

# The Communications Center, Inc.



March 31, 2009

Bill Watkins, Manager  
City of Columbia  
701 East Broadway  
Columbia, MO 65201

RE: Draft Visioning Implementation Report

Dear Bill:

Enclosed for transmittal to the City Council is the draft implementation report that was provided for in the 2007 Vision Report. As we discussed, a number of changes have been made in organization and content in response to the comments received during the public comment period.

I also want to thank you, Paula Hertwig Hopkins, and the other City staff who participated in putting this report together, for your efforts throughout the time this report was being compiled. As you know, I was able to meet with virtually every department head and with other city employees as we pulled together the "inventory of existing efforts" and evaluated available resources. I thank them in particular for their willingness to share information and to introduce us to others who were working on various vision related projects.

Throughout, I was impressed with the ability and professionalism of those I met, and with their dedication to serving the public. I was also struck, however, with how stretched thin many are as they attempt to meet multiple competing demands with limited resources. We hope that with the increased collaboration, coordination and information sharing emphasized throughout this report, some of the stress can be alleviated.

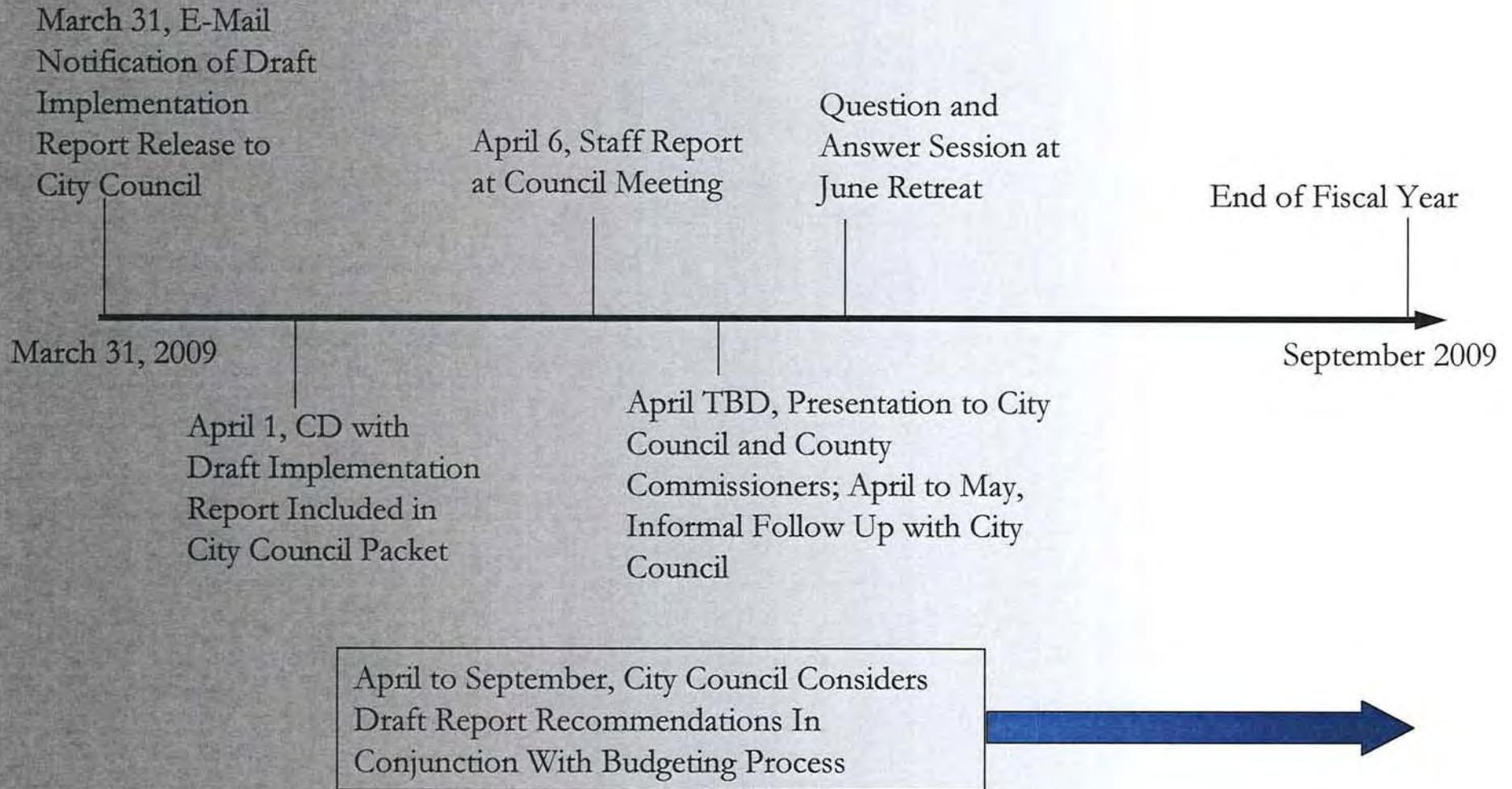
Yours truly,

Sarah J. Read

/pk  
enclosure

cc: Paula Hertwig Hopkins w/enclosure

# City Council and The Draft Implementation Report



March 30, 2009

## **Reading the Draft Visioning Implementation Report**

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This report addresses many different aspects of visioning. Each section has an introduction explaining its purpose and organization. Here are some suggestions for reading the report:

- ◆ *Start by reading the Overview and Vision Statements.* After reading the overview, you might read the introductions for each section. Every introduction outlines how a given section is organized and explains why it has been organized in that way.
- ◆ *Review the grouping of goals and strategies from the 2007 Vision Report.* The 2007 Vision Report emphasized the efficient use of city resources in implementing the vision and recommended that the Draft Implementation Report propose a grouping of goals and strategies. For this reason the report groups the visioning goals into 7 categories which are set forth in Section 2, the “Recommended Grouping of Goals and Strategies”. If you want to know more about how the goal groups were formed, read the “Technical Documents on Goal Groupings and Strategies” in Appendix E.
- ◆ *Look at the recommendations for actions to be taken during fiscal years 2010 and 2011.* Section 3 sets forth recommended steps that could be completed by City government over the next two years. These are arranged according to the same goal groups used in Section 2. You can print out a “miniplan” for each goal grouping by printing out and combining the relevant portions from both Sections 2 and 3.
- ◆ *If you would like to learn more about how boards and commissions can integrate citizen dialogue into their decision making process,* read Section 4, the “Guidelines for Convening and Collaboration”. If you would like to see what organizations have been suggested for roles in implementing a given strategy or how the strategies fit within the 7 goal groups, start with Appendix C, the “Organizations for Collaboration and Coordination”.
- ◆ *If you would like to learn more about the efforts over the last year of local government entities, citizen groups, non-profits, and private organizations related to implementing the vision,* start with Appendix A, the “Inventory of Existing Efforts”.
- ◆ *If you would like to see a list of outreach efforts and comments received during the development of this Draft Visioning Implementation Report,* see Appendix D.

### **What’s Next?**

The City Council will review the recommendations in the report during the budgeting process. The newly appointed Columbia Visioning Commission (CVC) is also developing ways to measure the progress made toward realizing the vision and ways to promote ongoing public involvement in the work of implementation. The CVC will issue its first progress report at the end of 2009.

**March 31, 2009**

# **Draft Visioning Implementation Report**



**For  
City Council**

**Draft  
Visioning  
Implementation  
Report**

**For City Council**

**March 31, 2009**

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## 1. Overview and Vision Statements

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In the summer of 2006, the City of Columbia initiated a visioning process known as “Imagine Columbia’s Future”. The Final Vision and Action Plan (“2007 Vision Report”) was issued in 2007 and accepted by the City Council in February 2008. The 2007 Vision Report recognized that “there are limited resources, both monetary and non-monetary, for implementation” and stated that “to make the most efficient use of funds, implementation of the vision should utilize and build upon existing structures and resources.” The 2007 Vision report further provided for the preparation of a “draft implementation report” by the Office of City Manager, in consultation with others. (See 2007 Vision Report at S-2 to S-3 and Council Bill B-299-08, Section 2-533). This is the draft implementation report.

The 2007 Vision Report presented a vision that would, if achieved, make Columbia a model community for the country. Three things are needed, however, to make this vision a reality.

- First, this future can only be achieved with a steady focus on its implementation. However, the vision’s breadth and complexity invite arguments over the details of implementation which can divert from that focus. For this reason, a number of the recommendations included in Section 3 address procedural changes that City government can make, and policies it could adopt, that will help ensure that the vision is consistently used throughout the community as a filter for asking questions, setting priorities, allocating resources, identifying consequences of actions, resolving issues, and evaluating progress.
- Second, as is further detailed throughout this report, a collaborative effort is needed to implement the vision. We will accomplish more by sharing information and scarce resources, minimizing unnecessary conflict, and avoiding duplication of efforts.
- Finally, we must develop clear, short term objectives for progress within defined time frames, agree on how that progress should be measured, and provide accountability

for results. Without clear objectives, defined time frames, and accountability measures, it will be difficult to evaluate the changes needed to ensure ongoing progress.

This report recommends specific implementation tasks that could be completed by city government over the next two fiscal years, often in collaboration with others. It also contains other information suggested in the 2007 Vision Report, including a recommended grouping of the goals and strategies identified in the 2007 Vision Report, an inventory of existing efforts, an inventory of new resources required to accomplish certain identified goals, identification of organizations and entities that could be involved in implementation, and guidelines for convening public dialogues.

The *information* reflected in this report includes (i) the original vision statements, goals and strategies that were included in the 2007 Vision Report; (ii) information generated through a series of public meetings, meetings with boards and commissions, and individual interviews, including interviews with members of the City Council and County Commission, department heads, and members of the original Sponsors Council and visioning committee, and (iii) information gleaned from a review of local news sources and blogs, data from surveys, and other sources.<sup>1</sup> The *recommendations* in this report reflect both the information received, which is set forth in the report, and a review of the limited financial resources currently available. The recommended actions are ones that could be accomplished with available funds and have significant potential for moving the vision forward.

The sections of this report are listed below. A more complete explanation of each section is provided at the beginning of that section.

Section 1. Overview and Vision Statements - In addition to this overview, this section contains a list of the vision statements generated by the 13 Citizen Topic Groups that were included in the 2007 Vision Report. These vision statements addressed all aspects of life in Columbia and reflect community values, hopes, and aspirations.

Section 2. Recommended Grouping of Goals and Strategies - This section provides a recommended grouping of the goals and strategies that were identified in the 2007 Vision Report. The goals and strategies in this section retain the original wording from the 2007 Vision Report, although they have been

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<sup>1</sup> Preliminary drafts of this report were both presented to the public for review and comment at the public meetings and also posted online for a more continuously open review and information gathering. Review copies were also made available through the library and Office of the City Manager. Public input was regularly sought through a series of online surveys and requests to departments, boards, commissions and others. Radio, T.V., newspaper announcements, and listservs were also used. Both the City's and The Watchword's visioning pages received approximately 600 hits in January and February 2009 and over 1,100 hits each since July 2008. A list of the public meetings held, and other efforts to obtain public input on prior drafts of this report, along with summary of comments received through surveys and e-mail comments received during the public comment period is included with this report as Appendix D.

reorganized into more congruent sets of related goals and strategies. These groupings can be used by interested organizations to set priorities, develop plans, and track progress.

Section 3. Next Steps for Fiscal Years 2010 and 2011 - This section recommends specific steps that could be taken by City government during fiscal years 2010 and 2011 to help move the vision forward. These recommendations are organized using the same goal groups identified in Section 2.

Section 4. Guidelines for Convening and Collaboration - This section addresses the need for ongoing collaboration among multiple entities if the vision is to become a reality, and offers a brief set of guidelines and resources that can help in organizing community dialogue.

The report also contains various appendices. These are as follows:

Appendix A. Inventory of Existing Efforts - This Appendix lists recent efforts throughout the community that are helping to make the vision a reality. It is arranged in alphabetical order by topic.

Appendix B. Inventory of New Resources Needed - This appendix lists non-financial resources that various organizations have identified as needed in order to complete vision-related tasks.

Appendix C. Organizations for Collaboration and Coordination – As requested in the 2007 Vision Report, this Appendix includes summaries that identify organizations that could work together in realizing specific visioning goals and strategies.

Appendix D. Summary of Public Comment – This appendix includes a summary of public outreach efforts, survey results, and a summary of comments received during the public comment period.

Appendix E. Technical Documents on Goal Groupings and Strategies – This appendix includes the transitional documents that were presented to the public during the development of this report, and that illustrate how the goal groupings were arrived at. The second goal grouping also includes cross references to the recommendations in Section 3 and identifies a recommended lead for each such recommendation.

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A copy of the vision statements from each of the 13 original topic groups immediately follows.



# Vision Summary & Vision Statements

## Vision Summary

*Columbia will be a connected, informed and engaged community.*

## Community Vision Statements

### **Arts and Culture**

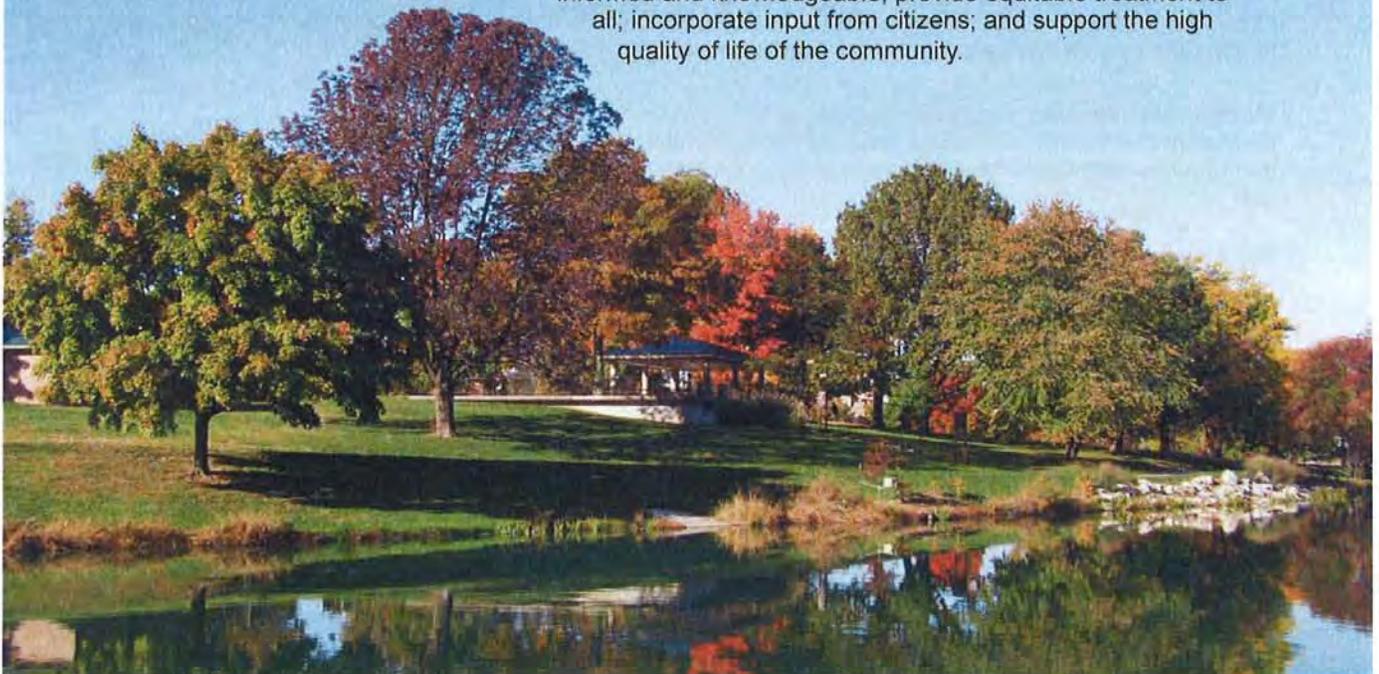
Arts and culture resources, artists and institutions are accessible to all, are supported by the community and provide a rich network of creative opportunities.

### **Community Character**

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 Facilities and Services**

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.



## **Community Pride and Human Relations**

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.

## **Development**

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.

## **Downtown**

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.

## **Economic Development**

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

## **Education**

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.

## **Environment**

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.

## **Governance and Decision Making**

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**

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.

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

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.

## **Transportation**

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.

### ***Our vision...Our future....Our Columbia***

*The complete vision report including goals, strategies, action plans, appendices and implementation supplement is available at [www.gocolumbiamo.com](http://www.gocolumbiamo.com) (click on Community Visioning.) For more information, contact the City Manager's Office at 573-874-7214 or email [CityMan@GoColumbiaMo.com](mailto:CityMan@GoColumbiaMo.com).*

September 2008

## 2. Recommended Grouping of Goals and Strategies

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The 2007 Vision Report called for a “recommended grouping of related goals and strategies”. The purpose of this grouping is to organize information in way that better enables those who are working on implementation to evaluate inter-relationships, set priorities, develop plans, and track progress. All of the goals, strategies, and vision statements that appear in this section use the original wording from the 2007 Vision Report. The Citizen Topic Group and Sub Topic Group that provided each goal and strategy are identified at the end of each statement and related vision statements are set forth at the end of each goal group.

The goal groupings were identified by analyzing overlaps in subject matter, listening to how questions and comments were grouped during the public meetings and other discussions, and looking at differences in governing bodies and other organizations involved on various issues. These 7 “goal groups” emerged as a result of that analysis:

- Community
- Economic Development
- Education
- Environment
- Governance
- Planning and Development
- Transportation

Many of the goals and strategies are interdependent, and a further analysis of how the various strategies overlap across themes is set forth in Appendix C. Appendix E maps how the goals from each of the citizen topic groups were assigned into the various goal groups.

The separation of goals and strategies within each goal group reflects a distinction in the 2007 Vision Report. As that report states: “adjustments in the specific actions steps and strategies will necessarily be made as those strategies are integrated with the ongoing activities . . .” while, in contrast, “the vision and goal statements of the various Citizen Topic Groups should be a constant guide that both informs changes to be made and sets a standard against which the outcome of various changes can be measured.”

# Goal Group 1: Community

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*The goals, strategies, and vision statements in this group relate to building and supporting our sense of community: the ways in which we live together and support each other.*

## ▪ **Goals Related To Goal Group 1: Community**

### ◆ *Arts*

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

### ◆ *Facilities and 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. (TG: Health, Social Services, and Affordable Housing [“Health”], STG: Social Services)
- 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. (TG: Health, STG: Health)
- Access to library services, facilities, and community meeting spaces will be increased. (TG: Community Facilities and Services, STG: Library)
- 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. (TG: Parks, Recreation, and Greenways, STG: Parks)
- 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. (TG: Parks, Recreation, and Greenways, STG: Recreation)
- The relationship between the Columbia Police Department and the community will be positive and mutually respected. (TG: Community Facilities and Services, STG: Law Enforcement)
- Community members will be safe and secure. (TG: Community Facilities and Services, STG: Public Safety)

# Goal Group 1: Community

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## ◆ *Inclusion*

- 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. (TG: Community Pride and Human Relationships, STG: Sense of Community)
- 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. (TG: Community Pride and Human Relationships, STG: Diversity and Inclusion)
- Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people. (TG: Community Pride and Human Relationships, STG: Youth)

## ■ **Strategies Related To Goal Group 1: Community**

### ◆ *Arts*

- 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.). (TG: Arts; STG: Means)
- Identify and expand funding opportunities for the arts community. (TG: Arts; STG: Means)
- Create an appetite and appreciation for the arts through educational programs. (TG: Arts; STG: Ends)
- Expand arts programming and venues. (TG: Arts; STG: Ends)

### ◆ *Facilities and Services*

- Establish a community foundation funded by private dollars to fund social services and other community needs. (TG: Health, Social Services and Affordable Housing (“Health”); STG: Social Services)
- Identify and establish effective, readily available comprehensive health services (physical, mental, oral, substance abuse, vision) for all. (TG: Health; STG: Health)
- Develop a strategic plan for Assertive Community Treatment in Columbia, focused on Mental Health. Document primary health care access needs and barriers. (TG: Health; STG: Health)

## Goal Group 1: Community

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- Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention. (TG: Health; STG: Health)
- Foster health literacy by strengthening inter-organizational and community relationships. Design and deliver a coordinated, creative multi-media communications program, focused initially on diabetes. (TG: Health; STG: Health)
- Establish additional facilities and service points to provide expanded library services for the growing community. (TG: Community Facilities and Services (“Community Facilities”); STG: Library)
- Provide comprehensive, efficient removal of snow throughout the city. (TG: Community Facilities; STG: Public Works)
- Examine existing park networks and identify gaps in the different defined types of parks. (neighborhood, regional, nature, and urban.) (TG: Parks, Recreation and Greenways (“Parks”); STG: Parks)
- Develop an overall plan to make sure as many park needs as possible are met without unnecessary duplication. (TG: Parks; STG: Parks)
- Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities. (TG: Parks; STG: Parks)
- Expand the program of volunteers to help support the parks. (e.g. Adopt-a-Park.) (TG: Parks; STG: Parks)
- Facilitate the marriage of private and public interest groups to build recreational facilities. (TG: Parks; STG: Recreation)
- Be proactive in expanding facilities as Columbia grows. (TG: Parks; STG: Recreation)
- Administer law enforcement fairly to all citizens. (TG: Community Facilities; STG: Law Enforcement)
- Allocate police staffing and presence equitably. (TG: Community Facilities; STG: Law Enforcement)
- Reduce crime and substance abuse. (TG: Community Facilities; STG: Public Safety)
- Increase traffic law enforcement. (TG: Community Facilities; STG: Public Safety)

## Goal Group 1: Community

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- Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay. (TG: Development; STG: Neighborhoods)
- 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.) (TG: Community Character; STG: Revitalization)
- ◆ *Inclusion*
  - Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities. (TG: Community Pride; STG: Sense of Community)
  - Cultivate and implement cross-operational outreach programs that increase participation [in the arts] and reflect the city's rich diversity. (TG: Arts; STG: Means)
  - Form an Intercultural Council. (TG: Community Pride and Human Relationships ("Community Pride")); STG: Diversity/Inclusion)
  - Investigate, encourage, and replicate events that bring various cross-sections of the community together. (e.g. "Spark in the Park"). (TG: Community Pride; STG: Sense of Community)
  - Create an entertaining, media-supported "trading places" project to promote improvements in cross-cultural, multi-ethnic, inter-generational communications and relationships. (TG: Community Pride; STG: Sense of Community)
  - Leverage Study Circle program to build consensus and vision among youth organization leadership. (TG: Community Pride; STG: Youth)
  - 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. (TG: Community Pride; STG: Youth)
  - 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. (TG: Community Pride; STG: Youth)

# Goal Group 1: Community

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## ▪ **Related Vision Statements**

### ◆ *Topic Group: Arts and Culture*

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

### ◆ *Topic Group: Community Facilities and Services*

- 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 in the community.

### ◆ *Topic Group: Community Pride and Human Relationships*

- 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.

### ○ *Topic Group: Downtown*

- ◆ 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.

### ◆ *Topic Group: Health, Social Services, and Affordable Housing*

- 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.

### ◆ *Topic Group: Parks, Recreation and Greenways*

- 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.

## ▪ **Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Community* – Affordable Housing, Arts and Culture, Community, Health, Heritage, Library, Neighborhoods, Parks and Recreation, Safety, and Social Services

## **Goal Group 2: Economic Development**

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*All of these goals, strategies, and vision statements relate to obtaining the resources needed to keep our community financially healthy and provide opportunities to all who live and work here.*

### **■ Goals Related To Goal Group 2: 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. (TG: Economic Development, STG: Economic Development)
- 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. (TG: Economic Development, STG: Jobs and Job Training)
- 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. (TG: Economic Development, STG: Science and Technology)
- 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. (TG: Downtown, STG: Investments)

### **■ Strategies Related To Goal Group 2: Economic Development**

- Promote positive attitudes toward economic development. (TG: Economic Development; STG: Economic Development)
- Leverage Columbia’s natural advantages – MU, Columbia’s location and environment, and Columbia’s people –in fostering economic development. (TG: Economic Development; STG: Economic Development)
- Promote entrepreneurialism. (TG: Economic Development; STG: Economic Development)
- Address issues related to pay, living wage, and benefits. (TG: Economic Development; STG: Jobs and Job Training)
- Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities. (TG: Economic Development; STG: Jobs and Job Training)

## **Goal Group 2: Economic Development**

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- Develop innovative strategies for connecting the workforce. (TG: Economic Development; STG: Jobs and Job Training)
- 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”.) (TG: Economic Development; STG: Science and Technology)
- Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce. (TG: Economic Development; STG: Science and Technology)
- Attract and secure substantial research and venture capital to drive our economic growth. (TG: Economic Development; STG: Science and Technology)
- 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. (TG: Economic Development; STG: Science and Technology)
- 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. (TG: Downtown; STG: Investments)
- Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources. (TG: Downtown; STG: Investments)

### **■ Related Vision Statements**

#### **◆ *Topic Group: Downtown***

- 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.

#### **◆ *Topic Group: Economic Development***

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

### **■ Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Economic Development* – Airport, Downtown, Economic Development, Jobs and Job Training

## Goal Group 3: Education

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*All of these goals, strategies, and vision statements related to intellectual development and are integrally related to the goals of economic development and many of the goals in community (e.g. health and inclusion).*

### ▪ **Goals Related To Goal Group 3: Education**

- 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. (TG: Education, STG: Facilities)
- 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. (TG: Education, STG: Resource Allocation)
- 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. (TG: Education, STG: Quality Education /Curriculum and Programs)

### ▪ **Strategies Related To Goal Group 3: Education**

- 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. (TG: Education; STG: Facilities)
- Ensure that resources are allocated so that students are supported and successful at every level of education from birth through adulthood. (TG: Education; STG: Resource Allocation)
- Increase the quantity and quality of early childhood (birth to 5 years) educational opportunities so that children are prepared for kindergarten. (TG: Education; STG: Quality Education)
- Organize to ensure that world-class curriculum, programs, and instructional techniques are provided by every educational entity, based on research findings. (TG: Education; STG: Quality Education)
- Develop programs for all educational providers within the Columbia community to network, share educational strategies and techniques, and encourage professional development. (TG: Education; STG: Quality Education)

## **Goal Group 3: Education**

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- 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. (TG: Education; STG: Quality Education)

### **▪ Related Vision Statements**

#### **◆ *Topic Group: Education***

- 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.

### **▪ Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Education*** – Education, Jobs and Job Training, Youth

## Goal Group 4: Environment

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*All of these goals, strategies, and vision statements go to protecting and preserving our natural environment and minimizing the costs associated with pollution and waste. This goal group interrelates with the economic development goal group as "the area's natural beauty" and "venues such as our hike and bike trails and paths that foster enjoyment of that natural beauty" were among the natural advantages identified by the Economic Development Topic Group for attracting businesses to Columbia. This goal group also interrelates with the community goal group, particularly to those goals that focus on developing and maintaining a health lifestyle.*

### ▪ **Goals Related To Goal Group 4: Environment**

#### ◆ *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. (TG: Environment, STG: Resource Conservation)

#### ◆ *Energy Efficiency*

- 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. [Italicized language is goal for this goal group] (TG: Community Character, STG: Revitalization)
- 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. (TG: Environment, STG: Environmental Quality)
- Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources. (TG: Environment, STG: Energy Efficiency)

#### ◆ *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. (TG: Development, STG: Land Preservation)

## Goal Group 4: Environment

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- 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. (TG: Parks, Recreation, and Greenways, TG: Greenways)

### ▪ Strategies Related To Goal Group 4: Environment

#### ◆ *Conservation*

- Engage in a life-long understanding of the value of environmental stewardship. (TG: Environment; STG Resource Conservation)
- Reach a goal of zero waste through both increased recycling and reduced consumption throughout Columbia. (TG: Environment; STG Resource Conservation)
- Create an encouraging atmosphere for business opportunities based on environmental stewardship. (TG: Environment; STG Resource Conservation)

#### ◆ *Energy Efficiency*

- Focus on renewable energy building and retrofitting as integral to urban development and restoration. (TG: Community Character; STG: Revitalization)
- Incentivize LEED standards. (TG: Development; STG: Plan and Manage Growth)
- 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.). (TG: Environment; STG: Energy Efficiency)
- 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.) TG: Environment; STG: Energy Efficiency)
- 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.) TG: Environment; STG: Energy Efficiency)

#### ◆ *Land Preservation*

- Develop an environmental protection plan. (TG: Environment; STG: Environmental Quality)

## Goal Group 4: Environment

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- 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." (TG: Environment; STG: Environmental Quality)
- Form a Natural Resources Committee. (TG: Environment; STG: Environmental Quality)
- 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. (TG: Development; STG: Land Preservation)
- 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. (TG: Development; STG: Land Preservation)
- 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. (TG: Development; STG: Land Preservation)
- Investigate a land dedication ordinance to set aside parkland and open space in new developments. (TG: Parks, Recreation and Greenways; STG: Parks)
- Use easements and development rights to promote the preservation of green space and the development of greenways. (TG: Parks, Recreation and Greenways; STG: Greenways)
- Acquire green space and expand greenways through regular financing and acquisitions. (TG: Parks, Recreation and Greenways; STG: Greenways)
- Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings. (TG: Community Character; STG: Community Appearance)

### ■ Related Vision Statements

#### ◆ *Topic Group: Environment*

- 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 Group 4: Environment

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- ◆ *Topic Group: Community Character*
  - 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.
- ◆ *Topic Group: Development*
  - 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.
- ◆ *Topic Group: Parks, Recreation, and Greenways*
  - 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.
- **Appendix A: Inventory of Existing Efforts Cross References**
- ◆ *Environment – Energy Efficiency, Environment*

## Goal Group 5: Governance

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*All of these goals relate to making Columbia's governance a model of transparency, efficiency, and citizen participation.*

### ▪ Goals Related To Goal Group 5: Governance

- Columbia's governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents. (TG: Governance and Decision Making, STG: Structure)
- 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. [Italicized language is goal for this goal group] (TG: Development, STG: Plan and Manage Growth)
- City services will be efficient, effective, and expanded. (TG: Community Facilities and Services, STG: Public Works)

### ▪ Strategies Related To Goal Group 5: Governance

- Create a responsive integrated City system with clear access points to direct inquiries, suggestions, and complaints. (TG: Governance; STG: Structure)
- Create and implement a City customer service policy that includes a tracking system. Each department should tailor their plan accordingly. (TG: Governance; STG: Structure)
- Enhance collaboration between City departments. (TG: Governance; STG: Structure)
- Enhance and facilitate the use of neighborhood associations. (TG: Governance; STG: Structure)
- Establish a system of ongoing reviews of the activities of boards, commissions, and task forces. (TG: Governance; STG: Structure)
- Increase the size of the City Council and provide compensation and other support to council members. (TG: Governance; STG: Structure)
- Anticipate future needs, and review and determine the best way to finance City operations, improvements, and infrastructure over the next 20-25 years. (TG: Governance; STG: Structure)
- Increase the accountability of the City administration to the City Council and the public. (TG: Governance; STG: Structure)
- Increase collaboration and coordination between the City and the County. (TG: Governance; STG: Structure)

## Goal Group 5: Governance

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- Ensure predictability and accountability so that government actions are aligned with “Imagine Columbia’s Future.” (TG: Development; STG: Plan and Manage Growth)
- 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. (TG: Health; STG: Social Services)
- Use available technology to increase and improve city services offered to the community. (TG: Community Facilities; STG: Public Works)
- Investigate ways to enhance services, and increase communication regarding services currently available. (TG: Community Facilities; STG: Public Works)
- Reorganize and expand the Human Rights Commission, review city policy statements regarding human rights, and expand study circles. (TG: Community Pride; STG: Diversity/Inclusion)
- Develop and implement awareness orientation and training programs for new and existing employees. (TG: Community Pride; STG: Diversity/Inclusion)

### ■ **Related Vision Statements**

#### ◆ *Topic Group: Governance and Decision Making*

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

#### ◆ *Topic Group: Community Facilities and Services*

- 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 in the community.

### ■ **Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Governance - Governance*

## Goal Group 6: Planning and Development

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*These goals, strategies, and vision statements related to how we plan and manage growth, preserve our neighborhoods and heritage, and maintain quality of life were identified by many topic groups. These are grouped under "planning and development".*

### ■ **Goals Related To Goal Group 6: Planning and Development**

- 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. (TG: Development, STG: Plan and Manage Growth)
- Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics. (TG: Community Character, STG: Community Appearance)
- Historic areas will be identified, valued, and preserved through education, enforcement, and incentives. (TG: Community Character, STG: Historic Preservation)
- ◆ *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. (TG: Development, STG: Infrastructure)
- ◆ *Neighborhoods*
  - A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of affordable, energy efficient, and accessible housing. (TG: Health, STG: Affordable 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. (TG: Downtown, STG: Housing)
  - 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. (TG: Development, STG: Neighborhoods)

## **Goal Group 6: Planning and Development**

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- *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.* [Italicized language is goal for this group] (TG: Community Character, STG: Revitalization)

### **▪ Strategies Related To Goal Group 6: Planning and Development**

- Take an inventory of natural and cultural resources. (TG: Development; STG: Plan and Manage Growth)
- Implement a growth management plan that incorporates form based zoning. (TG: Development; STG: Plan and Manage Growth)
- 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. (TG: Development; STG: Plan and Manage Growth)
- 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. (TG: Development; STG: Plan and Manage Growth)
- Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders. (TG: Development; STG: Plan and Manage Growth)
- 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.) (TG: Community Character; STG: Community Appearance)
- Apply best practice community design, aesthetics, and environmentally friendly planning. (TG: Arts; STG: Ends)
- ◆ *Infrastructure*
  - Use a task force of stakeholders, supported by professionals, to develop a comprehensive plan for existing and future infrastructure needs that, 1)

## Goal Group 6: Planning and Development

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- coordinates with a comprehensive growth plan, 2) streamlines the planning process, and 3) educates the public about the plan. (TG: Development; STG: Infrastructure)
- Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (See Strategy 1.) (TG: Development; STG: Infrastructure)
- 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. (TG: Development; STG: Infrastructure)
- ◆ *Neighborhoods*
  - 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. (TG: Community Character; STG: Revitalization)
  - 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. (TG: Community Character; STG: Community Appearance)
  - 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. (TG: Development; STG: Neighborhoods)
  - Develop a policy of identification, financial incentives such as tax abatement and tax credits, and resources for monitoring to encourage historic preservation. (TG: Community Character; STG: Historic Preservation)
  - Seek federal preservation funds for use in community historic preservation. (TG: Community Character; STG: Historic Preservation)
  - Educate neighborhoods of their historic importance and of incentives available for historic preservation. (TG: Community Character; STG: Historic Preservation)
  - Ensure that as we grow we preserve our heritage and uniqueness. (TG: Development; STG: Plan and Manage Growth)
  - 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. (TG: Downtown; STG: Housing)

## **Goal Group 6: Planning and Development**

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- Contact realtors, retailers, developers, and financial sources to access the barriers and opportunities to downtown housing development. (TG: Downtown; STG: Housing)
- Establish a locally administered Housing Trust Fund with a dedicated revenue source. (TG: Health; STG: Affordable Housing)
- Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities. (TG: Health; STG: Affordable Housing)
- Create a private non-profit organization that will develop, purchase, and manage affordable housing units in Columbia. (TG: Health; STG: Affordable Housing)

### **■ Related Vision Statements**

#### **◆ *Topic Group: Community Character***

- 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.

#### **◆ *Topic Group: Development***

- 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.

#### **◆ *Topic Group: Health, Social Services, and Affordable Housing***

- 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.

### **■ Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Planning and Development* – Affordable Housing, Heritage, Neighborhoods, Planning and Development

## Goal Group 7: Transportation

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*All of these goals relate to travel into, around, and from Columbia.*

### ▪ **Goals Related To Goal Group 7: Transportation**

#### ◆ *Airport*

- In the future, it will be possible to efficiently and cost effectively fly into and out of Columbia to save time and money. (TG: Economic Development, STG: Airport)

#### ◆ *Downtown*

- People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area. (TG: Downtown, STG: Mobility)

#### ◆ *Non-Motorized*

- 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. (TG: Parks, Recreation, and Greenways, STG: Trails)
- Columbia will enjoy a safe, interconnected, nonmotorized 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. (TG: Transportation, STG: Non-Motorized Transportation)

#### ◆ *Options and Integration*

- 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. (TG: Transportation, STG: Road Network and Traffic Management)
- 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. (TG: Transportation, STG: Public and Human Services Transportation)
- 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. (TG: Transportation, STG: Advance Planning and Development)

## **Goal Group 7: Transportation**

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### ▪ **Strategies Related To Goal Group 7: Transportation**

#### ◆ *Airport*

- Enhance the future use of the airport by improving its appearance and functionality. (TG: Economic Development; STG: Airport)
- Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times. (TG: Economic Development; STG: Airport)
- Establish a Regional Authority and change the name of the airport to reflect its regional nature. (TG: Economic Development; STG: Airport)

#### ◆ *Non-Motorized*

- 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. (TG: Development; STG: Neighborhoods)
- Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible. (TG Parks; STG: Trails)
- Achieve trail connectivity in new and existing developments. (TG: Parks; STG: Trails)
- Give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. Increase the pace of sidewalk improvements.
- 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. (TG: Transportation; STG: Non-Motorized Transportation)

#### ◆ *Options and Integration*

- Provide comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form based zoning. (TG: Development; STG: Plan and Manage Growth)
- 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. (TG: Transportation; STG: All)

## **Goal Group 7: Transportation**

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- 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. (TG: Transportation; STG: Non-Motorized Transportation)
- 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. (TG: Transportation; STG: Plan and Manage Growth)
- Research similar cities with respect to efficient use of assets (alleyways, walkways, bike paths, parking spaces, etc.) for considerations for plans for Columbia. (TG: Transportation; STG: Plan and Manage Growth)
- Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity. (TG: Transportation; STG: Advance Planning)
- 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. (TG: Transportation; STG: Advance Planning)
- Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO. (TG: Transportation; STG: Advance Planning)
- Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County. (TG: Transportation; STG: Road Network and Traffic Management)
- Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development. (TG: Transportation; STG: Road Network and Traffic Management)
- 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. (TG: Transportation; STG: Road Network and Traffic Management)
- 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. (TG: Transportation; STG: Public and Human Services Transportation)
- Tie public transportation service into the permit process for new developments. (TG: Transportation; STG: Public and Human Services Transportation)

## **Goal Group 7: Transportation**

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- 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. (TG: Transportation; STG: Public and Human Services Transportation)
  
- **Related Vision Statements**
  - ◆ *Topic Group: Transportation*
  
  - 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.
  
- **Appendix A: Inventory of Existing Efforts Cross References**
  - ◆ *Transportation – Airport, Transportation*

### 3. Next Steps for Fiscal Years 2010 and 2011

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As provided in the 2007 Vision Report, this Section sets forth recommended actions that could be taken by City government over the two-year period beginning in October 2009 (fiscal years 2010 and 2011) to help implement the vision. The recommendations are arranged according to the goal groups identified in Section 2 of this report. Footnotes are included throughout to help orient the reviewer as to how the recommendations made in this section relate to the vision goals.

The 2007 Vision Report recognized that successful implementation of the vision will “require the support of governmental institutions, business, civic and educational institutions, individual citizens, and community-based organizations, more than ever before” (p. 104). This includes regional support and involvement of entities beyond the boundaries of the City. For these reasons, several of the recommendations made here involve convening groups who are needed to help set priorities and to implement the additional actions which will need to be taken. Other recommendations include actions that will increase communication among those governmental and nongovernmental entities working on similar or interrelated issues, and create or strengthen networks and partnerships.

In making these recommendations, we have taken into account both the limited availability of new financial resources, and the many actions that have already been taken and projects that are underway. A list of existing actions and projects can be found in Appendix A, the “Inventory of Existing Resources”. The recommendations in this Section are in addition to, and so do not include, the ongoing, existing programs and projects identified in that inventory. A brief summary of actions taken or underway is, however, provided before each set of recommendations (marked by an arrow shaped bullet). The recommendations in this section will be considered during the budgeting process for fiscal year 2010 and 2011. Final decisions on policy and the actual funding for projects will be ultimately made by the City Council.

## Recommended Actions for Fiscal Years 2010 and 2011

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### ▪ GOAL GROUP 1: COMMUNITY

#### ◆ *Arts*<sup>1</sup>

- Columbia has many organizations and individuals that are involved with the arts and has both a Commission on Cultural Affairs and an Office of Cultural Affairs (OCA). In addition to the 2010 update of Columbia's Cultural Plan, "Creative Columbia," and other ongoing activities listed in the Existing Resources Inventory (Appendix A), the following action is recommended for fiscal years 2010 and 2011:
  - Beginning in fiscal year 2010, the OCA will convene (using a variety of formats) artists, art professionals and art-related organizations to explore needs for ongoing training and resources, and actions that would help to foster an environment of collaboration throughout the arts community on such issues as outreach, grant-writing, planning, etc. Following this convening the OCA will evaluate whether this should be an annual convening. This convening would include all of the arts -- visual arts, theatre, music, dance, and the literary arts.

#### ◆ *Facilities and Services – Public Safety*<sup>2</sup>:

- Since the issuance of the 2007 Vision Report, the Columbia Police Department implemented a new Street Crimes Unit and created a new Professional Standards Unit, the Council-appointed Citizen Police Oversight Committee completed its work, two new fire stations were built and placed into service, and following an interview process that included public meetings and comment, a new police chief was hired. These and other actions related to public safety are set forth in Appendix A. Recommended actions related to public safety for fiscal years 2010-2011 are:
  - Finish installing red light cameras in fiscal year 2010 and 2011. The City has developed a plan for installing red light cameras to help with traffic enforcement. That installation is expected to start in 2009.
  - Establish the new Civilian Review Board in fiscal year 2010.
  - The new Police Chief will oversee the completion of the Columbia Police Department's strategic plan, specifically addressing the visioning goals related to public safety, early in fiscal year 2010.

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<sup>1</sup> This recommendation relates to the goals and strategies recommended by the Means subtopic group of the Arts Topic Group, which are included under the "Community" goal group in Section 2.

<sup>2</sup> The recommendations in this subsection relate to the recommendations on traffic enforcement and crime reduction made by the Public Safety subtopic group of the Community Facilities and Services Topic Group, and part of the action plan developed by the Youth subtopic group of the Community Pride and Human Relationships Topic Group. These recommendations and those listed below under "Health and Social Services" and "Recreation and Cultural Activities", all relate to goals stated under the "Community" goal group in Section 2.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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- In fiscal years 2009 through 2011, convene joint meetings of, and ongoing dialogue among, the City/County justice, government and education communities to explore better prevention and better coordination of all aspects of justice system, and to identify ways the community can work together to collaboratively prevent crime and mitigate its effects. The initial convening would be expected to occur in 2009. One goal of this convening will also be the identification of both (i) the data that will help the public understand the causes, responses to and trends related to public safety, and (ii) a means of reporting that data. Another specific goal of these meetings would be to identify alternative ways of addressing juvenile crime through a combination of policies (such as curfews), early consequences (e.g., truancy), and programs that keep kids out of the juvenile justice system (or help with a successful exit from that system).
- See also the goal below under “Facilities and Services - Health and Social Services” related to enforcement of tobacco and alcohol goals. The Police Department would be in charge of such enforcement.
- ◆ *Facilities and Services - Health and Social Services*<sup>3</sup>
  - As is further detailed in Appendix A, many different groups, including the Columbia/Boone County Department of Public Health and Human Services are working on issues related to disease prevention and promotion of healthy lifestyles. Many of these efforts are not well coordinated and public resources are stretched thin. The Department of Public Health and Human Services has joined a group that is developing a web-based data management technology known as “Community Issues Management” (CIM) which will provide a data-based platform for framing, managing, and identifying actions to take on complex issues and which can serve as a platform for issues framing and public dialogue. Enhanced coordination and collaboration among groups working on health education and prevention could provide significant benefits, including cost savings. Studies have indicated that increases in health literacy within the community can result in significant costs savings for government and for the community. The recommended actions for fiscal years 2010 through 2011 are:
    - In addition to providing ongoing public education and outreach programs the Health Department will (i) implement the CIMS process and technology by the end of fiscal year 2011; and (ii) work with others in the community both to identify those groups working on related health issues and to build inter-organizational relationships which result in a more accessible and cooperative network of community resources.

