plans, enhancing the *public image* and ensuring organizational and financial integrity and accountability.

5. **Committees** will be appointed as needed to undertake special projects that support the mission of the organization. These may include the following:

- a. *Business Retention & Attraction* – the DCLC Board working with REDI to provide a *supportive physical environment and quality of life especially for small businesses and entrepreneurs*, using proactive mining of data for new businesses and researching best practices for new co-working facilities, site visits, well-publicized recognition events, and development of a relocation program and design-build alternatives with real estate developers.
- b. *DT Marketing Group* – produces quality events and celebrations, providing information and education about DT initiatives and celebrations, and facilitates a *market imaging and branding* initiative. Messages about our new DT need to be *seamless* and requires working closely with various partner organizations to develop an *integrated strategy* to provide a bigger impact while complementing each partner’s mission. Conduct research to better understand *regional perceptions* of DT and work with our partner organizations to market DT to the region and nation.
- c. *Housing and Lifestyle Choices* – will work with our community and housing partners to develop an *affordable and workforce housing* policy for DT and work toward *revitalizing/redeveloping existing neighborhoods and housing stock* in and around DT, while exploring funding alternatives and developer incentives. Track housing trends, conduct *market analysis*, and support and encourage residential development for a mix of lifestyle choices and price points along with its retail and development strategies. Produce DT Tour weekends. Be *an advocate* for associated retail and services.
- d. *Parking and Transportation* – public and private sectors will work together to improve access to and within DT with emphasis on ensuring adequate and *strategically placed parking*. Will explore free bus zone/trolley/rail trolley line DT. Will also oversee bike, walking connective *corridor designs* for access to/from campuses, surrounding neighborhoods, library, medical facilities, retail centers, etc.
- e. *Streetscape and Public Gathering Places* – will facilitate with stakeholders to influence and promote the design, development and redevelopment of our opportunities to facilitate *connectors* between neighborhoods, DT districts and campuses that can set the stage for retail placement and creates a more walkable and pedestrian oriented DT, as well as opportunities for *gathering places* for people to connect and enjoy the vibrancy of DT living, working, and relaxing for people of all ages and interests.
- f. *Membership* – the heart and soul of the Council. Charged with creating strategies for recruiting, developing and retaining members that represent the diversity of DT. The committee will work to produce luncheons, forums, and events and implement a member-only section of the DT Columbia website. Their mission is to champion the allocation of resources to DT, *support economic development opportunities*, enhance DT Columbia’s cleanliness and safety, *implement various strategies and address our DT challenges*. The committee could follow the same program and capital campaign structure as the Chamber uses for promotional marketing and sponsorship opportunities to support DT, including DT events, meetings/luncheons/forums, publications, on-line marketing, and print advertising.

B. **A Downtown Columbia Development Partnership (DCDP)** will be a newly *formed public-private partnership organization* that will be needed to spearhead not only the “*Big Deals*” (our catalytic projects), but the “*Small Wonders*” (public investments for infrastructure) as well. In doing so, the role of the DCDP will be to:

1. Coordinate the development of a comprehensive **DT Strategic Business Plan** (the working document addressing the physical, community, and business framework), **Design Guidelines** (buildings, streetscapes, gathering places), **Market Analysis** (opportunity gaps), and a **DT Existing Conditions Assessment**, and coordinate the development of a set tangible goals, establish a list of key actions and priorities, and make recommendations to the Council.
2. Identify and suggest *supportive public initiatives*: maintaining quality of life, infrastructure investments, appropriate tax incentives, assistance in acquiring non-performing or blighted properties, timely approval process, etc.
3. Leverage the close proximity to our student population, medical institutions, and residential neighborhoods through a *pedestrian linkage or connective corridor* to facilitate the potential for complementary economic activity DT.
4. Develop mixed-use, residential, retail/restaurant, entertainment and employment-generating real estate *development projects*.

5. Arrange for *capital and financing* needed to implement the plan (transitional gap financing, available and effective incentives, etc.)
6. Create *jobs* through the establishment of new businesses, the relocation of businesses, and the expansion of existing businesses, with an emphasis on creating a *supportive environment* for entrepreneurs.
7. Establish *great places and spaces*, through the use of innovative urban design principles and great architecture (called Placemaking).
8. Serve as an *advocate for the principles and goals* established in the plan in order to encourage appropriate public sector support and private sector participation (judicial condemnation when necessary, public investments, etc.)
9. The President of the DCDP should be the “**voice of DT Columbia**”, typically found to be a Master Developer/Redeveloper, actively engaged in DT projects. The President will serve as a *steward and “keeper of the vision”* through the DCDA and DCLC. Much of the activity contemplated by our DT plan will be carried out by the private sector.

C. A **Downtown Development Authority** (DCDA) will be the entity whose mission is to undertake public improvements that have the greatest impact in strengthening the DT area attracting new private investments;

1. Goals include *revolving loan funds* for the acquisition of land, building, construction and rehabilitation, equipment, and working capital; tax-exempt fixed asset financing for qualified borrowers; other goals include: identity infrastructure, transportation, business encouragement, housing, consumer home financing, developer financing, development partnerships, project proposals and bids, community services and sustainability; utilizes a **Tax Increment Financing** (TIF) mechanism to finance many of its projects, including its pedestrian improvements projects, housing grants, and studies.
2. **Committees/Functions** could include:
  - a. *Operations* (budget, finance, parking operations, power to seize derelict and neglected properties for repair and restoration)
  - b. *Capital Improvements* (construction of new parking facilities and sidewalks, repair projects)
  - c. *Partnerships* (public/private projects, housing issues, incentives for property owners to maintain and manage their properties)
  - d. *Research and Opportunities* (benchmarking, vitality index research, grant review)
3. **City Taskforces** could include:
  - a. Create *overlay zoning*
  - b. Implement *urban design guidelines*
  - c. Clarify historic *preservation criteria*
  - d. *Streamline development process*
  - e. Pursue comprehensive *parking strategy*
  - f. Create *local finance/lender consortium* with development/redevelopment financial analyst
  - g. Create a *reinvestment fund* (501c3) that would create a secondary market for loans(or local REIT)
  - h. Pursue setting-up a *DT Columbia Foundation* for contributions and donations

## **II. 8 Categories for Action that should be taken to help position this strategy for implementation.**

A. **Complete the Visioning Process:** Community visioning sessions are now completed. Report back to community on September 13, 2007.

1. The *DT Vision Taskforce* (DVT) will review the Downtown Vision Group’s input and create an *enhanced vision, mission, and values statement* for DT Columbia: “**Envision Downtown Columbia 2030**”. The Taskforce will guide the development of a **DT Strategic Business Plan**. This plan will be a tool to *guide development* and explore the relationship between *land use policy, design standards and guidelines, and implementation strategies* to accomplish our goals.

- a. Develop a *program game plan* with an emphasis on holding community forums, focus group meetings and working sessions; marshal resources to collaborate on executing a plan; ratify recommendations; agree to jointly spearhead the effort.
- b. To transform our challenges and capitalize on our opportunities, develop the *proper mission, core values, goals, core competencies, performance measures, and strategic partners* necessary to deliver the vision and guide the development of a greater **DT Strategic Business Plan**.
- c. Identify further *research areas and current parameters* (funding resources, staff, consultants, etc.) which could prevent the community visions from being realized or parameters to consider.
- d. Create a list of *stakeholders* for the DCLC (Leadership Council) and its future committees, the DTDP (Development Partnership), and the DTDA (Dev. Authority).
- e. Document our *critical issues and organize by category*: Preservation, transportation, pedestrian amenities, parks/plaza/open space, sustainability, housing, children & families, new infill buildings, public infrastructure, public & private management, and financial & legal.
- f. Identify where we need *technical consultants, available staff, new positions* to provide the development concept plan (Sasaki), market research, physical inventory assessment, trend analysis, and the development of the *DT Revitalization Strategic Business Plan/Design Guidelines*, etc.
- g. Organize *stakeholders' focus groups* (historic preservation, developers, institutions, agencies, retailers & merchants, and residents) for background information and solicit their input and ideas.
- h. Hold vision community workshops with the goal of combining community education, dialogue, creative thinking, and identifying organization tools for implementation. For example: *Placemaking* Weigh one workshop, working with a *technical consultant*, verses one working on a *tight budget*:

Workshop Topic: **“A vision for the future . . . putting the “market square” back DT”**

*Workshop Description*: a rebirth of a broader DT historic district that is desirable and identifiable for both residents and visitors. A vibrant place to dine, shop, attend concerts, go to a movie; where parents will want to bring children to play, where people come to stroll because it has things of interest to all people and all ages. New uses and activities could be developed that build upon the traditional market of yesteryear.

- 1.) Technical consultant: *Project for Public Spaces*. (PPS is used by many cities.)

PPS uses a “Power of Ten” concept a synergy of 10 sub-places or activities within a larger place forming a critical mass of activity centers with a series of destinations. We could have many *workshop groups focusing of what types of activities and destinations would draw people* to a public square. PPS has developed “criteria to analyze squares”: attractions, destinations, identity & image, flexible design, amenities, traffic-transit-and the pedestrian, inner & outer square, reach out like an octopus, management-central to the solution, seasonal strategy, and diverse funding sources.

- 2.) “Placemaking on a Budget”, a 133 page book with CD-ROM with PowerPoint presentation to introduce concepts to the groups, reviewing approaches, understanding resources and achieving implementation. We could have many workshop groups working on one placemaking idea or many ideas for DT.

2. **City Council to review and approve the enhanced DT Vision, Mission, Guiding Principles, Goals and Strategies** by resolution. If the idea of ‘vision’ is to mean anything for making a better DT for Columbia and the surrounding region, we must develop the criteria, such as:

- *Be grounded in reality*. (Understand our current assets and challenges accurately; see our possibilities clearly; be rooted in real performance and *getting things done*; private sector leadership, etc.)
- *Reach for the future*. (Aspire to a future that is different from and better than the present; not more of the same: imagine that things can really change in significant ways, etc.)
- *Be shared*. (Not one person’s vision, nor one group or organization or interest; *must* come out of conversations at DT work sessions and issue forums; be the product of collaborative work across institutions; then everyone will get it, know it, understand it, and most everyone will get behind it, too.)
- *Have public leadership*. (More than shared broadly and out there for everyone to see, but carried by City government with full support from County, State and Federal partners; City government has some of the tools needed to make things happen when the market won’t, and holds the power to regulate building and land use, requires *the vision be the people’s vision*.)

**B. Related Visioning and Strategic Planning at the Regional Scale:** Planning on economic development and land use at the regional scale will be required to address the *challenges and potential* of DT, the City of Columbia, as well as the region.

1. Conduct an analysis of the *fundamental problems and concerns for restoring regional prosperity*. Slow employment growth and a somewhat stagnant economy dictate an immediate and comprehensive focus on *reinventing DT Columbia as a magnet for investment and creativity* necessary in a technological economy. A simultaneous focus should be on harnessing *the growth outlook and potential of nearby educational and medical institutions* to accelerate the reinvention of the DT core.
  - a. *Set new goals, reaffirm old ones, and frame a clear strategy* for continuing action. Understand the importance of always *building on our assets* and taking advantage of the efforts of past planning. Build on the inherited framework and frame the vision and strategy for DT by broader regional visions and strategies and coordinated with other local plans to achieve the maximum possible impact.
    - *The formula:* focus our investments on strategic activity areas and new DT neighborhoods; follow key principles for making a great DT; concentrate our investments in promising economic sectors; and always work to improve the urban environment for the benefit of the people who use it.
    - *The approach:* always work for practical achievements today, no matter how modest. Never lose sight of the bigger vision and the broader horizon; always work together, solving problems, building the organizational capacity to take action, and holding one another accountable to the plan. (And then, DT Columbia is poised for greatness.)
  - b. Develop a **Regional Action Plan for DT Columbia** starting with a comprehensive review regarding ways in which Columbia can achieve a *significant regional city design type development* over the next 50 years characterized by mixed-use, pedestrian-friendly areas, supporting higher densities of employment and housing.
    - Understand the *economic challenges* DT faces, the resources on which it has to draw and the context in which it must move forward. (Such as the national *trends*, the sectoral *shifts* in the region, the location of employment, emerging policies and ongoing programs, the role of DT Columbia. Columbia's *regional assets* (i.e., airport), preparing land for new development, improving transportation, and neighborhood economic development).
    - Understand DT Columbia is *mid-Missouri's government and institutional center, medical and life sciences research center, business center, service center, transportation hub, cultural and heritage center, sports and entertainment center, restaurant and niche retail center*.
    - Understand our DT *population trends*, led by migration patterns (supporting students, young professionals, young families, and aging baby boomers needs and desires; appreciating a young, talented workforce decides *where* they want to live).
    - Understand the wide range of DT *community issues*, including race, ethnicity and diversity, education, housing and neighborhoods, culture and heritage will have important implications for planning and development. The focus of our plan is *land use*, but these community issues will have an impact on how land use decisions are made. The answers this plan provides will have a major influence on *the quality of life*.
    - Understand the DT *environmental challenges*, smart growth principles, and *sustainability* factors (competitiveness of cities in the 21<sup>st</sup> Century, *quality of life* factors – parks, waterfronts, green practices).
    - Understand DT Columbia's *physical infrastructure* as a great resource and as a important challenge (the investment, maintenance, development of an expanded telecommunications and fiber optic network, and a supportive DT environment for entrepreneurs).
    - Understand Columbia's *current and long-term projections in rising costs* in term of a fiscal crisis brought on by a structural imbalance between available sources of revenue and spending on municipal services and capital investment. *Capital budgeting* will bring new levels of discipline to the process and perhaps the creation of a control board and require additional support from county, state, and federal governments.
    - Understand that our *Comprehensive Plan* needs to be based on a sound planning philosophy and sound planning principles. For Columbia, that may mean taking a *regional approach*; integrating economic, environmental and community considerations under a concept of

sustainability; and implementing principles of smart growth. Furthermore the *Comprehensive Plan* needs to be linked directly to the selection and prioritization of capital projects through the City's Capital Improvement Program. This means *revising zoning categories and districts and supporting smart growth, design guidelines, and prescribing more urban solutions.*

- c. Initiate the necessary major changes in how we *value DT* and how we *approach economic development*, how we *invest our attention* and *invest our public dollars* wisely to create a place that will attract substantial private and institutional investment that create the economic return and the pride of place that mid-MO residents want.
- Lay out a clear *set of policies, development priorities and action programs* aimed at achieving the community's overarching goal for the city: to rebuild it for the 21st century, the Knowledge Economy and the Creative Class.
  - *Build on our assets*: the character, strength, knowledge and creativity of our people; great institutions of education, medicine and science; a rich cultural life; a great legacy in the physical city of streets, parks, buildings and homes; the city's strategic location in mid-Missouri and the rest of the world.
  - Revise the *Comprehensive plan* to help Columbia achieve its goal to *transform Columbia as the urban center of the mid-Missouri region* through application of smart growth principles, targeted investments, and managed physical change to restore the economic well being, environmental health and sustainability of the city and promote an increase in population and employment.
  - Be respected *for its regional leadership*; diverse, modern economy and transportation infrastructure; educated and skilled work force, fully employed; inclusive community life and harmonious social relations; comfortable and safe neighborhoods; and a unique natural, cultural, and built heritage that has been lovingly preserved, restored and enhanced.
  - Develop a plan that follows the common sense principles that Columbia should "*fix the basics*" of municipal service delivery and maintenance of the urban environment and "*build on the assets*" of the community and its great urban heritage. It needs to identify a clear set of *development priorities for restoring the physical heritage of the city, transforming the economy, rebuilding neighborhoods and creating a greener, healthier city.*
  - Outline *key priorities for investment and development*: to achieve the plan Columbia must maintain city infrastructure; deliver quality services; transform the economy and develop the community; transform the city's economy to meet the needs and opportunities of the 21<sup>st</sup> Century and to provide the material basis for the revitalization of the whole city; reconstruct Columbia schools in supplying the new economy with capable workers; rebuild the neighborhoods, revitalizing housing and building new quality living environments that will attract city residents; restore any key assets that give Columbia uniqueness and character; and preserve the fabric of the city. These priorities need to be organized around a land use concept for 2030 that identifies primary concentrated investment corridors: DT Columbia, our airport ...
  - Identify *city governments role* (in some cases leading and in some supporting) to play in advancing each of these priorities. Other partners who have a responsibility and a capacity to contribute to implementations of these priorities and polices include *county, state, and federal government, private companies, not for profit community based organizations, and citizens' groups.*
- d. Institute changes in a *land use concept for 2030* as the city pursues its future. Changes to consider include:
- Expansion of the defined DT to include a *Phase II of DT Revitalization* – the inner ring neighborhoods.
  - Changing land uses DT to implement *key investment initiatives*, including infill housing, mixed use, public realm gathering places, co-working facilities for new business start-ups, etc.
  - Redevelopment of *strategic investment corridors* (TBD) from Sasaki's expanded Development Concept Plan. (i.e., Avenue of the Columns, campus connectors, neighborhood corridors, etc.)
  - Changes in *land use* to accommodate some former industrial sites (i.e., DT AmerenUE site, lumber yard) as redevelopment provides for a broader diversity of uses.
  - Changes to use to accommodate *better traffic flow* (i.e., extension of Elm Street), gathering places/parks/pedestrian corridors/public realm spaces, etc.

- Changes in use for *individual buildings or sets of buildings* (blocks, districts) where new uses are identified and implemented for existing buildings to be preserved. (i.e., warehouse)
  - Plan for increases in *density* will be the greatest in and around the expanded DT and in certain areas close to transit corridors and arterials.
  - *Zoning ordinance* needs to be revised in keeping with land use, urban design guidelines need to be introduced, and secondary plans for the City's Planning Districts need to be completed.
- e. To support the implementation of Columbia's Comprehensive plan and the smart growth principles on which it is based, the *City's zoning ordinance needs to be revised and updated*. A framework for the revised zoning ordinance include residential, commercial, open space, recreation/public facilities, industrial, and special zoning.
2. Formalize the *City/MU relationship*. Enhance the University's community connection (removing the barriers between the academic world and the world that we inhabit) as an actively engaged partner in our local DT community through an increased *physical presence* (Art's Center, Museum); a stronger relationship with the city's art community through collaboration to enrich, advance, and secure *the cultural resources* of our community; a **DT Entrepreneurial Development Initiative for the Region** as an engine of economic development in supporting new businesses/entrepreneurial firms in DT; and using *geographic analysis* to organize community decision making in building our community's capacity for self-improvement.
  3. Co-develop a *quarterly workshop series* with state/university personnel/funds called the **DT Columbia Revitalization for Regional Prosperity Institute** as the non-profit educational and training component dedicated to DT capacity building, organizational development, business and real estate development, marketing, and promotion and urban design. Speakers could include national experts and local leadership participants in the DT Columbia Revitalization Initiative.
- C. Review the **12 Building Blocks of our DT Strategy** while understanding a *holistic* community development strategy. Identify a set of comprehensive, interrelated strategies for making DT the best it can be:
1. *Citizen Access and Communication*: Identify our strategy/components for increased communication between citizens, businesses, and government.
  2. *DT Life in the City*: Identify our strategy to support culture, entertainment, businesses/jobs, living, and shopping in DT Columbia. Promote a real sense of place, tourism, celebrate our diversity and successes.
  3. *Community Anchors*: Businesses, organizations, neighborhoods and citizens are "the anchors of our community" because they contribute to the stability and growth of DT Columbia.
  4. *Competitive Economy*: Identify the markets to expand as technology continues to evolve, and as the 21st Century will be one of greater economic growth and opportunity (Building on our strengths, preparing for the future, supporting and facilitating economic activity, and balancing business retention/expansion and business attraction activities.)
  5. *Connecting Corridors to DT core*: connect people, neighborhoods and activity centers. Use natural corridors with streams and wooded areas that provide placid trails or places for outdoor recreation.
  6. *Our Focus Areas in DT*: Identify the focus areas or districts, public gathering places, and how they will be accessible. Focus areas will serve as centers of activity where people can feel part of the community and where they can come together in solving problems, sharing ideas, and having fun.
  7. *DT as a Healthy Community*: "Health" is an essential component that considers not only the physical health of the community but also looks at the social "health" or well being.
  8. *Investing in Critical Resources*: protect the lives of our citizens & visitors, our heritage and property; be responsible stewards, safeguard the natural environment, and develop an economically viable workforce.
  9. *Life-Long Learning*: Identify the strategy that ensures that our citizens are afforded the opportunity to learn throughout their lives and in every phase of what they do.
  10. *Moving About in the City*: Identify our transportation/mobility strategy for DT. Homes, offices, medical centers, shopping areas, and other places will be accessible through walkways and sidewalks.
  11. *Neighborhood Livability*: Columbia is a city of neighborhoods. Make our neighborhoods and our DT a more livable city. (Neighborhood connections, identity, and health. A mix of DT Housing *choices*.)

