



CHARRETTE REPORT

THE CITY OF COLUMBIA, MO

10.08.10

prepared for the City of Columbia and the Downtown Leadership Council by **H3** STUDIO



IMAGE OF *CHERRY STREET PEDESTRIAN MALL*

acknowledgements

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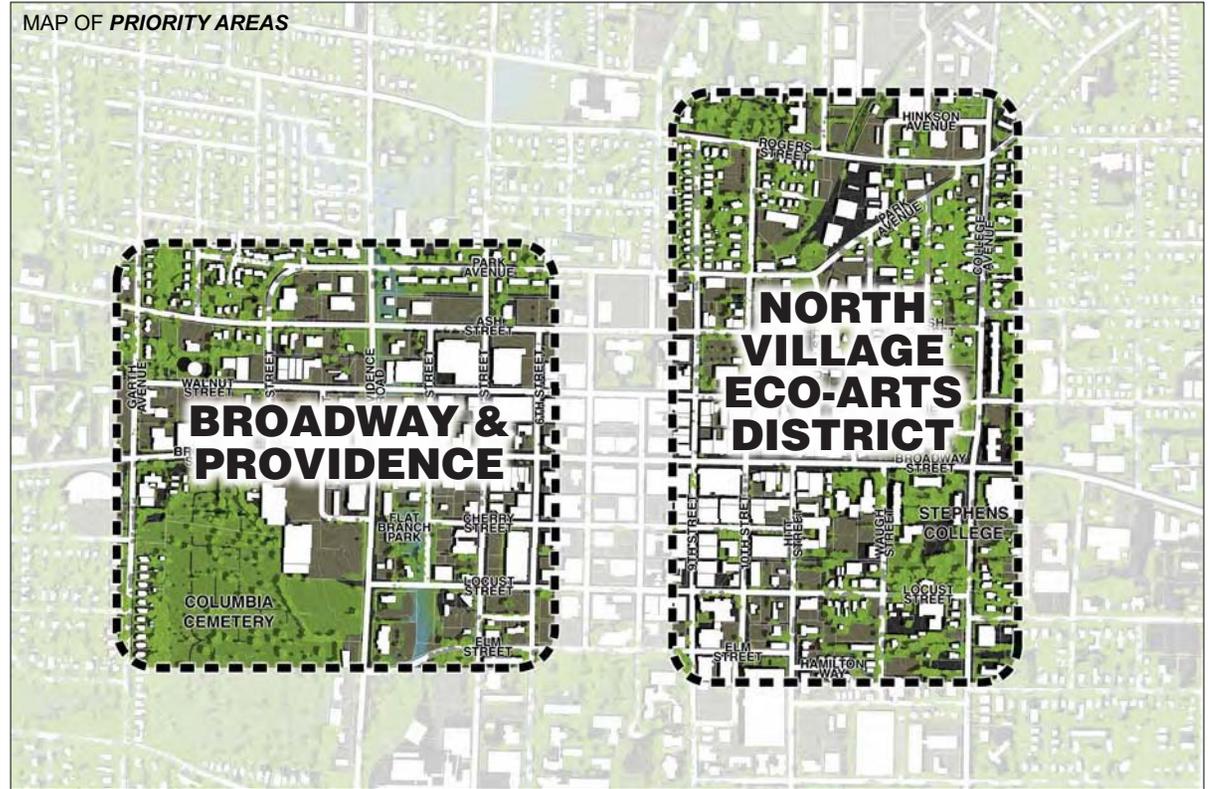
PHOTO DURING NEIGHBORHOOD WALK



PHOTO OF SOUTH NINTH STREET



PHOTO OF COLLEGE AVENUE & BROADWAY



4

1 introduction

INTRODUCTION

As cities look to build upon recent success in revitalization, they are finding new tools and techniques to reinvest in existing underutilized infrastructures, reconnect residents with local histories, repopulate vacant and blighted areas, restore local economies, revitalize sensitive natural assets, and re-wealth their communities with civic dignity for the decades to come. The City of Columbia, Missouri, is neither new *to*, nor alone *in* this journey. In many other cities across the nation, urban design combined with sustainable development practices and sound economic strategies has already

began to revitalize local communities by reinventing and re-energizing place. At the same time, transportation strategies are embracing sustainability, economic strategies are focusing on historic assets and reinvestment, and the environment has become a top priority for many planning initiatives. Independently, these strategies remain relatively benign; working together, they have begun to transform our communities. The City of Columbia is well-aware of the transformative capabilities of urban design, as well as the myriad challenges faced by the City in this economic climate, and the imperativeness of sustainability and stewardship to the future of their community and local economy.

INCEPTION OF THE PROJECT

In May of 2009, the Downtown Leadership Council and the City of Columbia released an Interim Report which focused on urban design as crucial to any future vision for Downtown Columbia. The report focused on “place making” including “key elements of place” and the “key element of urban design.” Specifically, the report included an expanded downtown study area and the investigation of many layers of the urban environment including: buildings, public space, streets, transportation, landscape, social concerns, historic preservation, and energy. The DLC’s key recommendation

to the Columbia City Council was to conduct a “Downtown Urban Design Charrette”, which would synthesize previous planning efforts, bring together the diverse voices of the community, and develop a consensus vision for the future of Columbia’s Downtown core. Two priority areas were targeted for the charrette and, in April 2010, the H3 Studio Charrette Team was contracted with the City of Columbia, under the guidance of the DLC, to conduct the Downtown Urban Design Charrette for these two identified areas.

The two key nodes were carefully selected. The first node identified by the DLC is the North Village Arts District, roughly bound on the north by Rogers Street, Columbia College, and the rail yard; on the east by College Avenue and Stephen’s College; on the south by Elm Street and the University of Missouri; and on the west by Ninth Street. The key features of this node include a long-standing history of community arts, current reinvestment in former industrial sites, consolidated land ownership, prominent institutional presence, and unique neighborhood fabric and identity.

The second node identified by the DLC is the Broadway & Providence area, roughly bound on the north by Park Avenue; on the east by Sixth Street; on the south by Elm Street and the University of Missouri; and on the west by Garth Avenue. The key features of this node include existing open spaces and natural features, large underdeveloped parcels of land, the edge of the public housing, consolidated land ownership, and numerous historic assets and streets. The nodes are both shown on the map located on the preceding page and were the focus areas for the H3 Studio charrette team during this planning process.

THE H3 STUDIO CHARRETTE TEAM

H3 Studio is a national award-winning, Saint Louis-based interdisciplinary design and planning firm offering a highly specialized approach to projects within the public and private sector dealing with community development and infrastructure. Sub-Consultants to H3 Studio for the charrette included: Development Strategies (economic strategy & market research); Civitech Inc. (transportation & infrastructure); and Hellmuth+Bicknese Architects (sustainability & energy). This collaboration of diverse professionals allowed the team to view problems holistically and provide firm recommendations grounded in the best practices of all disciplines. Refer to the Charrette Team diagram to the right for the working structure used during the Charrette.

DOCUMENT PURPOSE

The purpose of this document is to present the preferred option plans for both of the priority areas in detail, synthesize all of the recommendations and assessments to the City of Columbia, and ultimately operate as the guiding document for the future vision within both areas as well as downtown Columbia. This document represents a 15-20 year long-range plan for the priority areas; and upon approval of this document by the Columbia City Council, it is recommended that the City of Columbia begin to adjust and amend specified ordinances, seek the appropriate funding mechanisms, and begin to develop incentive packages to accomplish the preferred plans contained herein. Detailed information and specific implementation recommendations are defined in Section 6 of this report.

CHARRETTE TEAM DIAGRAM

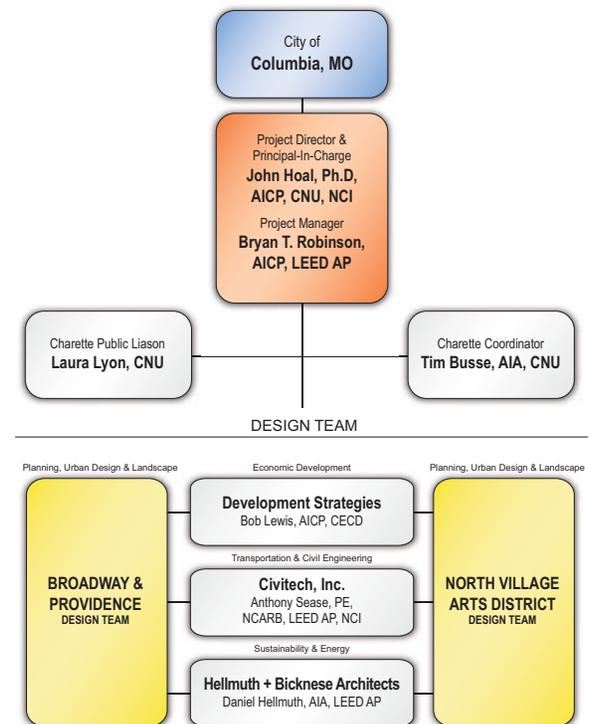
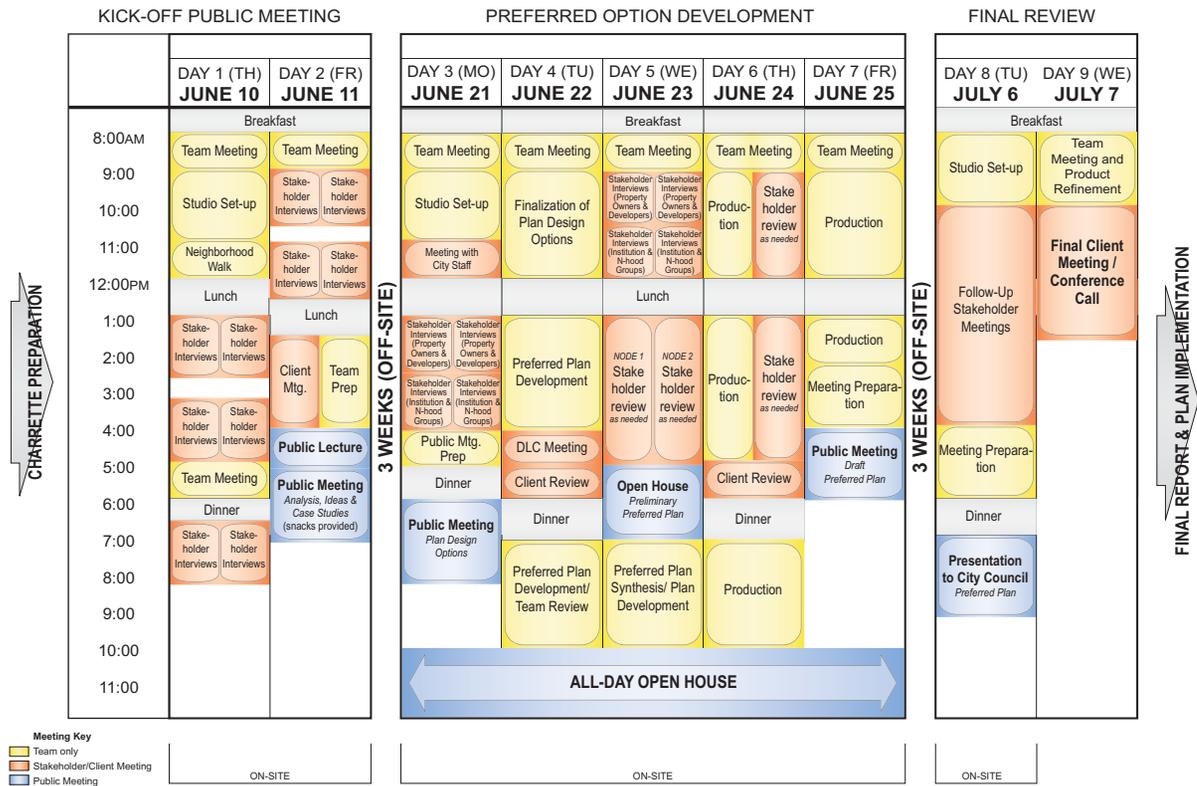


PHOTO OF *FLAT BRANCH PARK*



2 charrette process



OVERVIEW & SCHEDULE

The Charrette Process used for both of the priority areas was a three-part public engagement and open design studio process phased over a one month period beginning on June 10, 2010. Prior to the Charrette Process, the team worked with the city to assemble a vast amount of information and filter through an analysis of the greater context of Columbia and the identified priority areas. Base maps and analysis maps were created to help the public visualize the issues of the project. Phase 1 of the charrette process was the On-Site Kick-Off Meeting, which included the initial stakeholder

interviews, a neighborhood walk, a public presentation on downtown redevelopment and best practices, and the Kick-Off Public Meeting. Phase 2 of the charrette process was the On-Site 5-Day Charrette aimed at preferred option development. This phase included two public meetings, an open house, numerous stakeholder interviews, and an on-site design studio where the team worked to develop a preferred plan. Finally, Phase 3 of the charrette process was the On-Site Final Presentation where the preferred options were refined and detailed. This phase included the final stakeholder interviews and a presentation of the preferred options to the City of Columbia City Council.

PHASE 1: ON-SITE KICK-OFF MEETING

The purpose of this phase of the Charrette was to achieve an initial understanding of the issues affecting the community and to develop a set of goals & ideas to aid in the creation of a set of options for the priority areas. The H3 Studio charrette team met with numerous stakeholders over the course of the two day period and garnered valuable input into the project with one-on-one interviews, group stakeholder forums, and a neighborhood walk. The neighborhood walk took place on June 10, 2010 at 11:00 am. The general public was invited to walk around Downtown with the team and offer their concerns, ideas, and vision for the future of the study areas. Following this walk, the team met with numerous stakeholders over the next day-and-a-half where all of the key issues and ideas for the project were vetted and refined. The summation of this phase of work was a public presentation and public meeting held at Dulany Hall on June 11, 2010 at 4:00 pm. The team gave a public lecture on downtown redevelopment scenarios and projects, and finished the evening with a public work session where the attendees sketched their ideas onto blank base maps. Immediately following this kick-off meeting, the team completed an urban analysis of the priority areas, and developed three options for each node based on the initial public meetings and stakeholder input.

PHASE 2: ON-SITE 5-DAY CHARRETTE

During this phase, the H3 Studio charrette team worked in an open design studio at the Berry Building on Walnut Street. Presentation boards and analysis mappings were

on display the entire week, and the public was invited in to view evolution of the project. The purpose of this phase of work was to bring key stakeholders—including developers, property owners, and decision makers—back to the table in order to work through revisions and refine the development options. Day one included a round of stakeholder interviews in the morning and a public meeting in the evening where the public was shown the development options and encouraged to provide input on the plans. Using this input, the team gained an understanding of the general direction of the preferred plans. On day three, following a second round of stakeholder interviews, open house was held where the public was invited into the design studio and provided access to the design team for a questions and comments. The Team walked the attendees through the preferred options and listened to the residents reactions. Final changes were made to the preferred options in response to this input, and a final presentation of the preferred options was made to the public at 5:00 pm in Dulany Hall on June 25, 2010.

PHASE 3: ON-SITE FINAL PRESENTATION

Following the week long On-Site Charrette, the team began to detail the preferred options and make final revisions to the draft plans. On July 6, 2010 the H3 Studio charrette team held final meetings with several key stakeholders and presented the refined preferred options to the Columbia City Council to update them on the planning process and collect any final input from the public. After this presentation, the team returned and made the final revisions to the preferred plans based on the input which was received, along with developing the final report.



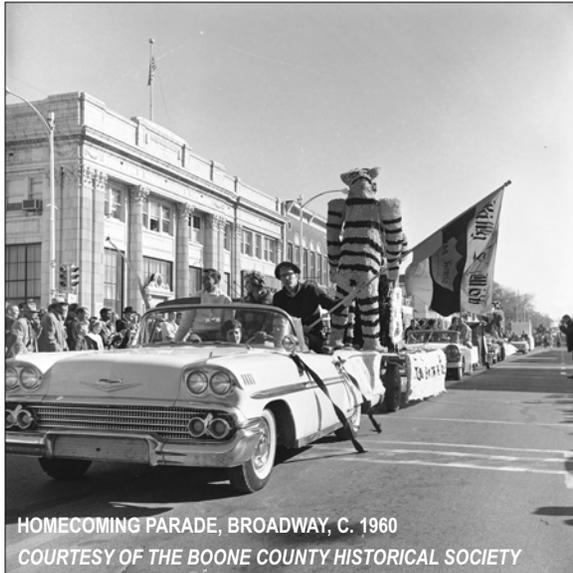
PHOTO DURING THE **FIRST PUBLIC WORKSESSION**



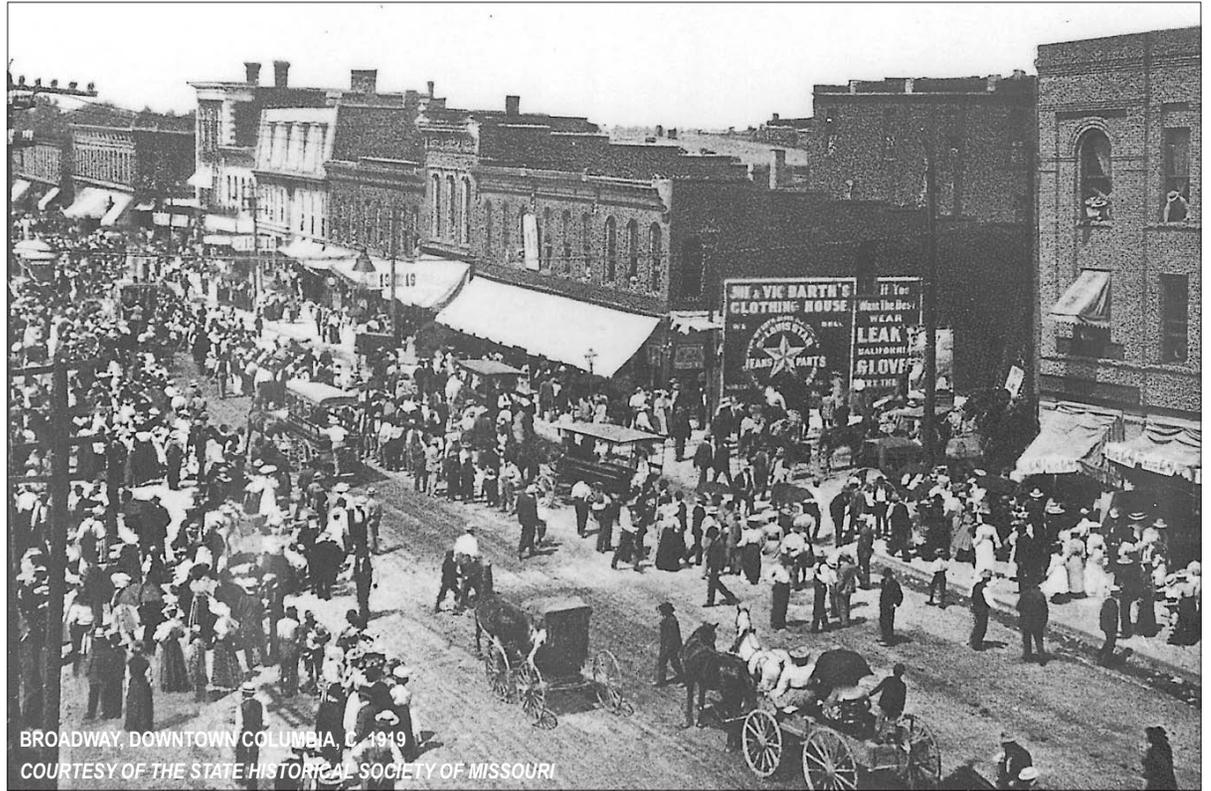
PHOTO DURING THE **OPEN HOUSE**



PHOTO DURING **STAKEHOLDER MEETINGS**

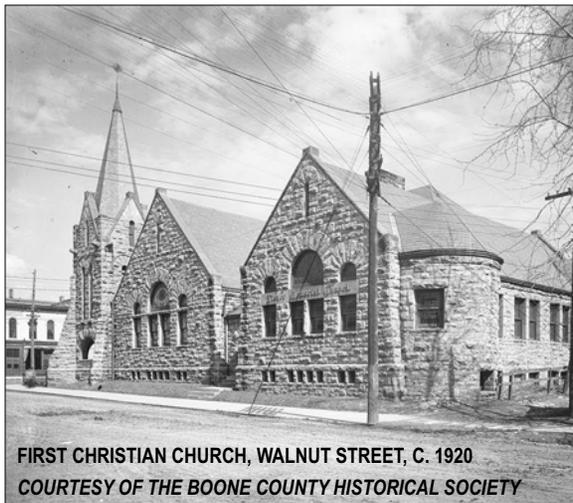


HOMEcoming PARADE, BROADWAY, C. 1960
COURTESY OF THE BOONE COUNTY HISTORICAL SOCIETY



BROADWAY, DOWNTOWN COLUMBIA, C. 1919
COURTESY OF THE STATE HISTORICAL SOCIETY OF MISSOURI

∞ **3** the context



FIRST CHRISTIAN CHURCH, WALNUT STREET, C. 1920
COURTESY OF THE BOONE COUNTY HISTORICAL SOCIETY

HISTORICAL CONTEXT

The City of Columbia has a rich history of pioneering, entrepreneurship, and institutions. Founded in early 1821, the City owes much of its location and historic assets to the Flat Branch Creek area where the original settlement and initial homestead occurred. Market Square (on Fourth Street, formerly Water Street) and the creek became important to early businesses like tanning and trade, as well as early African American entrepreneurship in the case of many individuals such as John Baptist Lange Sr. and his butcher shop. Precious local water resources and well established

trade routes (for example, the KATY Railroad) inspired early growth in the Downtown and the development of many of its significant institutions today, including The University of Missouri and Stephen's College (formerly the Columbia Female Academy, the first school for women west of the Mississippi River). As our nation was experiencing the trauma of the Civil War, growth in Columbia continued as the City became a base for Union Forces, providing a blanket of security for local business and trade. While only a fraction of the history of the City of Columbia, these events serve as a context for which our team began to appreciate the physical and social form of the city.

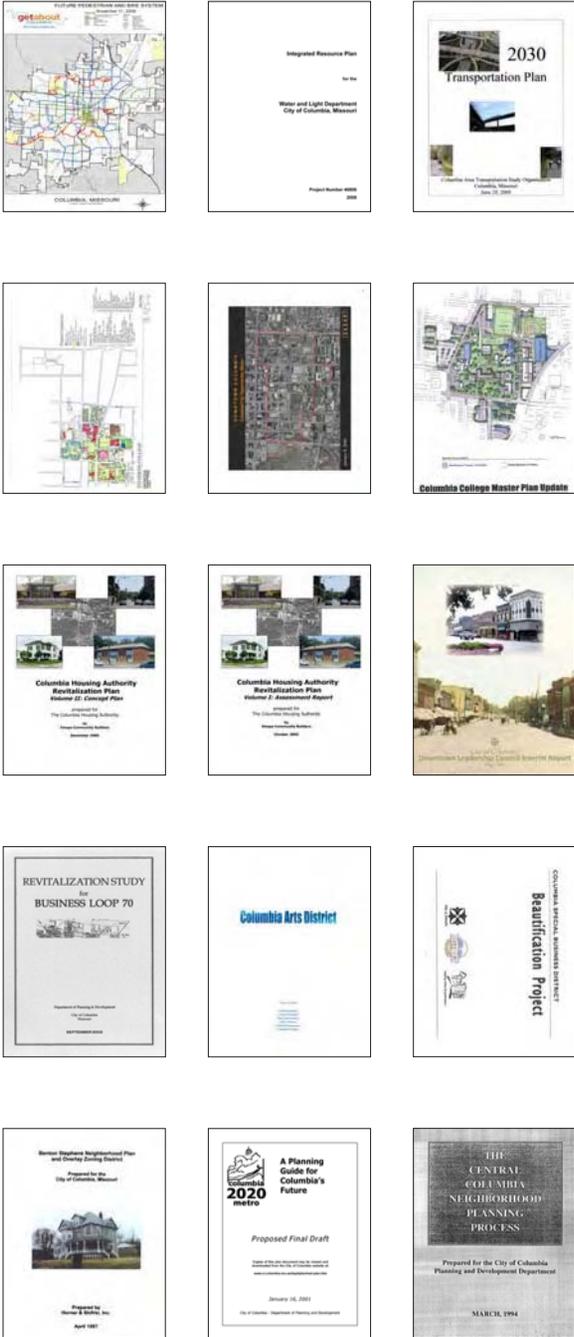
PLANNING CONTEXT

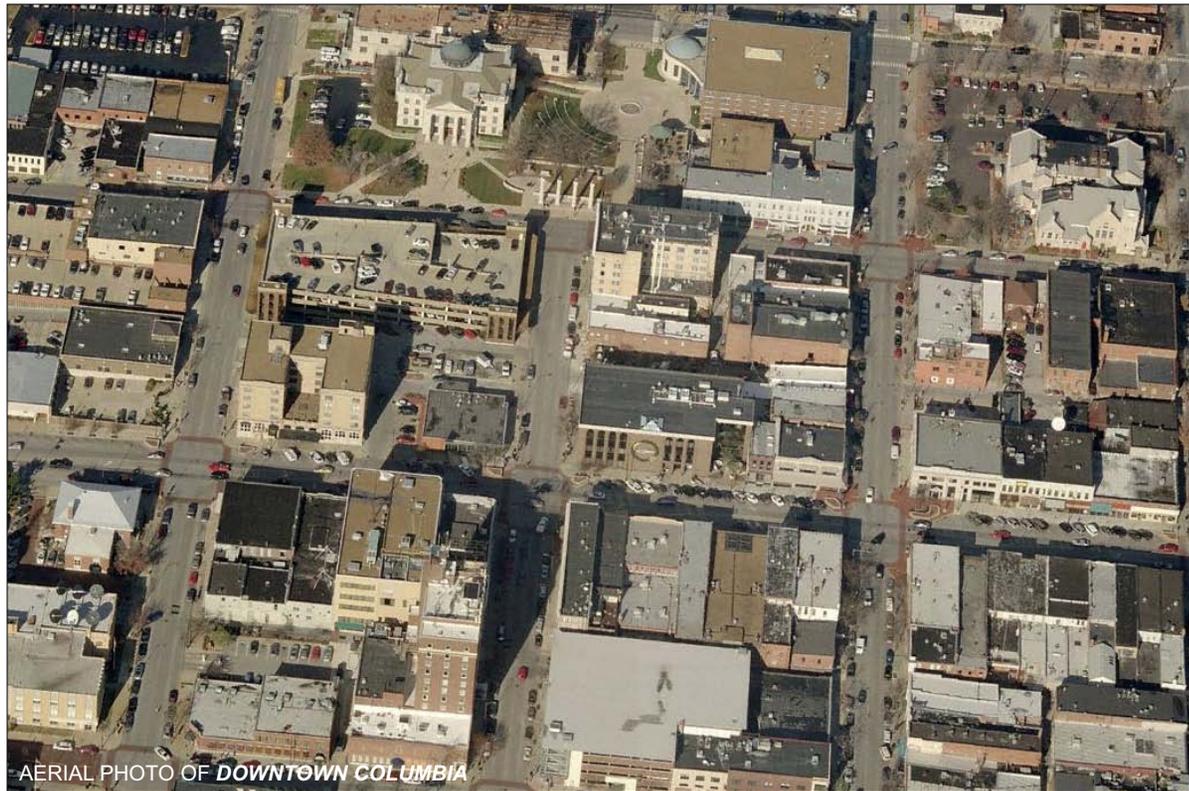
In our discussions with many neighborhood residents, property owners, and developers—along with working closely with the City of Columbia leadership—we became familiar with many recent and future planning efforts and projects that will ultimately play a role in the future of Downtown. The City of Columbia and its institutions have a particularly rich history of planning within their communities. One of the more recent examples impacting this project is the Sasaki Downtown Columbia Study (2006). The City, in coordination with the University of Missouri and Stephens College, conducted a series of public community forums to determine key opportunities for development within the downtown area, as well as highlight several financial tools available for these opportunities. Some catalyst projects suggested for implementation in this study include: the expansion of cultural institutions; the Missouri Theater; a Hotel/Conference Center; a number of mixed use developments and institutional expansion buildings; and a number of policy changes to support future development.