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<sup>3</sup> These goals relate to the recommendations of the Health subtopic group of the Health, Social Services and Affordable Housing topic group, and relate to the “Community” goal group under Section 2. Note that Issues related to health also contribute to other goals such as economic development and public safety.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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- Because underage drinking and tobacco use has significant health effects, the Columbia Police Department will work to increase compliance on enforcing underage tobacco and alcohol laws to 75% from the current 50% by the end of FY 2011.
- The Boone County Mental Health Board of Trustees and other groups working on mental health will be invited to join the discussions related to public safety and education mentioned above and below, respectively, and also will be invited to set specific goals for prevention and provision of service that could be presented to the public and tracked through the visioning process. The Boone County Mental Health Board of Trustees is established pursuant to statute and has the mission of ensuring access to well coordinated, high quality mental health services that are consumer and family focused. One of the Boone County Commissioners acts as a liaison with the Board of Trustees and the Office of City Manager will extend the invitation through this Commissioner.
- ◆ *Facilities and Services – Parks and Recreation*<sup>4</sup>
  - The Parks and Recreation Department has in place a master plan that is scheduled to be updated in fiscal year 2012 and a trails plan that is updated as needed to keep pace with growth and development in Columbia. The current funding source for greenway land preservation and land acquisition is the 1/8-cent park sales tax which is currently set to expire in 2011. Further information related to Parks and Recreation activities is set forth in Appendix A. Recommended goals for fiscal years 2010 and 2011 are:
    - Fund and complete all 2009 through 2010 capital projects in the Park and Recreation capital improvement program.
    - Develop and pass in 2010 a ballot issue for renewal or expansion of the park sales tax.
- ◆ *Inclusion*
  - During the public comment period on this report, the Columbia Disabilities Commission stated that an estimated 12.5 – 15% of Boone County residents have disabilities and that the need for accessibility in arts, recreation, housing, transportation, education, jobs, and other areas should be a key factor taken into account in implementing the vision. Several adjustments have been made in this report to reflect the comments of this Commission, which are included in full in Appendix D. In addition, we have added the following recommendation:
    - The Office of City Manager will designate staff to work with the Columbia Disabilities Commission to develop a program that will educate and utilize volunteers to review City facilities in order to identify and report problems with accessibility.

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<sup>4</sup> These recommendations relate to the goals set forth by the Community Appearance subtopic group of the Community Character Topic Group and the Parks Recreation and Greenways Topic Group, which are included in the “Community” goal group in Section 2.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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This program will be implemented during fiscal year 2010. The Office of City Manager will also work with the Columbia Disabilities Commission to convene dialogues with interested groups and individuals during fiscal years 2010 and 2011 to identify additional actions that could be taken to improve accessibility and to identify funding sources for facilities improvements that are identified through these dialogues.

- During fiscal year 2010, the Office of City Manager will work with interested citizens and relevant departments, boards, and commissions to evaluate the use of city land for community gardens. This will involve the evaluation of potential benefits and risks of and the development of policies related to such use.
- During fiscal years 201 and 2011 the City Council and the Office of the City Manager will continue to explore the formation and purposes of a community foundation and the extent to which the New Century Fund can contribute to this purpose.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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### **▪ GOAL GROUP 2: ECONOMIC DEVELOPMENT<sup>5</sup>**

- ◆ For a summary of existing efforts related to economic development, see Appendix A (see entries under “Downtown”, “Economic Development” and “Jobs and Job Training”). Although much progress has been made on refocusing REDI into a greater partnership with the University of Missouri and this has already resulted in attracting businesses to Columbia, economic development efforts throughout the region need even more focus and coordination. Prior to the end of fiscal year 2009, and working with the University of Missouri, the Office of City Manager, plans to convene those groups working on economic development within the region with the goals of (1) identifying specific goals and actions for fiscal years 2010 and 2011 that would contribute to the vision goal of creating a fully functional Regional Science and Technology Network as described in the 2007 Vision Report; (2) explore the anticipated labor needs of our evolving economy and the educational options needed to ensure quality job opportunities for youth and young adults, including those with disabilities, throughout the community; and (3) identify and discuss innovative strategies for connecting the workforce, including the establishment of a clearinghouse to track and promote training and job opportunities. Specific goals that have been identified to date for fiscal years 2010 and 2011 are as follows:
  - Secure three shovel-ready sites, with at least one certified in fiscal year 2010 and one filled by fiscal year 2011.
  - Stay on target to meet the goal for 25 high technology start-ups by 2020, with the objective of having a net of new five start-ups by end of fiscal year 2010.
  - As resources allow, fund and fill the position of ombudsman within the office of City Manager, with the objective of transforming the permitting process into a welcoming, coordinated, highly efficient, one-stop shop, and helping existing businesses resolve issues related to retaining those businesses or to their plans for expansion.
  - Develop a process for analyzing business licenses and SIC codes to identify trends, and evaluate contributions of various areas, including the arts, to economic development.
  - Although not limited to projects relating to economic development, the Office of City Manager will partner with the University of Missouri to seek at least \$300,000 in outside grant funding to be spent on economic development and other vision related projects in fiscal years 2010 and 2011.

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<sup>5</sup> The recommendations here all relate to the goals and strategies that were approved by the Economic Development Topic Group, and appear in Section 2 under the goal group “Economic Development.”

## **Recommended Actions for Fiscal Years 2010 and 2011**

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### ▪ **GOAL GROUP 3: EDUCATION<sup>6</sup>**

- A range of public and private entities comprise the education system, and City government has limited jurisdiction in this area. Yet education affects public safety, health, economic development, and other issues relating to vision implementation. Before the end of fiscal year 2009, the Office of City Manager will work with the Columbia Vision Commission and a “convening committee” composed of a lead from each of MU, Columbia College, Stephens, the school district and the preschool and private school communities, to develop a day long program agenda (or three separate half day agendas, one for each education focus area in the vision) and related convening plan.
- Working with the convening committee identified above, the Office of City Manager will convene the education community before the end of calendar year 2009. The objectives of this convening would be to identify and begin to integrate the various independent efforts that are consistent with the visioning goals established by the Education Topic Group, and to identify points of contact who can provide information to the City and to the Columbia Vision Commission going forward.
- The City will also continue to help sponsor an annual Early Childhood Summit in Fiscal Years 2010 and 2011 in collaboration with community entities working on early childhood education.

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<sup>6</sup> Education related goals are a separate goal group in Section 2.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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### ▪ **GOAL GROUP 4: ENVIRONMENT**<sup>7</sup>

- A number of actions related to both energy efficiency and preserving our natural environment can be found in Appendix A (see entries under “Energy Efficiency”, “Environment” and “Parks and Recreation”). Additional recommended actions for fiscal years 2010 and 2011 are as follows:
  - Funds for the function of “sustainability director” were included in the budget for fiscal year 2009. The Office of City Manager will define and recruit for that function by the end of fiscal year 2009 if funds allow. In fiscal year 2010 that function will be more fully implemented and developed. Specific goals related to that function for fiscal year 2011 will then be developed and presented for Council review.
  - As resources allow, the Natural Resources Inventory (NRI) will be made available online for citizen access on or before the end of fiscal year 2010. And as resources allow, on-line tools will be made available to allow citizens to contribute to an on-line inventory of natural and cultural resources that would be further considered in the public dialogues outlined below.
  - The Energy and Environment Commission, the Department of Parks and Recreation, and the Planning and Zoning Commission should be tasked with working with the County to initiate public dialogues on land preservation policy during fiscal year 2009 and reporting on those dialogues to the Council during FY 2010.
  - The Office of City Manager will work with Environment and Energy Commission, Water & Light, and citizen groups during fiscal year 2010 to identify and obtain public comment on, and recommend to the City Council in fiscal year 2011, clear, quantifiable and measurable goals and related strategies for achieving those goals, related to (1) energy efficiency savings within both City government and within the broader community, and (2) the reduction of material waste through reduced consumption, and recycling. A “clear goal” is one that is specific, measurable in either qualitative or quantitative terms, realistic, and tied to a specified time frame. Opportunities to increase recycling containers downtown will be specifically addressed in these discussions.
  - The City will establish in fiscal year 2010 a landscaping/tree advisory group that can develop recommendations on landscaping policies that promote sustainable plantings, and provide outreach and education as directed by the City Council.

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<sup>7</sup> These recommended tasks relate to the energy efficiency and resource conservation goals from the Environment Topic group; land preservation and environmental quality goals from the Environment Topic group, the Land Preservation and Plan and Manage Growth subtopic groups of the Development Topic Group; the greenways goal of the Parks, Recreation, and Greenways Topic Group; and the community appearance goal of the Community Character Topic Group. All appear under the “Environment” goal group in Section 2.

## Recommended Actions for Fiscal Years 2010 and 2011

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### ▪ GOAL GROUP 5: GOVERNANCE<sup>8</sup>

➤ At the core of the 2007 Vision Report is an informed, connected and engaged community supported by a government that is “a model of transparency, efficiency, and citizen participation.” Appendix A identifies several steps that have already been taken to increase collaboration and coordination within City government, between the City and the County, and between governmental entities, nongovernmental organizations, and individual citizens. However, as is illustrated in the graphic included at the end of this section, various entities, both public and private, have at times, operated as if they were in independent silos, and missed opportunities to leverage their resources for the greatest possible progress. Increasing collaboration, coordination and accountability between and among the Council, boards, commissions, departments and the community could significantly advance implementation of the vision. The following recommendations for fiscal years 2010 and 2011 would further promote such collaboration, coordination, and accountability.

#### ◆ *Between City Council and the Office of City Manager and Among Departments:*

- Alignment of process for setting priorities and establishing budgets
- The vision ordinance provides for the filing of this implementation report at the outset of the budgeting process. This allows decisions about priorities and funding to be made in the same time frame as budget decisions are made and promotes efficient and effective communication between the City Council and the Office of the City Manager. In order to further such coordination, the Council could adopt a timeline and process that further aligns the process used for establishing the City budget with the process used by the City Council to establish its priorities for upcoming fiscal years. A proposed schedule for such alignment was presented to the City Council at a work session held on November 24, 2008 and a copy of that schedule is included at the end of this section.
- Implement New Accountability Measures.
- In preparing the budget for fiscal year 2010 the City Manager will ask departments to both set clear goals that are related to furthering progress on vision implementation, and to identify the means to be used for measuring and reporting progress toward those goals. A clear goal is one that is specific, measurable in either qualitative or quantitative terms, realistic, and tied to a specified time frame. This process will be evaluated and fine-tuned in preparing the budget for fiscal year 2011.

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<sup>8</sup> The goals in this section relate to the vision goal of making Columbia’s governance “a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents” and to the related strategies of: “[e]nhance collaboration between City departments” (#3); “[e]stablish a system of ongoing reviews of the activities of boards, commissions, and task forces” (#5); “[i]ncrease the accountability of the City administration to the City Council and the public” (#8); “[e]nhance and facilitate the use of neighborhood associations” (#4); and “[a]nticipate future needs and review and determine the best way to finance City operations, improvements, and infrastructure over the next 20-25 years” (#7). All of these goals relate to the “Governance” goal group identified in Section 2.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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- In preparing the budget for fiscal year 2011, the Office of City Manager will specifically look at the interrelation of progress on vision implementation with the budget and develop a “matrix” or similar tool that will help the Council to evaluate competing priorities among projects (both visioning-related projects and those not related to visioning implementation), identify resources that might be shared, and otherwise promote the efficient use of limited resources.
- During fiscal years 2010 and 2011, requests for budget changes and new projects will be evaluated against their potential effect, positive or negative, on vision implementation.
- Ongoing Enhancements in Information Services and Information Sharing.
- The Office of City Manager will continue to enhance internal collaboration and communication between and among City Staff. This includes the following:
  - Provide document imaging systems in some form for all departments by the end of fiscal year 2009, and
  - In fiscal years 2010 and 2011 develop new procedures to promote information sharing, and identify resources that can be shared among departments.
- Funding City Operations.
- The existing Finance Advisory Board will complete its review of the means of financing City operations and provide its recommendations to Council by the end of fiscal year 2010.
- ◆ *Between and Among City Council and Boards and Commissions and Task Forces:*
- Annual Reports and Goals.
- In fiscal year 2008 the City Council initiated a process of requesting a “program of work” from boards, commissions and task forces. This could be refined so that each such board, commission or task force (or at least those charged with helping to implement one or more visioning goals or strategies) could be required in February of each year to report to the Council on what was done in the prior year, and in said report to both evaluate progress on goals and objectives previously set and set clear goals (as defined above) for work in the upcoming year. Such reports would help both the Council and Vision Commission evaluate available resources, and identify priorities among projects.
- Visioning Note.
- Beginning in fiscal year 2010, revise the standard Council cover memo to include a “visioning note”, similar to a fiscal note. This would mean that when boards, commissions, task forces or departments make recommendations to the Council for specific actions, those recommendations would be accompanied by a statement of the intended outcome of those actions, the anticipated time frame, efforts made to collaborate and coordinate with other affected entities, and a brief analysis of how such actions will affect vision implementation. This would be consistent with the

## **Recommended Actions for Fiscal Years 2010 and 2011**

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statement in Section 2-533(c) of the vision ordinance, that “boards and commissions that make recommendations for council action . . . are encouraged to provide explanations of how visioning guided or influenced such recommendations.”

- Tracking Systems.
- The City Council could adopt a policy requiring that recommendations for policies or actions that are submitted to the Council for approval be evidence-based, accompanied by clear goals and objectives, and include measures for evaluating implementation of the policy. If resources allow, a system that tracks the specific actions recommended by boards, commissions, and task forces, and their actual (as opposed to intended) outcomes could be established.
  
- ◆ *With the Community:*
  
- Increase transparency and access to information.
- The City Manager and all departments should continue to work to make information available to citizens in accessible and understandable ways through ongoing review and upgrades of the functionality of the City’s on-line platforms. This goal includes the following specific objectives:
  - By the end of fiscal year 2010 the City will begin streaming Council meetings over the web;
  - By the end of fiscal year 2011 the City will increase the availability of public records on-line through document imaging;
  - By the end of fiscal year 2011 the City will develop an on-line version of the Capital Improvement Program that includes up-to-date information and maps, and allows viewers to select specific projects for viewing and to otherwise direct their search.
- Build capacity for engagement.<sup>9</sup>
- If funds allow, the City will continue the neighborhood leadership training begun in fiscal year 2009 in fiscal years 2010 and 2011.
- If funds allow, beginning in fiscal year 2010, the City will offer an annual training open to all boards and commissions and to others in the community on tools and techniques for building effective dialogues with citizens.
- Help citizens connect to visioning opportunities and projects.
- In addition to continuing the visioning list-serv, the Office of the City Manager will work with the Office of Volunteer Services set up a “hub” for visioning-related projects within the Office of Volunteer Services. This will allow departments to submit requests for volunteers on vision-related projects that are initiated or

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<sup>9</sup> This recommended priority and the five immediately following also relate to the “Community” goal group in Section 2.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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supervised by City departments, and also more readily allow citizens to search for volunteer opportunities related to a particular visioning goal.

- In addition to continuing to host the core visioning documents and links on the City website, the City will work with the Missourian's Watchword group, the Internet Citizens Advisory Group, and others to create both a pilot version of a community-wide interactive calendar by the end of calendar year 2009, and to refine that during fiscal year 2010.
- The City will ensure that visioning meetings are held in accessible places and review posting procedures with a representative from the Disabilities Commission to identify any improvements that are needed.
- To promote both the networking and information sharing that can leverage existing resources, both public and private, the Office of the City Manager will work with other entities, including appropriate boards and commissions, to identify, evaluate, and develop other on-line platforms that help connect groups working on vision-related projects to each other.
- The Office of City Manager and the Vision Commission should coordinate closely as new tools and platforms are developed to evaluate how these might be used to track information, and to track and evaluate different means used for citizen engagement in the visioning process.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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### **▪ GOAL GROUP 6: PLANNING AND DEVELOPMENT.<sup>10</sup>**

- A number of policies and procedures related to planning and development have been adopted since the issuance of the 2007 Vision Report, and several of these are summarized in Appendix A (see entries under “Planning and Development”, “Neighborhoods”, “Environment”, and “Affordable Housing”). The City and County are engaged in a joint planning process through joint sub-area meetings of the County and City planning and zoning commissions, and the City has also initiated a three year, growth management planning process that is intended to lead to the adoption of a new comprehensive planning and development code that will guide future development and establish continuity and consistency with the visioning process. Following are recommended actions for fiscal years 2010 through 2011 relating to planning and development:
  - The City’s planning department will begin (by end of calendar year 2009) holding an annual community-wide forum (which may use a range of on-line and other formats) that reports on the pattern, pace, and sources of growth in the community.
  - The City’s planning department, working with the Planning and Zoning Commission and in consultation with the comprehensive planning committee, other boards and commissions, and with the public, will draft and present to the City Council by the end of fiscal year 2011 the recommendations for a new comprehensive plan and development code. Development of these recommendations will include the evaluation of the recommendations related to form-based zoning, and other planning and development recommendations, that were made during the visioning process. Development of these recommendations will also include an evaluation of universal design principles and changes that would better ensure accessibility in new developments and upgraded infrastructure.
  - The City Manager will convene dialogues on infrastructure cost allocation in 2010. These will be coordinated with and informed by the comprehensive planning process identified above. Policy options identified through these dialogues will be reviewed with the appropriate boards and commissions and other entities as directed by the City Council, and recommendations for policies related to infrastructure cost allocation will be presented to the City Council in fiscal year 2011.
  - The Planning Department will convene dialogues with representatives of neighborhood organizations and other interested parties with the goal of developing an annual “congress of neighborhood associations” by fiscal year 2011. The

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<sup>10</sup> The goals in this section reflect goals or strategies developed by the Infrastructure (Goal and Strategies 1 through 3), Neighborhoods (Goal and Strategy 1,) and Plan and Manage Growth (Goal and Strategies 2, 4, 5, 6, 8, 9) subtopic groups in the Development Topic Group, recommendations on strengthening neighborhood leadership in the Governance Topic Group (Strategy #4), and recommendations on affordable housing in the Health, Social Services and Affordable Housing Topic Group. All of the recommendations here relate to the “Planning and Development” goal group that is identified in Section 2.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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“congress” would provide a means to review and discuss neighborhood participation in city planning.

- By the end of fiscal year 2011, the City, working with the Columbia Housing Authority and other interested parties, will (1) develop an organizational plan for a housing trust fund; and (2) create flexible standards for new housing products and development incentives for the production of affordable housing in new developments and infill sites.
- By the end of calendar year 2011 the City will obtain, in conjunction with outside entities, the funding needed to complete an additional 200 units of affordable housing, 30 of them accessible units.

## **Recommended Actions for Fiscal Years 2010 and 2011**

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### **▪ GOAL GROUP 7: TRANSPORTATION**

- There are a number of ongoing projects and plans related to improving transportation, several of which are summarized in Appendix A (see in particular entries under “Airport” and “Transportation”), and transportation projects are being regularly presented to and reviewed by the City Council. Therefore no specific additional recommendations related to Transportation are included in this report for fiscal years 2010 and 2011.

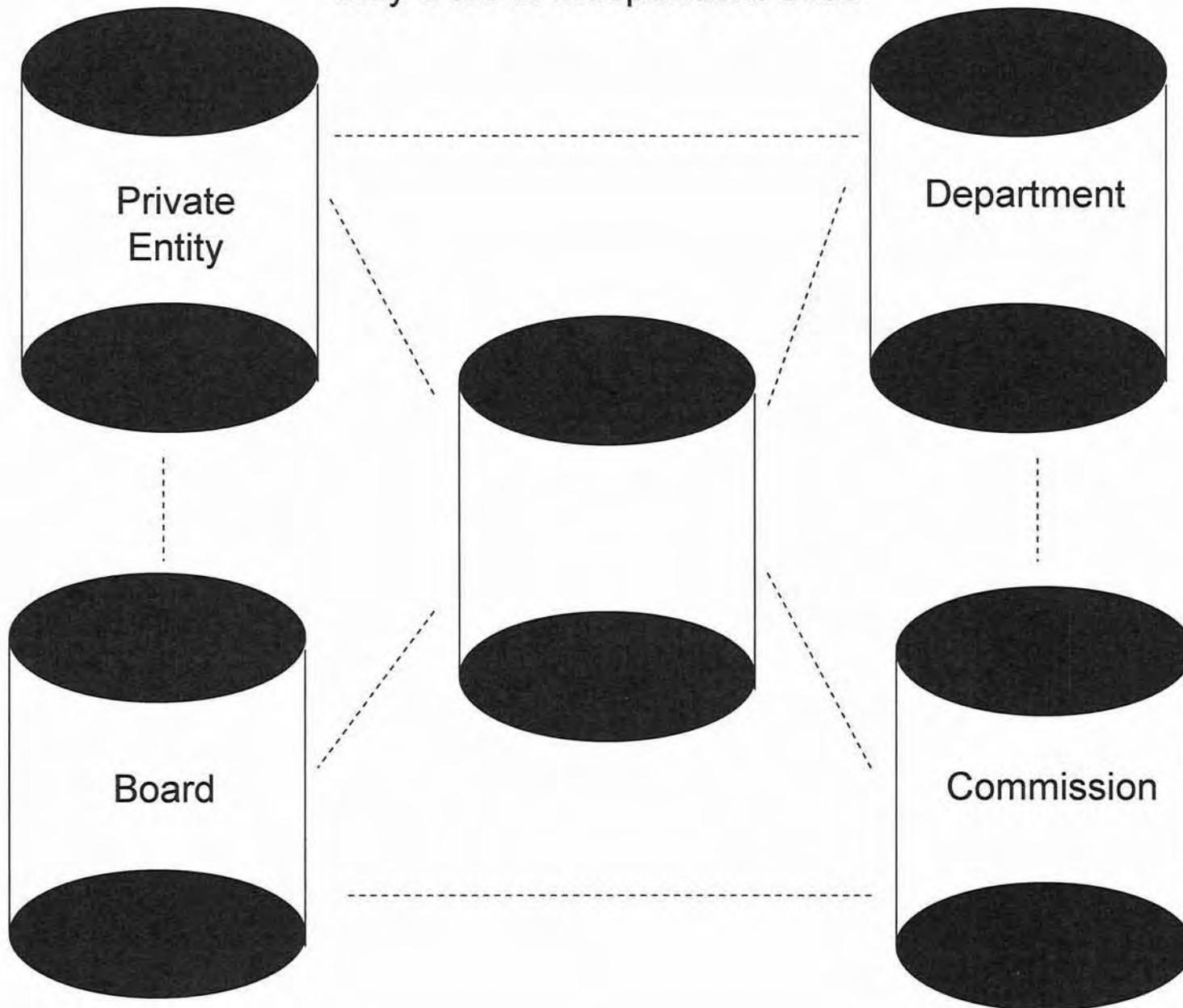
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Much more remains to be done and City government will continue to assist others with visioning implementation tasks where it can. Others are invited to continue to use their creative energies to identify new projects, build networks, share information and resources, identify and secure new sources of funding, and work with Vision Commission to help move the vision forward.

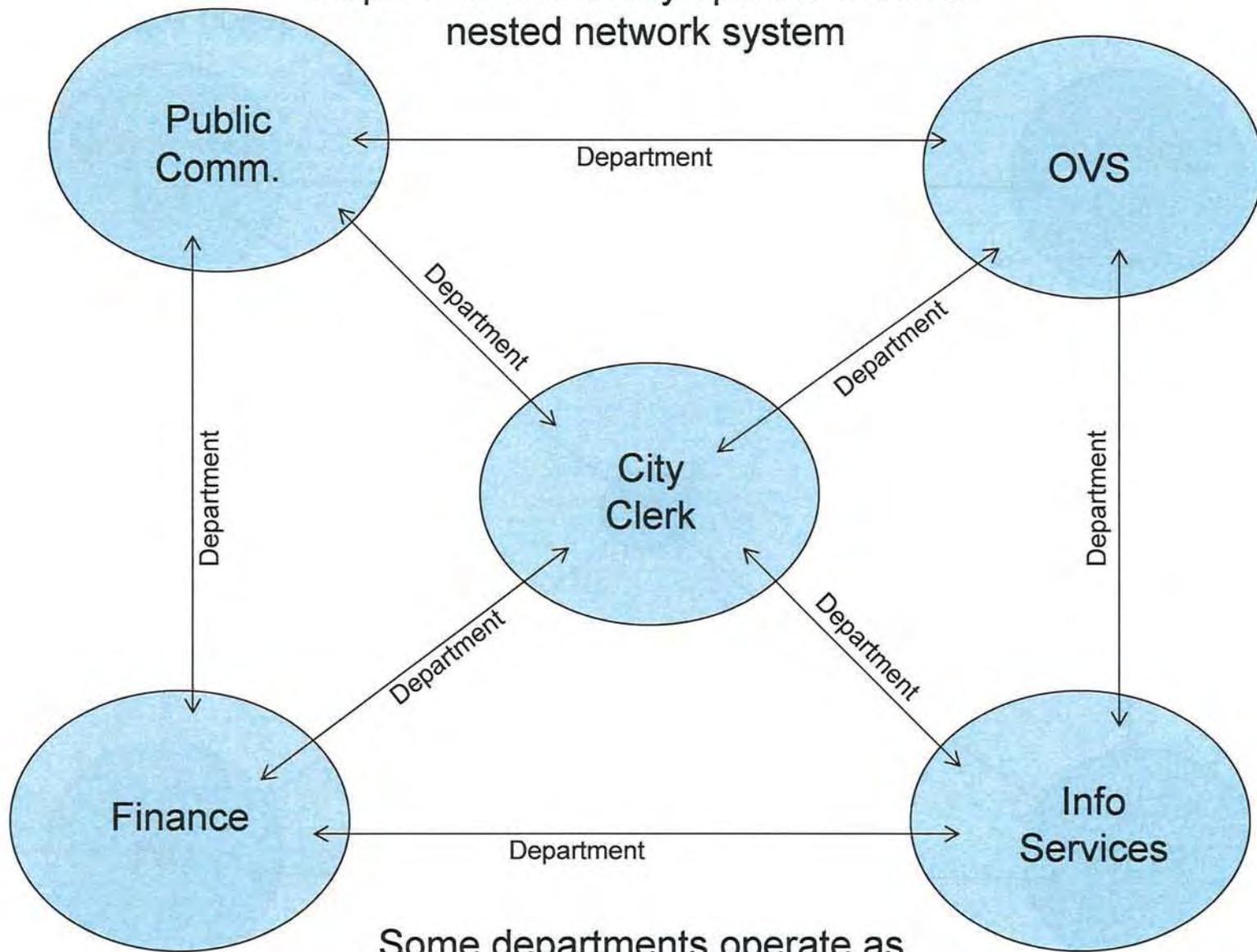
## FY 2010 Budget and CIP Timeline

November, 2008	January, 2009	February, 2009	March, 2009	April, 2009
<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆</li> <li>◆ <i>Depts. Meeting with Consultant-Vision Implementation</i></li> <li>◆</li> </ul>	<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Budget staff updates CIP project information</i></li> <li>◆ <i>CMO Internal Review-Draft Vision Implementation Report</i></li> <li>◆</li> </ul>	<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Depts. Begin entering new projects and update CIP info.</i></li> <li>◆</li> <li>◆ <i>Department Feedback-Vision Draft Implementation Report</i></li> </ul>	<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Mid March: City Mgr. meets with depts to discuss CIP projects</i></li> <li>◆ <i>Send Draft Implementation Report to Council-Finalize</i></li> <li>◆</li> </ul>	<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Budget staff begins preparing draft CIP document</i></li> <li>◆ <i>City Manager provides budget guidelines to departments</i></li> <li>◆ <i>Depts begin working on budget estimates</i></li> </ul>
<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Budget Worksession</i></li> <li>◆</li> <li>◆</li> </ul>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Worksession on Council priorities for budget</i></li> <li>◆</li> <li>◆</li> </ul>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆</li> <li>◆</li> <li>◆</li> </ul>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆</li> <li>◆</li> <li>◆</li> </ul>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Have Council priorities set for the upcoming budget</i></li> <li>◆</li> <li>◆</li> </ul>
May, 2009	June, 2009	July, 2009	August, 2009	September, 2009
<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Draft CIP document prepared and reviewed by Planning &amp; Zoning Commission</i></li> <li>◆ <i>mid-May: Depts submit budgets to Finance for review</i></li> <li>◆</li> </ul>	<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>City Manager budget meetings with Departments</i></li> <li>◆ <i>City Manager delivers State of City address</i></li> <li>◆</li> </ul>	<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Finalize CIP for City Manager's Budget Document</i></li> <li>◆ <i>Mid: City Manager makes final budget decisions</i></li> <li>◆ <i>City Manager's budget document prepared &amp; press conference held</i></li> </ul>	<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Prepares and meets with City Council during worksessions</i></li> <li>◆ <i>Amendments prepared and submitted</i></li> <li>◆</li> </ul>	<p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Prepares Final budget document once Council adopts budget</i></li> <li>◆</li> <li>◆</li> </ul>
<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Mini-retreat on Capital Projects</i></li> <li>◆</li> <li>◆</li> </ul> <p style="text-align: center;">3-17</p>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Council Retreat</i></li> <li>◆</li> <li>◆</li> </ul>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆ <i>Public Hearing on CIP</i></li> <li>◆</li> <li>◆ <i>End: Council receives City Manager's budget document</i></li> <li>◆</li> </ul>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆ <i>City Council budget work-sessions and public hearings</i></li> <li>◆</li> <li>◆</li> </ul>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>◆ <i>City Council budget work-sessions and public hearings</i></li> <li>◆ <i>Budget scheduled to be adopted on 09/21/09</i></li> <li>◆</li> </ul>

Various entities, both public and private, have, at times, carried out their business as if they were in independent Silos

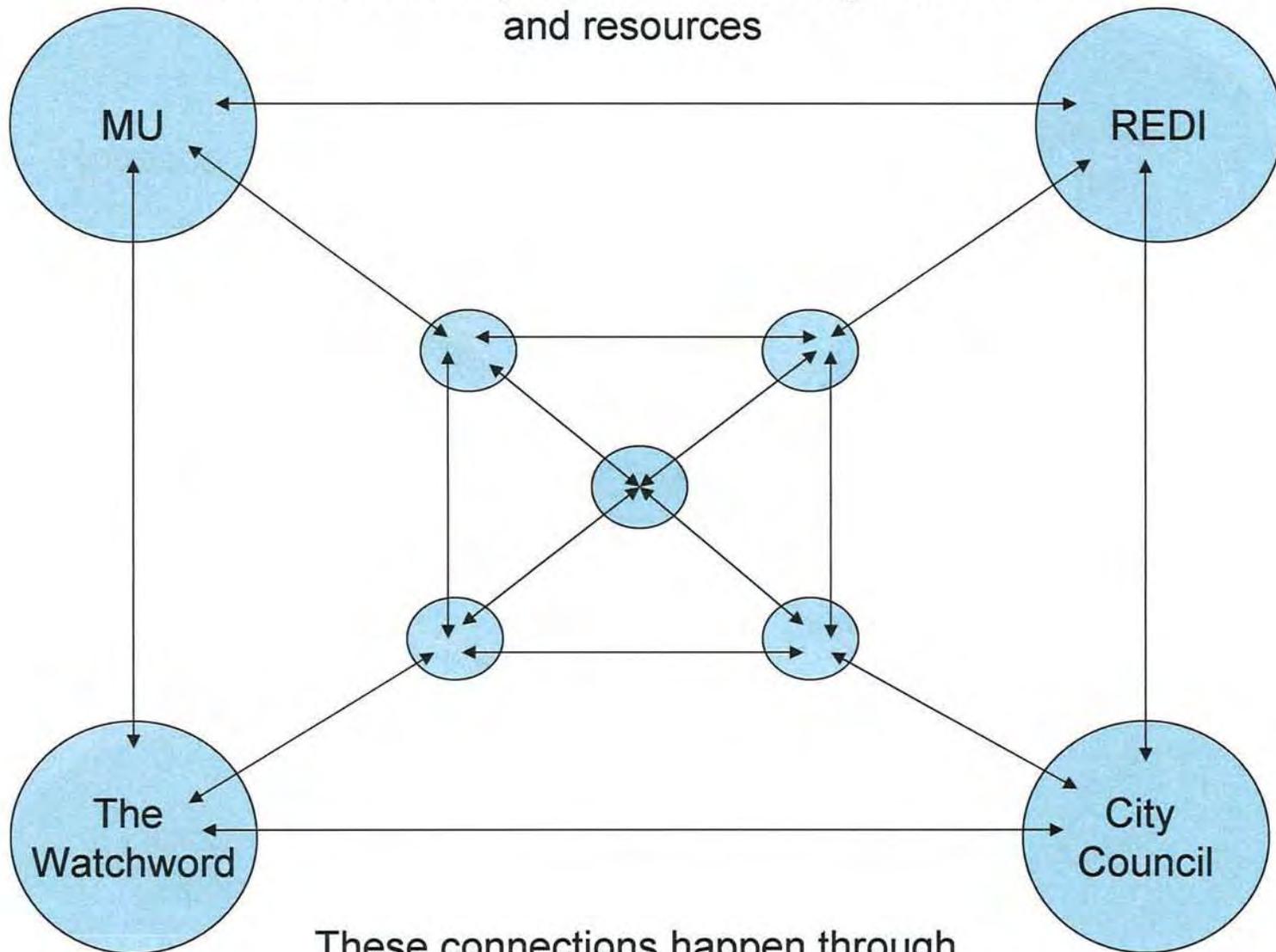


Departments actually operate within a nested network system



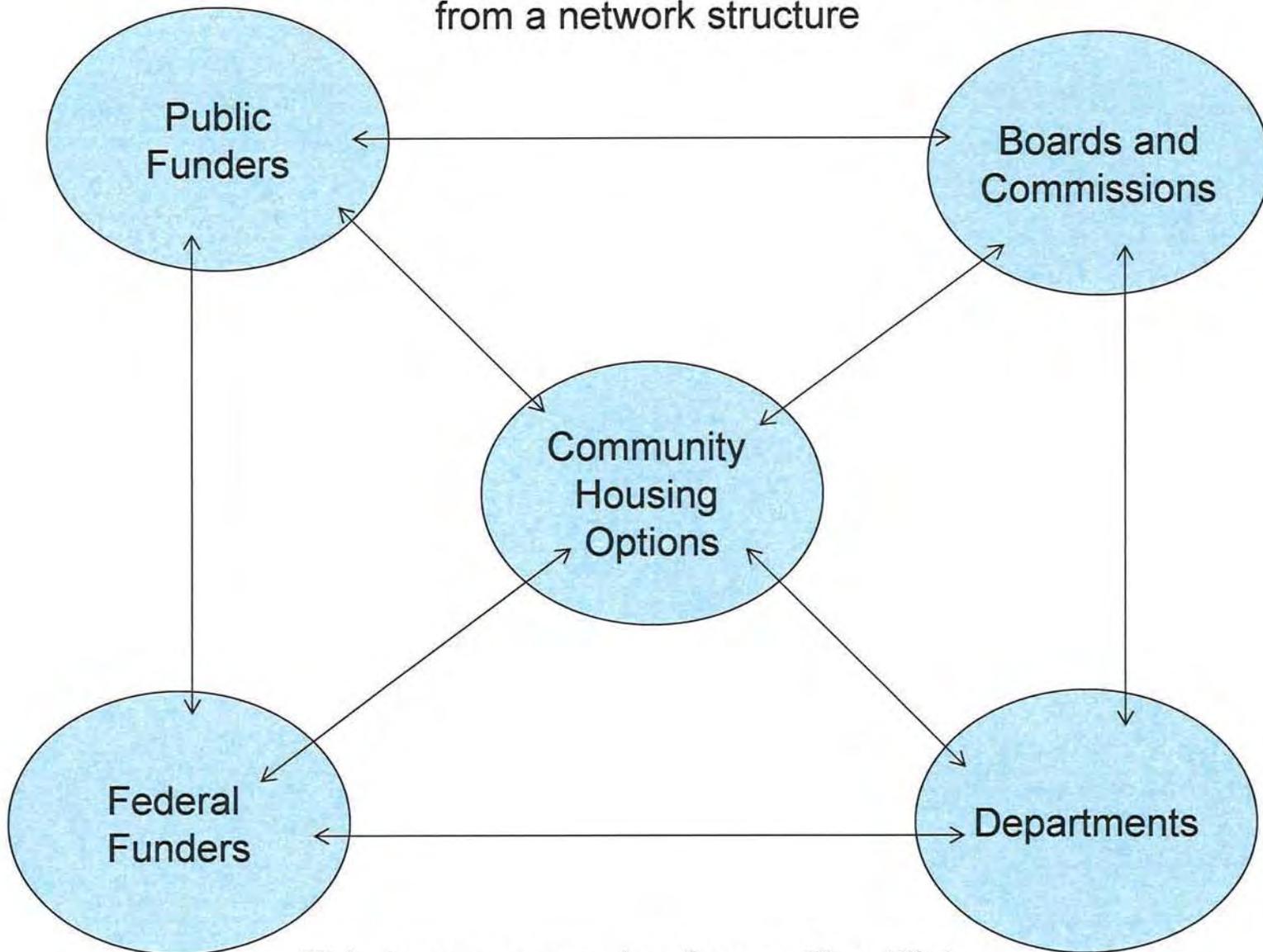
Some departments operate as network hubs

Visioning progress requires multiple network connections.  
These connections promote the sharing of information  
and resources



These connections happen through  
the collaboration and coordination of departments, boards,  
commissions, individual volunteers, and other entities

Entities within the community can benefit from a network structure



This is one example of an entity utilizing the network structure to implement the vision

## 4. Guidelines for Convening and Collaboration

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As is emphasized throughout this report, collaborative efforts, both regional and local, are needed to move the vision forward. In this final section we have included a set of guidelines for convening, managing, and coordinating dialogue with citizen groups. By integrating dialogue into the everyday practices of civic life, we can make better decisions that have longer lasting and positive consequences for the future of our city and region.

## **GUIDELINES FOR CONVENING, MANAGEMENT, AND COORDINATION OF CITIZEN DIALOGUES**

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### **PURPOSE:**

One theme throughout the vision was the importance of ongoing public engagement. Such engagement not only informs the public, it invites citizens to help both define and resolve difficult community issues. Early and frequent engagement of the public on key issues and projects will not only assist with the implementation of the visioning process, it will enhance public understanding of public decisions. The purpose of these guidelines is to help boards and commissions and other organizations that are involved in visioning implementation to determine when and how to best initiate and use formal dialogues with citizen groups and other organizations. Recognizing the wide range of issues and situations in which such dialogues might occur, these are intentionally stated as guidelines and not as rigid requirements defining or limiting why or how such dialogues might occur.

### **CONVENING:**

1. Prior to convening, determine whether dialogue is appropriate. Is more information needed to ensure that dialogue would be meaningful? Are efforts at dialogue likely to promote progress in understanding or resolving issues, and if so, why? If not, why not? Is there a need for an immediate decision? Is the matter one that is more appropriate for administrative action than dialogue? What are the other means of obtaining citizen input and would they be as, or more, effective for achieving the identified purpose?
2. Prior to convening clearly define the purpose of the dialogue. Is it to help in defining and understanding issues and concerns? Is it to inform on a subject and obtain feedback? Is it to brainstorm and evaluate possible solutions? Or is it to seek a collaborative agreement? Or for another purpose? The purpose for the dialogue should be clearly communicated to the public at the time of convening and considered in structuring the process.
3. Prior to convening, determine if the dialogue is feasible. What resources will be needed for an effective dialogue and are they available? Is there a public interest in and acceptance of dialogue on the issue or issues involved? Is there adequate time to have an effective dialogue?
4. Prior to convening, review the structural options for dialogue and consider which options might best fit the purpose of the dialogue. This includes evaluation of the number of meetings, the use of large or small groups or both, and the type and sequence of different meeting structures. In choosing among dialogue options consider what would help ensure a high level of accessibility – will sign or other language interpreters be needed? Can materials be provided in large print or in Braille? If written comments will be requested, will assistance be provided for those who have difficulty writing?
5. Prior to convening determine what recruitment process can be used to help ensure adequate and diverse participation. Identify accessible spaces that might be available.

## **GUIDELINES FOR CONVENING, MANAGEMENT, AND COORDINATION OF CITIZEN DIALOGUES**

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### **MANAGEMENT AND COORDINATION:**

6. At the outset of the dialogue, invite feedback on the process and procedures to be used and offer choices to participants where practicable.
7. Provide any training needed for participants to effectively engage in the process.
8. Prior to dialogue sessions give participants the information needed for meaningful participation and adequate time to review it.
9. Provide adequate and accessible notice of the time, place and expected focus of each dialogue session.
10. When seeking feedback, provide participants and the public with more than one way to comment.
11. If direct participation in dialogue sessions needs to be limited and representatives are used, work to ensure diverse viewpoints in the representatives directly involved in the process and also to ascertain the nature and source of their representative authority. This information on the nature and source of each participant's representative authority should be shared with all participants.
12. Raise questions related to the implementation of any decisions to be made and questions related to the identification and evaluation of anticipated outcomes from the beginning of the process.
13. Throughout the dialogue sessions, work to avoid adversarial debate and maintain open discussion. Do not use votes to silence or marginalize the voices of the minority of the group. Encourage the use of open-ended questions to promote understanding of the range of views and perspectives, and the information and experiences that inform those views.
14. If recording comments during dialogue sessions, use the words of the participants, and work to capture all views expressed.
15. Provide a summary of notes following meetings, and allow for feedback on and revisions of those summaries.
16. If participants require some level of confidentiality for parts of the discussion or for information shared, document why and for what portions of conversation or information shared, and clearly define the level of confidentiality to be provided. Note that meetings and records governed by sunshine laws will be open to the public and confidentiality rules generally will not apply to such meetings. You may want to consult the city attorney prior to beginning a dialogue as to the applicability of sunshine laws to your dialogue.
17. Consider having an impartial facilitator who is accountable to the participants manage the process.
18. Refine procedures as the process unfolds. The process should remain flexible enough to meet the evolving needs of the parties.

## GUIDELINES FOR CONVENING, MANAGEMENT, AND COORDINATION OF CITIZEN DIALOGUES

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19. Consult with the parties as to the timing, scope and content of progress reports made to keep the public informed on the process.