12. *Quality places to live, work, play, and, connect:* strategies toward ensuring that all types of development in DT Columbia exhibit the characteristics of good planning and good urban design.

**D. Develop a Strategic Framework and Actions for our 8 Emerging Themes for DT Land Use** Each theme exhibits a distinct identity and physical character that should be reinforced. It should identify growth areas; preserve historic and cultural resources; and conserves in-town neighborhoods. Eight themes serve as a defining lens for strategies, policies, and action plans to be developed. These themes are the foundations for success because each one is rooted in economic and demographic realities, as well as what the consumer wants.

1. *Employment/Knowledge Anchors:* Making people the focus of economic development -- Downtown's anchors in the knowledge-based economy: education, the Creative Class, young professionals, aging baby boomers, bioscience, and other institutions. (see separate Strategy 2: *An Enhanced Economic Development Strategy* beginning on page 16.) Actions could include:

- a. Adapt a *business recruitment program* to attract targeted businesses to leasable building space.
- b. Develop *co-working facilities* in an environment where entrepreneurs can find each other, collaborate, create great ideas and provide an environment to help secure new business opportunities.
- c. Develop a *Creative Media Sector facility* that could include industries such as: arts & cultural industries; film, TV, & radio; music; publishing; graphic design, marketing & advertising; architectural design; software & communications technologies; computer games, e-entertainment.
- d. Provide an *attractive opportunity* for employment-generating uses adaptable to changing economic conditions, such as arts, technology, and knowledge-based enterprise, within a revitalized, low-scale, mixed-use setting.
- e. Encourage the private sector to undertake *business-environment improvements*: (flexible, co-working facilities, research and development facilities, conferencing facilities, incubator office/conferencing zone).
- f. *Innovation:* integrate and expand *WiFi*; build *new partnerships*; explore *mobile technology*

2. *Downtown Living* - Implement an aggressive and comprehensive DT Living Initiative including stimulating residential investment (*supply*), increasing the region's awareness of DT living (*demand*), and addressing issues to make DT a true neighborhood (*livability*). Actions include:

- a. Encourage residential developments with a *mix of housing types, densities, price ranges, amenities*.
- b. Survey DT residents/workers to *assess* retail demand, demographics, neighborhood satisfaction, parking issues, etc.
- c. Ensure well-designed, *in-fill housing* on vacant land (provide incentives to developments that meet design standards. Create a long-range, mixed-use redevelopment strategy.
- d. Continue a regular dialogue with colleges and University administration in order to plan for future *enrollment increases* as it relates to development of new student housing.
- e. *Investment initiatives:* stimulate the market for new residences; encourage private investment, eliminate blight, redevelopment of vacant upper floors; promote workforce and affordable housing; serve as a catalyst to continued momentum; complement proposed development activity, spin off economic development.
- f. Promote the creation of a *Columbia Land Trust* to acquire and seek the donation of sites for the development of future affordability-priced housing, along with non-profit housing developers.
- g. Residential *tax-abatement program* (i.e., 10 year, 100 %, per unit cap; new construction, conversion or rehab of residential units; program availability: 2007 – 2010)
- h. *Vacant upper floors* financing program (City, foundations, private lending \$5 M revolving fund; low interest loan program to off-set development costs and addresses financing gap; lower interest rates for workforce / affordable housing; pilot program: 5 projects / 50 units; target area; select growth areas considered based on success of pilot)
- i. *Workforce/affordable housing* buyer incentives (i.e., City provides deferred 2<sup>nd</sup> mortgage up to \$10,000 per unit for up to 25 income eligible households; new construction, conversion &

- rehabilitation for sale / condo projects; 0% deferred payment loan, due on sale or conversion to rental property; units must be owner-occupied)
- j.** Selection criteria limited to 2007-2009, and does not include Housing Authority owned property.
  - k.** Develop and maintain close relationships with property managers in order to promote the objectives.
  - l.** Increase the *marketability of neighborhoods* ( promote variety of housing types: i.e., care options for seniors/aging baby boomers using universal design features and aging in place support systems and programs; partner with realtors, property owners, DT organizations and local businesses to promote unique qualities and benefits of living in historic neighborhoods .
  - m.** Lead a DT effort to locate a *grocery store, farmers market*, and other supportive retail in support of residential living.
- 3. *Great Neighborhoods:*** Vibrant urban neighborhoods are an *economic asset*: The great neighborhoods that can result from the city’s neighborhood conservation, historic preservation and mixed-use strategies. Surrounding Downtown Neighborhoods, such as East Campus Neighborhood, North Central Neighborhood, etc., are all part of our DT vision. Actions include:
- a.** Identify neighborhoods that would be eligible for *state and federal assistance* for housing rehabilitation and other neighborhood improvements.
  - b.** Design *connective corridors / linkages* with retail, art, cultural activities for connecting /gathering.
  - c.** Establish *conflict resolution committee* to resolve conflicts. Provide adequate notice to neighborhood residents regarding formal proposals for new development or redevelopment that would impact existing residential communities
  - d.** Encourage developers to work extensively with abutting neighborhood residents to *resolve community concerns* prior to formalizing development plans.
- 4. *Art’s and Entertainment / Warehouse District:*** The economic importance of *being different*: the art, culture, and entertainment scene that will attract the “creative class” and visitors alike to downtown. Ground floor retail, restaurants, and cafes would help enliven this space. Actions include:
- a.** Our current Art’s District would be an opportunity to create a “*live-work*” atmosphere in DT.
  - b.** *Loft-style apartments* are particularly appropriate for buildings in this area.
  - c.** Residents would also establish a “built-in” market for businesses and restaurants, even public plazas, which would serve as identifying features and gateway elements and include benches, public areas, retail kiosks, and special monuments.
  - d.** A plan for *shared parking* would be needed.
- 5. *Distinctive Shopping / Mixed Use Character:*** Create a *wide variety of shopping and dining* opportunities that will make downtown appealing for people who live there, people who live elsewhere in the region, and visitors. Mixed-use should provide for a *compatible mixture* of residential, commercial and service uses, and mixed-use development projects. However, restrictions on housing development are recommended for particular locations where commercial and employment activity is desired. *Public markets* are making an unprecedented comeback and are an essential building block of great cities/a vital public space. Actions include:
- a.** Recruit a *general merchandise store* to locate in DT.
  - b.** Work closely with colleges and University to seek a higher utilization of *key retail properties*. And expand local retail opportunities
  - c.** Encourage neighborhood *commercial development* as part of the large residential neighborhoods
- 6. *Civic Center:*** The symbolic heart of Columbia is home to our most important public institutions - city and county government. The objective is to strengthen its role as the symbolic and governmental center of the City, encouraging the presence of civic, cultural and public service institutions and augment the character of the area with a supportive mixture of uses. Actions include:

- a. Establish Columbia’s prominence in the area of *e-commerce services* and provide an array of business assistance services and information to local entrepreneurs.
  - b. Enhance the flexibility and user friendly qualities of *local permitting* to encourage commercial expansion and construction services.
  - c. Clearly articulate the city’s *development standards and requirements* to development community.
  - d. Make the *development review, permitting process* more user-friendly for individuals not familiar with the city’s process by providing more personalized plan review during pre-proposal stage.
7. *Great Places/Great Spaces/Great Experiences*: The quality and uniqueness of *historic buildings* and great public spaces provide identity, amenity and opportunities for civic gatherings. It is also central to the notion of a “sustainable community”, integrating urban and natural elements. Actions include:
- a. Seek *community consensus on the top quality of life features* that must be preserved in the future and adopt methods for evaluating the impact of future development will have on these quality of life factors. On top on the list is keeping DT Columbia *clean and safe*.
  - b. Communicate to the development community those factors that are most important to the community for their *open space, scenic, environmental and recreational qualities* and seek community support for their protection.
  - c. Initiate an *on-going dialogue* with the general public about growth and development issues. Use the city’s web site, neighborhood meetings, and resident surveys to *educate*. Seek input about issues.
  - d. Create unique attractions that will create an *exciting sense of place*.
  - e. Greenways, streetscapes, and parks, as well as all public realm amenities will contribute to the *walkability* of DT. Civic plazas and outdoor spaces are a necessary part of public life in the community. Beauty inspires creativity and loyalty to place.
  - f. “Putting the *market square* back into DT” (vibrant place to dine, shop, attend concerts; make it clean & safe; use the “Power of Ten” – the creation of sub-spaces within a larger space; traffic and parking sensitive to users & functions; new users and activities to stimulate positive growth)
  - g. DT Vision Taskforce to *work with local consultants* in translating schematic design into actual design and construction drawings for implementation purposes.
8. *The Connected Downtown*: The distinctive sense of place derived from using *traffic circulation strategies, pedestrian connectivity, bicycle flow, gateway entrances, and park-once strategies*. Transit, pedestrian, bicycle, and auto mobility supports the DT land use concept and is based on the idea that DT will provide for convenient multi-modal movement. Actions include:
- a. Implement parking solutions for expanded, convenient, and attractive parking. A *shuttle system* should be explored - will be an amenity that can only help entice new businesses to locate here.
  - b. Transit can only help bring worker to their jobs, reduce the need for parking and allow visitors to *park only once* while they spend their day DT.
  - c. Multiple *physical and visual linkages* will create a more integrated and accessible DT, especially from a pedestrian point-of-view.
  - d. Visual *gateways* along major arterials are equally important, as are focal points and activity nodes to distinguish special places and orient and direct people.

## E. Analysis and Strategic Planning Phase for DT Revitalization

- 1. Conduct *Market Analysis*: Designed to help local business leaders, entrepreneurs, developers, and economic development professionals understand the changing marketplace and identify business and real estate development opportunities that are realistic and make sense for their communities.
  - a. Part I: *Understand Market Conditions*
    - Create a Building and Business Inventory
    - Survey Business Operators

- Analyze our Business Mix
- Analyze our Trade Area
- Analyze Local Economics
- Analyze Customer Demographics and Lifestyles
- Focus Groups
- Conduct Consumer and Stakeholders Surveys and Interviews

b. Part II: *Identify Market Opportunities by Sector*

- Evaluate Retail Opportunities
- Evaluate Service Business Opportunities
- Evaluate Restaurant Opportunities
- Evaluate Arts & Cultural Opportunities
- Evaluate Residential Opportunities
- Evaluate Office Market Opportunities
- Evaluate Lodging / Tourism Opportunities

c. Part III: *Draw Conclusions and Developing Recommendations*

- Business Retention and Expansion
- Niche Recommendations
- Space Utilization
- Marketing Plan
- Business Recruitment Recommendations

2. Hold strategic *planning sessions*: Identify *issues, strengths, barriers and opportunities* so we have a better understanding of what initiatives and resources could be implemented.
  - a. Prepare *base maps* and complete an *urban form study*.
  - b. *Collect best practice initiatives* as examples of strategies/actions that address targeted opportunities.
  - c. Prepare a *toolkit of funding sources* to assist in obtaining funding support.
  - d. *Identify an inventory of underutilized parcels* for possible business expansion and *potential sites for new development and mixed-use projects*.
  - e. The first bi-product of the Analysis Phase will be the **Existing Conditions Assessment Report**, outlining the major issues that face Columbia from physical, design and social capital perspectives.
  
3. *Build Stakeholder Consensus*: Discuss the DT Concept Plan, the Existing Conditions Report, trend analysis, and other research. This will form the basis for the next round of community meetings and workshops. Input from these meetings will be used in the development of guiding principles, future goals and general policies for achieving them.
  
4. Develop a set of **DT Physical Development Goals, Objectives and Strategies**
  - a. It is a vision that *builds on Columbia's history*:
    - The types, location and mix of *new developments as well as preservation and rehabilitation of historic structures*
    - New development should be consistent with the scale, density, and *urban design features* of historic area
    - Update *zoning*, provide *sufficient capacity*, enhance the *visual environment*, provide *open space* and *public amenities*, to encourage residential development
    - Strengthen DT economic vitality by providing opportunities for *new business development*-provide for a growing employment center as well as *co-working facilities*
    - Attract *new arts and entertainment* uses DT, something for all ages, family oriente
    - Uncover *creek from Peace Park to Providence* as a natural and economic asset

- Provides a wide variety of *housing options* in terms of type, location, size, and price
  - Provide *recreational amenities* to serve DT residents and their pets and the connections to open spaces and recreational amenities
  - *New buildings* should respect and enhance their surroundings
  - Inviting, interesting, well-landscape and designed *streetscapes, water features, gathering places*
  - DT *sub-districts* (distinctive, yet complementary) that support each other, linked economically and visually
  - Enhance *gateways* into DT
  - Provide pleasant ways to *walk and bike* between sub-districts and surrounding neighborhoods
  - Enhance pedestrian connections to public facilities, recreational amenities surrounding DT
  - Improve *bicycle network* leading to and through DT
  - Improve *access to transit* and more *choice of transit modes*
  - Provide beautifully landscaped *public realm* areas: gathering places, plazas, squares, etc.
  - *Park-once* and visit many destination; campus and neighborhood connectors
  - Maximize the use of *transit and transit corridors*
  - Update and enforce *property maintenance standards*
  - Adopt strategy for *passive land / property owners*
- b. It is a vision that creates *a more dynamic and multifaceted metropolitan* center that will be the focus for commercial, civic and cultural activities for *our region*. To achieve this goal, DT must add or enhance three key elements to its spectrum of activities:
- Continue to create and construct *regional facilities* and attractions that attract people from throughout the city and the region and make DT Columbia a regional destination
  - Foster *inviting neighborhoods* for those who want the convenience and excitement of urban living and connect DT to strengthened neighborhoods surrounding DT
  - Attract additional *retail services* and business activity to serve the growing residential population and increased concentration of *commercial activities*

### ***Strategy to transform DT Columbia***

#### **1. Regional Attractions**

Government Campus, Arts, Culture & Entertainment,  
Open Space, Nature & Water, Access & Parking Strategies  
(Airport, transit, gateway corridors)

#### **Columbia**

- Historic Character
- Livable Neighborhoods
- Families/students/young prof./boomers
- Easy Access
- Gathering places

#### **3. Residential Neighborhoods**

Predictable Dev. Pattern, Streetscapes & Amenities,  
Integrated & Stable Surrounding Neighborhoods (Height  
& Design standards), Increased Support for Retail

#### **2. Commercial Services**

Focus Retail in Central Spine

#### **Metropolitan Center**

- High Density
- Variety
- Multi-modal transportation
- DT living/housing choices
- Nature & Water connections
- Regional Destinations

F. Develop a **Public Policy Framework** that will support our guiding principles and provide the basis for our planning concept that will support our goals.

1. Develop *incentive-based approaches* into these categories: allowing density to occur; providing information to facilitate development; providing financial incentives through regulatory relief; and providing direct financial assistance to developers.

2. Develop *regulatory approaches* that facilitate appropriate higher density, as regional growth meets the supply.
  - a. Develop *LT Public Parking Program*
  - b. Reduce *planning and information costs to developers*
  - c. Provide *direct financial incentives for development*
  - d. Provide *indirect incentives for development*
  - e. Provide *regulatory relief*
  - f. Work to maintain *high demand for working and living in DT Columbia*
  - g. Conduct a *public awareness campaign*
  - h. Require *high density within DT*
  - i. Develop a *developer’s marketing program*
  
- G. Define **Sustainable Development** for DT Columbia: development that maintains or enhances economic opportunity and community well-being while protecting and restoring the natural environment. This would include:
  1. *Community Development*: civic engagement; accessibility, quality of life, public safety, community history, community identity, etc.
  2. *Economic Health*: meaningful work, business variety, economic vitality, economic self-reliance, economic feasibility, pricing, etc.
  3. *Social Equity*: who gets the benefits, who gets the costs, fairness to other communities, fairness to future generations, affordability and access, etc.
  4. *Ecological Health*: carrying capacity, land use, resource use, water reduction, energy, cleans water, clean air, healthy buildings, peace & quiet, etc.
  5. *Connections*: public-private partnerships, the big picture and addressing issues, trade-offs in the community/outside the community, etc
  
- H. The **DT Strategic Business Plan**: this phase will *refine the strategies*; use all of our data sources to objectively create benchmarks and perform analysis to identify opportunities and measure progress.
  1. *Prioritize development strategies*: “Fix the basics” (quality services, adequate infrastructure) in order to move forward and always “build on our assets” (heritage, people, vibrant DT, economic expansion). Priorities depend on our success in growing the DT economy and the larger regional economy so that it can justify and support the massive investments that fulfillment of the “Big Deals” will require.
  2. Focus efforts on embracing innovation, encouraging talent, welcoming diversity and enhancing the quality of life by *creating environments* that recognize the impact these characteristics have on ideas, events, places, organizations and people. Efforts include:
    - a. Identify *preliminary design concepts* (corridors, public realm gathering places, co-working facilities, housing options, etc.) as well as detailing and prioritizing *organizational and economic development strategies* to rejuvenate DT Columbia.
    - b. Create an emerging *development concept diagram* highlighting catalytic opportunity projects, potential improvement areas and key concepts for site organization. (Sasaki Plan for Planning)
    - c. Develop a set of *recommendations for each DT theme or district DT and strategy framework*: Protect and restore the urban fabric. Identify, protect, and restore historic architecture and adopt urban and regional design guidelines to make sure the new is as good as the old. Reinvest in the unique physical structures. Link to a greener and more accessible water features. The DT Leadership Council to refine.
    - d. Produce an *Implementation Schedule* to outline key action steps and funding sources best suited to achieving desired results.
  3. Requires *flexible discipline*: always ready to do what it takes to retain existing businesses and take advantage of new opportunities. Not “anything goes.”, but stick to the plan and focus our attention on

building out the strategic investment areas, supporting key DT activities, fostering growth in emerging economic sectors, following stated development principles, and investing in deliberate increments to expand the DT economy and improve its environment.

4. *Reconstruct the schools*, providing the physical means to educate a *high-quality workforce* for the economy of the future, giving confidence to families with children to live in the city, and providing an element in a coordinated investment strategy to *redevelop Columbia's neighborhoods*.
5. *Rebuild neighborhoods*, working with citizens to produce detailed neighborhood plans, striving to focus and coordinate investments for the greatest impact on physical conditions and investment environment, *linking neighborhood development initiatives to jobs creation projects*, and using demolition, rehabilitation and new construction to manage the housing stock to meet needs of a population expected to shrink further but then grow again.
6. *Quantify the DT Goals*:
  - a. Establish a *specific goal (\$1 Billion) in new private and institutional investment* over the next 20 – 30 years and be prepared to make certain strategic public investments in support of that private and institutional investment.
  - b. Develop the *processes and programs* that leverage a sustained stream of private investment (catalytic projects), not just stand alone projects.
    - *2,000 new or rehabilitated DT residential units* (conventional, lofts, condos) for 3,000 new residents (students, young professionals, college and university professors and staff, empty nesters and active seniors). Commission private market analysis to determine opportunity gap.
    - *2 million sf of new and rehabilitated commercial/institutional space* and the employees and visitors it will house – beginning with harnessing the largely untapped energy that exists with our college and university students to create new synergies that attract compatible, tax-paying commercial investments.
    - *Enhanced appearance of DT* – public sector needs to complement new investment by simultaneously improving the appearance of our public spaces, parks, streetscapes, sidewalks, lighting, trees and landscaping, comprehensive welcoming and wayfinding signage, and the budget sufficient to maintain these investments.
  - c. Leverage public assets to *lift and promote our DT, our City, our County, and our Region*: secure and strategically invest *\$30 million DT* over next 20 years to enhance the DT and leverage the first components of the billion-dollar capital investment strategy:
    - *\$10 million for residential development*
    - *\$10 million to begin infrastructure and public realm improvements*
    - *\$10 million for an opportunity fund* (acquisition and redevelopment of parking structures and development inducements)
7. Develop *Measurement Criteria for Success*: 1) innovation: number of businesses created, concentration of high-tech versus non high-tech output; 2) talent: number of bachelor degrees or better per capita and number of creative sector occupations per capita; 3) diversity: number of foreign born per capita, Bohemian index (artist, musicians, etc.), people of color and integration index; and 4) workforce: occupational clusters, industry clusters and creativity census. Graphic illustrations will convey final preferred concepts.
10. An **Economic Development and Revitalization Strategic Business Plan** document will be prepared. Implementation can begin after plan is approved.

