

Columbia City Council Work Session Minutes
Monday, July 12 at 6:00 p.m.
City Hall –Conference Room 1A/1B
701 East Broadway

Council Members present: Mayor McDavid, Paul Sturtz, Jason Thornhill, Gary Kespohl, Daryl Dudley, Laura Nauser and Barbara Hoppe

Absent: None

2011 CIP

The City Manager explained that the goal for this evening is to get Council comfortable with the projects currently included in the 2011 CIP because, in a couple of weeks, the Council budget discussions will shift from CIP to operating budgets. The Council briefly reviewed the 2011 CIP at the May mini-retreat and again at the July 6 Council meeting wherein a public hearing was held on the CIP. Staff recommendations include moving some of the projects out in order to accommodate funding and the City Manager suggested Council focus on those projects. The Planning and Zoning Commission reviewed the draft CIP and provided a number of comments which were forwarded to Council. The City Manager reviewed staff's comments to the proposed changes recommended by the PZC.

Council comments included:

- Project 115 (Rock Quarry Road) – move to 6-10 yr category and reduce amount to half of what is currently shown. Change to \$5M
- Fairview and Ash intersection improvements – resend report to Council – evaluation of 4-way stop.
- Project #222 (Worley St. Sidewalk – Clinkscales to Bernadette) - move from 6-10 yr category to 3-5 yr category.
- Project #1342 (PCCE#19/Sunset Lane) – move to 1-2 year category.

The City Manager provided a status to the list of projects Council brought up at the mini retreat.

Council comments continued:

- Ashland and Stadium – intersection – move up to 3-5 year category.
- 3-5 year sidewalk projects – Business Loop and under grounding utilities – prior to Garth – design 2013 – can we do sooner? City Manager indicated that shift would get the projects out of order. He added that 2013 is about as early as we can design the project.
- Sidewalk – Audubon/Shepard/Azalea move to 3-5 yr category; Shepard Blvd – Danforth (s side) to Old 63 Sidewalk.
- Intersection improvements on Stadium and Audubon (was on Safe routes to School charette and is not included anywhere in the CIP. City Manager indicated he would request staff prepare a project description.

Parks and Rec Sales Tax

The City Manager explained that tonight's goal was to continue the process and obtain Council consensus on the program (4 categories) for the 1/8 cent parks sales tax renewal.

Mike Hood, Parks and Recreation Director, reviewed the program, as presented, at the July 6 pre-Council meeting and reviewed the timeline for public hearing and introduction of ordinance at the August 2 Council meeting. Mr. Hood also addressed the Mayor's questions raised at the last work session regarding the number of additional soccer fields needed to bring in larger tournaments and how much park land can be acquired with \$1.8M.

Presentation by Dan Rothery, Boone Hospital President/Senior Executive Officer

Mr. Rothery discussed BHC's approach to process management and achieving efficiencies in the work place. See attached power point presentation.

H-3 downtown charette follow-up

The City Manager reviewed the process and the next steps as outlined in the consultant's presentation. The Council was provided a copy of the Sasaki study. The City Manager pointed out the commonalities between the two studies.

The City Manager suggested that the study be referred to the Planning and Zoning Commission for review prior to Council formally adopting the plan. Staff will also prepare recommendations regarding the creation/formalization of an implementation entity.

Other items the Council may wish to discuss

Henrikson/Robinsons Farms (Sutter property) – The City Manager explained the need to move forward with the zoning. Staff will prepare a resolution for Council consideration at the July 21 Council meeting directing staff to make an application for rezoning.

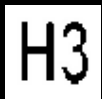
Meeting adjourned at 8:05 p.m.

URBAN DESIGN & PLANNING CHARRETTE
DOWNTOWN COLUMBIA, MISSOURI

CHARRETTE: COLUMBIA



PUBLIC PRESENTATION 07.06.10



CIVITECH

hellmuth + bicknese
architects

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

CHARRETTE PROCESS

[illegible]

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

EXTENDED DOWNTOWN STUDY AREA

The map illustrates the extended downtown study area in Columbia, Missouri. Key features include:

- Interstate 70** running horizontally across the top.
- Providence Road** running vertically on the left.
- College Avenue** running vertically on the right.
- Old 63 Corridor** running vertically on the far right.
- Broadway** running horizontally across the middle.
- University of Missouri** at the bottom.
- Key Landmarks:** Columbia College (approx. 1,500 students & 300 employees), Stephen's College (approx. 750 students & 75 employees), Boone Hospital Center (approx. 225 employees), and various public schools and parks.
- Radius Indicators:** 1/4 mile radius around the center of the study area.
- Color-coded Regions:** Different colors (blue, green, yellow, orange, red) highlight specific areas of interest or planning focus.

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

EXTENDED DOWNTOWN STUDY AREA

INTERSTATE 70

INTERSTATE 70 (BUSINESS)

PROVIDENCE ROAD

COLLEGE AVENUE

OLD 63

WILKES ROAD

COLUMBIA COLLEGE
APPROXIMATELY 1,500 STUDENTS & 300 EMPLOYEES

PUBLIC SCHOOL

PUBLIC SCHOOL

PUBLIC SCHOOL

PUBLIC SCHOOL

PUBLIC HOUSING

MARKET

NORTH VILLAGE ARTS DISTRICT

TRANSIT TERMINAL

1/4 MILE RADIUS

1/4 MILE RADIUS

BROADWAY | PROVIDENCE

BROADWAY | COLLEGE

EAST BROADWAY STREET

LOCUST STREET

ELM STREET

PEACE PARK

UNIVERSITY OF MISSOURI
APPROXIMATELY 31,312 STUDENTS & 13,176 EMPLOYEES

SASAKI PLAN AREA

BOONE HOSPITAL CENTER
APPROXIMATELY 2,250 EMPLOYEES

STEPHEN'S COLLEGE
APPROXIMATELY 750 STUDENTS & 75 EMPLOYEES

STEPHEN'S PARK

STEPHEN'S LAKE PARK

HISTORIC DISTRICT

PUBLIC LIBRARY

PEDESTRIAN & BICYCLE BRIDGE

COLUMBIA CEMETERY

BLACK HISTORY DISTRICT

1/4 MILE RADIUS

MKT TRAIL (TO MBSAINE)