### **FOLLOWING-UP:**

20. Following a convened dialogue, report back to participants how the input received during the dialogues affected any determinations made following the process, or if the process results in a collaborative agreement, explain to the public how input received during the process led to that agreement.

### **RESOURCES:**

#### *Websites*

The National Coalition of Dialogue and Deliberation, [www.thataway.org](http://www.thataway.org)

This site has a wide range of resources including a matrix that summarizes the suitability of different dialogue processes for a range of purposes.

People and Participation.Net, <http://peopleandparticipation.net>

This site offers a wide range of resources that assess dialogue practices and offer case studies for review.

Public Agenda, <http://www.publicagenda.org/>

This site offers a number of tools for tackling complex issues.

#### *Books*

Arthur, Carlson, Moore. A Practical Guide to Consensus. (Policy Consensus Initiative, 1999.)

Association of Conflict Resolution. "Best Practices for Government Agencies". (<http://www.acrnet.org/acrlibrary/archivesum.php?view=category>).

Holman, Devane, and Cady. The Change Handbook. (Berrett-Koehler, 2007.)

International Association for Public Participation. "Practitioner Tools". (<http://iap2.org/displaycommon.cfm?an=5>).

Susskind and Cruikshank. Breaking Robert's Rules. (Oxford University Press, 2006.)

Yankelovich. The Magic of Dialogue. (Touchstone, 1999.)

## Appendix A

### Inventory of Existing Efforts

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The 2007 Vision Report (p. S-3) recommended that an “inventory of existing efforts” be included with this draft implementation report. Accordingly, this appendix lists recently completed, ongoing, or upcoming projects and events that are helping to advance visioning goals and strategies. These projects and events are arranged by topic in alphabetical order. Links are included throughout the list to help connect you to more information.

The 2007 Vision Report’s recommendation to prepare this inventory in turn reflected two conclusions of that report (S-2):

- “. . . to make the most efficient use of funds, implementation of the vision should utilize and build upon existing structures and resources.” and
- “. . . adjustments in 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 this report, the inventories are compiled from the contributions of many different entities. Some of these efforts are administered by the City. In others, members of the community have taken the lead. The list, while long, is only a snapshot, and there may be other organizations or groups who are working in ways that advance the vision who did not submit information. Inclusion of activities sponsored by organizations other than the City does not represent an endorsement of any group or organization and is provided for information purposes only.

All of the projects and events included in the inventory relate to one or more of the visioning goals listed in Section 2 of this report. During the public comment period some questioned the inclusion of activities or projects that were not specifically mentioned in the 2007 Vision Report. Inclusion of projects that advance the visioning is, however, consistent with the direction of the original visioning committee as set forth above. “Visioning” is not a brand. As was recognized throughout the 2007 Vision Report, implementation of the vision requires an ongoing city-wide collaborative process that constantly integrates and respects the many voices of the community.

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### ▪ **Affordable Housing**

- ✓ In February 2008, the Affordable Housing Policy Committee produced a report emphasizing four goals: (1) the need to purchase at least 300 housing units affordable to those between 50-85% of the median family income annually; (2) the need to provide direct subsidies to make at least an additional 400 units annually of rental housing, not occupied by students with other means of support, affordable to those below 30% of the median income; (3) the need to provide incentives and financing to make affordable an additional 400 units annually of housing for those below 60% of the median family income; (4) the need to provide incentives and regulatory relief that will result in the construction and/or conversion of 1,000 additional housing units available to the elderly, physically disabled, or others with special needs. For more information on recommendations and to find the full plan, see:

<http://www.GoColumbiaMo.com/Planning/Commissions/AHPC/index.php>

- ✓ The City's Planning and Development Department is now working on a 2010-2014 Consolidated Plan related to affordable housing. The consolidated plan will be the City's master plan for investment of CDBG and HOME funds, of which the City receives approximately \$1.5 million annually. It is a U.S. Housing and Urban Development Department mandated document. Citizens have been asked to help the City establish new priorities for the investment of these funds in a series of public hearings and in a survey concluded in February 2009. An additional hearing on proposed goals, objectives, and strategies is planned in July 2009. For more information and to stay up to date, see:

[www.GoColumbiaMo.com/Planning](http://www.GoColumbiaMo.com/Planning)

- ✓ On April 11, 2008 a private, nonprofit corporation called Community Housing Options (CHO) formed to expand the supply of affordable housing within the Columbia/Boone County area and to act as an advocate for those who need affordable and accessible housing. CHO is working with the City of Columbia to develop a site on City-owned property at Vandiver Drive and Oakland Gravel Road. The initial project of this partnership will be 8-10 units of affordable, accessible rental housing for persons with physical disabilities. The National Board of Realtors has granted \$5,000 and the City has reserved \$10,000 in seed money to CHO for pre-development costs. For more information, contact Homer Page, Chairman, at: [silcnetwork@earthlink.net](mailto:silcnetwork@earthlink.net)

### ▪ **Airport**

- ✓ Mesaba (dba Northwest AirlinK) began providing commercial air service to Columbia on August 19, 2008 offering three flights daily through their Memphis hub. The new carrier has been successful in increasing passenger traffic to 2,095, 1990, and 2016 enplanements in the months of October, November, and December 2008, respectively. Previous commercial service at Columbia Regional Airport reported an average monthly enplanement for the last six months of service as 497. In December 2008, Columbia Regional Airport was listed in the Top 5 of 56 comparable markets.

## Inventory of Existing Efforts

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- ✓ The Columbia Regional Airport recently launched a new website with flight information and a Master Plan update. Public meetings were scheduled for January, April, and June 2009, when the plan is slated for completion. Implementation will occur after Council and Federal Aviation Administration (FAA) approvals. For more information regarding the master plan update, see the website at: <http://www.flymidmo.com/aboutairport.html>.

### ▪ **Arts and Culture**

- ✓ Columbia's cultural plan, called "Creative Columbia", was last revised in 2005 and is scheduled for an update in 2010. The work to prepare a new plan has begun. Vision recommendations will be evaluated in the planning process. For more information about the City's cultural planning process, to obtain a copy of the current plan, or to get involved with the upcoming revision, contact the City's Office of Cultural Affairs (OCA): 573-874-6386 or [oca@GoColumbiaMo.com](mailto:oca@GoColumbiaMo.com).
- ✓ The OCA supports all areas of the arts: visual art, sculpture, theatre, music, dance, literary arts, and film. The OCA produces a Gallery Guide, a Public Art Guide, a Festivals Guide, the bi-monthly Arts Express Newsletter, and is working on a Performing Arts Guide. It also maintains an online Artists Registry (<http://www.ocaregistry.com/>) to connect patrons with artists, arts organizations, and arts businesses.
- ✓ Columbia also has a Percent for Art program that provides funds for public art at eligible capital improvement project sites. Initiated in May 1997, Percent for Art allows for one percent of the cost of new City construction or renovation projects to be used for site-specific art. A Standing Committee on Public Art is appointed by the City Council to assist with this program.
- ✓ In FY 2008, the OCA awarded \$95,000 to local arts organizations in its annual arts funding process. Additionally, \$3,125 was awarded to arts groups for special projects via the OCA's quarterly funding opportunity called Small Requests. In FY 2009, more than \$95,000 will go to aid the programs and services of local arts agencies.
- ✓ In 2008, the OCA received three grants from the Missouri Arts Council (MAC): a \$28,525 Community Arts Program Grant that supports most OCA programs, especially targeted arts marketing and technical assistance to local arts organizations; a \$5,100 Arts Education Grant for Percent for Art educational programming at a local school; and a \$5,000 Capacity Building Grant to enhance technical assistance to local arts organizations with a consultant who addressed fund development. Other technical assistance to local arts groups and individuals included a business practices workshop for artists and an arts management workshop.

## **Inventory of Existing Efforts**

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- ✓ The OCA and the Commission on Cultural Affairs hold ARTSuccess workshops approximately 3-4 times a year. Other technical assistance programs include the Cultural Tourism Collaborative, one-on-one consultations and underwriting of consultants for board meetings or retreats.
- ✓ The Missouri Arts Council (MAC) will sponsor a statewide Arts Summit on Saturday, April 18, 2009 and OCA is a regional partner. Arts agency representatives, artists and arts volunteers convened in seven locations statewide, including Columbia, to connect on important issues facing the industry. Together, each site participated concurrently in an online presentation titled "Coping with Cutbacks: The Nonprofit Guide to Success When Times Are Tight."
- ✓ To increase public awareness and augment the marketing budgets and abilities of local arts groups, the OCA sponsors daily radio spots, monthly newspaper advertising for local arts organizations' events and activities, and maintains a list of active local arts organizations that offer programming throughout the year.
- ✓ Since 1992, the OCA has organized the Columbia Festival of the Arts. The Festival is being evaluated by the Commission on Cultural Affairs to determine whether or not it will continue in the future.
- ✓ For more information on the OCA plans and programs above, see: [www.GoColumbiaMo.com/arts](http://www.GoColumbiaMo.com/arts)
- ✓ Columbia has several other festivals, including: Art in the Park, Heritage Festival, the True/False Film Festival, the Roots n' Blues n' BBQ Festival, and more. Additionally, events like the quarterly Artrageous Fridays keep the public involved with art. For more information and a complete list of events, see: <http://www.discoverthedistrict.com/events.html>.
- ✓ Founded in 2000, the C.A.R.E. Program (Career Awareness Related Experience), administered by Parks and Recreation, is a youth employment and education serving youth ages 14-18.
- ✓ The Parks and Recreation Department is working with the OCA on plans for an outdoor amphitheater in Stephens Lake Park. Construction on the amphitheater is slated to begin in the spring of 2009.
- ✓ The Columbia Convention and Visitors Bureau has launched the Renaissance Club program to encourage businesses to purchase original art locally. Additionally, The Convention and Visitors Bureau recognizes outstanding outdoor art through the Image Awards program.
- ✓ The newly renovated Missouri Theatre Center for the Arts (<http://www.motheatre.org/>) and the recently relocated Columbia Art League

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Gallery (<http://cal.missouri.org/>) are open and operational. The Ragtag Theater is open and operational at its new location (<http://www.ragtagfilm.com/>).

- ✓ A community-wide art project, “Women with Wings”, gave area women an opportunity to create a collaborative art project. The end result will be unveiled at PS: Gallery in early April 2009. For more information, see: <http://www.womenwithwingsproject.org>.
- ✓ The University of Missouri supports public involvement in arts and culture in a number of ways. This includes the following:
  - MU’s Museum of Anthropology provides exhibits that convey the richness of Missouri’s prehistory and the diversity of Native American cultures throughout the United States. Guided tours of museum exhibits and other public programs are available to area schools, community organizations, and other interested groups, as well as to the general public. For more information, see: <http://anthromuseum.missouri.edu/>.
  - MU’s Museum of Art and Archeology houses a comprehensive collection of permanent exhibition galleries containing objects from a wide range of cultures and also mounts a series of changing exhibitions over the course of the year. In addition to the Museum’s galleries of original works, the Museum also hosts a collection of casts of major works. The Museum provides tours for all audiences from pre-schoolers to adults, tailoring tours to the needs of each audience. For more information, see: <http://maa.missouri.edu/>
  - MU’s Concert Series presents year-round performances by world-class artists. It also offers a community engagement program which brings together a broad range of area youth with distinguished artists to enhance the educational experience and make the performing arts accessible to youth at every economic level. For more information, see: <http://www.concertseries.org/>.
  - MU’s School of Music publishes a calendar of all performances for the year. For more information, see <http://music.missouri.edu/calendar.html>.
  - MU’s Art Department publishes a calendar of all exhibits scheduled throughout the year. For more information, see <http://binghamgallery.missouri.edu/events.html>.
  - MU’s Department of Theatre publishes a calendar of all performances for the year. For more information, see <http://theatre.missouri.edu/academic-season.htm>.
  - MU’s Film Studies Program maintains a list of local screenings, festivals, and film series can be viewed at <http://filmstudies.missouri.edu/screenings.html>.

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- ✓ Stephens College hosts numerous performances that are open to the public, has an art gallery, and an active film studies program. For more information and the most recent events, see: <http://www.stephens.edu/campuslife/arts/>.
- ✓ Columbia College annually hosts the nationally acclaimed art show, "Paper In Particular" and is also how to the Jane Froman singers. For more information, see: <http://www.ccis.edu/departments/arts/paperinparticular/>.
- **Community**
- ✓ The City's Office of Volunteer Services helps build connections throughout Columbia. Each year, thousands of volunteers give around 40,000 hours of their time. Fiscal Year 2008 drew 43,323 hours of volunteer services. There are opportunities for people of all skills and ages, families, individuals, and groups to help in the community. For more information, see: <http://www.GoColumbiaMo.com/Volunteer>.
- ✓ A community-wide celebration known as "First Night" is held each year. First Night Columbia 2009 was held downtown on December 31, 2008 from 6:30 p.m. to midnight. Entertainment included more than 60 performances plus activities and art at 15 venues in Downtown Columbia. This year free tickets were made available through the Voluntary Action Center to those who wanted them but were unable to afford them. For more information, see: <http://firstnight.missouri.org/>.
- ✓ The community-wide 2009 Columbia Values Diversity Celebration was held on January 15, 2009. Each year, the celebration brings people together from throughout the community to share breakfast and a special program honoring Dr. Martin Luther King, Jr.
- ✓ In November 2008, the City Council recommended that staff proceed with full coverage installation of wireless internet in Flat Branch and also to create wireless hotspots at Riechmann Pavilion, Gordon Shelter, and the upcoming amphitheater in Stephens Park.
- ✓ In 2008, City staff researched the establishment of a community foundation. In July, a memo was sent to council. Discussions on this topic continue in 2009 and staff are working on the next steps to start a community foundation.
- ✓ The Department of Parks and Recreation offers numerous programs throughout the community. These programs are most easily accessed through their tri-annual "Leisure Times" and a new email newsletter that keeps the community informed of all of the department's events and programs. For the most current issue, watch the City Channel or see: [http://www.GoColumbiaMo.com/ParksandRec/Activities\\_and\\_Programs/Leisure\\_Times/](http://www.GoColumbiaMo.com/ParksandRec/Activities_and_Programs/Leisure_Times/)

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- ✓ The Boone County Council on Aging is in the process of identifying 20 more homes in Columbia's first ward to work on this spring. To Volunteer for this program or recommend a home, call Kortney Sebben at (573) 443-1111.
- ✓ Each of the Columbia Housing Authority's public housing developments has its own tenant association. These groups exist to give residents the opportunity to play an active role in creating a positive living environment and a chance to participate in all aspects of the Housing Authority's overall mission and operation. For more information, contact Crystal Hampton at 443-2556, ext. 1270 or email [champton@columbiaha.com](mailto:champton@columbiaha.com).
- ✓ Columbia was recently rated "four blooms" out of five in the America in Bloom Symposium. The judges spent two days assessing things like tidiness, landscaped areas, floral displays, and heritage preservation. The report produced by these judges offers descriptions of what we have been doing well and where we need improvement in community appearance. For more information, see: [http://www.GoColumbiaMo.com/Volunteer/Opportunities/America\\_in\\_Bloom/index.php](http://www.GoColumbiaMo.com/Volunteer/Opportunities/America_in_Bloom/index.php).
- ✓ See also: *Arts*, above and *Heritage, Social Services*, and *Youth*, below.
- **Downtown**
- ✓ The formation of the Downtown Leadership Council (DLC) fulfilled a strategy from the vision and action plan. The Downtown Columbia Leadership Council is charged with: (1) developing and recommending to the City Council proposed boundaries of an expanded downtown development concept plan and study area; (2) assessing current assets and additional opportunities within the expanded study area that would assist in the area's redevelopment; (3) advising City staff and consultants on preparation of a blight/conservation study and preparation of a Missouri Downtown and Rural Economic Stimulus Act (MODESA) application; (4) developing for City Council consideration a strategic plan for the area and an underlying concept plan, similar to the plan prepared for the downtown area by Sasaki Associates; (5) recommending to the City Council possible development guidelines and physical attributes for downtown Columbia, and; (6) working on other projects requested by the City Council.
- ✓ Since its appointment in May 2008, the DLC has used the Sasaki plan as a base for defining an expanded downtown study area. It has recommended boundaries for an extended area and is in the process of indicating which areas in this expanded area should be prioritized as opportunity zones for catalytic projects. The DLC is preparing a progress report on its activities for presentation to the City Council in April 2009. Several maps related to the DLC's work are available online along with more information. See: <http://GoColumbiaMo.com/Council/Commissions/DLC/index.php>.

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- ✓ The Columbia Special Business District recently rolled out a new downtown economic development website at: <http://www.BusinessinTheDistrict.com>.
- ✓ The City of Columbia established a Tax Increment Financing Commission for holding public hearings, considering proposals, and making recommendations to the City Council regarding the use of public funding in redevelopment plans and projects in the downtown area. For more information, see: <http://www.GoColumbiaMo.com/Council/Commissions/taxincrement.php>.
- ✓ In October, the City Council held public hearings regarding a proposed mixed-use downtown parking facility at Fifth and Walnut streets. The proposed facility features an eight- or nine-story structure with an underground lot for the Police Department, street level office space, and 661 upper level parking spaces. It is estimated that the building will cost \$15 million to be paid through City parking revenues.
- **Economic Development**
  - ✓ Consistent with the vision, the efforts of Regional Economic Development, Inc. (REDI) have been refocused into a greater partnership with the University of Missouri (MU). REDI is a nonprofit, public/private partnership which is staffed by the City's Department of Economic Development. REDI is financed through investments by the City of Columbia, Boone County, the University of Missouri, the Columbia Chamber of Commerce and approximately 95 businesses and associations in the region. Its focus is on attracting businesses that provide skilled, higher paying jobs and that would otherwise contribute to the community's quality of life. See [www.columbiaredi.com](http://www.columbiaredi.com)
  - ✓ MU has been actively promoting regional economic development through commercialization of its technology research and affiliation with research and technology parks. One of these research parks – Discovery Ridge Research Park – is located in Columbia. ABC Labs moved into a 90,000 square foot facility at Discovery Ridge in April 2008. Another tenant moving into Discovery Ridge was the Research Animals Diagnostic Labs (RADL), which is the second largest such lab in the country. For more information on the University's contributions to economic development <http://economicdevelopment.missouri.edu/index.php>.
  - ✓ The Missouri Department of Elementary and Secondary Education has selected MU's eMINTS National Center to manage the Missouri Virtual School Program. Housing this program on MU's campus will provide approximately 50 new teaching jobs, office support, and administrative positions.
  - ✓ MU is pursuing the construction of a \$40 million radioisotope production facility near the Research Reactor along South Providence. This facility would provide 25-30 full-time positions at the reactor and would make MU the only domestic producer of molybdenum-99, the isotope used to create technetium-99, a

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substance used in medical scans for cancer, heart disease, and bone and tissue illnesses.

- ✓ MU has also recently opened its Life Science Business Incubator at Monsanto Place. This incubator “hatches” to Discovery Ridge. The incubator has functional status as a department of the University. This means that tenant companies in the incubator have easy access to the resources at MU. For more information, see: <http://muincubator.com/index.html>.
- ✓ The Business Development Program (BDP) through the University of Missouri Extension is dedicated to helping entrepreneurs reach their goals through individualized business management consultation and educational experiences. The BDP provides tools, resources, networks and expertise. For more information, see: <http://extension.missouri.edu/planofwork/business.htm>.
- ✓ Boone County’s Industrial Development Authority provided \$50,000 in IDA funds to REDI. This grant allowed REDI to free up other funds to be used in its Flexible Incentive program. This program is targeted at creating high-quality job opportunities within Boone County. Incentive funds are expected to be used for job training, retraining, site preparation, or facility start-up costs. In the last year these funds were helpful in attracting three new entities to the Columbia region. One such entity is the Media Convergence Group which is relocating from the Silicon Valley area of California. The IDA also provided another \$50,000 to the Missouri Innovation Center which operates the incubator.
- ✓ REDI also facilitated the creation of a new nonprofit, public-private organization, the Columbia Area Jobs Foundation. Certification of the foundation’s nonprofit status was received from the IRS in December 2008. The foundation is currently working to develop sites that meet the shovel-ready criteria preferred by developers in today’s economic development climate, while keeping them competitively priced.
- ✓ In October, the Missouri Department of Economic Development announced the Certified Sites Program to provide shovel-ready sites throughout the state. REDI has been working with a developer to obtain certification for one local site under this program. The site will be considered for annexation to the City and establishment of industrial zoning in April 2009. For more information, see: <http://www.ded.mo.gov/BDT/topnavpages/Research%20Toolbox/Missouri%20Certified%20Sites%20Program.aspx>.
- ✓ For small businesses, REDI recently published its Small Business Resource Guide for 2009. This guide can be found at [www.columbiaredi.com](http://www.columbiaredi.com). Small entrepreneurs can also obtain individualized business management consultation and educational resources through the Business Development Program located within the University of Missouri Extension. For more info, see: <http://extension.missouri.edu/planofwork/business.htm>

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- ✓ REDI's 2008 Annual Report provides additional information on the Columbia economy and ongoing economic development efforts and is available at [www.columbiaredi.com](http://www.columbiaredi.com).
- ✓ REDI has joined forces with the Kansas City Development Council (KCADC) in the Kansas City Animal Health Corridor. The corridor, stretching from Columbia, Missouri to Manhattan, Kansas is the largest concentration of animal health resources in the world.
- ✓ PetScreen, Ltd., an animal health company from Nottingham, England, chose Columbia as its US headquarters. The University resources combined with the business incubator helped PetScreen choose Columbia over sites in North Carolina and New York.
- ✓ Several other regional entities are also working on economic development. The Missouri CORE (Connecting Our Regional Economies) Partnership was formed in 2008. This Partnership includes 12 counties in mid-Missouri, including Boone County. Its purpose is to enhance the economic vitality of communities throughout the region through a regional cooperative effort. CORE hosted a Mid-Missouri Economic Summit on August 22 at the Capital Plaza Hotel in Jefferson City which included updates of activity in all 12 CORE counties. For more information, see: <http://missouricore.com/>
- ✓ CORE is the regional affiliate of the Missouri Partnership, a statewide, nonprofit economic development organization created in 2007 out of a project initiated by the Department of Economic Development. The Partnership's website includes workforce data, a business climate comparison tool, and a site selection tool for areas throughout the state. For more information, see: <http://www.missouripartnership.com/>.
- ✓ The Mid-Missouri Regional Planning Commission (Boone, Callaway, Cole, Cooper, Howard, and Moniteau Counties) is a multi-county planning and policy agency that can receive federal funds. It partners with the federal Economic Development Administration and is the likely recipient for funds that may be provided through any federal economic stimulus package. In 2008 the planning commission received a grant of \$50,000 directed at continuing work on a comprehensive economic development strategy. The commission's website is: <http://www.mmrpc.org>.
- ✓ The regional planning commission provides technical assistance such as local comprehensive planning, economic development, community development, mapping services, and grant aid to other organizations in the area. For example, the commission partnered with the Missouri Regional Cuisines Project in a program to improve area wine and food marketing and tie it with its culture of origin. For more information, see "The Current" at: <http://www.mmrpc.org>.

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- ✓ See also *Airport* and *Downtown*, above and *Education* and *Jobs and Jobs Training*, below.
- **Education**
- ✓ Facilities: A third high school building is in the design stage and construction has begun on a new elementary school building. For the most recent updates, see: <http://www.columbia.k12.mo.us/newschools/>.
- ✓ The Columbia Public Schools Great Expectations and the Achievement Gap task forces have been combined. Their goals are to raise academic achievement for all, close the achievement gap, and provide data for program evaluation. For more information, see: <http://www.columbia.k12.mo.us/osi/greatexpectations.html>.
- ✓ Facilities: Plans for a new Regional Catholic High School are also underway. For the latest announcements, see: <http://regionalcatholichighschool.org/>.
- ✓ The school district meets with City and County government officials on a regular basis. These meetings are open to the public and notice is posted by the City at least 24 hours in advance. Meetings of the board are also broadcast on Channel 16, the district's cable access channel, and are posted on The District's website: [www.columbia.k12.mo.us/ch16/index.php](http://www.columbia.k12.mo.us/ch16/index.php).
- ✓ The Board of Education welcomes involvement from the community. You can sign up to be a volunteer in the public schools, become involved in the Partners for Education program or sign up to participate in a school district committee or task force. For more information on being a volunteer, see: <http://www.columbia.k12.mo.us/pie/pie/volunteers.htm>. For more information on becoming a Partner in Education, see: <http://www.columbia.k12.mo.us/pie/pie/about.htm>. For more information on becoming a committee volunteer, see: <http://www.columbia.k12.mo.us/volun.php>.
- ✓ The Columbia/Boone County Public Health and Human Services Department runs Puertas a Salud, a pre/postnatal program targeted at Latino immigrant families which provides support and education including referrals to the Women, Infants, and Children feeding program; healthcare providers; parenting resources (i.e. Parents as Teachers); early education programs; and other resources.
- ✓ Prenatal case management services are provided by Columbia/Boone County Public Health and Human Services staff to residents of Boone County. Services focus on linking women and families with prenatal care, health insurance, and other resources such as WIC, safety products (car seats, cribs, etc.). Referrals are also made to parenting resources (i.e. Parents as Teachers) and early education programs.

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- ✓ Lutheran Family and Children's Services Resource Parents Program is funded by the City through the Office of Community Services. In FY2008, \$45,000 was provided as support for pregnant and parenting teens including case management, basic needs, and mental health services. Referrals are also made to WIC, healthcare providers, Parents as Teachers, early education programs, and other resources.
- ✓ Heart of Missouri United Way just started its Imagination Library program that distributes one book per month, for a child's first five years, to children born in Boone County with Boone County addresses. This program is supported with private donations, gifts, and grants.
- ✓ First Chance for Children's Listo Summer School completed its trial run this summer. The three-week summer school taught English to 16 Latino children about to enter kindergarten. The classes ran from 8:30a.m.-12:30p.m. five days a week and included a field trip to the public library. Attendance was free and transportation was provided.
- ✓ Starting in December 2008, First Chance for Children will provide every mother who delivers at the two Columbia hospitals with a canvas Baby Bag that contains books to read to her new baby, safety outlet covers, diapers, and a notebook called "All About Baby" that tells her about local resources for new mothers and their babies. The staff member who delivers each Baby Bag also helps mothers enroll in community programs, like WIC, Parents as Teachers, Dolly Parton's Imagination Library, and the Daniel Boone Regional Library, including its Play-as-Learning Bags. Low income mothers are also encouraged to enroll in the Home Visit and Safe CRIBS programs. Those programs are funded by the Missouri Department of Social Services, the Boone County Community Partnership, and the Children's Trust Fund.
- ✓ First Chance for Children's Lend & Learn Toy Libraries provide a safe location in which young children and their parents can play with toys that develop their motor and cognitive skills. The toys can be enjoyed at the library or borrowed for free. The toy libraries also provide opportunities for parents to link with other parents, both during regular hours and at group events.
- ✓ First Chance for Children's eight-week "Baby U" classes are modeled after the "Baby College" run by the Harlem Children's Zone. The course meets weekly for eight weeks, offering low-income mothers a series of parent-and-child classes on child development and sound parenting skills. These sessions also provide an opportunity to introduce the families to other community service agencies. The class will be offered in Columbia and Centralia during the 2008-09 school year.
- ✓ First Chance for Children partners with ten minority barber shops and beauty shops to provide educational materials and opportunities. Each shop is provided with a basket of books suitable for children from birth to third grade. First Chance

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also gives raffle tickets to every parent, friend, and relative who reads to a child while they wait for their turns. The baskets contain a mixture of classic children's books and books likely to resonate with minority children. The child's name is placed in a raffle to win books, YouZeum passes, ARC passes, and various other incentives for reading books and completing a reading log.

- ✓ First Chance for Children is also implementing a three-year \$2.7 million grant from the U.S. Department of Education to develop preschools that excel in teaching language and literacy skills to at-risk children.
- ✓ Jefferson Farms and Gardens, one of the nation's premier educational farms located at 4800 New Haven Road, began holding regular public events in 2008 and plans to continue doing so in 2009. For updates and more information, see: <http://www.jeffersonfarm.org>.
- ✓ The Mizzou Botanic Garden is a living museum of thousands of plants, open year round and free to the public. An educational self-guided tour map is available. For more information, see: <http://gardens.missouri.edu/>.
- ✓ In November 2008, the MU School of Veterinary Medicine opened its Regional Biocontainment Laboratory. This is 1 of 13 such labs in the U.S. and conducts research on bioterrorism pathogens. The facility will allow scientists to provide state-of-the-art training to graduate and postdoctoral students, scientists, and laboratory animal medicine veterinarians. For more information, see: <http://www.rbl.missouri.edu/>.
- ✓ The Missourian Watchword is helping to educate citizens by providing a framework for information and feedback on the visioning process. For more information, see: (<http://thewatchword.wordpress.com/>). The Missourian is also helping to develop a comprehensive on-line community calendar, an explicit visioning goal.
- ✓ Several community volunteers have created a new community portal to continue the visioning conversation. To become a part, register now at: <http://www.ColumbiaVisioning.com>.
- ✓ The Office of Social and Economic Data Analysis (OSED) conducts projects focusing on important public policy issues and supports the Department of Elementary and secondary Education's data warehouse of key educational indicators. For information about current projects, see: <http://www.oseda.missouri.edu/projects>
- ✓ See also: *Environment*, *Social Services*, and *Library*, below.

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- **Energy Efficiency**
- ✓ Columbia Water and Light has released a draft Integrated Resource Plan. It evaluates efficiency measures and lists new electric resource options. For the full report, see: <http://GoColumbiaMo.com/WaterandLight/index.php>.
- ✓ Columbia Water and Light has numerous energy efficiency programs: free energy audits, free shade trees, efficiency rebates, low-interest loans for energy efficiency improvements, assistance for homes that are Energy Star qualified, Solar One, rebates and loans for solar projects, net-metering agreements, and an annual compact fluorescent bulb rebate program. There are also programs available for business customers.
- ✓ For more information about Columbia Water and Light programs, see:  
[http://www.GoColumbiaMo.com/WaterandLight/Home\\_Performance/homeperformance.php](http://www.GoColumbiaMo.com/WaterandLight/Home_Performance/homeperformance.php) (links for this program on the left-hand side of the page)  
<http://www.GoColumbiaMo.com/WaterandLight/Conservation/newhomeNRGstar.php>  
<http://www.GoColumbiaMo.com/WaterandLight/Home/solarsystems.php>  
<http://www.GoColumbiaMo.com/WaterandLight/Conservation/rebateprograms.php>  
<http://www.GoColumbiaMo.com/WaterandLight/Conservation/loans.php>  
<http://www.GoColumbiaMo.com/WaterandLight/Electric/SolarOne.php>
- ✓ Water and Light has recently started the online Energy Depot to help community members better understand and manage home energy use and costs. For more information and the online tools, see:  
<http://www.energydepot.com/hometown5/index.asp?KEY=62>.
- ✓ The Missouri Industrial Assessment Center offers free energy audits of eligible businesses. For more information, see: <http://iac.missouri.edu>.
- ✓ In 2004, Columbia residents approved a local renewable energy standard that requires increasing amounts of renewable energy to be provided through the City utility every year. For the full report on renewable energy, see:  
<http://gocolumbiamo.com/WaterandLight/Documents/2009RenewReport.pdf>
- ✓ Wabash Station has been remodeled to meet LEED standards.
- ✓ An “Eco Schoolhouse” designed to meet LEED standards was constructed at Grant Elementary. This project was only made possible by substantial in-kind donations from several area businesses and more than \$200,000 in contributions from the community. The Eco Schoolhouse will generate its own energy with renewable resources, capture and use all rainwater on-site, and serve as a teaching tool for students, teachers, and the community. For more information and to see a preview for an upcoming documentary on the schoolhouse, see:  
<http://ecoschoolhouse.com/>.

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- ✓ The new City Hall complex is under construction and has been designed to achieve a silver level of LEED certification. For more information about the phases of construction of the building, the renovation of the Daniel Boone Building that currently houses City offices, and for pictures of the process, see: [http://www.GoColumbiaMo.com/City\\_Hall\\_Renovations/index.php](http://www.GoColumbiaMo.com/City_Hall_Renovations/index.php).
- ✓ The City's Department of Information Services is implementing a City-wide document imaging system that will reduce waste and increase efficiency.
- ✓ The Columbia Public Schools staff attended the Building Operator Certification Program which is sponsored by Water and Light and focuses on building energy efficiency topics. For more information on this program, see: <http://www.GoColumbiaMo.com/WaterandLight/Business/buildingoperatorscertificateprogram.php>.
- ✓ MU Campus Facilities offers tips, posters, brochures, and more about saving energy. For more information and free downloads, see: <http://www.cf.missouri.edu>.
- ✓ In the Fall of 2009, students from the University of Missouri – Columbia and the Missouri University of Science and Technology (Rolla) are teaming up to compete in the U.S. Department of Energy's Solar Decathlon. Students will compete to design, build, and operate the most attractive, effective, and energy-efficient solar-powered house. This is the fourth time that the Missouri University of Science and Technology has been selected to compete in this event, one of only two such schools. For more information on this project, see: <http://solarhouse.mst.edu>. For more information on the Solar Decathlon, see: <http://www.solardecathlon.org/about.html>.
- ✓ See also: *Environment*, below.
- **Environment**
  - ✓ The City Manager's office is partnering with MU to produce a Natural Resources Inventory and make that available to the public online. The inventory began with a flight over the area using infrared imaging technology. Besides high-color quality imagery of the City's planning area, the project will include an analysis of vegetation composition and health, allowing for baseline evaluations of development impacts and identification of open space acquisition or protection targets. A public presentation of the progress on the NRI and its potential future use was held at the ARC on October 13, 2008.
  - ✓ Boone County, in cooperation with MU's Department of Geography, is identifying and mapping areas of historic significance, such as gravesites in the county. County regulations already require developers to identify areas of historic significance when they plat for land development. This mapping resource is only

## Inventory of Existing Efforts

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available for internal use at this time. The MU Department of Geography and the county GIS staff were important resources in this effort.

- ✓ As part of its legislative package in the past two legislative sessions, Boone County has pursued legislation that would authorize counties to adopt a sales tax to fund purchases of easements for farmland and natural land preservation.
- ✓ The Metro Greenbelt/Trail Plan reflects an organized effort to preserve open space along the city's major creek corridors. A number of trails are in the planning stage in the Bear Creek and Hinkson Creek greenbelt corridors. For more information and to see the plan, go to:  
<http://www.GoColumbiaMo.com/Planning/Plans/Trails/index.php>.
- ✓ The City of Columbia, Boone County, and the Missouri Department of Transportation have released a draft of the East Columbia Environmental Impact Statement. For more information, see: <http://www.eastcolumbiaeis.com/>.
- ✓ The Missouri Watershed Information Network is working to build a greater degree of cooperation and coordination among projects and provides a first point of access for information regarding water in Missouri. For more information, see: <http://www.mowin.org>.
- ✓ Boone County has sponsored a study of the Bonne Femme watershed located between Columbia and Ashland. The resulting watershed plan, which includes a number of goals and strategies for natural resource protection, for this area has been adopted by Boone County, the City of Columbia, and the City of Ashland. For more information, see: <http://www.cavewatershed.org/>.
- ✓ As part of the City's MS4 EPA permit to implement storm water treatment, the City conducts ongoing public education campaigns on the best practices to maintain clear streams.
- ✓ The City's Environment and Energy Commission is studying land disturbance policy as well as tree preservation and urban forest management issues.
- ✓ The County is currently developing storm water regulations that will help protect the environment of the county. A stream buffer ordinance that will help improve water quality as land is developed is ready to be adopted.
- ✓ The Boone County Commission has obtained funding to study the Hinkson Creek watershed and determine best management practices for landowners in the environmentally sensitive area. The three-year study is funded by a \$501,483 grant from the Department of Natural Resources and an in-kind match from the county of \$200,599.

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- ✓ The Boone County Regional Sewer District has been making progress in eliminating waste water discharge points around the county by connecting a number of systems to municipal sanitary sewers and consolidating other subdivisions. The citizens recently authorized a bond issue that will allow the Regional Sewer District to consolidate even more systems.
  
- ✓ On December 10, 2008, the City transitioned to a voucher system for the distribution of trash and recycling bags. This will save an estimated \$262,000 annually for ratepayers. For more information, see:  
<http://www.GoColumbiaMo.com/PublicWorks/Solidwaste/BagVoucherDistributionSystem.php>.
  
- ✓ The Parks and Recreation Department was recently awarded a grant from the Mid-Missouri Solid Waste Management District for a seasonal beverage container recycling project, which includes the purchase of 60 recycling containers. The project will increase the recycling effort at parks and recreation facilities.
  
- ✓ The budget for FY 2009 includes funds for the function of Sustainability Director. City staff made a presentation of recommendations for defining this function on November 17, 2008. Discussions as to how to define and fill this function are ongoing.
  
- ✓ The City's Public Works Department runs several volunteer-based programs that teach community members of all ages to reduce, recycle, and reuse. For more information on this and other programs and to volunteer with Public Works, see:  
<http://www.GoColumbiaMo.com/PublicWorks/Solidwaste/Volunteer/index.php>.
  
- ✓ The Parks and Recreation Department has constructed four demonstration rain gardens in recently developed parks: Stephens Lake Park, Flat Branch Park, and Louisville Park. All four gardens include an interpretive sign explaining the benefits of rain gardens in filtering storm water runoff.
  
- ✓ There are clubs at both high schools where interested teens can get involved with environmental issues. For more information on clubs at Rock Bridge, see:  
<http://www.columbia.k12.mo.us/rbhs/activities/clubs.htm>. For more information on clubs at Hickman, see:  
<http://www.columbia.k12.mo.us/hhs/HHS%20Web/Activities/index.html>.
  
- ✓ The Columbia Climate Change Coalition (CCCC) has organized to raise awareness and build collective action regarding environmental issues. The City of Columbia, at the CCCC's request, participated in Earth Hour, a voluntary international effort to reduce the use of artificial lighting and lower the planet's carbon footprint. Water and Light estimates that the City of Columbia reduced its electric load by 1.72 MW, enough energy to power 70 homes. For information and for events sponsored by the CCCC, see:  
[www.ColumbiaClimateChangeCoalition.org](http://www.ColumbiaClimateChangeCoalition.org)

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- ✓ Sustain Mizzou is a student organization that is committed to creating a sustainable way of life at MU through public education and local action regarding the environment. For more information, see:  
<http://students.missouri.edu/~sustainmizzou>
- ✓ See also: *Education and Energy Efficiency*, above.
- **Governance**
- ✓ Columbia Citizen Handbook: In May 2008 the City released a revised citizen handbook that describes the City, commonly used services, and ways to gain access to these services. If you would like a hardcopy, email the Public Communication Office ([pc@GoColumbiaMo.com](mailto:pc@GoColumbiaMo.com)). The guide can also be downloaded at: [http://GoColumbiaMo.com/Public\\_Comm/index.php](http://GoColumbiaMo.com/Public_Comm/index.php).
- ✓ The City of Columbia hosted a Community Education and Awareness Fair on October 18, 2008 to provide all citizens additional information about local government from City Council members, City department heads and City staff. A second fair is planned for May 6, 2009 that will include a Neighborhood Congress and office hours with members of City Council.
- ✓ The City has recently updated its website to make it easier to navigate and the webmaster is currently working on implementing a single web form through which all problems can be reported. Additionally, new web forms that streamline interactions with City government are being added all the time. Before you walk in, check e-services to see if you can complete your task online:  
<http://www.GoColumbiaMo.com/>.
- ✓ In late 2008, The Public Communications Department was awarded funds to cover the start-up costs associated with streaming City Council meetings over the web.
- ✓ The Columbia Vision Commission Ordinance was approved by City Council on October 6, 2008 and revised on January 5, 2009. Members were appointed to this commission on December 15, 2008. This commission will track visioning progress and report to the community every two years. Under this ordinance, the visioning commission will also coordinate with other boards and commissions to promote the efficient utilization of resources and increase public engagement and dialogue. For more information, see:  
<https://www.GoColumbiaMo.com/Council/Commissions/vision.php>.
- ✓ The City has recently implemented an online calendar that lists all public events and meetings. To see the calendar, go to: [www.gocolumbimo.com/webcal](http://www.gocolumbimo.com/webcal)
- ✓ The Mayor and Council requested that boards and commissions submit annual work schedules or programs to Council and has begun to review the limitations of

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service and work loads among boards and commissions, the roles of boards and commissions, and the relationship between Council, boards, and commissions.

- ✓ The Department of Information Services is implementing a City-wide document imaging system that will reduce waste and increase efficiency.
- ✓ The City and County have been working collaboratively on a number of projects which include the following:
  - Geographic Information Systems consortium agreements; mapping function with City, County and Boone Electric sharing costs equally.
  - Property taxes collected by county for City.
  - Some City business licenses also enforced at county level.
  - County generally certifies issue-related and Council candidacy petitions for the City.
  - City and County information technology directors meet monthly.
  - City and County bid on purchases together through Mid-Missouri Public Purchasing Cooperative.
  - CATSO: Columbia Area Transportation Study Organization Coordinating and Technical Committees. Meets quarterly to plan transportation in the Columbia metro area.
  - Joint maintenance and snow removal. Joint public works meetings with City and County.
  - Share similar inspection protocols regarding publicly owned buildings and property. City allows County permitting and inspecting of County buildings inside City; County allows City permitting and inspecting of City buildings in county area (i.e. airport).
  - Joint communications: 911 system (cooperation among City, County, and other municipalities in Boone County); Public Safety Joint Communications developed Emergency Management Plan; Local Emergency Planning Committee; joint monthly meeting with Emergency Management Director; joint City-County evacuation routes.
  - Health and Human Services Department: joint construction and operation of Sanford-Kimpton building; intergovernmental cooperative effort with public health departments (sewer and lagoon inspections, health issues, food inspections, vaccinations); animal control; platted subdivisions in county; vicious dog licensing management for County; monthly meetings.
  - Avenue of the Columns, improvement of 8<sup>th</sup> Street and courthouse square.
  - Sheriff and Corrections: (joint agreement) transport prisoners from County Sheriff's Department to jail; (joint agreement) housing inmates with municipal charges; Ex Parte, probate notices,

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- evictions, warrants, and returns served by County Sheriff; positive working conditions; civil process papers, and other issues.
  - The County Commission and the City Manager meet monthly to discuss issues of common concern. The County Commission also meets with a variety of departments and Columbia Public Schools on a less regular basis to discuss issues of common concern.
  - Additional Joint Efforts: protocols regarding fire and law response for governmental buildings downtown, City facilities, and out in county; effects of storm water and annexation; planning and zoning, land use and long range planning; joint discussion regarding ballot issues.
- ✓ On March 17, 2009, the City and the Boone County Fire Protection District (BCFD) entered into a new, five year cooperative agreement. This agreement will cost the City approximately half as much as the previous agreement and makes the city responsible for primary fire services within the city limits, including future annexations. The model for the agreement is “automatic aid” where both Chiefs determine which stations from both the City and BCFPD will respond to each location under various scenarios. These response scenarios are flexible and are to be reviewed at least twice a year. The City will always respond to calls within the City, but in some cases may not be the first on the scene.
  - ✓ Boone County reports that its planning and zoning commission periodically meets with the planning and zoning commissions of smaller communities in an open meeting format that allows interaction and discussion of common problems.
  - ✓ MU Extension’s Community Development Program has the mission of fostering meaningful public participation and inclusion, enhancing local leadership and decision-making capacity, and helping communities achieve the goals and results they establish for themselves by engaging these Missouri communities in learning, organizing, and acting in ways that empower local people to influence the future of their community through democratic means. For more information, see <http://extension.missouri.edu/planofwork/community.htm>.
  - ✓ See Also: *Economic Development*, above
- **Health**
  - ✓ The Columbia/Boone County Department of Public Health and Human Services provides essential public health services including immunizations and treatment of communicable diseases, and prevention programs. Social services staff provide a wide variety of health-related social service programs including: emergency oral pain relief, optical, medical supplies/DME, medication assistance, and in-home services (homemaker/personal care/respite). For more information on the Department of Public Health and Human Services see: <http://www.GoColumbiaMo.com/Health/index.php>.