Similarly, the Columbia Area Transportation Study Organization (CATSO) has prepared the 2030 Transportation Plan. CATSO is the Metropolitan Planning Organization (MPO) for the Columbia metropolitan area and is responsible for the coordination of all transportation planning activities. The 2030 Transportation Plan focuses on, among other things, coordinating policies and projects to help integrate all modes of transportation and ensure the expansion of the pedestrian and bicycle network within the City of Columbia. For example, one project recommended in the report includes

the widening of Rangeline Road between I-70 and Downtown Columbia. In addition, the report makes references to the many “backbone” elements of Columbia’s transportation and transit network such as the existing MKT Trail and the COLT rail corridor. More recently, MODOT has been working with CATSO to plan for highway interchange adjustments in this area, including the removal of the I-70/Rangeline Road interchange and the addition of a new interchange and two service streets near the municipal power plant. These projects will have impacts on the future of Downtown Columbia, and it was critical for the H3 Studio charrette team to develop a comprehensive picture of the planning context for the project. The following list represent many of the previous planning efforts taken into account during the preparation of the Urban Design Plans for the Broadway & Providence and North Village Arts District Nodes:

- Central Columbia Neighborhood Planning - 1994
- Benton Stephens Neighborhood Plan - 1997
- Columbia Metro 2020 - 2001
- Parking Study Update - DBD, 2001
- Stephens College Master Plan - 2001
- Beautification Project - SBD, 2002
- Parks, Recreation & Open Space Plan - 2002
- Revitalization Study for Business Loop 70 - 2002
- CHA Revitalization Plan Vol 1 & 2 - 2005
- Creative Columbia - 2005
- Campus/City Opportunity Study - Sasaki, 2006
- 2030 Transportation Plan - CATSO, 2008
- Columbia Arts District - 2008
- Integrated Resource Plan - Water & Light, 2008
- Columbia College Master Plan + Update - 2009
- Get About Columbia (FP&BS) - 2009
- Downtown Leadership Council Interim Report - 2009
- UM Campus Master Plan - 2010
- Columbia Zoning Code Chapter 29 - 2010
- Others





AERIAL PHOTO OF DOWNTOWN COLUMBIA

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The Context



PHOTO OF BROADWAY, LOOKING EAST

URBAN ANALYSIS

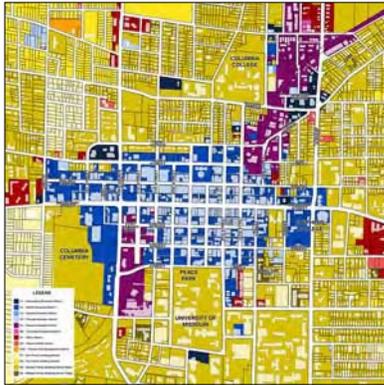
Along with previous planning efforts, it was important for the H3 Studio charrette team to analyze the data base of existing information available on the study areas, as well as to perform a basic set of field surveys of the priority areas. Working with the City of Columbia, the team assembled a vast amount of information from the City's GIS Database. Some of the layers of specific interest to the team included: zoning districts and land-use; historic districts and buildings; wards; neighborhood boundaries and plan areas; Metro 2020 planning areas; parks and open space; and the spe-

cial business district. This information was reviewed in parallel with stakeholder interviews to understand the limitations of the current regulation and inconsistencies with the built environment. After compiling and reviewing this information, the team conducted a series of field surveys for both of the priority areas. These surveys included several important factors of the existing built environment including: building height (1, 2, 3, 4, 5, and 6+ stories) and setbacks; building materiality (brick, stucco, siding, metal, and other); building conditions (good, fair, and poor); building occupancy (vacant and occupied); and access, circulation, and parking (surface parking lots, structured parking, and circulation directions). All of this information was compiled into maps such as those shown on the opposite page. See Appendices A & B.

DOWNTOWN CHALLENGES

Throughout the Charrette process and from the urban analysis, the H3 Studio team developed a list of key challenges which most of the residents and stakeholders could agree upon. These issues helped form the planning framework for how the node designs could begin to address larger issues within the community. The challenges are as follows:

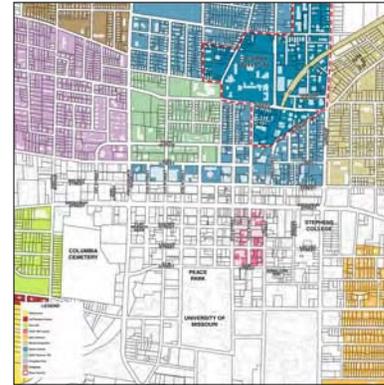
- **Restrictive regulatory system**
- **Lack of central civic space**
- **Lack of parks & playgrounds**
- **Limited access to fresh food**
- **Perception of safety**
- **Surface parking lots**
- **Lack of diversity of housing**
- **History of previous development initiatives**
- **Site assembly & cost**
- **Lack of clear boundaries**



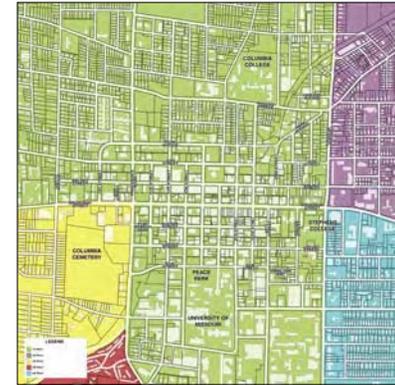
ZONING



METRO 2020



NEIGHBORHOODS



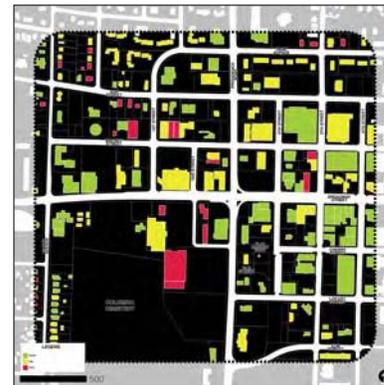
COUNCIL WARDS



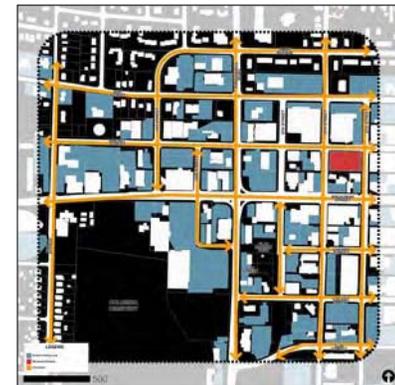
BUILDING HEIGHT



BUILDING MATERIALITY



BUILDING CONDITION



ACCESS, CIRCULATION & PARKING



BUILDING HEIGHT



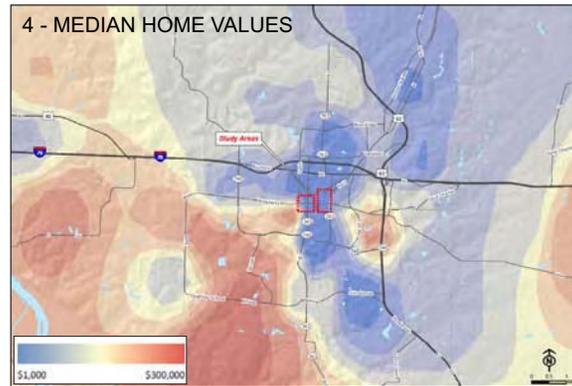
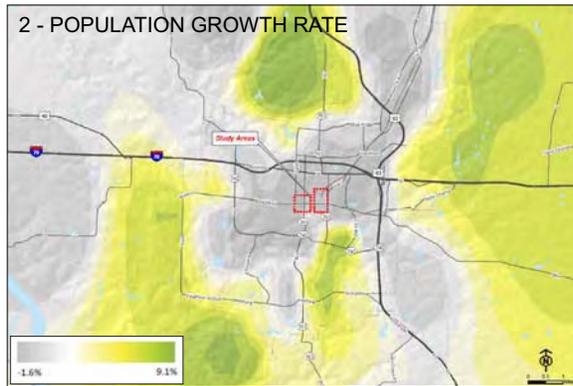
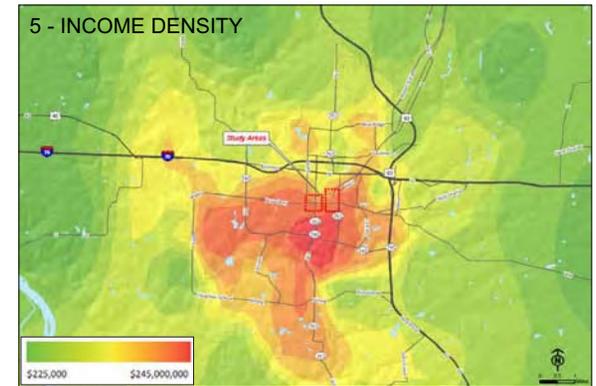
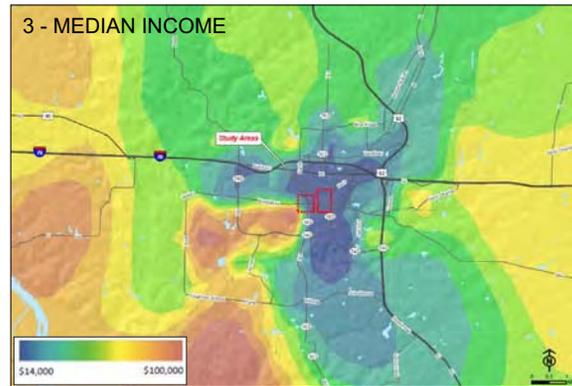
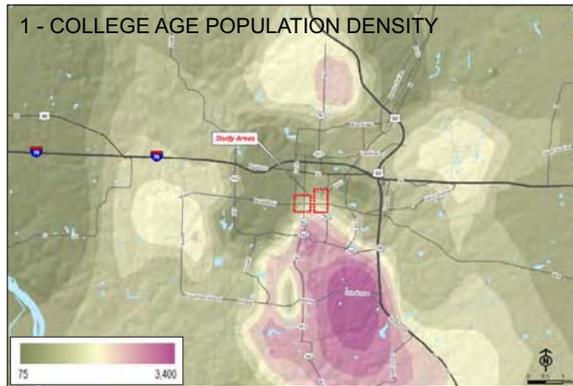
BUILDING MATERIALITY



BUILDING CONDITION



ACCESS, CIRCULATION & PARKING



MARKET & ECONOMIC SUMMARY

Prior to the “Great Recession” that befell the country in 2008, downtowns were beginning to find their groove. New-found market demand for downtown housing (fueled in part by the housing bubble, granted, but broad demographic trends indicate most of the growth was and is sustainable), coupled with a growing awareness by city policymakers that more livable downtowns translate into vitality and economic growth, energized downtowns in a way that they had not experienced in at least two generations. Among the most promising trends has been the reintroduction of public

spaces—in particular, civic squares and human-scaled urban parks as centerpieces in urban revitalization strategies. Creating or even upgrading public spaces involves change and, therefore, controversy. Critics will point to previous failures of public intervention: pedestrian malls, high-rise public housing towers — even earlier generations of parks. To some degree, they have a point, or at least a reason to be distrustful of urban revitalization programs. But there are several reasons to be confident that the new generation of urban plazas, squares, and parks can enhance the vibrancy and economic vitality of our downtowns and other dense, walkable places

Columbia is a rapidly-growing college town with few physical constraints to outward growth (see 1 above). As a result, much of the region’s commerce that is not directly related to its educational institutions is located at the city’s periphery, where land is relatively inexpensive and highway access and visibility are greatest. This discourages private market reinvestment in downtown Columbia. The relative expense of acquiring property and accommodating parking downtown has also placed it at a great disadvantage in attracting new development and investment. Still, a significant market opportunity exists to add a substantial amount of housing to the downtown over the next 10 to 15 years, since consumer/

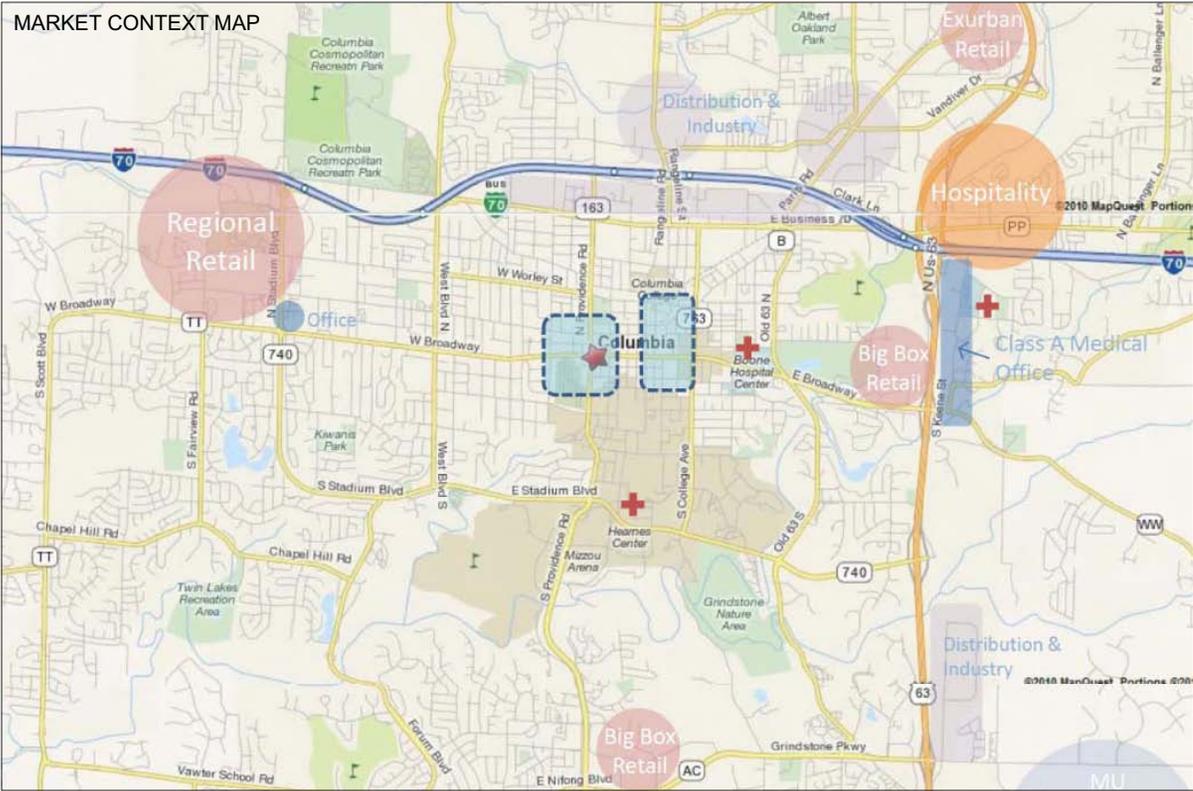
household attitudes have embraced the viability of urban living, and adding more residents will strengthen the commercial market. The city of Columbia (population: 100,900) grew by 19 percent over the past decade, and the Columbia MSA is adding on average 1,250 housing units annually (current economic conditions notwithstanding.) National studies frequently indicate that one-quarter to one-third of many housing markets would prefer to live in denser, walkable communities. After subtracting those who would likely prefer a new urban product over downtown living, it is reasonable to expect a demand for about 125 (1,050 to 1250 over 10 years) new housing units per year in downtown Columbia. This assumes a broad range of housing products, at a variety of price points and rentals, over 10-years including:

- **500 market rate, rental units**
 - 250 student housing units
 - 250 upscale rental units

- **250 affordable rental units (targeting those with annual household incomes of \$20K-\$35K)**

- **300-500 for sale units**
 - 250 moderately-priced townhomes (\$200K-\$250K)
 - 250 upscale townhomes/condominiums(\$225K-\$375K)

If a less broad range of housing products is offered (i.e., only upscale, for-sale housing units) the time required to achieve the aforementioned housing targets is increased from the estimated 10-year period. Commercial opportunities are likely to be more limited. While the Columbia region is projected to add one to 1.5 million square feet of office space and at least



600,000 square feet of retail over the next 10 years, little will trickle to downtown without incentives because of urban land economics. The prevailing lease rate range downtown for commercial space (retail and office) is presently \$15 to \$18 per square foot per year, and occupancy is estimated to be 87 percent. The market likely requires lease rates of \$20/square foot to trigger new construction (\$25/square foot if structured parking is required). New development in the region cannot achieve \$25/square foot, so it locates at the periphery where land is cheap and parking structures are not required. Assuming public-private partnerships are forged to support downtown office expansion, we estimate

that 100,000 to 150,000 square feet of office and 30,000 to 60,000 square feet of storefront retail can be absorbed in Downtown over the next ten years. Other opportunities exist in addition to those listed above. Downtown can likely support one or two hotels, despite the potential support of three higher education institutions, current hospitality options are almost all located outside Downtown. While demand for grocers in Columbia is limited, opportunities likely exist for specialty grocers selling organic and quality prepared foods. With this, downtown Columbia would have a typically elusive amenity essential to the marketability and livability of urban places.



PHOTO OF *CHERRY STREET*



PANORAMIC PHOTO OF *COLLEGE AVENUE & BROADWAY INTERSECTION*



PANORAMIC PHOTO OF *PROVIDENCE ROAD & BROADWAY INTERSECTION*

4 vision & goals

A VISION FOR DOWNTOWN

Downtown Columbia comprises a diverse community of residents and users, a scale and use of urban fabric well-suited to walkability, and vibrant street life. However, the Downtown Core suffers from poor visibility from major arterial roads, lack of a clear boundary and coherent entrances from the east and west, and land vacancy on the periphery of the district that hampers connectivity and walkability to surrounding neighborhoods. The Vision for Downtown Columbia addresses these challenges by capitalizing on the strengths that define Downtown. The Vision calls us to:

“Build upon Downtown Columbia’s historical and cultural heritage and legacy; support continued, incremental reinvestment and revitalization; develop a walkable downtown and surrounding neighborhoods framed by great streets, parks, and public space; and encourage environmental stewardship, the creation of social capital, and economic development.”



PHOTO OF BROADWAY



PHOTO OF PARK AVENUE

REDEVELOPMENT GOALS

The Vision for Downtown Columbia is an ideal of what Downtown may be in the future, illustrating the best aspirations of its residents, stakeholders, property owners, citizens, and development community. As a means to successfully conceive of and implement the Vision for Downtown Columbia, eleven goals—representing specific design principles—were developed with feedback from the Client Group and the engaged citizenry of the Columbia community. These Goals, informing and guiding the development of the plans, are stated as follows:

1. *Create an authentic place based on Columbia's specific history, culture, and natural conditions.*
2. *Create a walkable, mixed-use, & mixed-income downtown integral to neighborhoods.*
3. *Expand existing and develop new centers of innovation, education, and culture.*
4. *Increase appropriate range and scale of uses and densities in downtown.*
5. *Create healthy, humane, & active living environments to improve the quality of life for residents & users.*
6. *Build blue & green infrastructure by utilizing regional and local rivers, parks, trails, and greenways as a framework for development.*
7. *Provide and promote varied forms of transportation and connectivity.*
8. *Adapt and re-use sites, landscapes, and buildings.*
9. *Build the soft infrastructure and create urban vitality.*
10. *Build in a holistic manner for urban systems & multi-generational sustainability.*
11. *Create vibrant and complete streets and public spaces.*

IMAGE OF **BROADWAY STREET**

5 preferred plans

THE GATEWAYS

Though very different in character and content, both of the priority areas will play significant roles as the gateways into Downtown Columbia in the future. From Interstate 70, Providence Road currently acts as a major entry and exit for visitors to the University of Missouri. Detailed further later in this report, the expansion of Flat Branch Park and the creation of an urban boulevard along Providence Road with enhanced way-finding signage and district branding will allow providence to act as a “Green Gateway,” offering multiple entrances into downtown Columbia. At the opposite end of

Broadway Street, College Avenue is a highly trafficked thoroughfare connecting from Business 70 to Downtown and Stephens College. Again, an urban boulevard with multiple neighborhood connections and strong relationship to institutional developments will allow College Avenue to act as a “Campus Gateway” into downtown Columbia. Additionally, the planned streetscape improvements to Rangeline Street adjacent to Columbia College and potential construction of a new interchange, removal of an existing interchange, and addition of a service lane at Interstate 70 will place substantially more emphasis on College Avenue as a key neighborhood and institutional entrance to the Downtown. Although

Broadway will remain a significant street, focusing on new connections across downtown including Park Avenue on the north and Elm Street on the south will create well defined edges and entry points for both priority areas, as well as allowing for seamless east / west vehicular and pedestrian traffic through Downtown. Finally, the COLT Rail Line will help connect the potential future trail north from Centralia across the City to the MKT trail going south to the KATY Trail, and then south to Jefferson City. The existing character and eclectic composition of the North Village Eco-Arts district will be fortified with a diversity of housing types, the creation of a central gathering space, the expansion of the institutions, and the continued expansion of arts & community gardens within the neighborhood; while, the Broadway & Providence area will be transformed from an area of vacancy and surface parking lots to a vibrant mixed-use neighborhood hosting many important historical, cultural, and recreational amenities. The character and identity within both priority areas is crucial to the success of the gateway concept.

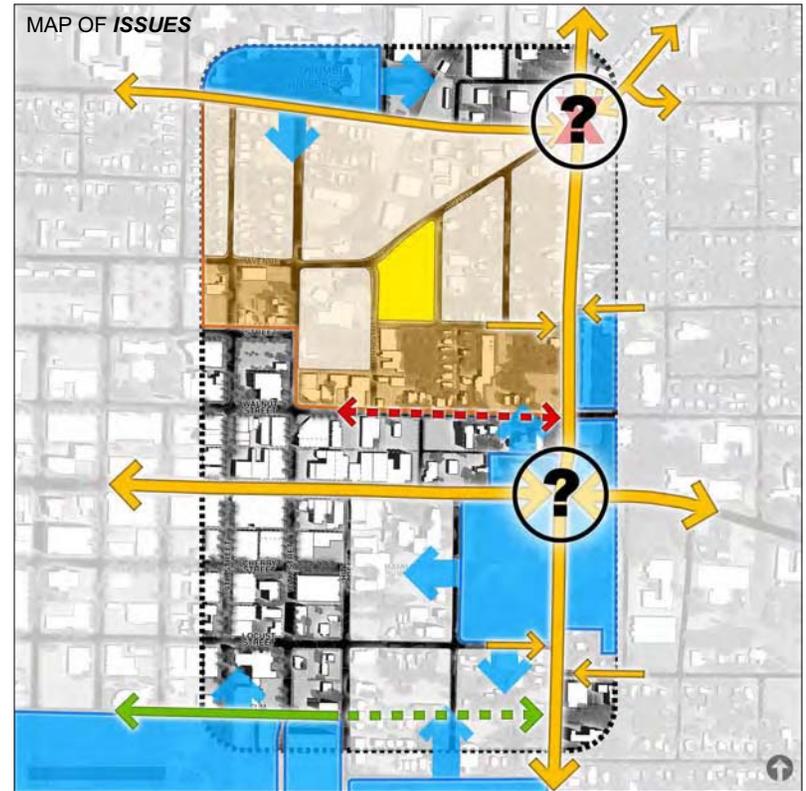
Individually, Both priority areas will act as significant gateways into downtown Columbia while simultaneously seaming the institutions, neighborhoods, and business areas of the city together with a well-defined framework of pedestrian and bike-friendly streets and boulevards. Together, both priority areas form a gateway strategy and a framework of connections which will operate as the armature for all future growth and development in Downtown Columbia. Further information on each area including “the Challenges” faced, key components of the preferred plan, priority area details, and key sustainability, district character, and transportation recommendations are located on the following pages:

MAP OF THE GATEWAY CONCEPT





PHOTOS OF *EXISTING CONDITIONS & DISTRICT CHARACTER*



NORTH VILLAGE ECO-ARTS DISTRICT

The North Village Eco-Arts District node is focused on the intersection of College Avenue and Broadway, encompassing portions of Columbia's three college and university campuses. Surrounded by vibrant, historic neighborhoods including North Central and the Benton-Stephens Neighborhood, the North Village Eco-Arts District is a predominantly residential district with consolidated areas of obsolete light industrial development. College Avenue (State Route 763) may carry significantly increased traffic volumes as a result of proposed changes to the interchange system at Interstate 70.

THE CHALLENGES

- Lack of connectivity and pedestrian connections across College Avenue.
- Unsafe pedestrian access along Rogers Street and at the intersection of College Avenue.
- Long blocks and lack of pedestrian and bike connectivity through the neighborhood.
- Lack of diverse housing opportunities.
- University and College's expansion plans & boundaries are unclear and need definition.
- Traffic speed and streetscape along Walnut make street unsafe for bikes and pedestrians.
- Lack of street connectivity south of Broadway; Should Elm St. extend east to College Avenue?
- Relatively unattractive intersection at College Avenue and Broadway Street.
- Lack of identifiable entrance(s) to the downtown area & the arts district.
- Underutilization of the Ameren UE site.

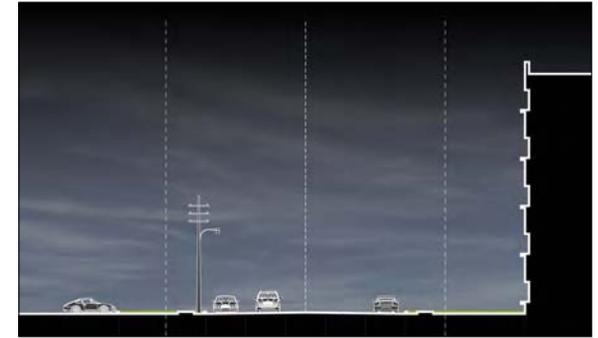
COMPONENTS OF THE PREFERRED PLAN

- 1. **Urban Boulevard:** Make College Avenue a signature street by adding medians, street trees, safe pedestrian connections, and way-finding signage.
- 2. **Campus Entrance:** Enhanced institutional development at intersection of College and Broadway.
- 3. **Hotel Gateway:** Private hotel development (with pedestrian pathway from Broadway to Walnut) as catalytic project and gateway to downtown.
- 4. **Columbia College Connector:** Enhance the pedestrian connections from Columbia College to Broadway Street.
- 5. **Neighborhood Network:** Reconfigure the street grid to the north of Walnut Street and east of College Avenue
- 6. **Public Park/Square:** Convert Ameren UE site to public space and amenity
- 7. **Neighborhood Stormwater:** Add bike boulevard to Park Avenue with stormwater retention for the neighborhood.
- 8. **Artist Studio's Live/Work | Trail:** Add more housing and link to future trail connection to Centralia along COLT line.
- 9. **Residential Infill Development:** Encourage a diversity of housing types throughout the priority area.
- 10. **Campus Housing:** Embrace the campus expansion plans and future student housing and development.
- 11. **Elm Street Extension:** Extend Elm Street from 10th St to College Avenue
- 12. **Lee Expressive Arts School:** Expand and reconfigure the school grounds to create drop off and more open space.
- 13. **Development Opportunity:** Encourage private infill development and redevelopment near the campuses south of Broadway and west of College Avenue.