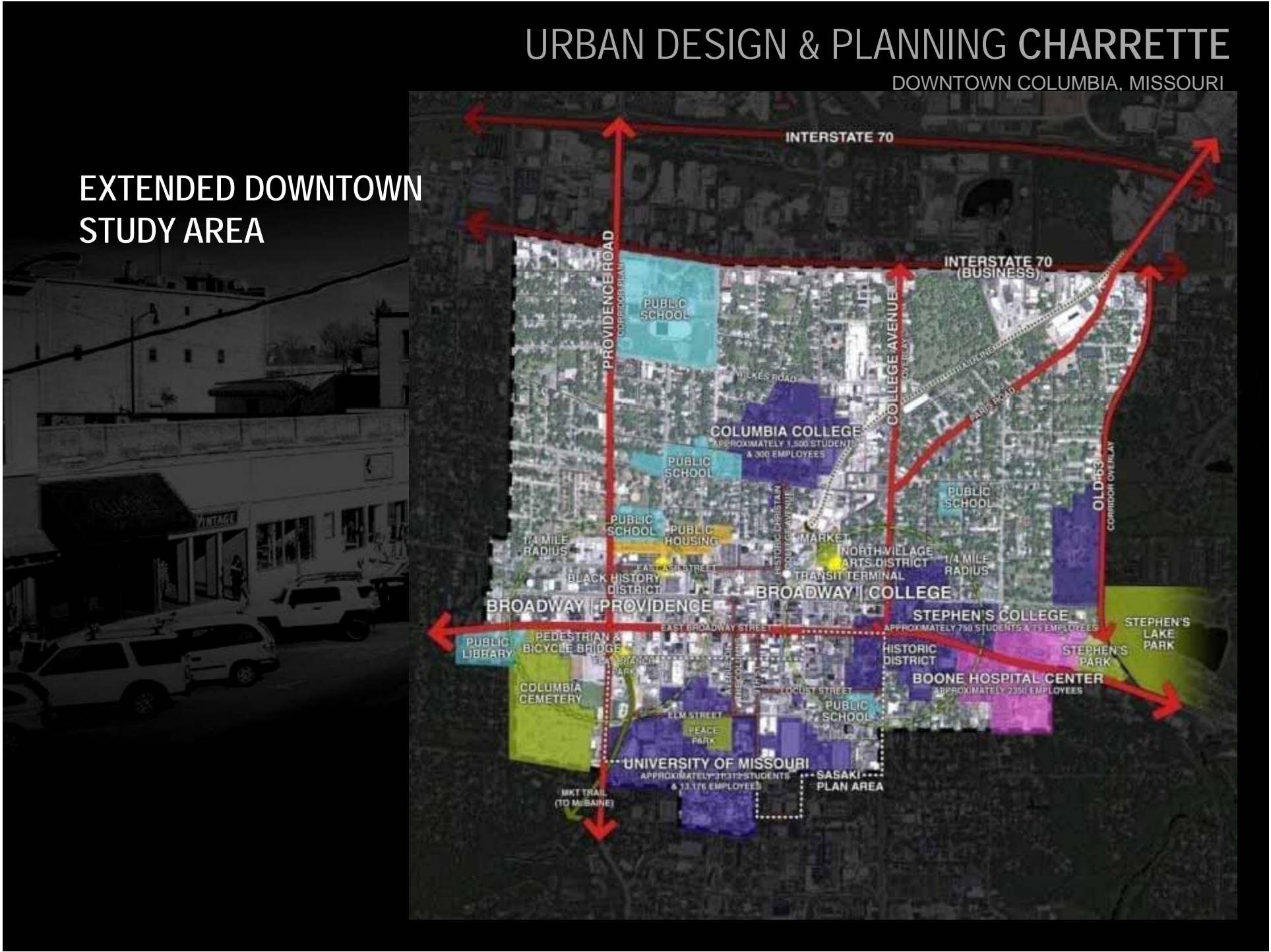
URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

EXTENDED DOWNTOWN STUDY AREA

The map illustrates the extended downtown study area in Columbia, Missouri. Key features include:

- Interstate 70** running horizontally across the top.
- Providence Road** running vertically on the left.
- College Avenue** running vertically on the right.
- Old 63 Corridor** running vertically on the far right.
- Broadway** running horizontally across the middle.
- University of Missouri** at the bottom.
- Key Landmarks:** Columbia College (approx. 1,500 students & 300 employees), Stephen's College (approx. 750 students & 75 employees), Boone Hospital Center (approx. 2,250 employees), and various public schools and parks.
- Other Labels:** Public School, Public Housing, Historic District, North Village Arts District, Transit Terminal, Market, East Broadway Street, Locust Street, Elm Street, Peace Park, Sasaki Plan Area, and Mkt Trail (to Mbsaine).
- Radius Indicators:** 1/4 mile radius and 1/2 mile radius are marked around the center of the study area.



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

ISSUES

- 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



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

IDEAS

- Increase residential populations & density
- New hotels & a hotel/convention center
- Support Cultural & Educational Institutional development
- New office space
- Implement public realm improvements
- Promote appropriately scaled development
- Enhance alternate forms of transportation



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

DOWNTOWN CORE

"The City Center provides the educational and cultural core of the community and will provide a mix of retail, office, and multi-family residential uses in a highly pedestrian-oriented, street focused environment."

- COLUMBIA 2020 METRO



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

CULTURAL HERITAGE

MKT to KATY trail
Santa Fe & Oregon Trail
Smithton settlement
Platting of Columbia at Flat
Branch
African American
communities: Cemetery
Hill, Douglas Park,
Railroad Row, etc
Blind Boone, John Lang,
Henry Kirklin & Horticulture
Anne Fisher
Nora
Ragtime Festival
UMC
Columbia Cemetery



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

MARKET OVERVIEW

Columbia MSA

- Residential: 10,000-15,000 units over next 10-15 years
- Office: 1 million-1.5 million job-driven square feet over 10 years
- Retail: 600,000 population-driven square feet over 10 years

Downtown Columbia Demand (10-15 years)

- Residential: 1,000 to 1,250 units
- Office: 100,000 to 150,000 square feet
- New Retail: 30,000-60,000 square feet
- Hotel: 2 Hotels

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

MARKET OVERVIEW

Downtown Density Comparison

Selected "College Towns"

	Columbia Downtown	Ann Arbor, MI Downtown	Champaign, IL CampusTown	Bloomington, IN Downtown	Lawrence, KS Downtown	Boulder, CO Downtown
Sq. mi	0.59	0.37	0.22	0.57	0.55	0.71
2009 Population	1,162	3,385	5,815	5,611	4,017	6,799
2009 Housing Units	1,423	2,004	2,888	2,746	1,866	3,631
Units/sq. mi.	2,412	5,416	13,127	4,818	3,393	5,114
Units/acre	4	8	21	8	5	8

*Downtown definition is subjective. This analysis includes central commercial district, as well as some surrounding residential areas, particularly if between downtown and campus

Sources: ESRI 2010, DEVELOPMENT STRATEGIES

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

URBAN DESIGN NODES

Providence & Broadway
North Village Arts District



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

- North College Avenue is a major vehicular artery to the I-70 Business Loop
- Stephens College encompasses all four corners of the Broadway | College intersection
- Broadway | College intersection has elevated foot bridges
- East Campus Neighborhood and Stephens College South Campus Historic Districts (National Register of Historic Places)
- North Village Arts District
- Retention of Affordable Housing
- Adjacent to the Boone Hospital Center and Stephens Park
- Encompasses a roughly 5-minute (1/4-mile) walking shed