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- ✓ Other entities also provide some health services. The Family Health Center, a federal qualified health center, provides medical and dental care to the uninsured and the underinsured in a multi-county region. Due to high demand and inadequate funding, would-be patients can experience a wait of up to three years for dental care. They currently have no wait for medical appointments.
- ✓ Family Health Center, Boone County Health Dept and Ellis Fischel (University of Missouri) participate in Show Me Healthy Women program that provides free mammograms, breast exams and pap/pelvic exams to low-income and underinsured women. Also, the local Komen organization raises money they donate for various activities related to breast cancer in the local area, such as free mammograms.
- ✓ In the fall of 2008, University of Missouri medical students opened “Medzou”, a new volunteer-staffed medical clinic targeted toward the uninsured and underinsured. The clinic offers free primary care to patients referred by the Family Health Center and is open every Thursday from 5-9p.m. It is located in the Central Missouri Community Action Center at 400 Wilkes Blvd.
- ✓ Prevention programs which can reduce both short- and long-term health costs are a focus of the health department and other entities working on health issues in the community. Initiatives focused on chronic disease prevention and enhancing health literacy are of particular importance given low funding levels for health services. Missouri ranks 47<sup>th</sup> in the nation in state per capita public health funding, and its funding is the lowest of any of the contiguous states. Health literacy is defined as the “degree to which individuals have the capacity to obtain, process and understand basic health information and services needed to make appropriate health decisions.” Low health literacy has been estimated by the Missouri Foundation for Health to cost Boone County \$128.9 million a year.
- ✓ As part of the Department of Public Health and Human Services’ principal focus on disease prevention and health promotion, it has staff participating in 37 state coalitions, work groups and other efforts with this focus. As part of visioning implementation, the Department of Public Health and Human Services hosted a film and dialogue series on health issues in the fall of 2008, and in December 2008 it hosted a community workshop titled “Change Starts Here” focused on chronic disease prevention and the role of community members.
- ✓ The chronic diseases most affecting Boone County are tobacco-related cancer and heart disease, and growing rates of obesity are also an area of focus. Many of the Department of Public Health and Human Services’ programs are accordingly focused on these areas. One purpose of the Columbia Smoking Ordinance is to protect the public from exposure to and the discomfort from secondhand smoke. The ordinance prohibits smoking in commercial establishments with some exemptions. Since the passage of the smoking ordinance more than 1450 people have sought help from the health department for smoking cessation. Survey data

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indicates that the smoking rate for Boone County dropped from 26% in 2003 to 18% by the latter part of 2007.

- ✓ Enforcement activities indicate that compliance with laws on selling tobacco and alcohol to minors is about 50%. In November 2008 the Substance Abuse Advisory Commission made a proposal to the City Council to increase fines for noncompliance and use those funds to fund more enforcement of underage smoking and drinking laws.
- ✓ Several community efforts focus on diabetes prevention. Department of Public Health and Human Services staff is currently preparing a program for diabetes prevention education and screening targeting the African-American and Latino communities through local churches in central Columbia. The department will monitor outcomes of the program and, if staff resources become available, will consider expansion at some later date. The scope of the plan will be limited as the department will have to carry out the plan with no additional staff or funding resources.
- ✓ The Family Health Center also participates in a federal Diabetes Collaborative for their patients. The purpose of the collaborative is to improve the quality of care using an evidence-based program of diabetes management. For more information and to volunteer, contact Kerry Lewis at: [klewis@fhcmo.org](mailto:klewis@fhcmo.org).
- ✓ The University of Missouri Extension also has a community education and outreach program focused on diabetes. In Fall, 2008 MU Extension held a training for a new dialogue-based community curriculum based on “diabetes conversation maps”. Their training was attended by members of the Extension staff, University Hospitals and Clinics, and community representatives.
- ✓ “Stay Strong, Stay Healthy” is a nine-week strength training program designed to help middle-aged and older adults improve their strength, flexibility, and balance. To learn more, see: <http://missourifamilies.org/sssh/>.
- ✓ A community organization, Centro Latino, recently received a grant to train community educators on health prevention issues.
- ✓ Additional efforts focus generally on promoting a healthy lifestyle. The Department of Public Health and Human Services is part of a strong network of programs which focus on health promotion at an early age by helping young children and their families to improve nutrition and increase physical activity. Others in this network include PedNet, MU Extension, Columbia Public Schools, Family Health Center, and Central Missouri Community Action Agency.
- ✓ To promote sound nutrition, the Department of Public Health and Human Services offers healthy cooking classes that are taped and shown throughout each month on the City Channel. The Department of Public Health and Human

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Services also provides funding for “Lunch in the Park,” a summer food program at Douglass Park that concentrates on assuring that all children have access to healthy foods during the summer.

- ✓ The University of Missouri Extension also offers educational materials and various cooking courses and programs aimed at improving nutrition and promoting healthy lifestyles. The Human Environmental Sciences program, beginning with the basics—food, clothing, shelter, finances, family and community— concentrates on providing scientific solutions for contemporary challenges in human lives. For more information, see: <http://extension.missouri.edu/planofwork/hes.htm>.
- ✓ The MU Extension Healthy Lifestyle Initiative is working to create healthy communities that support the availability of healthy, affordable, locally-produced food and safe, accessible physical activity. The focus of this initiative is on promoting lifelong health by making the healthy choice the easy choice. For more information, see: <http://extension.missouri.edu/healthylife/>
- ✓ The YouZeum, another community resource, opened at Fifth and Cherry streets on April 31, 2008. The mission of the YouZeum is to improve personal, family and community health by reaching a large, diverse audience with an engaging approach to health education. For more information, see: <http://www.youzeum.org/>.
- ✓ “GetAbout Columbia” regularly issues fliers and conducts programs that encourage daily exercise and non-motorized transportation and teaches people safety in biking and walking the city. For more information and the latest programs, see: <http://www.getaboutcolumbia.com/>.
- ✓ In addition to the above, a group of health-related organizations from around the state have formed the Live Well Message Alliance. The Alliance has formed a public awareness campaign urging Missourians to “Live Like Your Life Depends On It”. For more information, see: <http://www.lifedependsonit.com>.
- ✓ Beginning March 2, 2009, The Columbia/Boone County Department of Health and Human Services offered the interactive, self-management program, “Live Like Your Life Depends On It”, as a free six-week class that was open to the public. The class was designed for those with chronic conditions such as heart disease, diabetes, high blood pressure, arthritis and asthma. From March 4<sup>th</sup> to April 17<sup>th</sup>, the Department of Health and Human Services conducted an online survey that asked Boone County residents for information about diet and physical activity.
- ✓ Data relating to health issues is gathered and evaluated on an ongoing basis. The Department of Public Health and Human Services conducts a comprehensive community health assessment every three years (with new data uploaded annually

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if available). The last assessment was updated January 2008 and the next comprehensive review has already begun. More information can be found at: <http://www.GoColumbiaMo.com/Health/Documents/BooneCountyCommunityAssessment-revisedJan2008.pdf>.

- ✓ The Boone County Indicators website provides a snapshot of important health and human service indicators that are monitored on an annual basis. The next update is due in February 2009. See: <http://www.booneindicators.org/>.
- ✓ The Department of Public Health and Human Services is developing and will be using a web-based data management technology known as “Community Issues Management” (CIM). CIM provides a data-based platform for framing, managing, and identifying actions to take on complex issues. It also can serve as a platform for issue framing and enhance public dialogue. To look at the CIM system, see: <http://www.cim-network.org>.
- ✓ In FY 2009 the City and County will purchase \$108,000 in community mental healthy services via contracts with Phoenix Programs and the Family Counseling Center.
- ✓ The Boone County Board of Mental Health completed a comprehensive community needs assessment in 2004. More information can be found at: [http://www.showmeboone.com/MentalHealthBoard/Mental%20Health%20Board%203\\_23.pdf](http://www.showmeboone.com/MentalHealthBoard/Mental%20Health%20Board%203_23.pdf).
- ✓ See also *Education* above.

### ▪ **Heritage**

- ✓ On November 3, 2008, the Columbia City Council authorized a comprehensive agreement with the Boone County Historical Society that would double the size of Boone Junction History Village south of town. This agreement appropriates \$40,000 from the Convention and Visitor’s Bureau Tourism Development Program for the addition of three new historic structures – the Shotgun House, the Ryland House, and the Lustron House. For more information, see: <http://www.GoColumbiaMo.com/Council/Bills/2008/nov3bills/R243-08.pdf>.
- ✓ First Night Columbia 2009 had an event emphasizing the ongoing project to preserve the J.W. “Blind” Boone home. The mission of the restoration project is as follows: “To the greatest extent possible, restore the home as it was during the time John W. “Blind” Boone and his wife were in residence. To provide through audio, visual, and print displays, an interpretation of the African American experience in Columbia from its founding to present day.” For a video about the home, see: [http://www.GoColumbiaMo.com/Blind\\_Boone\\_Home/index.php](http://www.GoColumbiaMo.com/Blind_Boone_Home/index.php).

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- ✓ The historic Shotgun House, once located at the corner of Garth and Worley streets, was moved to the Boone Junction Historic Village on March 12, 2009. The Shotgun House was one of Columbia's first notable historic properties.
- ✓ Jefferson Farms and Gardens, located at 4800 New Haven Road, has displays and programs related to our agricultural heritage. For updates and more information, see: <http://www.jeffersonfarm.org>.
- ✓ The State Historical Society of Missouri, currently located on the east side of MU's Ellis Library, is the leading research facility for the study of Missouri's heritage and a leader in programming designed to share heritage with the public. Through educational settings (such as the Missouri History Speakers' Bureau, genealogy workshops, and others) as well as through the performing arts (such as MoHiP Theater), the Society brings Missouri history to the state's citizens and gives Missourians the tools they need to uncover history in their own lives. For more information, see: <http://shs.umssystem.edu>
- ✓ The University of Missouri Western Historical Manuscript Collection is a joint collection of the University of Missouri and the State Historical Society of Missouri which supports the research needs of University faculty and students, Missouri residents, and the general public by collecting, preserving, and making available to them various primary source materials documenting the history of the university, the state, and the region. For more information, see: <http://whmc.umssystem.edu/>.
- ✓ The State Historical Society has announced a need to expand and find a new site. Public reports have indicated that it may relocate to another city if it is unable to expand its current facilities or find a location within Columbia that will allow for expansion. The City has begun discussions with the Society to identify a suitable site in Columbia.
- ✓ See also *Community* above.
- **Jobs and Job Training**
  - ✓ For FY2008 the City and County purchased \$43,350 in employment training services through the Office of Community Services.
  - ✓ The Office of Social and Economic Data Analysis collaborates with the Missouri Economic Research and Information Center (MERIC) to provide an interactive career exploration tool combining occupation projections, education and training information, industry projections, and skills data, including WorkKeys®. For more information, see: <http://apps.oseda.missouri.edu/MOWorkKeys/>
  - ✓ The Columbia Area Career Center offers many resources for jobs and job training. For more information, see: <http://career-center.org/index.cfm>.

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- ✓ For FY2008 the City and County will purchase \$43,350 in employment training services through the Office of Community Services.
- ✓ See also *Economic Development*, above.
- **Library**
  - ✓ In 2008, the Daniel Boone Regional Library (DBRL) Board of Trustees initiated a strategic planning process. Comprised of community, library board and staff representatives, the DBRL Planning Team adopted a highly participatory and transparent planning process for library services from 2010-2017. The process began by gathering input from four sources: 1) community members—input gathered at public drop-in sessions and through postcards and web site comments 2) staff and administration meetings 3) economic and demographic reports from the cities of Fulton, Hallsville and Columbia, and from Boone and Callaway counties and 4) community leaders— one-on-one meetings were held with school board superintendents, chamber presidents and county and city government officials representing all of our service areas.
  - ✓ The DBRL has developed an eight-year strategic plan that focuses on three key areas of emphasis. The first addresses expansion and enhancement of services— library patrons are asking for more materials, longer open hours, more access to computers and greater web site capabilities, among other things. The second key area of focus in this strategic plan involves community awareness. Third, the board plans to address improvements needed to enhance the library’s organizational effectiveness. The board will review the structure of the city and county library districts and work on increasing its efficiency and effectiveness.
  - ✓ The DBRL Planning Team presented its recommendations to the full DBRL board during its March 2009 meeting and the board is expected to accept the plan at the April 16 meeting. Next, staff will develop annual action plans and implementation steps to achieve the strategic and service goals. To view the vision, mission and values, or to comment on the plan, please visit [www.dbrl.org/strategicplan](http://www.dbrl.org/strategicplan).
  - ✓ Crews are working to improve traffic and pedestrian flows around the library. Three new self checkout machines have been installed and the library is now open seven days a week. For more information on the strategic planning process and what the library is currently doing, email [strategicplan@dbrl.org](mailto:strategicplan@dbrl.org), call (573)443-3161, or see: <http://www.dbrl.org/strategic-planning>.
- **Neighborhoods**
  - ✓ The Neighborhoods Section of the Metro 2020 plan contains specific principles for good neighborhood design that were discussed in the final vision report. These principles and the recommendations from the vision and action plan will be reviewed and evaluated in the process of developing the new comprehensive

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planning and development code (see Planning and Development below). For more information, contact Tim Teddy at: [ttteddy@GoColumbiaMo.com](mailto:ttteddy@GoColumbiaMo.com).

- ✓ The City Council recognizes neighborhood associations which are entitled to special notice of proposed City actions that could affect their property. There are about 70 associations in Columbia at this writing. The Department of Planning and Development is exploring the possibility of hosting a “congress” of neighborhood associations. A survey has been conducted and the department will host a discussion of neighborhood participation in planning as a part of a May 2009 “Keys to the City” event. If interested, contact: [ttteddy@GoColumbiaMo.com](mailto:ttteddy@GoColumbiaMo.com).
- ✓ The Office of Volunteer Services is working with a committee of community members and City staff to develop a six-session Neighborhood Leadership Program aimed at building capacity in neighborhood associations. Topics in the program will include how to navigate local government, information on the development process and ideas for grassroots efforts in neighborhoods. The program is tentatively scheduled to run from mid-February through the end of April 2009. If interested, contact: [LCNUTTER@GoColumbiaMO.com](mailto:LCNUTTER@GoColumbiaMO.com).
- ✓ The City’s Neighborhood Response Team (NRT) helps property owners improve or remove homes and commercial buildings that don’t meet City health and building codes. Each year, a team of staff members from several City departments survey more than 3,500 properties.
- ✓ Citizens may call the City’s graffiti hotline to report graffiti on public and private property. Public agencies, private property owners and volunteer groups all work to remove these marks in a timely manner.
- ✓ In 2004 the City adopted ordinances that require all new streets to have sidewalks on both sides. In the 2005 transportation ballot, the City identified \$3,375,000 in sidewalk repair, improvement, and expansion funding for a ten-year period. The City has covered the broad brush strokes of its bike and pedestrian network in its Sidewalk Master Plan and Capital Improvement Plan but the local street walk and bike routes are not inventoried. The Bicycle and Pedestrian Commission would work with citizens to create detailed inventories of sidewalk and bikeway gaps and sidewalks in substandard condition that could be used as a planning resource. For more information, see: <http://www.GoColumbiaMo.com/Planning/index.php>.
- ✓ See also *Planning and Development*, below.
- **Parks and Recreation**
  - ✓ The City of Columbia has many opportunities where citizens can work in City parks. These include TreeKeepers, CARP (Columbia Aquatic Restoration Project), Park Patrol, Cleanup Columbia, Adopt-a-Spot, and monitoring bluebird

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boxes. New classes have been scheduled for Treekeepers. For more information, see: [www.GoColumbiaMo.com/Volunteer](http://www.GoColumbiaMo.com/Volunteer)

- ✓ A Parks and Recreation Master Plan was completed in 2002. The plan was intended to be a ten-year plan and it recommends neighborhood parks be developed within a half-mile of all residential neighborhoods. A new or updated plan will be needed by the year 2012 and additional resources (financial, volunteers, etc) will be critical to realizing the goals of the master plan. For more information see [http://www/GoColumbiaMo.com/ParksandRec/Master\\_Plan/](http://www/GoColumbiaMo.com/ParksandRec/Master_Plan/).
- ✓ The Parks and Recreation Department regularly works in cooperation with GetAbout Columbia in developing trail plans and with Boone County in developing trails and parks, for example, the MKT trail. Parks and Recreation also publishes “Leisure Times” three times a year to keep the community involved in all of the department’s events and programs.
- ✓ In 2007 the Parks and Recreation Department secured a Tree Resource Improvement and Maintenance Grant for an educational project to manage the invasive plant threat of ornamental pear trees. The campaign was entitled, “Stop the Spread!”, and included a demonstration tree planting and educational sign at Louisville park, development and distribution of brochures and posters, press releases, and newspaper ads.
- ✓ The Parks and Recreation Department teams up with 12 local nature and environmental organizations to host an annual Trailside Expo in honor of Trails Day that features educational topics relevant to preserving the natural environment of Columbia’s parks and trails.
- ✓ The Parks and Recreation Department has a Natural Resources Division that includes the Horticulture and Forestry Programs with policies in place that include an emphasis on sustainable native plantings. Landscape and forestry programs currently contribute significantly to community aesthetics.
- ✓ A ballot issue approving a 1/8 cent park sales tax was approved by Columbia voters in November 2005. This sales tax will provide approximately \$12 million over a five-year period for the acquisition of land and the development and renovation of park and recreation facilities to improve the City’s park system. This tax expires at the end of March 2011, unless approved again.
- ✓ During 2008 the City of Columbia secured long term growth with the addition of the 320 acre Crane property, officially named the Gans Creek Recreation Area. Combined with the 140 acre A. Perry Philips Park, these two tracts satisfy the City’s need for a southeast regional park with a long range plan of being the southeast equivalent of the existing and heavily used Cosmo Park. As funded in the 2005 Park Sales Tax, \$250,000 has been budgeted for Phase I development of the Philips Park. Using these funds as a match, a \$157,500 grant from the

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Missouri Department of Conservation was secured to construct an entrance road, parking lot, boat ramp, floating fishing dock, restrooms and lighting. Construction is scheduled to start in summer 2009.

- ✓ In December 2008, Parks and Recreation released its list of Capital Improvement Project (CIP) accomplishments for 2008. These projects are funded through the park sales tax. In 2008, the City added Longview and Louisville, two new neighborhood parks, on existing city property. The city added four tennis courts at Cosmo-Bethel, restrooms at various trail access points, and water spraygrounds at Stephens Lake and Flat Branch Parks. Additionally, some older facilities were replaced over the last year; including: the 25 –plus-year-old restroom at Kiwanis Park, two 30-plus-year-old restrooms in Cosmo Park, a new restroom and new shelter to replace existing structures at Cosmo-Bethel Park, and the aging wooden shelters at Grindstone Nature Area and Parkade Neighborhood Park. These projects have been substantially completed. As approved by the voters, the department is under construction on five neighborhood parks including Auburn Hills, Eastport, Smiley Lane, Cascades, and Grasslands and will begin renovations to Douglass Baseball Field and improvements to the Douglass Pool.
- ✓ The MU campus is also a botanic garden. This living museum of thousands of plants is open year round and free to the public and an educational self guided tour map is available. For more information, see: <http://gardens.missouri.edu/>.
- ✓ See also *Community and Environment*, above
- **Planning and Development**
- ✓ The City has initiated a growth management planning process intended to lead to a new comprehensive planning and development code that will guide future development and establish continuity and consistency with the visioning process. This will include consideration of a form-based code model.
- ✓ This comprehensive planning process is expected to take three years. This will include preparing an interim plan which will be a compilation of all existing and relevant comprehensive development plans and policies into a single document.
- ✓ Citizen input will be integral to creating this comprehensive plan. For more information on this process and form-based zoning, contact Tim Teddy: [ttteddy@GoColumbiaMo.com](mailto:ttteddy@GoColumbiaMo.com).
- ✓ The County and the City of Columbia are engaged in a joint planning process through joint sub-area plan meetings of the County and City planning and zoning commissions. Note that the County is limited by state law in its authority to empower a city/county planning commission. The first sub-area plan near the site of the new high school is nearing completion as of this writing.

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- ✓ In May 2008 the City Council reviewed the 2006 Process and Procedures Stakeholders report from the Planning and Zoning Commission. Council then directed Planning and Zoning and staff to implement these recommendations. These changes are expected to be completed by the end of Fiscal Year 2009.
- ✓ In December 2008 City Council approved a new Community Improvement District East of Missouri Highway 763 and north of Brown School Road. This is similar to a transportation development district in that small, local sales taxes will be paying for broader infrastructure improvements.
- ✓ On April 1<sup>st</sup> The Public Works Department held a groundbreaking ceremony for the expansion of Maguire Boulevard on Wednesday. The project will consist on new street pavement and two bridges from the existing Maguire Boulevard northward to Stadium Boulevard and the expected completion date is spring 2010. Public Works also held an informal open house on March 31<sup>st</sup> to discuss the scope, design, and scheduling for this project and two other ongoing projects at Rollins Road North and Discovery Parkway.
- ✓ In April 2007 the City initiated a new electrical connection fee system. In this system, Water and Light provides the materials and the property developer is responsible for making the connection to existing City electrical services. For the ordinance, see:  
[http://www.GoColumbiaMo.com/Council/Final\\_Ordinances/Series\\_108/228;.html](http://www.GoColumbiaMo.com/Council/Final_Ordinances/Series_108/228;.html)
- ✓ In March 2008 the City adopted a new sewer extension policy. The policy decreases the extent of the City's construction of trunk sewer lines from the 80-acre to the 100-acre point in the watershed and establishes a scoring matrix for the rating of trunk sewer extension requests. For the ordinance, see:  
[http://www.GoColumbiaMo.com/Council/Final\\_Ordinances/Series\\_109/128;.html](http://www.GoColumbiaMo.com/Council/Final_Ordinances/Series_109/128;.html)
- ✓ City officials have launched an annual review of local public construction projects for the next ten years. Citizens are invited to view the plan to learn more about streets, sidewalks, utilities and other projects being considered. For more information and to see the plan, go to:  
[http://www.GoColumbiaMo.com/Finance/Services/Financial\\_Reports/cip-planning.php](http://www.GoColumbiaMo.com/Finance/Services/Financial_Reports/cip-planning.php).
- ✓ The City and the County have conducted joint planning exercises while working to develop the site plan and future zoning for the area in which the new high school will be located.
- ✓ The County Planning and Zoning Commission and the County Commission have reviewed proposed changes of zoning in agricultural areas. Their policy has been to encourage development inside the municipal limits of the various communities.

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- ✓ Boone County has continued to make improvements to county roads. The road improvement sales tax was recently extended for another ten years.
- ✓ On October 20, 2008 City Council approved a rezoning application for cottage housing. This rezoning will allow for a single lot to contain multiple units, increasing density on the property.
- **Safety**
  - ✓ The City brought five candidates for police chief to the city for interview and community meetings on January 12 and 13, 2009. The public was invited to meet with the candidates at informal roundtable sessions at the Activities and Recreation Center. The City has appointed Ken Burton, the former chief of Haltom City, Texas to the position. He begins work March 30, 2009.
  - ✓ As of July 28, 2008 the Columbia Police Department (CPD) implemented a new “Street Crimes Unit” with the primary mission of arresting career criminals and performing “hot spot” enforcement activities.
  - ✓ As of January 2008 CPD initiated a bait car program to catch car thieves. Since the beginning of the program the City has seen a significant reduction in auto thefts. As of November 2008 there had been a 35% reduction in auto thefts compared to past yearly averages. A local business donated \$28,000 to fund this program. About \$15,000 of this money was spent on equipment and about \$7,500 on the necessary training and the outfitting of the cars.
  - ✓ CPD was awarded more than \$85,000 through the 2009 STOP Violence Against Women Act Grant Program. The money will be used to provide support to victims and to assist with prosecution of offenders.
  - ✓ The CPD has created a new Professional Standards Unit, effective February 1, 2009. This has completely reorganized the process for handling internal and external complaints by creating an independent Internal Affairs unit. There is also a new set of complaint and compliment procedures. For more information, see: <http://www.GoColumbiaMo.com/Police/index.php>.
  - ✓ On June 26, 2008 the Council-appointed Citizen Police Oversight Committee recommended that some form of civilian oversight be established in regards to the CPD. The City Council has directed staff to develop draft legislation for a Citizen Review Board which could review decisions made by the Professional Standards Unit.
  - ✓ The CPD’s Community Services Unit offers programs on crime prevention education, public relations, and the general support of Special Operations and the Patrol Division. If you would like the Community Services Unit to design a

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program for your group or to help you with security concerns, contact Sgt. Lloyd Simons at 874-7405, 874-7606, or email him at [lsimons@GoColumbiaMo.com](mailto:lsimons@GoColumbiaMo.com).

- ✓ Columbia Public Schools school resource officers are provided through the Columbia Police Department. Additional funding is needed to maintain these officers in the schools after the 2008-2009 school year.
- ✓ CPD has implemented a number of innovative techniques for traffic enforcement, including a dedicated traffic unit and radar trailers. Over 60 volunteers, working through the Community Services Unit and largely drawn from the Police Academy, support the CPD in a variety of ways, including offering help with traffic enforcement.
- ✓ The CPD recently released a set of burglary prevention tips. For more information, see: [http://GoColumbiaMo.com/Police/burglary\\_prevention\\_tips.php](http://GoColumbiaMo.com/Police/burglary_prevention_tips.php)
- ✓ On December 22, 2008 the City held a ribbon-cutting and groundbreaking ceremony for the new CPD Regional Training Facility at 5001 Meyer Industrial Boulevard.
- ✓ CPD offers intruder training to teachers each summer, works collaboratively with the City/County disaster task force, and has a number of safety protocols in place including the use of several communication tools to reach its school community.
- ✓ The County Sheriff's department has begun regular patrols around the fringes of the City of Columbia where most of their calls are concentrated.
- ✓ Plans for two new fire stations are being implemented. Fire Station 7 at 400 Green Meadows Circle was placed in service on March 9, 2009, replacing the previous station at 3601 S. Providence. The Fire Station number 9 held a groundbreaking ceremony on March 4, 2009. The City will continue to plan for new fire stations and personnel to keep up with growth. For more information, see: <http://GoColumbiaMo.com/Fire/newfirestations.php>.
- ✓ The City is working toward a career ladder for paramedics and toward accreditation of the Fire Department. The fire protection services of Columbia, as rated by an insurance industry advisory company, have improved from Class 3 to Class 2. Class 1 is the highest possible rating.
- ✓ The City has increased the maximum fine for a violation of the business license ordinance from \$100 to \$1,000.
- ✓ Public Safety Joint Communications (PSJC) is currently upgrading its existing text-based Computer Aided Dispatch (CAD) system to a graphical system. PSJC is also in the process of upgrading the existing county-wide public safety radio infrastructure.

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- ✓ PSJC maintains a regional road closing website in cooperation with Boone County government. This covers Boone County and all of its municipalities. For the website, see: <http://www.showmeboone.com/OEM/closures.htm>.
- ✓ PSJC maintains a regional road inventory and direction website in cooperation with Boone County. For the website, see: <http://www.showmeboone.com/BCContentsFrame.ASP?DEPT=PB&PAGEFN=/PB/OfficialRoadNames/QueryRoadNames.asp>.
- ✓ PSJC makes a real-time view of dispatched fire and medical calls available to the public. For this view, see: <http://www.GoColumbiaMo.com/PSJC/Services/911/911dispatch/>.
- ✓ PSJC assists in maintaining a street center line and address Geographic Information System for residences in Boone County. To view this through the Boone County Assessor's website, see: <http://www.showmeboone.com/BCContentsFrame.Asp?DEPT=GIS&PAGEFN=/GIS/viewers/viewersall.asp>.
- ✓ PSJC is currently in the process of implementing the Police and Fire Priority Dispatch System to complement the existing Medical Priority Dispatch System. This system is a nationally recognized standard of structured call-taking and dispatch best practice. To learn more, see: <http://www.emergencydispatch.org/index.php?a=home&b=bodytext>.
- ✓ PSJC provides public education through its website, presentations at the Police Citizen's Academy, and occasional spots on the City Channel. For more information, see: <http://www.GoColumbiaMo.com/PSJC/Services/911/index.php>.
- ✓ PSJC provides guided tours of the 9-1-1 center to the public. These may be arranged by calling the administrative offices during business hours at 874-7400.
- ✓ Local police, fire, and ambulance scanner frequencies are available on the PSJC website at: [http://www.GoColumbiaMo.com/PSJC/Services/area\\_scanner\\_frequencies.php](http://www.GoColumbiaMo.com/PSJC/Services/area_scanner_frequencies.php).
- ✓ PSJC welcomes feedback from citizens who have dialed 9-1-1. Tell them about your experience at: <http://www.GoColumbiaMo.com/phpQ/fillsurvey.php?sid=109>.
- ✓ The Columbia/Boone County Office of Emergency Management (OEM) maintains an Emergency Operations Plan and a website with information on disaster preparedness. For more information, see: <http://www.GoColumbiaMo.com/EM/>.

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- ✓ The City of Columbia/Boone County (through the OEM) is recognized by the National Weather Service as a Storm Ready Community. Further information about the NWS Storm Ready Program can be found at:  
<http://www.stormready.noaa.gov/>.
- ✓ OEM sponsors a National Weather Service Storm Spotters class that occurs in late winter and early spring of each year. This is open to the public; further information may be obtained by calling (573)874-7400.
- ✓ Outdoor Warning Sirens are activated by PSJC through the OEM. To learn more about the siren system, see:  
[http://www.GoColumbiaMo.com/EM/Disaster\\_Preparedness/sirens.php](http://www.GoColumbiaMo.com/EM/Disaster_Preparedness/sirens.php).
- ✓ The City of Columbia has installed four surveillance cameras at the corner of Ninth Street and Broadway as a demo for a larger project to monitor and deter downtown crime. The streaming video is being evaluated by Assistant City Manager Tony St. Romaine and Tim Thomason of the Columbia Police Department's Community Service Unit.
- ✓ The Columbia Police Department and the Park Ranger were dispatched 1,524 times to park locations during FY-2008. This was a 9% increase over FY-07. The Park Ranger, working the days and shifts that are busiest with park users, responded to 25% of calls to park locations.
- **Social Services**
- ✓ In FY2008 The City of Columbia and the County of Boone will purchase \$995,573 in contracted social services with local services agencies. This annual funding process is conducted by the Boone County Community Services Advisory Commission and staffed by the Office of Community Services (OCS).
- ✓ Although the City and County have conducted needs assessments and program evaluations of locally funded programs for two decades, during the last two years the OCS staff has made significant improvements to the training and evaluation process. For example, in the past, agencies were evaluated only every five years. City staff was able to secure, for the first time, funding from the United Way in order to evaluate all agencies funded by the City, County, and/or the United Way each year. Also, individualized training is now provided annually to each funded agency. A timeline for completing services was also established in order to provide more structure for the evaluator, funders, and agencies. All of this was accomplished at no additional cost to the County or the City. In addition to this training and evaluation partnership with the United Way, the City and County are partnering with the United Way in providing training and evaluation services for early childhood learning programs funded by the County and the United Way.
- ✓ Each year the City of Columbia, through the Office of Community Services, submits an Emergency Shelter Grant application to the State of Missouri,

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Department of Social Services for funding to provide emergency shelter services to the homeless as well as services designed to prevent homelessness.

- ✓ The Columbia Housing Authority (CHA) has a public housing Resident Services Coordinator who refers residents to area social service agencies and follow up, works with case management, and helps with crisis intervention. CHA has two on-site food pantries (200 Boone Dr. and 1109 Elleta Blvd.) that may be utilized once a week by public housing residents and Section 8 tenants. The CHA's Independent Living Program creates collaborative partnerships to provide supportive services to help elderly and disabled public housing residents live independently as long as possible and to prevent premature and unnecessary institutionalization. For more information, contact Crystal Hampton at 443-2556, ext. 1270 or email [champton@columbiaha.com](mailto:champton@columbiaha.com).
- ✓ CHA's Family Self-Sufficiency Program (FSS) enables public housing and Section 8 families to become self-reliant, resourceful, and economically independent. For more information, contact Cornellia Williams at 443-2556, ext. 1279 or [cwilliams@columbiaha.com](mailto:cwilliams@columbiaha.com) (public housing) or April Woodall at 443-2556, ext 1257 or [awoodall@columbiaha.com](mailto:awoodall@columbiaha.com) (Section 8).
- ✓ The Section 8 Homeownership Program allows Section 8 participants to apply their Section 8 rental assistance towards the purchase of a home, instead of using their housing subsidy to help pay rent. This program allows first-time homeowners to use their housing assistance to pay a portion of their mortgage. For more information, contact April Woodall at 443-2556, ext 1257 or [awoodall@columbiaha.com](mailto:awoodall@columbiaha.com).
- ✓ The Opportunities For Families Program promotes long-term economic self-sufficiency by providing public housing residents with employment skills training; computer skills building; a four-to-one matched savings account program for homeownership, micro enterprise, or continuing education; onsite computer labs with internet access; a diverse array of supportive services; childcare and transportation assistance. For more information, contact Lolita Lucas at 443-2556, ext. 1257 or [lolital@columbiaha.com](mailto:lolital@columbiaha.com).
- ✓ The Money Smart program is a series of financial education classes designed to teach participants money management skills. Money Smart is also a full-fledged homeownership educational and counseling program. Its ultimate goals are self-sufficiency and homeownership. For more information, contact Cornellia Williams at 443-2556, ext. 1279 or [cwilliams@columbiaha.com](mailto:cwilliams@columbiaha.com) or April Woodall at 443-2556, ext 1257 or [awoodall@columbiaha.com](mailto:awoodall@columbiaha.com).
- ✓ Safe Cribs. First Chance for Children's Safe CRIBS program provides safe cribs for low-income families who lack safe sleeping accommodations for their babies. The cribs are accompanied by a Baby Bag that includes home safety items like a smoke detector and tub thermometer. The initial delivery visit is followed by five

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additional home visits that focus on child abuse and prevention and then turn to child development.

- ✓ Home Visits. First Chance for Children's home visit program for stay-at-home parents provides low-income parents with home visits to help them learn more about child development. Initial visits work on the creation of a healthy and strong mother-child relationship, using Dr. Terry Brazelton's Touchpoints approach. Later visits emphasize early literacy skills, drawing on the highly-regarded Baby Talk curriculum.
- ✓ There are numerous local charities that offer social services to the public and many in the community who contribute to support them. These include: the Voluntary Action Center (<http://www.vacmo.org/>), Heart of Missouri United Way (<http://www.uwheartmo.org/>), Rainbow House (<http://www.rainbowhousecolumbia.org/>), Boone County Community Partnership (<http://www.boonecountypartnership.com>), Love Inc (helping families in need get furniture, [loveincofcolumbia@centurytel.net](mailto:loveincofcolumbia@centurytel.net)), The Intersection, the CASH and HELP programs, Salvation Army, Food Bank, and more.
- ✓ The Boone County Basic Needs Coalition assists the citizens of Columbia and Boone County in meeting their basic needs for food, clothing, shelter, and transportation. The coalition works to bring together providers of basic needs to exchange information, determine any unmet needs, find solutions to those needs by mobilizing community resources, and evaluate progress toward meeting the Coalition's goals. For more information, see: <http://www.GoColumbiaMo.com/CommunityServices/Commissions/BNC/index.php>.
- ✓ The United Way and The Missouri Foundation for Health operate 2-1-1. By dialing 2-1-1, residents can gain easy and confidential access to help 24 hours a day. For more information, to help with 2-1-1, or to register your organization with 2-1-1, see <http://www.211missouri.org/> or call 2-1-1.
- ✓ See also *Education* and *Health* above, and *Youth* below.

### ▪ **Transportation**

- ✓ CATSO, the federally mandated Municipal Transportation Planning Organization, has created a plan titled the "CATSO 2030 Long-Range Transportation Plan". The area-wide major roadway plan carries the commitment of both City and County and recommends strategies to promote walking and cycling. For more information, see: <http://www.GoColumbiaMo.com/Planning/2030TransportationPlan.php>.
- ✓ CATSO has three other plans available through its website listed below. The Transportation Improvement Program is a four-year schedule of all planned improvements. The Unified Planning Work Program is the annual work program

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of the Metropolitan Planning Organization that details activities, tasks, and studies to be carried out. The Public Participation Plan outlines a policy for integrating citizen participation throughout the planning process. For more information, see: <http://www.GoColumbiaMo.com/Planning/Commissions/CATSO/index.php>.

- ✓ In 2007 the City completed a Transit Master Plan that projects transit investments ten years into the future. For more information, see: <http://www.GoColumbiaMo.com/PublicWorks/Transportation/>.
- ✓ In the 2005 transportation ballot, the City identified \$80,000,000 in funding for a ten-year period. These funds are being used to identify routes and corridors for all modes of travel, preserve rights of way, and improve existing intersections to enhance safety and improve capacity. For example, the City is currently working with the county on Gans Road and Rolling Hills. The City is also working with MoDOT and the County on the Stadium Boulevard extension.
- ✓ A number of road projects are highlighted in the Columbia Capital Improvement Plan. About 81% of the \$55.6 million requested for general government projects for the next two years is dedicated to ten major street improvement projects like improving the area where Burnham Road and East Rollins Street intersect with Providence Road, extending Maguire Boulevard to Stadium Boulevard (including building two bridges over the north and south forks of Grindstone Creek), and expanding Scott Boulevard. For more information, see: [http://www.GoColumbiaMo.com/Finance/Services/Financial\\_Reports/index.php](http://www.GoColumbiaMo.com/Finance/Services/Financial_Reports/index.php).
- ✓ A \$22 million dollar grant was acquired by the City in 2006 to promote and develop a non-motorized transportation system. This grant is administered by the GetAbout Columbia program in the Public Works Department. The GetAbout Columbia Working Infrastructure Plan also contains designs to promote walking. For more information, see: <http://www.getaboutcolumbia.com/about/view/2/About+Us%3A+What%27s+The+Plan.html>.
- ✓ The County formed an advisory group with representatives from the governments of the cities, towns, and villages of Boone County, the chambers of commerce and citizens from various parts of the county in order to look at the road and bridge needs of the county. This group began meeting in 2007 to evaluate infrastructure needs and look at funding sources. As a first class county without a charter, Boone County is limited in its ability to generate revenues to those revenue sources provided by state law. Major county revenue sources are local option sales taxes and property taxes. Increases in these taxes require voter approval.
- ✓ PedNet runs several classes and educational programs intended to promote travel by foot and bicycle. To learn more about these programs and to get involved with the PedNet Coalition, see: <http://www.pednet.org>.

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- ✓ In October 2008 the Columbia City Council approved a funding agreement using contributions from three special tax districts in the Columbia Mall area. The project will expand the north end of Stadium Boulevard from four lanes to six and improve access to Stadium between Broadway and Interstate 70 to alleviate congestion in the area.
- ✓ For FY2008 the City and County will purchase \$28,000 in transportation services for the elderly and/or disabled through the Office of Community Services.
- ✓ The Missouri Department of Transportation, in partnership with the City of Columbia, MU, and the private sector, completed the Gans Creek interchange off US 63 in late October 2008. This interchange is crucial for the success of the Discovery Ridge Research Park, which is described under Economic Development above, as it improves accessibility.
- ✓ Bus route changes to accommodate more passengers on more popular routes are ongoing. For more information on bus routes, see:  
<http://www.GoColumbiaMo.com/PublicWorks/Transportation/index.php>.
- ✓ The Boone County Community Partnership's Mid-Missouri Transportation Alliance operates a web site to assist citizens and visitors in accessing transportation resources. The Transportation Alliance has released the "Boone County Coordinated Transportation Study" and has developed a proposal for the "Mid-Missouri Transportation Pilot Project". For more information, see:  
<http://www.boonecountypartnership.com>.
- **Youth**
- ✓ For the last several years the Office of Volunteer Services and the Voluntary Action Center have cooperated to produce a Directory of Summer Youth Volunteering. Some of these are applicable year round. The directory is available through the City's website at:  
<http://www.GoColumbiaMo.com/Volunteer/Youth/youthdir.php>.
- ✓ A new website, "Welcome to Our World" gives youth and teens a chance to tell their stories through print, audio, video and photography. Those that join can choose teen issues, local, food, movies, music, politics, cartoonists, sports, fashion, celebrities, places to go and more. The website was originally initiated through Parks and Recreation's Community Recreation division. For more information, call 673-6869, email [wow573@gmail.com](mailto:wow573@gmail.com), or see  
<http://wowcolumbia.nexo.com/>.
- ✓ Plant the Promise is a new drug and alcohol awareness project involving Columbia's youth. Youth Community Coalition and the Office of Volunteer Services helped to plant 1,300 tulips around the community to symbolize the youth's promise to be drug- and alcohol-free.

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- ✓ Columbia Public Schools launched the U-Matter campaign in September 2009. The campaign targets middle school age children. This social norming program is designed to educate students regarding drug and alcohol use to reinforce the fact that most kids aren't using drugs and alcohol.
- ✓ The Department of Parks and Recreation offers a wide variety of recreation programs for youth. Programs are offered in the areas of sports, aquatics, golf, life enrichment classes, community recreation, after school activities, the ARC, summer day camps, and adaptive recreation. Parks and Recreation also offers the Career Awareness and Related Experience (CARE) program to provide job training and work related experience to Columbia's disadvantaged youth. The Department presented a report titled "At Risk Youth Prevention Activities Follow-up Report" to the City Council on February 11, 2008. For more information, see:  
[http://www.GoColumbiaMo.com/ParksandRec/Activities\\_and\\_Programs/](http://www.GoColumbiaMo.com/ParksandRec/Activities_and_Programs/)
- ✓ The Department of Parks and Recreation offers youth financial assistance scholarships for Columbia residents through the Youth Enrichment Services (YES) program. The program is open to those between 3 and 17 who meet the income/household criteria established by the USDA's free and reduced lunch program. Financial assistance is available for 50 to 75% depending on the household. Scholarships can be used for recreational classes and programs, outdoor pool passes and ARC memberships. For more information, call (573)874-7460. Application forms can be obtained at  
<http://www.gocolumbiamo.com/ParksandRec/ARC/scholarships.php>.
- ✓ A report titled "A Change in Direction on Family and Youth Issues for the City of Columbia, Missouri", by Ward 5 Council Representative Laura Nauser, was presented to City council April 21, 2008. This report provides a range of data and other information relevant to youth issues.
- ✓ The Moving Ahead Program is a community-based youth program centered in and around the J.W. "Blind" Boone Community Center (301 N. Providence Rd.), in the Downtown Family Site. The Moving Ahead Program is a community-based program designed to keep high-risk children and youth free of substance abuse and criminal involvement. It seeks to build resiliency in youths, strengthen families, and make neighborhoods safer for children and their families. The weekly schedule for Moving Ahead is as follows. Monday to Thursday: 3:45 to 4:30 p.m., Free Play or some type of Movement Activities; 4:30 to 6:00 p.m., Homework, Reading, and Snack; 6:00 to 8:00 p.m., Structured Alternative Activities and Open Computer Lab. Fridays: 3:45 to 4:30 p.m., Free Play or some type of Movement Activities; 4:30 to 6:00 p.m., Structured Alternative Activities and open Computer Lab; 6:00 to 8:00 p.m., Structured Alternative Activities and Open Computer Lab. If you have questions or would like to volunteer with the Housing Authority, contact Ron Schmidt at 443-2556, ext 1112 or email him at [rschmidt@ColumbiaHA.com](mailto:rschmidt@ColumbiaHA.com).