**III. Implementation Actions** will be much more effective if it ties together into a strategy in which each action builds on previous efforts and supports other activities.

**1. Set the Framework:** *Update Regulations and Administrative Procedures*

Begin the formation of *new organizational structures* to lead the strategic planning and the development of DT Strategic Business Plan for a new regional vision for DT Columbia. The *Development Concept Plan* (the plan for planning) with Sasaki's input is critical. Updating the *regulatory codes and implement the parking management strategies*. Revising the *development codes and establishing design standards* will require some capital investment but will ensure that new development will conform to the DT vision. Revision to *zoning code standards and permitted uses* will be adopted concurrent with the plan adoption, but should be monitored over time and amended as needed to encourage the desired results.

**2. Plant a Seed:** *Initiate a High-Visibility, Transformational Project*

Show significant City commitment to DT with a project that will *foster substantial development and add a new dimension to DT activities*. Two projects meet these criteria: DT streetscape improvements and our New City Hall building.

**3. Strengthen Teamwork:** *Initiate or Enhance Cooperative Programs to Address Ongoing Needs*

Building a successful DT Columbia is more than funding signature projects and directing new development. Continuous *public/private efforts* to keep DT safe, clean, comfortable, attractive, and accessible are necessary. We will need to work together on issues such a event planning, maintenance, graffiti removal, business promotion, and other related efforts.

**4. Sustain Steady Progress over Time:** *Complete Other Recommended Actions as Opportunities and Priorities Emerge*

Because each action will depend on *funding source and a sponsor* to initiate the work, the relative priority and urgency of projects will change over time. Take advantage of *opportunities* as they emerge. Review the plan annually. Determine which actions should be pursued in light of the City's overall priorities.

**IV. Measuring Success**

As more and more cities work to bring forth urban renewal and downtown revitalization we are learning from the successes/best practices of past projects in many mid and large metropolitan cites across the country. There are now entire organizations, as well as plans from hundreds of communities around the country, with thousands of pages of "how to plans" for cities, which wish to move forward and strengthen their local economies and rid the city of the blight and crime in trade for *more jobs, investment and local tourism*. Everyone wins in downtown redevelopment, especially we, the people.

*NOTE:* Nine pages of success indicators and/or benchmarks that address success were listed with reference notes in a previous paper based on the research conducted for this visioning initiative and needed to be cut for this shortened version. These pages can be reviewed in previous paper on Form C.

**Priority Strategy 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.

“The bottom line is that cities need a people climate even more than they need a business climate. This means supporting creativity across the board – in all of its various facets and dimensions – and building a community that is attractive to creative people, not just to high-tech companies. . . . Creative people have always gravitated to certain kinds of communities, such as the Left Bank in Paris or Greenwich Village. Such communities provide the stimulation, diversity and a richness of experiences that are the wellsprings of creativity. Now more of us are looking for the same thing.” Richard Florida, *The Rise of the Creative Class*

Understand all the City’s and regions economic assets will play a role in our future economy. A vital, dense DT is a *critical keystone* in a much larger, much more important, and much more strategic economic development strategy. And, DT is not just for the City of Columbia; it is *key to the ongoing economic success of the entire region*.

DT Columbia is a vibrant city center that is a great place to raise a family and start a business. Downtown Columbia, as a **Creative City**, will foster an array of economic opportunities for the workforce of today and tomorrow. Our DT economic strategy must be based on *demographic and economic analysis, customer and business surveys, and community input*. The strategy advances *shared goals* by targeting key market opportunities, branding key DT strengths, and applying successful approaches from other communities’ experiences. A *community / region-wide commitment* to implementation with many organizations assuming new activities is central to the strategies success.

**I. Who should take the lead role in implementing this strategy?**

(DT = Downtown)

- A. **Three newly formed organizations** will work in concert to direct our focus and path to restored prosperity for the citizens of Columbia and our region by providing a DT environment suited for a knowledge-based economy:

1. **A Downtown Columbia Leadership Council (DCLC)**  
(see Strategy 1 on creating a new management structure)
2. **A Downtown Columbia Development Partnership (DCDP)**  
(see Strategy 1 on creating a new management structure)
3. **A Downtown “Energizing an Entrepreneurial Economy” Taskforce (The Triple E Taskforce)**

**The Triple E Taskforce** addresses the *supportive environment* for entrepreneurs in DT Columbia’s Vision through:

- a. making the case, accessing the resources that give a “big picture” understanding of the role of entrepreneurs in DT Columbia,
- b. learning what other communities and places are doing to *create environments*,
- c. asking the *tough questions*,
- d. developing our *local goals and specific action steps* for growing our DT target sectors,
- e. enhancing *entrepreneurial activity* (working, connecting, shopping, dining, recreating, and living DT), and business retention efforts,
- f. building DT *strategies* based on our *types* of entrepreneurial talent and potential, and
- g. arriving at a *better understanding* of our DT readiness level by exploring all the elements of a supportive environment for our **DT vision for entrepreneurs** (the vision, the opportunity, the assets - the human, financial, and physical infrastructure, the investment, and sustainability factors).

## **II. Action Steps that should be taken to help position this strategy for implementation.**

**A.** Accept and understand the implications that *the rules of economic development have been transforming dramatically*. The rules of the urban development game must transform. To succeed and thrive, regions must *attract, retain, and develop the Creative Class* - people who make their living thinking and adding creative content as their value-add to the work they perform. The U.S. Census Bureau last fall (2006) reported an almost unbelievable number: *Self-employed individuals who have no paid employees operate three-fourths of U.S. businesses*. And this trend is increasing. The **Creative Sector** comprises over *one-third of the US workforce*, accounts for more than 50% of the payroll, is the “raw material” of the current and future economic engine, and is *mobile* (first time in history, human capital can choose to live wherever it wants).

1. Compete effectively in attracting, retaining, and developing these *mobile, creative sector people assets*. Foster each of the “4Ts”: *Technology assets, Talent assets, Tolerance (or diversity and variety) assets, Territory (unique quality of place) assets*. The key is organizations with the jobs will *be attracted to the places where there is a supply the Creative Class and creative people will be attracted to where the jobs are*.
2. Connect the dots: *the DT Revitalization Strategic Business Plan* (retail, housing, office, arts / culture / entertainment, public places and transportation, and infrastructure improvements) must connect to the *DT Economic Development Strategic Plan*. This calls for thinking creatively beyond the box. Develop a **“Downtown Columbia Blended Plan”**.
3. Examine the *relationship between our amenities, our arts and culture, our creativity, technology and e-commerce, and land use* in making our region competitive and our ability to attract the best and brightest.

**B. Special Economic Development Support Strategy 1: Set-up an “Energizing an Entrepreneurial Economy Taskforce”** (The Triple E Taskforce) for DT Columbia and regional planning in order to:

1. Seize the Opportunity for Developing a *DT Supportive Environment for Entrepreneurial Business*  
The mission is to *promote and support entrepreneurship and small business development* in DT Columbia: Supporting entrepreneurship in a community is a component of economic development that involves both a *cultural shift and the dedication of resources*. A successful entrepreneurship program requires coordination of resources (*such as co-working facilities, live-work flex housing units, and learning-living housing options*), information, and various network groups. “Lifestyle” small businesses have different support needs. Those needs include *sharing challenges and obtaining insight* on innovative solutions, *developing perspectives on issues* that affect competitiveness, and *networking with others* who are making advances and providing support to the technology industries. By working together, members can help each other grow and elevate our region’s profile in ways that attract new business, venture capital and skilled employees. Membership could include one-person enterprises, university spin-offs, mid-sized firms poised for growth.
  - a. Confront the need for this reality: *How do we energize and create an entrepreneurial economy?*
  - b. Turn economic development upside down: *Create an entrepreneur-friendly city-business and community*
  - c. Understand the national perspective on importance of Entrepreneurship Development
  - d. Develop a local perspective on importance of Entrepreneurship Development
  - e. Address why we need a mindset supportive of entrepreneurs: *supportive environment, supportive culture*
  - f. Address whether our city and our region has a supportive entrepreneurial culture
  - g. Answer how we energize an Entrepreneurial Economy: *creating a community environment*
  - h. Address the steps for getting started: *identify our assets, what they need, the gaps: develop the program*
  - i. Understand our assets: *move beyond traditional econ. development notion of assets-think outside the box*
  - j. Utilize a tool for Asset Mapping: *start with people who really know the business development resources*
  - k. Understand the range of entrepreneurs: *those aspiring, survival, lifestyle, growth, or serial oriented*
  - l. Explore what our entrepreneurs in our community need/want: *opp. for networking, mentoring, education*
  - m. Create and expand community support for successful Entrepreneurship Development Programs
  - n. Explore some models in other cities to consider: *Georgia, Nebraska, Colorado, New York*
  - o. Things we can do as City and regional leaders: *be a champion, create a spark, have an advocate, listen*

2. **Promote DT Columbia as an incubator of ideas and dreams:** DT is more than bricks and sticks, it's more than the preservation of a building or adding an extra parking garage, it's more than adding new pavers, planters, or decorative lights; *it's about people and dreams*. DT is a place where entrepreneurs set out on a *journey* to capture their piece of the American pie; it is a place where the *freedom* to make your own rules exists and where your *destiny* is determined by your own hard work. *The DT of today is the new frontier for entrepreneurs.* The two operative words are *different* and *fun*. DT Columbia is really all about creating *an experience economic development strategy!* The DT must be a WOW, and fun is part of that WOW.

DT Columbia must be home to a **Columbia Technology Council** to help Columbia's technologies companies grow and thrive by offering:

- a. opportunities for meeting business contacts, networking, mentoring, and innovating 24/7
- b. guidance on business development
- c. exclusive discounts on DT business and housing lifestyles, products and services
- d. workforce placement and development initiatives
- e. knowledge-sharing forums, educational programming and entrepreneur mentoring programs

A DT **Open Technology Business Center** could use city-provided seed funding; be a non-profit corporation; and supply start-up assistance to open technology companies. DT Columbia would be an ideal location because of the following:

- a. importance of a central city to create a *sense of place* to a community
- b. Regional Center – where highest density jobs and housing will occur
- c. development styles expensive to build with multiple stories and structured parking
- d. historic center of town, a happening place with killer experiences

3. **Community Level Policy** plays a central role in creating a *stimulating and supportive environment* for entrepreneurs by making policy choices and decisions that produce a positive climate for entrepreneurship and by investing in infrastructure that supports entrepreneurs.

- a. Community leaders must work to create *an environment where entrepreneurs want to live, play and plant their businesses*. This approach requires thinking a bit differently about community infrastructure to support entrepreneurs DT. In effect, leaders must keep an “entrepreneurial impact statement” in their heads. When considering new ideas or initiatives, they must ask themselves “*what does it mean for local entrepreneurs?*” Much like an environmental impact statement, this concept ensures that leaders “*do no harm*” to their local entrepreneurial climate. *Other policies* community leaders to consider are:
  - A formal entrepreneur visitation program sends a *powerful message* that we are interested
  - Create an entrepreneur advisory group provides a *pathway to share and get involved*
  - Engage youth in school - a powerful way of creating a *cultural shift* toward entrepreneurship
  - Establish an award programs to *honor entrepreneurs* and provide *role models* to others
  - Draw attention to their importance to our economy with a *branding campaign*(sense of identity)
- b. In terms of *physical infrastructure*, community leaders need to consider how well connected their community is to regional, national and even international markets and services. Entrepreneurs need access to *high speed, broadband* Internet service. Entrepreneurs also need access to *different types of space* as their business grows—something different from the industrial park. *Entrepreneurs need co-working facilities and living/learning residential models.*
- c. Entrepreneurs also need *support infrastructure*—the collection of service providers who can help with finance (micro loan programs), technical assistance, mentoring, networking, information needs. Community leaders can make a commitment to invest in the types of support infrastructure needed in the community just as they have invested in roads and industrial parks in the past. Links to regional, national, and international expertise are essential to filling the service gaps that exist close to home.
- d. A supportive entrepreneurial environment also includes *quality of life infrastructure*. Entrepreneurship is about the people. **KEY POINT:** Entrepreneurs choose to locate their businesses in places where they

wish to live. Communities that invest in quality of life infrastructure (good schools, fine recreation programs and facilities, cultural venues like museums and theatres, quality community facilities such as renovated downtown markets and a preserved natural environment) are more likely to attract entrepreneurs from outside the community and keep those who are homegrown. Infrastructure policies:

- Community policies toward *home-based businesses* should make it easy for start-up entrepreneurs to begin in their basements, garages or spare bedrooms.
- Help entrepreneurs through the *regulatory maze* by creating a one-stop shop.

4. **The “Energizing an Entrepreneurial Economy” Taskforce** (The Triple E Taskforce) is to *work in tandem* with the **Downtown Columbia Development Partnership** (DCDP) to develop joint recommendations to *create new live/work environments* DT, new areas as business parks for office, light industrial, technology-based businesses, a park system to connect to the live/work environment, promote DT as a destination for local citizens, visitors and new businesses and new investments, place pedestrians first while maintaining DT’s integrity and history by defining the DT Columbia experience through its buildings.
  - a. Develop an *agreement* of the size and shape of the potential retail, housing and office markets, including impact and demands generated by MU and our colleges.
  - b. Give attention to how DT Columbia will *differentiate* itself from our competitive cities.
  - c. Show the two plans combined and overlaid in a way that *creates much more synergy*.
  - d. As *blending process unfolds*, include combined and related retail, connectivity, mixed uses adjacent to and incorporated into MU, adjacent residential uses/areas, office uses, shared spaces and places, incompatible uses, and intentional barriers.
  - e. Identify *specific functional areas* to address: reuse of selected buildings, recreational areas (also for kids), mix uses, design for bicycles, where to walk your pet, naming and branding of DT, etc.
  - f. Highest priority is *housing*: name a *champion* to ensure effective implementation of a **Downtown Housing Plan** addressing different segments based on financial means, life styles, and resulting needs and wants (singles, mingles, jingles, tingles). MU faculty are prime candidates for urban downtown life style (along with aging baby boomers in general) and could help achieve the *critical mass* necessary to crystallize the attracting of other Creative Class assets to DT (provide incentives for faculty to relocate adjacent to campus.)
  - g. Research an *Active Adult Urban Retirement Housing Opportunity* (the tingles). This has been an emerging national trend (*over 100 to-date*) with significant proportions of baby boomers seeking more sophisticated retirement options (DT, urban, active, cultural, close to medical facilities). Would serve to increase the density and diversity of the DT population and *help accelerate the speed of housing* development DT. This potential opportunity should be factored in the DT Housing Plan.
  - h. A High Priority is an *Expanded Warehouse District* that has potential to be a very important vital, specialized commercial asset that yearns to be exploited. *Naming / branding* can help ignite the development potential. Could be the place to proactively develop a *cluster* of live music venues, bars and clubs, and non-chain restaurants. The presence of “nightlife” – a live music and entertainment scene for local residents (and tourists) is the *key to attracting and retaining young singles* to live and play DT (think Austin, Texas). Encourage upper floors for location of design-oriented business, office and studios. Target architectural and landscape offices, graphics designers, interior design, designer showrooms (lighting tile, kitchen & bath fixtures, flooring, wall covering, window treatments, etc. Also, photographers, ad agencies, dance studios, art galleries, artist live/work studios, etc. (think Charlotte, NC). Also Job Corp facilities and other community service providers would be appropriate. Given proper planning and encouragement, coupled with appropriate designed in-fill buildings the *DT Columbia Warehouse District could develop into a dynamic differentiating asset for DT*. Need a dedicated *Warehouse District champion* within the DT Development office to make it a reality – too high a priority!

- i. View DT's small parks, plaza, public open spaces, and fountain areas as a series of oases that could be linked to achieve greater *synergy and connectivity* as well as places for rest or to connect to trails.
- j. Talent Development, as a critical economic driver in the New Economy, the ability to attract retail and develop skilled talent is a vital economic development resource. Need to identify and *target 3-5 key focus industries*. Pursue a concerted Workforce Development effort coordinating the activities of higher education and Technical and Vocational Training Programs for developing skilled talent in industry target areas.
- k. Endorse a plan for surrounding *Neighborhood Preservation and Enhancement* to preserve, protect and enhance the residential neighborhoods adjacent to DT. Nurture these areas to protect the current residents and to encourage the blossoming of each neighborhood's natural character. Foster community centers, appropriate connectivity, %age of affordable housing (It is the right thing to do, builds a sense of community, authenticity, and diversity, and is an essential ingredient of a vibrant DT capable of attracting and retaining the full range of talent we need.)
- l. Partner with involved *community groups* – have much to contribute to the ongoing planning and implementation process of DT: valuable insight, design energy, communications and leadership to inform and energize the planning and implementation process.
- m. Must shift the *thinking paradigms* in planning and development: emphasize density, mixed uses, pedestrian friendly streets and scale. Need different design principles. Need a deliberate approach to re-orient and educate the city and development professionals, maybe invite in experienced professional urban mentors for brown-bag lectures, share case studies, make group field trips and evolve benchmarks and design guidelines of the new paradigm.
- n. A Wi-Fi enabled DT is a great *competitive advantage* in attracting and retaining Creative Class assets. There is an important opportunity for Columbia to demonstrate progressiveness and to garner national attention that we have free Internet access on a massive scale by covering all of DT. Could have our very own “*virtual interactive billboard and directory*” of housing, restaurants, entertainment, shopping resources, cultural and sports events, job postings, etc.
- o. Accelerating the *collecting and connecting function*: Timely, *accurate information* can act as an accelerant for urban and economic development. Knowing where the resources are and connecting decision makers to development opportunities faster can serve to “perfect” market behavior and speed up the organic development process for DT. A well-done portal can effectively serve this function at many levels. An example: of one such collecting and connecting service worth benchmarking is *Pittsburgh's Cool Space Locator* ([www.coolspacelocator.com](http://www.coolspacelocator.com)). Columbia could develop a similar effort and give higher visibility to DT development and to accelerate desired market behavior. This could help people locate available DT housing opportunities, developers find available sites, entrepreneurs find available spaces and anyone know where the available “Cool Spaces” are. (DT Development Partnership could serve this function.).

**C. Special Economic Development Support Strategy 2: Neighborhood Ventures** Create a dream of building successful, vibrant, walkable *neighborhood commercial centers* in surrounding DT neighborhoods. Create a nonprofit economic development organization whose mission is to “*interject vitality into the heart of each neighborhood by creating or revitalizing its business district*”. Organize a *business member advocacy* organization, to *take neighborhood economic development to a new level* in the surrounding neighborhoods of DT Columbia and develop *broad community support* of community volunteers and a staff of trained economic development experts. Create an organization with a captivating work plan, using proven redevelopment models to revitalize our neighborhood business districts. Commit to working with all area stakeholders to revitalize neighborhood business districts.

- a. The goals would be to:
  - Capture *entrepreneurs and create successful businesses* in neighborhood business districts.
  - Implement effective, sustainable *economic development tools* for neighborhood business districts.
  - Improve *public and private infrastructure* in neighborhood business districts.