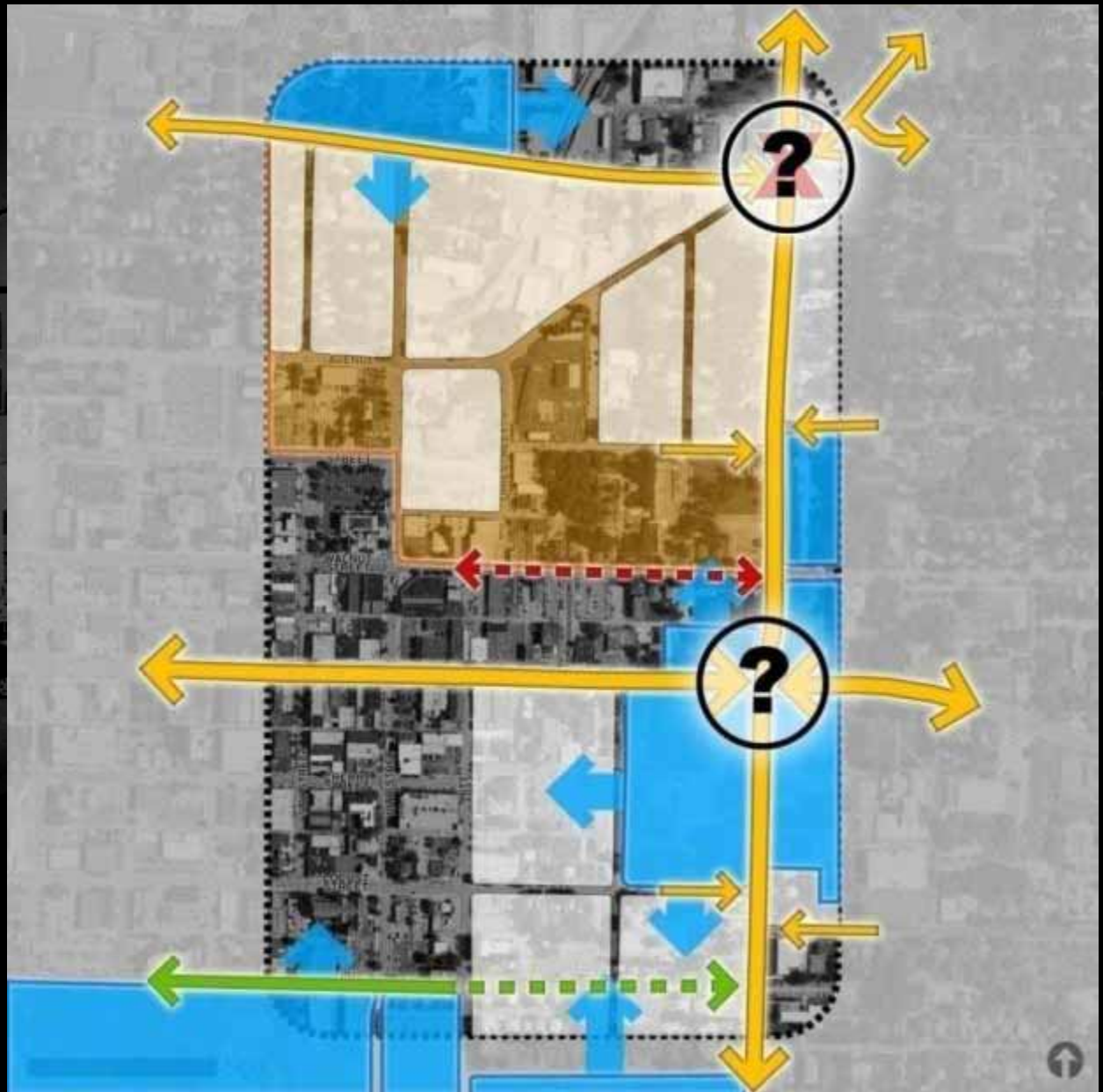
URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

ISSUES

- Lack of connectivity and pedestrian connections across College Avenue
- Unsafe pedestrian access along Rogers Street and at the intersection of College
- Long blocks and lack of pedestrian and bike connectivity through the neighborhood
- Lack of diverse housing opportunities
- College 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 extend?
- 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



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

IDEAS

- Utilize many of the available development sites over the long term
- Facilitate bike and pedestrian connections east and west across the district
- Support the railroad dining car & utilize the railroad right of way for recreation activities
- Build upon the strengths of the university development plans
- Expand on the current arts and culture, for example art facilities | artist housing
- Offer more diverse housing opportunities, for example live | work housing
- Employ distinct streetscape & district branding strategies to define the area
- Safe biking connections & pedestrian access
- Develop and define a center of activity such as a farmers market or public square
- Enhance district walk-ability between the institutions and the neighborhood



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

Urban Boulevard
Campus Entrance
Hotel Gateway
Columbia College Connector
Neighborhood Network
Public Park/Square
Neighborhood Stormwater
Artist Studio's Live/Work | Trail
Residential Infill Development
Campus Housing
Elm Street Extension
Lee Expressive Arts School
Development Opportunity



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

Residential: 656 – 685 units

Office: 50,700 to 84,500 sq ft

New Retail: 35,100 sq ft

Work Space/Gallery:

113,700 sq ft

Hotel: one



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

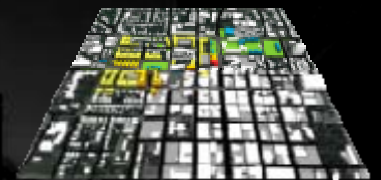
PROPOSED...