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- ✓ Founded in 2000, the C.A.R.E. Program (Career Awareness Related Experience), administered by Parks and Recreation, is a youth employment and education serving youth ages 14-18.
- ✓ For FY2008 the City and County will purchase \$303,240 in children/youth services through the Office of Community Services.
- ✓ Non-profit Central Missouri Community Action (CMCA) will receive between \$63,000 and \$88,000 in preliminary funding from a grant administered by the City of Columbia in order to build a homeless youth shelter. The proposed site is at 1004 N. 7<sup>th</sup> Street.
- ✓ There are numerous local charities that offer youth services, including, the Youth Empowerment Zone (<http://www.youthempowermentzone.org/about.aspx>), Voluntary Action Center (<http://www.vacmo.org/>), Heart of Missouri United Way (<http://www.uwheartmo.org/>), Rainbow House (<http://www.rainbowhousecolumbia.org/>), The Intersection, the CASH and HELP programs, and more.
- ✓ Urban Empowerment Church, an outreach ministry, along with Mama Bessie's Cleaners, organized a Back-To-School event in Douglass Park on August 31, 2008 that was geared toward encouraging participation in school as a method of self-empowerment and community improvement.
- ✓ "Kids Count Missouri", a partnership among the University of Missouri's Office of Social and Economic Data Analysis, the Children's Trust Funds, and Citizens for Missouri's Children, provides an annual report on the status of children in Missouri counties. For data on Boone County see: [http://mcdc2.missouri.edu/pub/webrepts/kidscnt/outcomes\\_facts/29019.html](http://mcdc2.missouri.edu/pub/webrepts/kidscnt/outcomes_facts/29019.html).
- ✓ The Youth Community Coalition, also known as YC<sup>2</sup> has been coordinating and sponsoring a range of programs for at-risk youth throughout Columbia. YC<sup>2</sup> initially organized in 2003 as the Youth Prevention Policy Board to oversee Title II and Title V Funding from the State of Missouri and originally focused on meeting needs specific to the at-risk youth in public housing. CHALIS (CHA Low Income Services) is the fiscal agent for YC<sup>2</sup>. YC<sup>2</sup> has more recently been working with a range of community partners to help youth in the community.
- ✓ See also: *Arts, Education, Safety, Social Services* and *Parks* above

## Appendix B

### Inventory of New Resources Needed

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The 2007 Vision Report requested an “inventory of new resources required to accomplish the identified goals”(S-3). In this appendix you will find a list of specific resources identified by various entities as needed to complete or speed progress on projects related to the vision. Like the Inventory of Existing Efforts, this list has been compiled through submissions and is therefore incomplete. Also, funding has been reported as a need at all levels and, since review of this draft implementation report has been aligned with the budget process (Council Bill B299-08, Section 2-533), funding is not further addressed in this report.

As is further detailed in Appendix C, public comment has been sought throughout the development of this report. During the most recent public comment period, we were occasionally asked, “why are the needs of my organization/project not listed?” Those asking this questions were invited to submit information regarding their project or organization. However, in most cases, no such submission was received.

With an increasing scarcity of resources, progress of the vision will require sharing of information and resources across the community. The inventories in this report are designed to help individuals, groups, and organizations identify and network with others working on similar goals. To help with this, a new community portal has been established at <http://www.columbiavisioning.com>.

## **Inventory of New Resources Needed**

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*Note: Funding is a need that has been reported at all levels and is therefore not discussed further in this section.*

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- **Affordable Housing**

- *Community Housing Options, Inc.*
- ✓ Needs assistance with the design and development of leaflets, flyers, logos, letterhead, and a website.
- ✓ Needs assistance with architectural design in developing preliminary plans for the proposed housing.
- ✓ Needs a civil engineer to develop a sketch site plan for the preliminary plans for the proposed housing.
- ✓ In the event that City-owned land is not available for the proposed housing, assistance from a local realtor with site identification will be needed.
- ✓ Needs legal assistance regarding the City of Columbia's planning and zoning approval process.
- ✓ Needs legal assistance with the review of site control documents.
- ✓ Needs legal assistance with the review of proposed contracts.
- ✓ Needs assistance with environmental reviews.
- ✓ Needs advice and assistance concerning the development of green buildings.
- ✓ To help with these needs, please contact Homer Page, Chairman of Community Housing Options, at: [silcnetwork@earthlink.net](mailto:silcnetwork@earthlink.net).

- **Community Pride and Human Relationships**

- *Columbia Housing Authority*
- ✓ Needs individuals or groups willing to:
  - ✓ Work one-on-one or with small groups assisting children and youth with their homework (K – 7<sup>th</sup> grade); Monday through Thursday from 4:00 to 6:00 p.m. in the J.W. "Blind" Boone Community Center at 301 N. Providence Rd.
  - ✓ Share their time and talents with up to 50 children and youth; Monday through Friday from 6:00 to 8:00 p.m. (opportunities include once a week, once a month, or just one time) in the J.W. "Blind" Boone Community Center (301 N. Providence Rd.)

## **Inventory of New Resources Needed**

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- ✓ Work one-on-one with adult participants assisting them with office and computer skills training, math, reading, and personal development, Monday through Friday between the hours of 8:00 a.m. to 3:30 p.m. in the J.W. “Blind” Boone Community Center (301 N. Providence Rd.)
- ✓ Mentor financial management/homeownership class participants; help them create budgets, etc.
- ✓ Oversee the distribution of food at CHA’s Downtown Food Pantry (200 Boone Dr.) on Tuesdays from noon to 3:00 p.m. and/or Thursdays from 3:00 to 6:00 p.m. (see below for more information)
- ✓ Assist elderly residents and those with disabilities with housekeeping needs that will help them remain living independently in their own homes at Oak Towers (700 N. Garth Ave.) or Paquin Tower (1201 Paquin St.)
- ✓ Help teach basic computer skills to elderly residents and those with disabilities at Oak Towers (700 N. Garth Ave.) or Paquin Tower (1201 Paquin St.)
- ✓ “Adopt” the landscaping areas and planters located around the J.W. “Blind” Boone Community Center (301 N. Providence Rd.)
- ✓ Eight groups (2-3 persons each time) are needed to “adopt” the Annie Fisher Food Pantry (200 Boone Drive) one day each month: 1st Tuesday of each month from noon to 3:00 p.m.; 1st Thursday of each month from 3:00 to 6:00 p.m.; 2nd Tuesday of each month from noon to 3:00 p.m.; 2nd Thursday of each month from 3:00 to 6:00 p.m.; 3rd Tuesday of each month from noon to 3:00 p.m.; 3rd Thursday of each month from 3:00 to 6:00 p.m.; 4th Tuesday of each month from noon to 3:00 p.m.; 4th Thursday of each month from 3:00 to 6:00 p.m.
- ✓ Fifty-two groups are needed to host a food drive one week per year. Items needed include: Baby carrots; Bags of microwave popcorn; Bottles of sports drinks (i.e., Gatorade, PowerAde, etc.); Boxed dinners (hamburger helper, tuna helper, etc.); Boxes of macaroni and cheese; Bread, buns, bagels, etc.; Canned fruit; Canned meat (chicken, tuna, etc.); Canned soups and chili; Canned vegetables; Cheese; Fresh fruit (bananas, apples, oranges, etc.); Frozen dinners; Frozen fish sticks; Frozen hot dogs; Frozen meats; Frozen pizzas; Granola bars; Individual bags of chips; Individual fruit cups; Individual fruit snacks; Individual juice boxes or juice bottles; Lunch meats; Milk; Peanut butter and jelly; Baby food; Baby formula; Dish soap and laundry detergent; Paper products (toilet paper, paper towels, diapers, etc.)
- ✓ For more information on how you can help the Columbia Housing Authority, please contact Ron Schmidt at (573) 443-2556, ext. 1112 or [rschmidt@columbiaha.com](mailto:rschmidt@columbiaha.com).

# Inventory of New Resources Needed

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## ▪ **Health**

### ○ *The Health Department*

- ✓ Needs a co-convenor- an interested organization or community group that is willing to jointly support diabetes outreach efforts in the community and provide financial resources to support program efforts.
- ✓ Needs a volunteer coordinator to recruit, train, and schedule volunteers to conduct diabetes education in high risk communities as well as the general community. The volunteer coordinator could identify appropriate resources and materials that could be shared with various audiences.
- ✓ Needs volunteer educators willing to conduct training and education upon request.
- ✓ Needs a volunteer media campaign developer who, in conjunction with volunteer members, will develop an innovative and sustainable media campaign focused on the prevention of chronic disease.
- ✓ To help with these needs, please contact Stephanie Browning, the director of Columbia/Boone County Health Department at [skbrowni@gocolumbiamo.com](mailto:skbrowni@gocolumbiamo.com).

## ▪ **Neighborhoods**

### ○ *The Bicycle and Pedestrian Commission*

- ✓ Needs individuals or groups willing to volunteer to assist with an inventory of sidewalks and bikeways. To help with these projects, contact the Office of Volunteer Services at 874-7499 or [volunteer@gocolumbiamo.com](mailto:volunteer@gocolumbiamo.com).

## ▪ **Planning and Development**

### ○ *The City Department of Planning and Development*

As noted in the Inventory of Existing Efforts, citizen input will be integral for development of the new comprehensive plan. The planning department in particular needs volunteers who can help as follows:

- ✓ Needs volunteers for small group facilitation and moderation.
- ✓ Needs volunteers skilled in survey research methods.
- ✓ Needs volunteers skilled in statistical methods
- ✓ Needs volunteers with experience as urban designers, architects, civil engineers, landscape architects, and city planners.
- ✓ Needs volunteers with experience in land management (construction, projects management, real estate sales, finance, construction, law, or appraisal experience).

## **Inventory of New Resources Needed**

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- ✓ Needs volunteers with experience in Environmental Science (atmospheric science, botany, ecology, geology, horticulture, hydrology, soil science, etc).
- ✓ Need volunteers for web design.
- ✓ Need volunteers for graphic design.
- ✓ Need volunteers with skills in writing, editing, or desktop publishing.
- ✓ Need volunteers with mapping skills.
- ✓ Need volunteers to do public policy and historical research.
- ✓ Need volunteers with photography skills.
- ✓ Need volunteers with interviewing skills.
- ✓ To help with these needs, contact Tim Teddy, the director of Planning and Development at: [TTEDDY@GoColumbiaMO.com](mailto:TTEDDY@GoColumbiaMO.com).
- **Public Safety**
  - *Police Department*
  - ✓ The Columbia Police Department continues to recruit volunteers to help with traffic enforcement. If you are interested in getting involved with the Police Academy, contact Officer Jessie Haden at (573)874-7448 or [jfh@GoColumbiaMo.com](mailto:jfh@GoColumbiaMo.com).
  - *Joint Communications/Emergency Management*
  - ✓ Public Safety Joint Communications (PSJC) needs a skilled volunteer to provide proactive public education regarding interactions with 9-1-1 in an emergency situation.
  - ✓ PSJC needs skilled volunteers to fulfill tape requests for our user agencies, the prosecuting attorney's office, and Sunshine Law requests.
  - ✓ To help PSJC, contact Joe Piper at: [JLP@GoColumbiaMO.com](mailto:JLP@GoColumbiaMO.com).
  - ✓ The Office of Emergency Management (OEM) needs skilled volunteers to assist with the coordination of disaster mitigation, preparedness, response, and recovery. To help the OEM, contact the Office of Volunteer Services at: [Volunteer@GoColumbiaMo.com](mailto:Volunteer@GoColumbiaMo.com).
- **Transportation**
- ✓ See entries under Neighborhoods.

## Inventory of New Resources Needed

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- **Youth**
  - *Welcome 2 Our World*
  - ✓ This youth run community website, originally initiated through the Community Recreation program, needs support and sponsorship from parents and other members of the community. For more information, call 673-6869, email [wow573@gmail.com](mailto:wow573@gmail.com), or see <http://wowcolumbia.nexo.com/>.
  - ✓ See entries under Community Pride and Human Relationships.

## Appendix C

### Organizations for Collaboration and Coordination

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In this appendix you will find each goal from the 2007 Vision Report grouped into the goal groups and associated with the recommended government leads and other organizations that could be involved in implementing that goal. This table addresses the 2007 Vision Report’s recommendation that this draft implementation report identify and recommend existing City or County commissions or boards that could take the lead in implementation of the various groupings of goals.”

This proved not to be an easy task both because the goal groupings are very broad and (as is noted throughout this report) collaboration among entities working within a goal group is key to successful implementation, and also because of the nature and organization of City government. The City of Columbia, by charter approved by vote in 1949, operates under a “council-manager” form of government. In this, the City Council enacts local legislation, adopts budgets, determines policies, and appoints both the City Manager and boards and commissions. Boards and commissions are advisory by nature, are assigned roles and tasks by the City Council, and make related recommendations to the City Council. The City Manager executes the laws made by the City Council and does the work of administration which includes making budget recommendations, assigning and allocating staff, and advising the City Council on all necessary matters. Although the manager takes part in council hearings, he does not have voting powers. The City Council is ultimately responsible for approving any changes in policy and for allocating resources through its power to approve the budget. A graphic illustrating these relationships follows. Due to the importance of both the advisory role of boards and commissions, the implementing role of the City’s professional staff, and the need for ongoing collaboration, more than one lead for a listed goal or goal grouping is identified in most instances.

A final document included in this appendix, which was proposed early in the process of developing the report, provides yet another way to imagine integrating the vision across strategies and promoting collaboration across entities that are or could be involved in the implementation process. This grouping of strategies around 7 themes, with many strategies repeated across themes, emphasizes the interdependence of boards,

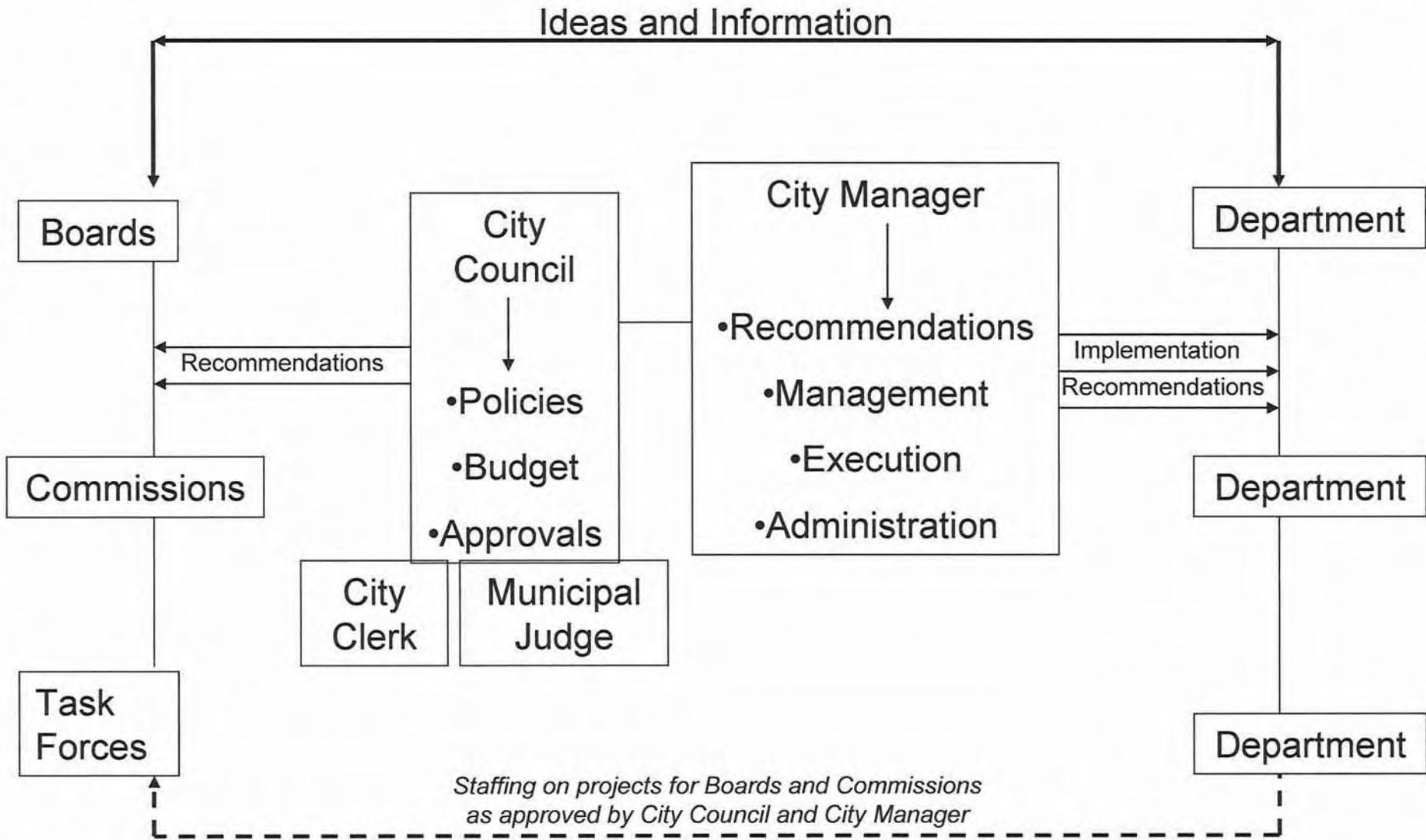
commissions, and departments in the city government. The seven categories used for this broad thematic grouping are as follows (note: The following ordering of themes should not be read as a hierarchy. Each theme is key to the vision and all are interrelated):

1. Preserving Heritage, Environment, and Uniqueness
2. Investing in Columbia: Economic Development, Jobs, and Infrastructure
3. Building Cultural Cohesion
4. Delivering Health and Human Services
5. Educating the Community
6. Designing the City
7. Improving Collaborative Governance

Following the statement of each theme, you will find each of the related strategies reproduced in a table and a list of the boards, commissions, or other entities that could be involved in implementation of each of these strategies. In many instances these entities were identified in the Citizen Action Plans that were included in the vision plan. Note, however, that in some instances, the strategies proposed do not clearly lie within the mandates of the organizations listed. In those instances, it may be necessary to modify or expand the enabling legislation for such boards or commissions.

To summarize, the documents that follow are (i) the graphic illustrating City government structure, (ii) the goal group grouping with recommended leads, and (iii) the thematic grouping of strategies with organizations.

# The Organization of City Government



**Community** - The goals below all relate to building and supporting our sense of community: the ways in which we live together and support each other

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
<i>Community</i> - Arts	Support and Promote the Arts (Means): Columbia will both sustain and creatively expand its foundation for arts and culture in our community.	Commission on Cultural Affairs and The Office Cultural Affairs	Columbia City Council, New Century Fund Board, Columbia Art League
<i>Community</i> - Arts	Support and Promote the Arts (Ends): Arts and culture will be central to daily life and accessible to all equally in Columbia.	Commission on Cultural Affairs and The Office Cultural Affairs	Convention and Visitors Bureau and Board, Office of the City Manager, Columbia City Council, Public Communications Resource Advisory Board, Department of Elementary and Secondary Education, Planning and Development Department, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project
<i>Community</i> - Facilities and Services	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.	City Council and The Columbia/Boone County Department of Public Health and Human Services	Board of Health, New Century Fund Board, Boone County Commissioners, Office of the City Manager, Finance Department, Columbia Chamber of Commerce, Community Services Advisory Commission, Office of Social and Economic Data Analysis, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project

<p><b>Community - Facilities and Services</b></p>	<p>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.</p>	<p>The Columbia/Boone County Department of Public Health and Human Services</p>	<p>Office of Community Services, Board of Health, Heart of Missouri United Way, Boone County Mental Health, Family Health Center, Community Services Advisory Commission, Office of Volunteer Services, Mayors Committee on Physical Fitness, University of Missouri, American Diabetes Association, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project</p>
<p><b>Community - Facilities and Services</b></p>	<p>Library: Access to library services, facilities, and community meeting spaces will be increased.</p>	<p>Library Board</p>	<p>Columbia City Council, Office of the City Manager</p>
<p><b>Community - Facilities and Services</b></p>	<p>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.</p>	<p>Parks and Recreation (Department and Commission)</p>	<p>Columbia City Council, Planning and Development Department, Greenbelt Land Trust, Central Missouri Development Council, Office of Volunteer Services, Office of the City Manager, Neighborhood Associations, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project</p>
<p><b>Community - Facilities and Services</b></p>	<p>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.</p>	<p>Parks and Recreation (Department and Commission)</p>	<p>Mayors Council on Health and Physical Fitness, Columbia Chamber of Commerce, Neighborhood Associations</p>

<b>Community - Facilities and Services</b>	Law Enforcement: The relationship between the Columbia Police Department and the community will be positive and mutually respected.	Office of City Manager Police Department	Columbia City Council, Citizen Review Board, Community Services Advisory Commission, Human Rights Commission, Neighborhood Associations,
<b>Community - Facilities and Services</b>	Public Safety: Community members will be safe and secure.	The Police Department, The Fire Department, and Public Safety Joint Communications	Columbia City Council, Board of Health, Office of the City Manager,
<b>Community - Inclusion</b>	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.	City Council, Office of City Manager, and The Columbia Vision Commission	Commission on Cultural Affairs, Internet Citizens Advisory Group, Public Communications resource Advisory Board, Public Communications Department, Convention and Visitors Bureau, Community Leaders, University of Missouri, Stephens College, Columbia College, and Other Area Educational Institutions
<b>Community - Inclusion</b>	Diversity/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.	City Council, Office of City Manager, and The Columbia Vision Commission	Human Rights Commission, Department of Public Health and Human Services, Human Resources Department, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project
<b>Community - Inclusion</b>	Youth: Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.	City Council, Boone County Commission	Office of the City Manager, Department of Public Health and Human Services, Parks and Recreation Department, Community Services Advisory Commission, Commission on Cultural Affairs, United Way, Church and Faith Based Groups

**Economic Development** - All of these goals relate to obtaining the resources needed to keep our community financially healthy and provide opportunities to all who live and work here.

<b>Goal Group</b>	<b>Goal Text</b>	<b>Rec. Gov't Leads*</b>	<b>Other Organizations that Could be Involved</b>
<i><b>Economic Development</b></i>	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.	Office of City Manager (REDI and MU - Convening)	Columbia City Council, Convention and Visitors Advisory Board, Downtown Columbia Leadership Council, Special Business District Board, Boone County Commissioners, Missouri Innovation center, Centennial Investors Network, SCORE, Stephens College, Columbia College, and other educational institutions
<i><b>Economic Development</b></i>	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.	Office of City Manager (REDI and MU - Convening)	Columbia City Council, Columbia Chamber of Commerce, Job Point, Missouri Department of Economic Development, Missouri Career Center
<i><b>Economic Development</b></i>	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.	Office of City Manager (REDI and MU - Convening)	Columbia Chamber of Commerce, Stephens College, Columbia College, and other area educational institutions
<i><b>Economic Development - Downtown</b></i>	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.	Downtown Leadership Council	Columbia City Council, Office of the City Manager, Columbia Special Business District, Planning and Development Department, Planning and Zoning Commission, Public Works Department, Columbia Chamber of Commerce, REDI, University of Missouri, Stephens College, Columbia College, and other area educational institutions

**Education** - All of these goals related to intellectual development and are integrally related to the goals of economic development and many of the goals in community (e.g. health and inclusion).

<b>Goal Group</b>	<b>Goal Text</b>	<b>Rec. Gov't Leads*</b>	<b>Other Organizations that Could be Involved</b>
<b>Education</b>	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.	Office of City Manager (Convening Group Only); Educational Boards	Columbia Public Schools, Representatives of All Educational Institutions
<b>Education</b>	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.	Office of City Manager (Convening Group Only); Educational Boards	Columbia Public Schools, First Chance for Children, Head Start, Parents as Teachers, Parent Link, The University of Missouri, Stephens College, Columbia College, and other area educational institutions,
<b>Education</b>	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.	Office of City Manager (Convening Group Only); Educational Boards	Columbia City Council, Boone County Presiding Commissioner, Community Services Commission, Early Childhood Education Coalition, Columbia Public Schools, Department of Elementary and Secondary Education, The University of Missouri, Stephens College, Columbia College, and other area educational institutions

**Environment** - All of these goals go to protecting and preserving our natural environment and minimizing the costs associated with pollution and waste. This goal group interrelates with the economic development goal group as "the area's natural beauty" and "venues such as our hike and bike trails and paths that foster enjoyment of that natural beauty" were among the natural advantages identified by the Economic Development Topic Group for attracting businesses to Columbia. This goal group also interrelates with the community goal grouping, particularly those goals that focus on developing and maintaining a health lifestyle.

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
<b>Environment - Conservation</b>	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.	Environment and Energy Commission, The Department of Water and Light, Office of City Manager	Public Works Department, Office of Volunteer Services, Planning and Development Department, Planning and Zoning Commission, Columbia Special Business District Board, REDI, Columbia Chamber of Commerce, GetAbout Columbia Advisory Committee, Missouri Department of Natural Resources, Missouri Department of Conservation
<b>Environment - Energy Efficiency</b>	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 and businesses for energy efficiency and tailored renewable energy sources, and for restoring neighborhoods with abandoned and substandard structures.	Environment and Energy Commission, The Department of Water and Light, The Public Works Department, Office of City Manager	Columbia City Council, Commission on Human Rights, Community Development Commission, Planning and Development Department, Department of Public Health and Human Services, Columbia Housing Authority, Public Building and Finance Committee, PedNet/GetAbout Columbia, Neighborhood Associations

<p><b><i>Environment - Energy Efficiency</i></b></p>	<p>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.</p>	<p>Environment and Energy Commission, County Commission, Department of Water and Light, Department of Planning and Development, and the Office of City Manager</p>	<p>Historic Preservation Commission, Planning and Zoning Commission, Department of Public Works, Boone County Smart Growth Coalition, County Commissioners, County planning Department, REDI, University of Missouri, Missouri Department of Conservation, US Forest Services</p>
<p><b><i>Environment - Energy Efficiency</i></b></p>	<p>Energy Efficiency: Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.</p>	<p>Environment and Energy Commission, The Department of Water and Light, and The Office of City Manager</p>	<p>Columbia City Council, Building Codes Commission, Planning and Development Department and Commission, Public Works Department, Water and Light Advisory Board, Columbia Special Business District, Columbia Chamber of Commerce, REDI, Boone Electric Cooperative</p>
<p><b><i>Environment - Land Preservation</i></b></p>	<p>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.</p>	<p>Environment and Energy Commission, Parks and Recreation, Planning and Development, Boone County Commission</p>	<p>Historic Preservation Commission, Planning and Zoning Commission, Community Development Commission, County Commissioners, Office of the City Manager, Regional Planning and Development Departments, Land Preservation Topic Group, University of Missouri, Missouri Department of Conservation and Department of Natural Resources, New Century Fund Board, Finance Department, Greenbelt Land Trust</p>
<p><b><i>Environment - Land Preservation</i></b></p>	<p>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.</p>	<p>Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development</p>	<p>Columbia City Council, Boone County Commission, Community Development Commission, Parks and Recreation Department, Public Works Department, Greenbelt Land Trust, Missouri Department of Conservation, Storm Water Task Force, Finance Department</p>

**Governance** - All of these goals relate to making Columbia's governance a model of transparency, efficiency, and citizen participation.

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
<b>Governance</b>	Structure: Columbia's governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents.	City Council	Office of the City Manager
<b>Governance</b>	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.	City and County Planning and Zoning Commissions, Office of City Manager, and Department of Planning and Development	Columbia City Council, Office of the City Manager, All Boards, Commissions, and Departments, REDI, Columbia Chamber of Commerce, Board of Realtors, University of Missouri, Central Missouri Development Council, Urban Land Institute, American Planning Association, Columbia Housing Authority, Smart Growth Coalition, US Green Building Council, Neighborhood Associations
<b>Governance</b>	Public Works: City services will be efficient, effective, and expanded.	The Office of City Manager	Columbia City Council, Environment and Energy Commission, Public Works Department, Water and Light Department, Disabilities Commission, Internet Citizen Advisory Group, Public Communications Resource Advisory Board

**Planning and Development** - These goals related to how we plan and manage growth, preserve our neighborhoods and heritage, and maintain quality of life were identified by many topic groups. These are grouped under "planning and development".

<b>Goal Group</b>	<b>Goal Text</b>	<b>Rec. Gov't Leads*</b>	<b>Other Organizations that Could be Involved</b>
<b>Planning and Development</b>	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.	The Department of Planning and Development	Columbia City Council, Office of the City Manager, All Boards, Commissions, and Departments, REDI, Columbia Chamber of Commerce, Board of Realtors, University of Missouri, Central Missouri Development Council, Urban Land Institute, American Planning Association, Columbia Housing Authority, Smart Growth Coalition, US Green Building Council, Neighborhood Associations
<b>Planning and Development</b>	Community Appearance: Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics.	The Department of Planning and Development	Environment and Energy Commission, Parks and Recreation Department and Commission, Office of the City Manager, Center for Sustainable Living, Historic Preservation Commission, Affordable Housing Policy Committee, Columbia Housing Authority Board, Downtown Columbia Leadership Council, Neighborhood Associations
<b>Planning and Development</b>	Historic Preservation: Historic areas will be identified, valued, and preserved through education, enforcement, and incentives.	The Historic Preservation Commission and The Department of Planning and Development	Finance Department, New Century Fund Board, Boone County Historical Society

<p><b><i>Planning and Development - Infrastructure</i></b></p>	<p>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.</p>	<p>City Council, County Commission, City and County Planning and Zoning Commissions, Office of City Manager</p>	<p>Planning and Development Department, Environment and Energy Commission, Water and Light Advisory Board, Columbia Chamber of Commerce</p>
<p><b><i>Planning and Development - Neighborhoods</i></b></p>	<p>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.</p>	<p>The Department of Planning and Development</p>	<p>Columbia City Council, Affordable Housing Policy Committee, Community Development Commission, New Century Fund Board, Finance Advisory Committee, Columbia Housing Authority</p>
<p><b><i>Planning and Development - Neighborhoods</i></b></p>	<p>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.</p>	<p>The Downtown Columbia Leadership Council and The Department of Planning and Development</p>	<p>Columbia City Council, Office of the City Manager, Planning and Zoning Commission, Columbia Special Business District, Affordable Housing Policy Committee</p>
<p><b><i>Planning and Development - Neighborhoods</i></b></p>	<p>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.</p>	<p>The Department of Planning and Development</p>	<p>Columbia City Council, Office of the City Manager, GetAbout Columbia/PedNet, Bicycle and Pedestrian Commission, Community Services Advisory Commission, Affordable Housing Policy Committee, Historic Preservation Commission, Disabilities Commission</p>

<p><b><i>Planning and Development - Neighborhoods</i></b></p>	<p>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 and businesses for energy efficiency and tailored renewable energy sources, and for restoring neighborhoods with abandoned and substandard structures.</p>	<p>The Department of Planning and Development</p>	<p>Columbia City Council, Commission on Human Rights, Community Development Commission, Planning and Development Department, Department of Public Health and Human Services, Columbia Housing Authority, Public Building and Finance Committee, PedNet/GetAbout Columbia, Neighborhood Associations</p>
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**Transportation** - All of these goals relate to travel into, around, and from Columbia.

<b>Goal Group</b>	<b>Goal Text</b>	<b>Rec. Gov't Leads*</b>	<b>Other Organizations that Could be Involved</b>
<b>Transportation - Airport</b>	Airport: In the future, it will be possible to efficiently and cost effectively fly into and out of Columbia to save time and money.	The Airport Advisory Board, The Department of Planning and Development	Columbia City Council, Office of the City Manager, Airport Manager, Public Works Department, REDI, Columbia Chamber of Commerce, University of Missouri, Stephens College, Columbia College and other area educational institutions
<b>Transportation - Downtown</b>	Mobility: People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area.	Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development	Downtown Columbia Leadership Council, Columbia Special Business District, Disabilities Commission, Public Works Department
<b>Transportation - Non-Motorized</b>	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.	Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development	Parks and Recreation Department
<b>Transportation - Non-Motorized</b>	Non-Motorized Transportation: Columbia will enjoy a safe, interconnected, nonmotorized 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.	The Department of Planning and Development	Columbia City Council, GetAbout Columbia/PedNet, Bicycle and Pedestrian Commission, Disabilities Commission, County Commissioners, Public Works Department, CATSO

<p><b><i>Transportation - Options and Integration</i></b></p>	<p>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.</p>	<p>Same As Above</p>	<p>Same As Above</p>
<p><b><i>Transportation - Options and Integration</i></b></p>	<p>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.</p>	<p>Same As Above</p>	<p>Same As Above</p>
<p><b><i>Transportation - Options and Integration</i></b></p>	<p>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.</p>	<p>Same As Above</p>	<p>Same As Above</p>

Following is the thematic grouping of strategies. Here you will find two groupings of the strategies from the vision plan. The first groups the strategies into seven thematic categories. Because many strategies fit into more than one of the broad thematic groupings, these are repeated under several themes. The groupings illustrate the numerous ways in which various strategies interact. The need for repetition across themes underscores the need for ongoing and increasing collaboration across entities and issues as the plan is implemented.

**1. Preserving Heritage, Environment, and Uniqueness-** Whether it is the preservation of the environment, history, agriculture, or simply the beauty of the area, maintaining the independence and uniqueness of Columbia is a key theme throughout the vision plan.

**a) Organizations that could be involved:** County and City of Columbia, Building Codes Commission, Columbia Special District Board, Historic Preservation Commission, Internet Citizens Advisory Group, New Century Fund Board, Planning and Development Department Commission, Cultural Affairs Commission, Community Development Commission, Community Services Advisory Commission, Parks and Recreation Commission, Environment and Energy Commission, Water and Light Advisory Board, Finance Advisory and Audit Committee, Office of the City Manager, Parks and Recreation Department, Public Works Department, REDI, Regional Planning and Development Department Departments, Finance Department, Land Preservation Topic Group, Boone County Smart Growth Coalition, Columbia Chamber of Commerce, Greenbelt Land Trust of Mid-Missouri, Sierra Club Osage Chapter, Board of Realtors, Boone Femme Watershed Project, University of Missouri, Missouri Department of Conservation and Department of Natural Resources, Urban Land Institute, American Planning Association, US Forest Service.

**b) Strategies in the vision:** [B] Community Character, Historic Preservation, Strategies 1 and 2; [E] Development, Land Preservation, All; [E] Development, Plan and Manage Growth, Strategies 1, 2, 9; [I] Environment, Environmental Quality; [I] Environment, Resource Conservation, Strategies 2 and 3; [I] Environment, Energy Efficiency, Strategy 3.

# Theme 1 Summary Table

## Preserving Heritage, Environment, and Uniqueness

<i>Topic Group</i>	<i>Subtopic Group</i>	<i>Strategies</i>
[B]Community Character	Historic Preservation	1, 2
[E]Development	Land Preservation Plan and Manage Growth	All 1, 2, 9
[I]Environment	Environmental Quality Resource Conservation Energy Efficiency	All 2, 3 3

**Preserving Heritage, Environment, and Uniqueness**

**1(a). [B]Community Character, Historic Preservation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Develop a policy of identification, financial incentives such as tax abatement and tax credits, and resources for monitoring to encourage historic preservation.	Historic Preservation Commission Finance Department Planning and Development Department Boone County Historical Society
2- Seek federal preservation funds for use in community historic preservation.	New Century Fund Board Planning and Development Department

**1(b). [E]Development, Land Preservation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Historic Preservation Commission Planning and Development Department Planning and Zoning Commission Community Development Commission Parks and Recreation Commission Environment and Energy Commission County Commissioners Office of the City Manager Parks and Recreation Department Regional Planning and Development Departments Land Preservation Topic Group University of Missouri Missouri Department of Conservation and Department of Natural Resources
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	Same as Above
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	New Century Fund Board Parks and Recreation Commission Office of the City Manager Finance Department Parks and Recreation Department

**Preserving Heritage, Environment, and Uniqueness**

**1(b). [E]Development, Plan and Manage Growth**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Take an inventory of natural and cultural resources.	Planning and Development Department Commission Parks and Recreation Commission Cultural Affairs Commission Columbia Special Business District Office of the City Manager Public Works Department REDI Greenbelt Land Trust of Mid-Missouri Sierra Club Osage Chapter Columbia Chamber of Commerce Board of Realtors Boone Femme Watershed Project University of Missouri
2- Implement a growth management plan that incorporates form based zoning.	Planning and Development Department Commission Planning and Development Department Central Missouri Development Council Board of Realtors Urban Land Institute American Planning Association
9- Ensure that as we grow we preserve our heritage and uniqueness.	Historic Preservation Commission Neighborhood Associations Cultural Affairs Commission Columbia Chamber of Commerce

**1(c). [I]Environment, Environmental Quality**

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
1- Develop an environmental protection plan.	Historic Preservation Commission Planning and Development Department Planning and Zoning Commission Environment and Energy Commission Water and Light Advisory Board Planning and Development Department Department of Public Works Boone County Smart Growth Coalition
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.”	Planning and Zoning Commission Historic Preservation Commission Environment and Energy Commission County Commissioners City and County Planning and Development Departments REDI Boone County Smart Growth Coalition

### 1(c). [I]Environment, Environmental Quality (Cont.)

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
3- Form a Natural Resources Committee.	Environment and Energy Commission Water and Light Advisory Board Public Works Department University of Missouri Missouri Department of Conservation US Forest Services

### 1(c). [I]Environment, Resource Conservation

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
2- Reach a goal of zero waste through both increased recycling and reduced consumption throughout Columbia.	Environment and Energy Commission Public Works Department Office of Volunteer Services Missouri Department of Natural Resources
3- Create an encouraging atmosphere for business opportunities based on environmental stewardship.	Planning and Development Department Planning and Zoning Commission Columbia Special Business District Environment and Energy Commission Water and Light Department REDI Columbia Chamber of Commerce

### 1(c). [I]Environment, Energy Efficiency

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
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.)	Columbia City Council Building Codes Commission Planning and Development Department Commission Water and Light Advisory Board Environment and Energy Commission Office of the City Manager Water and Light Department Planning and Development Department Public Works Department

**2. Investing in Columbia: Economic Development, Jobs, and Infrastructure-** Another key theme is the need to provide for ongoing, adequate, and timely investment in order to ensure a healthy economy that benefits the entire community.

- a) *Organizations that could be involved:* Columbia City Council, Boone County Commission, Commission on Cultural Affairs, New Century Fund Board, Power Supply Task Force, Environment and Energy Commission, Water and Light Advisory Board, GetAbout Columbia, PedNet, Bicycle and Pedestrian Commission, Airport Manager and Advisory Board, Columbia Housing Authority Board, Affordable Housing Policy Committee, Columbia Special Business District, Historic Preservation Commission, Internet Citizens Advisory Group, Downtown Columbia Leadership Council, Office of the City Manager, Parks and Recreation Department, Planning and Development Department, Finance Advisory Committee, Finance Department, Public Works, Office of Community Services, REDI, CATSO, Columbia Chamber of Commerce, The University of Missouri, Stephens College, Columbia College, Other area universities and colleges, Columbia Public Schools, Green Building Council, Community Services Advisory Commission, Community Development Commission, The Disabilities Commission, The Vision Commission, Missouri Innovation Center, Missouri Department of Economic Development, Missouri Department of Natural Resources, Office of Social and Economic Data Analysis, Centennial Investors Network, SCORE.
- b) *Strategies in the vision:* [A] Arts and Culture, Means, Strategy 2; [B] Community Character, Historic Preservation, Strategy 1; [E] Development, Land Preservation, Strategy 3; [E] Development, Infrastructure, All; [F] Downtown, Investments, All; [F] Downtown, Housing, All; [G] Economic Development, All; [H] Education, Facilities, All; [I] Environment, Resource Conservation, Strategy 3; [I] Environment, Energy Efficiency, Strategy 1; [K] Health, Social Services, and Affordable Housing, Social Services, Strategy 1; [K] Health, Social Services, and Affordable Housing, Affordable Housing, Strategies 1 and 2; [L] Parks, Recreation, and Greenways, Greenways, Strategy 2; [M] Transportation, Non-Motorized Transportation, Strategy 3; [M] Transportation, Advance Planning and Development, Strategy 2; [M] Transportation, Road Network and Traffic Management, Strategy 3.