- Improve *image* of neighborhood business districts and increase the use of *individual businesses*.
- b. Work in partnership with local areas to assist them in achieving their goals, *revitalizing business districts!* By providing technical assistance, tangible trainings and services, and assisting in bringing to fruition sustainable economic development tools, local businesses and neighborhoods can be greatly improved while maintaining grassroots control of their areas. Neighborhood Ventures provides many of *the tools and resources* needed to comprehensively revitalize the heart of each neighborhood, which is its business district.
  - c. There is significant opportunity to reinvent our local and regional economy through growing our own local businesses, in the core of the city, in the heart of our region. The effect of Neighborhood Ventures is that the dream of successful, vibrant, walkable, diverse, sustainable neighborhood commercial centers throughout the city's neighborhoods will become a reality - creating jobs and creating communities!
- D. Special Economic Development Support Strategy 3: Build on the Arts:** Great arts and cultural venues will be the department stores for the 21<sup>st</sup> Century. Our arts potential will draw thousands of visitors and valuable new business activity to our hub. For economic and civic reasons, the public and private sectors need to provide support and funding for the expansion of the arts community DT and across our entire city.
1. Columbia, as a “Regional Cultural Center”: forging the art-economic development nexus requires a broad range of new economic development strategies. Establish a sustainable “Creative Alliance” by offering *compelling incentives* for artists and art organizations to relocate from other parts of the world (diversity in our cultural arts) and *to invest in the city and its future*. Goals for this initiative include:
    - a. Increase *home ownership* and support quality restoration by
      - Partnering with a financial institution to offer *100% financing* of both acquisition and rehab costs for owner-occupied residences and live-work spaces.
      - Working with the city government to offer *property tax abatements* to bring homeowners in
      - Negotiating with utilities to offer *reduce energy costs* for artists and residents.
      - Providing *architectural services* to homeowners, through the School of Architecture at MU.
    - b. Attract affluent residents to DT in order to *balance the housing mix* and goods and services.
    - c. Apply leading-edge *public space principles* to promote interactions between people with diverse ideas, encourage social equity, and build a strong unified neighborhood identity, in a mixed income and mixed-race community.
    - d. Increase *tourism* to support the city's cultural offerings, restaurants, and hotels.
    - e. Improve the *tax base and revenues* through increased property values, as well as through business licenses and contractor permits.
    - f. Generate *business* for the construction industry, the trades, furniture and interior suppliers, shipping, and many other local and regional business and revitalization activities.
    - g. Create *long-term demand for a range of businesses* that cater to the needs of the artists, area residents and art entities that relocate, as well as visitors.
    - h. Design and implement a *national/international marketing plan* organized around a single comprehensive website that will become the central information and attractions in and around the city.
    - i. Attract national and international *press coverage*.
  2. Collaboration with *local organizations/institutions* can provide organizational development, management assistance, and *business development services*. *Bring leaders in the cultural sector together for consideration of current trends and issues* by creating a continuing forum for planning.
  3. Integrate creative sector into economic development efforts as a way to jumpstart the local economy. The work of Richard Florida and others speak to the development of “creative communities”, geographically defined sectors that combine artist live-work spaces with mixed retail and other land use. This is viewed as a viable strategy for DT and neighborhood revitalization and very apropos given Columbia's recent launch of a major DT revitalization planning process. It also impacts formulation of *new workforce development*

*initiatives*, using the magnet of the creative workforce to attract footloose companies, thereby creating more options, and thereby improving our city’s overall quality of life.

**E. Special Economic Development Support Strategy 4: Coordinate and expand business attraction and retention, as well as assist existing business activities:** Columbia has a diverse business base, but may need to reuse several DT vacant buildings or lots and expand its retail diversity to appeal to a larger customer base.

Action steps include:

1. Develop a “Business Activity Support Plan” to encourage *active networks and business events* in Columbia (create a DT business group as part of the Chamber Small Business initiative: identify space requirement for business groups; establish an annual City budget to support selected events; and develop a marketing campaign to promote available sites and buildings to companies outside the region).
2. Develop a *communication plan* for the City that identifies the most effective means to reach businesses, increases the access of city information for businesses and strengthen two-way communications. Develop a “How to Do Business in Columbia” packet, enhance business information on City’s web site.
3. Determine the appropriate role of the City in addressing *workforce issues* and support key workforce issues: workforce development, links between business and school-to-work efforts, retraining workforce potential, effective transportation system, land (re)development and adequate infrastructure, identify current telecom capacity, areas of potential growth to ensure adequate facilities, ideas for timely and cost-effective services.
4. Enable businesses to easily *start or expand* their enterprise: investigate on-line applications for common licenses or permits; ensure regulations and codes are consistent with or complementary to one another; and are easy to understand and implement.
5. Support high quality of life and growing diversity: ensure economic development efforts include minority business groups; develop a *multipurpose facility* that supports both business and cultural activities; and promote active partnerships between business and community.
6. Focus business recruitment on our *target businesses*: retail, home furnishing, restaurants, food stores, etc.
7. Designate a *business recruitment coordinator* to coordinate strategy implementation, undertake direct marketing, and serve as the contact person and ombudsman for firms.
8. Create a *recruitment package* with effective collateral materials to make the case for locations DT and mid Missouri and provide useful information on how to start a business. Key materials include Market Profile on DT’s customer markets; a Community Profile on Columbia and Central MO as a place to live and do business; a Guide to Starting a Business in Columbia; a DT Revitalization Brief on the DT improvement strategy; and an up-to-date listing of DT space to lease.
9. Undertake an initiative to *recruit target businesses*. A mix of formal and informal approaches are needed to reach existing businesses, new entrepreneurs and people interested in moving to DT and recruit businesses.
10. Expand efforts to develop vacant and underused buildings DT. Need a combination of community pressure, stronger enforcement of city codes, and identifying new owners with an interest in acquiring the property.

**F. Building DT Columbia, as a Creative City for the Creative Sector of our Community and the Region**

1. Create a DT *supportive environment* for the Creative Economy. Plays out on four economic development levels with place (DT) being critical:
  - a. General creativity is a source of competitive advantage for business and regions competing on innovation. Creativity is the ability *to generate and link new ideas, to conceptualize*, as an integral part of many businesses and technologies.

- b. Creative *practices in art, design and media* are increasingly important to growing “creative industry sectors” as well as to the next evolution of some information and communications technology sectors.
  - c. Creative industry *jobs*, creative people’s *residential preference*, and *innovation* (smart people with ideas, tolerance for risk, a supportive market for new ideas and places to share ideas) *migrate to DT locations*.
  - d. Creativity needs constant inputs, resources and stimuli and thrives on reinvention.
2. DT Columbia needs to *supply* the:
- a. *Resources*: digital resources for maintaining portfolios of people’s learning and production life, access to potential employees and collaborators, mentors and knowledge: easy access to micro-finance, and the underwriting of risk in business loans.
  - b. *Spaces and meeting places* – brokers and agencies that combine sector-specific expertise and local knowledge, that provide a point of connection to new opportunities; physical places that build networks on the model of guilds and open members’ clubs that provide a place for building informal relationships.
  - c. *Stories* – a constant supply of stories provided by public agencies through competitions, research and awards that reflect back how the sector works and grows, and the value it creates.
  - d. *Toolkit* that enables the creative class to produce for themselves – *non-stop, all day, every day*.
  - e. *The ecosystem* to support their work – the layers, the galleries, the studios, the clubs, the clients, the co-working facilities, the living-learning residential, live-work flex housing, quality of life attributes, etc.
3. Make DT Columbia the *solution* to the Creative Economy
- a. Alter our *economic development approach* to make sure we have considered both their desirability and their difference.
  - b. All our *challenges* of sustainability, resource consumption, health, access to opportunity, innovations to keep us *competitive in a global economy*, poverty, or how we’re going to live together despite our differences, are addressed in DT Columbia.
  - c. Eliminate *anything that compromises* our DT ability *to be the solution* to these looming problems.
  - d. Cater to *young women* DT (20% more likely than young men to have a college degree), *young adults, boomers, businesses/entrepreneurs and parents with children* – means *money is coming back to the city!*
  - e. Get the *basics* right. DT needs to be clean, green, attractive and safe; good schools nearby, affordable housing. The key to attracting them is to give them *plenty of opportunity* to live the kind of lives they want to live.
  - f. Urban leaders need to *understand how people want to live in cities today* and translate that into action.
4. Areas in most urgent need of *fresh thinking and planning* for DT Columbia. The *things* DT must be really good at making:
- a. *Columbia as The Talented City* develops, maximizes, attracts and retains talent.
  - b. *Columbia as The Connected City* fosters connections that link people with ideas to talent, capital and markets; DT to region; and regions to the global economy.
  - c. *Columbia as The Distinctive City* capitalizes on local differences to build local economic opportunity.
  - d. *Columbia as The Innovative City* fosters innovation and entrepreneurship.

Columbians deserve a great DT. Without it, we lose access to *opportunity* for those who need it most. How will Columbia *retool* its DT for our future so that mid-Missourians future will be secure?

Provide a *killer experience*, with appealing lifestyle options, on top of *iconic design*.  
Provide an *attitude in our economic development marketing* that conveys the following:

“*Opportunity is available for you to achieve your goals.*”  
“*You are welcome here.*”  
“*Bring us your best and we’ll put it to work.*”

**III. Measuring Success** NOTE: Seven pages of indicators and/or benchmarks were listed in previous paper.

# Appendix IV.

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## **ECONOMIC DEVELOPMENT**

Note: This appendix provides supplementary material related to the action plans for this topic. All material comes directly from the Citizen Topic Group, with no modifications of any kind by City staff or the consultant team.

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ECONOMIC DEVELOPMENT TOPIC GROUP  
SUB-TOPIC – ECONOMIC DEVELOPMENT  
FINAL REPORT – PART 1

Over the course of the past six months, the Economic Development sub-topic group has met on a regular basis to explore new avenues for encouraging business and economic activity in Columbia and the region as a whole. Although many points of view were expressed during these extended discussions, there was solid consensus on the fact that this topic group is named Economic Development, not Economic Discouragement, and that the output of this committee should be pertinent to and supportive of measures that would expand rather than hamper economic opportunities.

By virtue of that fact, the Economic Development sub-topic group adopted a primary goal that states simply, “Columbia will attract, retain and encourage the growth of new businesses by establishing a business-friendly climate, enhancing regional economic partnerships and promoting reciprocal business relationships.” This is a broad goal, but one that encompasses many of the specific topics that were brought up during the course of our meetings.

In an effort to give more specific attention to city policies and practices that directly affect the economic climate of our city, this sub-topic group further identified three priority strategies that could lead to a more positive business climate in Columbia.

Those three priority strategies were defined as: 1) Promote positive attitudes toward economic development; 2) leverage unique local and regional advantages and assets; and 3) promote entrepreneurialism. Each of these priority strategies has been examined and vigorous discussion on each topic has now resulted in the identification of numerous specific action steps that should be taken. Although each of the action steps was not always unanimously endorsed, the steps listed here do reflect the consensus of the group in terms of the areas that should be addressed.

We specifically tried to stay away from areas that went beyond the scope of our sub topic group. For instance, our group did not take a position on new housing development in this town, even though that is certainly part of the economic activity of this community. Instead, we focused on new business development and left the other for the Development Topic Group to wrestle with. Although both may share some of the same frustrations or problems, our recommendations come from the point of view of business creation. Similarly, we make very little mention of issues related to transportation (with the exception of our sister sub-topic group, Airport), the environment, the arts or education. While we did not make our recommendations in a vacuum, we felt that proposals relating to those topics will be forthcoming from other topic groups.

In those instances where different interests collide, we took the position that we think best promotes the development of new economic activity, but that could accommodate

some competing interests. A good example of this approach is our recommendation that some environmental groups try to identify alternative sources of funding for public amenities such as parks and trails that are not related to new development fees or increased taxes. This does not indicate opposition to the creation of those amenities, but it does recognize that currently much of the funding for these projects is incurred by new business projects or increased taxes – both of which tend to discourage rather than encourage new business formation.

Inevitably, there will be some overlap with other topic groups, and even some within our own subtopic groups. In some instances, our recommendations may be diametrically opposed to ideas expressed by other groups. That is an unavoidable outcome from this process that is so segmented on so many levels. However, the notes from our third meeting indicate that there are currently too many existing policies and attitudes in place that hamper rather than promote an expanded economic development climate, and that changing those attitudes should be kept in the forefront of our deliberations and recommendations. That is what we have done here and is reflected in the content of our report.

We strongly believe that this commentary should accompany our final report to add some level of understanding to the work we have produced and to validate the fact that these recommendations have been met with a high degree of consensus.

Three action plan reports accompany this document, along with a “Natural Advantages” worksheet, as the work product of our subtopic group.

# C. Community Resources Scan Reporting Form – The Action Plan To be submitted

**Citizen Topic Group - Economic Development Development**

**Subtopic - Economic**

**Instructions**

1. One of these forms should be completed for each Final Priority Strategy prepared by your subtopic group.
2. Write the priority strategy below. Note that the wording of this strategy should match the language used on Form B: Final Subtopic Goal and Final Priority Strategy(ies) Reporting Form.
3. Answer the questions in each section of this reporting form. (Note that Part 3 is optional.) The answers to these questions serve as the Action Plan for the priority strategy.
4. This form should be submitted to your Co-Facilitator at the end of Meeting 6, or by the end of Meeting 7 at the latest. This form is also available in electronic format if you prefer. Please be sure to get the email contact information of your Co-Facilitator if you intend to submit this electronically.

**Priority Strategy**

**Promote positive attitudes toward economic development.**

**1. Who should be involved?**

a. Please document who should be involved in implementing this priority strategy. Focus on the most significant players, and if possible, indicate the type of roles they could play.

Who should be involved	Potential role(s)
City Council	Change city policy to allow for expanded use of business recruitment and retention incentives including Tax Increment Financing, Transportation Development Districts, tax abatement, job creation grants, site preparation and acquisition, job training funds and promotion; abandon insistence on planned zoning; revise zoning regulations to help reduce time and expense relating to property conversion; make council hearings less adversarial in nature and format; create a fast-track process for approval of new, large employer projects; proactively supportive economic development initiatives such as Discovery Ridge and other University related projects; resurrect the Columbia Industrial Development Authority Board; and approach economic

	development policy decisions with a less punitive and more supportive nature.
City staff	Work to make enforcement of business related regulations more consistent and predictable; give economic development personnel expanded discretion regarding use of incentives; and use city resources and personnel to both promote and educate the general public about the advantages of doing business in Columbia.
Business owners and employers	Use associations to develop realistic ideas relating to zoning, regulatory ordinances and use of incentives; actively support recruitment and retention of new and established companies.
Chamber of Commerce	Proactively support new business recruitment strategies including the use of incentives, tax abatements and local and state legislative measures that enable positive economic activity in this community.
Environmental and conservation associations	Identify alternative sources of funding for public amenities such as trails and parks that are not related to taxes or development fees and work proactively to secure such funding.

b. Who should take the **lead role** in implementing this strategy?

The City Council must take the lead in this strategy due to the fact that this body controls the tone and content of the policies and funding streams which govern so many of the economic activities of this community. In the instance where incentives may be granted to facilitate new business creation or retention, other taxing entities such as the public school system, library board, etc. may need to be included in the decision making process in order to achieve a consensus of support.

## 2. Action Steps

a. Indicate the action steps that should be taken to help position this strategy for implementation.

<b>Action Steps:</b>
1. Working in tandem with various stakeholders, the City Council should modernize the current zoning ordinances in Columbia.
2. City Council should pass a resolution supporting the use of incentives of various sorts, including Tax Increment Financing, Transportation Development Districts, etc., for various economic development projects.
3. Establish a fast-track procedure for the approval of new economic development projects.
4. Take a go-slow approach to enacting new regulations that substantially increase costs and time for new business development projects or that create significant economic hurdles for small business owners.

b. What should be done first in order to **jumpstart** implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation.

Again, because so many aspects of economic development are directly tied to the action of the City Council, they must take the lead in reestablishing themselves as leading supporters of economic development and job creation in this community. Many of the previous action steps can be implemented nearly immediately. Others, that require recodification of existing rules and policies will take a much longer period of time, but the announcement of a consensus desire by the council to achieve these goals could jump start the process.

**3. Measuring Success (optional)**

As the Columbia community works to implement this strategy, how will we know if we're on the right track? Please document any indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy.

<b>Indicators and/or Benchmarks:</b>
<b>1. Identify the level of business activity in the Columbia area. Indicators could include new business start-ups, sales tax receipts, job growth or loss – all typical economic indicators. It would also be interesting , if anecdotal, to measure how many new business projects are seeking various approvals or use of incentive programs from year to year.</b>

# C. Community Resources Scan Reporting Form – The Action Plan To be submitted

**Citizen Topic Group-- economic development development**

**Subtopic-- economic**

**Instructions**

5. One of these forms should be completed for each Final Priority Strategy prepared by your subtopic group.
6. Write the priority strategy below. Note that the wording of this strategy should match the language used on Form B: Final Subtopic Goal and Final Priority Strategy(ies) Reporting Form.
7. Answer the questions in each section of this reporting form. (Note that Part 3 is optional.) The answers to these questions serve as the Action Plan for the priority strategy.
8. This form should be submitted to your Co-Facilitator at the end of Meeting 6, or by the end of Meeting 7 at the latest. This form is also available in electronic format if you prefer. Please be sure to get the email contact information of your Co-Facilitator if you intend to submit this electronically.

**Priority Strategy**

Leverage Columbia's natural advantages-- MU, Columbia's location and environment, and Columbia's people-- to best advantage in fostering economic development.

**1. Who should be involved?**

a. Please document who should be involved in implementing this priority strategy. Focus on the most significant players, and if possible, indicate the type of roles they could play.

Who should be involved	Potential role(s)
Business leaders	Make the case for economic development and its necessity to the health of the city.
MU's leaders, particularly those involved with economic development	Make the case that MU's highest and best work synergizing research and economic development is in biotech and related areas, and defuse objections.
City leaders and representatives	(a) Help make the case for economic development in a manner that is respectful of the values of Columbians; (b) facilitate development of land in appropriate areas (such as Discovery Ridge but don't stop there).
Neighboring towns, cities, and counties	Seek out, create, and facilitate joint economic efforts.

b. Who should take the **lead role** in implementing this strategy?

Columbia's business leaders. What we have now is not a dialogue, but a restatement of positions. Our business community needs to get out of its comfort zone if it wants to change hearts and minds.

**2. Action Steps**

a. Indicate the action steps that should be taken to help position this strategy for implementation.

<b>Action Steps:</b>
Prepare information, documentation, and argument to take the case for economic development (in a manner appropriate to Columbia) to outside groups.
Promulgate this information in several formats (e.g., website, printed matter, seminars at library, others).
Create an ongoing dialogue between the business community and groups not traditionally involved with or supportive of economic development activities.
Take active steps to preserve and grow Columbia's I-70 corridor as an economic engine.

b. What should be done first in order to **jumpstart** implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation.

Create coherent and consistent arguments for economic development and how it can be done in a way that respects Columbians' values, emphasizing the admirable qualities of communities such as Austin, the North Carolina Research Triangle, and Madison, that have benefited from the synergy between research universities and economic development.

**3. Measuring Success (optional)**

As the Columbia community works to implement this strategy, how will we know if we're on the right track? Please document any indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy.

<b>Indicators and/or Benchmarks:</b>
Monitor new and existing businesses to determine the extent to which these natural advantages have benefited economic development.

## OUR NATURAL ADVANTAGES

### 1. MU

*What makes it a natural advantage?*

- It's the only public research university in Missouri. In that regard...
- It already has Tier 1-level research facilities for medicine, engineering, and the sciences, among other disciplines
- It has a 165+ year history of being the leading trainer of Missouri's doctors, lawyers, businesspeople, artists, and other college graduates
- It has the most extensive network of alumni of any Missouri university, an advantage for summoning financial and other support
- As a university of its size and stature, it attracts intelligent, ambitious academics, researchers, and students

*What can be done to leverage this natural advantage?*

- Implement a campaign to educate citizens, both locally and statewide, as to the multiplier effect that a major research university can create in an economy, as well as to the inherent advantages MU can bring, if allowed to pursue these goals in the areas in which it can naturally lead, i.e., agriculture, biotechnology, and medicine. Austin, the North Carolina Research Triangle, and Madison are concrete examples where the synergistic effect of a research university energizes the surrounding economy.
- Ensure that city and county governments contribute to enterprises such as Discovery Ridge where possible, and not present needless interference otherwise.

### 2. Location and environment

*What makes these natural advantages?*

- Centrally located both in the state and the country
- On a major transcontinental interstate highway
- Within two hours' drive of the seat of State government, Missouri's two million-plus metropolitan areas, and the most popular recreational water area in the Midwest
- The area's natural beauty
- Venues, such as our hike and bike trails and parks, that foster enjoyment of that natural beauty

*What can be done to leverage these natural advantages?*

- Demonstrate knowledge of and respect for the values regarding the environment that are commonly shared in the city, and ensure that development projects be seen to respect those values.<sup>1</sup>
- Make the city's planning, zoning, and development procedures fair, consistent, and transparent.
- Seek out, create, and facilitate joint economic efforts with neighboring cities, towns, and counties.
- Protect the I-70 corridor as a vital artery for Columbia, and encourage appropriate development along the right of way.