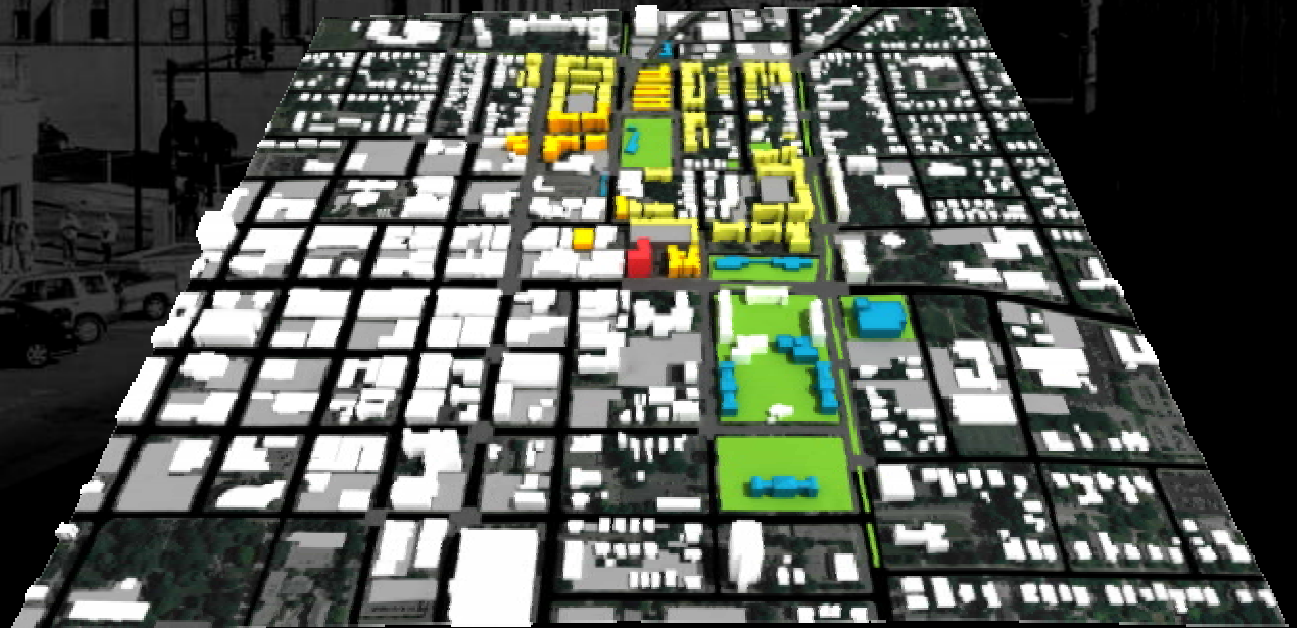
Looking West



Looking South



Looking East



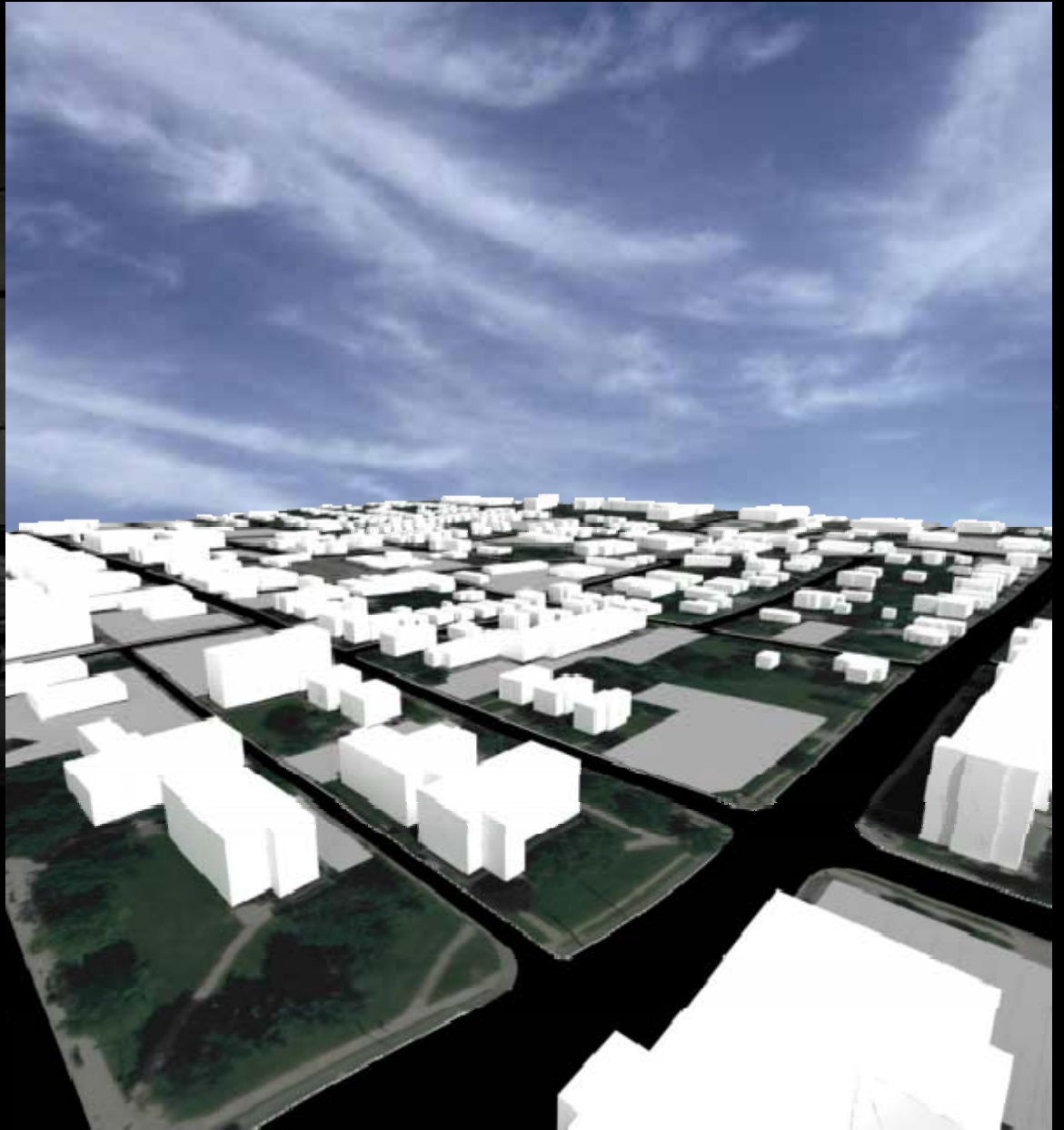
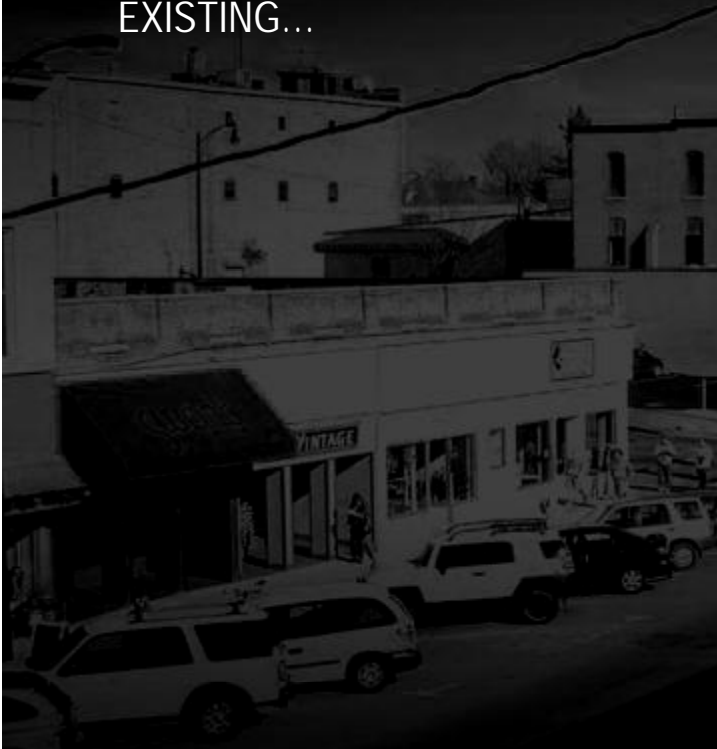
Looking North

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

EXISTING...