## Theme 2 Summary Table

### Investing in Columbia: Economic Development, Jobs, and Infrastructure

<i>Topic</i>	<i>Subtopic</i>	<i>Strategy</i>
[A] Arts and Culture	Means	2
[B] Community Character	Historic Preservation	1
[E] Development	Land Preservation Infrastructure	3 All
[F] Downtown	Investments Housing	All All
[G] Economic Development	Economic Development Airport Jobs and Job Training Science and Technology	All
[H] Education	Facilities	All
[I] Environment	Resource Conservation Energy Efficiency	3 1
[K] Health, Social Services, and Affordable Housing	Social Services Affordable Housing	All 1
[L] Parks, Recreation, and Greenways	Greenways	2
[M] Transportation	Non-Motorized Transportation Advance Planning and Development Road Network and Traffic Management	3 2 3

### 2(a). [A] Arts and Culture, Means

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Identify and expand funding opportunities for the arts community.	Commission on Cultural Affairs New Century Fund Board Office of Cultural Affairs

### 2(b). [B] Community Character, Historic Preservation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Develop a policy of identification, financial incentives such as tax abatement and tax credits, and resources for monitoring to encourage historic preservation.	Historic Preservation Commission Convention and Visitors Advisory Board Planning and Development Department

### 2(c). [E] Development, Land Preservation.

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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	New Century Fund Board Parks and Recreation Commission Office of the City Manager Finance Department Parks and Recreation Department

### 2(c). [E] Development, Infrastructure

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Environment and Energy Commission Water and Light Advisory Board Planning and Zoning Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce
2- Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (See Strategy 1.)	Columbia City Council Planning and Zoning Commission Planning and Development Department
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.	Columbia City Council

**2(d). [F] Downtown, Investments**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Downtown Columbia Leadership Council Columbia Special Business District Office of the City Manager Public Works Department REDI University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Chamber of Commerce
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.	Columbia City Council Columbia Special Business District Planning and Development Department Planning and Zoning Commission Office of the City Manager Planning and Development Department REDI University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Chamber of Commerce
3- Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources.	Same as Above

**2(d). [F] Downtown, Housing**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Columbia City Council Planning and Development Department Commission Downtown Columbia Leadership Council Columbia Special Business District Affordable Housing Policy Committee Office of the City Manager Planning and Development Department
2- Contact realtors, retailers, developers, and financial sources to access the barriers and opportunities to downtown housing development.	Downtown Columbia Leadership Council Columbia Special Business District Office of the City Manager

**2(e). [G] Economic Development, Economic Development**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Promote positive attitudes toward economic development.	Columbia City Council Convention and Visitors Advisory Board Downtown Columbia Leadership Council Special Business District Board Boone County Commissioners Office of the City Manager REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Leverage Columbia’s natural advantages – MU, Columbia’s location and environment, and Columbia’s people –in fostering economic development.	Same as Above
3- Promote Entrepreneurialism	Same as Above Missouri Innovation Center Centennial Investors Network SCORE

**2(e). [G] Economic Development, Airport**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Enhance the future use of the airport by improving its appearance and functionality.	Columbia City Council Airport Manager and Airport Advisory Board Office of the City Manager Public Works Department REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times.	Columbia City Council Airport Manager and Airport Advisory Board Office of the City Manager Public Works Department
3- Establish a Regional Authority and change the name of the airport to reflect its regional nature.	Columbia City Council Office of the City Manager Public Works Department Columbia Chamber of Commerce

## Investing in Columbia: Economic Development, Jobs, and Infrastructure

### 2(e). [G] Economic Development, Jobs and Job Training

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Address issues related to pay, living wage, and benefits.	Columbia City Council The Disabilities Commission REDI Columbia Chamber of Commerce Job Point Missouri Department of Economic Development Missouri Career Center
2- Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities.	Same as Above
3- Develop innovative strategies for connecting the workforce.	Same as Above

### 2(e). [G] Economic Development, Science and Technology

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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”.)	REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce.	Same as Above
3- Attract and secure substantial research and venture capital to drive our economic growth.	Same as Above

### 2(f). [H] Education, Facilities

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Columbia Public Schools Representatives of All Educational Institutions

### 2(g). [I] Environment, Resource Conservation

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
3- Create an encouraging atmosphere for business opportunities based on environmental stewardship.	Planning and Development Department Planning and Zoning Commission Columbia Special Business District Environment and Energy Commission Water and Light Department REDI Columbia Chamber of Commerce

### 2(g). [I] Environment, Energy Efficiency

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
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.)	Columbia City Council Water and Light Advisory Board Environment and Energy Commission Office of the City Manager Water and Light Department Public Works Department Columbia Chamber of Commerce Missouri Department of Natural Resources

### 2(h). [K] Health, Social Services, and Affordable Housing; Social Services

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a community foundation funded by private dollars to fund social services and other community needs.	Columbia City Council Board of Health New Century Fund Board Boone County Commissioners Office of the City Manager Department of Public Health and Human Services Finance Department Columbia Chamber of Commerce
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.	Community Services Advisory Commission The Disabilities Commission The Vision Commission Board of Health Boone County Commissioners Office of the City Manager Department of Public Health and Human Services Columbia Chamber of Commerce Office of Social and Economic Data Analysis

**Investing in Columbia: Economic Development, Jobs, and Infrastructure**

**2(h). [K] Health, Social Services, and Affordable Housing; Affordable Housing**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a locally administered Housing Trust Fund with a dedicated revenue source.	Columbia City Council Affordable Housing Policy Committee Community Development Commission Finance Advisory Committee Board of Health Department of Public Health and Human Services Planning and Development Department Boone County Commissioners Columbia Housing Authority

**2(i). [L] Parks, Recreation, and Greenways, Greenways**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Acquire green space and expand greenways through regular financing and acquisitions.	Columbia City Council Parks and Recreation Department Planning and Development Department Finance Department

**2(j). [M] Transportation, Non Motorized Transportation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. Increase the pace of sidewalk improvements.	Columbia City Council GetAbout Columbia/PedNet Bicycle and Pedestrian Commission Planning and Development Department Public Works Department CATSO

**2(j). [M] Transportation, Advance Planning and Development**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Same as Above

**2(j). [M] Transportation, Road Network and Traffic Management**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.	Same as Above

**3. Building Cultural Cohesion-** Through improving facilities, building dialogue, more aggressive outreach, intentional collaboration, ongoing communication, and increasing awareness, the vision plan calls for strengthening our sense of community.

**a) Organizations that could be involved:** Columbia City Council, Commission on Cultural Affairs, New Century Fund Board, Internet Citizens Advisory Group, Public Communications Advisory Board, Human Rights Commission, The Disabilities Commission, Office of the City Manager, Office of Cultural Affairs, Office of Community Services, Internet Citizens Advisory Group, Columbia Art League, Convention and Visitors Bureau, Regional Library Board, Members of Arts and Culture Group, Churches and Faith Based groups, United Way, Journalism School.

**b) Strategies in the vision:** [A] Arts and Culture, Means, Strategies 1 and 3; [A] Arts and Culture, Ends, Strategy 3; [C] Community Facilities and Services- Library; [D] Community Pride and Human Relationships- Youth, Strategy 1; [D] Community Pride and Human Relationships- Diversity/Inclusion and Sense of Community.

# Theme 3 Summary Table

## Building Cultural Cohesion

<i>Topic Group</i>	<i>Subtopic Group</i>	<i>Strategies</i>
[A] Arts and Culture	Means Ends	1,3 3
[C] Community Facilities and Services	Library	All
[D] Community Pride and Human Relationships	Youth Diversity/Inclusion Sense of Community	1 All All

**3(a). [A] Arts and Culture, Means**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.)	Columbia City Council Commission on Cultural Affairs Office of Cultural Affairs
3- Cultivate and implement cross-operational outreach programs that increase participation and reflect the city's rich diversity.	Commission on Cultural Affairs Columbia Art League

**3(a). [A] Arts and Culture, Ends**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Expand Arts Programming and Venues	Cultural Affairs Commission Convention and Visitors Bureau and Board Office of the City Manager Office of Cultural Affairs

**3(b). [C] Community Facilities and Services, Library**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish additional facilities and service points to provide expanded library services for the growing community.	Columbia City Council Library Board Office of the City Manager

**3(c). [D] Community Pride and Human Relationships, Youth**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Leverage Study Circle program to build consensus and vision among youth organization leadership.	Office of the City Manager Department of Public Health and Human Services United Way Churches and Faith Based Groups

**3(c). [D] Community Pride and Human Relationships, Diversity/Inclusion**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Reorganize and expand the Human Rights Commission, review city policy statements regarding human rights, and expand study circles.	Columbia City Council Human Rights Commission Office of the City Manager Department of Public Health and Human Services Human Resources Department
2- Develop and implement awareness orientation and training programs for new and existing employees.	Same
3- Form an Intercultural Council.	Columbia City Council Office of the City Manager

**3(c). [D] Community Pride and Human Relationships, Sense of Community**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
<p>1- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.</p>	<p>Commission on Cultural Affairs                      Columbia Vision Commission                      Internet Citizens Advisory Group                      Public Communications Resource Advisory Board                      Office of the City Manager                      Public Communications Department                      Convention and Visitors Bureau                      Community Leaders</p>
<p>2- Investigate, encourage, and replicate events that bring various cross-section of the community together. (e.g. “Spark in the Park”.)</p>	<p>Office of the City Manager                      University of Missouri, Stephens College, Columbia College, and other area educational institutions                      Convention and Visitors Bureau  <i>Coordinate with:</i>                      Commission on Cultural Affairs</p>
<p>3- Create an entertaining, media-supported “trading places” project to promote improvements in cross-cultural, multi-ethnic, inter-generational communications and relationships.</p>	<p>Office of the City Manager                      Journalism School  <i>Coordinate with:</i>                      Commission on Cultural Affairs</p>

**4. Delivering Health and Human Services-** In the vision plan, there is a strong focus on broadly available and efficiently delivered social services that enhance safety, security, and quality of life for the entire community.

**a) Organizations that could be involved:** Columbia City Council, Boone County Commission, Boone County Presiding Commissioner, Water and Light Advisory Board, Environment and Energy Commission, Disabilities Commission, Bicycle and Pedestrian Commission, Affordable Housing Policy Committee, Community Development Commission, Internet Citizens Advisory Group, New Century Fund Board, Mayors Committee on Physical Fitness, Office of the City Manager, Chief of Police, Head of City Traffic Unit, Columbia Police Department, Public Works Department, Parks and Recreation, Finance Department, REDI, Board of Health, Office of Community Services, Office of Volunteer Services, City/County Health Department, Columbia Chamber of Commerce, Coalition of Education Leaders, United Way, Columbia Housing Authority, Department of Elementary and Secondary Education, Office of Social and Economic Data Analysis, Boone County Mental Health Board of Trustees, All Area Educational Institutions, Green Building Council, Health Care Subcommittee, First Chance for Children, Parents as Teachers, Parent Link, Head Start, Family Health Center, Missouri Department of Economic Development, Missouri Career Center, American Diabetes Association.

**b) Strategies in the vision:** [C] Community Facilities and Services- Law Enforcement, Public Safety, and Public Works; [D] Community Pride and Human Relationships- Sense of Community- Strategy 1; [E] Development- Neighborhoods, Strategy 2; [G] Economic Development- Jobs and Job Training; [H] Education; [K] Health, Social Services and Affordable Housing. For the sake of brevity, section [J] Governance and Decision Making- Structure has been left out here. Please see theme 7 for issues of governance.

# Theme 4 Summary Table

## Delivering Health and Human Services

<i>Topic Group</i>	<i>Subtopic Group</i>	<i>Strategies</i>
[C] Community Facilities and Services	Law Enforcement Public Safety Public Works	All
[D] Community Pride and Human Relationships	Sense of Community Youth	1 3
[E] Development	Neighborhoods	2
[G] Economic Development	Jobs and Job Training	All
[H] Education	All	All
[K] Health, Social Services, and Affordable Housing	All	All

**4(a). [C] Community Facilities and Services, Law Enforcement**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Administer law enforcement fairly to all citizens.	Columbia City Council Citizen Review Board Community Services Advisory Commission Human Rights Commission Neighborhood Associations Office of the City Manager Columbia Police Department
2- Allocate police staffing and presence equitably.	Same as Above

**4(a). [C] Community Facilities and Services, Public Safety**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Reduce crime and substance abuse.	Columbia City Council Board of Health Office of the City Manager Columbia Police Department Public Safety Joint Communications
2- Increase traffic law enforcement.	Office of the City Manager Columbia City Council Columbia Police Department

**4(a). [C] Community Facilities and Services, Public Works**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Use available technology to increase and improve city services offered to the community.	Columbia City Council Environment and Energy Commission Office of the City Manager Public Works Department Water and Light Department
2- Provide comprehensive, efficient removal of snow throughout the city.	Office of the City Manager Public Works Department
3- Investigate ways to enhance services, and increase communication regarding services currently available.	Office of the City Manager Public Works Department Internet Citizens Advisory Group Public Communications Resource Advisory Board Disabilities Commission

**4(b). [D] Community Pride and Human Relationships, Sense of Community**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.	Commission on Cultural Affairs Internet Citizens Advisory Group Public Communications Resource Advisory Board Office of the City Manager Public Communications Department Convention and Visitors Bureau Community Leaders

**4(b). [D] Community Pride and Human Relationships, Youth**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Office of the City Manager Parks and Recreation Department United Way Churches and Faith Based Groups

**4(c). [E] Development, Neighborhoods**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay.	Columbia City Council Community Development Commission Planning and Zoning Commission Office of the City Manager Planning and Development Department

**4(d). [G] Economic Development, Jobs and Job Training**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Address issues related to pay, living wage, and benefits.	Columbia City Council REDI Columbia Chamber of Commerce Job Point Missouri Department of Economic Development Missouri Career Center
2- Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities.	Same as Above
3- Develop innovative strategies for connecting the workforce.	Same as Above

**4(e). [H] Education, Facilities**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Columbia Public Schools Representatives of All Educational Institutions

**4(e). [H] Education, Resource Allocation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Ensure that resources are allocated so that students are supported and successful at every level of education from birth through adulthood.	Columbia Public Schools University of Missouri, Stephens College, Columbia College, and other area educational institutions First Chance for Children Head Start Parents as Teachers Parent Link

**4(e). [H] Education, Quality Education/Curriculum and Programs**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Increase the quantity and quality of early childhood (birth to 5 years) educational opportunities so that children are prepared for kindergarten.	Columbia City Council Boone County Presiding Commissioner Community Services Commission Office of the City Manager Early Childhood Education Coalition Columbia Public Schools University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Organize to ensure that world-class curriculum, programs, and instructional techniques are provided by every educational entity, based on research findings.	Office of the City Manager University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Public Schools Department of Elementary and Secondary Education
3- Develop programs for all educational providers within the Columbia community to network, share educational strategies and techniques, and encourage professional development.	Same as Above
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.	Office of Volunteer Services Office of the City Manager University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Public Schools

**4(g). [K] Health, Social Services, and Affordable Housing; Social Services**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a community foundation funded by private dollars to fund social services and other community needs.	Columbia City Council Board of Health New Century Fund Board Office of the City Manager Department of Public Health and Human Services Finance Department Columbia Chamber of Commerce
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.	Community Services Advisory Commission Board of Health Boone County Commissioners Office of the City Manager Department of Public Health and Human Services Columbia Chamber of Commerce Office of Social and Economic Data Analysis

**4(g). [K] Health, Social Services, and Affordable Housing; Affordable Housing**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a locally administered Housing Trust Fund with a dedicated revenue source.	Columbia City Council Affordable Housing Policy Committee Community Development Commission New Century Fund Board Finance Advisory Committee Columbia Housing Authority
2- Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities.	Columbia City Council Affordable Housing Policy Committee Community Development Commission Planning and Development Department Columbia Housing Authority
3- Create a private non-profit organization that will develop, purchase, and manage affordable housing units in Columbia.	Columbia City Council Affordable Housing Policy Committee Community Development Commission New Century Fund Board Columbia Housing Authority

**4(g). [K] Health, Social Services, and Affordable Housing; Health**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
<p>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.</p>	<p>Boone County Mental Health Board Office of Community Services Board of Health Department of Public Health and Human Services Heart of Missouri United Way Family Health Center</p>
<p>2- Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention.</p>	<p>Community Services Advisory Commission Board of Health Department of Public Health and Human Services Office of Volunteer Services Mayors Committee on Physical Fitness University of Missouri American Diabetes Association</p>
<p>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.</p>	<p>Same as Above</p>

**5. Educating the Community-** The vision calls for a well educated community both in terms of formal instruction and in terms of keeping citizens informed about how the community works, what is happening in the community, what the community needs, and how to be involved.

**a) Organizations that could be involved:** City, County and State Government, Boone County and All Cities, Historic Preservation Commission, Environment and Energy Commission, GetAbout Columbia/PedNet Coalition, Bicycle and Pedestrian Commission, The Disabilities Commission, Power Supply Task Force, Commission on Cultural Affairs, Community Services Advisory Commission, Internet Citizens Advisory Group, Public Communications Advisory Board, Water and Light Advisory Board, Mayors Committee on Physical Fitness, Office of the City Manager, Water and Light, Office of Cultural Affairs, Parks and Recreation, Planning and Development Department, Public Works, CATSO, REDI, Boone County Historical Society, Boone Electric Cooperative, Church and Faith Based groups, Community Leaders, Board of Realtors, Smart Growth Coalition, Columbia Chamber of Commerce, United Way, All Area Educational Institutions, Department of Elementary and Secondary Education, The Watchword, Missouri Department of Conservation and Department of Natural Resources, Missouri Innovation Center, Centennial Investors Network, Center for Sustainable Living, Green Building Council, SCORE, American Diabetes Association.

**b) Strategies in the vision:** [A] Arts and Culture, Ends, Strategy 1; [B] Community Character-Appearance, Strategy 1; [B] Community Character- Historic Preservation, Strategy 3; [D] Community Pride and Human Relationships- Youth, Strategy 2; [D] Community Pride and Human Relationships- Sense of Community- Strategy 1; [E] Development- Infrastructure, Strategy 1; [E] Development- Plan and Manage Growth- Strategy 4; [G] Economic Development- Economic Development, Strategy 1; [H] Education, Facilities, All; [I] Environment- Energy Efficiency, Strategy 2; [I] Environment, Resource Conservation, Strategy 1; [K] Health, Social Services, and Affordable Housing, Health, Strategies 2 and 3; [M] Transportation- Non-motorized Transportation, Strategy 2.

## Theme 5 Summary Table

### Educating the Community

<i>Topic</i>	<i>Subtopic</i>	<i>Strategy</i>
[A] Arts and Culture	Ends	1
[B] Community Character	Appearance Historic Preservation	1 3
[D] Community Pride and Human Relationships	Youth Sense of Community	2 1
[E] Development	Infrastructure Plan and Manage Growth	1 4
[G] Economic Development	Economic Development	1, 3
[H] Education	Facilities	All
[I] Environment	Energy Efficiency Resource Conservation	1, 2 1
[K] Health, Social Services, and Affordable Housing	Health	2, 3
[M] Transportation	Non-Motorized Transportation	2

**5(a). [A] Arts and Culture, Ends**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Create an appetite and appreciation for the arts through educational programs.	Commission on Cultural Affairs Office of Cultural Affairs Columbia City Council Public Communications Resource Advisory Board Department of Elementary and Secondary Education

**5(b). [B] Community Character, Appearance**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings.	Environment and Energy Commission Parks and Recreation Commission Office of the City Manager Planning and Development Department Parks and Recreation Department Center for Sustainable Living

**5(b). [B] Community Character, Historic Preservation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Educate neighborhoods of their historic importance and of incentives available for historic preservation.	Historic Preservation Commission Boone County Historical Society

**5(c). [D] Community Pride and Human Relationships, Youth**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Community Services Advisory Commission Parks and Recreation Department <i>Coordinate with:</i> Commission on Cultural Affairs

**5(c). [D] Community Pride and Human Relationships, Sense of Community**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.	Internet Citizens Advisory Group Public Communications Resource Advisory Board Office of the City Manager Public Communications Department Convention and Visitors Bureau Community Leaders The Watchword

**5(d). [E] Development, Infrastructure**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Environment and Energy Commission Water and Light Advisory Board Planning and Zoning Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce

**5(d). [E] Development, Plan and Manage Growth**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Planning and Development Department Planning and Zoning Commission Public Communications Resource Advisory Board Internet Citizens Advisory Group Boone County Commissioners REDI Smart Growth Coalition Columbia Chamber of Commerce Board of Realtors

**5(e). [G] Economic Development, Economic Development**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Promote positive attitudes toward economic development.	Columbia City Council Convention and Visitors Advisory Board Downtown Columbia Leadership Council Special Business District Board Boone County Commissioners Office of the City Manager REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
3- Promote Entrepreneurialism	Same as Above Missouri Innovation Center Centennial Investors Network SCORE

**5(f). [H] Education, Facilities**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Columbia Public Schools Representatives of All Educational Institutions Disabilities Commission

**5(g). [I] Environment, Energy Efficiency**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.)	Columbia City Council Water and Light Advisory Board Environment and Energy Commission Office of the City Manager Water and Light Department Public Works Department Columbia Chamber of Commerce Missouri Department of Natural Resources
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.)	Same as Above Boone Electric Cooperative

**5(g). [I] Environment, Resource Conservation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Engage in a life-long understanding of the value of environmental stewardship.	Water and Light Advisory Board GetAbout Columbia Advisory Committee Environment and Energy Commission Missouri Department of Natural Resources Missouri Department of Conservation

**5(h). [K] Health, Social Services, and Affordable Housing; Health**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention.	Community Services Advisory Commission Board of Health Department of Public Health and Human Services Office of Volunteer Services Mayors Committee on Physical Fitness University of Missouri American Diabetes Association
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.	Same as Above

**5(i). [M] Transportation, Non-Motorized Transportation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Columbia City Council GetAbout Columbia/PedNet Bicycle and Pedestrian Commission Planning and Development Department Public Works Department CATSO

**6. Designing the City-** From sidewalks and bike lanes to sewers and buildings, the vision plan consistently encourages careful planning and design.

- a) *Organizations that could be involved:* Government at local, county, and state levels, Columbia City Council, Boone County Commission, Airport Advisory Board, Community Services Advisory Commission, Public Communications Resources Advisory Board, Downtown Leadership Council, Special Business District Board, Environment and Energy Commission, Storm Water Task Force, Power Supply Task Force, Water and Light Advisory Board, Historic Preservation Commission, Affordable Housing Policy Commission, Mayors Committee on Physical Fitness, GetAbout/PedNet Coalition, Bicycle and Pedestrian Commission, Disabilities Commission, Community Services Advisory Commission, Cultural Affairs Commission, City and County Planning and Development Department, Public Works, Office of the City Manager, Airport Manager, Parks and Recreation Department, Office of Cultural Affairs, Office of Volunteer Services, Convention and Visitors Bureau, REDI, Neighborhood Associations, American Institute of Architects, Public, Private and Civic Leaders, Columbia Housing Authority, Columbia Chamber of Commerce, Smart Growth Coalition, Greenbelt Land Trust, Urban Land Trust, Bonne Femme Watershed Project, Board of Realtors, League of Women Voters, Office of Social and Economic Data Analysis, Representative of All Area Educational Institutions, Missouri Department of Conservation, Central Missouri Development Council, Center for Sustainable Living, Sierra Club Osage Chapter, American Planning Association, US Green Building Council.
- b) *Strategies in the vision:* [A] Arts and Culture- Ends, Strategy 2; [B] Community Character-Appearance; [E] Development- Infrastructure, Plan and Manage Growth, and Neighborhoods topic groups; [F] Downtown; [G] Economic Development- Airport; [H] Education- Facilities; [K] Health, Social Services, and Affordable Housing- Affordable Housing, Strategy 2; [L] Parks, Recreation, and Greenways; [M] Transportation.

# Theme 6 Summary Table

Designing the City

<i>Topic Group</i>	<i>Subtopic Group</i>	<i>Strategies</i>
[A] Arts and Culture	Ends	2
[B] Community Character	Appearance Revitalization	All
[E] Development	Infrastructure Neighborhoods Plan and Manage Growth	All
[F] Downtown	All	All
[G] Economic Development	Airport Economic Development Science and Technology	All 2 All
[H] Education	Facilities	All
[K] Health, Social Services, and Affordable Housing	Affordable Housing	2
[L] Parks, Recreation, and Greenways	All	All
[M] Transportation	All	All

**6(a). [A] Arts and Culture, Ends**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Apply best practice community design, aesthetics, and environmentally friendly planning.	Cultural Affairs Commission Convention and Visitors Bureau Office of the City Manager Office of Cultural Affairs Planning and Development Department

**6(b). [B] Community Character, Appearance**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings.	Environment and Energy Commission Parks and Recreation Commission Office of the City Manager Planning and Development Department Parks and Recreation Department Center for Sustainable Living
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.)	Same as Above
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.	Historic Preservation Commission Affordable Housing Policy Committee Columbia Housing Authority Board Downtown Columbia Leadership Council Planning and Development Department Neighborhood Associations

**6(b). [B] Community Character, Revitalization**

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
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.)	Columbia City Council Commission on Human Rights Community Development Commission Office of the City Manager Planning and Development Department Department of Public Health and Human Services Columbia Housing Authority
2- Focus on renewable energy building and retrofitting as integral to urban development and restoration.	Environment and Energy Commission Public Building Development and Finance Committee Water and Light Advisory Board and Department Planning and Development Department
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.	Columbia City Council PedNet/GetAbout Columbia Office of the City Manager Planning and Development Department Neighborhood Associations

**6(c). [E] Development, Infrastructure**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Environment and Energy Commission Water and Light Advisory Board Planning and Zoning Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce
2- Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (See Strategy 1.)	Columbia City Council Planning and Zoning Commission Planning and Development Department
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.	Columbia City Council

**6(c). [E] Development, Neighborhoods**

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
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.	Columbia City Council GetAbout Columbia/ PedNet Bicycle and Pedestrian Commission Community Services Advisory Committee Planning and Development Department Parks and Recreation Department
2. Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay.	Columbia City Council Community Development Commission Office of the City Manager Planning and Development Department
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.	Columbia City Council Affordable Housing Policy Committee Historic Preservation Commission Community Development Commission Planning and Development Department

**6(c). [E] Development, Plan and Manage Growth**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Take an inventory of natural and cultural resources.	Planning and Development Department and Commission Parks and Recreation Commission Cultural Affairs Commission Columbia Special Business District Office of the City Manager Public Works Department REDI Greenbelt Land Trust of Mid-Missouri Sierra Club Osage Chapter Columbia Chamber of Commerce Board of Realtors Boone Femme Watershed Project University of Missouri
2- Implement a growth management plan that incorporates form based zoning.	Planning and Development Department Planning and Zoning Commission Central Missouri Development Council Board of Realtors Urban Land Institute American Planning Association
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.	Columbia City Council Planning and Development Department Columbia Housing Authority Columbia Chamber of Commerce

**6(c). [E] Development, Plan and Manage Growth (Continued)**

<p>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.</p>	<p>Planning and Development Department                  Planning and Zoning Commission                  Public Communications Resource Advisory Board                  Internet Citizens Advisory Group                  REDI                  Smart Growth Coalition                  Columbia Chamber of Commerce                  Board of Realtors</p>
<p>5- Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders.</p>	<p>Office of the City Manager                  Planning and Development Department                  Public Works Department</p>
<p>6- Ensure predictability and accountability so that government actions are aligned with “Imagine Columbia’s Future.”</p>	<p>Columbia City Council                  Office of the City Manager                  Planning and Development Department                  Public Works Department</p>
<p>7- Incentivize LEED standards.</p>	<p>Columbia City Council                  The Office of City Manager                  Water and Light Department                  Planning and Development Department                  Public Works Department                  US Green Building Council</p>
<p>8- Provide comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form based zoning.</p>	<p>Planning and Development Department                  Public Works                  Neighborhood Associations                  Columbia Chamber of Commerce</p>
<p>9- Ensure that as we grow we preserve our heritage and uniqueness.</p>	<p>Historic Preservation Commission                  Neighborhood Association, As Appropriate                  Cultural Affairs Commission                  Columbia Chamber of Commerce</p>

### 6(d). [F] Downtown, Investments

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Downtown Columbia Leadership Council Columbia Special Business District Office of the City Manager Public Works Department REDI University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Chamber of Commerce
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.	Columbia City Council Planning and Zoning Commission Columbia Special Business District Planning and Development Department Office of the City Manager REDI University of Missouri, Stephens College, Columbia College, and other area Educational Institutions Columbia Chamber of Commerce
3- Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources.	Same as Above

### 6(d). [F] Downtown, Housing

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Columbia City Council Planning and Development Department Planning and Zoning Commission Downtown Columbia Leadership Council Columbia Special Business District Affordable Housing Policy Committee Office of the City Manager
2- Contact realtors, retailers, developers, and financial sources to access the barriers and opportunities to downtown housing development.	Downtown Columbia Leadership Council Columbia Special Business District Office of the City Manager

**6(d). [F] Downtown, Mobility**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	GetAbout Columbia/PedNet Bicycle and Pedestrian Commission Downtown Columbia Leadership Council Columbia Special Business District Disabilities Commission Public Works Department
2- Research similar cities with respect to efficient use of assets (alleyways, walkways, bike paths, parking spaces, etc.) for considerations for plans for Columbia.	Same as Above

**6(e). [G] Economic Development, Economic Development**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Leverage Columbia’s natural advantages – MU, Columbia’s location and environment, and Columbia’s people –in fostering economic development.	Columbia City Council Office of the City Manager REDI Columbia Chamber of Commerce University of Missouri

**6(e). [[G] Economic Development, Airport**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Enhance the future use of the airport by improving its appearance and functionality.	Columbia City Council Airport Manager and Airport Advisory Board Office of the City Manager Public Works Department REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times.	Columbia City Council Airport Manager and Airport Advisory Board Office of the City Manager Public Works Department
3- Establish a Regional Authority and change the name of the airport to reflect its regional nature.	Columbia City Council Office of the City Manager Public Works Department Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area Educational Institutions

**6(e). [G] Economic Development, Science and Technology**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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”.)	REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce.	Same as Above
3- Attract and secure substantial research and venture capital to drive our economic growth.	Same as Above

**6(f). [H] Education, Facilities**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Columbia Public Schools Representatives of All Educational Institutions

**6(g). [K] Health, Social Services, and Affordable Housing; Affordable Housing**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities.	Community Services Advisory Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce Office of Social and Economic Data Analysis

**6(h). [L] Parks, Recreation, and Greenways, Parks**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Examine existing park networks and identify gaps in the different defined types of parks. (neighborhood, regional, nature, and urban.)	Columbia City Council Parks and Recreation Planning and Development Department Greenbelt Land Trust Central Missouri Development Council
2- Develop an overall plan to make sure as many park needs as possible are met without unnecessary duplication.	Parks and Recreation Planning and Development Department
3- Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities.	Parks and Recreation Commission and Department Planning and Development Department
4- Expand the program of volunteers to help support the parks. (e.g. Adopt-a-Park.)	Office of Volunteer Services Columbia City Council Office of the City Manager Parks and Recreation Department
5- Investigate a land dedication ordinance to set aside parkland and open space in new developments.	Planning and Development Department Parks and Recreation Neighborhood Associations

**6(h). [L] Parks, Recreation, and Greenways, Recreation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Facilitate the marriage of private and public interest groups to build recreational facilities.	Parks and Recreation Mayors Council on Health and Physical Fitness Columbia Chamber of Commerce Neighborhood Associations
2- Be proactive in expanding facilities as Columbia grows.	Same as Above

**6(h). [L] Parks, Recreation, and Greenways, Greenways**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Use easements and development rights to promote the preservation of green space and the development of greenways.	Boone County Commission Community Development Commission Parks and Recreation Department Planning and Development Department Public Works Department Greenbelt Land Trust Missouri Department of Conservation Storm Water Task Force
2- Acquire green space and expand greenways through regular financing and acquisitions.	Columbia City Council Parks and Recreation Department Planning and Development Department Finance Department

### 6(h). [L] Parks, Recreation, and Greenways, Trails

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible.	GetAbout Columbia/PedNet Parks and Recreation Department Planning and Development Department
2- Achieve trail connectivity in new and existing developments.	GetAbout Columbia/PedNet Planning and Development Department

### 6(i). [M] Transportation, Non Motorized Transportation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Appoint a Transportation Advisory Board, which will be empowered by the Columbia City Council to make recommendations to (and whose recommendations will be sought by) the Columbia City Council, the Planning & Zoning Commission, and other public bodies. *Strategy 1 is the same throughout all transportation subtopics and is not reprinted.	Columbia City Council GetAbout Columbia/PedNet Bicycle and Pedestrian Commission County Commissioners Planning and Development Department Public Works Department CATSO
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.	Same as Above
3- Give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. Increase the pace of sidewalk improvements.	Same as Above
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.	Same as Above

**6(i). [M] Transportation, Advance Planning and Development**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Same as Above
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.	Same as Above
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.	Same as Above

**6(i). [M] Transportation, Road Network and Traffic Management**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.	Same as Above
3- Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.	Same as Above
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.	Same as Above

**6(i). [M] Transportation, Public and Human Services Transportation**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Same as Above
3- Tie public transportation service into the permit process for new developments.	Same as Above
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.	Same as Above

**7. Improving Collaborative Governance-** Whether between the City and the County, between City and the Citizens, or between organizations within the community, the vision plan calls for more open, transparent, and collaborative partnerships at all levels and in all aspects of governing and throughout the community.

- a) *Organizations that could be involved:* Columbia City Council, Internet Citizens Advisory Board, Columbia Chamber of Commerce, Public Communications Resource Advisory Board, Commission on Cultural Affairs, Power Supply Task Force, Environment and Energy Commission, Community Services Advisory Commission, Disabilities Commission, Water and Light Advisory Board, Mayors Council on Physical Fitness, GetAbout Columbia, PedNet, Bicycle and Pedestrian Commission, Office of the City Manager, Public Works, Planning and Development Department, Public Works, Parks and Recreation, Convention and Visitors Bureau, Neighborhood Associations, Community Leaders, MODOT, CATSO, Office of Social and Economic Data Analysis, Columbia Chamber of Commerce, Mid-Missouri Transportation Alliance.
- b) *Strategies in the vision:* [C] Community Facilities and Services, Public Works, Strategy 3; [D] Community Pride and Human Relationships, Sense of Community, Strategy 1; [E] Development, Infrastructure, Strategy 1; [E] Development, Plan and Manage Growth, Strategies 5 and 6; [J] Governance, all; [K] Health, Social Services, and Affordable Housing, Social Services, Strategy 2; [L] Parks, Recreation, and Greenways, Parks, Strategy 3; [L] Parks, Recreation, and Greenways, Recreation, Strategy 1; [M] Transportation, Road Network and Traffic Management, Strategies 2, 3, and 4.

# Theme 7 Summary Table

## Improving Collaborative Governance

<i>Topic</i>	<i>Subtopic</i>	<i>Strategy</i>
[C] Community Facilities and Services	Public Works	3
[D] Community Pride and Human Relationships	Sense of Community	1
[E] Development	Infrastructure Plan and Manage Growth	1 5, 6
[J] Governance	All	All
[K] Health, Social Services, and Affordable Housing	Social Services	2
[L] Parks, Recreation, and Greenways	Parks Recreation	3 1
[M] Transportation,	Road Network and Traffic Management	2, 3, 4

### 7(a). [C] Community Facilities and Services, Public Works

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Investigate ways to enhance services, and increase communication regarding services currently available.	Disabilities Commission Office of the City Manager Public Works Department Internet Citizens Advisory Group Public Communications Resource Advisory Board

### 7(b). [D] Community Pride and Human Relationships, Sense of Community

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.	Commission on Cultural Affairs Internet Citizens Advisory Group Public Communications Resource Advisory Board Office of the City Manager Public Communications Department Convention and Visitors Bureau Community Leaders

### 7(c). [E] Development, Infrastructure

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Environment and Energy Commission Water and Light Advisory Board Planning and Zoning Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce

### 7(c). [E] Development, Plan and Manage Growth

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
5- Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders.	Office of the City Manager Planning and Development Department Public Works Department
6- Ensure predictability and accountability so that government actions are aligned with “Imagine Columbia’s Future.”	Columbia City Council Office of the City Manager Planning and Development Department Public Works Department

**7(d). [J] Governance and Decision Making, Structure**

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

**7(e). [K] Health, Social Services, and Affordable Housing; Social Services**

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
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.	Community Services Advisory Commission Board of Health Boone County Commissioners Office of the City Manager Department of Public Health and Human Services Columbia Chamber of Commerce Office of Social and Economic Data Analysis

### 7(f). [L] Parks, Recreation, and Greenways, Parks

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities.	Parks and Recreation Commission and Department Planning and Zoning Commission Planning and Development Department

### 7(g). [L] Parks, Recreation, and Greenways, Recreation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Facilitate the marriage of private and public interest groups to build recreational facilities.	Parks and Recreation Mayors Council on Health and Physical Fitness Columbia Chamber of Commerce Neighborhood Associations

### 7(h). [M] Transportation, Road Network and Traffic Management

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.	Columbia City Council GetAbout Columbia/PedNet Bicycle and Pedestrian Commission County Commissioners Planning and Development Department Public Works Department CATSO
3- Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.	Same as Above
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.	Same as Above

## Appendix D

### Summary of Public Comment

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As noted in the Overview and Introduction to Section 1, public comment was sought in developing this report through a series of public meetings and surveys and other outreach efforts. Input was also sought from boards and commissions, and individual interviews, including interviews with members of the City Council and County Commission, department heads, and members of the original Sponsors Council and visioning committee. Visioning websites were actively viewed throughout the comment period. While many people did not leave comments, the “Columbia Visioning” section of The Missourian’s Watchword page received over 1,100 hits.

In this appendix you will find:

1. A summary of event outreach conducted throughout the development of the implementation report.
2. A summary of comments received during the public comment period, January 23 and March 27, 2009. This includes comments received from Boards and Commissions, including the Library Board, comments submitted through email and comments submitted through online surveys.
3. A summary report from the “Neighborhood Congress Questionnaire” and the “Plan and Manage Growth: What’s Next?” survey created by the Department of Planning and Zoning. Following the summary report is a transcription of the comments made in the online surveys. These surveys were conducted between September and November 2008.
4. A summary of comments received during the presentation of the Natural Resources Inventory held on October 13, 2008.

5. A summary of comments received during the September 4<sup>th</sup>, 2008 “Vision Showcase”.
6. A summary report from the “Implementing the Vision: Resource Survey” which was open from July to December 2008. Following the summary report is a transcription of the comments made in the online survey.
7. A summary of comments received during the “Vision Open House” held on July 30, 2008.
8. A summary of comments received during a public discussion meeting held with former vision commission members and several members of the public on May 29, 2008.

# Summary of Event Outreach

July 2008 to March 27, 2009

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**For a Complete Listing of and to Sign Up for Visioning Listserv Emails See:**

[http://gocolumbiamo.com/Public\\_Comm/Visioning/webmail.php](http://gocolumbiamo.com/Public_Comm/Visioning/webmail.php)

**Total of 12 releases sent to all media between July 22, 2009 – February 18, 2009**

**For a Complete Listing of Visioning Press Releases See:**

[http://gocolumbiamo.com/Public\\_Comm/Visioning/visionpressreleases.php](http://gocolumbiamo.com/Public_Comm/Visioning/visionpressreleases.php)

## Promotions and Other General Outreach

### *July 30, 2009 Vision Open House Promotions*

1. Columbia Daily Tribune - July 23 and 27
2. Columbia Missourian - July 27
3. Vision Webmail blast - July 17, 25 (Goes to 1,164 email addresses)
4. Memo in Current Event packet to Council (also goes to media ) - July 17
5. City Manager's July 18 and 30 News Conference (rebroadcast three times on Columbia Channel)
6. KOPN Appearance - July 29 (Dave Overfelt & Sarah Read)
7. City Website – main page announcement, posted 2 1/2 weeks

### *General Vision Promotions and Updates*

1. Columbia Business Times "City View" column - July 2008
2. Met with all City department heads to discuss implementation – July 15
3. Update on League of Women Voter's CAT-TV show – July 22 (Renee Graham)
4. Introduced "Vision Actions and Updates" e-news format to Vision Webmail August 8
5. City Manager's August 1 News Conference - included Vision Survey (rebroadcast three times on Columbia Channel)
6. City Website – Vision link on main page at all times
7. Resource inventory outline sent to City department heads – August 18
8. Vision Updates in City Manager's New Conference, September 12, October 3 (rebroadcast three times)
9. CitySource article February 2009

### *September 4, 2009 Vision Showcase Promotion*

1. Columbia Daily Tribune advertising - August 17, 24, 28, 31
2. Columbia Missourian advertising - August 17, 22, 24, September 3
3. Columbia Missourian "CVB Wrap" advertising, August 23 and 30
4. Vision Actions and Updates e-news to Vision Webmail - August 8
5. Vision Webmail announcements and reminders - July 16, 25, August 22
6. Request for help with Vision Showcase - Email to Vision Committee - August 22
7. Individual emails to 45 churches, social and civic organizations - August 22
8. Personalized letters mailed to 17 pastors of African American churches

## Summary of Event Outreach

July 2008 to March 27, 2009

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9. Eagle 93 Radio Appearance - September 2 (Sarah Read)
10. KOPN Radio Appearance - September 2 (Paula Hertwig Hopkins)
11. KFRU Radio Appearance - September 3 (Sarah Read and Bill Watkins)
12. PSAs on Columbia Channel and Public Schools PEG Channel
13. Advertisement in Black and White - Ball program
14. Delivery of flyers and bookmarks to various locations
15. City Manager's August 1 and 29 News Conferences - (rebroadcast three times on Columbia Channel)
16. City Manager's September 9 News Conference "Thanks and updates" - (rebroadcast three times on Columbia Channel)
17. Memo sent in Current Events to City Council (also goes to Media)
18. City Website – main page announcement – posted 4 weeks
19. Inclusion on Watchword site

### *Keys to the City "Connecting Event"*

1. Vision Action and Updates e-news and notice - September 22 and October 15
2. Delivery of bookmarks to various locations
3. City Manager's October 4 and 17 News Conferences - (rebroadcast three times on Columbia Channel)
4. Memo in Current Events to City Council (also goes to Media)
5. Media appearances by Tim Klocko and Jo Sapp on behalf of Volunteer Services
6. Press releases October 1 and 14
7. Article in September City Source
8. Story / announcement on the city channel
9. KFRU – Oct. 14 Leigh Britt & Tim Klock
10. KOMU – Oct. 13 – Pepper & Friends Leigh Britt & Jo Sapp
11. City website - main page announcement for 2 weeks
12. E-mail blast to 45 civic organizations
13. Columbia Daily Tribune ads, October 5, 9, 12 and 15.
14. Columbia Missourian ad "CVB Wrap" Oct. 4 and 11
15. Flyer/letter to Social Studies teachers at middle, jr high, high schools
16. Inclusion on Watchword site
17. Article in October OVS newsletter

### *First Night "Connecting Event" December 31, 2008*

1. Columbia Daily Tribune advertising - December 17, 24 and 28
2. Columbia Missourian advertising - December 17, 24 and 28
3. Columbia Missourian advertising "CVB Wrap" December 20 and 27
4. Article in First Night Program Guide
5. PSAs on Columbia Channel and Columbia Public School PEG channel
6. Vision Actions and Updates e-news blast to Vision Webmail - November 26
7. Announcement & Volunteer Vision Webmail blast - December 1
8. Vision Actions and Updates e-news blast to Vision Webmail - December 30
9. Bookmarks and flyers delivered to various locations.