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<sup>1</sup> We don't have a dialogue between the business community and the environmentalists in Columbia-- only an exchange of position statements and sniping. This must stop, and the business community should take the lead. No one's mind is going to be changed as to core values, but the choices are either dialogue and consensus or the status quo—ideological bomb-throwing and stasis.

- Encourage the development and improvement of U.S. 63.

### **3. People**

*What makes this a natural advantage?*

Columbians are--

- Passionate about their community
- Well-educated
- Energetic
- Diverse

*How can this advantage be leveraged?*

- Make the case to Columbians that economic development and growth are *not optional* if the city is to maintain health and vitality.

# C. Community Resources Scan Reporting Form – The Action Plan

## To be submitted

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**Citizen Topic Group: Economic Development**

**Subtopic: Economic Development**

**Instructions**

9. One of these forms should be completed for each Final Priority Strategy prepared by your subtopic group.
10. Write the priority strategy below. Note that the wording of this strategy should match the language used on Form B: Final Subtopic Goal and Final Priority Strategy(ies) Reporting Form.
11. Answer the questions in each section of this reporting form. (Note that Part 3 is optional.) The answers to these questions serve as the Action Plan for the priority strategy.
12. This form should be submitted to your Co-Facilitator at the end of Meeting 6, or by the end of Meeting 7 at the latest. This form is also available in electronic format if you prefer. Please be sure to get the email contact information of your Co-Facilitator if you intend to submit this electronically.

**Priority Strategy**

Promote entrepreneurialism.
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**1. Who should be involved?**

a. Please document who should be involved in implementing this priority strategy. Focus on the most significant players, and if possible, indicate the type of roles they could play.

Who should be involved	Potential role(s)
To-be-formed Mayor-appointed “Entrepreneurship Advisory Council” to include representatives from City of Columbia, REDI, Chamber of Commerce, MU, University Center for Innovation and Entrepreneurship, Missouri Innovation Center, Centennial Investors Angel Network, and SCORE	To connect resources that can combine to spawn, grow and nurture small businesses to enhance the quality of life in Columbia. One aspect of this council’s work will be to be an advocate for local regulations and general climate—as well as city funding priorities—which are conducive to small growth and success of locally-grown, locally-owned businesses

b. Who should take the **lead role** in implementing this strategy?

To-be-formed Entrepreneurship Advisory Council
--

**2. Action Steps**

a. Indicate the action steps that should be taken to help position this strategy for implementation.

<b>Action Steps:</b>
<b>Identify Best Practices.</b> Learn from the experience of cities of similar size, especially those with a vibrant research university.
<b>Support the Life Sciences Business Incubator:</b> Be a proactive partner in promoting success of the new business incubator by providing direct funding (both for developing lab space and early operating costs)
<b>Support creation and expansion of small business:</b> The Entrepreneurship Advisory Council should assess the current environment for starting and growing small businesses (opportunities, red tape, costs, etc.) , take inventory of resources available (i.e., education, technical assistance, coaches, financing options, etc.) , and recommend ways to make Columbia more friendly to small businesses.
<b>Support formation of high-tech startups:</b> The Entrepreneurship Advisory Council should support the growth of <i>all</i> types of small businesses, but—because of the unique resources in Columbia—can target high-tech company formation and growth. It can be an interface among the city, the university and the business community, promoting research, technology transfer, business planning, incubation, start-up and growth capital, and an active mentor network.
<b>Leverage MU’s commitment to economic development.</b> The university’s addition of a fourth mission is evident in many ways: overall encouragement of research (over \$200 million annually), bold additions of faculty with high potential for commercialization success, providing infrastructure (ranging from the Life Sciences Center to other labs to enhancements to the nuclear reactor), overhaul of the technology transfer process, and commitment to build the business incubator and Discovery Ridge. The city and business community should respond with enthusiastic support.
<b>Encourage micro-loans.</b> Encourage growth of micro-loan programs aimed toward small business development

b. What should be done first in order to **jumpstart** implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation.

Quick and visible support (including funding) to help kick start the Incubator
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**3. Measuring Success (optional)**

As the Columbia community works to implement this strategy, how will we know if we’re on the right track? Please document any indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy.

Indicators and/or Benchmarks:
Develop benchmarks that recognize economic development as a key driver of quality of life in Columbia, such as:
Growth in quantity (number) and quality (average wages) of private sector jobs
Per capita income growth rate (inflation adjusted)
Job growth in targeted sectors (e.g., high paying high tech jobs) as well as job growth by socioeconomic sector

Economic Development Topic Group – Economic Development Subtopic Report

Net growth in number of business licenses

## Appendix V.

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### **ENVIRONMENT: ENERGY EFFICIENCY**

Note: This appendix provides supplementary material related to the action plans for this topic. All material comes directly from the Citizen Topic Group, with no modifications of any kind by City staff or the consultant team.

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**Imagine Columbia's Future**  
**Visioning Citizen Topic Group Environment, Subtopic Energy Efficiency**

**Goal statement**

*“Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.”*

**Priority Strategy:**

**1.) Invest in energy efficiency and renewable energy to protect Columbia's economy from energy dollar outflow.**

- a. Implement a Public Benefits Fund (PBF). The purpose of this PBF is to provide the financial base needed to implement strategies listed in this visioning statement, as well as others not yet identified, that will help the City of Columbia reach the desired energy efficiency and renewable energy goals. This fund will be generated through a small charge on the electric bill of Water and Light customers. The amount of the charge will be determined after careful analysis of the impact on various rate classes, especially low-income customers.

**Community Resources**

Who: Water & Light Department, Dan Dasho

Action: Evaluate current department programs for potential to expand and add additional programs including but not limited to those listed in this visioning goal and strategies statement. From this evaluation establish a rate structure to provide the necessary funds to sustain these programs.

Measure of Success: Successful implementation and of goals and strategies listed in this visioning document.

**Other Resources**

There are currently 20 states that have a public benefits fund program that can be used as a resource. Information on these programs can be found on the Database of State Incentives for Renewables and Efficiency. [www.dsireusa.org](http://www.dsireusa.org).

City of Boulder, Colorado

[http://www.bouldercolorado.gov/index.php?option=com\\_content&task=view&id=6136&Itemid=169](http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=6136&Itemid=169)

<http://www.governing.com/articles/2env.htm>

- b. Utilize the Missouri Department of Natural Resources Revolving Loan Fund to help finance energy efficiency improvements of city buildings.

**Community Resources**

Who: Columbia Public Works Department

Other Resources

This program provides loans to Missouri public schools and local governments to perform energy-efficiency projects. Example of projects include lighting retrofits, HVAC upgrades, building envelop improvements, and traffic light conversion to LED.

Missouri Department of Natural Resources  
Energy Center  
Attn.: Energy Loan Program  
P.O. Box 176  
1101 Riverside Drive  
Jefferson City, MO 65102

- c. Increase the targets of the Renewable Energy Ordinance to achieve 20% of retail sales supplied by renewable energy sources by the year 2020.

Community Resources

Who: City Council Members, Mayor, Citizens of Columbia, Water and Light Advisory Board, Environment and Energy Commission

Other Resources

Columbia Renewable Energy Ordinance Report

- d. As part of the landfill gas project the Water & Light Department should work to identify potential industrial customers that could use the waste heat. This should also be done at the power plant. When possible, property around the power plant should be purchased or zoned industrial and then marketed to attract industrial facilities that have a use for this waste heat.

Community Resources

Who: Columbia Water and Light Department  
Columbia Chamber of Commerce  
Visioning - Development Topic Group  
Visioning - Economic Development Topic Group

Other Resources

<http://www.chpcentermw.org/home.html>  
<http://www.epa.gov/chp/>  
<http://uschpa.admgt.com/>

- e. Purchase only Energy Star equipment and appliances for City use and ensure that the energy saving features are enabled on all computers and other office equipment.

Community Resources

Who: Bill Watkins, City Manager, City Council, Mayor

Action: Develop an ordinance that requires the city to purchase only energy star appliances.

From Bill Watkins: “Needs first to be adopted by City Council - they are not things that the staff can take on without Council direction. So step one is for Council to instruct staff to bring back for their consideration appropriate policy and ordinance changes. With that said, suggestion one would be simple to implement with little cost - we just add that provision to our purchasing policies.”

Measure of Success: Adopt ordinance requiring Energy Star purchasing

Other Resources

[www.energystar.gov](http://www.energystar.gov)

City of Honolulu, Energy Star Purchasing Resolution

<http://www.honolulu.gov/refs/cc/pol/99-225.htm>

- f. Increase the average fuel efficiency of municipal fleet vehicles; reduce the number of vehicles; launch an employee education program including anti-idling messages; convert diesel vehicles to bio-diesel.

Community Resources

Who: Bill Watkins, City Manager, City Council, Mayor

Other resources:

Center for Transportation Excellence’s Transit Benefits Calculator:

<http://www.cfte.org/calculator.asp>

The Clean Fleet Guide <http://www.eere.energy.gov/fleetguide>

EPA Green Fleet FAQ <http://www.epa.gov/emissweb/faq.htm>

- g. Establish a local Home Performance with Energy Star Program. To implement this, the City shall work with the MO DNR, Energy Center to provide contractor training and establish a promotional program with incentives to encourage homeowners to participate in the program.

Community Resources

**Who:** MO DNR Energy Center, Pat Justis (314) 416-2960, and Columbia W&L Tina Worley (314-874-6307) Columbia Home Builders Association

**Measure of Success:** Ordinance adopted that promotes the Home Performance with Energy Star Program. Increased # of participants in this program (i.e. Contractors and Homeowners)

Other Resources

[http://www.energystar.gov/index.cfm?c=home\\_improvement.hpwes](http://www.energystar.gov/index.cfm?c=home_improvement.hpwes)

- h. Establish an Energy Star Qualified New Homes Program. The program shall include recruitment and training of Home Energy Rating System (HERS) raters, homebuilder training and marketing outreach, and outreach to the home lending institutions to establish an energy efficient loan program. The HERS program shall be based on the Residential Energy Services Network and establish a goal of making homes 30% more efficient than the current standard.

Community Resources

Who: Columbia Home Builders Association, MO DNR Energy Center, Pat Justis (314) 416-2960, and Columbia W&L Tina Worley (314-874-6307)

Measure of Success: Ordinance adopted that promotes the Energy Star Qualified New Homes Program. Increased # of participants in this program (i.e. Contractors and Homeowners)

Other Resources

[http://www.energystar.gov/index.cfm?c=new\\_homes.hm\\_index](http://www.energystar.gov/index.cfm?c=new_homes.hm_index)  
<http://www.resnet.us/>

- i. Work with the Columbia Home Builders Association to establish a Green Home Building Program. The program shall be based on either the LEED for Homes guidelines or the National Association of Home Builders Model Green Home Building Guidelines. Training of the home builders and building trades' professionals should include technical aspects as well as marketing advantages.

Community Resources

Who: Columbia Home Builders Association, City Council, Mayor

Action: Develop policies that create incentives for builders through tax credits, fast track permitting, reduced permitting costs, and/or lowered utility rates

Measure of Success: Lower amount of energy per square foot required to operate homes as compared to existing homes. More satisfied homeowner = More homes sold.

Other Resources

[www.usgbc.org](http://www.usgbc.org)  
[www.nahbrc.org/technical/standards/greenbuilding.aspx](http://www.nahbrc.org/technical/standards/greenbuilding.aspx)  
<http://www.eeba.org/>  
Austin, Texas - Green Building Program  
<http://www.austinenergy.com/Energy%20Efficiency/Programs/Green%20Building/index.htm>

- j. The Columbia Water and Light Department has been a leader in the State of Missouri with energy conservation programs. The City Council should support and encourage W&L to continue to identify and pursue electrical

base load and peak electrical demand management strategies and programs.

Community Resources

Who: City Council and Mayor, Dan Dasho, Director of W&L

Action: Identify existing programs and evaluate expansion of existing programs or development of new programs.

Measure of Success: W&L will provide annual report to City Council showing participation levels in all programs and levels of growth in each. Include estimates of peak load reduction and evaluation of success.

- k. Expand the current Water & Light rebates for energy efficient air conditioners and heat pumps to include rebates for Energy Star appliances.

Community Resources

Who: Dan Dasho, Director of W&L, City Council and Mayor

Action: Gather information on programs at other utilities. Develop program for W&L, including estimate of potential peak and energy reduction.

Measure of Success: Level of participation in program.

- l. Start a low-income utility assistance program that uses the C.A.S.H., H.E.L.P. and LIHEAP funds to pay for weatherization of homes. As part of the Change a Light Program all qualified low-income homes should be provided five Compact Fluorescent Light Bulbs.

Community Resources

Who: Central Missouri Community Action (CMCA). Teresa House, Weatherization Director, phone: 443-8706 ext. 245, email: [Teresa-House@showmeaction.org](mailto:Teresa-House@showmeaction.org)

Action: Identify areas of the community where the need for these services is greatest and promote and provide demonstrations of these services. Contact neighborhood associations and provide incentives through reduced utility bills

Measure of Success: More people requesting these services who are willing to pay for them with the knowledge that the savings will be returned on the investment.

- m. The Columbia Water and Light Department needs to increase the assistance provided to medium and large commercial and industrial customers to identify ways to help reduce energy use and cost. This would

include but not be limited to, identifying consultants that are skilled at addressing specialty energy conservation measures and providing financial incentives.

Community Resources

Who: Dan Dasho, Director of W&L

Action: Identify all programs currently available. Meet with representative group of customers to discuss existing programs and other programs that would be beneficial. Develop identified programs.

Measure of Success: Increased level of participation in existing programs and participation in new programs.

Other Resources

UMC – Industrial Engineering Department – Industrial Assessment Center, Dr. Bin Wu. <http://iac.missouri.edu/>

- n. Fund the installation of Photovoltaic (PV) systems on public buildings, to include city owned buildings, schools, and parking structures.

Community Resources

Who: MO DNR Energy Center, Pat Justis (314) 416-2960, and Columbia W&L Tina Worley, Jay Hasheider (314-874-6307)

Action: Explore options to provide a greater % of energy through Photovoltaics

Measure of Success: Increased usage of PV systems by the city.

Other Resources

Mo DNR, Energy Center  
Missouri Schools Going Solar program

- o. Fund the installation of solar water heating systems on city-owned buildings, to include the renovation and addition of the Daniel Boone Building and other city buildings.

Community Resources

Who: Public Works Department, John Sudduth

- p. Public works needs to immediately convert all traffic lights and city traffic devices (e.g. school flashing lights), to Light-Emitting Diodes (LEDs) which are 90% more efficient.

### Community Resources

Who: Bill Watkins, City Manager; Public Works department; Water and Light Dept., City Council and Mayor

Action: From Bill Watkins: “This is already underway. Again a Council policy direction would be appropriate and there would require some additional funding.

Measure of Success: Policies adopted and enforced through city ordinance

Other Resources What City of Ann Arbor, MI is doing with LEDs:  
<http://www.ci.ann-arbor.mi.us/PublicServices/SystemsPlanning/Energy/LEDLighting.html>

- q. Upgrade streetlights to more efficient lighting technology such as high-pressure sodium or LEDs. Identify and remove streetlights that are not needed for public safety.

### Community Resources

Who: Bill Watkins, City Manager; City Council, Mayor; Connie Kacprowicz, Water and Light Dept., Public Works Dept.

Action: Develop a standard of illumination by which all future street lights will be required to perform.

From Bill Watkins: I think it would be realistic to approach it by suggesting all new lights meet some specific standards and that the Council consider a program to make the conversion over say 3-5 years to make costs more tolerable.. The real issue is what is adequate lighting which is very subjective. It might be difficult to actually remove lighting but a standard might also address priorities.

From Connie Kacprowicz: “All new street lights or any replacements are high-pressure sodium. According to our engineer, Dan Clark, who plans street lighting, he has not seen any commercial LED street lights to purchase.

### Other Resources:

The City of Ann Arbor, MI is in the process of converting street lights to LEDs. See: <http://www.ci.ann-arbor.mi.us/PublicServices/SystemsPlanning/Energy/LEDLighting.html>

- r. Audit and recommission city buildings to ensure that all efficiency upgrades are considered and that the buildings are operating as they were designed. Examples of measures that should be considered include: improvements in building envelope, upgrading HVAC systems and

controls, improving lighting efficiency, adding lighting controls and ensure that the energy savings features of office equipment is properly enabled.

#### Community Resources

Who: City Manager Bill Watkins, Public Works Department John Glascock, John Sudduth, Kent Branson

Measure of Success: Lower amount of energy per square foot required to operate compared to previous energy use.

#### Other Resources

California Energy Commission

<http://www.energy.ca.gov/commission/index.html>

<http://www.ecw.org/mwbuildings/index.php>

<http://www.sbicouncil.org/>

ACEEE Buildings Guide

<http://www.aceee.org/buildings/index.htm>

Green Building Initiative, City of Portland, Oregon

<http://www.portlandonline.com/osd/index.cfm?c=41481>

Green Building Program - Austin, Texas

<http://www.austinenergy.com/Energy%20Efficiency/Programs/Green%20Building/index.htm>

Scottsdale Arizona Green Building Program

<http://www.scottsdaleaz.gov/greenbuilding/>

- s. Evaluate opportunities to increase pump efficiency of water and wastewater systems; recover wastewater treatment methane for energy production

#### Community Resources

Who: Columbia Wastewater Treatment Plant, Joel Gambill, Superintendent. Columbia Water and Light Department

#### Other Resources

Wisconsin Division of Energy – Focus on Energy, Water and Wastewater program

<http://www.focusonenergy.com/page.jsp?pageId=370>

<http://www.pumpsystemsmatter.org/>

City of Lawrence, KS:

[http://www.pennnet.com/display\\_article/291635/41/ARTCL/none/none/News-Drives-Help-Protect-Power-System,-Increase-Efficiency/](http://www.pennnet.com/display_article/291635/41/ARTCL/none/none/News-Drives-Help-Protect-Power-System,-Increase-Efficiency/)

Consortium for Energy Efficiency – National Municipal Water and Wastewater Facility Initiative

<http://www.cee1.org/ind/mot-sys/ww/ww.php3>

- t. Adopt true Net Metering billing and a simplified interconnection agreement to help encourage private individuals to invest in renewable energy systems that are inter-connected to the City's electric utility system.

- u. Investigate use of Biomass for alternative energy resources.

Community Resources

Who: Dan Dasho, Director of W&L

Action: Include evaluation of Biomass in any evaluation of long-term power supply. Include cost-benefit analysis of biomass resource over the life of a power plant, at various fuel mix ratios.

Other Resources

UMC Agriculture and Forestry Departments

**Imagine Columbia's Future**  
**Visioning Citizen Topic Group Environment, Subtopic Energy Efficiency**

**Goal statement**

*“Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.”*

**Priority Strategy:**

**2.) Educate public in areas of energy conservation, renewable energy resources, climate change, and, economic implications of energy use.**

- a. The Chamber of Commerce will use its Annual Economic Outlook Conference to educate its membership on the impact of energy use on the local economy.

**Community Resources**

Who: Chamber of Commerce, Williams Keepers, Inc.

Action: Evaluate the impact of rising energy prices – gasoline, natural gas, and electricity – on the disposable income of citizens and translate that into economic impact. Dedicate next Annual Economic Outlook Conference to educating the business community on this issues and methods for mitigating the impact, which will create local jobs and economic investment.

Measure of Success: Ask participants to document investments/actions that improve energy efficiency (or reduces usage) with estimates of payback. Report results at next conference.

**Other Resources**

Columbia Water & Light Department – Dan Dasho, Director

- b. The public schools administration will encourage and assist teachers to incorporate teaching of energy efficiency and renewable energy sources into the curriculum, wherever possible.

**Community Resources**

Who: Sarah Torres, Science Coordinator, 214-3945; Boone Electric and City Water and Light Dept. (Partners in Ed. With Science Dept.); Cheryl Cozette, Assistant Superintendent for Curriculum and Instruction, 214-3413; Steve Cooper, Head of Science Dept., Smithton Middle School; Individual Science Teachers

Action: Ms. Torres believes they are doing an acceptable job in this area, and does not feel the need for additional resources or help at this point. They presently have educational programs through Boone Electric and Water and Light. Teachers are in

charge of implementing “extras” into core enrichment, so they would be the ones able to add more things to what is already happening in this area.

Measure of Success: Pre and post assessments given to students, reporting between administration and partners in education.