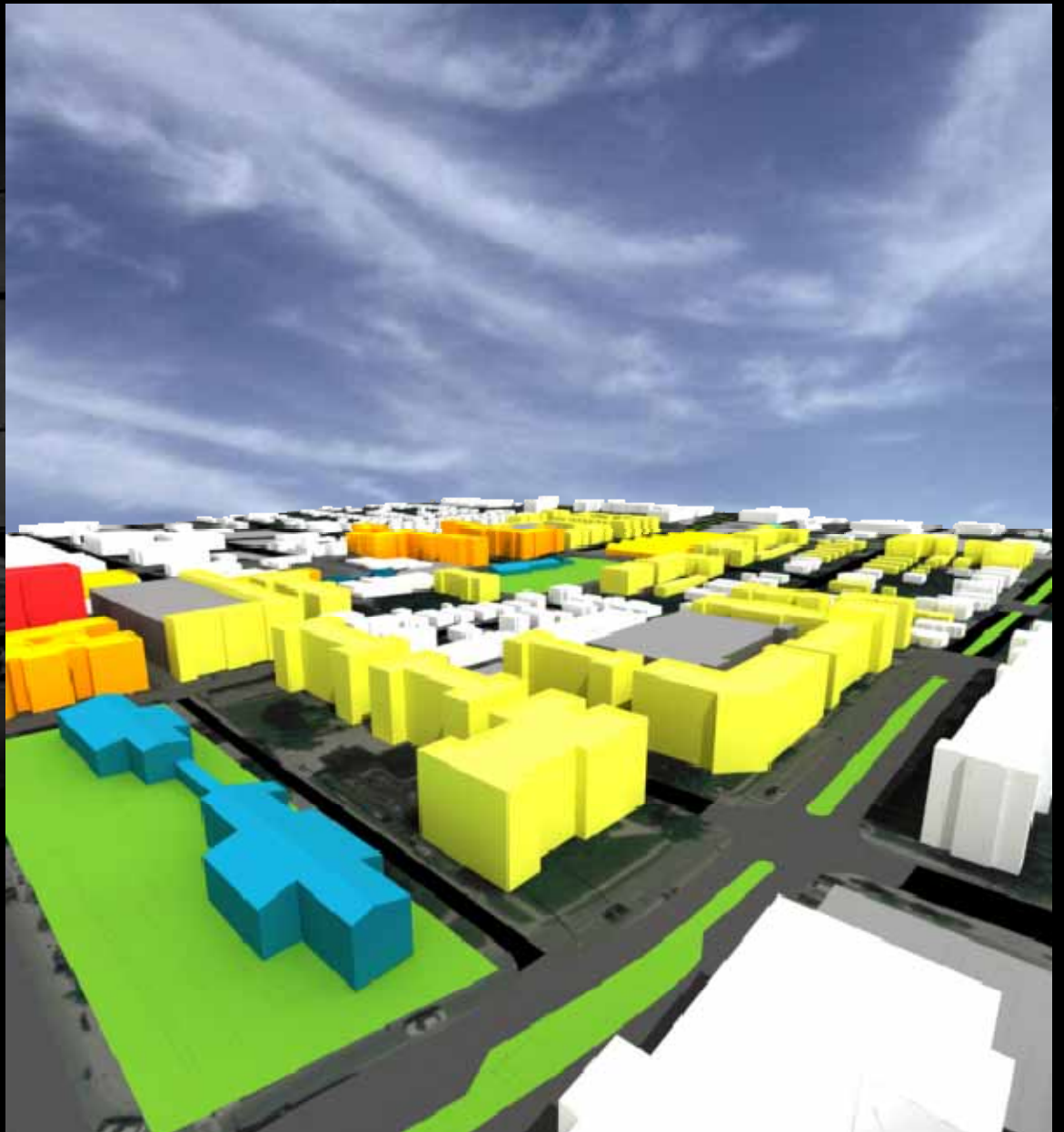
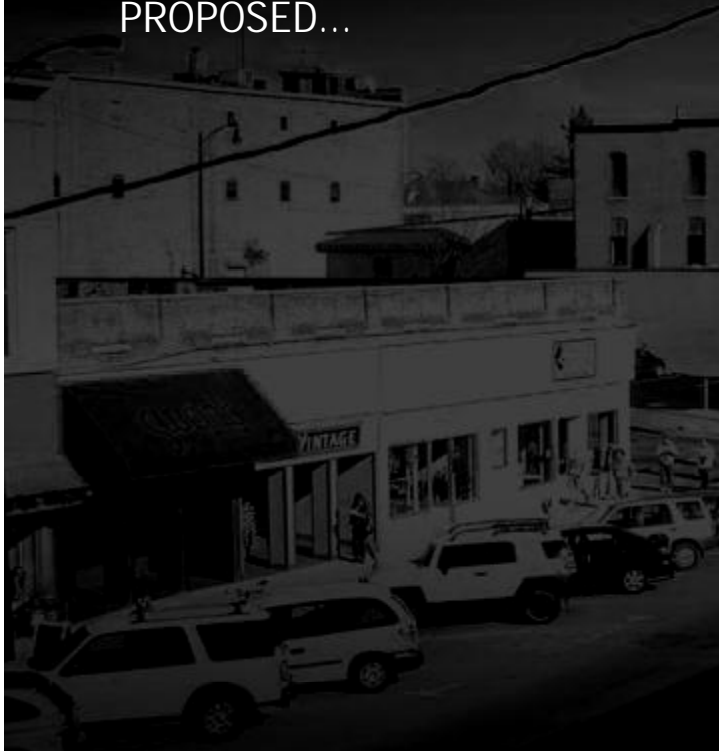


URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

PROPOSED...



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

PROPOSED...