## Summary of Event Outreach

July 2008 to March 27, 2009

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10. City Manager's December 12 and 31 News Conference (rebroadcast three times on Col. Channel)
11. Memo/Flyer in Current Events to City Council (also goes to Media)
12. City Website – main page announcement, posted 4 weeks

### *Vision Implementation Draft Report*

1. Draft and memo sent to all City Board & Commission Chairs – January 26, 2009
2. Announcement to Vision Webmail - January 27, 2009
3. Direct emails to 140 churches, civic and social organizations - January 28, 2009
4. Follow up emails to all regarding comment period extension - February 19, 2009
5. PSAs - Columbia Channel, Columbia Public School PEG Channel and CAT3-TV
6. City Website – main page announcement, posted 6 weeks
7. City department heads reviewed sent revised resource inventory – March 15
8. Vision Actions and Updates e-news to Vision Webmail, March 20
9. City Manager's January 30 and February 13, 2009 News Conference (rebroadcast three times)
10. City Website – main page announcement, posted 6 weeks

### *Vision Commission*

1. CVC Nominations –announcement to Vision Webmail - October 8,15 and 30, 2008
2. CVC Nominations - Emails to 120 churches, civic and social organizations
3. PSAs - Columbia Channel Columbia Public School PEG Channel and CAT3-TV
4. City Manager's October 31 News Conference (rebroadcast three times on Col. Channel)
5. City Website – main page announcement, posted 5 weeks
6. Vision Action and Updates e-news to Vision Webmail, March 20

### *CVC Interviews*

1. Vision Actions and Updates e-news to Vision Webmail - November 26

### *First Meeting and CVC Officers*

1. Vision Actions and Updates e-news to Vision Webmail blast - December 30
2. City Manager's January 16, 2009 News Conference (rebroadcast three times on Col. Channel)

# Summary of Comments Received

January 23 to March 27, 2009

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## Survey Comments

1. In my opinion, you have not given poor attention to the dire need of citizens to recycle in the downtown district. There are only one or two recycling collection receptacles in the downtown area. This causes most businesses to be unable to offer recycling as an option in their establishments. I actually purchased a meal from a business downtown that sold it's liquids in drink containers made out of recyclable materials, but they themselves do not offer the ability to recycle those drink cups. This doesn't make sense. I find myself walking downtown wishing that I could recycle, but instead, I am forced into conveniently throwing items into the trash that could just as easily have been recycled. I don't know why there are no receptacles for recycling downtown, but there are several of them on the University of Missouri campus. This is discrimination. I also believe that even though it is not permitted to smoke cigarettes within twenty feet of the entrance of most businesses downtown, those businesses themselves should not be held responsible for collecting the many cigarette butts that are left on the sidewalk due to a lack of cigarette butt receptacles. I wish that I had the funds to sponsor an improved system of recycling in Columbia, but I do not. I wish everyone just knew to recycle because once something is thrown in the trash receptacles downtown, it will never be seen again. Landfills are becoming scarce in their storing capabilities and no one knows what to do with the overwhelming amount of recyclable materials that have already been thrown away, so it is left up to individual action to save certain items from being trashed. Dumpster diving is one way of keeping reusable items from ending up in a place where they will never be used again, but I believe that it is currently illegal. If not, then it is the order of most businesses that individuals are not allowed to gather thrash items for thrift. I do not believe that Columbia is trying at all to put recycling receptacles in place aside from on MU's campus, and I will be working diligently to ensure that City Council takes the necessary steps to ensure that residents of Columbia will be able to recycle in the near future. If a petition is what it will take, then I will gather the needed signatures to put in place all the receptacles that the District would need. I hope that you will look into improving Columbia's future by offering enticing incentives for businesses to recycle and to offer the ability to recycle, as well as residential complex owners being fined for not providing at least a fee-based recycling service, if not a tax-paid city recycling service. I know there's a need for this to be done, and I hope you do too. There is little time to waste on gathering comments and suggestions about how the plan you have already devised looks... there is only time to act on what we know. Please make the appropriate choice in deciding how to go about this matter, but do so knowing that every day, more and more people give up on the idea of practicing recycling, simply because there are little options available to recycle. I thank you for your time and consideration. I hope you will get back to me with any follow up information on this topic as I have read the plans in full for the "Future of Columbia." My email address is enclosed. I will be gathering support for this cause and I will write to the City of Columbia about my concerns at an appropriate time. Thank you sincerely.

## Summary of Comments Received

January 23 to March 27, 2009

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2. The goals listed under Recommended Actions 2010 -2011 seem good. It was hard for me to glean a "big picture" or overview of what a good city or sustainable city is. So here is a brief suggestion for what will make Columbia a truly sustainable city: 1) it should be both compact and polycentric thereby focusing on communities/neighborhoods while protecting the surrounding land; 2) Columbia should be an ecological city with the goal of zero environmental impact; 3) Columbia - the city of justice - both environmental and social [they are the same]; 4) this city should improve the opportunities for face to face contact - one tool is better transit and walkability; 5) Columbia - a place for creativity always needed in times of change, and to challenge the human spirit; 6) a city of diversity with a rich and varied public life; 7) Columbia will become more beautiful through urban design, landscape, and architecture that moves the human spirit; and 8) Columbia becomes "the best city in the world" by having the citizens reach out to all in the spirit of the seven items listed.

3. The city should adopt the draft implementation seven categories for the board thematic groupings set out in Chapter 6. This Imagine Columbia's Future Report is complex and has overlapping strategies with the 13 topic groups. The revised organization in the implementation draft captures all the goals/strategies and makes it a working document that the public can use to move the process forward. I believe that the City Council should adopt this report in its final form. Finally, the City Council should guarantee that the Columbia Vision Commission are neutral stewards of the Visioning Process and that they are not involved in other commissions/boards or special interest that impact their roles on the commission.

4. All information should be on line and available to the public. The city's consultant did an excellent job of outreach in moving the process forward with on line information, public meetings and giving time for responses. The Columbia Vision Commission should continue this outreach process.

5. Family Health Center, Boone County Health Dept and Ellis Fischel (University of Missouri) participate in Show Me Healthy Women program that provides free mammograms, breast exams and pap/pelvic exams to low-income and under-insured women. Also, the local Komen organization raises money they donate for various activities related to breast cancer in the local area, such as free mammograms.

### **Emails**

1. Discourage sprawl through innovative policies, including increased charges for development as it moves out from the central core. Encourage multi-use buildings, such as apartments above stores.

### **Environment:**

Model renewable energy use through solar modules and green roofs on city buildings. Assure movement toward sustainability by hiring a Sustainability Director and substantial rebates for individuals and business which make energy efficiency upgrades and add solar energy systems to residences and commercial buildings.

## Summary of Comments Received

January 23 to March 27, 2009

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2. In the recommendations for action, I recommend that you add a line suggesting that the Mayor and City Council continue to host the annual Early Childhood Summit, which they sponsored last spring. Their support helped make the Summit possible, paying for the travel expenses of the speaker, and helped advance the Visioning plan's goals for (early) education.

3. I am heavily involved in urban agriculture here in Columbia. One of the primary barriers to our community having a vibrant and productive local food system is access to land. There is great potential to create jobs and abundant access to local healthy food if selected park lands inside the city were made available for cultivation. There are many community organizations dedicated to educating and providing people with the tools and equipment to grow, however, there is no partner in the growing coalition of groups that can provide sizable quantities of land. The City of Columbia can and should play this role. I would be very interested in talking to you further about such a project.

4. Columbia College will be happy to participate as a member of the convening committee described in the "Recommendations for Fiscal years 2010 and 2011" to help advance the visioning goal established by the Education Topic Group.

As for the "Inventory of Existing Efforts", you might include on page 4 that Columbia College hosts annually the nationally acclaimed art show, "Paper In Particular". Also, Columbia College is the home of the Jane Froman Singers.

Another note, you might include on page 9 the fact that there is planned for Columbia a new Catholic High School.

Thanks for your efforts.

5. We have reviewed the draft visioning implementation report. We understand the complexities of the project, appreciate the challenges, and recognize the effort required to get the project to this stage.

We do not have significant substantive comments. We look forward to continued development of the visioning plan and to the final product.

Thanks for thinking of us. Best of luck to you as you wind up the project.

6. Below you will find a summary of our meeting yesterday.

- The original visioning process was too top down which resulted in some distrust.
- There is still distrust.
- There is a need for broad and ongoing invitations to dialogue at all levels.

## Summary of Comments Received

January 23 to March 27, 2009

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- For people to get ownership of the process they need relevant and meaningful ways in which they can get involved with. These should be clear and easily accessible.
- Can't overemphasize ongoing involvement of community and communication.
- Use neighborhood associations to help advance vision.
- The we/they dynamic and the mistrust between some citizen groups and city government needs to be addressed and one way to do this is through dialogue.

It was my pleasure to meet with you & Dave:

I think you have accurately (and much more briefly) captured what I said.

7. I thought the groupings of similar goals was a good reference. The listing of what is being done currently was interesting and pretty complete for governmental entities - not so much for others such as environmental organizations.

BTW, I don't see the East Columbia EIS as much of an environmental document since they eliminated some of the more environmental proposals before they considered the environment.

I also liked the proposals for linking visioning with city budget process and various proposals to promote accountability and keeping Vision goals in the minds of policy makers.

I thought the next steps for land preservation were too anemic. Definitely need county officials in at the beginning - the land that needs to be preserved is in the county for the most part. Greenbelt Land Trust should be involved. Not sure City Parks and Rec should have a big role. They could be one of many at the table deciding on how to proceed - hopefully with a Land Preservation Authority as Land Preservation group proposed in Visioning document. We suggested that elected and appointed officials, planners and attorneys of Boone County, Columbia and other towns (like Ashland and Hallsville) form a task force to create a Land Preservation Authority.

I agree with [name removed] that a shorter document that had all the most relevant information for each topic would be easier for people to read. All the groupings of similar goals, strategies, etc could be an appendix maybe?

Thanks for all your work. Sorry I'm not making more concrete suggestions since haven't had a lot of time to mull things over.

# Summary of Comments Received

January 23 to March 27, 2009

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## General Summary of In-Person Informal Comments

A few people stated that they felt the report was interesting provided a good resource, two specifically emphasized that they found the new goal groupings particularly valuable, and one confirmed the importance of networking and forming relationships. The most common comment related to the length of the report. Several people requested a short report. The concern here was simply that the comment draft (and the 2007 Vision Report) were too long for many people to read. Others asked about the organizational structure and the breadth of the draft. Several people wanted to know more about how we got from the Final Vision and Action Plan to the Implementation Report. Other concerns were minor stylistic concerns like uniform page numbers. These concerns have been addressed in a variety of ways in the reorganized final draft. Questions were also asked along these lines: “Why is my organization on the list?” or “Why are these needs not listed on the Inventory of New Resources Needed?” When these questions were asked, the questioner was invited to submit information for inclusion but few did.

## Written Comments Received from Boards, Commissions, and Others

### *1. From the Library, Received March 9:*

In 2008, the Daniel Boone Regional Library (DBRL) Board of Trustees initiated a strategic planning process. Comprised of community, library board, and staff representatives, the DBRL Planning Team adopted a highly participatory and transparent planning process for library services from 2010 – 2017. That process included:

- meetings with civic leaders
- “drop in” public meetings in 10 communities
- web site and postcard input from the public
- library staff and management input
- ongoing web site and media updates

During the strategic planning process, the Planning Team heard two important recurring messages. First, the public has told us that DBRL has an excellent staff and administration that works well together and on behalf of our diverse communities. Second, the public has clearly stated that they want more library services - more hours, greater access and more customer convenience.

The result is an eight-year strategic plan that focuses on three key areas of emphasis. The first addresses expansion and enhancement of services – library patrons are asking for more materials, longer open hours, more access to computers and greater web site capabilities, among other things. The library is committed to providing more of the things patrons want, while being mindful that the board and staff must always work within specific fiscal restraints. The second key area of focus in this strategic plan involves community awareness. The board wants to greatly increase the public’s familiarity with the wide variety of materials, programs and services available to them from their libraries. Patrons can look to the library to find information that is relevant and useful to their needs. And the board wants taxpayers to know that they are careful and prudent stewards of the funds they have provided for library services to this

## Summary of Comments Received

January 23 to March 27, 2009

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community. Third, the board plans to address improvements needed to enhance the library's organizational effectiveness. The board will review the structure of the city and county library districts and work on increasing its efficiency and effectiveness. Library managers will identify appropriate staffing models and training needed to successfully implement the plan.

The DBRL Planning Team will present their recommendations to the full DBRL board at its March 2009 meeting. Following action by the regional board to accept the plan, staff will develop annual action plans and implementation steps to achieve the strategic and service goals of the plan.

### *2. From the Disabilities Commission, Received March 13:*

I'm writing on behalf of the Columbia Disabilities Commission. Our commission discussed the Visioning Draft Implementation Report. We applaud the report's scope, but we have some concerns. We acknowledge not having read every word of the report as carefully as I am sure you have, and apologize in advance if there are factual errors below.

That said, we don't believe that the experience and visions for the future of Columbians with disabilities are adequately reflected in the report, or in the composition of the leadership team for implementation. We believe Columbians with disabilities are a resource and constituency that hasn't been captured in the report.

As for organizations to be identified, we saw the Disabilities Commission mentioned only twice, in connection with snow removal and downtown traffic flow, and we saw other organizations with disability-related missions, such as Services for Independent Living and Boone County Family Resources, mentioned infrequently if at all.

The 2000 census estimated that 12.5% of all Boone County residents had disabilities; however, the estimate did not include institutionalized persons such as those in nursing homes, or children less than five years of age. We think the overall percentage might be 15% or more. Columbia Public Schools currently estimates that 14-15% of its students are enrolled in special education. According to a 2005 US Census Bureau report, "about one in five U.S. residents - 19 percent - reported some level of disability" in that year. We conclude that if - as we believe to be the case especially when age is factored in - 15% or more of Columbia residents have disabilities, they deserve to have a significant role in visioning implementation, and that we do not have one now.

Many of us with disabilities participated in visioning meetings, and at least two people with disabilities applied for membership on the Vision Commission. However, we saw scant mention of disability issues in the report and don't appear to be represented on the Commission.

Here are some comments on portions of the report. In the resources inventory part of the report, we applaud the inclusion of disability concerns in the affordable housing

## Summary of Comments Received

January 23 to March 27, 2009

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inventory. But in the rest of the categories – and for the sake of brevity we are using examples rather than offering a detailed critique – here are some unidentified and important actual but for the most part potential and necessary resources from a disability perspective:

- airport – accessible shuttle service and accessible plane service.
- arts – accessibility and especially the availability of sign language interpreters.
- recreation - accessibility and availability as, for example, at Paquin.
- economic development - job opportunities for people with disabilities.
- education – resources for students with disabilities.
- governance – need for an accessibility “audit” – for example, <http://www.ada.gov/civicac.htm>.
- jobs and job training – many more specifics, especially regarding opportunities for people with disabilities.
- neighborhoods – accessibility of neighborhood activities.
- library - accessibility, including in particular information technology accessibility.
- parks and recreation – accessibility and inclusion.
- planning and development – accessibility of new developments and disability issues involved in emergency planning.
- transportation - Boone County Community Partnership report/proposal.
- youth – youth with disabilities.

### IN THE SECTION ABOUT RECOMMENDED ACTIONS FOR 2010 AND 2011:

- Coordination and Collaboration – We suggest adding a provision that any posted materials need to be accessible, and any neighborhood activities/meetings need to be accessible.
- Planning and Infrastructure - makes reference to building 30 accessible units but not, for example, to accessibility in new developments or upgraded infrastructure, universal design principles, or ongoing accessibility audits.
- Economic Opportunity and Development – same comments regarding accessibility, design principles, and ongoing accessibility audits.
- Public Safety – no mention of people with disabilities.
- Health and Social Services – does make reference to mental health services.
- Recreation and Cultural Activities – no mention of accessibility or inclusion of people with disabilities.
- Education – no mention of accessibility or inclusion.

Here is one possible approach to addressing these concerns. The City, to the best of our knowledge, doesn't have an active ADA coordinator and hasn't undertaken a comprehensive analysis of accessibility issues. Here is a link to what the Department of Justice recommends as “ADA Best Practices Tool Kit for State and Local Governments.” <http://www.ada.gov/pcatoolkit/toolkitmain.htm>. We suggest the possibility of adding, perhaps in the section about recommended actions for the years 2010 and 2011, the goals

# Summary of Comments Received

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of implementing the recommendations in this Justice Department “Tool Kit” and participating in “Project Civic Access” - <http://www.ada.gov/civicac.htm>

## INVENTORY OF NEW RESOURCES NEEDED

- Affordable Housing - makes reference to Homer Page.
- Community Pride and Human Relationships - mentions elderly and people with disabilities at public housing projects needing housekeeping and basic computer skills training.
- Health - mentions diabetes education.

## GROUPING OF GOALS

### GOAL GROUP 1 ARRANGED BY TOPIC AREA

The Health, Social Services, Affordable Housing, and Transportation sections mention accessibility or people with disabilities, but there doesn't appear to be any recognition of accessibility or inclusion in the other sections.

### GOAL GROUP 2 ARRANGED BY GOAL GROUP

People with disabilities and/or accessibility are mentioned in some of these goals, but not in others. We would be more confident about inclusion if we knew that people with disabilities were well represented in the City's workforce - the city government agencies with lead responsibilities for implementation of these goals. We would feel the same about inclusion if more people with disabilities were involved in the private sector agencies listed. However, we believe that in fact people with disabilities are significantly underrepresented in virtually all of these agencies. That suggests to us that the likelihood of productive discussion of disability concerns surfacing in the normal course of visioning conversations in these agencies is low.

## GROUPINGS OF STRATEGIES

This section, as you know, is organized under seven themes:

- Preserving Heritage, Environment, and Uniqueness
- Investing in Columbia: Economic Development, Jobs, and Infrastructure
- Building Cultural Cohesion
- Delivering Health and Human Services
- Educating the Community
- Designing the City
- Improving Collaborative Governance

We went through the materials following each of the themes, and were pleased to see that disability issues were mentioned fairly often. An underlying problem, though, as noted above, is that knowledge about disability issues is not typically prevalent in the entities identified for collaboration. Some entities with that knowledge are mentioned, though. We try to identify those entities below.

# Summary of Comments Received

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Theme one: None.

Theme two: GetAbout Columbia, the Affordable Housing Policy Committee, and Job Point.

Theme three: The Human Rights Commission and United Way.

Theme four: Disabilities Commission, Affordable Housing Policy Committee, United Way, Columbia Housing Authority, First Chance for Children, Boone County Mental Health Board of Trustees, American Diabetes Association, Job Point, and Head Start.

Theme five: GetAbout Columbia and American Diabetes Association. An illustration of what we are trying to say involves the listed strategy of “using a task force of stakeholders, supported by professionals, to develop a comprehensive plan for existing and future infrastructure needs”. Without a voice for people with disabilities among those stakeholders or the entities suggested for collaboration, we are concerned that development will not be accessible and welcoming for us. We have consistently found accessibility problems in new developments, both commercial and residential. For example, the commercial development around the Hilton Garden Inn lacks curb cuts to shorten the route between the hotel and the conference center, and on the residential side, an “Inspiration Home” heavily marketed for a new development was not accessible.

Theme six: GetAbout Columbia, Disabilities Commission (but only in connection with downtown traffic), and Human Rights Commission.

Theme seven: GetAbout Columbia.

## STRATEGIES AND GOAL GROUPINGS

The goal groupings:

- Community
- Economic Development
- Education
- Environment
- Governance
- Planning and Development
- Transportation

are each followed by a list of strategies. These lists rarely mention disability issues.

## GUIDELINES FOR CONVENING

We didn't find any mention of the importance of accessibility within the context of both architecture and communications – e.g. wheelchair accessible locations, availability of sign language interpreters if needed, availability of materials in large print or Braille if needed, and posting of information on accessible websites.

# Summary of Comments Received

January 23 to March 27, 2009

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We also suggest adding disability advocacy organizations to a substantial number of the lists of "entities identified for collaboration." These organizations include the Columbia Disability Issues Forum, the Disabilities Commission, Services for Independent Living, Boone County Family Resources, the ADA Project, etc.

Thank you for your consideration.

Sincerely,

The Columbia Disabilities Commission

### *3. From the Commission on Cultural Affairs, Received March 27:*

#### A. Data Collection

- 1. If you know of an existing action (programs or activities) or resources (monetary or non-monetary, including people) of any sort that would benefit the progress of a given goal, please list below in order of importance. Please indicate which goal you are referencing.*

The inventory of existing arts efforts seems to be a complete list of existing actions and activities. Items included in the inventory show that nearly all goals related to the art and culture topic are already being addressed in some way.

#### B. Future Recommendations

- 1. Please describe your thoughts, comments, and suggestions regarding the "Recommended Actions for Fiscal Years 2010 and 2011."*

*Recommended Action for Cultural Affairs:* Beginning in FY10...convene a gathering of artists, arts professionals and art-related organizations to explore needs for ongoing training and resources and actions that would help foster an environment of collaboration throughout the arts community on such issues as outreach, grant writing, planning, etc. Following this convening the OCA will evaluate whether this should be an annual event.

The Office of Cultural Affairs' (OCA) existing ARTsuccess program is held several times yearly to provide the training listed in the recommended action. The sessions were begun to do exactly what the recommended action intends: bring together arts representatives (mainly arts agency representatives) to provide networking opportunities and professional development/training on issues specific to the arts industry. For example, sessions held in 2008 included the topics of fund development and sponsorships; city arts funding opportunities (proposal writing); two how-to grant writing sessions on Missouri Arts Council funding; a day and a half long business practices seminar for artists; and a session on arts administration that addressed marketing, financial reporting and fund raising. In short, the recommended action is already being addressed, in our opinion.

# Summary of Comments Received

January 23 to March 27, 2009

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Additional efforts can and will be undertaken in FY10 given that the Commission will soon be undertaking the revision of the city's cultural plan, Creative Columbia. A convening will be held to that end and could be used to gather input on the recommended action as well.

## D. Connect

1. *How do we strengthen the connections between government agencies, area organizations, and citizen groups?*

A consistent message delivered through ongoing and measured communication is the best way to manage and maintain connections with interested parties. Strengthening connections with arts groups and arts enthusiasts needs to continue to be a focus of the Office of Cultural Affairs. In regard to ongoing connections to the Visioning effort, communications and tasks need to be concise and reasonable. The existing report, for example is daunting in length.

2. *Are there new connections that can or should be made?*

We are continuously evaluating new opportunities to strengthen existing connections with arts groups while at the same time working to develop new connections. An example is a current discussion about how to better support the Artrageous Fridays events by involving larger audiences.

## E. Outreach

1. *How can we build and maintain broader citizen engagement with local political processes?*
2. *How can we work to include a broader segment of the population as a part of the implementation process?*

Best bets would be to narrow the focus and stream line materials so that the message is concise. The 170+ page implementation report is an example – it clearly sets out important information but is overwhelming because of its length. As a result, participation in the process is likely limited.

3. *Who needs to be involved in the implementation process and how do we involve them?*

For the art and culture goals, experienced arts professionals (arts administrators, artists, art educators, and arts policymakers) must be involved, specifically those who are familiar with existing and past efforts. They will be connectors to other groups and facilitate greater dissemination of information.

4. *What issues would engage this broader segment of the population?*

## Summary of Comments Received

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For the art and culture goals, there are generally two major areas of interest -- how to grow larger and more diverse audiences for arts events and activities and how to secure increased funding for local arts organizations to support the production and expansion of arts event and activities.

In general, greater success might be achieved if just a few main ideas were the focus of the Visioning project rather than so many. If one or two or three new projects/improvements were undertaken by many, greater success might be measured. It could be that those projects would have nothing to do with some of the initial topic groups. As it is, with so many goals and sub-groups, the process seems as if it may be difficult to manage.

### F. Inform

#### 1. *What information does the city need to provide to the public?*

City Visioning information needs to be presented in a concise and focused manner. From the perspective of the arts community, there needs to be better understanding of programs and services currently available so that efforts are not duplicated. Also, a clear message of priorities will make navigating this process easier.

#### 2. *How should this information be delivered to the public?*

Concisely, clearly and consistently.

#### 4. *From the Bicycle and Pedestrian Commission, Received March 30 after close of public comment period:*

The Bicycle/Pedestrian Commission has reviewed the materials you indicated. Unfortunately, we were disappointed at what we found, or rather, didn't find. Reviewing the third chapter, "Next Steps for Fiscal Years 2010 and 2011", we found very little related to efforts advancing the stated visioning statements, repeated from your e-mail here:

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#### Development

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.

## Summary of Comments Received

January 23 to March 27, 2009

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### Environment

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.

### Parks, Recreation, and Greenways

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.

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In particular, we were dismayed at the lack of direction for transportation, which would be the primary concern of our commission. Yes, there were a few GetAbout items mentioned in the "Inventory of Existing Efforts", but these do not provide direction for implementation in the future.

The Transportation subcommittee originally had a set of suggestions for advancing efforts pursuant to the goals of the visioning statements, above, but these are not included in the report.

Our commission feels that, while the document as a whole is well constructed, the complete omission of transportation issues in future planning is a mistake and brings into question the relevance of the implementation report and the visioning process. It is our fervent hope that a revised document may properly address these issues in fashion consistent with the stated goals. We would be glad to review a revised document at such a time.

Thanks much for bringing this to our attention. We would be happy to work with you in the future.

## Neighborhood Congress Questionnaire

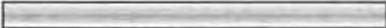
### 1. Please enter your contact information below.

	Response Percent	Response Count
Name: <input type="text"/>	100.0%	10
Address: <input type="text"/>	100.0%	10
Address 2: <input type="text"/>	30.0%	3
Email Address: <input type="text"/>	100.0%	10
Phone Number: <input type="text"/>	80.0%	8
	<b>answered question</b>	<b>10</b>
	<b>skipped question</b>	<b>0</b>

### 2. Please check all that apply:

	Response Percent	Response Count
I am an officer in a City-recognized neighborhood association <input type="checkbox"/>	22.2%	2
I am not an officer but I am active in a City-recognized neighborhood association <input type="checkbox"/>	44.4%	4
I am not involved in a City-recognized neighborhood association, but I would like more information about the City neighborhood association recognition policy <input type="checkbox"/>	33.3%	3
	<b>answered question</b>	<b>9</b>
	<b>skipped question</b>	<b>1</b>

3. I have [My association has] the following concerns about city planning and development. Please check all that apply.

		Response Percent	Response Count
Communication of City projects		55.6%	5
Communication of private development activity		66.7%	6
Participation in the City's development review process		66.7%	6
<b>Zoning or approved plans for vacant land in our area</b>		<b>77.8%</b>	<b>7</b>
Traffic management		55.6%	5
Infrastructure or capital improvement needs in our neighborhood		66.7%	6
Property maintenance or code enforcement in our neighborhood		44.4%	4
Existing land use conflicts or public nuisances		33.3%	3
Crime or security		55.6%	5
Access to City services		22.2%	2
	Other (please specify)		5
	<b>answered question</b>		<b>9</b>
	<b>skipped question</b>		<b>1</b>

**4. The most convenient day(s) if the week generally would be:**

	Response Percent	Response Count
Monday 	40.0%	4
<b>Tuesday</b> 	<b>80.0%</b>	<b>8</b>
Wednesday 	40.0%	4
Thursday 	30.0%	3
Friday 	30.0%	3
Saturday 	10.0%	1
	<i>answered question</i>	<b>10</b>
	<i>skipped question</i>	<b>0</b>

**5. The most convenient time of day to start generally would be:**

	Response Percent	Response Count
Breakfast (7:00AM- 9:00 AM) 	22.2%	2
<b>Lunch (11:30 AM- 1:30 PM)</b> 	<b>55.6%</b>	<b>5</b>
<b>Early Evening (5:00PM- 7:00PM)</b> 	<b>55.6%</b>	<b>5</b>
Evening (7:00PM- 9PM) 	11.1%	1
	<i>answered question</i>	<b>9</b>
	<i>skipped question</i>	<b>1</b>

**6. If you have any additional comments or questions, please enter them here or contact Tim Teddy, Director, Department of Planning and Development at: [ttteddy@gocolumbiamo.com](mailto:ttteddy@gocolumbiamo.com) or 573-874-7239.**

	Response Count
	4
	<i>answered question</i>
	<b>4</b>
	<i>skipped question</i>
	<b>6</b>

## Plan and Manage Growth: What Next?

1. Please enter your contact information below.		
	Response Percent	Response Count
Name: <input type="text"/>	100.0%	9
Address: <input type="text"/>	88.9%	8
Address 2: <input type="text"/>	22.2%	2
Email Address: <input type="text"/>	100.0%	9
Phone Number: <input type="text"/>	88.9%	8
	<i>answered question</i>	9
	<i>skipped question</i>	1

2. Please enter any organizational affiliations or memberships below.		
	Response Count	
	7	
	<i>answered question</i>	
	7	
	<i>skipped question</i>	
	3	

3. Please enter your interests in Planning and Development below.		
	Response Count	
	8	
	<i>answered question</i>	
	8	
	<i>skipped question</i>	
	2	

4. Your interests from the list of Plan and Manage Growth strategies. Please check all that apply.

		Response Percent	Response Count
The Natural Resources Inventory	<input type="checkbox"/>	55.6%	5
Growth management planning techniques and strategies	<input type="checkbox"/>	77.8%	7
Form-based zoning and updating of development ordinances	<input type="checkbox"/>	77.8%	7
Infill development and redevelopment opportunities and incentives	<input type="checkbox"/>	77.8%	7
Development of an annual report on growth and development	<input type="checkbox"/>	44.4%	4
<b>Inclusive, open and transparent planning: how to make Columbia's planning more comprehensive, coordinated, cooperative, as well as more predictable and accountable</b>	<input type="checkbox"/>	<b>100.0%</b>	<b>9</b>
Comprehensive transportation planning	<input type="checkbox"/>	55.6%	5
	Other (please specify)		2
	<b>answered question</b>		<b>9</b>
	<b>skipped question</b>		<b>1</b>

5. Your skills and knowledge. Note that no experience is necessary to be a productive member of a citizen initiative. If you have particular skills and knowledge to share, however, please indicate below.

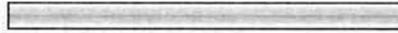
		Response Percent	Response Count
Small group meeting facilitation or moderation		62.5%	5
Survey research methods		25.0%	2
Statistical methods		12.5%	1
Urban design, architecture, civil engineering, landscape architecture, or city planning		25.0%	2
Land development (project management, real estate sales, finance, construction, law, or appraisal experience)		37.5%	3
Environmental science (atmospheric science, botany, ecology, geology, horticulture, hydrology, soil science, etc)		12.5%	1
Web site design		12.5%	1
Graphic design		0.0%	0
Writing, editing, or desktop publishing		37.5%	3
Mapping		25.0%	2
Public policy research		37.5%	3
Historical research		37.5%	3
Photography		0.0%	0
Interviewing		37.5%	3
	Other (please specify)		2
		<b>answered question</b>	<b>8</b>
		<b>skipped question</b>	<b>2</b>

6. Would you be willing to serve as a small group discussion facilitator or moderator?		
	Response Percent	Response Count
Yes <input type="checkbox"/>	44.4%	4
No <input type="checkbox"/>	55.6%	5
	<i>answered question</i>	9
	<i>skipped question</i>	1

7. If you have any additional comments or questions, please enter them here or contact Tim Teddy, Director, Department of Planning and Development at: <a href="mailto:ttteddy@gocolumbiamo.com">ttteddy@gocolumbiamo.com</a> or 573-874-7239.		
		Response Count
		1
	<i>answered question</i>	1
	<i>skipped question</i>	9

8. Your interests from the list of Plan and Manage Growth strategies above. Please check all that apply.		
	Response Percent	Response Count
The Natural Resources Inventory <input type="checkbox"/>	42.9%	3
Growth management planning techniques and strategies <input type="checkbox"/>	71.4%	5
Form-based zoning and updating of development ordinances <input type="checkbox"/>	71.4%	5
<b>Infill development and redevelopment opportunities and incentives</b> <input type="checkbox"/>	<b>85.7%</b>	<b>6</b>
Development of an annual report on growth and development <input type="checkbox"/>	42.9%	3
<b>Inclusive, open and transparent planning: how to make Columbia's planning more comprehensive, coordinated, cooperative, as well as more predictable and accountable</b> <input type="checkbox"/>	<b>85.7%</b>	<b>6</b>

Comprehensive transportation  
planning



57.1%

4

Other (please specify)

1

***answered question***

**7**

***skipped question***

**3**

## Summary of Comments Received

Neighborhood Congress and Plan and Manage Growth Questionnaire  
Open September to November, 2008

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**Question: I have [My association has] the following concerns about city planning and development. Please check all that apply. The following responses were extracted from the "other" category available in this survey.**

1. More public forums to inform about city developments that involve stakeholder discussion. (ie Ped Net trails and land usage zoning).
2. Redevelopment of Downtown and the surrounding neighborhoods.
3. I am treasurer of the [name withheld] Neighborhood Association. I can't speak for our neighborhood because we have not polled everyone, the above would be my comments. Some have asked me about the widening of Broadway at Spring Valley.
4. I would like to see a ordinance passed to police the appearance of commercial buildings in our city. I believe, for example, that the old Osco complex and the MFA parcel at Broadway and Providence should not be allowed to continue to be such eyesores in the very heart of our beautiful town. We have ordinances in place for homeowners in this regard, why not commercial owners?
5. Revision of zoning codes to accommodate transitional areas. Preservation of sense of place in older areas. Design guidelines and architectural assistance. Information about private development is the most lacking.
6. Changes in the Hinkson Flood Plain due to development and how to maintain not expand the area so homes are not endangered.

**Question: Please enter your interests in Planning and Development below.**

1. Sustainability(International/UN to Local), Energy Efficiency/Renewable Energy, Geographic Information Systems (GIS), Supply Chain Management, Urban Ecology, Steady State Economics/Service Flow Economies, Waste as potential sources of biological and technical nutrients, Passive/Green Architecture, Planning, Design, Art, Literature, Music.
2. Sustainable economic growth and development.
3. Redevelopment of downtown and the surrounding neighborhoods.
4. Involving citizens in the process. Keeping the process open and understandable.
5. Orderly and open planning Responsible development.
6. Preserving the natural landscape and bringing back some that has been lost.

## Summary of Comments Received

Neighborhood Congress and Plan and Manage Growth Questionnaire  
Open September to November, 2008

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7. I have a keen interest in all aspects of planning and development in our town and county. As seen above I've been involved in TARRIF in regard to tax increases and renewals for infrastructure financing. I believe we need a comprehensive infrastructure plan in place to determine where new roads and utilities need to be, that they need to be in place BEFORE development and we need to determine WHO pays for them (i.e. increased development fees). As one of the leaders of Community First, I believe we successfully achieved a much better development at the corner of Broadway and Fairview and advocate neighborhood involvement in development projects.

8. Revisions to the zoning codes Strategic plan for "downtown" Mixed-income housing Traditional Neighborhood Development Central City issues.

**Question: List your interests from the list of Plan and Manage Growth strategies. The following responses were listed in the "other" category.**

1. Development of a Historical, Yearly, and Future Report on Growth and Development. (-20yrs, -10yrs, -5yrs, present, +5years, +10yrs, +20yrs) What is known or coined an "Eco Trust" Natural and Cultural Resources, Land Use and Development, Energy Flows/Usage, Water Flows/Usage.

2. Adding our energy dollars to our local economy and look at our preparedness for local food, water and energy supplies, as both a necessity and a value, to a stable society.

## Summary of Comments Received

Natural Resources Inventory Presentation, October 13, 2008

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### Comments:

1. I am so excited about this data and the capacity for informed planning and decision making. Way to go!
2. Finally! Something has actually come from the visioning process. Rather than giving my time to the process, I can get valuable data from.
3. N.G.O. Eco Trust (Historical → Present), Mapping -20,-15,-10,-5,0,+5,+10 (three arrows to) Land Use Development, Energy Usage Infrastructure, Water Usage Infrastructure
4. Public Workshop: walk us through steps for forming citizen action groups (land preservation).

### Questions:

1. How long before we can get pictures from you of a specific area on both sides of the Hinkson Creek?
2. Can the tree species info determine areas where endangered species may be located such as bats that prefer trees vs. bluffs or caves? How soon can changes in flood plain maps be done?
3. I am involved with a community organization interested in preserving a specific portion of land in central Columbia. How can I use this information/research to help me in our mission?
4. Have you considered trying to quantify the benefits of trees? (dollar)
5. Are you prioritizing area for protection?
6. What is the accuracy of NRI w/regards to ID of tree species? Expected?
7. Does Columbia have a proactive planting plan?
8. I understand this effort as a natural resources inventory, but how have (illegible) suggestions for cultural and social services inventories as desirable targets as well. Are NRI templates capable of accommodating these other layers? (should they become available)
9. How can we get historic and cultural sites added to the data?
10. Do utility data indicate which are underground?

## **Summary of Comments Received**

Natural Resources Inventory Presentation, October 13, 2008

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11. Will the hiking and biking trails be identified?

12. How can we include other data- such as streams adopted by MO Stream Teams, Water Quality data collected by grants, etc?

# Summary of Comments Received

September 4<sup>th</sup>, 2008 Vision Showcase

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## Notes from Conversation Café flip chart

*Sheet 1* (drawings: outlining the squares on the sheet, one with arrows pointing from the center to the edges of the square):

1. Examples of engineers teaching kids, volunteers.
2. Things that will not change: too large. Small Focus. More local: individual level. Matching skills and interests. Involvement. Skills involved to transform a problem to a project that attracts people. Mentoring leaders: walk the talk. Exploration- guidance, mentorship. Incentives: why. Gifted communicator: where are you?

*Sheet 2* ( drawings: people holding hands, a bee to a flower, a bell curve, a heart shaped flower, outline of squares with x's in center, a landscape or a monster that has 4 "eyes" and appears to be merging with or eating the words):

1. Solidarity. Less individualism? Same beliefs? Same ideology? Same Problem?
2. Specific projects that meet needs are the best way to connect people.
3. Reach out for help: ASK. Building networks.
4. However, lack of uniformity is a block.
5. Capitalistic society: individualistic.

*Sheet 3* (several drawings, rhomboids with internal scribbles):

1. Share/Connect/Invite, Welcoming
2. Examples: Danes: different idea of "happiness", social capital. Appreciating people sensitive to possibilities. Schools-child-guidance counselor as... over to mentor other... connecting.
3. \*Mentoring our leaders\*
4. How will personally connect?
5. Implementation of resources. Bldg "sense of community"- considering one another. Grassroots- that think globally act locally. MU recycling. Food waste to community gardening. Constant learning process. Solidarity-Cuba/Mormons "in common" ideology, Cuba bread ration.
6. 2 import things- (1) Welcoming to help build engagement/employment connections. (2) Downtown space for this and calendar/BIG community
7. Specific projects- best way to connect. The glue. Go for it- get out there and ask.
8. Diversity. Capitalistic/Idealistic society.
9. Engineer- teach kids (mentoring) guidance, Volunteering.
10. Be aware not able to attack BIG problems- think globally, act locally/individually.
11. Match skills and interests
12. Incentives- what motivates- not only money
13. Less choices w some outsourcing for (illegible)
14. Tied to locality- community
15. Can't export built environment
16. Maybe overbuilt in that sector because of this outsourcing
17. Rethink- reconnect- microcosm/macrocosm. Puzzle pieces fall into place
18. lifestyle changes.

# Summary of Comments Received

September 4<sup>th</sup>, 2008 Vision Showcase

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## *Sheet 4:*

1. Step Out- Faith community, Giving opportunity- welcoming- how? Start with organization, Resource loopholes, more engaged
2. Rent a shop of booths, volunteers(biz or university) to sit help people figure out how to succeed economically.
3. donations- job finders. When and where, rotating days, rotating topics.
4. Connecting and mentoring [Columbia Builds Youth with Job Point]
5. Community Activity Board/Calendar- Youth Center, Downtown
6. More people oriented—get physical connections (person to person, 3<sup>rd</sup> places, downtown)

## *Sheet 5:*

1. triangle with triangles inside
2. square outlined several times with x inside and little circles.

Sheet 6: outlined squares colored in, heart, oval from corner to corner in one square.

1. SM- grant (illegible)
2. STOP TRAFFIC
3. Intntl awareness

## **Notes from Right Question Project session flip chart**

### *Sheet 1:*

1. It will take informed, engaged, connected and committed citizens to turn the vision into reality.

### *Sheet 2:*

1. How can we connect/inform/engage citizens? What citizens should we engage? What does engage mean? How can we get citizens to commit? Whose responsibility is this? How do we bring citizens into the process?
2. Do we have the resources to do outreach?
3. Who will coordinate the whole process?
4. How will we keep it alive?
5. \*What groups will make the process work?
6. How will we measure success?
7. Where do I fit?
8. Who's engaged now (and why)?
9. What are the boundaries (geographically)?
10. What will be the benefits of being involved?
11. \*Personally, need to be more informed.

### *Sheet 3:*

1. How do we organize ourselves? How do we know who's engaged? How do we define engaged?

## Summary of Comments Received

September 4<sup>th</sup>, 2008 Vision Showcase

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2. What is the vision? Informed: How do we get communication happening?
3. How to know people are committed?
4. Can be just 1 of 4? (connected, engaged, community, informed)... What is order of process? Or all of (illegible) at once...-(illegible) dynamic- how works- which 1<sup>st</sup>? (cycle back and forth)
5. How can my profession (ex: schools) be involved? How know people are getting engaged/informed, etc? How to (illegible) these? S.T/L.T goals- what are they?
6. Cost of activities? What's is task to implement (\$ and time)? How long does it take? Will just be put on a shelf? Do S.T goals help for L.T goals? (inheritable)
7. How will my children be involved after me> (intergenerational now and future)
8. Considered a "way of life"?
9. How to involve youth? How to make it relevant/excited? (Make it exciting to various mindsets not just youth)
10. How keep stamina of process over time?

### *Sheet 4:*

1. (1)What is the vision? (A) Who made the vision? (B) How can it be found? (C) How is it sustainable? (D) What is the purpose of the vision? (E) How do we know we need a vision?
  2. (2) How to engage a diverse representation of our community? (A) How to get youth interested/excited? (B) How to make vision relevant? (C) What resources are available for the engagement? (D) How do know we've reacted sufficiently to a broad segment of the community? (E) How do we ensure there is a safe space for dissent?
  3. (3) What does it take to implement the vision? (A) What are the costs in dollars and time of participants? (B) What are geographic boundaries? (C) How long will it take?
- Sheet 5-
4. Theme 1- Unity- Should we have more events to welcome people from other cultures? Should downtown coffee shops hold community events to encourage unity?  
\*How/Should all cops downtown ride on bikes?
  5. Theme 2- Civic Participation- How/Could city council meetings be advertised more openly to encourage civic participation? How/Could city council meetings be held outside to encourage community participation(circled in blue)? Go to civic awareness fair? \*How/Could we allow civic participation to be used to pay college fees for students?
  6. Theme 3- Sidewalks- How could we put more sidewalks in Columbia? Should we put sidewalks on the business loop? \*Should we put more sidewalks in Columbia?
  7. These 4- Schools- Are teachers paid enough? Are parents respected enough to be faculty of Columbia Public Schools? Are Columbia Public Schools good enough in their math programs?

## Implementing the Vision: Resource Survey

1. You are not required to enter any personal information. If you should choose to do so, the personal information that you enter into this survey will be used only for the purposes of analysis, and will help us in working toward a representative sample. Your information will be used solely for the purposes of visioning and will not be sold for profit. If you are comfortable with these terms, please proceed forward.

	Response Percent	Response Count
Continue and Give Personal Information (Must be at Least 18 Years Old) <input type="checkbox"/>	44.3%	51
Continue Without Giving ANY Personal Information <input type="checkbox"/>	55.7%	64
	<i>answered question</i>	115
	<i>skipped question</i>	0

2. If you would like us to have your contact information, please enter it here.

	Response Percent	Response Count
Name: <input type="text"/>	100.0%	16
Company: <input type="text"/>	50.0%	8
Address: <input type="text"/>	100.0%	16
Address 2: <input type="text"/>	12.5%	2
City/Town: <input type="text"/>	100.0%	16
ZIP/Postal Code: <input type="text"/>	100.0%	16
Email Address: <input type="text"/>	93.8%	15
Phone Number: <input type="text"/>	93.8%	15
	<i>answered question</i>	16
	<i>skipped question</i>	99

3. What Dates and Times work best for your schedule? Be specific as possible.		
		Response Count
		15
	<i>answered question</i>	15
	<i>skipped question</i>	100

4. Which of the following skills could you provide for implementing the vision?		
	Check All That Apply	Response Count
Computer	100.0% (8)	8
Administrative	100.0% (5)	5
Organizational	100.0% (12)	12
Outreach	100.0% (6)	6
Recruitment	100.0% (2)	2
Writing	100.0% (9)	9
Educational Program Design	100.0% (5)	5
Teaching	100.0% (5)	5
Public Speaking	100.0% (6)	6
Fund Raising	100.0% (2)	2
	Other (please specify)	1
	<i>answered question</i>	16
	<i>skipped question</i>	99

5. What sorts of substantive expertise can you provide to help the implementation of the vision? Please be as specific as possible.