1 - COLLEGE *EXISTING*



1 - COLLEGE *EXISTING STREET SECTION*



2 - COLLEGE *STREETSCAPE IMPROVEMENTS, NEW DEVELOPMENT, AND NEW GATEWAY ENTRY*

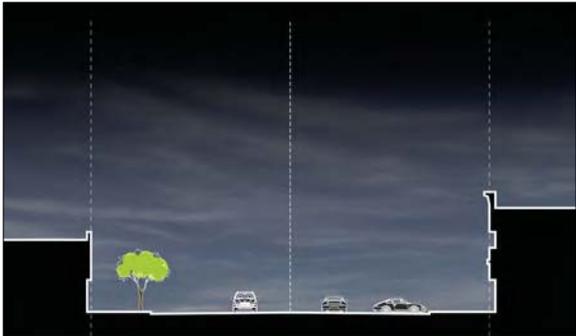


2 - COLLEGE *RE-CONFIGURED STREET SECTION*

PRIORITY AREA DETAILS

The concept for the North Village Eco-Arts District priority area is to create a new gateway to the downtown by enhancing the existing character of institutional development at the entry points and edges of the node; completing and extending the street network to form new connections; and establishing a neighborhood centered on a new park and market, well served by multiple modes of transportation, and defined by a diversity of housing, and an eclectic composition of people. Within the preferred plan, there are a number of more detailed key recommendations including:

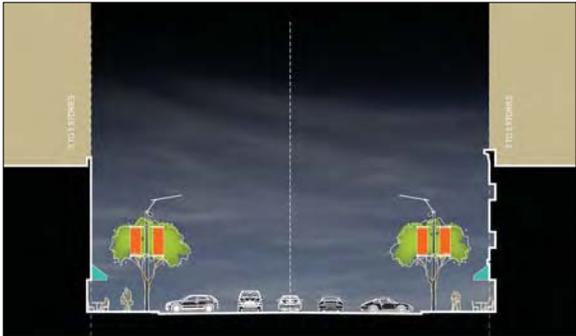
- Utilization many of the available development sites over the long term, such as the Ameren UE Site (see images above), the lumber yards, and vacant properties along College Avenue
- Facilitation of bike and pedestrian connections east and west across the district including a focus on the bike boulevard connection from Ash Street to Park Avenue through the new proposed park and market
- Supporting the railroad dining car service and the utilization of the railroad right of way for recreation activities including a future MKT Trail connection to Centraillia
- Building upon the strengths of the university development plans as a framework for the new downtown entryway (see images above) and reinforcement of the edges;
- Expansion of the current arts and cultural aspects of the neighborhood and community (for example art facilities and artist housing)
- Offering more diverse housing opportunities in order to establish a socially equitable neighborhood base (including: live/work housing, single family residential, and multi-unit apartments and student housing)



1- BROADWAY *EXISTING STREET SECTION*



1- BROADWAY *EXISTING*



2 - BROADWAY *RE-CONFIGURED STREET SECTION*



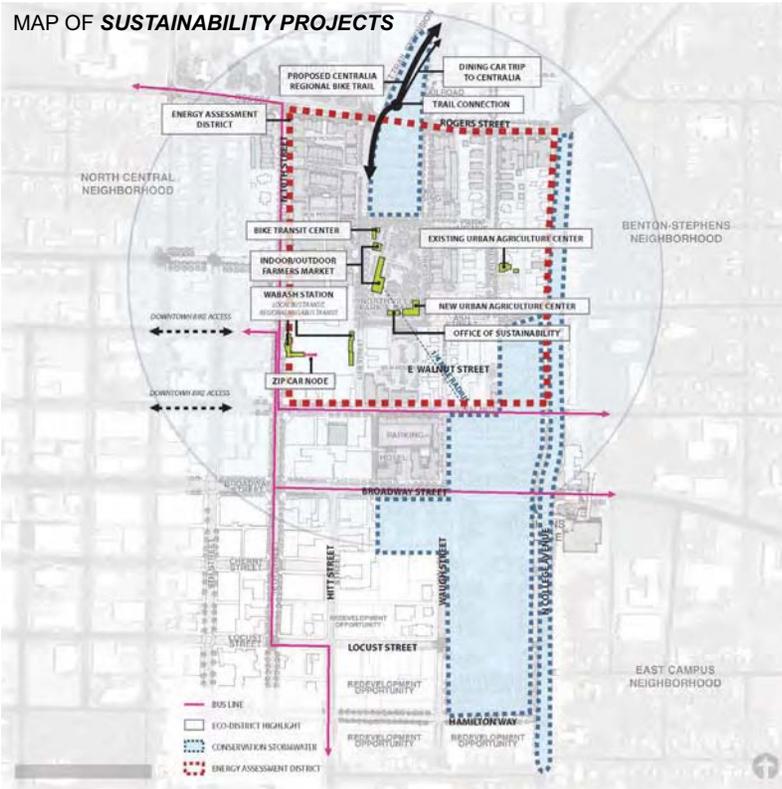
2 - BROADWAY *STREETScape IMPROVEMENTS + INFILL DEVELOPMENT*

- Employing distinct streetscape and district branding strategies to define the neighborhood, commercial areas, and civic space
- Creation of safe biking connections & pedestrian access throughout the priority area including reconfigurations and extensions of the City grid to establish a more cohesive and appropriately scaled framework for non-auto dependent transportation;
- Development and definition of a center of civic and recreational activity for the neighborhood such as a farmers market or public square by capitalizing on underutilized sites such as Ameren/UE
- Enhancement of district walkability between the institutions and the neighborhood.

Within the development of the plan, the following is recommended: new residential of 656-685 units (see images to right); new office space of 50,700 to 84,500 sq ft; new primary retail of 35,000 sq ft; flexible space (such as work space/galleries/shops) of 113,700 sq ft; and at least 1 new hotel.



NEW NEIGHBORHOOD CENTER WITH PARK & MARKET



- A Central Zip Car station co-located on the parking lot of the Wabash Bus Station provides the ability to rent a car when needed for regional trips not covered by the bus or practical by bike, providing a multi-level green transportation options for the district and city at large.
- As a model eco-district, the relocation of the Sustainability Office as a Community Development Office within the area would create a higher visibility for the office and make it more of a community amenity.

Other recommendations include:

- Incentives for green roofs, pervious paving, and rainwater harvesting as well as other conservation stormwater management best practices
- Utilization of the International Green Construction Code
- Encouraged LEED (Leadership in Energy & Environmental Design) Silver for all new buildings
- Encouraged LEED EB (Existing Buildings) & O&M (Operations & Maintenance) for existing public buildings
- Zero Net Energy requirements for all Public Buildings

Green Jobs Potential: A showcase for the North Arts Eco-District could be a public-private partnership between University of Missouri, Columbia, City of Columbia “District” and the Downtown Leadership Council to create a Green Job Business Incubator associated with the Urban Agriculture Center and the Office of Sustainability. Office and manufacturing space can be provided within the district following a similar model to business incubators but focusing on sustainable research and development (in sync with ongoing university research in areas such as:

- **Renewable Energy Production:** Biomass Fuel, Photovoltaics, Wind Energy, Bio-Fuel Production, District Energy/Infrastructure Production Research
- **Sustainable Food Production:** Urban Agriculture, Local Food Restaurant/Grocer, Value-Added Agricultural Products
- **Alternative Transportation:** Zip Car Franchise, Bike Rental and Repair Shop
- **Energy Efficiency:** Energy Audits and Assessments;
- **Green Building Materials:** Recycled Building Materials, Agricultural Waste Product Based Building Materials, Green Roofs, Green Walls

*Some businesses could be spin-offs from the green business incubator while others would be part of the catalyst projects or a viable business opportunity in the district.

SUSTAINABILITY RECOMMENDATIONS

Strategies can be complementary between what can be accomplished within the public right of way and incentivized on the adjacent parcels. Given the unique character of the area, the existing location of the Wabash Station, an existing small urban agriculture center, the lack of larger scale fresh produce in the central district and the proposed Columbia Centralia Regional Bike Trail, the Creation of a North Arts Eco-District would be an exciting and contextually appropriate concept. Green catalyst projects include:

- A new expanded urban agriculture center could be a public-private partnership between the City of Columbia, University of Missouri School of Agriculture, Business, Health Professions and Education and the local Farmer’s Market Organization. Additional venues could include a local foods restaurant, grocery (supporting the Farmer’s Market) and agricultural green roof used for extension classes on urban agriculture.
- An Indoor/Outdoor Farmer’s Market located on the AmerenUE site, within easy walking distance of the North Arts Neighborhood, Stephens College and University of Missouri campus and within easy biking and driving distance of Columbia College and the greater city of Columbia.
- A small Bike Transit Center located between the end of the Centralia Regional Trail, Bus Station, Farmers Market and Urban Agriculture Center and in close proximity to Mizzou, Stephens College and Columbia College. Additional venues should be a bike rental, repair shop and café.
- This area would also be a strategic location for an Energy Assessment District where the City of Columbia Sustainability Office working closely with Columbia Water & Light could assess local businesses, make demand side recommendations and implement them with funding available through Columbia Water & Light as a case study for the rest of the city.



1- ORR *EXISTING*



2 - ORR *STREETSCAPES, NEW PARK & MARKET, NEW DEVELOPMENT + DIVERSE HOUSING*

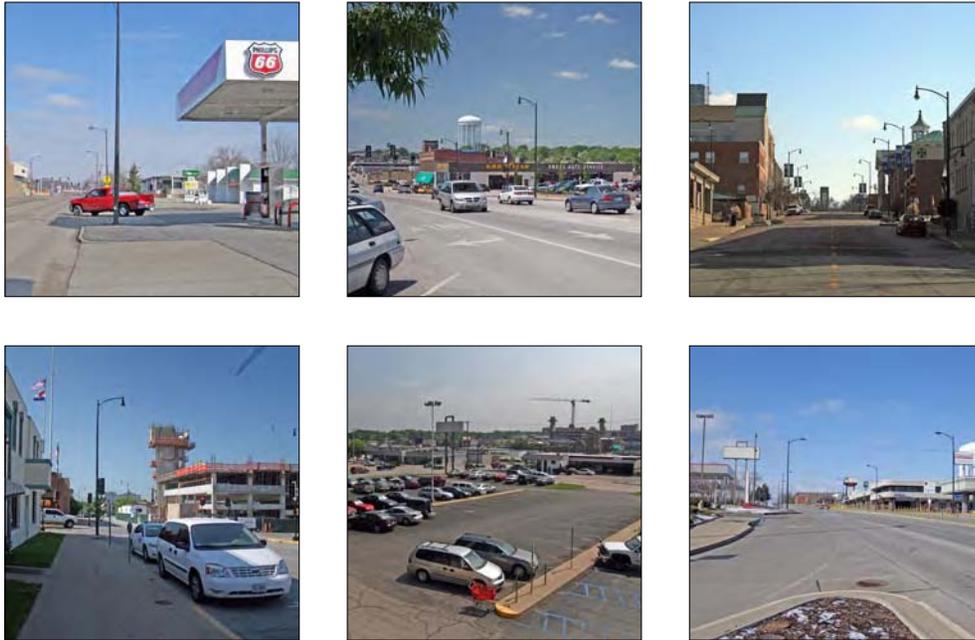


DISTRICT CHARACTER RECOMMENDATIONS

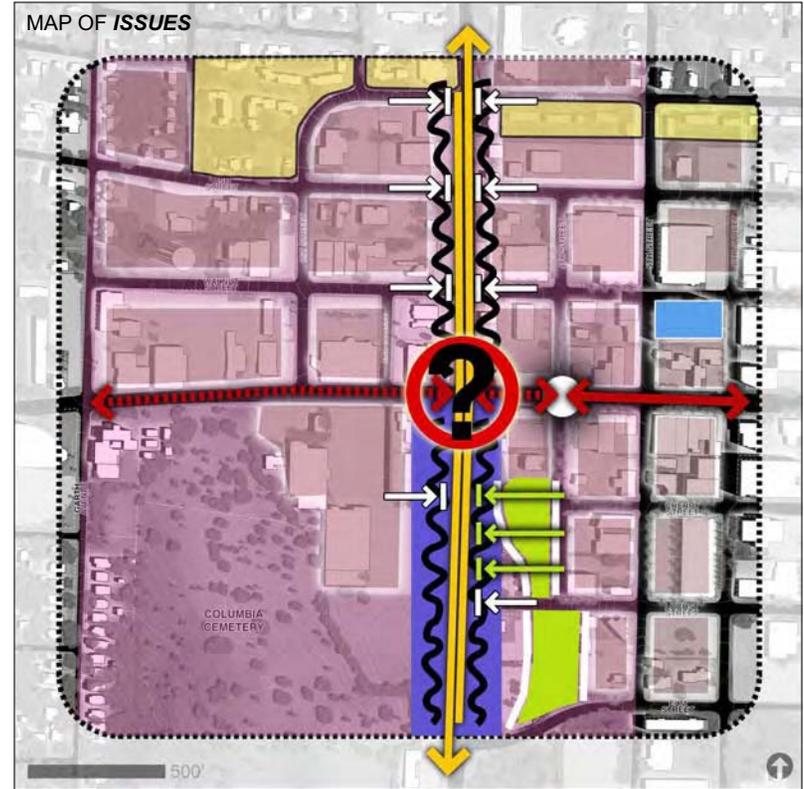
- **HEIGHT:** a 2 story minimum and 8 storey maximum on Broadway Street, a 2 story minimum and 5 story maximum on Walnut and within the neighborhood, and a 3 story minimum and 10 story maximum on Elm Street
- **SETBACK:** zero-lot line building placement or match existing within the neighborhood
- **MATERIALS:** primarily of brick materiality or match of existing within neighborhood
- **USE:** mixed-use with ground floor retail on Walnut and Broadway and area around Elm, with the remainder being residential except for corner retail, and **NO industrial land uses** allowed within the district
- **PARKING:** all new development shall require | include parking within their property boundaries. City is currently completing a new parking garage at 5th & Walnut.

TRANSPORTATION RECOMMENDATIONS

- Adoption of ITE Street Design Standards (“Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities”); the
- Embracement of the Complete Streets Policies on future transportation projects; incorporation of “Green Streets” Programs & Incentives; and the
- Development of the bike boulevard on Park Avenue connecting the proposed North Village Park & Market to new developments. See appendices E & F for additional imagery.



PHOTOS OF *EXISTING CONDITIONS & DISTRICT CHARACTER*



BROADWAY & PROVIDENCE

Providence Road (State Route 163) is the major traffic route south from I-70. Characterized by non-urban building types, uses, and large amounts of underutilized parcels. The Broadway and Providence node possesses the opportunity to provide a coherent boundary to Downtown and the surrounding residential neighborhoods. The area of the original settlement of Columbia, Broadway and Providence encompasses many important historic assets, including Flat Branch Creek, Columbia Cemetery, Second Baptist Church, the Blind Boone House, and the MKT Railroad depot.

THE CHALLENGES

- **No clear western boundary to Downtown.**
- **CHA public housing is functionally obsolete and has a negative public perception.**
- **High-volume, high-speed vehicular traffic on Providence Road.**
- **Unattractive and pedestrian-unfriendly, automobile-dominated development along Providence Road. Lack of identifiable entrance(s) to Downtown from the west.**
- **Lack of pedestrian connections across Providence Road.**
- **Height of new municipal parking structure does not fit with surrounding context.**
- **Lack of connection to and visibility of Flat Branch Park and Columbia Cemetery.**
- **Lack of coherent urban pattern other than key streets.**

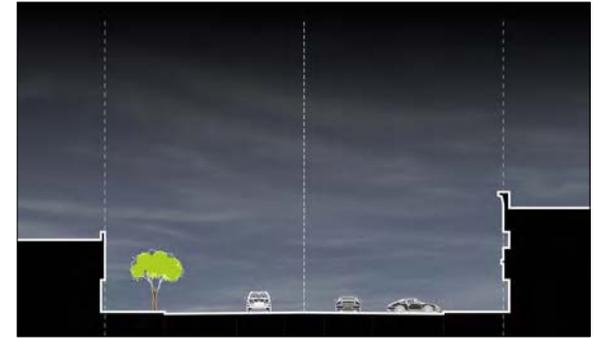
COMPONENTS OF THE PREFERRED PLAN

1. **Urban Boulevard:** Make Providence Road a signature street by adding medians, street trees, safe pedestrian connections, and way-finding signage creating multiple downtown entrances.
2. **Broadway Extension:** Extend the existing streetscape strategy to 1st Street w/ curb extensions, street trees, and safe pedestrian crossings. (Extend diagonal parking to 4th Street only)
3. **Build the Corner:** Private developments and historic assets to the north of Broadway Street and east of Providence Road.
4. **Cherry Street as Armature:** Signature intimate streetscape on Cherry and Fourth Street with connections to Flat Branch & Bike Routes; Connecting Cherry Street with 9th Street.
5. **Residential/Mixed-Use Area:** Infill area surrounding Cherry Street as core neighborhood component.
6. **Cultural/Educational Amenities:** Expand cultural amenities & mixed use infill between Locust & Cherry Street.
7. **Flat Branch Park as destination:** Expansion of green space and green entry to downtown; and utilization of existing historic assets with new squares on corner as part of gateway entry.
8. **Catalytic Development Options:** New development opportunities south of Broadway Street and west of Providence Road
9. **Neighborhood Linkage:** Bike boulevard connection (with bioswales) along Park Avenue from new development to proposed North Village Park & Market

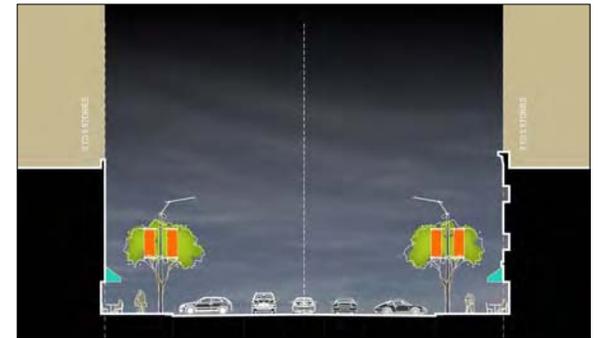




1- BROADWAY **EXISTING**



2 - BROADWAY **STREETSCAPE IMPROVEMENTS + INFILL DEVELOPMENT**



PRIORITY AREA DETAILS

The concept for the Broadway & Providence priority area is to create a new central, green civic space by expanding Flat Branch Park, surrounding it with dense new development and infill development, and connecting the areas with urban boulevards, bike boulevards, and signature streetscapes. Within the preferred plan, there are a number of more detailed key recommendations including the following:

- Utilization of large-scale development opportunities including the OSCO site (detailed options on page 26) for new mixed-use retail areas (see images above);
- Building upon the African American history & culture of the area including the Blind Boone House, Second Baptist Church, and utilizing historic Water Street (currently Fourth Street) to connect to the CHA housing and the Frederick Douglas High School;
- Redevelopment of CHA housing with a mix of market-rate & subsidized units, along with a bike boulevard on Park Avenue and community gardens throughout the area (see images above);
- Reinterpretation of the Flat Branch Creek landscape as a public space amenity and “Green Gateway” into downtown Columbia (see images above);
- Capitalizing on the presence of Columbia Cemetery as a historical asset and amenity, including a new entrance at the Locust Street extension and cross programming with cultural institutions;



1 - CHERRY **EXISTING**



3 - CHERRY **PEDESTRIAN MALL**



1 - CHERRY **EXISTING STREET SECTION**



2 - CHERRY **STREETScape IMPROVEMENTS**

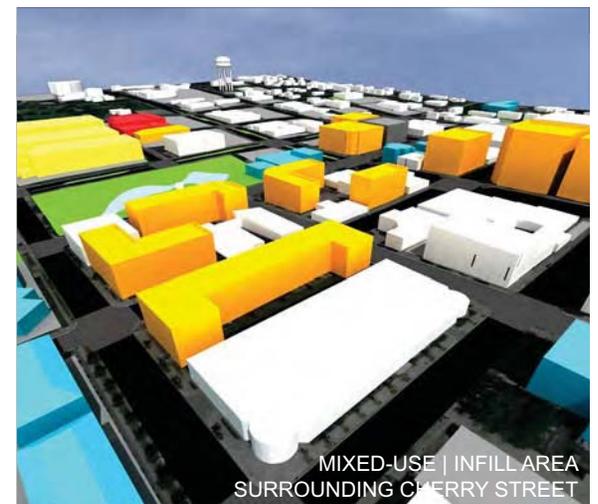


4 - CHERRY **AT NIGHT**

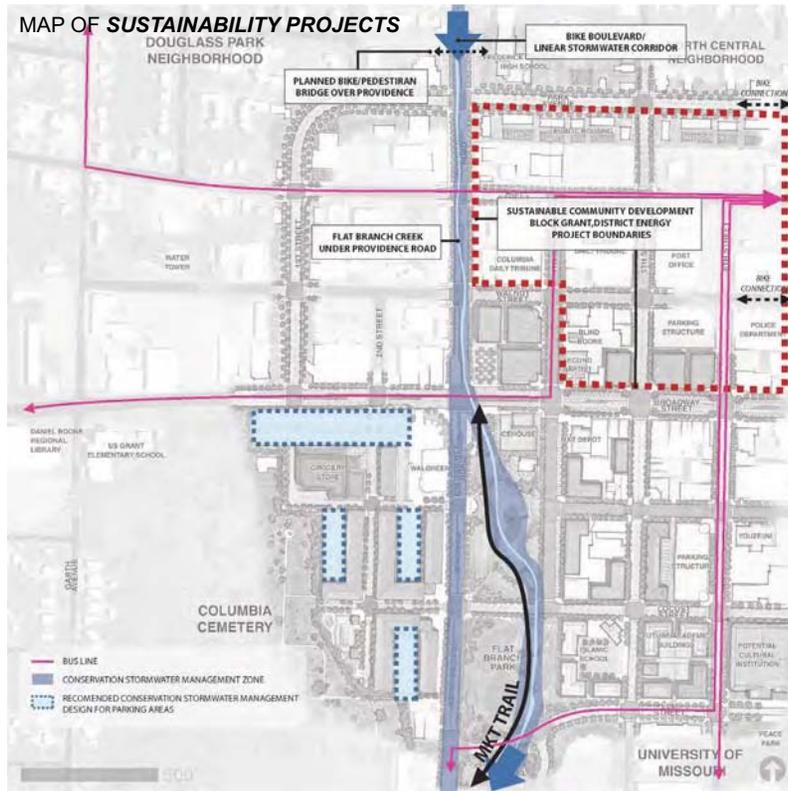


2 - CHERRY **RE-CONFIGURED STREET SECTION**

- Support of the expansion of educational and cultural assets of the area; development of safe pedestrian access and crossings on the Providence Road “urban boulevard,” including crosswalks, medians, and street trees;
- Support of bike connections through the downtown including a bike boulevard with bioswales on Park Avenue (see above) between a new grocery store and the proposed North Village Park and Market, and connection from Fourth Street to Flat Branch Park and trails
- Support of appropriate, pedestrian-scaled development along Providence Road;
- Development of a gateway entry concept into downtown Columbia, including wayfinding signage, branding, spatial change, multiple entrances, and the reconfiguration of the Broadway and Providence Road intersection;
- Enhancement of pedestrian connectivity east across Providence Road and north across Broadway Street including the extension of the street grid to the west of Providence Road and safe bike connections at Broadway Street and Fourth Street.



MIXED-USE | INFILL AREA
SURROUNDING CHERRY STREET



RAINGARDENS



TRAILS



PARKING LOTS

Project Zone can be identified and initiated, taken “off the grid” and supplied by renewable energy sources (such as biomass) to show how this can be done on a neighborhood level and simultaneously help the city meet its Climate Action Plan reductions. (EPA Climate Showcase Communities submitted by Barbara Buffaloe & HUD Sustainable Community Challenge Grants submitted by Tim Teddy)

Green Jobs Potential: Given the more focused opportunities in the Eco-District, the concentration of green job opportunities may be best focused there. However with the spin-off of viable business models from the incubator, there may be available office and manufacturing space in this district as well.

More specific sustainability recommendations for the Broadway & Providence priority area include:

- District Energy Project (see project boundaries above)
- Tree Canopy Program
- Neighborhood Stormwater System (from Park Avenue to Flat Branch Park; see map above)
- Transit/Trolley/Bike System including a trolley on Broadway Street and Bike Boulevard on Park Avenue
- Rainwater harvesting
- Utilization of the International Green Construction Code (IGCC)
- Encouraged LEED (Leadership in Energy & Environmental Design) Silver for all new buildings
- Encouraged LEED EB (Existing Buildings) & O&M (Operations & Maintenance) for existing public buildings
- Zero Net Energy requirements for all Public Buildings

SUSTAINABILITY RECOMMENDATIONS

With the new proposed development between the Columbia Cemetery and the Flat Branch Creek Greenway, there is a great opportunity to implement comprehensive conservation stormwater management best management practices on the parking lots and landscaped areas which will greatly improve water quality at the headwaters of Flatbranch Creek and decrease flooding. Providing linear bioretention from Park Avenue to the north down to the beginning of the park area just south of Broadway can also mitigate some of the

water quality issues related to a “pipd” waterway as well as reduce runoff into the system. The expanded park itself provides a space for more extensive rainwater gardens along the waterway that are both attractive landscaped areas as well as structured stormwater solutions. The MKT bike trail along the creek can be designed as a stormwater interpretive trail as a “trails to swales” design to educate the public on how different conservations stormwater techiques work in practice.

In concert with the two Sustainable Community Planning Grants* recently submitted by the city, a District Energy



1 - PROVIDENCE *EXISTING STREET SECTION*



1 - PROVIDENCE *EXISTING*



2 - PROVIDENCE *RE-CONFIGURED STREET SECTION*



2 - PROVIDENCE *STREETScape IMPROVEMENTS*

DISTRICT CHARACTER RECOMMENDATIONS

- **HEIGHT:** Established minimum building heights of 3 stories and maximum building heights of 10 stories
- **SETBACK:** Zero-lot line building placement
- **MATERIALS:** Primarily brick
- **USE:** Mixed-use with ground floor retail on primary streets. **NO industrial land uses** allowed within the district.
- **PARKING:** all new development shall require | include parking within their property boundaries. City will construct new parking garage located on Walnut Street between Orr Street & Hubble Street (see preferred plan for further details).

TRANSPORTATION RECOMMENDATIONS

- Adoption of ITE Street Design Standards (“Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities”)
- Embracing of the Complete Streets Policies on future transportation projects; and the development of the bike boulevard on Park Avenue connecting the proposed North Village Park & Market to the new healthy grocer on the old OSCO site, and connecting to Flat Branch Park along 4th Street and on to the MKT Trail. .
- Development of the bike boulevard on Park Avenue connecting the proposed North Village Park & Market to the new healthy grocery on the old OSCO site, and connecting to Flat Branch Park along Fourth Street and on to the MKT Trail.



3 - PROVIDENCE *EXISTING*



4 - PROVIDENCE *STREETSCAPE IMPROVEMENTS, EXPANSION OF PARK, AND NEW DEVELOPMENTS*



30

Preferred Plans



EXPANDED FLAT BRANCH PARK + NEW DEVELOPMENT

DEVELOPMENT OPTIONS:

During our stakeholder interviews and throughout the charrette planning process, no general consensus was achieved for the large area south of Broadway Street and west of Providence Road. This area presents large-scale redevelopment opportunities and currently consists of vacant parcels with consolidated land ownership, poor circulation, and limited connectivity to the downtown due to the unsafe nature of Providence Road. We have developed a series of options for these sites which allow some flexibility for the future developer(s). They are as follows:

MIXED-USE OPTION

This option was most well-received in the community. It recommends an extension of the street grid across Providence and Broadway, allowing the retention of the existing Walgreen's. The proposal contains a natural | organic foods store (like Clover's), a mixed-use residential (about 339 units) development (including community amenities like a pool and plaza) with some ground floor retail (about 160,850 square feet) and office spaces (about 376,400 square feet). This option is intended to operate like a mixed-use lifestyle center providing boutique retailing and urban living.



RESIDENTIAL OPTION

This option creates a live | work area as the new edge to the downtown. The proposal contains multiple terraced condo units (about 401 units) with office spaces (about 376,400 square feet) and ground floor retail (about 134,950 square feet) along Broadway Street and spread throughout. The units should be designed such that they are accessed from the rear (west side) on the second level, allowing ground floor retail and office spaces at the front (east side) along Providence Road. This options recommends the relocation of Walgreen’s north across Broadway to available sites.