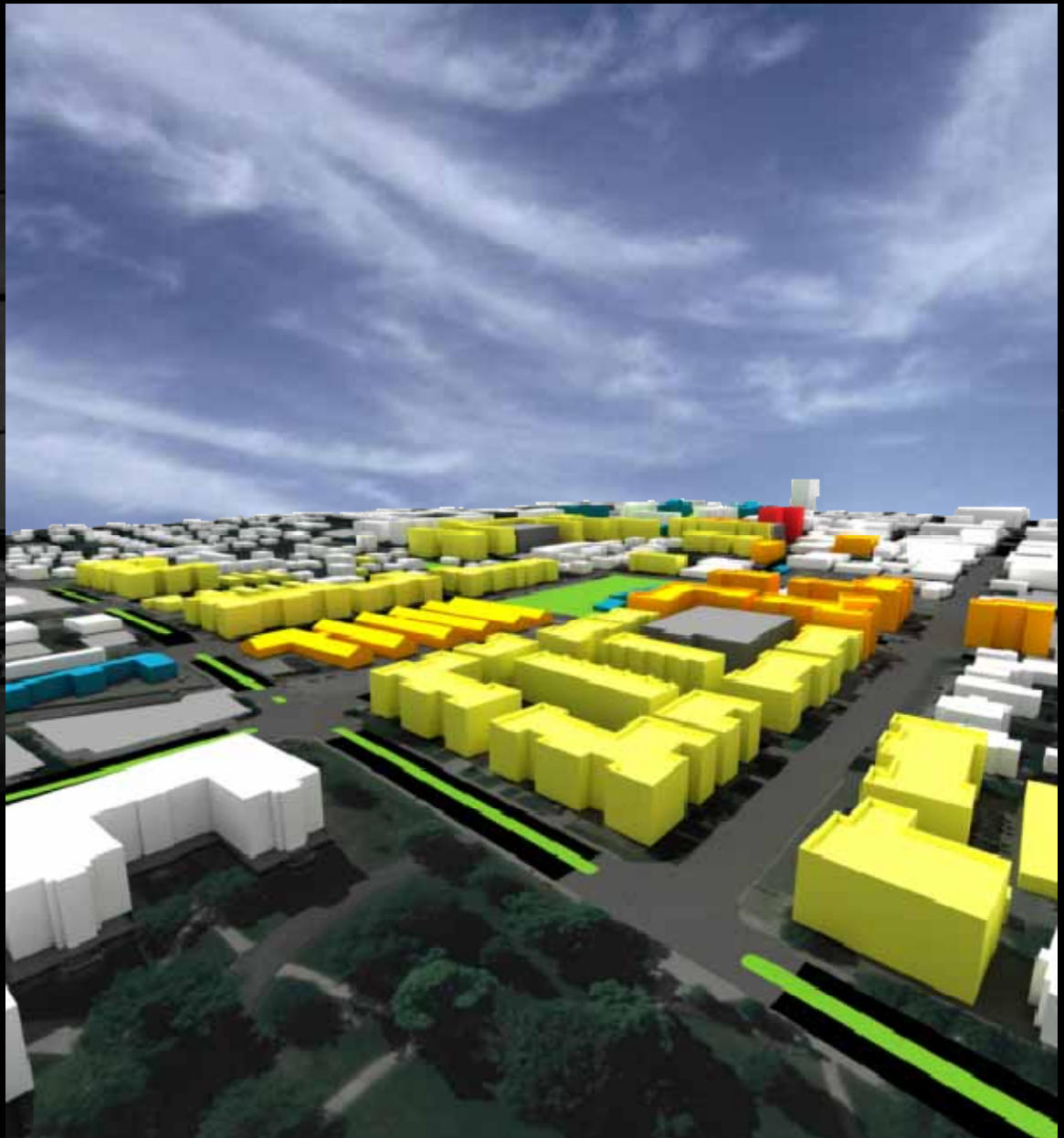
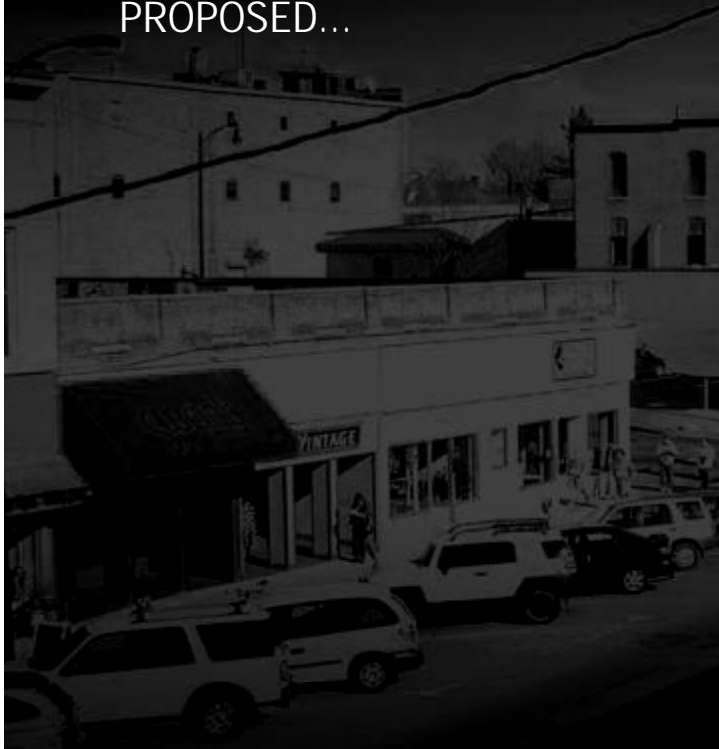


URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

PROPOSED...



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



NORTH VILLAGE

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



NORTH VILLAGE *PARK, FARMERS MARKET & STREETScape IMPROVEMENTS*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



NORTH VILLAGE *INFILL DEVELOPMENT*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



BROADWAY STREET EXISTING SECTION

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

3 TO 5 STORIES

3 TO 5 STORIES



BROADWAY STREET PROPOSED SECTION

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



BROADWAY STREET

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



BROADWAY STREET *STREETScape IMPROVEMENTS*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT

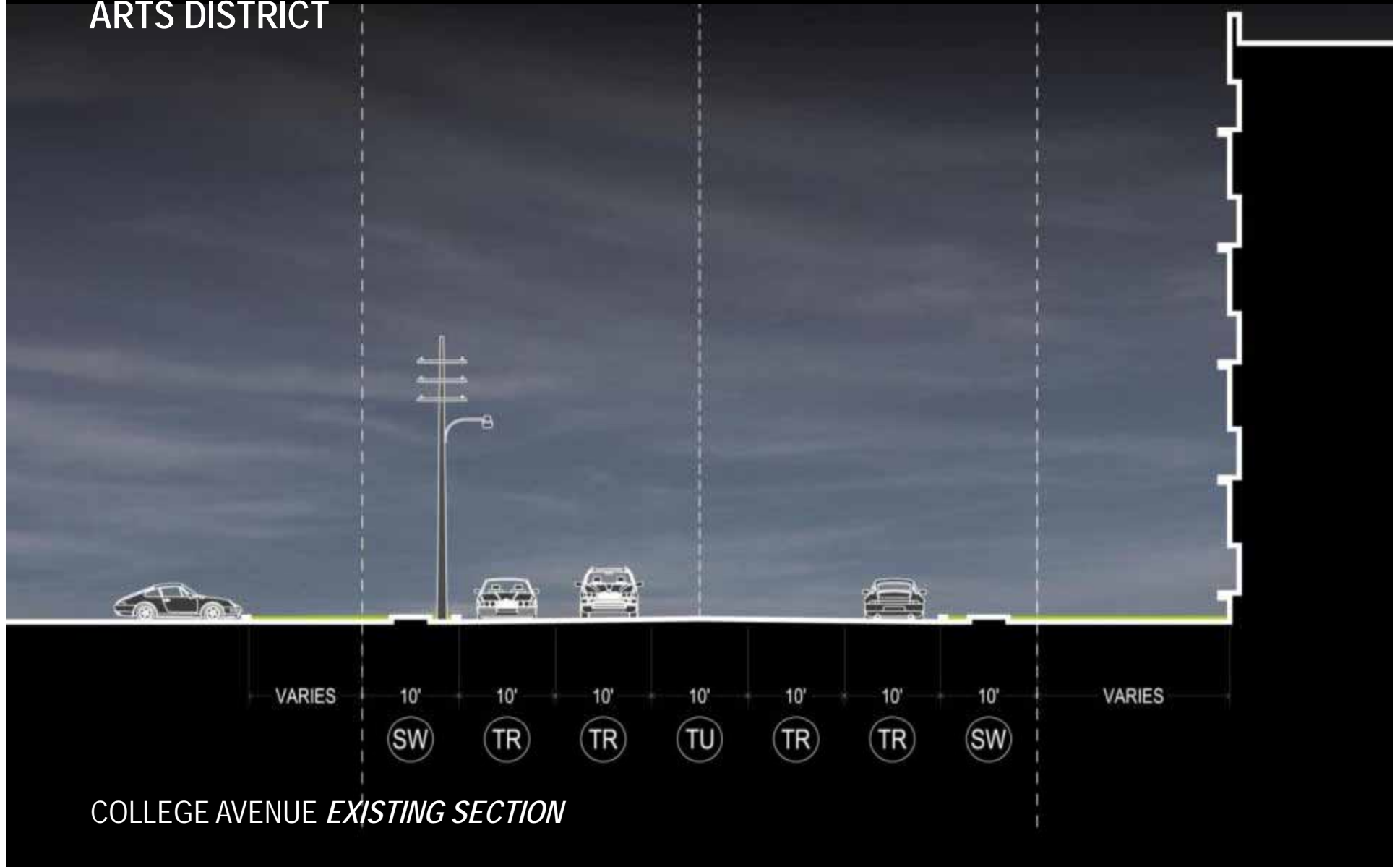


BROADWAY STREET *INFILL DEVELOPMENT*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