Other Resources: NEEAP (National Environmental Education Advancement Project)

NAEEEP (National Association of Energy and Environmental Education Professionals)

National Environmental Education Training Foundation

Jan Weaver @ UMC, Chair of Environmental Studies

[www.gogreeninitiative.org](http://www.gogreeninitiative.org)

[www.earthforce.org](http://www.earthforce.org)

[www.epa.gov/enviroed/](http://www.epa.gov/enviroed/)

<http://www.dnr.mo.gov/energy/education.htm>

<http://www.energyquest.ca.gov/index.html>

<http://www.the-environment.org/FEE/e3.html>

- c. Create a Citywide Energy Awareness Program. The program shall encompass all sectors of the city including city government, residential, commercial, industrial, schools and colleges and cover both buildings and transportation needs. The program shall provide citizens information on setting energy usage benchmarks along with conservation measures that can be used in the home as well as at work. Sectors to establish benchmarks should include but not be limited to: residential, rental property, office, restaurants, and retail businesses. As the benchmarks are determined annual energy reduction goals should be set and revised on an annual basis. To encourage participation activities shall be created for each sector and an incentive and awards system shall be developed.

#### Community Resources

**Who:** City Manager; Mayor; City Council; Water and Light; City Environment and Energy Committee, Churches; Chamber of Commerce; Schools - Public, Private, and Colleges.

**Action:** From Bill Watkins: “This is actually under discussion through our Water and Light utility. I personally think we've got a good group of programs and incentives.”

From Connie Kacrowicz: “To view a full listing of our residential and commercial energy efficiency programs see:

<http://www.gocolumbiamo.com/WaterandLight/> and click on the left-side link labeled 'Conservation' for residential programs.

Business programs can be viewed by clicking on the link labeled

'Business'. Water and Light would welcome any public involvement to help promote these programs.

#### Other Resources

Federal Energy Management Program (FEMP) – You have the Power Campaign.

[http://www1.eere.energy.gov/femp/services/yhttp/create\\_campaign.html](http://www1.eere.energy.gov/femp/services/yhttp/create_campaign.html)

Rocky Mountain Institute – Community Energy Workbook

<http://www.rmi.org/sitepages/pid105.php>

- d. Promote and improve transportation options such as bicycle trails, commute trip reduction programs, incentives for car pooling and public transit. The City shall continue to support PedNet and its programs including trail development, bike to work program, and the walking school bus program.

#### Community Resources

Who: City Council, Mayor, PedNet

Action: Continue to develop policies that encourage or assist in implementing these programs.

#### Other Resources:

City of Boulder, CO has an excellent system of bike and pedestrian paths:

[http://ci.boulder.co.us/index.php?option=com\\_content&task=view&id=4985&Itemid=1189](http://ci.boulder.co.us/index.php?option=com_content&task=view&id=4985&Itemid=1189)

<http://www.dnr.mo.gov/energy/transportation/transportation.htm>

<http://www.vtqi.org/documents/walking.php> ;

<http://www.bikewalk.org>

#### **Transportation Resources**

Center for Transportation Excellence's Transit Benefits Calculator:

<http://www.cfte.org/calculator.asp>

EPA's COMMUTER Model: Examining the Benefits of Transportation and Air Quality Programs Focused on Commuting.

[http://www.epa.gov/otaq/stateresources/policy/pag\\_transp.htm#cp](http://www.epa.gov/otaq/stateresources/policy/pag_transp.htm#cp)

Safe Routes to Schools

<http://www.saferoutestoschools.org>

- e. Offer energy awareness workshops for prospective homeowners, renters. This could be part of a city wide energy awareness program. (strategy 2c)

#### Community Resources

Who: Columbia Water & Light Department, Realtor Agencies, Financial Institutions

Action: Taylor education programs to specific audiences – renters, homebuyers, realtors and lending agencies. The goal would be to raise awareness of what renters and homebuyers should look for when looking at potential homes. Realtors would be able to market energy efficiency features and lending agencies should look more favorably on home with energy efficient systems.

**Imagine Columbia's Future**  
**Visioning Citizen Topic Group Environment, Subtopic Energy Efficiency**

**Goal statement**

*“Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.”*

**Priority Strategy:**

**3.) Enact regulation and adopt policies to implement greater efficiency and better technologies.**

- a. Create an Energy Efficiency and Environmental Quality Department within City Government. This department will be in charge of coordinating programs across other city departments, the county, schools, residential, commercial, and industrial sectors. Staff shall include a director, engineering and other technical staff, public information, and financial staff. The financial staff shall also be responsible for pursuing federal, state and private grants and partnerships. This new department shall work directly with the W&L Department to assist in the implementation and promotion of current and future energy conservation programs. It shall also work directly with the Public Works Department and the Division of Protective Inspection to provide plan review, building inspections, and designer and contractor training as it relates to City adopted energy codes.

**Community Resources**

Who: City Manager, Mayor, City Council, Director of Water and Light, Director of Planning and Zoning, Director of Public Works

Action: Create a city department whose job it is to coordinate energy and environmental programs across other city departments and the private sector.

**Other Resources**

Rocky Mountain Institute

<http://www.rmi.org/>

City of Austin Texas

<http://www.austinenergy.com/Energy%20Efficiency/Programs/index.htm>

City of Seattle, WA Office of Sustainability and Environment

<http://www.seattle.gov/environment/>

Green Building Initiative, City of Portland, Oregon

<http://www.portlandonline.com/osd/index.cfm?c=41481>

- b. Columbia's Planning Department Housing Rehabilitation Program will enact Home Performance with Energy Star ratings for all new rehabilitation projects.

### Community Resources

Who: Tim Teddy, Director of Planning

Action: Develop energy standards for housing rehabilitation program. If unable to fully implement the Home Performance standard, develop program that requires a baseline of energy standards with a plan for moving to full implementation.

Measure of Success: Development of program and participation in rehabilitation program.

- c. Require that all new city buildings, major renovations and leased space be designed to meet LEED principles with a goal of LEED Silver Level or higher. Specific attention should be given to the computer energy modeling of the building design; life cycle cost analysis of measures incorporated into the design, and commissioning of the building from design review through construction and final occupancy.

### Community Resources

Who: City Council, Mayor, Planning and Zoning, Public Works, Water and Light

Action: Develop a Green Building Ordinance

### Other Resources

<http://www.usgbc.org/>

<http://www.sbicouncil.org/>

<http://www.wbdg.org/>

Green Building Initiative, City of Portland, Oregon

<http://www.portlandonline.com/osd/index.cfm?c=41481>

Green Building Program - Austin, Texas

<http://www.austinenergy.com/Energy%20Efficiency/Programs/Green%20Building/index.htm>

Scottsdale's Green Building Program

<http://www.scottsdaleaz.gov/greenbuilding/>

- d. Adopt the 2006 International Energy Conservation Code (IECC); revise and update at least every three years. . A program should be developed to ensure that architects, engineers, building trade professionals and others involved in residential and commercial construction are knowledgeable about the 2006 IECC and ASHRAE Standard 90.1 Energy Standard for Buildings.

### Community Resources

Who: City Council, Mayor Hindman, Planning and Zoning, Public Works, Water and Light

Action: Develop a Model Energy Code Ordinance

Other Resources

<http://www.energycodes.gov/>

<http://www.ncsbc.org/>

<http://www.bcap-energy.org/home.php>

<http://www.iccsafe.org/>

<http://www.resnet.us/>

Guidelines for Energy Efficient Construction, City of Burlington, VT <http://www.burlingtonelectric.com>

- e. Adopt time-of-sale minimum standards for rental housing to improve the energy efficiency of rental properties.

Community Resources

Who: City Council, Mayor, Planning and Zoning, Public Works, Water and Light

Action: Develop a Time-of-Sale Ordinance

Measure of Success: Adopt and implement the Time-of-Sale Ordinance

Other Resources

<http://www.burlingtonelectric.com/EnergyEfficiency/tos3.htm>

- f. All Government entities will use life cycle cost analysis when buying equipment, appliances, vehicles, and building components.

Community Resources

Who: City Council, Mayor, Planning and Zoning, Public Works, Water and Light

Other Resources

Society of Environmental Toxicology and Chemistry, A Technical Framework for Life-Cycle Assessments, Washington: SETAC, 1991.

## Appendix VI.

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### **HEALTH, SOCIAL SERVICES, AND AFFORDABLE HOUSING: HEALTH**

Note: This appendix provides supplementary material related to the action plans for this topic. All material comes directly from the Citizen Topic Group, with no modifications of any kind by City staff or the consultant team.

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With respect to Strategy 1.

Objective 1.1: Develop a strategic plan to strengthen Assertive Community Treatment in Columbia.

This strategy objective results from our Community Resource Scan, which indicates that improving mental health access and coordination is a specific, high priority objective necessary to attain our goal. Assertive Community Treatment (ACT) is an evidence-based approach to improved mental health access, coordination and service delivery. A new ACT program is underway in Columbia through Phoenix Programs, Inc. However, there appears to be significant unmet need and incomplete provider engagement.

Objective 1.2: Document the specific primary health care access needs in Columbia.

This strategy objective results from our Community Resource Scan, which indicates that despite Columbia's extraordinary health resources, barriers to access for primary care continue to exist for some populations. Barriers such as lack of medical insurance appear to result in delayed care and inappropriate emergency care. The new Missouri Health Net Systems has provisions that may ameliorate these conditions, although it remains to be seen how much and to what extent. The Family Health Center is the key community resource addressing this need. More precise information about the scope and dimensions of access problems in Columbia is required.

With respect to Strategy 2.:

Objective 2.1: Reduce the incidence of diabetes in Boone County by expanding the visibility and use of health promoters to foster behavioral changes likely to prevent or delay adult diabetes.

According to the Missouri Department of Health and Senior Services, the highest priority for community health programming in Boone County is the reduction of the incidence of diabetes. Adult onset diabetes is preventable and ought to be amenable to behavior changes fostered by health care promoters.

With respect to Strategy 3.:

This strategy results from our Community Resource Scan, which suggests the need to expand the capacity to communicate health messages using many coordinated multi-media and organizational channels simultaneously. We propose using the diabetes reduction project as the first pilot program of the expanded capacity.

## Appendix VII.

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### **TRANSPORTATION**

Note: This appendix provides supplementary material related to the action plans for this topic. All material comes directly from the Citizen Topic Group, with no modifications of any kind by City staff or the consultant team.

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**REPORT OF TRANSPORTATION CITIZEN TOPIC GROUP OF  
“IMAGINING COLUMBIA’S FUTURE,” TO THE VISION COMMITTEE OF  
IMAGINING IN COLUMBIA’S FUTURE**

I. Preamble

Columbia is a growing city, both in population and a geographic sense. What are the city limits today will be pushed farther outward tomorrow, putting more strain on city resources to provide adequate city services and basic infrastructure. Certainly an essential component of a growing urban community is a modern transportation system that allows its citizens to move about freely within the community using whatever means are desired – automobile, bus, bicycle, walking – to do so safely, within a reasonable time frame, and without encountering needless congestion. The following report seeks to achieve these basic objectives. At the same time, this committee recognizes that while many of these recommendations are achievable within the city limits, the community's longer range objectives must envision an all-inclusive transportation system that extends beyond the momentary city boundaries; therefore, implementation of these ideas requires greater participation in the planning, and funding, of these projects by the county. We also call attention to the recommendation for an " Area Transportation Authority" to develop, plan, monitor and administer the network of streets, roads, bike paths, hiking trails and a public transit system.

A. Introduction. The Transportation Citizen Topic Group of Imagining Columbia’s Future is made up of a group of citizens who have approached the issues related to transportation from very diverse points of view, but who have succeeded in achieving a general consensus on the contents of this report. The Transportation Citizen Topic Group is made up of four subtopic groups as follows:

1. Non-Motorized Transpiration;
2. Advance Planning and Development;
3. Road Network and Traffic Management;
4. Public Transportation [which we now choose to refer to as Public and Human Services Transportation].

While the subtopic groups have diligently worked on their individual topics, the complete Transportation Citizen Working Group has, for the last several meetings, chosen to work together, as a complete group, because it has been found that there is substantial agreement among the subtopic groups on their Vision for Columbia’s transportation system, as it should exist now and in the intermediate and long range future.

B. Make-Up of the Transportation Citizens Working Group. The members of the Transportation Citizens Working Group are named on **Exhibit 1** to this report.

The Transportation Group has three co-facilitators as follows:

Steve Spellman;  
Kevin Brown;  
B. Daniel Simon.

Each of such co-facilitators, like the other members of the Working Group, approaches transportation issues from a very different point of view. We have had substantial diversity of outlook, ideas and points of view in our group. It is, therefore, believed that this report fairly represents a broad spectrum of the citizen viewpoints of the citizens of Columbia on the future of Columbia's transportation system.

## II. Purpose of a Community and Purpose of a Community's Transportation System

The members of the Working Group are of the firm opinion that people choose to live in "community" as opposed to living in personal isolation, not just because people like to live with other people, but because people recognize that their respective needs can be more easily met in community than they can in personal isolation. In community, we find our jobs, the services we need, the recreational facilities we need, the educational facilities we need for our children, the means of meeting our healthcare needs, the relationships with other people we crave, the religious institutions which serve our various faiths, the other institutions and facilities we need for life and for the lives of our families and the help we need when we need help. With such functions of a "community" in mind, the Transportation Working Group is of the opinion that a community's transportation system must, within the limitations of a community's resources, be one which seeks to address the present and the future and the ever changing individual transportation needs of each member of the community who is doing his or her best to support the community and, to use a cliché, "play by the rules." The transportation needs, and the recreational transportation needs of the various members of our highly diverse community, will always differ, but such needs should be addressed. For example:

a. Some of us are handicapped, and require a transportation system that addresses our needs, as handicapped individuals, to go to work, go to school, seek healthcare services, acquire other services and just get around the community.

b. Some of us either must or choose to use, for both basic transportation and recreation, non-motorized transportation, including walking, bicycling and other non-motorized transportation forms which now exist and will exist in the future.

c. Some of us must use public transportation or so-called "human services transportation" by reason of our economic status, or our inability to drive (e.g., many of the older people we are seeking to attract to Columbia), our disability or our other circumstances. Some of us may choose to use such transportation for convenience, or to avoid the expense of a personal vehicle. [Note: The topic group believes that it is reasonable to expect that as the cost of fuel continues to rise, environmental concerns increase and our population continues to age (and we continue to try to attract elderly people to retire in Columbia, as we are trying to do), the use of public and human services transportation will increase.]

d. The transportation group recognizes that one of the things that makes the U.S. great is the ability of most citizens to be mobile. The ability to travel to easily to many destinations makes the choice of a personal vehicle extremely attractive for many people. While other modes of transport will likely grow in use, it is believed that the personal vehicle will remain a substantial part of travel choice for the next 20 years.

The topic group believes that the goal of a community's transportation system is to try to address the needs of each of these groups of community members, meaning those who are disabled, those who must use or choose to use non-motorized transportation for both transportation and recreational purposes, those who must use or choose to use public and human services transportation, and those who choose to use personal motor vehicles for transportation. The Transportation Working Group is also of the opinion that, in looking to the future, the transportation system of Columbia and the surrounding area should be one which adapts to changes that the future will bring. It must be flexible and adaptable to changes in the transportation needs of community member, to technology advances in the transportation fields and to the changes which future circumstances will force upon us. For example, increasing fuel costs and problems with fuel availability, technology changes in the areas of public transportation facilities, and technology advances in the designs of personal vehicles may each strongly impact our transportation needs and system. It is, therefore, the belief of our group that Columbia's transportation system must be one which coordinates all of its elements [meaning roads and streets, its non-motorized transportation components (sidewalks, pedways, paths and trails) and its public and human services transportation components], and which is flexible and is adaptable to the changes that will be imposed upon our transportation system by circumstances we likely cannot foresee.

[For example, currently, most individuals' transportation needs are being met through the use of personal motor vehicles. Therefore, the tendency may be to devote a very substantial part of our resources to the street and road systems, ignoring other components of an integrated transportation system. In that respect, it is easy to observe that significant components of our road system are not now adequate to address our current personal motor vehicle transportation needs. Examples of this inadequacy are currently found in major road corridors, many of which are being impacted by the geographic expansion of Columbia, that has occurred without the addressing of or, apparently, the means and abilities to address the impacts of this geographic expansion on the road network. This results in situations such as those along Scott Boulevard. These issues are obviously ones that need to be addressed, but the working group is of the belief that, in addressing the issues with the road system, the community cannot ignore the current transportation needs of community members who do not use personal motor vehicle transportation, and also is of the belief that it is not prudent to devote all of our resources to addressing the problems with the road system, while leaving behind the other components of the transportation system (which include sidewalks, pedways, trails, the public transportation system and the human services transportation system). There are limits to how well the community can be served by continuing to push outward. The community must recognize that building great roads and streets that serve the outward bound community is not enough to address the transportation and recreational needs of some of those who live in the outward reaches of the community because:

- a. They cannot drive or choose not to drive, by reason of age, disability, economic status or otherwise;
- b. They are disabled or incapacitated or become such;
- c. They must use or choose to use public transportation, or non-motorized transportation; or
- d. Future economic conditions or other changing circumstances make it impracticable for many to rely on transportation by personal motor vehicle.]

Therefore, it is concluded that any transportation system for Columbia needs to be integrated (in that it includes all methods of transportation), and must be forward looking and flexible (in that it must be adaptable to the changing transportation needs of community members). Such integration and adaptability require:

- i. Recognition of the various current and the ever changing transportation needs of the community's members;
- ii. A system which seeks to meet these needs, within the limits of our resources;
- iii. Very likely, a substantial increase in resources that can be devoted to a transportation system that meets these needs;
- iv. Recognition that there will be tensions within the community as it tries to deal with the individual transportation needs of its members (as each of these needs requires an allocation of resources which are available to the transportation system to meet the transportation needs of community members);
- v. Some means of seeking to recognize and resolve these tensions, and to deal with these tensions in a manner which is fair to everyone; and
- vi. A methodology for coordinating all of the efforts of our community's governments and transportation providers which are charged with or who are available for meeting the community's transportation needs.

It is with all of these thoughts in mind that the Transportation Working Group adopts its Vision Statement and Recommendations which appear below.

### III. Current State of Transportation System

Looking at the current state of Columbia's transportation system, the Transportation Working Group comes to some very generalized, and somewhat non-specific conclusions as follows:

A. Road and Street System. On the whole, the road and street system appears to be adequate. There are, however, obvious problem areas in some major corridors, some of which

are being addressed and some of which are not being addressed. For example, there are substantial traffic congestion problems on Stadium Boulevard, between Broadway and I-70, in the morning and evening rush hours. The working group, however, recognizes that the City, MoDOT and three Transportation Development Districts are seeking to address the problems in the Stadium Boulevard corridor and will likely do so in the foreseeable future. There are, however, problems which have not been addressed, one of the most crying examples of which is, of course, Scott Boulevard. The group fears that Route WW/East Broadway (east of U.S. 63) may become a similar problem area. There are other such problem areas. The working group is of the opinion that the Scott Boulevard example, and similar examples, should not be allowed to proliferate as Columbia continues to expand geographically, and is of the opinion that the community must find some generally acceptable and fair way in which to address the need for improving rural type roads, and other inadequate roads, contemporaneously with, or shortly following, the proliferation of developments along those roads. Dealing with this matter will require careful planning which gives more weight to the transportation system as new developments are considered, and a funding of new roads with a fair mix of public and private resources. There are some symptoms of future difficulties that Columbians would be well served by acting on sooner rather than later. We must learn from situations similar to those currently along Scott Boulevard. Although there are plans to improve Scott Boulevard with the money from the 2005 Ballot issue, a mechanism to better identify opportunity routes must be a priority. An opportunity route could be considered as any existing arterial roadway with less than three vehicle lanes and/or no bicycle facilities.

B. Non-Motorized Transportation System. The working group finds that Columbia is seeking to address the needs of its citizens for pedestrian transportation, bicycle transportation and other non-motorized transportation. However, there are substantial gaps in the sidewalk system, the pedway system, and the trail system, which need to be addressed and the will and resources to address and fill in these gaps must be found. The system must expand as the community expands so that new developments are served by this system.