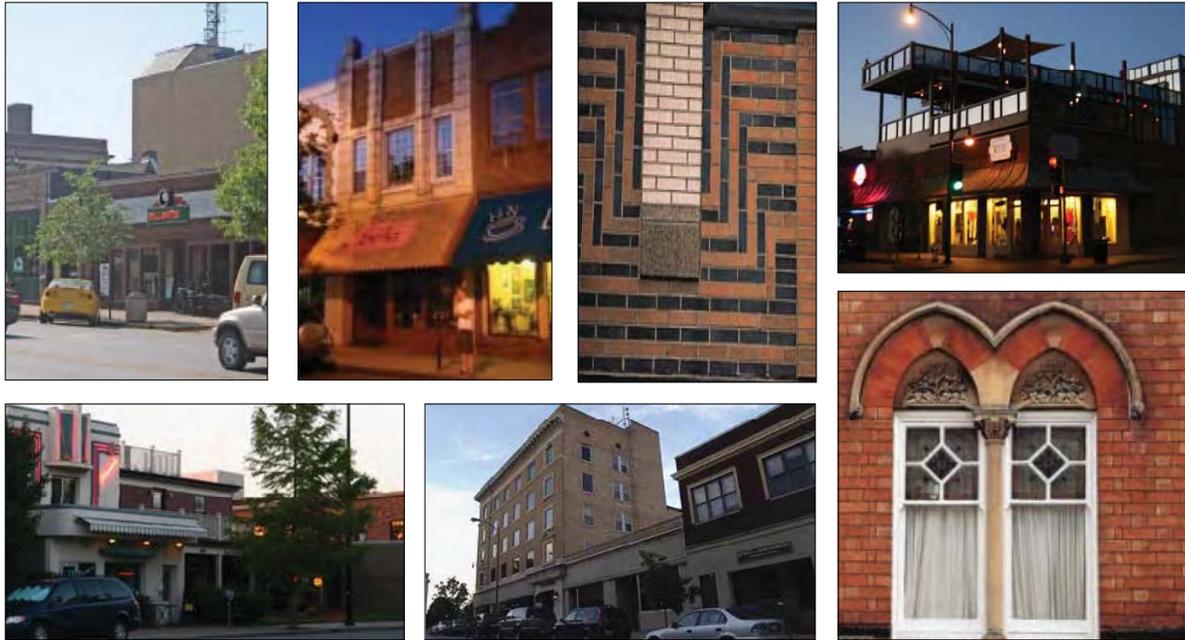
OFFICE OPTION

This option recommends creating a more campus like office park as the new edge to the downtown accessed by extending the street grid across Providence Road; and the retention of the existing Walgreen’s. The proposal contains a large amount of Class A office space (about 676,400 square feet) and a small amount of live|work space (about 152 residential units and 109,950 square feet of retail space). This proposal seeks to address the need for more Class A office space within the downtown Columbia area while defining a new edge by placing parking behind.



CONFERENCE CENTER OPTION

This is one of the more controversial options which would ultimately require a strong partnership of the developer with the City of Columbia as well as a study to determine feasibility. This proposal includes a hotel/convention center (about 260,000 square feet of convention space and 200-300 overnight units) with some office (about 376,400 square feet) and retailing (about 106,950 square feet) opportunities. Also included are a parking garage and service areas. This option recommends the relocation of Walgreen’s north across Broadway to available sites.



FORMATION OF AN IMPLEMENTATION ENTITY

A downtown development authority of Columbia would principally provide enhanced services in economic development and implementation for the vision for Downtown Columbia as presented in this document. It should work conjointly with downtown stakeholders (SBD/CID) and with city government. The DDA should be governed by a 7-to-11 member board of commissioners with staggered terms who represent a cross section of the diverse downtown community. Missouri enabling legislation does not exist specifically for downtown development authorities, so a Columbia DDA should be public-private partnership with the initial commissioners appointed partly by Columbia elected officials and partly by the existing SBD or CID. Subsequently, the board should be self-perpetrating, inviting replacement members annually or bi-annually with skills and influence that best match the needs of downtown Columbia at the time. The mission of the DDA should include the catalytic development of downtown Columbia as a prosperous, stimulating, innovative heart of the city. While an organization like a CID can take responsibility for enhanced streetscape and security services, the DDA should cultivate economic development in specific economic sectors appropriate for Downtown Columbia, serve as the voice and advocate for downtown's future, and promote downtown as a world-class destination. A paid executive director should be hired to manage the DDA day-to-day. Funding should also be a public-private responsibility. In the interest of speedy initiation, city government might offer to fund most of the early years' operations, slowly winding down its commitment as the private sector steps up.

6 implementation

ACTION PLAN

Encompassing approximately 250 acres of study area and up to 2.8 million square feet of new development—including 1,250 new residential units—supported by major street, streetscape, infrastructure, park, and public realm improvements, the Downtown Columbia Urban Design and Planning Charrette Plan is a broad-reaching and ambitious vision for the City of Columbia. And although it represents a 15 to 20 year vision for Downtown, there are several short-term projects which should be pursued immediately to ensure the projects' success. Following official adoption of the plan,

there are five tasks that form the prologue of the implementation process. These tasks are as follows:

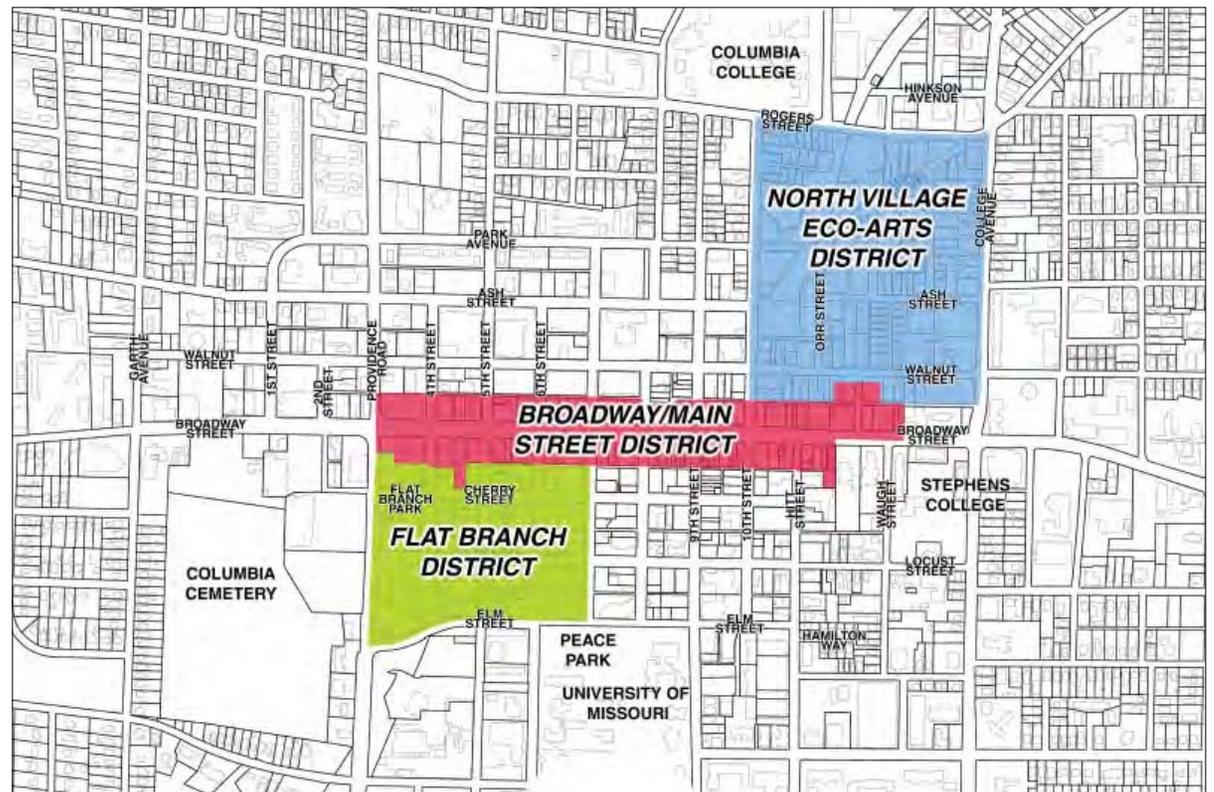
- 1. the Formation of an implementation entity**
- 2. the Creation and adoption of a Form-Based Code and Sustainability Plan**
- 3. the Creation and adoption of an Integrated Funding Plan**
- 4. the Initiation of a detailed Downtown Transportation Study**
- 5. Support of ongoing development and revitalization**

A key job of the executive director will be to raise appropriate private financing for operations, major initiatives, and selected capital improvements. The staff size and capabilities of the DDA can be very limited in the early years as it relies on, say, city staff, for certain technical skills. Over time, the DDA staff may expand substantially with success and funding.

FORM-BASED CODE & SUSTAINABILITY PLAN

Building upon the work already completed in the Charrette, a Form-Based Code and Sustainability Plan will transform the recommendations of the Charrette into a legal framework. The District Character Recommendations (located in Section 5 of this document) described for each priority area will form the basis of the building envelope standards component of the Form Based Code which will ensure the appropriate scale and character of new development within the area and cohesiveness with the existing conditions while accomplishing the intent of the preferred plans. The code should contain the following:

- **Building envelope standards including heights, use, lot-line setbacks, frontage types, and massing**
- **Detailed design guidelines for architectural detailing, materiality, and allowable styles**
- **Thoroughfare Standards for all streets including widths, lane sizes, and streetscape detailing**
- **District character requirements for preservation, and parking requirements**
- **Requirements for building and infrastructure performance**

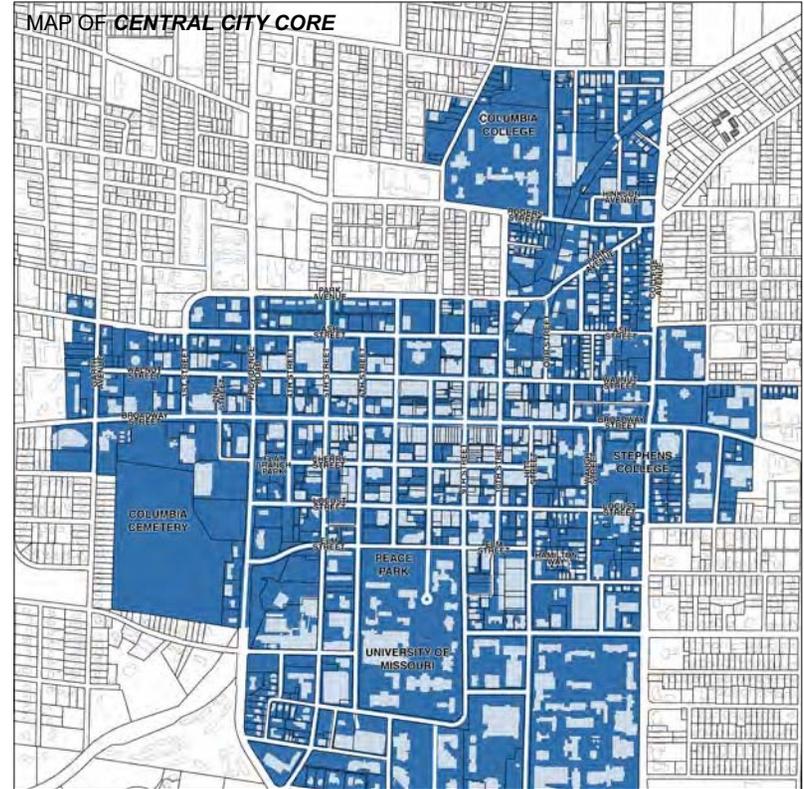


This Code will help ensure that future development will complement the character of Downtown, while encouraging more sustainable forms of development, and supporting the Vision & Goals set forth by the City and its citizens. We propose, at minimum, a Form-Based Code and Sustainability Plan area comprised of three (3) districts, as illustrated above. The North Village Arts District is bounded by the centerline of Rogers Street to the north; the centerline of College Avenue to the east; the mid-block alley south of Walnut Street to the south; and the centerline of Tenth Street to the west. The Flat Branch District is bounded by the centerline of Broadway to one-half block north of Cherry Street to the north;

the centerline of Seventh Street to the east; the centerline of Elm Street to the south; and the centerline of Providence Road to the west. Finally, the Broadway/Main Street Code District is bounded by the centerline of Providence Road to the west, the property line of First Baptist Church and Stephens College to the east, and one-half block off Broadway to the north and south. The boundaries of these districts should be refined and confirmed during the code preparation process. If resources are available, however, it is the recommendation of this report that the City of Columbia initiates development of a Form-Based Code and Sustainability Plan for the whole of Downtown.



PHOTOS OF *EXISTING CONDITIONS & DISTRICT CHARACTER*



INTEGRATED FUNDING PLAN

The financial counterpart to the Form-Based Code and Sustainability Plan, the Integrated Funding Plan must identify the various public-private funding mechanisms that the City has at its disposal to fund streetscape, infrastructure, and public realm improvements and to provide incentives for private developments and investment. For example, by coordinating existing TIF districts in the Downtown Columbia or creating new TIF districts that correspond with the proposed Form-Based Code and Sustainability Plan Districts, the City of Columbia can provide incentives for new development

while leveraging private investment to fund recommended, large-scale public works projects like the expansion of Flat Branch Park or redevelopment of the Ameren/UE site. In addition to these proposals, the Integrated Funding Plan must support the implementation of currently-planned, private investments and developments in Downtown Columbia, including the Regency Hotel redevelopment and new municipal parking garage.

Tax increment financing (TIF) in Missouri enables municipalities to “capture” added taxes (typically real estate property taxes and retail sales taxes) that result from redevelopment

or revitalization and divert those incremental tax dollars into public improvements or infrastructure within the TIF District. Such dollars, above and beyond the nominal taxes presently paid by the taxed entities in the district, can be collected and used for TIF-allowed purposes for up to 23 years after creation of the district. Most often, municipal bonds are sold to finance TIF-allowable investments. The bonds are paid off over time from the TIF collections during the 23 years. A thorough market study and set of fiscal projections are required in order to (1) plan appropriately for future TIF-related investments and (2) convince bond buyers that sufficient future income will be generated to amortize the bonds.

Alternatively, a real estate developer could be required to make all of the TIF-allowed investments with a guarantee that TIF dollars will be used to pay back the developer over time. In effect, this means that the developer “buys the bonds.” From the public’s perspective, the best TIF programs require that the project or set of projects themselves support the debt service. This places an appropriate economic incentive onto the developers, property owners, and retail businesses to manage their assets sufficiently to generate the tax increments to repay the debt.

Some municipalities, however, guarantee the repayment of the bonded debt if the project cannot generate sufficient tax increments. While such guarantees help to reduce the risk to the private sector owners and developers, and help to encourage the sale of the bonds, there is created an inherent disincentive on the part of the owners to manage through tough economic times in order to repay the debt. Moreover, the municipal guarantee will likely require the diversion of general revenue funds to repay such debts, thus diminishing resources for other city services and increasing public displeasure with municipal leaders.

If the TIF district is created as a stand-alone development project, such as the redevelopment of a single city block, TIF dollars can be spent only within that block. This is a “spot TIF district.” On the other hand, a TIF district that encompasses multiple city blocks enables TIF dollars generated in one part of the district to be spent in other parts of the district, ideally to encourage private sector economic revitalization by many and varied property and business owners throughout the district. Spot TIF districts, therefore, might

greatly benefit the specific project but do little to incentivize further market-based revitalization elsewhere in, say, the downtown area. It is quite possible, in fact, that the incremental taxes emanating from that spot district are more than sufficient to support the allowable improvements for that spot. Excess increments would then have to be re-directed to the appropriate taxing authorities. If those excess funds could, instead, be redirected toward, say, under-street utilities that serve the entire downtown, or for streetscapes that improve the function and aesthetics of the entire downtown, then more property owners are likely to invest their own money to improve their properties, thus enhancing the entire downtown, not just the one city block.

Moreover, by enlarging the TIF district to the entire downtown, the dollars invested by other property owners will help to increase the tax base of their properties, and the added incremental taxes so generated can also be captured by the TIF district. The overriding purpose of TIF is generally to encourage public investment to support private investment. In many ways, this is a chief function of municipal government—to provide and maintain a stable socio-economic environment, including physical improvements, wherein the private sector can thrive. Often cities do not have the resources to improve infrastructure in a manner that closely coincides with the actual redevelopment. TIF creates this opportunity by directly investing added taxes generated by the directly affect properties and businesses in support of real private investment. All the while, the nominal tax dollars that had supported local government before the TIF district was created continue to flow into government coffers. Only the increment can be captured.

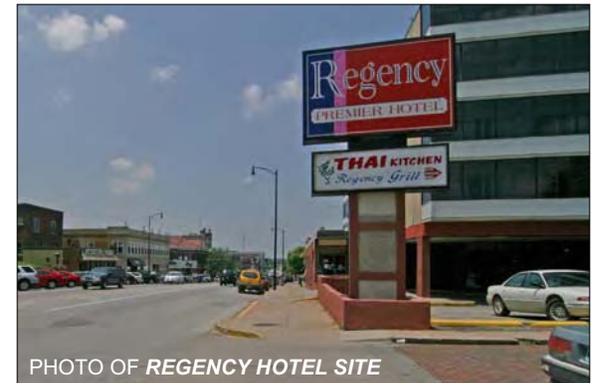


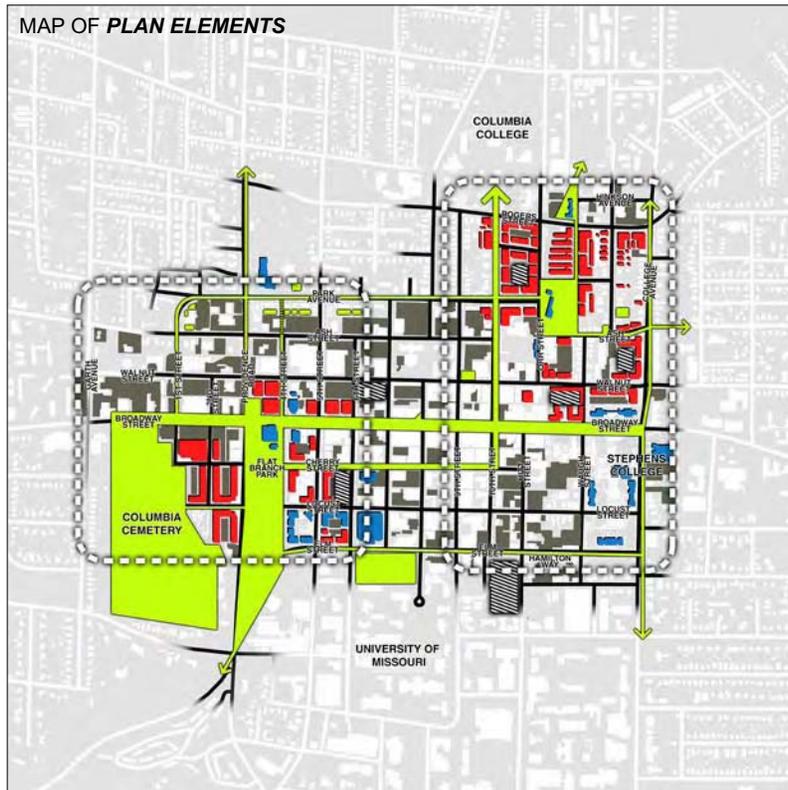
PHOTO OF REGENCY HOTEL SITE



PHOTO OF THE VACANT OSCO SITE

Thus, the preferred approach to TIF in Downtown Columbia is to designate the entire downtown as one TIF district. TIF funds can, therefore, be spent to directly support specific projects within the district, and they can also be spent to support improvements that benefit every property owner and business in the district. That said, TIF law also allows the municipality to create one or more redevelopment project areas (RPAs) within the TIF district.

Downtowns are large areas, and private reinvestment will not necessarily take place simultaneously throughout the downtown. So the TIF law enables the 23-year “TIF clock”



OPEN SPACE NETWORK



PUBLIC/CIVIC BUILDINGS



NEW DEVELOPMENT

TRANSPORTATION STUDY

After review of the CATSO Transportation 2030 plan, it is recommended that, regardless of whether or not a new Interstate 70 interchange is constructed near the Columbia Power Plant, the Rangeline Road interchange should remain open to serve as a neighborhood entrance to the North Village Eco-Arts District and Columbia College.

Additionally, we feel that it is critical for the City of Columbia to conduct a Comprehensive Downtown Transportation Study to determine the impact of the proposed Interstate 70 interchange and new connector (potentially along the Colt Rail Line) to College Avenue on Downtown Columbia and the surrounding neighborhoods, particularly North Village, Benton-Stephens, and the Stephens College Campus. The Comprehensive Downtown Transportation Study should take into account the land uses of the properties adjacent to the new connections (including the potential of a greenspace corridor) to ensure that these entryways into Downtown Columbia be fully copacetic with the Community's vision for the future of the Downtown.

Whether, as part of the Comprehensive Downtown Transportation Study or not; we are recommending additional study in the areas adjacent to the new Interstate 70 interchange and new collector to College Avenue in the form of a charrette or independent public planning process which will precede the future improvements, and where the stakeholders and property owners affected by the new improvements will have a voice in the future of their surroundings.

to start later than the date of the creation of the TIF district within specially designated RPAs. While only 23 years' worth of TIF money can be collected in such RPAs, the "TIF clock" can be delayed up to ten years. This allows some flexibility in private market responses to TIF-generated improvements. A downtown-scale TIF district, however, may require the municipality to effectively guarantee the debt payments. While it is almost always best to lay the onus of debt repayment on the TIF developer as a powerful incentive to manage the property accordingly, the municipality probably cannot reasonably expect every property and business in the TIF district to behave accordingly.

Still, by allowing the benefits of TIF investments to accrue to business and property owners in the district, the municipality can and should exercise a certain degree of extraordinary authority within the district to assure that all such owners perform to the highest standards in order to generate the TIF dollars that repay the debt.

Through the integrated funding plan and TIF, the city will be able to target money to the components of the preferred plans, all while leveraging private investment around the public projects. This strong relationship between public and private will be crucial to the long term success of the plan.

SUPPORT ONGOING DEVELOPMENT

The ability of the City of Columbia to support and facilitate private reinvestment in Downtown is critically important to its ability to transform Downtown based upon the Vision & Goals presented herein. Therefore, support of continued, incremental development is a top priority. Some examples include the redevelopment of the Regency Hotel site and proposed municipal parking garage, the Tiger Hotel, redevelopment of former industrial sites in the North Village neighborhood, the expansion of cultural institutions, and initiation of a feasibility study for redevelopment of the OSCO site. Also, located on the 100-block of South Fifth Street, immediately west of the municipal parking garage, there is an existing surface parking lot. The City of Columbia has currently agreed to allow the University of Missouri to use this parking lot as an interim parking facility. Over the medium- to long-term, however, it is the recommendation of this plan that the site be redeveloped as a high-density residential building, with the subsequent development of ground-floor commercial space. Utilizing this site for future mixed-use development is important to the viability of the Cherry Street and Fifth Street corridors. The support for these types of developments over the medium and long term is critical.

ADDITIONAL TOOLS & PROGRAMS

Due to the economics of downtown development, few of these market opportunities are likely to happen without assistance. Often, retail, office, and hotel projects do not achieve high enough financial returns to be able to include parking garages in their financing. High-end condominiums likely



PHOTO OF *NEW RESIDENTIAL CONSTRUCTION*



PHOTO OF *COMMUNITY GARDEN*



PHOTO OF THE *NEW LIBRARY*



PHOTO OF THE *LEE SCHOOL*

can, but the market for this product type is limited. Modestly priced homes and apartments, necessary to achieve a critical mass of residents, will likely need help from government as will catalyst projects (given their scope and their reliance on attracting anchor tenants). Below are some of the tools and programs available to aid the City in realizing such a vision:

- **Prepare a capital improvements program that conforms to the recommendations of the plan**
- **Create budgets: public, private, “gap” financing**
- **Coordinate and facilitate, where necessary, the transfer of property from landowners to developers.**

- **Apply for brownfield grants and tax credits for building and site remediation**
- **Access the Missouri Downtown Economic Stimulus Act (MODESA) which combines substantial state and local financial incentives**
- **Implement Community Improvement District (CID) and/or Transportation Development District (TDD) where businesses and/or property owners “tax themselves” to finance improvements within specific boundaries.**
- **Implement a supplemental sales tax to finance identified capital projects and improvements**



PHOTO OF ORR STREET STUDIOS



PHOTO OF PARK AVENUE



PHOTO OF THE BERRY BUILDING



IMAGE OF PARK AVENUE STREETSCAPE



PHOTO OF NEW CITY HALL PLAZA

MEDIUM TERM PROJECTS

Following the official adoption of the Downtown Urban Design and Planning Charrette plan, the creation of a Form-Based Code and Sustainable Development Framework, and corresponding Integrated Funding Plan, we recommend five priority projects as medium-term action items. These projects have been identified for their ability to be implemented with funding and/or tools currently available to the City of Columbia, for their value as being catalytic projects, as well as their ability to encourage additional redevelopment and investment in their adjacent surroundings.

1: SUPPORT CONTINUED, INCREMENTAL DEVELOPMENT AND REVITALIZATION PROJECTS

In order to support ongoing redevelopment fulfilling the goals of the Charrette plan, it is important for the City to build relationships and partner with various organizations to leverage a diverse stream of funding and implementation tools. Private capital as well as grant funding through organizations like the Columbia Center for Urban Agriculture and the Columbia Housing Authority can be used to execute projects such as the Park Avenue streetscape, neighborhood storm-water improvements, bike and pedestrian improvements, and the redevelopment of the OSCO site.

2: IMPLEMENT A PUBLIC ART POLICY & BRANDING, WAYFINDING, AND SIGNAGE PLAN

The development of a unified branding, wayfinding, and signage plan for Downtown will not only further the goals of the Charrette plan, it can also help to stimulate private development and investment in Downtown by attracting visitors and marketing Columbia to a broader region. In addition to coherent branding, wayfinding, and signage, it is important that the City develop a comprehensive public art policy. By capitalizing on Downtown's unique character, a branding plan and public arts policy will help to both clarify and celebrate the identity of Downtown Columbia.



PHOTO OF THE **AMEREN/UE SITE**



PHOTO OF **COLLEGE AVENUE, LOOKING SOUTH**



PHOTO OF **PROVIDENCE ROAD, LOOKING NORTH**

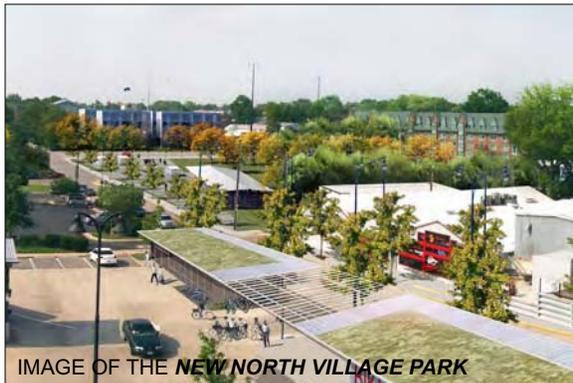


IMAGE OF THE **NEW NORTH VILLAGE PARK**



IMAGE OF **COLLEGE AVENUE STREETScape**



PHOTO OF **FLAT BRANCH PARK GREEN GATEWAY**

3: INITIATE PLANNING FOR REDEVELOPMENT OF THE NORTH VILLAGE AMEREN/UE SITE

Given its status as a brownfield site, the Ameren/UE site is ideal for redevelopment as a multi-use park and public space for the North Village Arts District. Although the site is currently still in use by the utility provider, it is owned by a single entity and can be easily redeveloped by the City at the time that Ameren/UE decides to vacate it. It is important that planning and funding for the redevelopment be initiated as a priority project to help ensure that the proposed North Village Park is a “shovel ready” project when the site becomes available.