COLLEGE AVENUE *PROPOSED SECTION*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



COLLEGE AVENUE

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



COLLEGE AVENUE *STREETScape IMPROVEMENTS*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NORTH VILLAGE ARTS DISTRICT



COLLEGE AVENUE *INFILL DEVELOPMENT*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

- Providence Road corridor is a major vehicular artery and one of Downtown Columbia's main connection to I 70
- Large areas of vacant land and incremental land ownership
- Flat Branch Park connects to the Katy Trail
- Columbia Housing Authority (CHA) Park Avenue Revitalization Project
- University of Missouri Campus
- Columbia Cemetery
- New Columbia Public Library
- Adjacent neighborhoods
- Retention of Affordable Housing
- Encompasses a roughly 5-minute (1/4-mile) walking shed









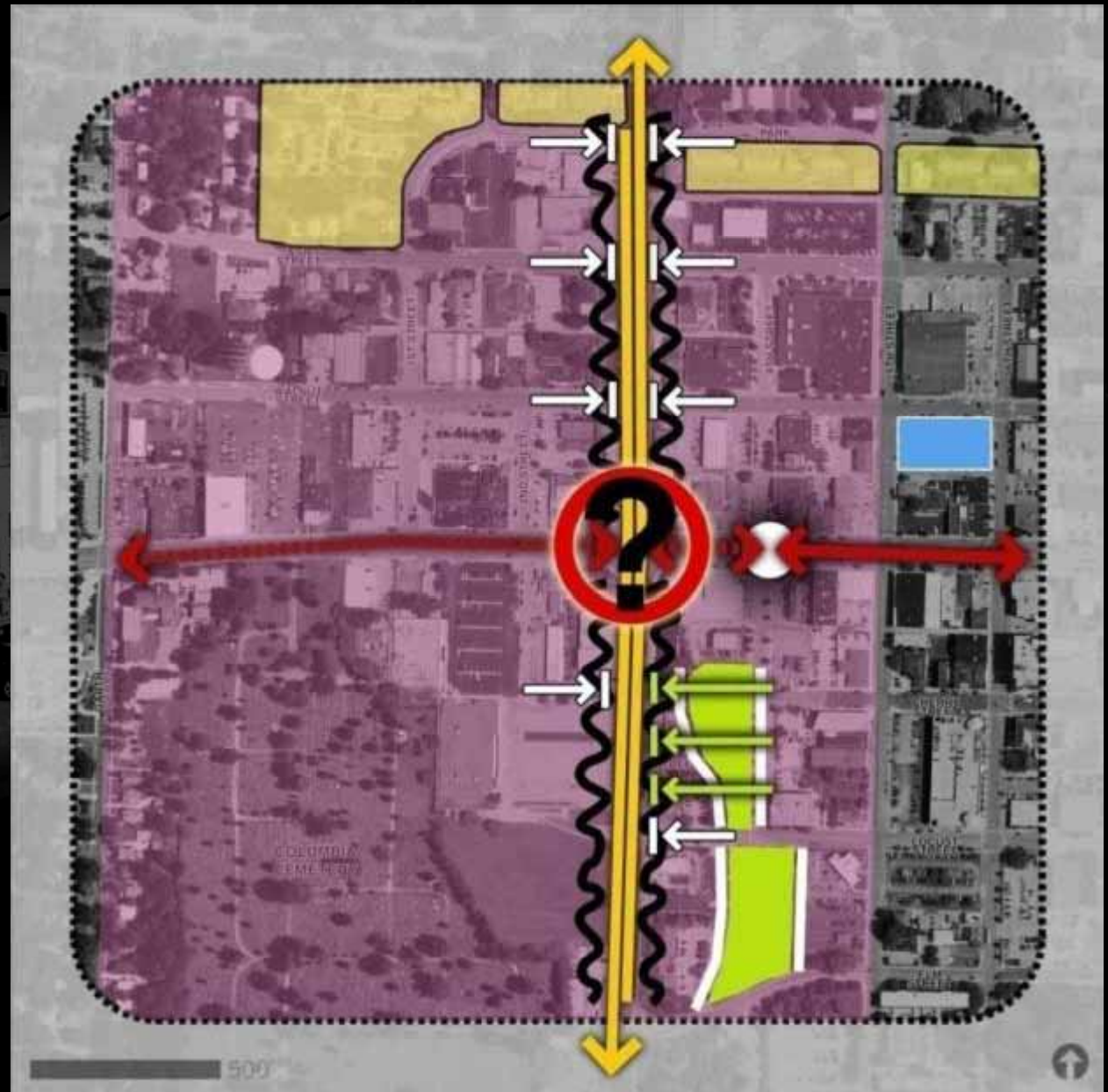
URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

ISSUES

- 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



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

IDEAS

- Utilize large-scale development opportunities
- Build upon African American history & culture
- Redevelop CHA housing with a mix of market-rate & subsidized
- Reinterpret the Flat Branch Creek landscape as a public space amenity
- Capitalize upon the cemetery as historical asset and amenity.
- Support the expansion of educational and cultural assets
- Develop safe pedestrian access & crossings
- Support bike connections
- Support appropriate, pedestrian-scaled development along Providence Road
- Develop a gateway | entryway concept including signage, branding, and spatial change
- Enhance pedestrian connectivity east across Providence and North across Broadway



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

- Urban Boulevard
- Broadway Extension
- Build the Corner
- Cherry Street as Armature
- Residential/Mixed-Use Area
- Cultural/Educational Amenities
- Flat Branch Park as destination
- Catalytic Development Options
- Neighborhood Linkage



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

DEVELOPMENT SCALE: **BROADWAY|PROVIDENCE**

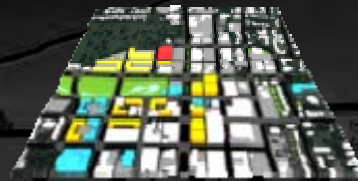
	Convention Center Option	Office Option	Residential Option	Mixed-Use Option
Residential	152 units	152 units	401 units	339 units
Office	376,400 sq. ft.	676,400 sq. ft.	376,400 sq. ft.	376,400 sq. ft.
Retail	106,950 sq. ft.	106,950 sq. ft.	134,950 sq. ft.	160,850 sq. ft.
Hotel	343 rooms			
Convention Center	260,000 sq. ft.			

URBAN DESIGN & PLANNING CHARRETTE

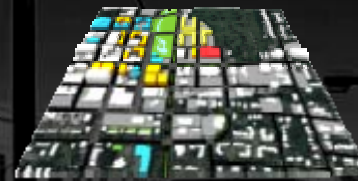
DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

PROPOSED...