C. Public Transportation and “Human Services” Transportation. The working group has, at least by default, lumped together under the heading of “public transportation” both classic public transportation (e.g., the City of Columbia municipal bus system) and so-called “Human Services Transportation.” Human Services Transportation would include the transportation of elderly people, people requiring special medical care (such as dialysis and mental healthcare), people with disabilities, students and other people with other special transportation needs. The Transportation Working Group, with no desire to be overly critical or condemning, finds that:

a. The existing public transportation system is poorly utilized, and in many cases poorly serves those who currently most need it because of inadequate hours of service, inadequate or poorly designed routes, and substantial gaps which exist in existing bus routes;

b. The existing public transportation system is not such as is calculated to encourage its use by people who do not need to use it, but who could nevertheless benefit from using it [and such use should be encouraged], nor is it adequately marketed to encourage such use;

c. The existing public transportation system does not meet the current transportation needs of people with disabilities who must use it;

d. The Human Services Transportation needs of those in our community who now have such needs are currently sought to be met by a very substantial number of payors and providers, whose services and resources are very poorly coordinated, as demonstrated by the report of the Mid-Missouri Transportation Alliance prepared for the Boone County Community Partnership, and there is, therefore, needless duplications of and needless inefficiencies in, and needless wasting of resources in this Human Services Transportation system;

e. As the cost of housing in Columbia continues to increase, people of modest means (but who are trying to work hard and do their part) are acquiring residences in the more outlying areas of Boone County, and as fuel costs continue to increase, these people will have transportation needs that cannot be met by the present system, either through public providers or private providers;

f. It is likely that the transportation needs of those of our citizens who work in Jefferson City will change as fuel costs increase, and our current system does not address the changing needs of these people, either through public or private providers.

#### IV. General Statement of Recommendations.

For the reasons set forth above, and those which appear below, the working group's action plan and recommendations include suggestions for:

a. Hopefully expanding resources available to the transportation system;  
and

b. Better coordination of the allocation of such resources, and better coordination of the existing resources, and better coordination of the work of existing providers, and better coordination of the community's efforts in seeking to address its transportation needs.

#### V. Vision Statement

Based on all of the foregoing, the Vision Statement which the Transportation Working Group has adopted is:

**“Columbia and central Missouri, a growing urban community, will have a modern transportation system, which allows its citizens to move about freely within the region, using whatever means are desired – automobile, bus, bicycle, walking – and to do so safely, within a reasonable time frame, and without encountering needless congestion.”**

#### VI. Goals and Strategies of Subtopic Groups of Transportation of Transportation Citizen Working Group

In pursuit of this Vision, our subtopic groups have adopted Goals and Strategies for the implementation of those Goals, which are as follows:

A. Non-Motorized Transportation.

1. Goal. **In the future, Columbia will enjoy a safe, interconnected, non-motorized transportation network. It will be culturally supported by the citizens as it will encourage social interaction and healthy lifestyles. The roadway, sidewalk, public transit, and trail systems will all tie together into an effective integrated transportation network.**

2. Strategies.

a. To insure pedestrian and biker safety, institute a city government run 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, advertising (newspaper, billboard, mailing) of rules and tips.

b. Connected and safe sidewalks are crucial to a functional non-motorized transportation system. City policy must be set to give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. The pace of these sidewalk improvements must increase.

c. To encourage long-term growth of non-motorized transportation habits and skills, all “local residential” streets shall receive either sidewalks or traffic calming elements. This will allow both children and adults to safely walk or wheel around their neighborhoods to develop strong healthy transportation habits.

B. Advance Planning and Development.

1. Goal. **In the future, there will be diverse travel options that allow for safe and efficient travel to and through destination points, which are compatible with adjacent land uses and are coordinated with the transportation timing needs of the community.**

2. Strategies.

a. Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.

b. 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.

c. Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO.

C. Road Network and Traffic Management.

1. Goal. **A network of safe roadways in and around the city will provide sustainable, efficient mobility to vehicular travel and other modes in a complementary manner.**

2. Strategies.

a. Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.

b. Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.

c. Maximize 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.

D. Public and Human Services Transportation.

1. Goal. **An efficient, innovative, accessible public and human services transportation system will be fully integrated with all other forms of transportation in Columbia and surrounding communities. It will be possible for any resident to live easily in Columbia without a vehicle.**

2. Strategies.

a. Appointment of a Public and Human Services Transportation Advisory Group, which will be a component of and a subcommittee of the Transportation Advisory Board described in Part VIII of this report, and which:

i. Has members representing public and human service transportation users/riders and other diverse stakeholders;

ii. Will develop a public transportation plan with adequate access to resources enabling fulfillment of responsibilities;

iii. Will recommend use of all public transportation funds;

iv. Will develop recommendations for fully integrated transportation system; and

v. Will report to the Transportation Advisory Board described in Part VIII of this report and, if its members find it to be appropriate to do so, will also report directly to, or provide advocacy for, public transportation/human transportation users to the City Council.

b. Appoint, as described in subpart a above, a strong subcommittee of the Transportation Advisory Board described in Part VIII of this report to study and develop recommendations for an innovative public and human services transportation system.

c. Tie public transportation service into the permit process for new developments.

d. Expand the public transit system, and identify and fill in existing gaps in that system, so as to include longer hours of service, more frequent service, and greater coverage of the city.

VII. Resources. The Transportation Citizens Working Group finds that the resources available to the community in dealing with its transportation needs and transportation system are primarily governmental resources, and finds the resources to be as follows:

A. City Resources.

1. City Council. The City Council of the City of Columbia, which has the responsibility for identifying the City's transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and which is supported in these efforts by:

a. Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City;

b. The Public Works Department of the City of Columbia;

c. The Planning & Zoning Commission of the City, which is responsible for making recommendations to the City Council on future developments, and which in making those recommendations is in the position to consider the transportation system which will serve those future developments.

B. County Resources. The County Commission of Boone County has similar responsibilities outside of the city limits of the City of Columbia and is supported by its Planning & Zoning Commission, Public Works director, and Department of Planning.

C. MoDOT. The Missouri Department of Highways & Transportation, "MoDOT," has ownership of and responsibility for large parts of the major arterial roads that serve Columbia, including I-70, US Highway 63, Grindstone Parkway, substantial parts of Providence Road (Route 163), State Route WW (which will become increasingly problematical as substantial developments occur to the east), Route 763/Rangeline (an existing area of substantial problems) and other major thoroughfares.

Federal funds can be utilized for extremely large scale construction projects such as I-70 and can also be utilized for smaller scale projects such as bridge replacements, Safe Routes to School, non-motorized enhancement projects, and other transportation projects.

D. CATSO. The Columbia Area Transportation Study Organization, "CATSO," which is charged with the responsibilities for coordinating some of the efforts of the City of Columbia, the County of Boone, MoDOT and others in meeting transportation needs in and around Columbia.

E. Mid-Missouri Transportation Alliance and Human Services Transportation Providers. The Mid-Missouri Transportation Alliance of the Boone County Partnership, and a substantial number of human resource transit providers identified by its recently completed study of transportation services, including:

- The Columbia Transit System;
- Columbia Paratransit;
- Service provided by the Columbia Transit System under contract with the University of Missouri;
- OATS, Inc., which operates in 87 Missouri counties, and provides door to door transportation services to individuals with little or no alternative form of transportation;
- A substantial number of other transportation providers and payors as identified in the recently completed study of Mid-Missouri Transportation Alliance (M-MTA).

F. Private Providers. Private providers, such as Tiger Express, MO-X and others.

G. Pednet Coalition. The Columbia Pednet Coalition, which promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and which advocates for the use of same and for the use of active, non-motorized transportation.

H. Bicycle & Pedestrian Commission. The City's official Bicycle & Pedestrian Commission.

I. Engineering Firms.

Each of the entities and organizations described above is working hard, and is doing its best to meet the community's transportation needs. However, the working group is of the belief that:

- a. The community has not devoted adequate resources to its transportation needs;
- b. The community has not arrived at a suitable methodology for obtaining the resources which are required to extend all components of the transportation system to new developments, in a timely fashion, or to improve the existing system;
- c. The community has not developed an appropriate planning philosophy which plans new developments with a view towards the transportation needs that will be imposed by those developments;
- d. The community requires a much more cohesive coordination of the efforts of the various resources described above, in their transportation planning and transportation system efforts.

VIII. Action Plan.

Therefore, the Transportation Working Group's Action Plan would be as follows:

A. Resources. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community's transportation system and transportation needs, including:

a. Countywide Sales Tax. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax's proceeds being devoted solely to transportation needs.

b. Vehicle Stickers. Consideration of the imposition or reimposition of a "vehicle sticker/vehicle tax" for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets;

c. CIDs/NIDs. Increased use of Community Improvement Districts ("CIDs") and/or Neighborhood Improvement Districts ("NIDs"), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas;

d. Development Fees. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected.

There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community's expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described in paragraph D below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in the sidewalk system, the pedway system, the major road system and the public transportation system.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

- a. Have existing gaps in each component of the transportation system;
- b. Have poor coordination in the planning efforts related to each component of the transportation system and poor coordination in identifying the needs of the transportation system;
- c. Lack proper consideration of the transportation system's needs in the planning for the community's expansion and new developments;
- d. Have a wasteful overlapping of services of various providers in the Human Services Transportation field;
- e. Have a general lack of coordination in the development of our transportation system;
- f. Need additional resources to devote to the transportation system and the broad based public support that will be required to approve the funds for these resources; and
- g. Have a number of potential "users" of the public transportation system and the human transportation system, whose needs are not being met in any fashion,

the group strongly recommends to the City Council that the City council establish 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 to:

- i. Identify new and existing resources for transportation system needs;

- ii. Allocate such resources among the various components of the transportation system, including non-motorized transportation, human services transportation, public transportation, and the road and street network;
- iii. Identify existing gaps in each component of the transportation system;
- iv. Identify potential users of the public transit and human transportation systems, whose needs are not being met;
- v. Plan for upgrades in all components of the existing transportation system;
- vi. Plan for future transportation system needs;
- vii. Expand all components of the transportation system to new developments.

This Advisory Board should be appointed by the City Council. Its members should consist of citizen stakeholders and users of the various components of the transportation system, who are respected individuals and who have substantial influence, and who have interests and stakes in each of the transportation system's component areas, including:

- Non-motorized transportation;
- Advanced planning and development;
- Road network and traffic management;
- Public transportation;
- Human Services Transportation.

It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not intended that this Transportation Advisory Board should be "an additional step" in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly

identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

E. Boone County Transportation System Study. The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance.

F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

**Exhibit 1** - Transportation Citizens Working Group

## EXHIBIT 1

### Transportation Citizen Working Group

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**EXECUTIVE SUMMARY: REPORT OF TRANSPORTATION CITIZEN TOPIC GROUP OF “IMAGINING COLUMBIA’S FUTURE,” TO THE VISION COMMITTEE OF IMAGINING IN COLUMBIA’S FUTURE**

**PREAMBLE**

Columbia is a growing city, both in population and a geographic sense. What are the city limits today will be pushed farther outward tomorrow, putting more strain on city resources to provide adequate city services and basic infrastructure. Certainly an essential component of a growing urban community is a modern transportation system that allows its citizens to move about freely within the community using whatever means are desired – automobile, bus, bicycle, walking – to do so safely, within a reasonable time frame, and without encountering needless congestion. The following report seeks to achieve these basic objectives. At the same time, this committee recognizes that while many of these recommendations are achievable within the city limits, the community's longer range objectives must envision an all-inclusive transportation system that extends beyond the momentary city boundaries; therefore, implementation of these ideas requires greater participation in the planning, and funding, of these projects by the county. We also call attention to the recommendation for an " Area Transportation Authority" to develop, plan, monitor and administer the network of streets, roads, bike paths, hiking trails and a public transit system.

**AREA OF RESPONSIBILITY OF TRANSPORTATION WORKING GROUP**

A coherent community should provide an efficient and accessible transportation system so that all of its members can participate in the economic and social functions of that community. This will include not only the infrastructure necessary for the movement of private vehicles, but a safe, integrated system of trails and sidewalks to allow non-motorized transportation, and a convenient transit system for those who cannot or choose not to drive a private vehicle.

The Transportation Citizen Topic Group of "Imagining Columbia’s Future" was charged with addressing four areas of concern to Columbia's citizens:

1. Non-Motorized Transportation
2. Advance Planning and Development
3. Road Network and Traffic Management
4. Public and Human Services Transportation

A Vision Statement, the Goals and Strategies generated by each sub-group, and an Action plan generated by the committee as a whole are outlined below.

**VISION STATEMENT**

**“Columbia and central Missouri, a growing urban community, will have a modern transportation system, which allows its citizens to move about freely**

**within the region, using whatever means are desired – automobile, bus, bicycle, walking – and to do so safely, within a reasonable time frame, and without encountering needless congestion.”**

## **GOALS & STRATEGIES**

### **I. Non-Motorized Transportation.**

**Goal:** In the future, Columbia will enjoy a safe, interconnected, non-motorized transportation network. It will be culturally supported by the citizens as it will encourage social interaction and healthy lifestyles. The roadway, sidewalk, public transit, and trail systems will all tie together into an effective integrated transportation network.

**Strategies:**

A. To insure pedestrian and biker safety, institute a city government run 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, advertising (newspaper, billboard, mailing) of rules and tips.

B. Connected and safe sidewalks are crucial to a functional non-motorized transportation system. City policy must be set to give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. The pace of these sidewalk improvements must increase.

C. To encourage long-term growth of non-motorized transportation habits and skills, all “local residential” streets shall receive either sidewalks or traffic calming designs. This will allow both children and adults to safely walk or wheel around their neighborhoods to develop strong healthy transportation habits.

### **II. Advance Planning and Development.**

**Goal.** In the future, there will be diverse travel options that allow for safe and efficient travel to and through destination points, which are compatible with adjacent land uses and are coordinated with the transportation timing needs of the community.

**Strategies.**

A. Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.

B. 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.

C. Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO.

### III. Road Network and Traffic Management.

**Goal.** A network of safe roadways in and around the city will provide sustainable, efficient mobility to vehicular travel and other modes in a complementary manner.

#### **Strategies.**

A. Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.

B. Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.

C. Maximize 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.

### IV. Public and Human Services Transportation.

**Goal.** An efficient, innovative, accessible public and human services transportation system will be fully integrated with all other forms of transportation in Columbia and surrounding communities. It will be possible for any resident to live easily in Columbia without a vehicle.

#### **Strategies.**

A. Appointment of a Public and Human Services Transportation Advisory Group, which will be a component of and a subcommittee of the Transportation Advisory Board described in Part VIII of this report, and which:

i. Has members representing public and human service transportation users/riders and other diverse stakeholders;

ii. Will develop a public transportation plan with adequate access to resources enabling fulfillment of responsibilities;

iii. Will recommend use of all public transportation funds;

iv. Will develop recommendations for fully integrated transportation system; and

v. Will report to the Transportation Advisory Board described in Part VIII of this report and, if its members find it to be appropriate to do so, will also report directly to, or provide advocacy for, public transportation/human transportation users to the City Council.

B. Appoint, as described in subpart a above, a strong subcommittee of the Transportation Advisory Board described in Part VIII of this report to study and develop recommendations for an innovative public and human services transportation system.

- C. Tie public transportation service into the permit process for new developments.
- D. Expand the public transit system, and identify and fill in existing gaps in that system, so as to include longer hours of service, more frequent service, and greater coverage of the city.

### **GENERAL STATEMENT OF RECOMMENDATIONS**

The working group's action plan and recommendations include suggestions for:

- Expanding resources available to the transportation system and
- Better coordination of:
  - the allocation of all available resources,
  - the work of existing providers, and
  - the efforts of the community in addressing its transportation needs.

### **ACTION PLAN**

A. Resources. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community's transportation system and transportation needs, including:

a. Countywide Sales Tax. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax's proceeds being devoted solely to transportation needs.

b. Vehicle Stickers. Imposition or reimposition of a "vehicle sticker/vehicle tax" for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets;

c. CIDs/NIDs. Increased use of Community Improvement Districts ("CIDs") and/or Neighborhood Improvement Districts ("NIDs"), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas;

d. Development Fees. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected.

e. Business Partner. Enlist the cooperation and participation of more business partners in the area who might subsidize the public transit system for the use of their clients or employees, similar to the partnership with the University of Missouri.

There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community's expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in all such systems.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

- a. Have existing gaps in each component of the transportation system;
- b. Have poor coordination in the planning efforts related to each component of the transportation system and poor coordination in identifying the needs of the transportation system;
- c. Lack proper consideration of the transportation system's needs in the planning for the community's expansion and new developments;
- d. Have a wasteful overlapping of services of various providers in the Human Services Transportation field;
- e. Have a general lack of coordination in the development of our transportation system;
- f. Need additional resources to devote to the transportation system and the broad based public support that will be required to approve the funds for these resources; and
- g. Have a number of potential "users" of the public transportation system and the human transportation system, whose needs are not being met in any fashion,

the group strongly recommends to the City Council that the City council establish 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 to:

- i. Identify new and existing resources for transportation system needs;
- ii. Allocate such resources among the various components of the transportation system, including non-motorized transportation, human services transportation, public transportation, and the road and street network;
- iii. Identify existing gaps in each component of the transportation system;
- iv. Identify potential users of the public transit and human transportation systems, whose needs are not being met;
- v. Plan for upgrades in all components of the existing transportation system;
- vi. Plan for future transportation system needs;
- vii. Expand all components of the transportation system to new developments.

This Advisory Board should be appointed by the City Council. Its members should consist of citizen stakeholders and users of the various components of the transportation system, who are respected individuals and who have substantial influence, and who have interests and stakes in each of the transportation system's component areas, including:

- Non-motorized transportation;
- Advanced planning and development;
- Road network and traffic management;
- Public transportation;
- Human Services Transportation.

It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not intended that this Transportation Advisory Board should be “an additional step” in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission

and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

E. Boone County Transportation System Study. The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance.

F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

# C. Community Resources Scan Reporting Form – The Action Plan

To be submitted

Citizen Topic Group Transportation

Subtopic Non-Motorized Transportation

**Instructions**

1. One of these forms should be completed for each Final Priority Strategy prepared by your subtopic group.
2. Write the priority strategy below. Note that the wording of this strategy should match the language used on Form B: Final Subtopic Goal and Final Priority Strategy(ies) Reporting Form.
3. Answer the questions in each section of this reporting form. (Note that Part 3 is optional.) The answers to these questions serve as the Action Plan for the priority strategy.
4. This form should be submitted to your Co-Facilitator at the end of Meeting 6, or by the end of Meeting 7 at the latest. This form is also available in electronic format if you prefer. Please be sure to get the e-mail contact information of your Co-Facilitator if you intend to submit this electronically.

**Priority Strategy**

**Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO. rules and safety tips. Suggestions include; distribution and installation of reflectors and lights for bikes, permanent signage displaying reminders of rules and tips, advertising (newspaper, billboard, mailing) of rules and tips.**

**1. Who should be involved?**

a. Please document who should be involved in implementing this priority strategy. Focus on the most significant players, and if possible, indicate the type of roles they could play.

Who should be involved	Potential role(s)
City Council	The City Council of the City of Columbia has the responsibility for identifying the City’s transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and is supported in these efforts by: (a) Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City; and (b) Public Works Department of the City of Columbia;
Planning & Zoning Commission	Responsible for making recommendations to the City Council on future developments, and in making those recommendations is in the position to consider the transportation system which will serve those future developments.

Who should be involved	Potential role(s)
County Resources	The County Commission of Boone County has similar responsibilities outside of the city limits of the City of Columbia and is supported by its Planning & Zoning Commission, Public Works director, and Department of Planning.
Missouri Department of Highways & Transportation	<p>The Missouri Department of Highways &amp; Transportation, “<u>MoDOT</u>,” has ownership of and responsibility for large parts of the major arterial roads that serve Columbia, including I-70, US Highway 63, Grindstone Parkway, substantial parts of Providence Road (Route 163), State Route WW (which will become increasingly problematical as substantial developments occur to the east), Route 763/Rangeline (an existing area of substantial problems) and other major thoroughfares.</p> <p>Federal funds can be utilized for extremely large scale construction projects such as I-70 and can also be utilized for smaller scale projects such as bridge replacements, Safe Routes to School, non-motorized enhancement projects, and other transportation projects.</p>
Columbia Area Transportation System	The Columbia Area Transportation Study Organization, “ <u>CATSO</u> ,” is charged with the responsibilities for coordinating some of the efforts of the City of Columbia, the County of Boone, MoDOT and others in meeting transportation needs in and around Columbia.