4: INITIATE MAJOR STREETScape IMPROVEMENT PROJECTS FOR DOWNTOWN GATEWAYS

Arguably the most visible public improvement projects, streetscape improvements to College Avenue, Providence Road, and the east and west ends of Broadway—while requiring significant capital investments—will have a great effect on the creation of legible gateways to downtown. Though full implementation is a medium-term goal; applying for and securing funding, completing necessary traffic studies, and completing detailed design and engineering plans is important to ensure that when funding is available these streetscape improvement projects may proceed.

5: BEGIN LAND ACQUISITION AND ASSEMBLY FOR FLAT BRANCH PARK EXPANSION

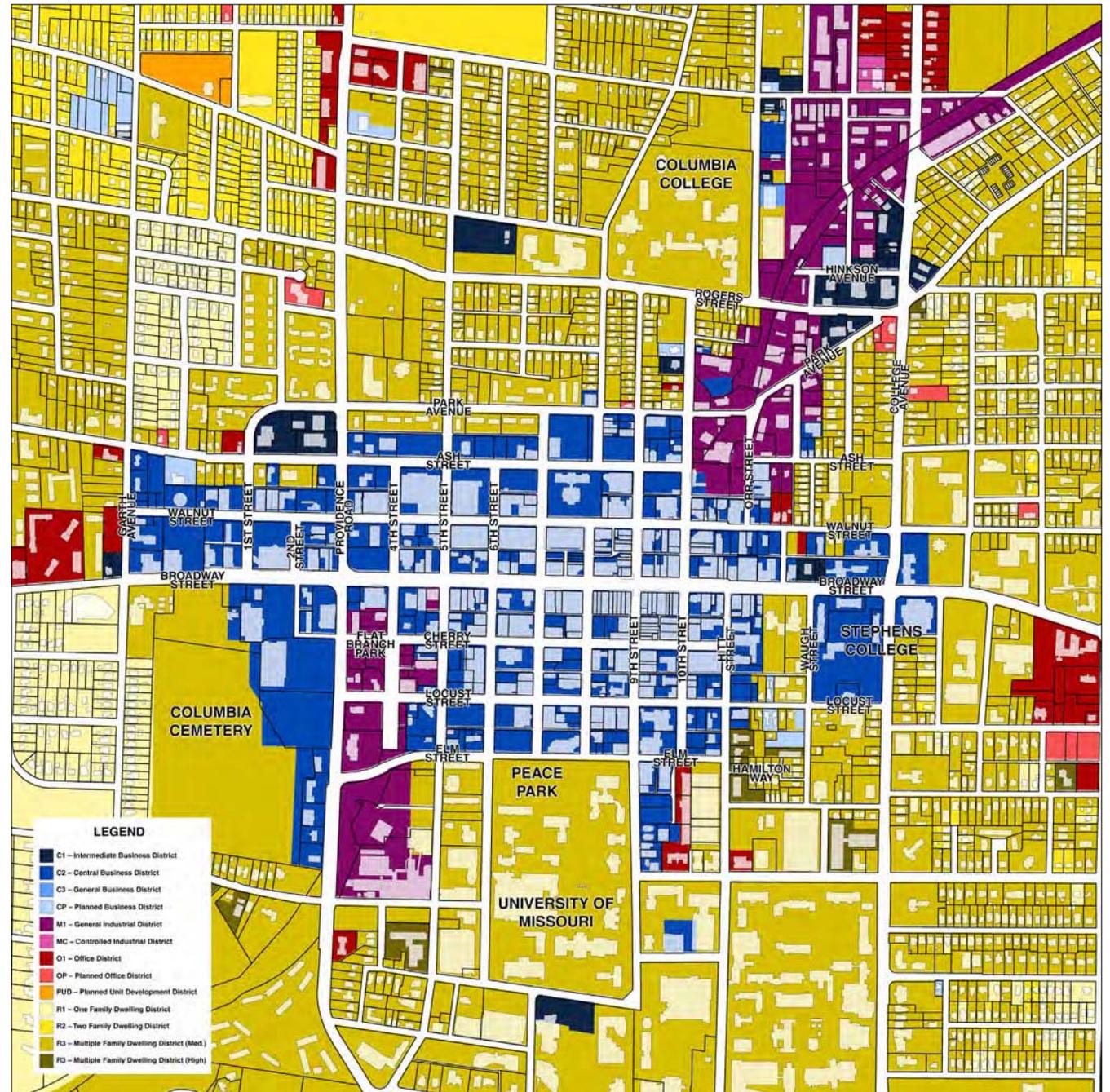
Perhaps the most ambitious single public project, the expansion of Flat Branch Park west to Providence Road—and positioning Flat Branch Park as the civic centerpiece to the western gateway to Downtown—will require significant time and resources to complete full land acquisition and assembly. Working with the Columbia Chamber of Commerce and Visitors Bureau, it is important that City begin to put in place the mechanisms required to complete this expansion and endeavor to purchase the necessary land as it becomes available over the coming years.

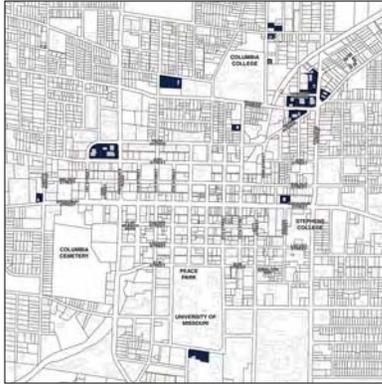
7 appendices

- Appendix **A**: Analysis Maps
- Appendix **B**: Field Surveys
- Appendix **C**: Preferred Plan Option-Buildups
- Appendix **D**: Street Sections
- Appendix **E**: Perspectives
- Appendix **F**: Public Record

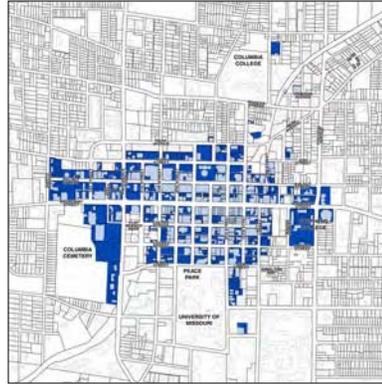
ZONING

appendix A

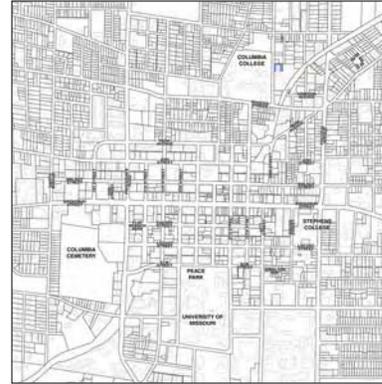




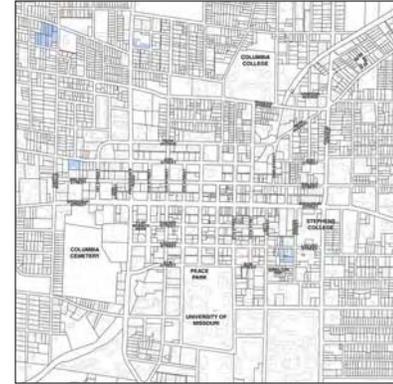
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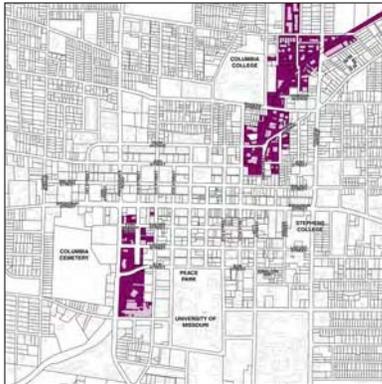
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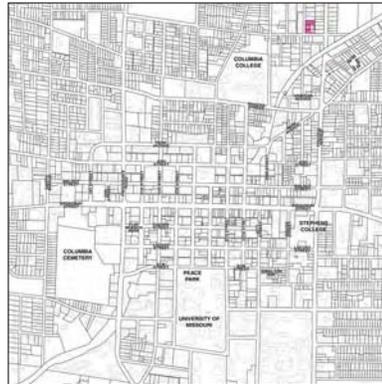
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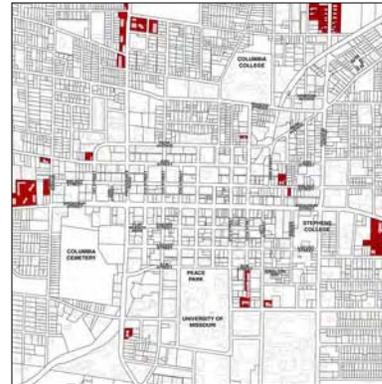
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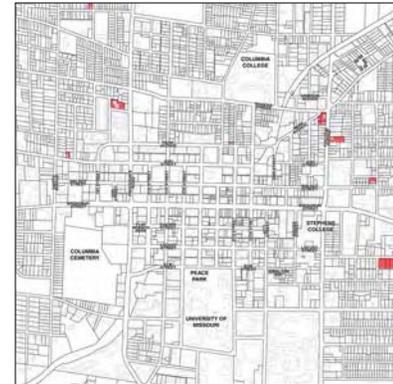
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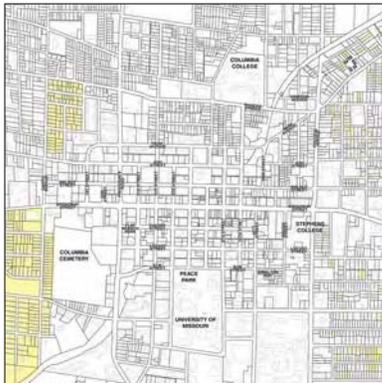
M-C CONTROLLED INDUSTRIAL



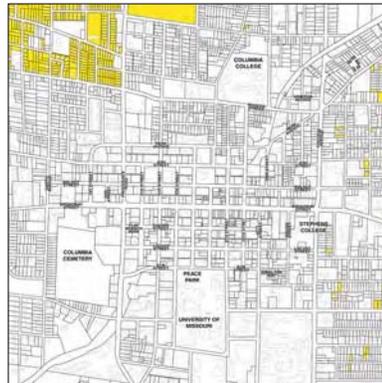
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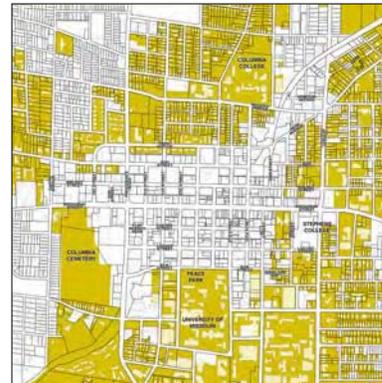
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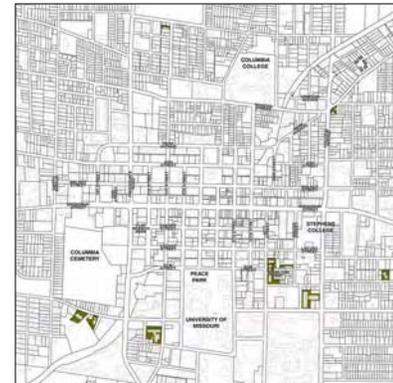
R-1 ONE-FAMILY DWELLING



R-2 TWO-FAMILY DWELLING

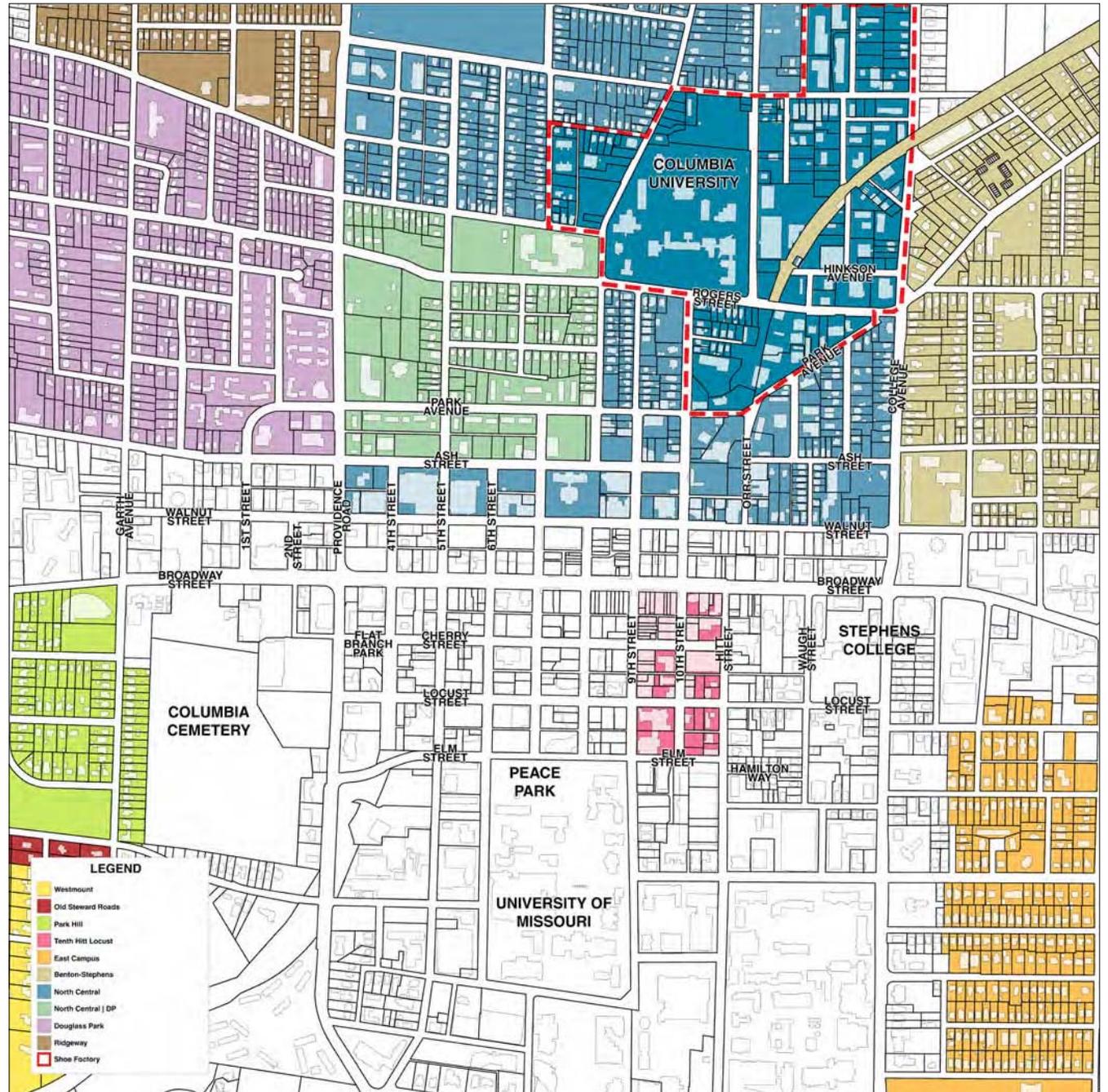


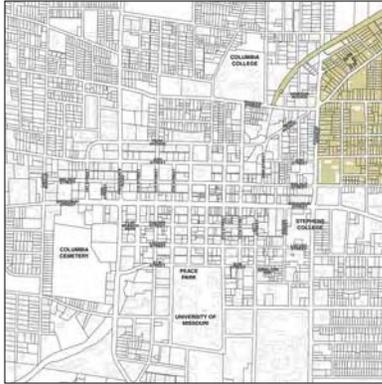
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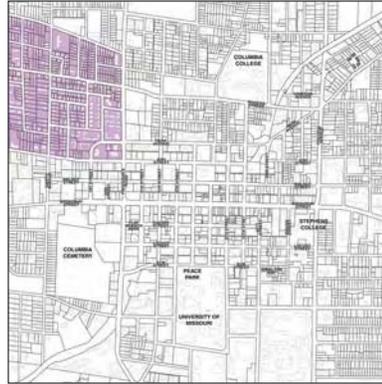
R-4 HIGH DENSITY MULTI-FAMILY DWELLING

NEIGHBORHOODS

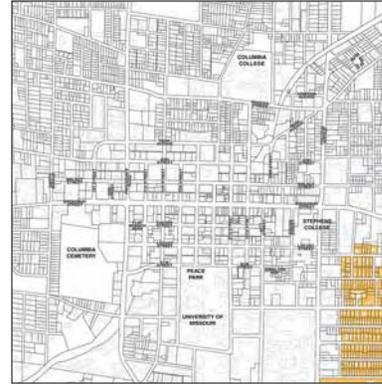




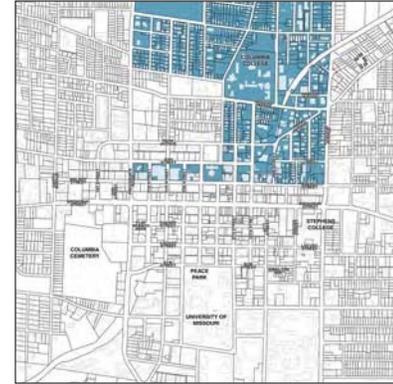
BENTON - STEPHENS



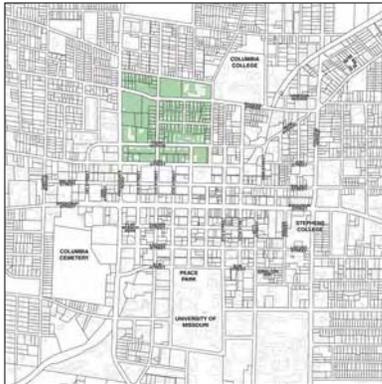
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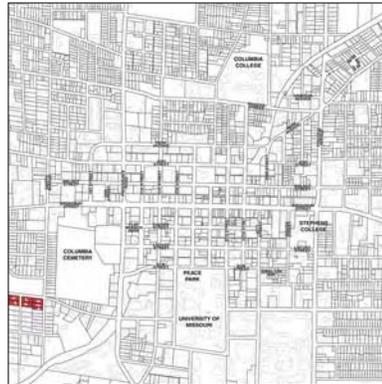
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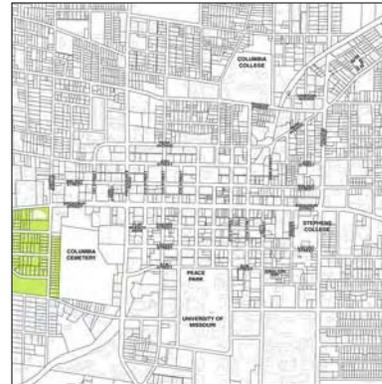
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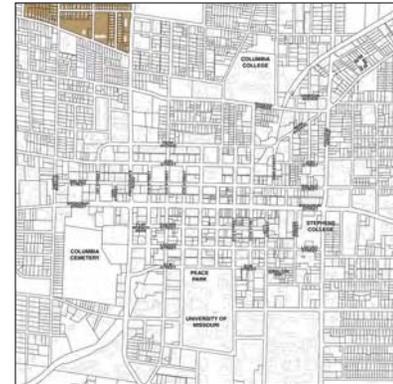
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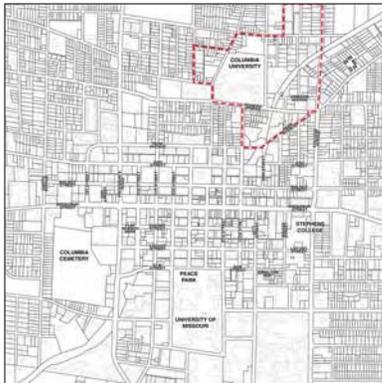
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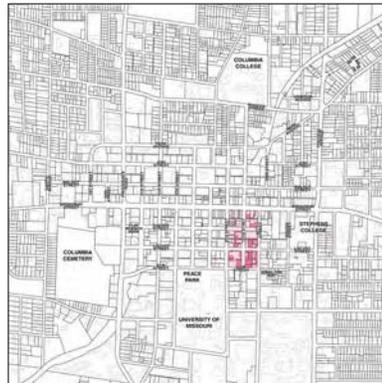
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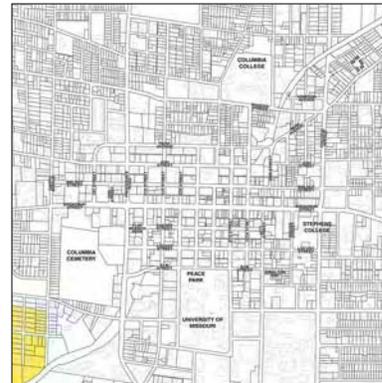
RIDGWAY



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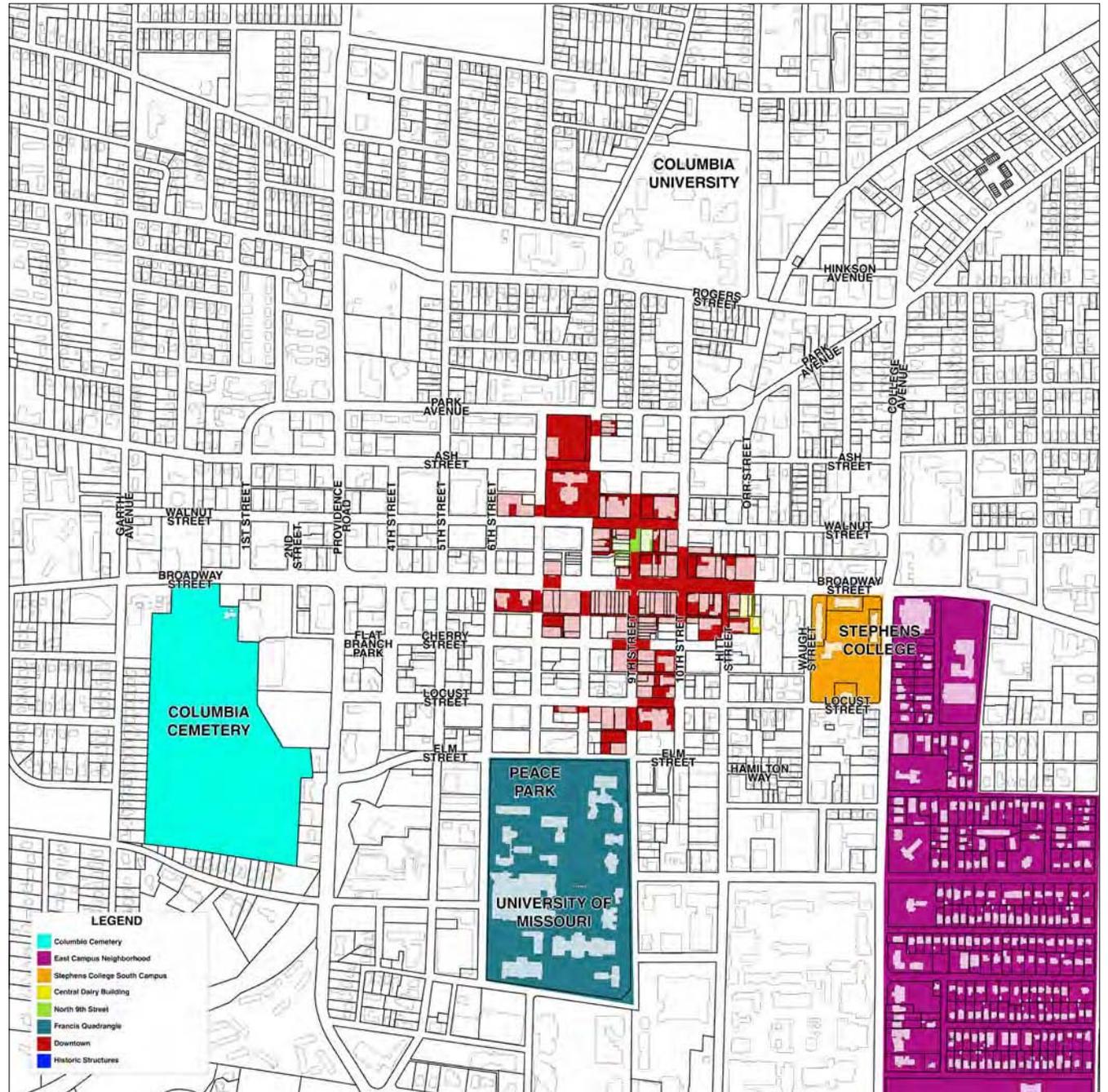


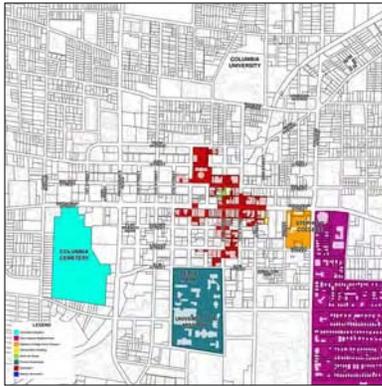
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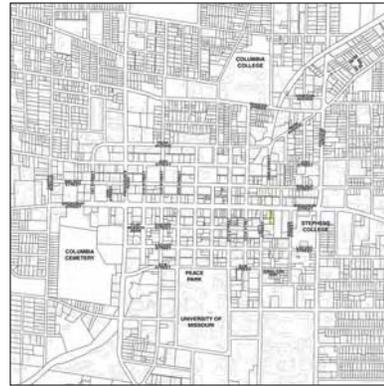
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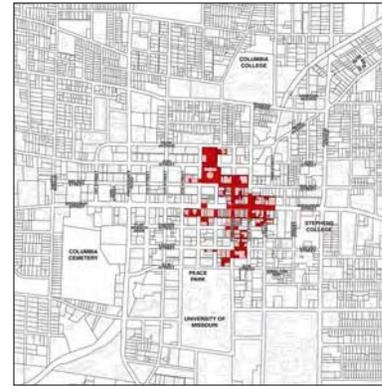




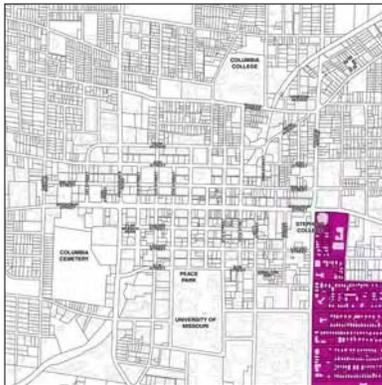
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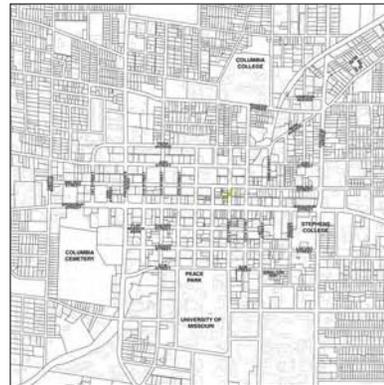
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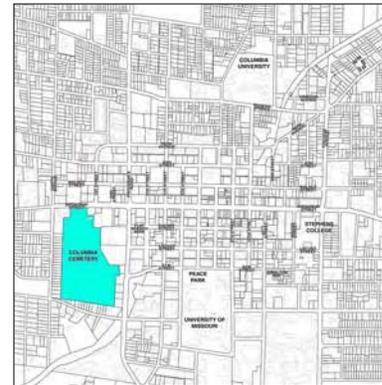
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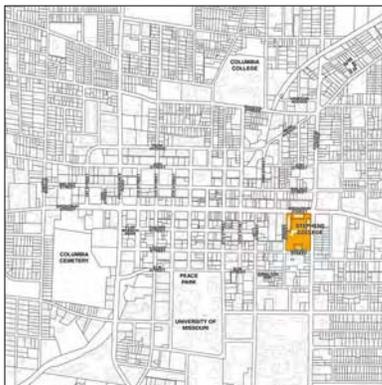
EAST CAMPUS NEIGHBORHOOD