		Response Count
		13
<i>answered question</i>		<b>13</b>
<i>skipped question</i>		<b>102</b>

6. Please fill out the boxes below.

		Response Percent	Response Count
Age:	<input type="text"/>	89.5%	17
Gender:	<input type="text"/>	100.0%	19
Race:	<input type="text"/>	100.0%	19
Marital Status:	<input type="text"/>	94.7%	18
Occupation:	<input type="text"/>	94.7%	18
Employer:	<input type="text"/>	84.2%	16
<i>answered question</i>			<b>19</b>
<i>skipped question</i>			<b>96</b>

**7. Income Last Year:**

		<b>Response Percent</b>	<b>Response Count</b>
Less than \$10,000		10.0%	2
\$10,000 to \$14,999		0.0%	0
\$15,000 to \$24,999		5.0%	1
\$25,000 to \$34,999		20.0%	4
\$35,000 to \$49,999		15.0%	3
<b>\$50,000 to \$74,999</b>		<b>40.0%</b>	<b>8</b>
\$75,000 to \$99,999		10.0%	2
\$100,000 to \$149,999		5.0%	1
\$150,000 to \$199,999		0.0%	0
\$200,000 and Above		5.0%	1
	Other (please specify)		0
	<b><i>answered question</i></b>		<b>20</b>
	<b><i>skipped question</i></b>		<b>95</b>

**8. Family Income Last Year:**

	Response Percent	Response Count
Less than \$10,000	0.0%	0
\$10,000 to \$14,999 <input type="checkbox"/>	5.3%	1
\$15,000 to \$24,999	0.0%	0
\$25,000 to \$34,999 <input type="checkbox"/>	5.3%	1
\$35,000 to \$49,999 <input type="checkbox"/>	15.8%	3
<b>\$50,000 to \$74,999 <input type="checkbox"/></b>	<b>26.3%</b>	<b>5</b>
\$75,000 to \$99,999 <input type="checkbox"/>	10.5%	2
<b>\$100,000 to \$149,999 <input type="checkbox"/></b>	<b>26.3%</b>	<b>5</b>
\$150,000 to \$199,999 <input type="checkbox"/>	10.5%	2
\$200,000 and Above <input type="checkbox"/>	5.3%	1
Other (please specify)		0
	<b>answered question</b>	<b>19</b>
	<b>skipped question</b>	<b>96</b>

**9. If you know of an existing action (programs or activities) or resource (monetary or non-monetary, including people) of any sort that would benefit the progress of a given goal please list below in order of importance. Please indicate which goal you are referencing.**

	Response Count
	7
	<b>answered question</b>
	<b>7</b>
	<b>skipped question</b>
	<b>108</b>

10. Please give a brief description of each action you listed in question 1 on this page. Include contact information if possible.		Response Count
		7
	<i>answered question</i>	7
	<i>skipped question</i>	108

11. Please give a brief description of each resource you listed in question 1 on this page. Include contact information if possible.		Response Count
		5
	<i>answered question</i>	5
	<i>skipped question</i>	110

12. How can we work to include a broader segment of the population as a part of the implementation process? Who should be involved? How do we involve them? On what issues?		Response Count
		8
	<i>answered question</i>	8
	<i>skipped question</i>	107

13. What are your thoughts, comments, and suggestions on the structure of the Columbia Vision Commission?		Response Count
		8
	<i>answered question</i>	8
	<i>skipped question</i>	107

14. The following criteria have been suggested for selecting members of the Columbia Vision Commission. Please assign each of these criteria a level of importance. The candidate must...

	Very Important	Important	Neutral	Unimportant	Very Unimportant	Response Count
Demonstrate dedication to Visioning	47.6% (10)	38.1% (8)	9.5% (2)	0.0% (0)	4.8% (1)	21
Have the ability to work with data	28.6% (6)	47.6% (10)	14.3% (3)	4.8% (1)	4.8% (1)	21
Have an understanding of systematic relationships	52.4% (11)	28.6% (6)	14.3% (3)	4.8% (1)	0.0% (0)	21
Have the ability to work collaboratively	68.2% (15)	27.3% (6)	4.5% (1)	0.0% (0)	0.0% (0)	22
Have management skills	28.6% (6)	33.3% (7)	28.6% (6)	4.8% (1)	4.8% (1)	21
Be nominated by area organizations and citizens	19.0% (4)	28.6% (6)	28.6% (6)	23.8% (5)	0.0% (0)	21
Apply after being nominated	33.3% (7)	23.8% (5)	28.6% (6)	9.5% (2)	4.8% (1)	21
Be appointed by City Council after application process	10.0% (2)	35.0% (7)	30.0% (6)	25.0% (5)	5.0% (1)	20
Hold no other office in city or county government	31.8% (7)	9.1% (2)	27.3% (6)	31.8% (7)	0.0% (0)	22
					<i>answered question</i>	22
					<i>skipped question</i>	93

15. If you have people you would like to nominate for membership on the Columbia Vision Commission, list their names and contact information here.

	Response Count
	12
	<i>answered question</i>
	12
	<i>skipped question</i>
	103

16. Please indicate why you believe each nominee should be appointed to the Columbia Vision Commission and what skills they have that would help in their commission work.

	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	106

17. Have you spoken with this person about being a member of the Columbia Vision Commission?

	Response Percent	Response Count
Yes 	27.3%	3
No 	72.7%	8
<i>answered question</i>		11
<i>skipped question</i>		104

18. Please indicate your interest in each of these broad themes.

	Very Interested	Interested	Neutral	Disinterested	Not At All	Response Count
Preserving Heritage, Environment, and Uniqueness	52.6% (10)	36.8% (7)	5.3% (1)	5.3% (1)	0.0% (0)	19
Designing the City	42.1% (8)	36.8% (7)	15.8% (3)	5.3% (1)	0.0% (0)	19
Cultural Cohesion	31.6% (6)	52.6% (10)	10.5% (2)	5.3% (1)	0.0% (0)	19
Social Services	45.0% (9)	20.0% (4)	20.0% (4)	10.0% (2)	5.0% (1)	20
Community Education	50.0% (10)	20.0% (4)	30.0% (6)	0.0% (0)	0.0% (0)	20
Invest in Columbia: Economic Development, Jobs, and Infrastructure	52.6% (10)	42.1% (8)	5.3% (1)	0.0% (0)	0.0% (0)	19
Collaborative Governance	44.4% (8)	27.8% (5)	27.8% (5)	0.0% (0)	0.0% (0)	18
Other Interest (please specify)						4
<i>answered question</i>						20
<i>skipped question</i>						95

19. Have your ideas about the future of Columbia changed since the completion of Imagine Columbia's Future? If so how?

	Response Percent	Response Count
Yes 	52.9%	9
No 	47.1%	8
Comments		10
<i>answered question</i>		17
<i>skipped question</i>		98

20. Where do you get you information about visioning?

	Check All That Apply	Response Count
Newspaper	100.0% (14)	14
Radio	100.0% (4)	4
Television	100.0% (4)	4
Word of Mouth	100.0% (6)	6
Listserv	100.0% (5)	5
Email	100.0% (12)	12
Website	100.0% (9)	9
Blog	100.0% (1)	1
	Other (please specify)	1
<i>answered question</i>		20
<i>skipped question</i>		95

21. Which of the above is your primary source of information?		Response Count
		16
	<i>answered question</i>	<b>16</b>
	<i>skipped question</i>	<b>99</b>

22. How do you commute to and from work?		Response Count
		18
	<i>answered question</i>	<b>18</b>
	<i>skipped question</i>	<b>97</b>

23. If you have any additional comments or suggestions regarding the implementation of the vision process, please write them here.		Response Count
		7
	<i>answered question</i>	<b>7</b>
	<i>skipped question</i>	<b>108</b>

# Summary of Comments Received

Implementing the Vision: Resource Survey, Open July to December 2008

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**Question 1: If you know of an existing action (programs or activities) or resource (monetary or non-monetary, including people) of any sort that would benefit the progress of a given goal please list below in order of importance. Please indicate which goal you are referencing.**

1. Compass, Inc. [www.compasscolumbia.org](http://www.compasscolumbia.org) Mission: Compass, Inc. is a nonprofit educational organization based in Columbia, Missouri whose mission is to provide aspiring musicians, singers and songwriters with educational, promotional, networking and showcasing opportunities to help them reach their full musical and artistic potential.

2. I don't have the plan in front of me, so I apologize if I don't match them exactly. My organization (First Chance for Children) has an Advisory Group that is a collection of the major stakeholders in early childhood education. As a result, it is a key resource for mobilizing action or opinions in the early education community. The Boone County Coordinating Board for Early Childhood Education is also a valuable resource. Unlike the Adv. Group, it is not entirely composed of the insiders in early education. Instead, it is composed of government, business, and community leaders who are interested in reducing the number of children who arrive at school without the skills they need to be successful. I am chair of the Board and my hope is that the Board will help to mobilize community awareness and community action that increases the resources available to help very young children get a decent start. The Visioning statement actually adopted the Board's priorities as they existed in the summer of 2007.

3. All important to the process but Outreach to all segments of the community and engaging different members of the community involved is most important Ways to connect with community partners How to keep the public informed and engaged Data collection and dissemination How to celebrate accomplishments as vision moves along How to invest in the process

4. I would like to see more work developed around the idea of Assertive Community Treatment outlined in the health plan. Extension Community Development Office of Social and Economic Data Analysis

5. Public Transportation I am aware of state programs, particularly at MoDOT, that provide public funds for public transportation projects. For example, St. Louis & Kansas City's metro systems receive annual appropriations from the Federal Transit Administration. Perhaps Columbia could qualify and we could expand our transit system. Infrastructure MoDOT has matching grant funds for projects of mutual interest or that stimulate economic development. Also, state statute allows for neighborhood improvement districts to be created to generate local revenue to fund a myriad of infrastructure type projects. (NIDs are replacing TDDs as they are less contentious and provide for a greater array of eligible projects.) This mechanism could be used to leverage state/national matching funds for local projects.

6. Non-Motorized Transportation - GetAbout Columbia project, PedNet Coalition

## Summary of Comments Received

Implementing the Vision: Resource Survey, Open July to December 2008

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7. Whenever MoDOT is concerned, Pete Rahn (Director) or Kevin Keith (Chief Engineer) are the best people to contact for highway type projects. If they get involved in the beginning of a project and can become a sort of institutional "sponsors", a project is much more likely to happen. However, since they don't control the funding for transit (feds do), Rod Massmun (Multimodal Director, MoDOT) is the person to with whom to discuss those possibilities. He actually lives in Columbia so I'm sure he's considered some possibilities available to the community. Lobbying federal politicians becomes the next step. As far as forming an NID, there are several capable attorneys that do this type of thing but I would caution against using one that has many private development clients (such as THF) due to the potential conflict of interest.

### **Question 2: How can we work to include a broader segment of the population as a part of the implementation process? Who should be involved? How do we involve them? On what issues?**

1. I am focusing here on the music community primarily, through my role as Chair of Compass, Inc. an organization that I am working to establish. I am submitting our program to be included in the resource inventory because I do believe that Compass has potential to make the arts (music) more accessible to the general public, encouraging more people, of all ages and skill levels to express themselves through music. Compass has much value in meeting the needs of youth, both through the Rock Camp for Girls, the Classroom programs and the mentoring program. The programs and services, as articulated through our mission and vision statement, also have great potential for economic development for the City of Columbia. I would like to see Compass involved in the Visioning Implementation plan.

2. Posting surveys frequently on a website that is linked to the City of Columbia website. Or send out a limited number of paper surveys to residents in each ward with their city utility bill and provide postage paid to return it. When issues are discussed or going to be implemented, poll the community or invite them to go to the website or link for their feedback.

3. I think individuals need a desire for more information and access to their government. Continued communication is the best method to locate interested parties, but I think there is a significant fraction of the population that is very apathetic about public policy and governance. I also believe there are some in the community who see visioning as a way to ensure the "haves" continue to keep what they have now and not truly change the status quo.

4. All families with children and grandchildren are potential partners in the effort to give each child in Columbia a decent start in life. First Chance hopes to enlist them through a "Baby Bag" program that it will commence this fall. Every mom who delivers a baby at the two local hospitals will receive a First Chance baby bag containing a number of useful items, including a Baby Resource Book that provides useful information about

## Summary of Comments Received

Implementing the Vision: Resource Survey, Open July to December 2008

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local resources for families with young children. We hope that this will help to create a community belief that Columbia is a great city for young children because every child matters. First Chance is also embarking on a new initiative intended to increase minority involvement in early education activities. We will put baskets of books in minority barber shops, beauty shops, and other suitable locations. This is intended to be the first step in our desire to create a "Reading At Grade Level by 3rd Grade" initiative in the First Ward. Generating community participation will be a difficult project and we welcome allies and advice.

5. Involving a broader segment will require using different means of communicating -- the flip chart is one way to helping a group together that can turn off some groups/people. My best suggestion is to recruit members of the community who have track record of working with diverse populations. Again, perhaps best to involve people through existing groups (formal and non formal)

6. I suggest that we begin with a focus group of key informants from the set of health providers most in contact with the population in need of assertive community treatment. From that group we can gauge the willingness of key providers to collaborate. We would then develop a more detailed description of the target population and choose a matching set of potential outreach and follow-up resources (agencies and staff) likely to make a difference. We then will need to find ways to engage them through training, support and funding

7. I think you are doing a great job so far. The one piece of advice I have is to continue to go where they are - Twilight Festival, Art in the Park, events at Douglas Park, etc.

8. A good deal of visioning participants are White, middle or upper-middle class, and are used to being civically involved. So need to work to include: Lower socio-economic groups - encourage existing leaders in respective communities to encourage participation. perhaps timing, busing, etc. is an issue. Minority groups - again, community leaders are a good resource to attract citizens (maybe to come to at least one Visioning interaction to try?). Youth - Visioning and some high schoolers might mutually benefit greatly. Imagine a youth that participate now, continue to mature as a citizen (all the while with a Vision in mind), then 20 years from now can see if it really came to pass.

9. Outreach to all segments of the community Use library and Volunteer Action Center lists of organized groups in Columbia Recruit a key person who can then recruit others from their group Keep in mind the volunteer tendencies of each age group in recruitment Voluntary Action Center best resource Communicate in different ways to include different groups of people...don't just speak to the mainstream Connect groups...now days people are more comfortable working with their own Ways to connect with community partners Use many forms of communication - e-mail considered the best way to keep people connected BUT not all people use e-mail as primary mode of learning about their community (Phone, bulletin boards in grocery stores, Laundromats How to keep the public informed and engaged TV (network and CaTV) not just the city station (partner

## Summary of Comments Received

Implementing the Vision: Resource Survey, Open July to December 2008

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with the TV stations to provide in kind services Flashy programs that mirror what people watch - reality TV (for example: Provide a program showing people working through an issue and invite audience participation

### **Question 3: What are your thoughts, comments, and suggestions on the structure of the Columbia Vision Commission?**

1. Work to bring representation of all segments of the population to the table. If you say they don't come because they don't care, it's because you didn't care enough to meet them on equal terms. I'm embarrassed at how this Vision process has gone. We've seen pieces we've sent in altered significantly from what the group decided on and put in writing. If you want our opinion, hear it. Don't call it our vision by changing it to fit what you wanted. That's your vision not those of the people who spent the time to put it on paper. And what about the vision of our future leaders and those who will actually live in this "Vision" we have? My vision certainly is/was not what my parents chose for me. Why have we not gone into the schools & actually asked the next generation? Do you really think they would be hard to reach? Is it that we not respect what they have to say or do we fear what they might say?

2. Needs more meat and communication of actions taken

3. I think issues need to be addressed with the growing population. I was at a Twilight festival this June and felt more threatened and frightened walking around Columbia than I ever have in the big cities I have been in. I hope someone sees fit to bring the vision of Columbia back to a small college town. Hire more police and quit spending valuable money on "Get about Columbia" Heck who feels safe in this town anymore.

4. I missed the beginning part of the presentation, but the idea is still a bit nebulous in my mind.

5. seems quite intangible at times. July 30 meeting had a question from a business man that wasn't grasping what the implementation process is, a view a share, too. for better communication going forward, at least some tangible examples of the interaction the parties expect to be involved with would help. The consultant (Gianni, etc.) didn't really provide leadership in helping develop a Vision, he just had a framework and questions + some suggestions. That process felt incredibly drawn out. Going forward, the periodic scorecard to tangible results would help many stay motivated.

6. I believe that there is a lot of good ideas in the documented and presented vision, I'm just not sure that the city can create a fair and just commission that they will allow to implement it.

## Summary of Comments Received

Implementing the Vision: Resource Survey, Open July to December 2008

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### **Question 4: Have your ideas about the future of Columbia changed since the completion of Imagine Columbia's Future? If so how?**

1. This process has been frustratingly manipulative. Ask me what I vision... OK. Don't tell me what to vision & expect me to believe it's MY vision!
2. I have become increasing concerned about crime in our city. We have to find ways to make Columbia a safer place. We have to find ways to substantially reduce crime.
3. I see the City as dynamic, open and more community-focused in its planning and development.
4. Realized there are many special interest groups passionate about specific issues I never considered. Realized how strong the business community is in influencing outcomes. The Chamber getting out the vote on their special interests was impressive. Someone needs to be looking out for the overall good of the citizens and city without regard fro special interests.
5. I don't think it has changed greatly. I was surprised that the very diverse group of folks in my topic group, each with their own subtle agenda, was able to come together with several proposed goals for our area. I think that is encouraging for the overall visioning process.
6. I am happy about citizens involvement and collaboration working toward common goals that will benefit all.
7. Since this community dialogue began, I believe that it is possible to see positive changes occur in Columbia and Boone County. Prior to the Visioning process (and quite frankly, Bill Watkins at the helm), it seemed that Columbia would always maintain status quo.
8. The interconnectedness of all the issues of discussion was made clearer to me through the process. With recent budget shortfalls of The school district, City gov't, etc. I have a better appreciation for gov't not just providing more and more services but proving good VALUE of services, as appropriate. The public sector can't do it all, and in many cases should delegate activities to private sector groups and individuals that can prove to be more effective, efficient on many fronts.
9. Even though I was part of the initial groups I believe we have slowed, at times painted a false picture and need to get some new faces in to kick start the next steps. Columbia is filled with potential, yet the old-boy networks, neighborhood associations and the leaderless city council and its largely dysfunctional members limit what we can achieve as a community.

## Summary of Comments Received

Implementing the Vision: Resource Survey, Open July to December 2008

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### **Question5: What are your primary modes of receiving or finding vision information**

1. Word of mouth
2. newspaper and kfru
3. internet
4. web site
5. TV
6. email
7. newspaper online
8. Online news sites
9. news paper.email
10. newspaper

### **Additional Comments**

1. I've called. Why is it the only way people can complete this survey is online?
2. I focused today on giving feedback for the Vision Implementation related to the arts (music). I also represent my business [name removed], where I specialize in funding research and grant writing services for nonprofits. I would personally be interested should any consulting work become available in that area.
3. I don't think we need to spend money on a celebration now when so little has been accomplished. Let's spend the money on accomplishing the goals.
4. I like the way you have organized the information in several different ways. We do not all think in the same patterns.
5. we must continue to be careful for the process to not be taken over by one extreme or another, we must also protect against hidden agendas

## Summary of Comments Received

Vision Open House, July 30, 2008, Notes Taken from Tabletops

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### Outreach

1. Who: Parents, Low-income, youth, community leaders, students; How: Columbia Housing Authority, First Chance for Children, Blind Boone Center, Clinics, Hospitals, Youth Empowerment Zone, Library, Youth Build, Fraternities/Sororities.
2. City Welcome Sign- here's what is happening, check city website or call...
3. CAT-TV, City GA Channel 13, Radio, Newspaper, TV. Community Calendars; incorporation to city events like twilight festival, ARC, City Dept Buildings like Utilities, Health.
4. Clients of City Services (to provide input or improvements) online surveys, phone in surveys.
5. More minorities
6. Youth- hometown kids ward (illegible)
7. Senior Centers
8. Church Groups
9. Workers from out of town
10. Students- freshman interest groups @ MU; Internet Group- blog, facebook
11. Service organizations- friendly... of who can get most members to be involved.
12. Voluntary Action Center- outreach to clients receiving services.
13. Who- first ward and other low income families. How: go door to door with surveys and information on the process- find out what they need and find organizations willing to help such as Columbia Climate Change Coalition.
14. Hey Sarah! Comment: gifted program will give CPS students a real life civic engagement experience?
15. Kids crew- pay kids to work landscaping and building maintenance (Boulder, CO)
16. Expand city's youth volunteer program. Ask the kids. Neighborhood meetings of youth. Provide transportation. Identify programs already in action.

## Summary of Comments Received

Vision Open House, July 30, 2008, Notes Taken from Tabletops

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17. Tap into youth activity programs like service clubs, multicultural clubs at schools. Seek the help of school personnel. Hold meetings in schools after school.

18. Tap into groups already meeting "established".

19. Take the process to the youth

20. Involve college students.

### **Data Collection**

1. Hire more city planners

2. Someone needs to consolidate all the master plans, SOON.

3. Please do not hire a consultant to do this- couple of bright high school kids wicked fast computers could do this.

4. AP students in high school

5. Red Cross: health and safety training; AED training; Disaster services- mitigating impact, volunteers in relief efforts.

6. The climate change issue; Energy Facts; Build a "green" economy

7. Need to get the resource survey data out into general circulation

8. Get reports off shelves

9. How can I use this to build dialogue on youth issues

10. How we can help people reduce CO2 and help their financial budgets at the same time and help the city provide energy, more walkable community, more caring community.

11. Will I be able to see what the bottleneck is with a given topic group plan? i.e. quick look at neighborhood topic groups, quick look at affordable housing, downtown

12. I'm interested in drawing attention to the obstacles so we can remove.

13. Need to know how to best incorporate form-based zoning elements into development pgs.

# Summary of Comments Received

Vision Open House, July 30, 2008, Notes Taken from Tabletops

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## Connect

1. Schools to be “Green” are separate entity and don’t need to answer to anyone else. Intergovernment agency cooperation. C of C – purpose of vision. City managers professional staff support. Council?
2. Email list with organizations; Activate and maintain neighborhood associations; community calendar; network and communicate with all non-profits; get young people involved/schools; Contact Columbia Climate Change Coalition
3. Intergovernmental Cooperation- dialogue, personalities, status quo → all local gov’t entities should be accountable to the citizens: city, county, school district, fire district, etc.
4. Do we (want/need) to connect?

## Celebrate

1. Provide a solar lawn. Columbia Climate Change Coalition could probably help- would include green building designs/passive solar, etc to show folks how to save money and what’s possible. Show a short 35 minute documentary entitled Kilowatt Ours about what can be done to spend next to nothing for energy.
2. (1)Community Assets= Brag. Focus on our assets: the good things that are going already. Have an “open mic” time where people can talk about the good things already going on. Example might be: civic group projects, neighborhood projects, faith group efforts, great volunteer efforts. Each person should take 1-2 minutes. Might identify a handful of projects/programs in advance so you have a start. Don’t want to appear to handpick the speakers- keep it open and welcoming. The benefits of this: focus on the positive things that are happening in our city. Bring energy and enthusiasm.
3. A spirit of Columbia parade/fair/carnival
4. Find a way to let people celebrate even if they can’t be there on Sep 4<sup>th</sup>

## Inform

1. What ideas re bubbling to the surface and let folks know how they could have some input early on.
2. Use all resources to share it: visioning email, news/radio media, city source
3. Every issue before city council and county commission must be considered in light of visioning report. This must be stated explicitly and publicly.

## Summary of Comments Received

Vision Open House, July 30, 2008, Notes Taken from Tabletops

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4. Share everything. Anyone should be able to find out what is happening at anytime. Web site, calendar in paper, posting around town- busses, city building etc.

### Youth

1. Help them understand how it will affect their lives. Give them opportunities to get involved in ways they will find rewarding and fun. Offer learning opportunities. See what Columbia Climate Change Coalition could offer.

2. More afterschool programs that speak to civic responsibility, i.e. politics, volunteering, being active in community.

### Engage

1. Remember: Far less than one percent of the population participated in the V process. To fully justify creating another layer of gov't, a filter between content-specific boards and commissions, FAR greater input from the community is required. The V process was interesting and informative but it wasn't the Magna Carta. It's time to put it in perspective. We don't need an unelected group of people to shape and filter policy. The council needs to do this. This could be good, but it could be a power grab by a small, non-representative group.

2. Network-media-community calendar. Check with what the Columbia Climate Change Coalition has been doing to build this.

3. Public meeting should always have the vision report available and it should be consulted in deliberations. The public will then know that it matters.

4. Talk about it

5. Blog and/or facebook page.

### Invest

1. Connect the city with MU's foreign researchers and scholars to make links to bring foreign investment to Columbia.

2. Implement a Free Trade Zone to strengthen foreign trade and investment in Columbia.

3. Volunteerism. Banking, real estate financial investments

4. Minorities, business owners- Barbers, Beauty Salon, Restaurants, Clothing Stores.

5. How about the non-motorized transportation grant? Surely that effort dovetails with the vision.

## **Summary of Comments Received**

Vision Open House, July 30, 2008, Notes Taken from Tabletops

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6. Citizen access to transportation plans/maps that city, etc, have already developed over time.

7. Make sure government expenditures are of good value to citizens. Not just “that would be nice” or only benefits a select few in the community.

## Summary of Comments Received

Vision Discussion Meeting with Former Vision Commission, May 29, 2008

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### Notes taken from flip chart

1. Implementation plan and oversight entity are different
2. Neutral Parties: Sponsors Council? Authority? Should They give appointment recommendations? Concern: Not an elected body. Who is represented by each entity?
3. On page with drawing of board and advisory. Is board for data coordination? Why is this organization truncated, who does what? We need various people and various inputs for this board. Is it a pure agenda or a clear agenda (re: board members). We need to be clear on the differences between oversight and implementation. Does "vision" get used as a trademark? Does this board have control over this trademark? Do we just grab a piece? Why is it not going forward? How can it go forward? We need to let people know where to go and what to do?
4. Who are we accountable to?
5. Oversight should include those without any experience. Outreach has a dual purpose of informing the uninvolved and the already invested, engagement and inclusion.
6. Where did we leave off and how do we move forward with integrating the vision into government.
7. Structure suggestion: No hard wall between implementation and oversight.
8. Who is on the committee, how do they know of progress in other places (role of oversight?).
9. Who is already moving forward and how? Need to get this to the public (This point came back a lot)!!! We are lacking an interactive closure. Where is it going? Need to rebuild? Bring this to the public to create education, outreach, inclusion, energy, excitement...
10. How are people/orgs using the vision? How do we maintain broad and broadening community base? Make sure nothing is missed (oversight).
11. Who will provide coordination and support.
12. Should oversight be a representative of topic groups and a liaison for topic groups to the council?
13. Council is working on inventory and taking up the vision.

## Summary of Comments Received

Vision Discussion Meeting with Former Vision Commission, May 29, 2008

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14. Inventory could be a driver (the starting gun) for citizen participation. NEED SOON!!!
15. Structure: Liaisons, how empower commission... become liaison.
16. Clarify communication... need a quick start piece... suggested title: "Wondering about the vision?"
17. Oversight should keep accountability and transparency clear.
18. Is there a better name than oversight entity: support, encourage, or facilitate were thrown out.

## Appendix E

### Technical Documents on Goal Groupings and Strategies

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In this section you will find two tables containing the goals of every topic group as they appeared in the 2007 Vision Report. The first table is arranged by the topic group that originally proposed each goal. In the second table the goals are grouped into common categories. There are seven categories for the goal groupings. They are: (1) Community, (2) Economic Development, (3) Education, (4) Environment, (5) Governance, (6) Planning and Development, and (7) Transportation. Both tables are color coded, with the colors relating to the final goal group to which each goal was assigned.

The second table, which is arranged by goal group, also includes reference to the associated implementation recommendations from Section 3 of the report and identifies recommended leads from each of the recommendations.

Goal Group 1: Arranged by Topic Group

Topic Group	Subtopic: Goal	Goal Grouping
[A]Arts and Culture	Support and Promote the Arts (Means): Columbia will both sustain and creatively expand its foundation for arts and culture in our community.	Community
[A]Arts and Culture	Support and Promote the Arts (Ends): Arts and culture will be central to daily life and accessible to all equally in Columbia.	Community
[B] Community Character	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. <b>Columbia will provide and advertise incentives for building and retrofitting homes and businesses for energy efficiency and tailored renewable energy sources</b> , and for restoring neighborhoods with abandoned and substandard structures.	Environment
[B] Community Character	Revitalization: <b>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</b> . Columbia will provide and advertise incentives for building and retrofitting homes and businesses for energy efficiency and tailored renewable energy sources, <b>and for restoring neighborhoods with abandoned and substandard structures</b> .	Planning and Development
[B]Community Character	Historic Preservation: Historic areas will be identified, valued, and preserved through education, enforcement, and incentives.	Planning and Development
[B]Community Character	Community Appearance: Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics.	Planning and Development
[C] Community Facilities and Services	Law Enforcement: The relationship between the Columbia Police Department and the community will be positive and mutually respected.	Community
[C] Community Facilities and Services	Public Safety: Community members will be safe and secure.	Community
[C] Community Facilities and Services	Public Works: City services will be efficient, effective, and expanded.	Governance
[C] Community Facilities and Services	Library:Access to library services, facilities, and community meeting spaces will be increased.	Community

[D] Community Pride and Human Relationships	Diversity/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.	Community
[D] Community Pride and Human Relationships	Youth: Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.	Community
[D] Community Pride and Human Relationships	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.	Community
[E] Development	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.	Planning and Development
[E] Development	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.	Planning and Development
[E] Development	Plan and Manage Growth: We envision a community with <i>an open, transparent, inclusive planning process</i> that values and manages growth, that protects the environment and the city character, and that is beneficial and equitable to all.	Governance
[E] Development	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.	Planning and Development

[E] Development	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.	Environment
[F] Downtown	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.	Economic Development
[F] Downtown	Mobility: People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area.	Transportation
[F] Downtown	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.	Planning and Development
[G] Economic Development	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.	Economic Development
[G] Economic Development	Airport: In the future, it will be possible to efficiently and cost effectively fly into and out of Columbia to save time and money.	Transportation
[G] Economic Development	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.	Economic Development
[G] Economic Development	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.	Economic Development

[H] Education	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.	Education
[H] Education	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.	Education
[H] Education	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.	Education
[I] Environment	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.	Environment
[I] Environment	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.	Environment
[I] Environment	Energy Efficiency: Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.	Environment
[J] Governance and Decision Making	Structure: Columbia's governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents.	Governance
[K] Health, Social Services, and Affordable 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.	Community
[K] Health, Social Services, and Affordable Housing	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.	Planning and Development

[K] Health, Social Services, and Affordable Housing	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.	Community
[L] Parks, Recreation, and Greenways	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.	Community
[L] Parks, Recreation, and Greenways	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.	Community
[L] Parks, Recreation, and Greenways	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
[L] Parks, Recreation, and Greenways	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.	Environment
[M] Transportation	Non-Motorized Transportation: Columbia will enjoy a safe, interconnected, nonmotorized 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.	Transportation
[M] Transportation	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.	Transportation

[M] Transportation	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.	Transportation
[M] Transportation	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.	Transportation

Goal Group 2: Arranged by Goal Group

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Community</b> - The goals below all relate to building and supporting our sense of community: the ways in which we live <i>together</i> and support each other.			
<b>Community</b> - Arts	Support and Promote the Arts (Means): Columbia will both sustain and creatively expand its foundation for arts and culture in our community.	Commission on Cultural Affairs and The Office Cultural Affairs	FY 2010. Convene art community. See Section 3, p. 3.
<b>Community</b> - Arts	Support and Promote the Arts (Ends): Arts and culture will be central to daily life and accessible to all equally in Columbia.	Commission on Cultural Affairs and The Office Cultural Affairs	*
<b>Community</b> - Facilities and Services	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.	City Council and The Columbia/Boone County Department of Public Health and Human Services	By end of FY 2011: implement CIMS process and technology. See Section 3, p. 4. (Health Department)
<b>Community</b> - Facilities and Services	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.	The Columbia/Boone County Department of Public Health and Human Services	FY 2010 and 2011: build networks to leverage and expand existing health education efforts. See Section 3 p. 4-5.
<b>Community</b> - Facilities and Services	Library: Access to library services, facilities, and community meeting spaces will be increased.	Library Board	*
<b>Community</b> - Facilities and Services	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.	Parks and Recreation (Department and Commission)	FY 2010: Complete projects in Parks and Recreation Capital Improvement Plan. Pass ballot issue for renewal or expansion of the park sales tax. See Section 3, p. 5.
<b>Community</b> - Facilities and Services	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.	Parks and Recreation (Department and Commission)	See Above

\* See note at beginning of Section. Community Groups may lead in some areas. See Appendix C for a broader listing of groups that could be involved in implementing goals .

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Community</b> - Facilities and Services	Law Enforcement: The relationship between the Columbia Police Department and the community will be positive and mutually respected.	Office of City Manager Police Department	FY 2010 Establish Civilian Review Board. (OCM) FY 2010 (early): Complete strategic plan. (Police Dept.) For more detail on above see Section 3, p. 3-4. See also convening plan under Inclusion- Youth below.
<b>Community</b> - Facilities and Services	Public Safety: Community members will be safe and secure.	The Police Department, The Fire Department, and Public Safety Joint Communications	Install red light cameras.(OCM). See Section 3, p. 3. FY 2011- Increase enforcement of underage tobacco and alcohol laws to 75% from the current 50%. (Police Department). See Section 3, p. 4-5.
<b>Community</b> - Inclusion	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.	City Council, Office of City Manager, and The Columbia Vision Commission	See Neighborhood Congress recommendation under Planning and Development below. See Community Garden recommendations, Section 3, p. 6. See Community foundation recommendations, Section 3, p. 6.
<b>Community</b> - Inclusion	Diversity/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.	City Council, Office of City Manager, and The Columbia Vision Commission, Internet Citizens Advisory Group	Continue to identify, evaluate, and develop online platforms. See Section 3, p. 13. Identify problems with and convene dialogues regarding solutions to accessibility issues. See Section 3, p. 5-6 (OCM Lead). See also recommendations for promoting citizen participation under Governance below.
<b>Community</b> - Inclusion	Youth: Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.	City Council, Boone County Commission	FY 2010 - 2011.Convene dialogues on youth and justice system. See Section 3, p. 4.

\* See note at beginning of Section. Community Groups may lead in some areas. See Appendix C for a broader listing of groups that could be involved in implementing goals .

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Economic Development</b> - All of these goals relate to obtaining the resources needed to keep our community financially healthy and provide opportunities to all who live and work here.			
<b>Economic Development</b>	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.	Office of City Manager (REDI and MU - Convening)	FY 2010: As resources allow, fund and fill the position of ombudsman within the office of City Manager. See Section 3, p. 7. (OCM Lead) FY 2010: Develop process for analyzing SIC codes to better identify trends and the contribution of various areas, including the arts, to economic development. See Section 3, p. 7. (OCM Lead) FY 2010: Secure 3 shovel ready sites, with at least one certified. See Section 3, p. 7. (OCM Lead) FY 2011: Fill at least one shovel ready site. See Section 3, p. 7.
<b>Economic Development</b>	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.	Office of City Manager (REDI and MU - Convening)	FY 2010- Convene discussions related to Jobs. See Section 3, p. 7.
<b>Economic Development</b>	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.	Office of City Manager (REDI and MU - Convening)	FY 2010- Meet overall goal of five net new start-ups by end of fiscal year 2010. See Section 3, p. 7.
<b>Economic Development - Downtown</b>	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.	Downtown Leadership Council	*

\* See note at beginning of Section. Community Groups may lead in some areas. See Appendix C for a broader listing of groups that could be involved in implementing goals .  
Goal Group 2: Arranged by Goal Group

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Education</b> - All of these goals related to intellectual development and are integrally related to the goals of economic development and many of the goals in community (e.g. health and inclusion).			
<b>Education</b>	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.	Office of City Manager (Convening Group Only); Educational Boards	FY 2010 - Convene discussions. See Section 3, p. 8. (Convening Committee to be appointed in FY 2009).
<b>Education</b>	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.	Office of City Manager (Convening Group Only); Educational Boards	See Above
<b>Education</b>	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.	Office of City Manager (Convening Group Only); Educational Boards	See Above

\* See note at beginning of Section. Community Groups may lead in some areas. See Appendix C for a broader listing of groups that could be involved in implementing goals .  
 Goal Group 2: Arranged by Goal Group

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<p><b>Environment</b> - All of these goals go to protecting and preserving our natural environment and minimizing the costs associated with pollution and waste. This goal group interrelates with the economic development goal group as "the area's natural beauty" and "venues such as our hike and bike trails and paths, that foster enjoyment of that natural beauty" were among the natural advantages identified by the Economic Development Topic Group for attracting businesses to Columbia. This goal group also interrelates with the community goal grouping, particularly those goals that focus on developing and maintaining a health lifestyle.</p>			
<b>Environment - Conservation</b>	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.	Environment and Energy Commission, The Department of Water and Light, Office of City Manager	FY 2010-2011- Office of the City Manager, working with others, develop and recommend clear quantifiable and measurable goals. See Section 3 p. 9.
<b>Environment - Energy Efficiency</b>	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. <b>Columbia will provide and advertise incentives for building and retrofitting homes and businesses for energy efficiency and tailored renewable energy sources</b> , and for restoring neighborhoods with abandoned and substandard structures.	Environment and Energy Commission, The Department of Water and Light, The Public Works Department, Office of City Manager	
<b>Environment - Energy Efficiency</b>	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.	Environment and Energy Commission, County Commission, Department of Water and Light, Department of Planning and Development, and the Office of City Manager	See Conservation goal above and Planning and Development goals below.

\* See note at beginning of Section. Community Groups may lead in some areas. See Appendix C for a broader listing of groups that could be involved in implementing goals .  
 Goal Group 2: Arranged by Goal Group

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Environment</b> - Energy Efficiency	Energy Efficiency: Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.	Environment and Energy Commission, The Department of Water and Light, and The Office of City Manager	FY 2010 Fill function of Sustainability Director (OCM Lead). See Section 3, p 9.
<b>Environment</b> - Land Preservation	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.	Environment and Energy Commission, Parks and Recreation, Planning and Development	FY 2010- NRI Available online (OCM Lead), FY 2010- Convene dialogues on land preservation (Commissions), FY 2010- Establish Landscaping and Tree Advisory Group. See Section 3, p 9.
<b>Environment</b> - Land Preservation	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.	Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development	See Above

**Governance** - All of these goals relate to making Columbia's governance a model of transparency, efficiency, and citizen participation.

<b>Governance</b>	Structure: Columbia's governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents.	City Council and Office of City Manager where included	See policy and procedures recommended in Section 3 p. 10-13.
<b>Governance</b>	Plan and Manage Growth: We envision a community with an <i>open, transparent, inclusive planning process</i> that values and manages growth, that protects the environment and the city character, and that is beneficial and equitable to all.	City and County Planning and Zoning Commissions, Office of City Manager, and Department of Planning and Development	FY 2010 Annual community-wide form, See Section 3, p.12-13. FY 2011 Neighborhood Congress, See Section 3, p. 12-13. FY 2010-2011, see below, comprehensive planning proces.
<b>Governance</b>	Public Works: City services will be efficient, effective, and expanded.	The Office of City Manager	See recommendation on tracking system, goal setting, and information access, Section 3, p. 10-13.

\* See note at beginning of Section. Community Groups may lead in some areas. See Appendix C for a broader listing of groups that could be involved in implementing goals .

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Planning and Development</b> - These goals related to how we plan and manage growth, preserve our neighborhoods and heritage, and maintain quality of life were identified by many topic groups. These are grouped under "planning and development".			
<b>Planning and Development</b>	Plan and Manage Growth: We envision a community with an open, transparent, inclusive planning process <b>that values and manages growth, that protects the environment and the city character, and that is beneficial and equitable to all.</b>	The Department of Planning and Development	FY 2010-2011, New comprehensive code. See Section 3, p. 14.
<b>Planning and Development</b>	Community Appearance: Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics.	The Department of Planning and Development	See Above
<b>Planning and Development</b>	Historic Preservation: Historic areas will be identified, valued, and preserved through education, enforcement, and incentives.	Commission and The Department of Planning and Development	See NRI under Environment - Land Preservation, Above.
<b>Planning and Development - Infrastructure</b>	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.	City Council, County Commission, City and County Planning and Zoning Commissions, Office of City Manager	FY 2010- Convene dialogues (OCM). See Section 3, P. 14.
<b>Planning and Development - Neighborhoods</b>	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.	The Department of Planning and Development	See goal for Affordable Housing in Section 3, p. 15.
<b>Planning and Development - Neighborhoods</b>	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.	The Downtown Columbia Leadership Council and The Department of Planning and Development	See recommendations on comprehensive code in Planning and Development below.

\* See note at beginning of Section. Community Groups may lead in some areas. See Appendix C for a broader listing of groups that could be involved in implementing goals .  
 Goal Group 2: Arranged by Goal Group

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Planning and Development - Neighborhoods</b>	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.	The Department of Planning and Development	FY 2011- Neighborhood Congress. See Section 3, p. 14.
<b>Planning and Development - Neighborhoods</b>	Revitalization: <b><i>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</i></b> , Columbia will provide and advertise incentives for building and retrofitting homes and businesses for energy efficiency and tailored renewable energy sources, <b><i>and for restoring neighborhoods with abandoned and substandard structures</i></b> .	The Department of Planning and Development	FY 2011- Comprehensive code development. See Section 3 p. 14.

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 Goal Group 2: Arranged by Goal Group

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Transportation</b> - All of these goals relate to travel into, around, and from Columbia.			
<b>Transportation</b> - Airport	Airport: In the future, it will be possible to efficiently and cost effectively fly into and out of Columbia to save time and money.	The Airport Advisory Board, The Department of Planning and Development	No specific recommendations for fiscal years 2010 and 2011. See, however, ongoing projects in Appendix A.
<b>Transportation</b> - Downtown	Mobility: People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area.	Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development	See Above
<b>Transportation</b> - Non-Motorized	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.	Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development	See Above
<b>Transportation</b> - Non-Motorized	Non-Motorized Transportation: Columbia will enjoy a safe, interconnected, nonmotorized 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.	The Department of Planning and Development	See Above
<b>Transportation</b> - Options and Integration	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.	The Department of Planning and Development	See Above

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Goal Group 2: Arranged by Goal Group

Goal Group	Goal Text	Rec. Gov't Leads*	Assigned Task from Section 3 and Rec. Task Lead
<b>Transportation - Options and Integration</b>	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.		See Above
<b>Transportation - Options and Integration</b>	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.		See Above

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 Goal Group 2: Arranged by Goal Group