Who should be involved	Potential role(s)
Mid-Missouri Transportation Alliance and Human Services Transportation Providers	<p>The Mid-Missouri Transportation Alliance of the Boone County Partnership, and a substantial number of human resource transit providers identified by its recently completed study of transportation services, including:</p> <ul style="list-style-type: none"> <li>– The Columbia Transit System;</li> <li>– Columbia Paratransit;</li> <li>– Service provided by the Columbia Transit System under contract with the University of Missouri;</li> <li>– OATS, Inc., which operates in 87 Missouri counties, and provides door to door transportation services to individuals with little or no alternative form of transportation;</li> <li>– A substantial number of other transportation providers and payors as identified in the recently completed study of Mid-Missouri Transportation Alliance (M-MTA).</li> </ul>
Private Providers	
Pednet Coalition	<p>The Columbia Pednet Coalition promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and advocates for the use of same and for the use of active, non-motorized transportation.</p>
Bicycle & Pedestrian Commission	
Engineering Firms	<p>Engineering firms, both locally and outside of this area, provide substantial road and street network design services, traffic impact studies, traffic studies and other engineering studies.</p>
Construction Companies	<p>Construction companies provide the physical work necessary to build and improve road and can influence the timing of project due to limitations in resources. They can provide a unique perspective on scheduling and constructability issues.</p>

Who should be involved	Potential role(s) <span style="float: right;"><b>Citizen Topic Group Meeting #6</b></span>
Private Developers and Homebuilders	In addition to providing new developments, they refurbish existing structures and create places for community members to live, work, and pursue recreation.
Attorneys	Attorneys can provide legal advice for public agencies as well as private companies and individuals for transportation services.

b. Who should take the **lead role** in implementing this strategy?

The group strongly recommends the establishment of 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 to take those steps outlined in the Action Plan below

## 2. Action Steps

a. Indicate the action steps that should be taken to help position this strategy for implementation.

**Action Steps:**

A. Resources. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community’s transportation system and transportation needs, including:

- a. Countywide Sales Tax. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax’s proceeds being devoted solely to transportation needs.
- b. Vehicle Stickers. Consideration of the imposition or reimposition of a “vehicle sticker/vehicle tax” for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets;
- c. CIDs/NIDs. Increased use of Community Improvement Districts (“CIDs”) and/or Neighborhood Improvement Districts (“NIDs”), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas;
- d. Development Fees. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected.

There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community’s expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.

<b>Action Steps:</b>

**Action Steps:**

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described in paragraph D below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in the sidewalk system, the pedway system, the major road system and the public transportation system.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

- a. Have existing gaps in each component of the transportation system;
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**Action Steps:**

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- Non-motorized transportation;
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**Action Steps:**

intended that this Transportation Advisory Board should be “an additional step” in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

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**Note:** The Transportation Work Group adopts and incorporates herein by reference the Executive Summary and Report which are attached hereto and requests/demands that such documents be included as an Appendix to the “Consultant’s Draft” of the Visioning Report.

b. What should be done first in order to **jumpstart** implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation.

**3. Measuring Success (optional)**

As the Columbia community works to implement this strategy, how will we know if we're on the right track? Please document any indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy.

<b>Indicators and/or Benchmarks:</b>

# C. Community Resources Scan Reporting Form – The Action Plan

To be submitted

Citizen Topic Group Transportation

Subtopic Advance Planning and Development

**Instructions**

1. One of these forms should be completed for each Final Priority Strategy prepared by your subtopic group.
2. Write the priority strategy below. Note that the wording of this strategy should match the language used on Form B: Final Subtopic Goal and Final Priority Strategy(ies) Reporting Form.
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4. This form should be submitted to your Co-Facilitator at the end of Meeting 6, or by the end of Meeting 7 at the latest. This form is also available in electronic format if you prefer. Please be sure to get the e-mail contact information of your Co-Facilitator if you intend to submit this electronically.

**Priority Strategy**

**Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.**

**1. Who should be involved?**

a. Please document who should be involved in implementing this priority strategy. Focus on the most significant players, and if possible, indicate the type of roles they could play.

Who should be involved	Potential role(s)
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b. Who should take the **lead role** in implementing this strategy?

**The group strongly recommends the establishment of of 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 to take those steps outlines in the Action Plan below

## 2. Action Steps

a. Indicate the action steps that should be taken to help position this strategy for implementation.

**Action Steps:**

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<b>Action Steps:</b>

**Action Steps:**

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It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not

**Action Steps:**

intended that this Transportation Advisory Board should be “an additional step” in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

E. Boone County Transportation System Study. The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance.

F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

**Note:** The Transportation Work Group adopts and incorporates herein by reference the Executive Summary and Report which are attached hereto and requests/demands that such documents be included as an Appendix to the “Consultant’s Draft” of the Visioning Report.

b. What should be done first in order to **jumpstart** implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation.

**3. Measuring Success (optional)**

As the Columbia community works to implement this strategy, how will we know if we're on the right track? Please document any indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy.

<b>Indicators and/or Benchmarks:</b>

# C. Community Resources Scan Reporting Form – The Action Plan

To be submitted

Citizen Topic Group Transportation

Subtopic Road Network and Traffic Management

**Instructions**

1. One of these forms should be completed for each Final Priority Strategy prepared by your subtopic group.
2. Write the priority strategy below. Note that the wording of this strategy should match the language used on Form B: Final Subtopic Goal and Final Priority Strategy(ies) Reporting Form.
3. Answer the questions in each section of this reporting form. (Note that Part 3 is optional.) The answers to these questions serve as the Action Plan for the priority strategy.
4. This form should be submitted to your Co-Facilitator at the end of Meeting 6, or by the end of Meeting 7 at the latest. This form is also available in electronic format if you prefer. Please be sure to get the e-mail contact information of your Co-Facilitator if you intend to submit this electronically.

**Priority Strategy**

Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.

**1. Who should be involved?**

a. Please document who should be involved in implementing this priority strategy. Focus on the most significant players, and if possible, indicate the type of roles they could play.

Who should be involved	Potential role(s)
City Council	The City Council of the City of Columbia has the responsibility for identifying the City’s transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and is supported in these efforts by: (a) Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City; and (b) Public Works Department of the City of Columbia;
Planning & Zoning Commission	Responsible for making recommendations to the City Council on future developments, and in making those recommendations is in the position to consider the transportation system which will serve those future developments.

Who should be involved	Potential role(s)
County Resources	The County Commission of Boone County has similar responsibilities outside of the city limits of the City of Columbia and is supported by its Planning & Zoning Commission, Public Works director, and Department of Planning.
Missouri Department of Highways & Transportation	<p>The Missouri Department of Highways &amp; Transportation, “<u>MoDOT</u>,” has ownership of and responsibility for large parts of the major arterial roads that serve Columbia, including I-70, US Highway 63, Grindstone Parkway, substantial parts of Providence Road (Route 163), State Route WW (which will become increasingly problematical as substantial developments occur to the east), Route 763/Rangeline (an existing area of substantial problems) and other major thoroughfares.</p> <p>Federal funds can be utilized for extremely large scale construction projects such as I-70 and can also be utilized for smaller scale projects such as bridge replacements, Safe Routes to School, non-motorized enhancement projects, and other transportation projects.</p>
Columbia Area Transportation System	The Columbia Area Transportation Study Organization, “ <u>CATSO</u> ,” is charged with the responsibilities for coordinating some of the efforts of the City of Columbia, the County of Boone, MoDOT and others in meeting transportation needs in and around Columbia.

Who should be involved	Potential role(s)
Mid-Missouri Transportation Alliance and Human Services Transportation Providers	<p>The Mid-Missouri Transportation Alliance of the Boone County Partnership, and a substantial number of human resource transit providers identified by its recently completed study of transportation services, including:</p> <ul style="list-style-type: none"> <li>– The Columbia Transit System;</li> <li>– Columbia Paratransit;</li> <li>– Service provided by the Columbia Transit System under contract with the University of Missouri;</li> <li>– OATS, Inc., which operates in 87 Missouri counties, and provides door to door transportation services to individuals with little or no alternative form of transportation;</li> <li>– A substantial number of other transportation providers and payors as identified in the recently completed study of Mid-Missouri Transportation Alliance (M-MTA).</li> </ul>
Private Providers	
Pednet Coalition	<p>The Columbia Pednet Coalition promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and advocates for the use of same and for the use of active, non-motorized transportation.</p>
Bicycle & Pedestrian Commission	
Engineering Firms	<p>Engineering firms, both locally and outside of this area, provide substantial road and street network design services, traffic impact studies, traffic studies and other engineering studies.</p>
Construction Companies	<p>Construction companies provide the physical work necessary to build and improve road and can influence the timing of project due to limitations in resources. They can provide a unique perspective on scheduling and constructability issues.</p>

Who should be involved	Potential role(s) <span style="float: right;"><b>Citizen Topic Group Meeting #6</b></span>
Private Developers and Homebuilders	In addition to providing new developments, they refurbish existing structures and create places for community members to live, work, and pursue recreation.
Attorneys	Attorneys can provide legal advice for public agencies as well as private companies and individuals for transportation services.

b. Who should take the **lead role** in implementing this strategy?

See Action Plan below

## 2. Action Steps

a. Indicate the action steps that should be taken to help position this strategy for implementation.

**Action Steps:**

A. Resources. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community's transportation system and transportation needs, including:

- a. Countywide Sales Tax. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax's proceeds being devoted solely to transportation needs.
- b. Vehicle Stickers. Consideration of the imposition or reimposition of a "vehicle sticker/vehicle tax" for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets;
- c. CIDs/NIDs. Increased use of Community Improvement Districts ("CIDs") and/or Neighborhood Improvement Districts ("NIDs"), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas;
- d. Development Fees. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected.

There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community's expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.

**Action Steps:**

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described in paragraph D below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in the sidewalk system, the pedway system, the major road system and the public transportation system.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

- a. Have existing gaps in each component of the transportation system;
- b. Have poor coordination in the planning efforts related to each component of the transportation system and poor coordination in identifying the needs of the transportation system;
- c. Lack proper consideration of the transportation system's needs in the planning for the community's expansion and new developments;
- d. Have a wasteful overlapping of services of various providers in the Human Services Transportation field;
- e. Have a general lack of coordination in the development of our transportation system;
- f. Need additional resources to devote to the transportation system and the broad based public support that will be required to approve the funds for these resources; and
- g. Have a number of potential "users" of the public transportation system and the human transportation system, whose needs are not being met in any fashion,

**Action Steps:**

the group strongly recommends to the City Council that the City council establish 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 to:

- i. Identify new and existing resources for transportation system needs;
- ii. Allocate such resources among the various components of the transportation system, including non-motorized transportation, human services transportation, public transportation, and the road and street network;
- iii. Identify existing gaps in each component of the transportation system;
- iv. Identify potential users of the public transit and human transportation systems, whose needs are not being met;
- v. Plan for upgrades in all components of the existing transportation system;
- vi. Plan for future transportation system needs;
- vii. Expand all components of the transportation system to new developments.

This Advisory Board should be appointed by the City Council. Its members should consist of citizen stakeholders and users of the various components of the transportation system, who are respected individuals and who have substantial influence, and who have interests and stakes in each of the transportation system's component areas, including:

- Non-motorized transportation;
- Advanced planning and development;
- Road network and traffic management;
- Public transportation;
- Human Services Transportation.

It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not

**Action Steps:**

intended that this Transportation Advisory Board should be “an additional step” in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

E. Boone County Transportation System Study. The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance.

F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

**Note:** The Transportation Work Group adopts and incorporates herein by reference the Executive Summary and Report which are attached hereto and requests/demands that such documents be included as an Appendix to the “Consultant’s Draft” of the Visioning Report.

b. What should be done first in order to **jumpstart** implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation.

**3. Measuring Success (optional)**

As the Columbia community works to implement this strategy, how will we know if we're on the right track? Please document any indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy.

<b>Indicators and/or Benchmarks:</b>

# C. Community Resources Scan Reporting Form – The Action Plan

To be submitted

Citizen Topic Group Transportation

Subtopic Public & Human Services Transportation

**Instructions**

1. One of these forms should be completed for each Final Priority Strategy prepared by your subtopic group.
2. Write the priority strategy below. Note that the wording of this strategy should match the language used on Form B: Final Subtopic Goal and Final Priority Strategy(ies) Reporting Form.
3. Answer the questions in each section of this reporting form. (Note that Part 3 is optional.) The answers to these questions serve as the Action Plan for the priority strategy.
4. This form should be submitted to your Co-Facilitator at the end of Meeting 6, or by the end of Meeting 7 at the latest. This form is also available in electronic format if you prefer. Please be sure to get the e-mail contact information of your Co-Facilitator if you intend to submit this electronically.

**Priority Strategy**

Appointment of a Public and Human Services Transportation Advisory Group, which will be a component of and a subcommittee of the Transportation Advisory Board in Part C and which:

- i. Has members representing public and human service transportation users/riders and other diverse stakeholders;
- ii. Will develop a public transportation plan with adequate access to resources enabling fulfillment of responsibilities;
- iii. Will recommend use of all public transportation funds;
- iv. Will develop recommendations for fully integrated transportation system; and
- v. Will report to the Transportation Advisory Board described in Part VIII of this report and, if its members find it to be appropriate to do so, will also report directly to, or provide advocacy for, public transportation/human transportation users to the City Council. **make** recommendations to (and whose recommendations will be sought by) the City Council, the Planning & Zoning Commission and other public bodies to take those steps outlines in the Action Plan below

**1. Who should be involved?**

a. Please document who should be involved in implementing this priority strategy. Focus on the most significant players, and if possible, indicate the type of roles they could play.

<b>Who should be involved</b>	<b>Potential role(s)</b>
City Council	The City Council of the City of Columbia has the responsibility for identifying the City’s transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and is supported in these efforts by: (a) Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City; and (b) Public Works Department of the City of Columbia;
Planning & Zoning Commission	Responsible for making recommendations to the City Council on future developments, and in making those recommendations is in the position to consider the transportation system which will serve those future developments.
County Resources	The County Commission of Boone County has similar responsibilities outside of the city limits of the City of Columbia and is supported by its Planning & Zoning Commission, Public Works director, and Department of Planning.
Missouri Department of Highways & Transportation	<p>The Missouri Department of Highways &amp; Transportation, “<u>MoDOT</u>,” has ownership of and responsibility for large parts of the major arterial roads that serve Columbia, including I-70, US Highway 63, Grindstone Parkway, substantial parts of Providence Road (Route 163), State Route WW (which will become increasingly problematical as substantial developments occur to the east), Route 763/Rangeline (an existing area of substantial problems) and other major thoroughfares.</p> <p>Federal funds can be utilized for extremely large scale construction projects such as I-70 and can also be utilized for smaller scale projects such as bridge replacements, Safe Routes to School, non-motorized enhancement projects, and other transportation projects.</p>
Columbia Area Transportation System	The Columbia Area Transportation Study Organization, “ <u>CATSO</u> ,” is charged with the responsibilities for coordinating some of the efforts of the City of Columbia, the County of Boone, MoDOT and others in meeting transportation needs in and around Columbia.

Who should be involved	Potential role(s)
Mid-Missouri Transportation Alliance and Human Services Transportation Providers	<p>The Mid-Missouri Transportation Alliance of the Boone County Partnership, and a substantial number of human resource transit providers identified by its recently completed study of transportation services, including:</p> <ul style="list-style-type: none"> <li>– The Columbia Transit System;</li> <li>– Columbia Paratransit;</li> <li>– Service provided by the Columbia Transit System under contract with the University of Missouri;</li> <li>– OATS, Inc., which operates in 87 Missouri counties, and provides door to door transportation services to individuals with little or no alternative form of transportation;</li> <li>– A substantial number of other transportation providers and payors as identified in the recently completed study of Mid-Missouri Transportation Alliance (M-MTA).</li> </ul>
Private Providers	
Pednet Coalition	<p>The Columbia Pednet Coalition promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and advocates for the use of same and for the use of active, non-motorized transportation.</p>
Bicycle & Pedestrian Commission	
Engineering Firms	<p>Engineering firms, both locally and outside of this area, provide substantial road and street network design services, traffic impact studies, traffic studies and other engineering studies.</p>
Construction Companies	<p>Construction companies provide the physical work necessary to build and improve road and can influence the timing of project due to limitations in resources. They can provide a unique perspective on scheduling and constructability issues.</p>

Who should be involved	Potential role(s) <span style="float: right;"><b>Citizen Topic Group Meeting #6</b></span>
Private Developers and Homebuilders	In addition to providing new developments, they refurbish existing structures and create places for community members to live, work, and pursue recreation.
Attorneys	Attorneys can provide legal advice for public agencies as well as private companies and individuals for transportation services.

b. Who should take the **lead role** in implementing this strategy?

See Action Plan below

## 2. Action Steps

a. Indicate the action steps that should be taken to help position this strategy for implementation.

<b>Action Steps:</b>
<p>A. <u>Resources</u>. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community's transportation system and transportation needs, including:</p> <ul style="list-style-type: none"> <li>a. <u>Countywide Sales Tax</u>. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax's proceeds being devoted solely to transportation needs.</li> <li>b. <u>Vehicle Stickers</u>. Consideration of the imposition or reimposition of a "vehicle sticker/vehicle tax" for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets;</li> <li>c. <u>CIDs/NIDs</u>. Increased use of Community Improvement Districts ("CIDs") and/or Neighborhood Improvement Districts ("NIDs"), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas;</li> <li>d. <u>Development Fees</u>. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected.</li> </ul> <p>There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community's expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.</p>

**Action Steps:**

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described in paragraph D below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in the sidewalk system, the pedway system, the major road system and the public transportation system.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

- a. Have existing gaps in each component of the transportation system;
- b. Have poor coordination in the planning efforts related to each component of the transportation system and poor coordination in identifying the needs of the transportation system;
- c. Lack proper consideration of the transportation system's needs in the planning for the community's expansion and new developments;
- d. Have a wasteful overlapping of services of various providers in the Human Services Transportation field;
- e. Have a general lack of coordination in the development of our transportation system;
- f. Need additional resources to devote to the transportation system and the broad based public support that will be required to approve the funds for these resources; and
- g. Have a number of potential "users" of the public transportation system and the human transportation system, whose needs are not being met in any fashion,

**Action Steps:**

the group strongly recommends to the City Council that the City council establish 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 to:

- i. Identify new and existing resources for transportation system needs;
- ii. Allocate such resources among the various components of the transportation system, including non-motorized transportation, human services transportation, public transportation, and the road and street network;
- iii. Identify existing gaps in each component of the transportation system;
- iv. Identify potential users of the public transit and human transportation systems, whose needs are not being met;
- v. Plan for upgrades in all components of the existing transportation system;
- vi. Plan for future transportation system needs;
- vii. Expand all components of the transportation system to new developments.

This Advisory Board should be appointed by the City Council. Its members should consist of citizen stakeholders and users of the various components of the transportation system, who are respected individuals and who have substantial influence, and who have interests and stakes in each of the transportation system's component areas, including:

- Non-motorized transportation;
- Advanced planning and development;
- Road network and traffic management;
- Public transportation;
- Human Services Transportation.

It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not

**Action Steps:**

intended that this Transportation Advisory Board should be “an additional step” in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

E. Boone County Transportation System Study. The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance.

F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

**Note:** The Transportation Work Group adopts and incorporates herein by reference the Executive Summary and Report which are attached hereto and requests/demands that such documents be included as an Appendix to the “Consultant’s Draft” of the Visioning Report.

b. What should be done first in order to **jumpstart** implementation efforts? If possible, indicate who should take the lead in jumpstarting implementation.

**3. Measuring Success (optional)**

As the Columbia community works to implement this strategy, how will we know if we're on the right track? Please document any indicators and/or significant benchmarks that could be used to help measure progress in implementing the strategy.

<b>Indicators and/or Benchmarks:</b>

## Appendix VIII.

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### COMMUNITY CHOICES TALLY SHEET

# Appendix VIII. – Community Choices Tally Sheet

## 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: <ol style="list-style-type: none"> <li>Prepare an annual report with metrics that help the public understand the pattern, pace, costs and benefits of Columbia's growth.</li> <li>Hold an annual meeting to share the report and invite public feedback.</li> <li>Educate the public about zoning in areas where they own or plan to purchase property.</li> </ol>	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