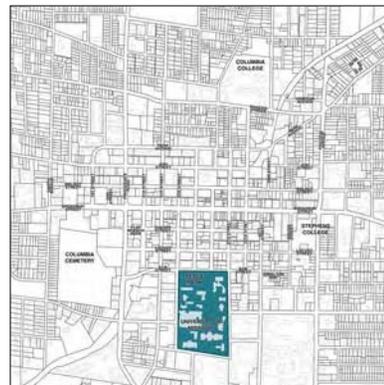
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COLUMBIA CEMETERY

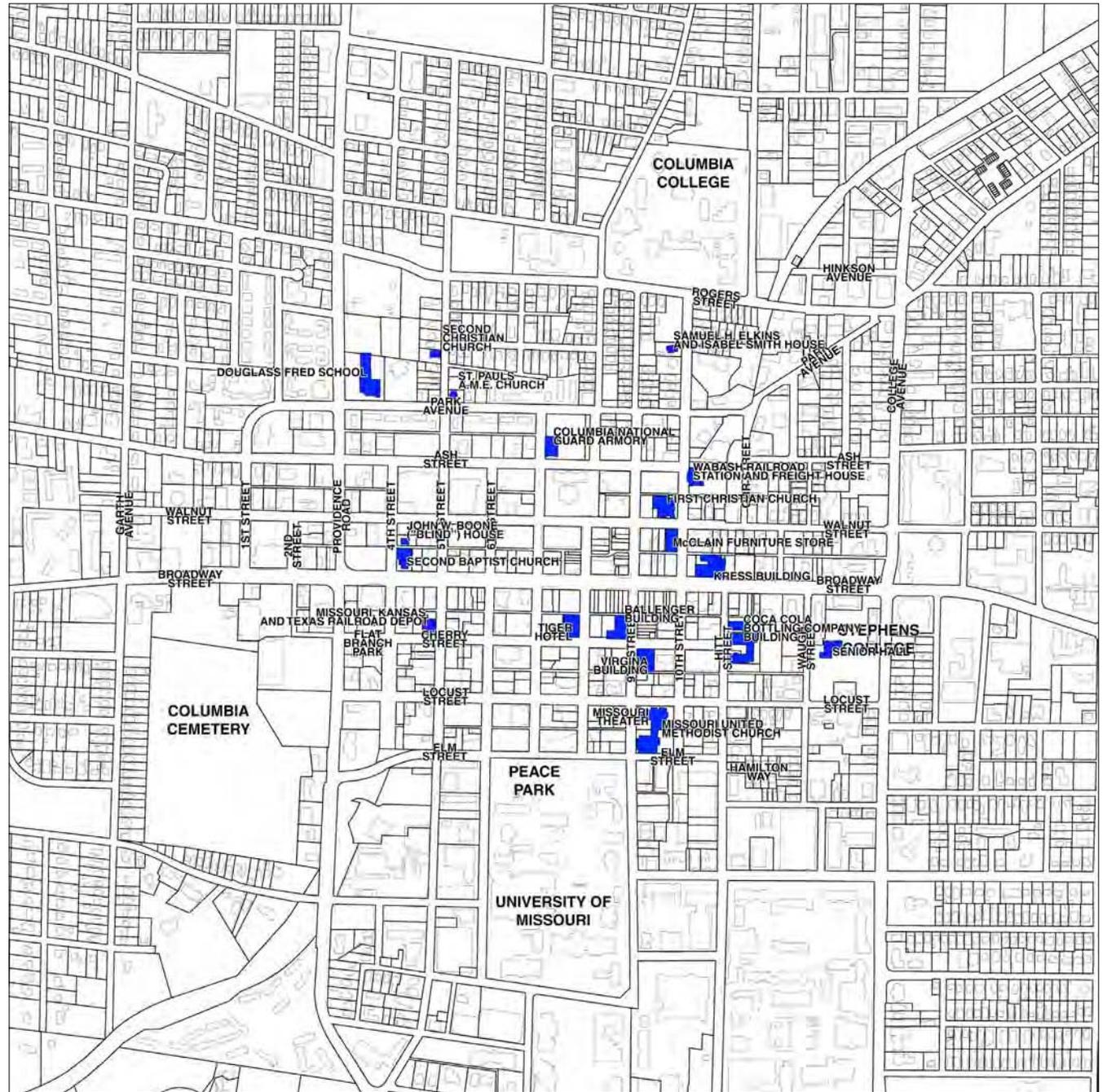


STEPHENS COLLEGE SOUTH CAMPUS

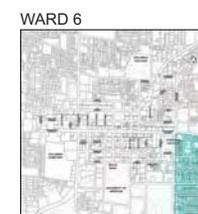
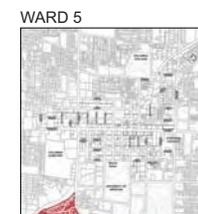
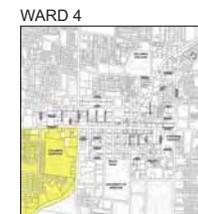
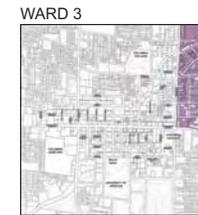
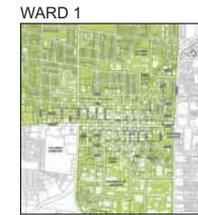
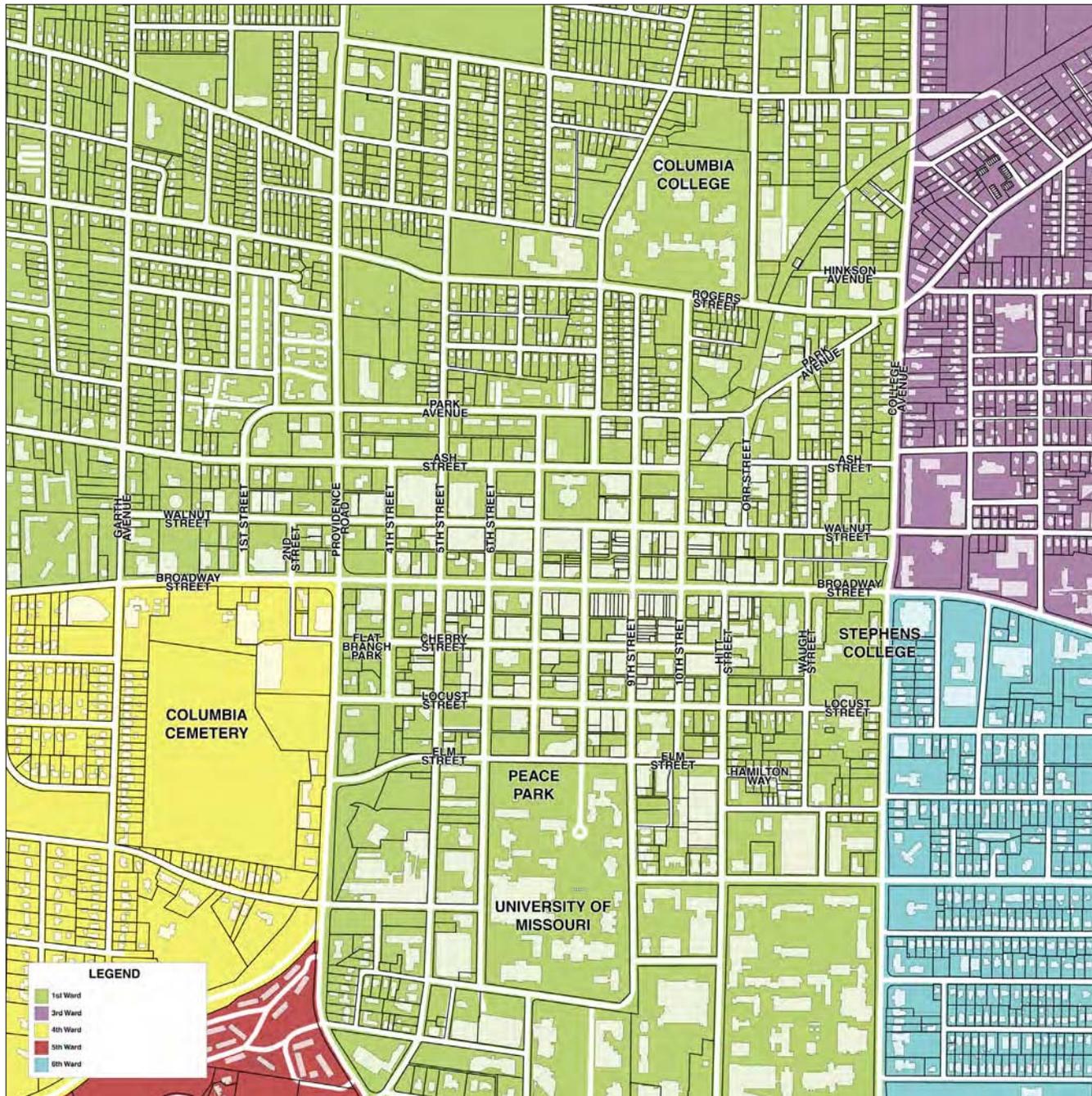


FRANCIS QUADRANGLE

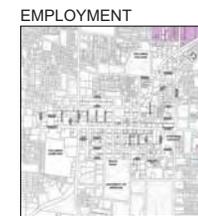
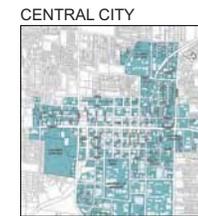
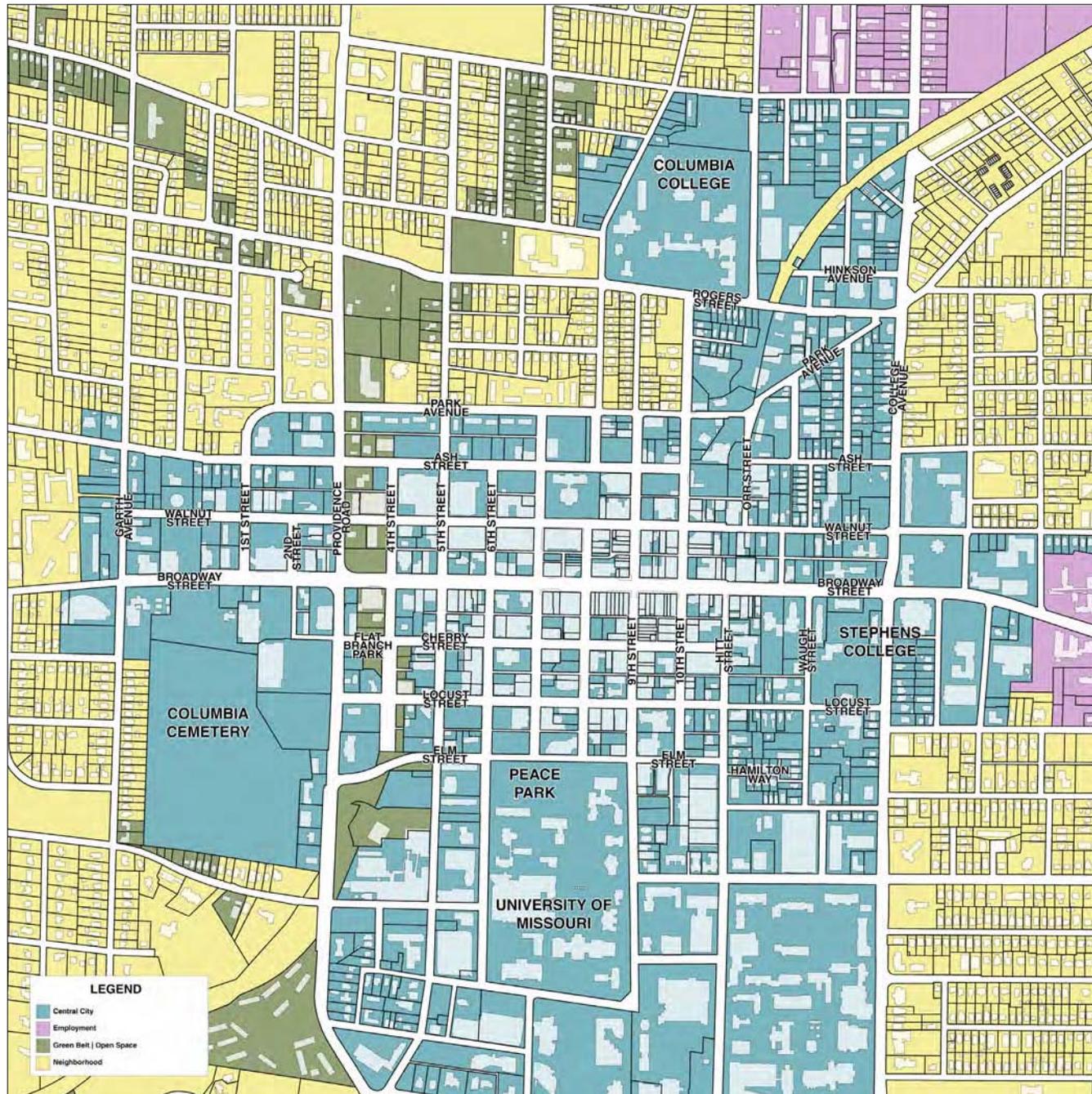
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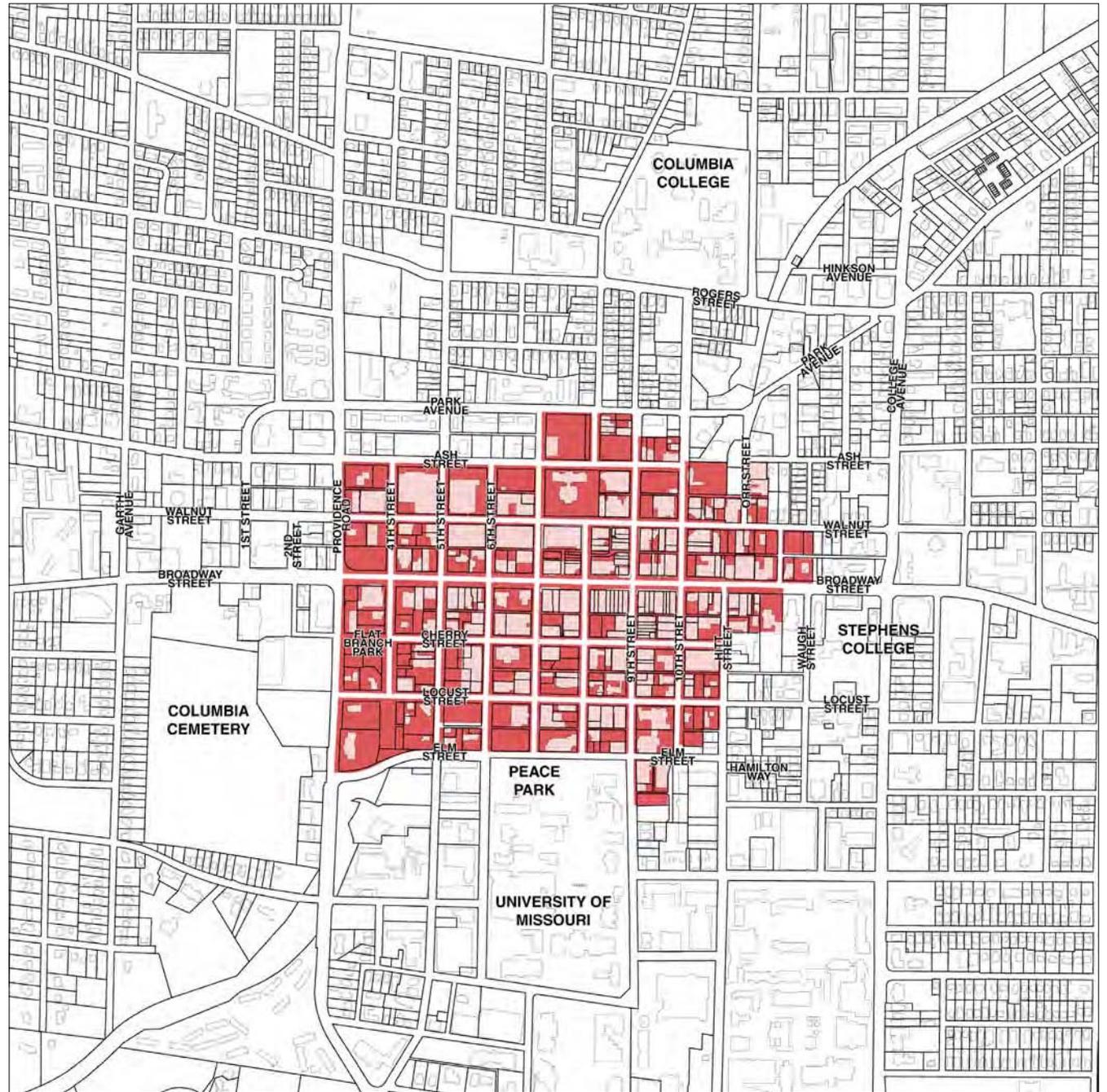
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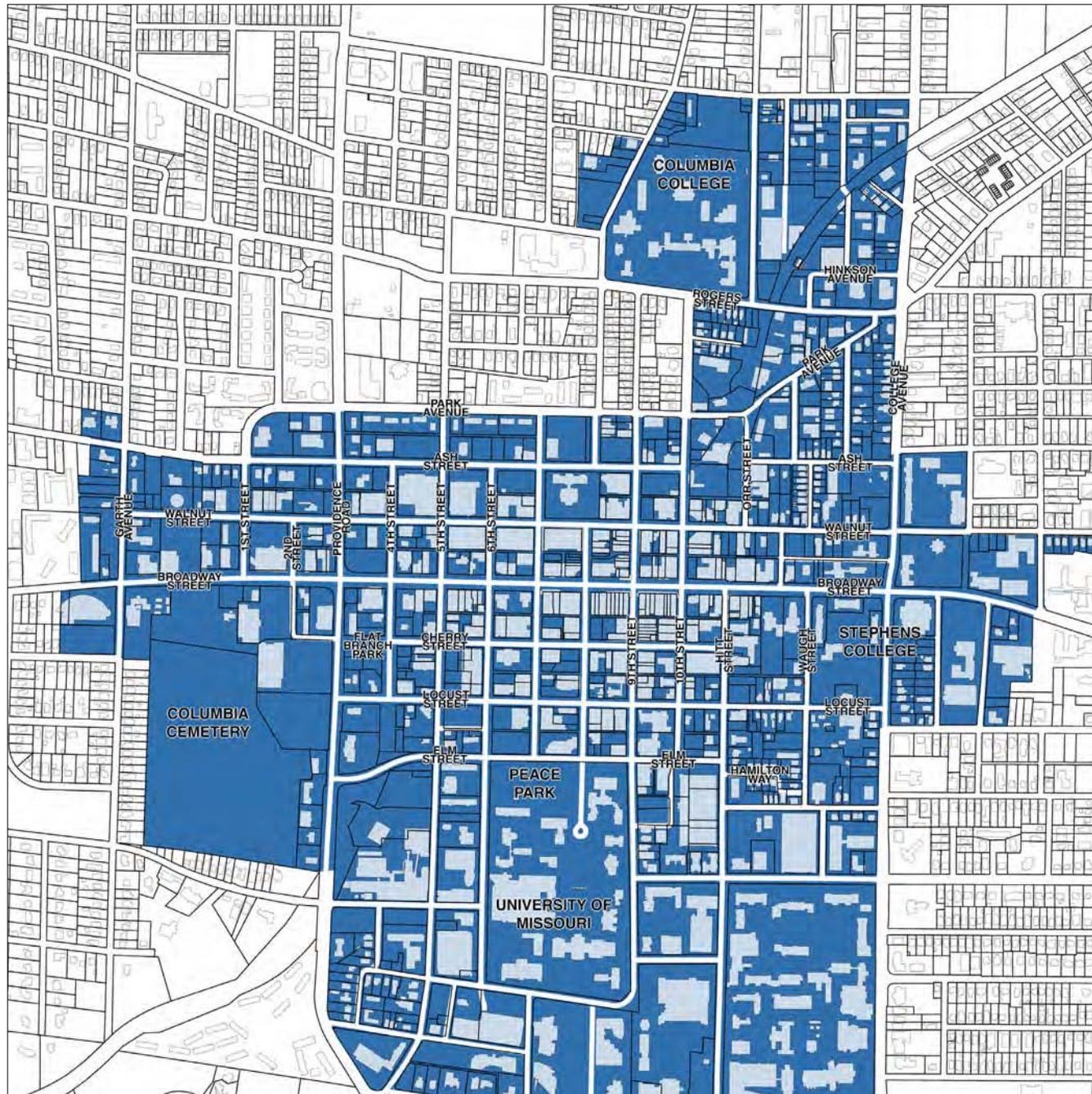
METRO 2020



SPECIAL BUSINESS DISTRICT

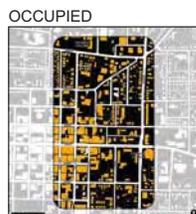


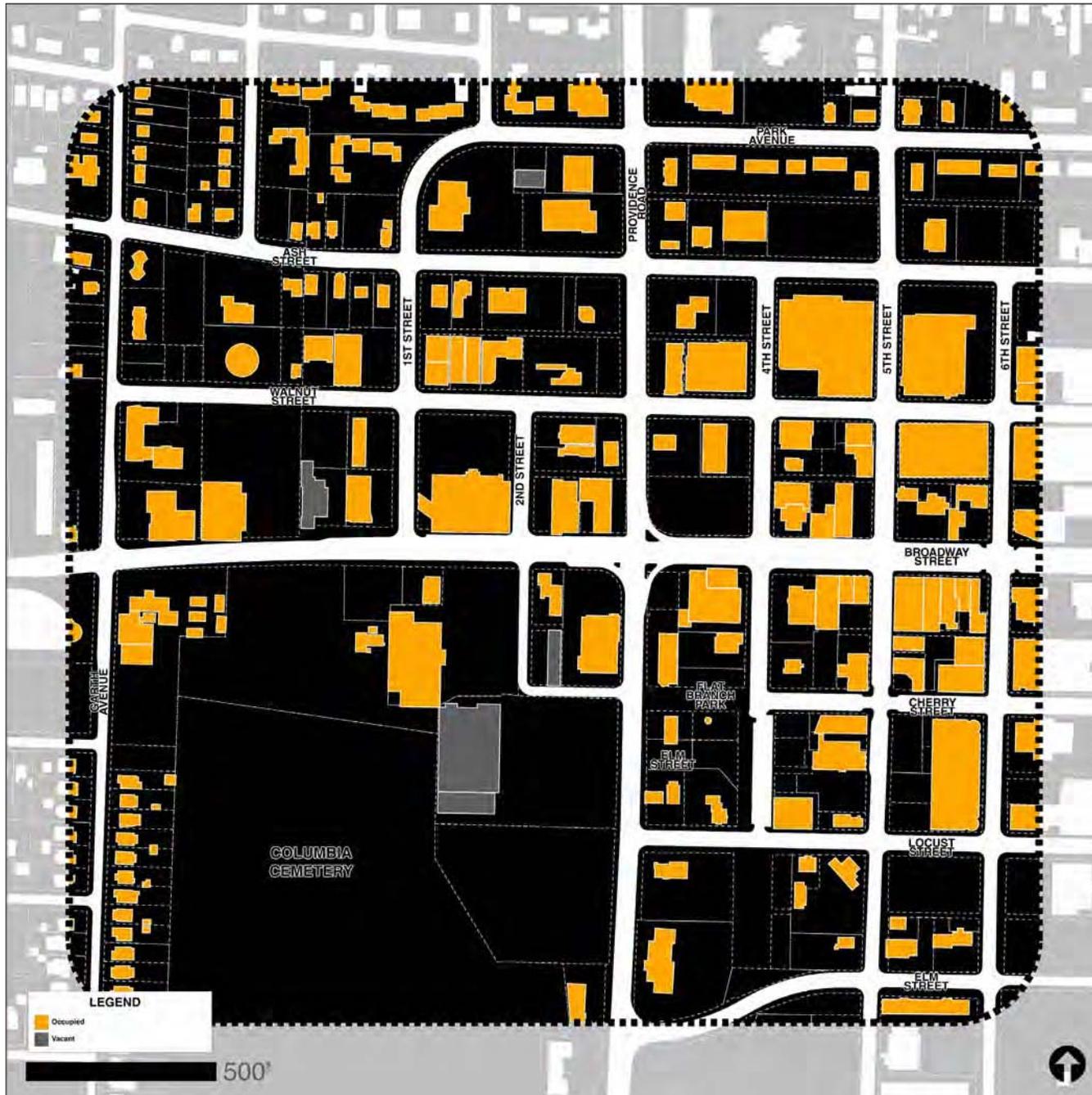
CENTRAL CITY



BUILDING OCCUPANCY

appendix **B**





VACANT

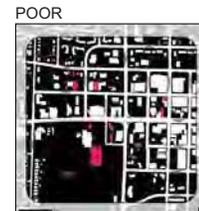
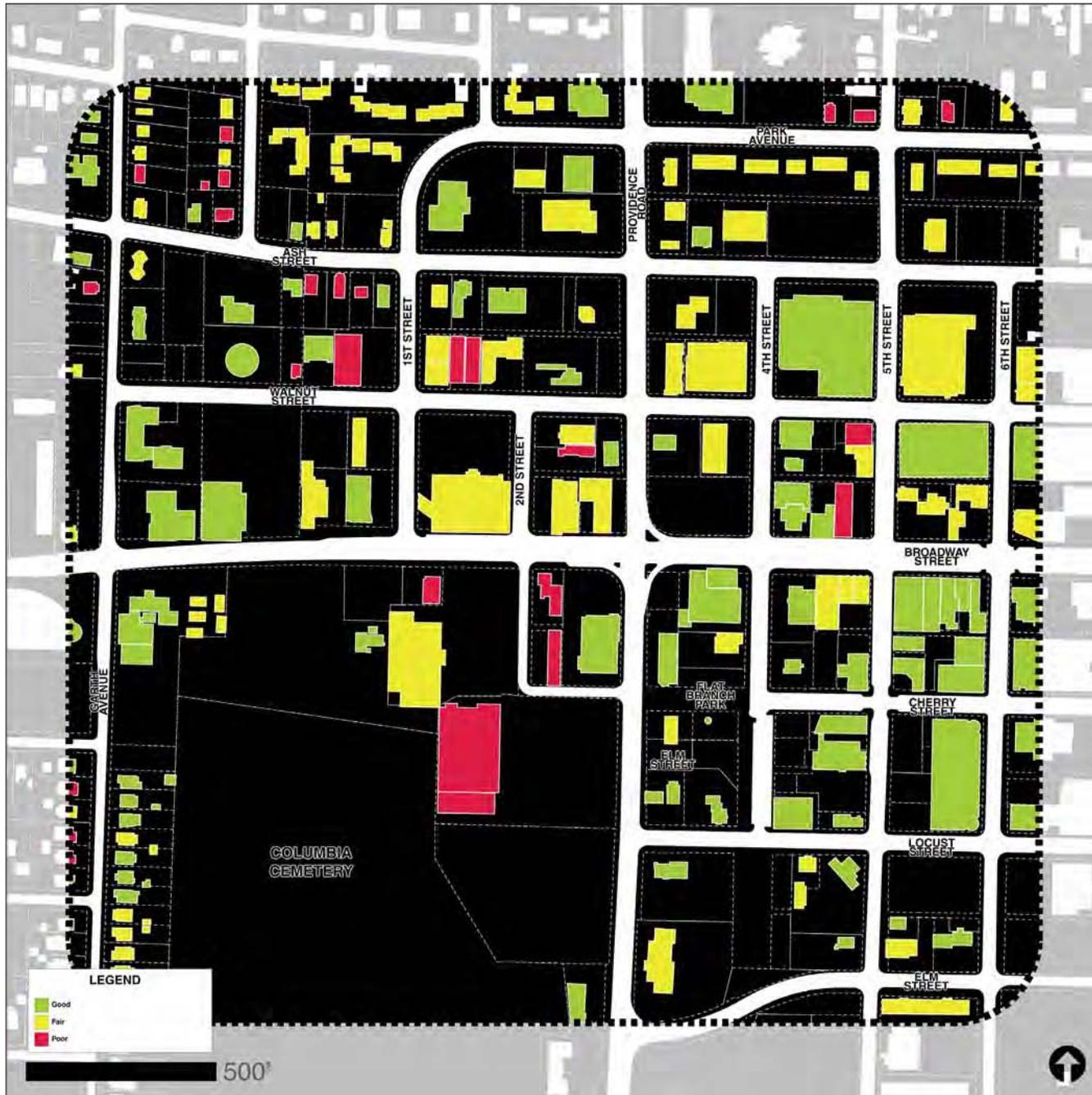


OCCUPIED

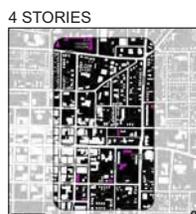
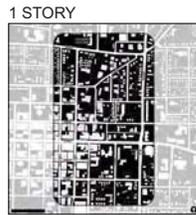


BUILDING CONDITION





BUILDING HEIGHT





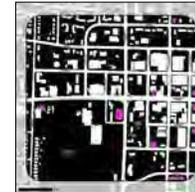
1 STORY



2 STORIES



3 STORIES



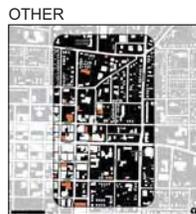
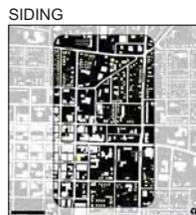
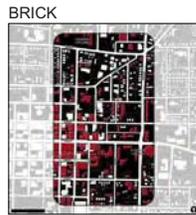
4 STORIES

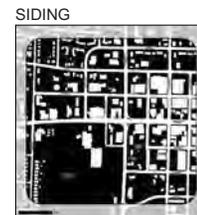
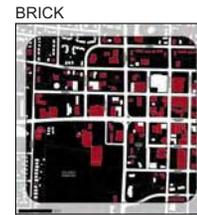
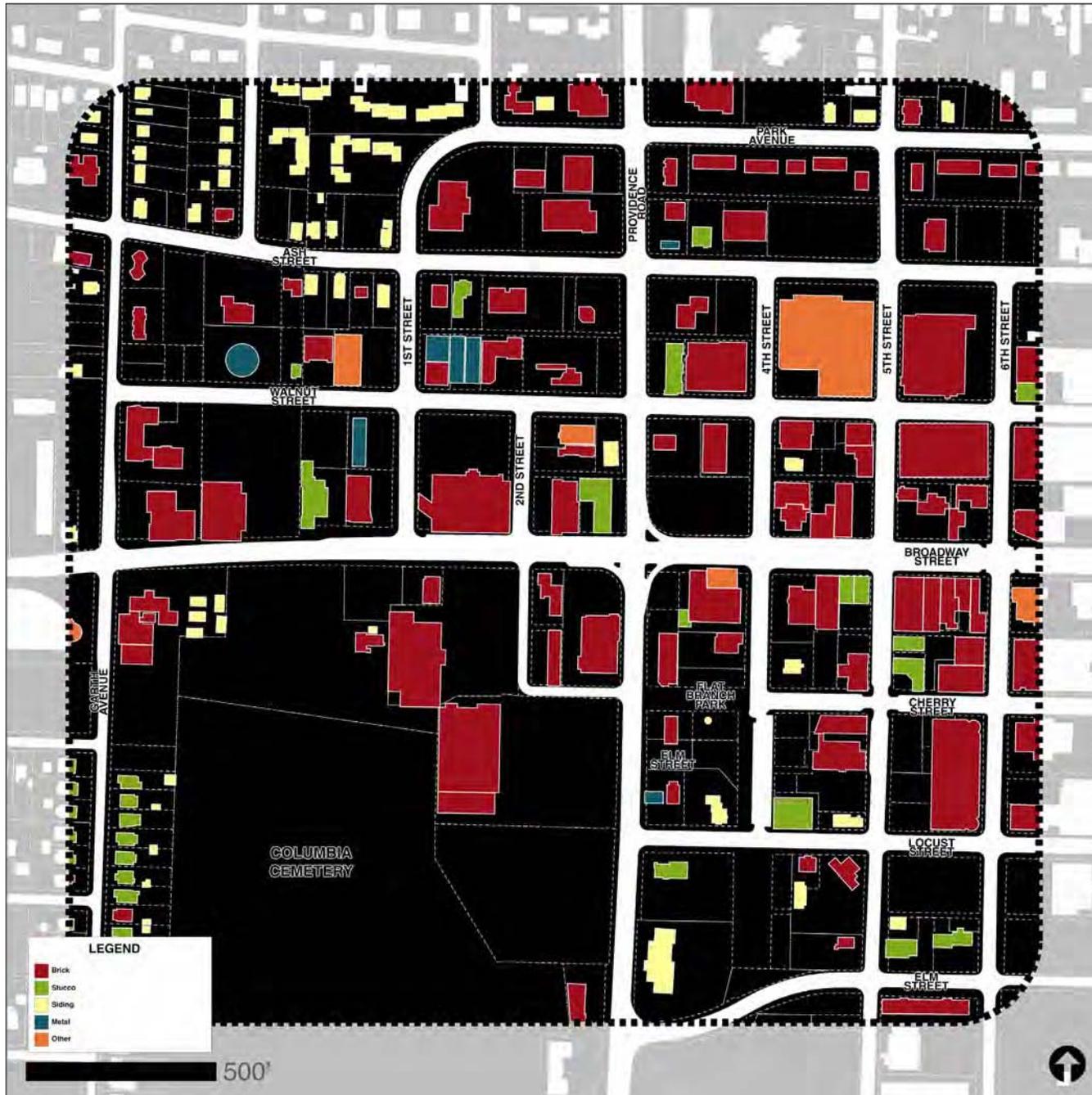


5 STORIES

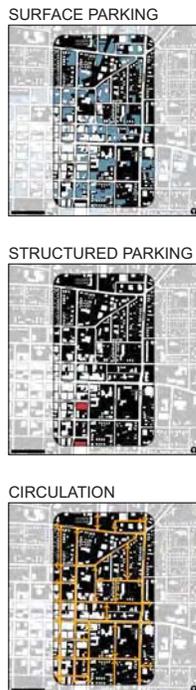


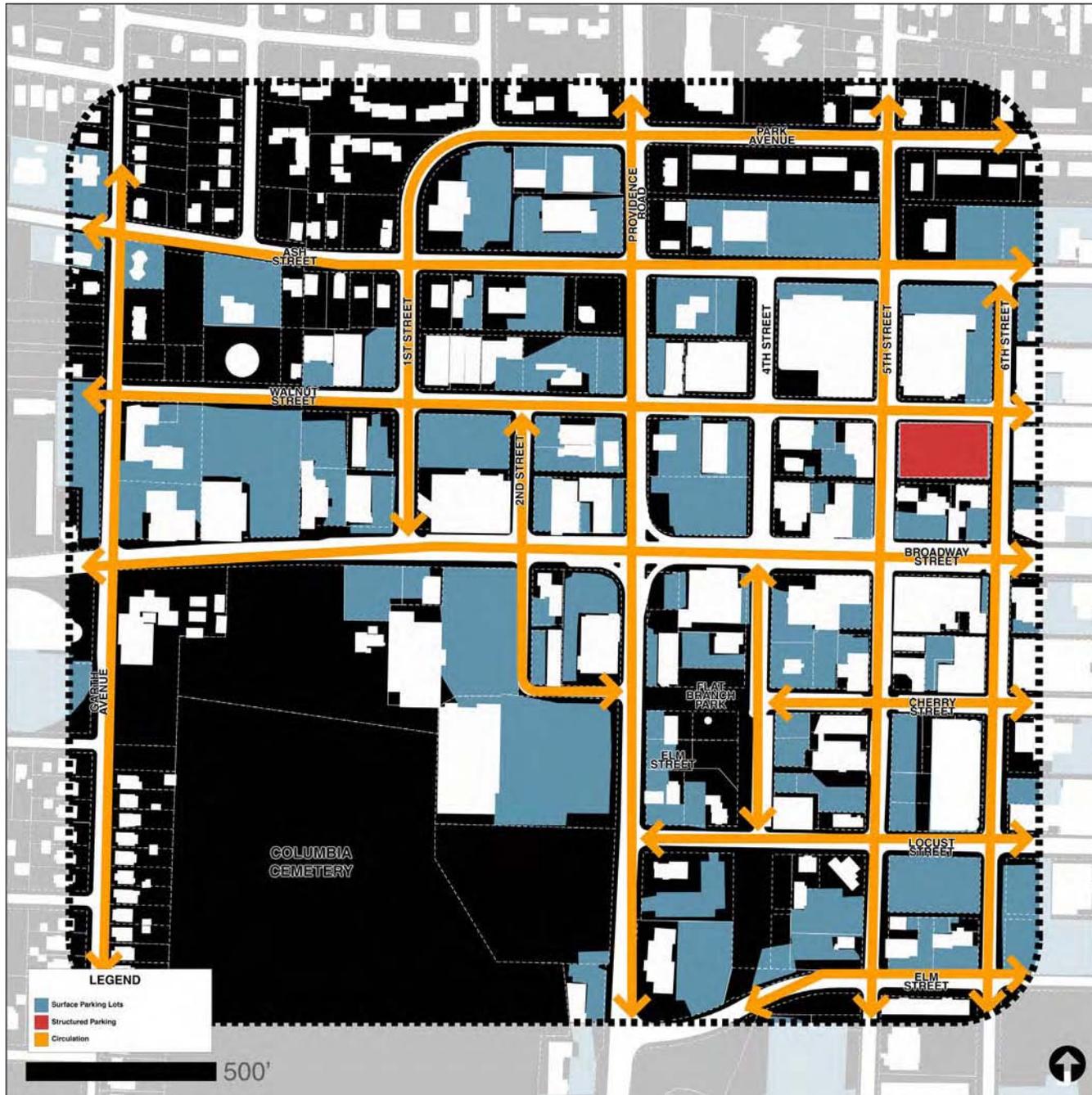
BUILDING MATERIALITY





ACCESS, CIRCULATION, AND PARKING





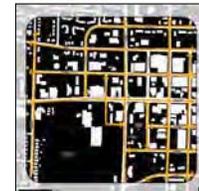
SURFACE PARKING



STRUCTURED PARKING

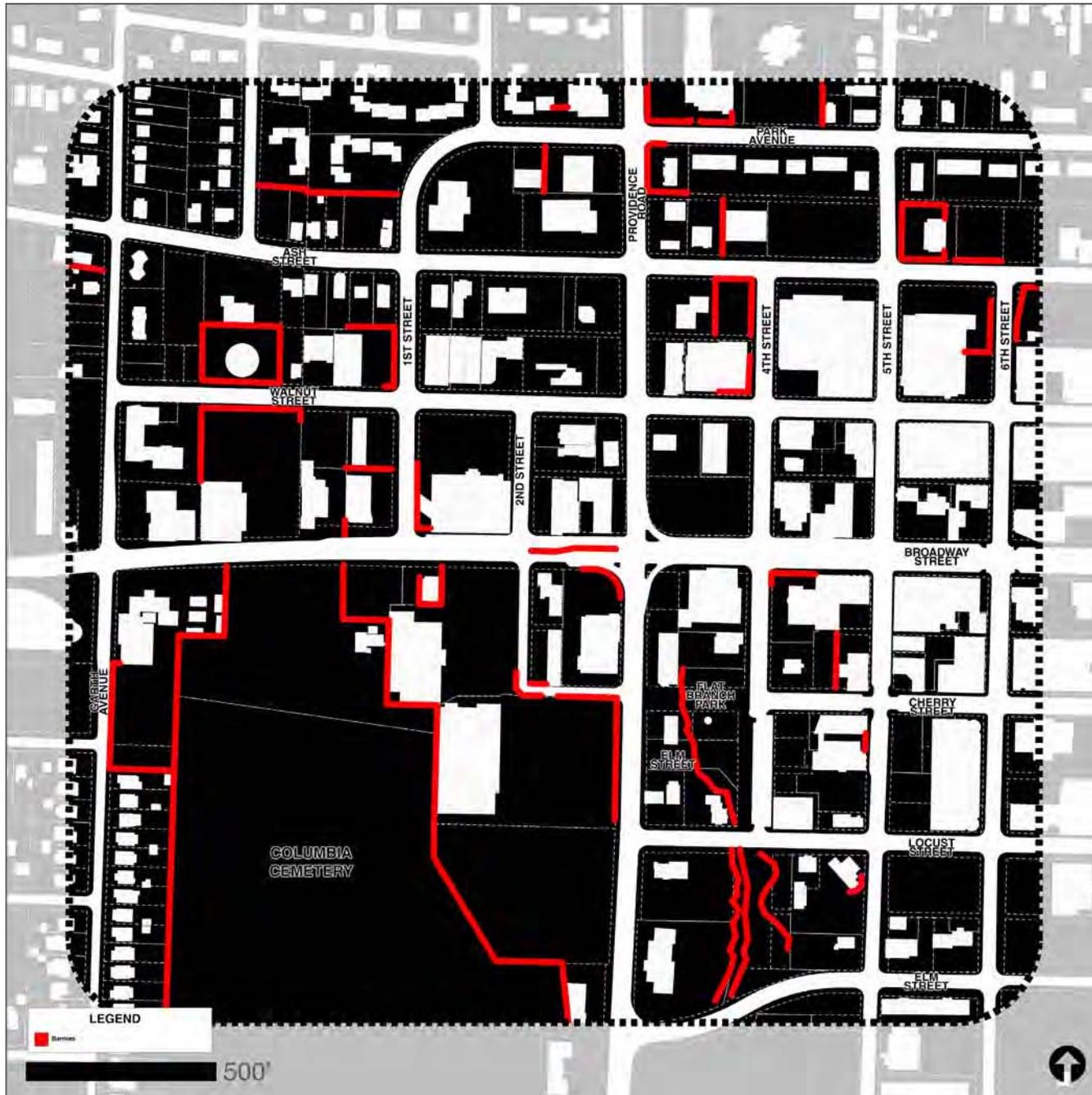


CIRCULATION



SITE BARRIERS





NORTH VILLAGE ARTS DISTRICT: PREFERRED PLAN

C





1 - URBAN BOULEVARD



4 - COLUMBIA COLLEGE CONNECTOR



7 - ARTIST STUDIO'S LIVE/WORK | TRAIL



10 - ELM STREET EXTENSION



2 - CAMPUS ENTRANCE



5 - NEIGHBORHOOD NETWORK



8 - RESIDENTIAL INFILL DEVELOPMENT



11 - LEE EXPRESSIVE ARTS SCHOOL



3 - HOTEL GATEWAY



6 - PUBLIC PARK | SQUARE | NH STORMWATER

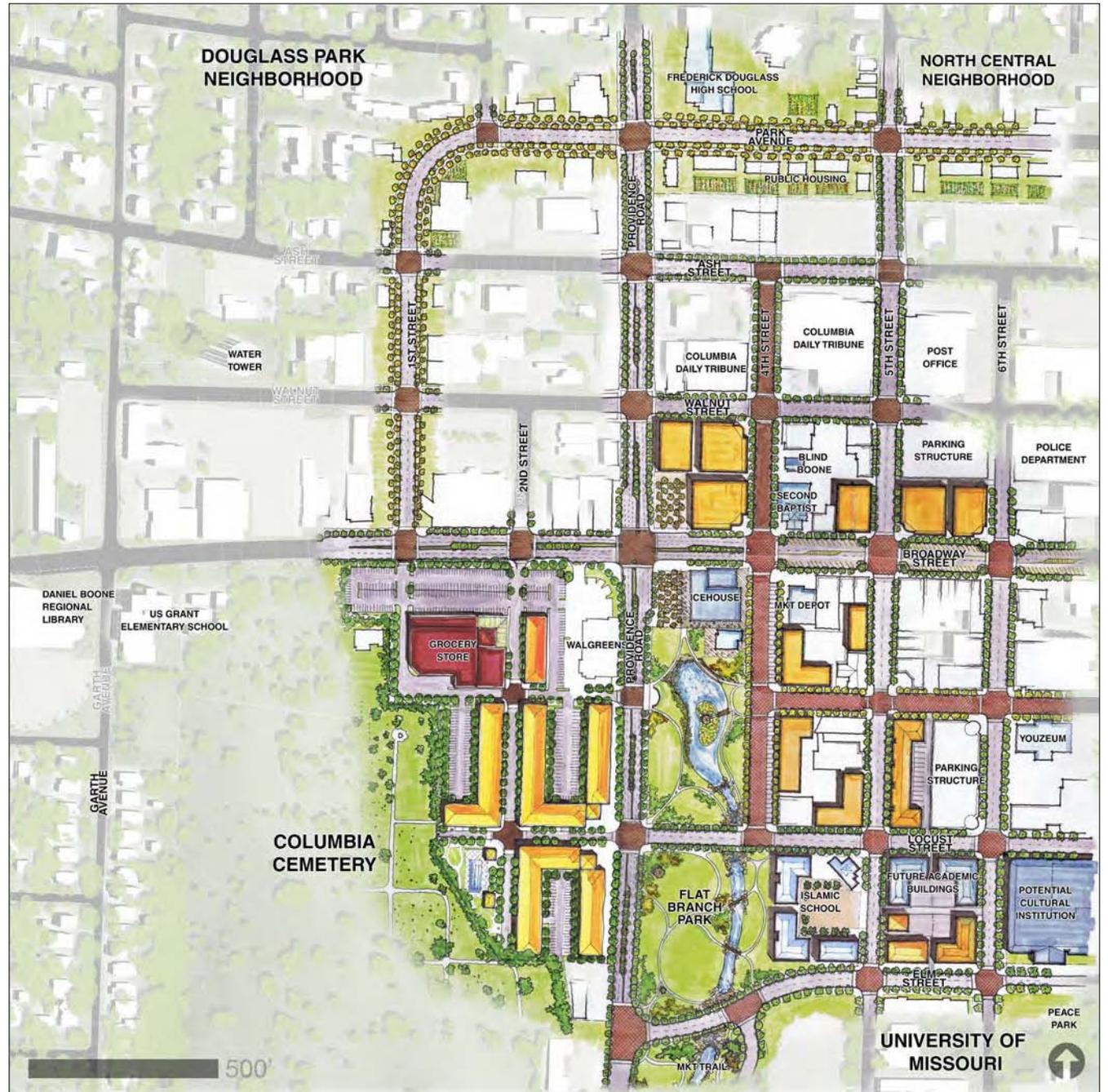


9 - CAMPUS HOUSING



12 - DEVELOPMENT OPPORTUNITY

BROADWAY & PROVIDENCE: PREFERRED PLAN





1 - URBAN BOULEVARD



4 - CHERRY STREET AS ARMATURE



7 - FLAT BRANCH PARK AS DESTINATION



10 - OFFICE OPTION



2 - BROADWAY EXTENSION



5 - RESIDENTIAL | MIXED-USE AREA



8 - MIXED-USE OPTION



11 - CONFERENCE CENTER OPTION



3 - BUILD THE CORNER



6 - CULTURAL | EDUCATIONAL AMENITIES



9 - RESIDENTIAL OPTION



12 - NEIGHBORHOOD LINKAGE

BROADWAY STREET

appendix *D*

EXISTING STREET SECTION



PROPOSED STREET SECTION



PROVIDENCE ROAD



PARK AVENUE

EXISTING STREET SECTION



PROPOSED STREET SECTION



COLLEGE AVENUE

EXISTING STREET SECTION



PROPOSED STREET SECTION

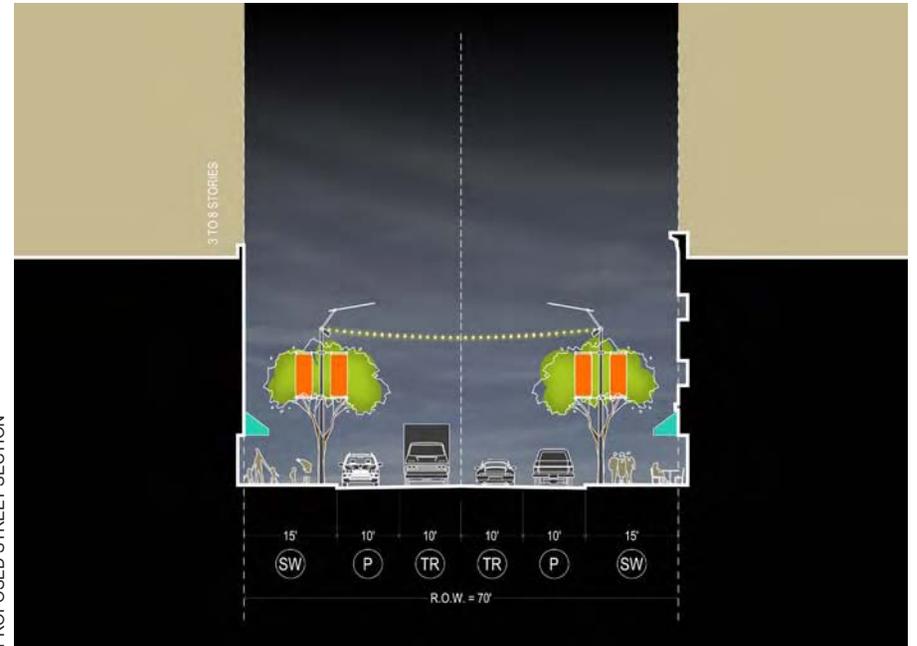


CHERRY STREET

EXISTING STREET SECTION



PROPOSED STREET SECTION



BROADWAY STREET (AT WAUGH STREET)

appendix **E**



BROADWAY STREET (AT FOURTH STREET)



PROPOSED NORTH VILLAGE PARK & MARKET



PARK AVENUE



CHERRY STREET



5 - AT NIGHT



1 - EXISTING CONDITIONS



3 - DAILY USE



2 - STREETScape IMPROVEMENTS



4 - PEDESTRIAN MALL

PROVIDENCE ROAD





COLLEGE AVENUE



ONE WORD CARDS

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



Active, River - ^{Cathy} vibrant
 NOW:

Vibrant, Livable, dynamic 24-7
^{Energy efficient}
 IN THE FUTURE: ~~Center~~ Downtown
 NAME | CONTACT (OPTIONAL) D. Hoppe

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



FUN
 NOW:

~~Fun~~ EL CENTRO
 IN THE FUTURE:
 NAME | CONTACT (OPTIONAL) Jay Hasheider

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



Eclectic
 NOW:

~~Distinctive~~ Destination
 IN THE FUTURE:
 NAME | CONTACT (OPTIONAL) _____

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



FAMILY
 NOW:

COMMUNITY
 IN THE FUTURE:
 NAME | CONTACT (OPTIONAL) _____

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



CONFUSING
 NOW:

PROSPEROUS
 IN THE FUTURE:
 NAME | CONTACT (OPTIONAL) _____

^{= we had a coop/grocery store}
ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



Threatened ^(but not by what you think)
 NOW:

Authentic / organic
 IN THE FUTURE:
 NAME | CONTACT (OPTIONAL) _____
^{= we have several on the edge of town}

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Potential*

 IN THE FUTURE: *A Smart city (as in Edm)*

NAME | CONTACT (OPTIONAL) *BONNIE MAIERS*

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Devise*

 IN THE FUTURE: *Dynsmic*

NAME | CONTACT (OPTIONAL) *Roy Manning - Scler*

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Belgian*

 IN THE FUTURE: *CoMO*

NAME | CONTACT (OPTIONAL)

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *CHALLENGES:*

 IN THE FUTURE: *OPPORTUNITIES*

NAME | CONTACT (OPTIONAL) *SAM ROBINSON*

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *HODGEPODGE*

 IN THE FUTURE: *HOLISTIC*

NAME | CONTACT (OPTIONAL) *Alex barkeraw@missouri.edu*

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *ECLECTIC*

 IN THE FUTURE: *ECLECTIC*

NAME | CONTACT (OPTIONAL)

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Stalled*

 IN THE FUTURE: *Excitmat*

NAME | CONTACT (OPTIONAL) *Carrie Bartner*

ONE WORD!
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Fun*

 IN THE FUTURE: *Funer*

NAME | CONTACT (OPTIONAL) *MARY Still*

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *POISED*

 IN THE FUTURE: *GREATNESS*

NAME | CONTACT (OPTIONAL)

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Potential*

 IN THE FUTURE: *A Smart city (as in edm)*

NAME | CONTACT (OPTIONAL) *BONNIE MAIERS*

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Hip*

 IN THE FUTURE: *Thriving*

NAME | CONTACT (OPTIONAL) *Steve d'Arcy*

ONE WORD!
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *FUN!*

 IN THE FUTURE: *VITAL*

NAME | CONTACT (OPTIONAL)

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Active*

 IN THE FUTURE: *Focused*

NAME | CONTACT (OPTIONAL)

ONE WORD! 6-21
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Low-Tonnage*

 IN THE FUTURE: *High tonnage*

NAME | CONTACT (OPTIONAL) *John Clark*

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Community Garden*

 IN THE FUTURE: *Mixed Use Resid/Ag*

NAME | CONTACT (OPTIONAL) *Adam Saunders*

ONE WORD! 6-11
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Not Cohesive w/NTS*

 IN THE FUTURE: *Arted UP!*

NAME | CONTACT (OPTIONAL) *Lisa BARTlett
 ArtlandSL@live.com*

ONE WORD! 6-21
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *Eclectic*

 IN THE FUTURE: *Accessibility*

NAME | CONTACT (OPTIONAL)

ONE WORD! 6-21
 THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



 NOW: *ECCLECTIC*

 IN THE FUTURE: *VIBRANT*

NAME | CONTACT (OPTIONAL)

ONE WORD! *b-11*
THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



_____ *spotty* _____
NOW:

_____ *cosmopolitan* _____
IN THE FUTURE:

NAME | CONTACT (OPTIONAL) _____

ONE WORD! *b-11*
THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



_____ *UNNAVIGABLE* _____
NOW:

_____ *FLOWING* _____
IN THE FUTURE:

NAME | CONTACT (OPTIONAL) _____

ONE WORD! *b-11*
THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



_____ *Exclusive* _____
NOW:

_____ *Inclusive* _____
IN THE FUTURE:

NAME | CONTACT (OPTIONAL) _____

ONE WORD! *b-11*
THAT COMES TO MIND ABOUT
DOWNTOWN COLUMBIA, MO



_____ *unrelated / sprawl* _____
NOW:

_____ *Mixed use / high density* _____
IN THE FUTURE:

NAME | CONTACT (OPTIONAL) *Pat* _____

EXIT SURVEYS

EXIT SURVEY *6-11*
 FOR THE
**DOWNTOWN COLUMBIA
 PLANNING CHARRETTE**

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
 CIRCLE ONE: LIVE WORK NEITHER
 IF SO, HOW LONG? _____

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
 MOST compactness / relative walkability +
variability of downtown / campus
 LEAST Broadway / Providence / DSCO

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
more housing of many types / increase
both transit in/out of area and
downtown

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?
getting serious about making
the Providence corridor a link rather
than a no barrier

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?
Mixed use / mixed income /
vital / pleasant pedestrian area /
true heart of the city

PLEASE USE THE BACK OF THIS CARD IF YOU NEED MORE SPACE. FOR MORE INFORMATION, PLEASE CONTACT TONY ST INMANE WITH THE CITY OF COLUMBIA AT 313.614.7121. THANK YOU FOR YOUR ASSISTANCE IN SHAPING THE FUTURE OF DOWNTOWN COLUMBIA.

EXIT SURVEY *6-11*
 FOR THE
**DOWNTOWN COLUMBIA
 PLANNING CHARRETTE**

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
 CIRCLE ONE: LIVE WORK NEITHER
 IF SO, HOW LONG? _____

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
 MOST compactness / relative walkability +
variability of downtown / campus
 LEAST Broadway / Providence / DSCO

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
more housing of many types / increase
both transit in/out of area and
downtown

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?
getting serious about making
the Providence corridor a link rather
than a no barrier

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?
Mixed use / mixed income /
vital / pleasant pedestrian area /
true heart of the city

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EXIT SURVEY *6-11*
 FOR THE
**DOWNTOWN COLUMBIA
 PLANNING CHARRETTE**

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
 CIRCLE ONE: LIVE WORK NEITHER
 IF SO, HOW LONG? 4 years

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
 MOST Restaurants, Events, Live
venues
 LEAST empty spaces, no greenery
not enough residential

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
9 stories or more
good hotels
more mixed use
mess transit
Dow-UES
E & W transit
improvements

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?
downward open flat board

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?
Energy efficient, low use
walkable, beautiful, active
green space

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EXIT SURVEY *6-11*
 FOR THE
**DOWNTOWN COLUMBIA
 PLANNING CHARRETTE**

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
 CIRCLE ONE: LIVE WORK NEITHER
 IF SO, HOW LONG? _____

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
 MOST ENTERTAINMENT
 LEAST FRAT 3015

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
MORE BUSINESS CATERING TO
DOWNTOWN RESIDENTS (GROC! MKT)
GET JOBS OUTSIDE

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?
OSCO REUSE

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?

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EXIT SURVEY *6-11*
 FOR THE
**DOWNTOWN COLUMBIA
 PLANNING CHARRETTE**

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
 CIRCLE ONE: LIVE WORK NEITHER
 IF SO, HOW LONG? W/in 2 Blocks

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
 MOST _____
 LEAST _____

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
Huge w/gt of Bldgs

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?
B'way as city center

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?
Pedestrian; 15-20% walk
growing, not out People

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EXIT SURVEY *6-11*
 FOR THE
**DOWNTOWN COLUMBIA
 PLANNING CHARRETTE**

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
 CIRCLE ONE: LIVE WORK NEITHER
 IF SO, HOW LONG? 5-6 blocks away

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
 MOST North Village
 LEAST Parking garages are ugly.

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
More artists, and live/work
space for artists.

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?
Downtown hotels

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?
A place that fits in the
gap's (surface lot) - story walk bridge
to create a unique livable destination

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EXIT SURVEY *6-21*
FOR THE
DOWNTOWN COLUMBIA PLANNING CHARRETTE

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? *(live in neighborhood DT)*

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST *Innovative, handworking small business*
LEAST *SBD leadership*

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA? *a fair, transparent open governance of DT, account-able to the community*

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU? *Provisional corridor issued*

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA? *mixed use, mixed income, locally-owned biz.*

PLEASE USE THE BACK OF THIS CARD IF YOU NEED MORE SPACE. FOR MORE INFORMATION, PLEASE CONTACT TONY ST. ROMANE WITH THE CITY OF COLUMBIA AT 573.874.7221. THANK YOU FOR YOUR ASSISTANCE IN SHAPING THE FUTURE OF DOWNTOWN COLUMBIA!

EXIT SURVEY *6-21*
FOR THE
DOWNTOWN COLUMBIA PLANNING CHARRETTE

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? *2 1/2 yrs*

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST *Variety of restaurants/bars+grills in all areas - central area is the best*
LEAST *area southwest of the post office + area where old Osco is, area by McJo's*

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA? *five hotel, possibly a convention center where "Osco" land was*

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU? *storm water management - storm sewers are very old*

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA? *using common sense to development in general*

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EXIT SURVEY *6-21*
FOR THE
DOWNTOWN COLUMBIA PLANNING CHARRETTE

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? *17 years*

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST *Variety of retail*
LEAST *Occasional instability (i.e. fights etc)*

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA? *links to all of the college communities, grocery store, full accessibility for people w/disabilities*

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA? *Many more people living there, full accessibility, more emphasis on arts and entertainment*

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EXIT SURVEY *6-21*
FOR THE
DOWNTOWN COLUMBIA PLANNING CHARRETTE

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? *(live in neighborhood DT)*

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST *Innovative, handworking small business*
LEAST *SBD leadership*

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA? *a fair, transparent open governance of DT, account-able to the community*

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU? *Provisional corridor issued*

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA? *mixed use, mixed income, locally-owned biz.*

PLEASE USE THE BACK OF THIS CARD IF YOU NEED MORE SPACE. FOR MORE INFORMATION, PLEASE CONTACT TONY ST. ROMANE WITH THE CITY OF COLUMBIA AT 573.874.7221. THANK YOU FOR YOUR ASSISTANCE IN SHAPING THE FUTURE OF DOWNTOWN COLUMBIA!

EXIT SURVEY
FOR THE
DOWNTOWN COLUMBIA PLANNING CHARRETTE

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? *6 yrs*

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST *The Arts*
LEAST *The Burns*

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA? *New traffic for retail and more pedestrian friendly areas*

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?

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EXIT SURVEY *6-21*
FOR THE
DOWNTOWN COLUMBIA PLANNING CHARRETTE

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? *20+ years*

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST *NINTH STREET*
LEAST *TOO MUCH "LOITERING"*

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA? *NO CARS ON NINTH ST... ONLY FOR PEOPLE*

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU? *OPTION "C" FOR PROVIDENCE "NODE"*

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA? *GREEN, SUSTAINABLE AND PEOPLE-CENTERED*

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EXIT SURVEY *6-21*
FOR THE
DOWNTOWN COLUMBIA PLANNING CHARRETTE

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? _____

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST *Diverse culture*
LEAST *security*

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA? *Grocery store*

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?

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EXIT SURVEY
FOR THE
DOWNTOWN COLUMBIA PLANNING CHARRETTE

1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? *6 yrs*

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST *The Arts*
LEAST *The Burns*

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA? *New traffic for retail and more pedestrian friendly areas*

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?

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6-21

EXIT SURVEY

FOR THE
**DOWNTOWN COLUMBIA
PLANNING CHARRETTE**



1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? 17 years

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST Variety of retail
LEAST Occasional instability (i.e. fights etc)

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
links to all of the college communities, grocery store, full accessibility for people w/ disabilities

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?
Many more people living there, full accessibility, more emphasis on arts and entertainment

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6-11

EXIT SURVEY

FOR THE
**DOWNTOWN COLUMBIA
PLANNING CHARRETTE**



1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? 2 1/2 yrs

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST Community Gardens
LEAST Low population

3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
Residential buildings, office jobs; Both are needed

4) OF THE MANY IDEAS YOU HEARD TODAY, WHAT IS THE MOST EXCITING TO YOU?
Colt Rail line to NE of town as commuter line

5) WHAT IS YOUR VISION FOR THE FUTURE OF DOWNTOWN COLUMBIA?
more people living & working.

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6-11

EXIT SURVEY

FOR THE
**DOWNTOWN COLUMBIA
PLANNING CHARRETTE**



1) DO YOU LIVE OR WORK IN DOWNTOWN COLUMBIA?
CIRCLE ONE: LIVE WORK NEITHER
IF SO, HOW LONG? _____

2) WHAT IS YOUR MOST FAVORITE AND LEAST FAVORITE PART OF DOWNTOWN COLUMBIA?
MOST Diverse culture
LEAST security

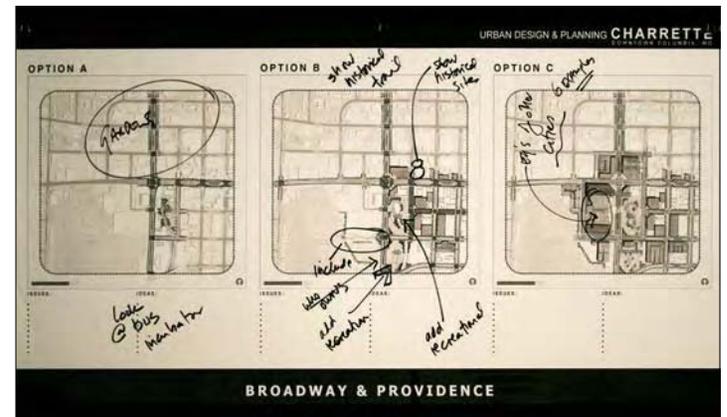
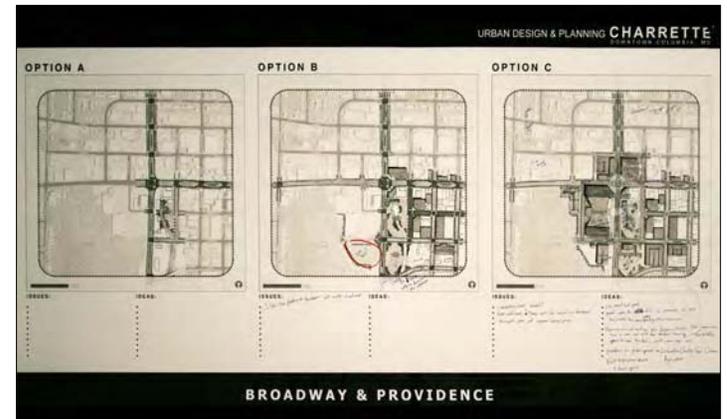
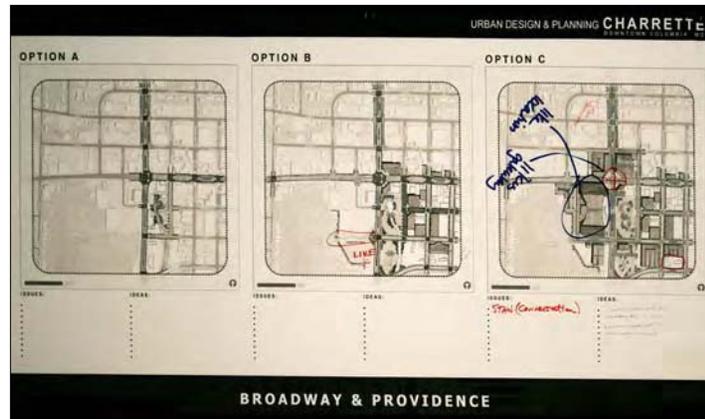
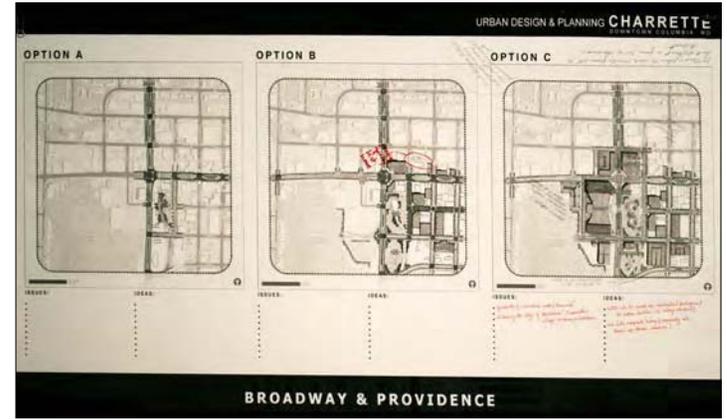
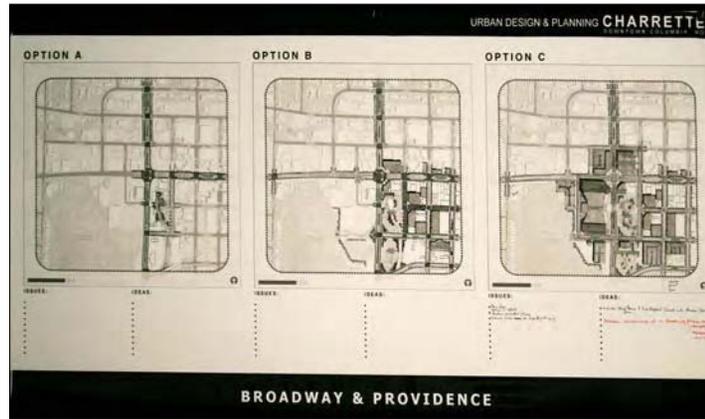
3) WHAT DO YOU FEEL SHOULD BE ADDED TO DOWNTOWN COLUMBIA?
Grocery store

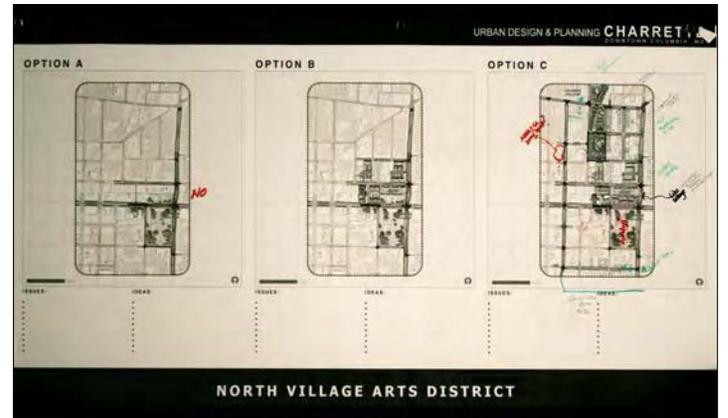
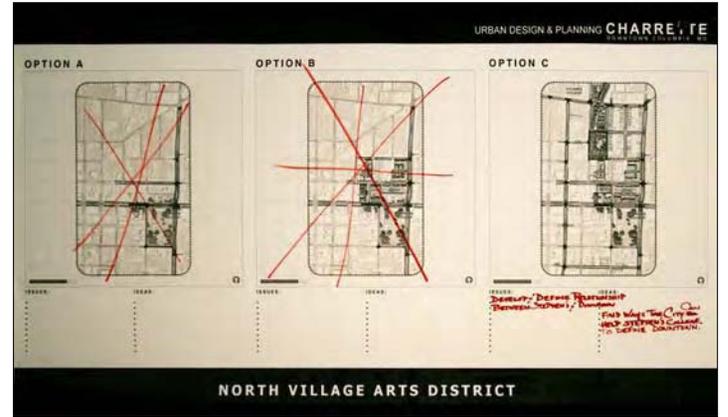
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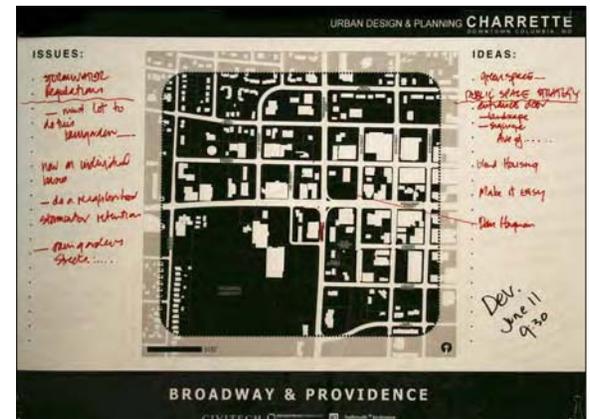
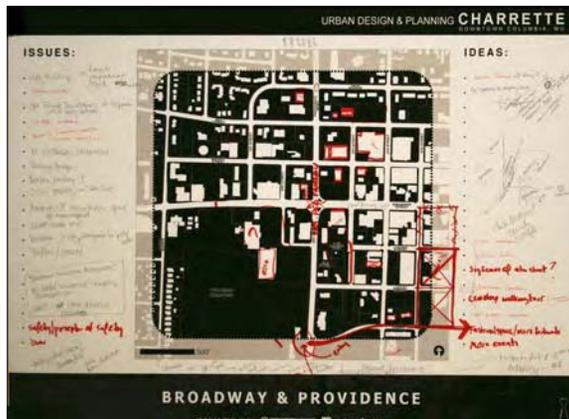
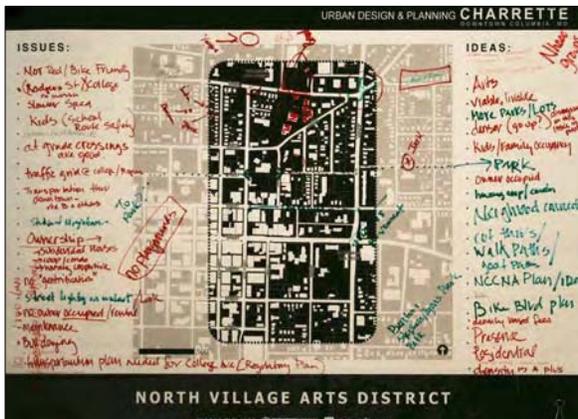
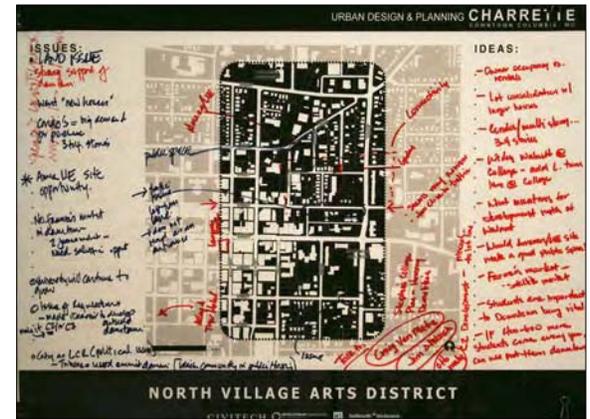
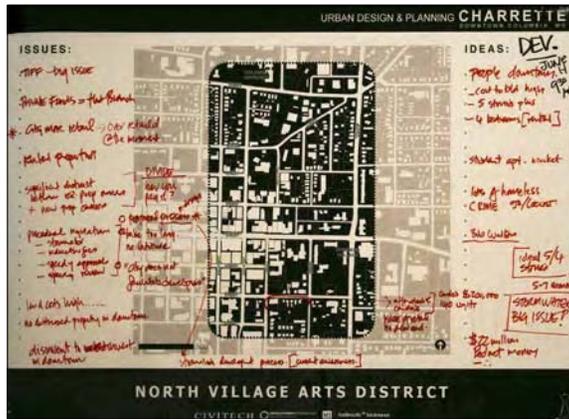
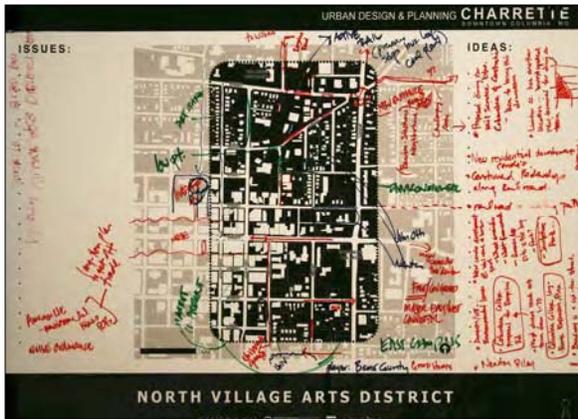
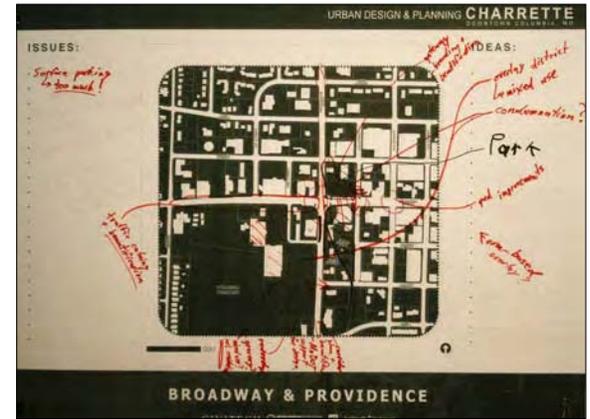
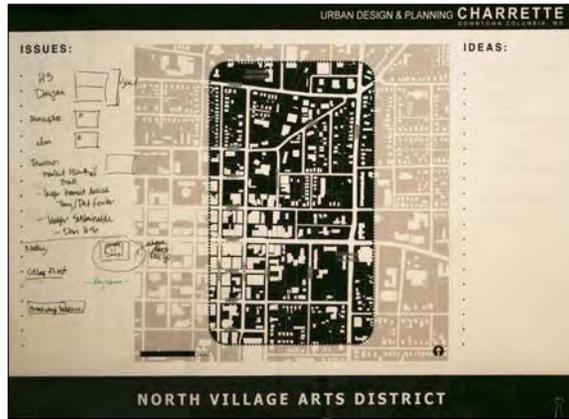
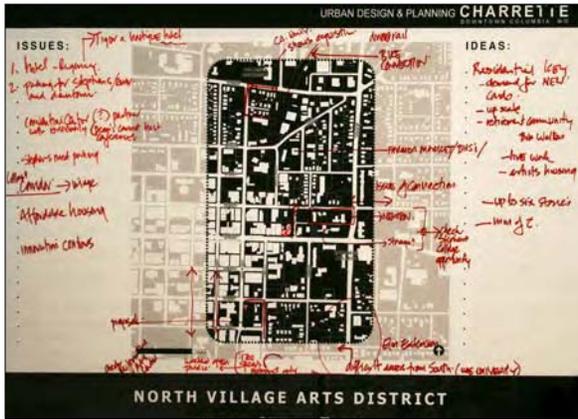
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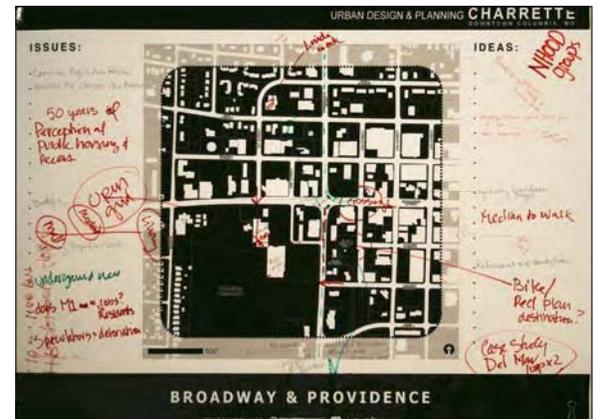
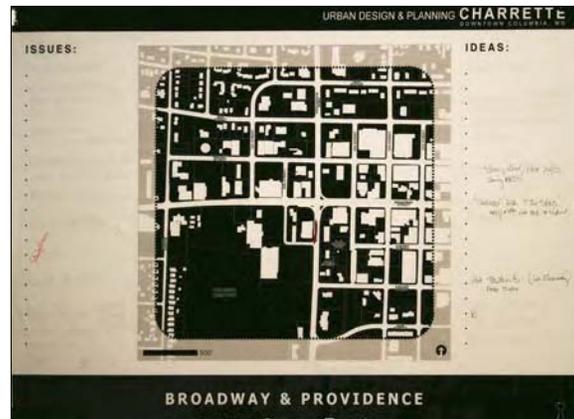
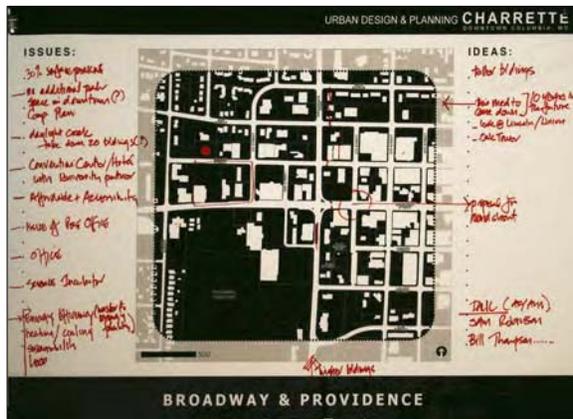
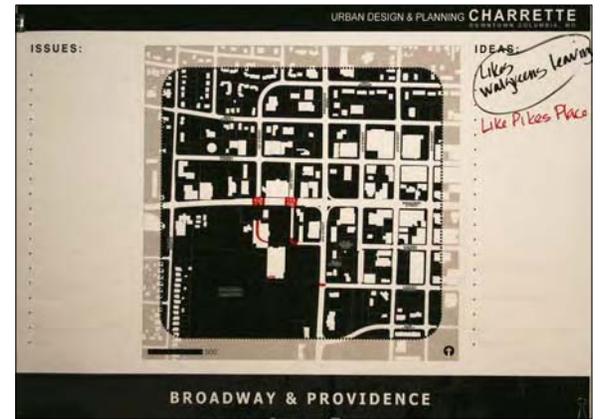
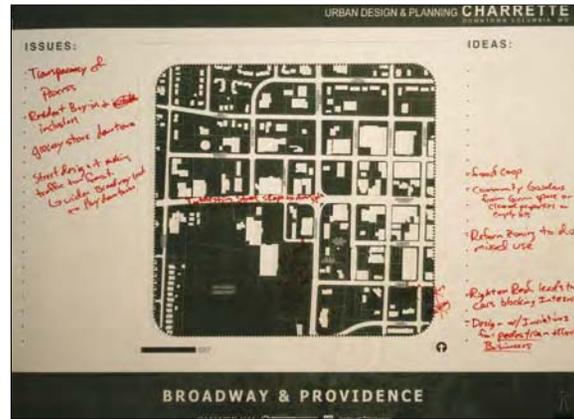
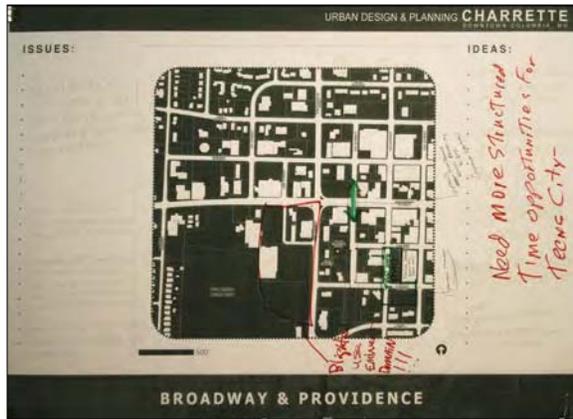
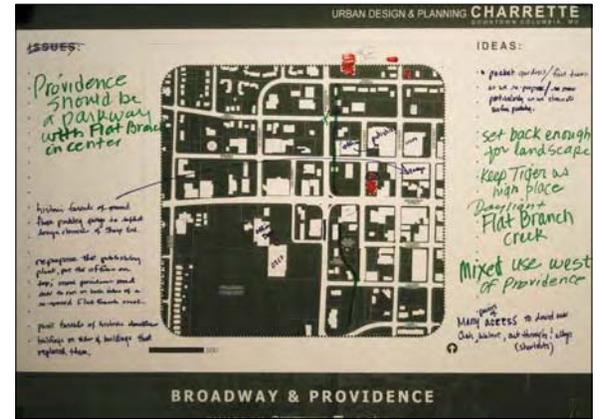
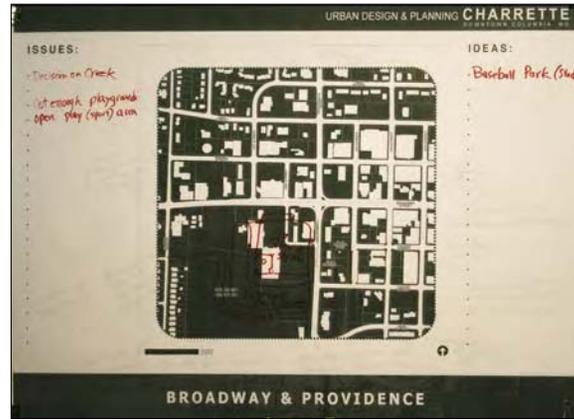
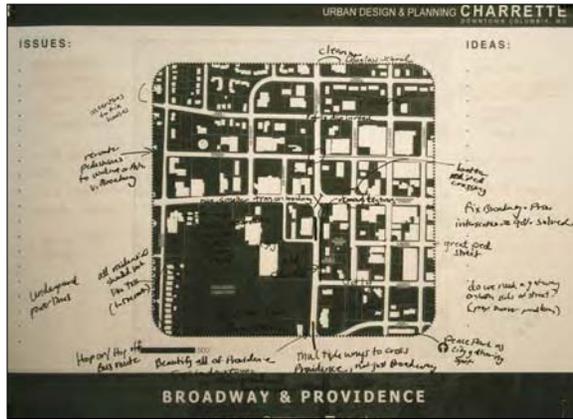
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