Looking West



Looking South



Looking East



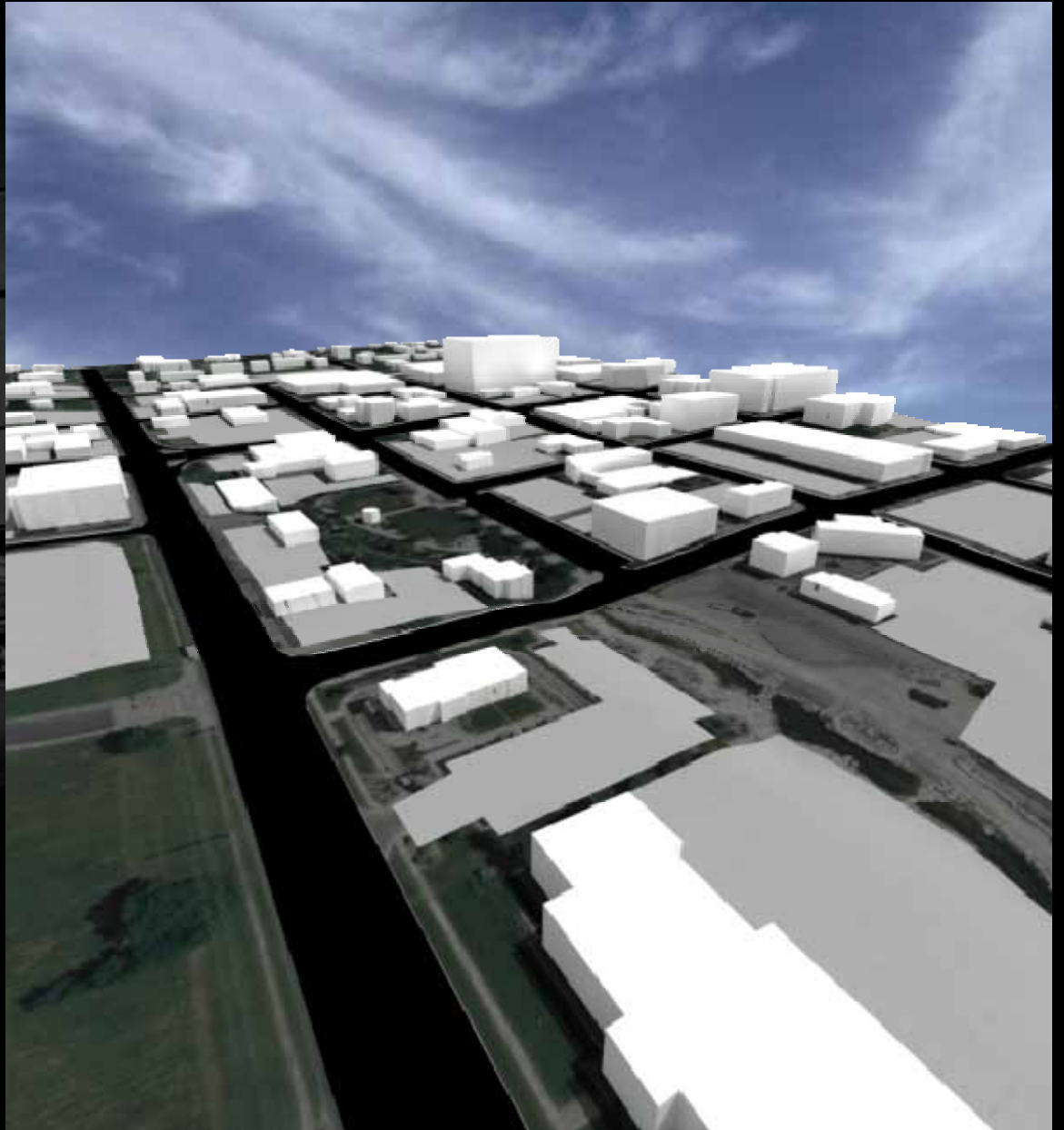
Looking North

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

EXISTING...

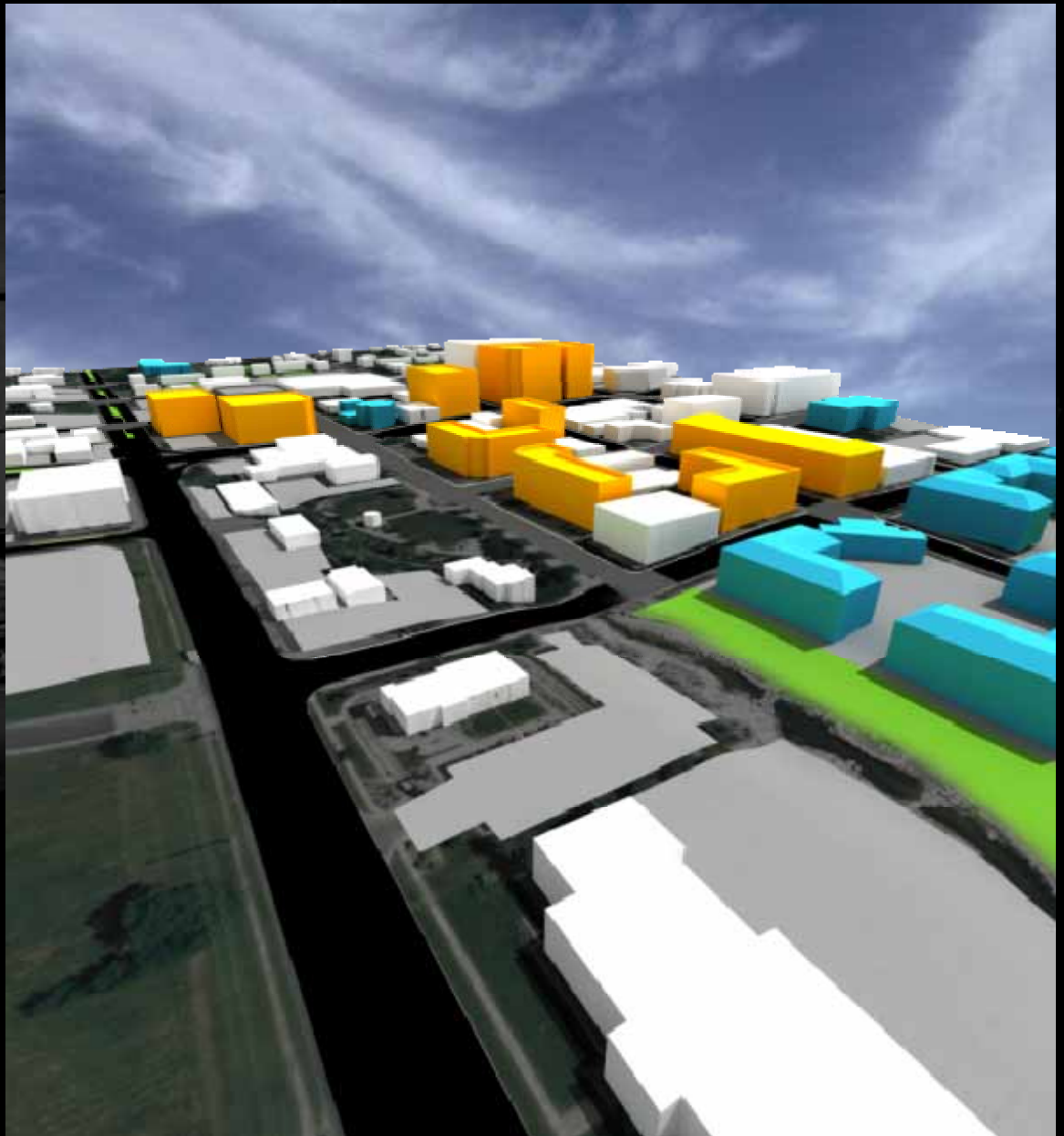


URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

PROPOSED...

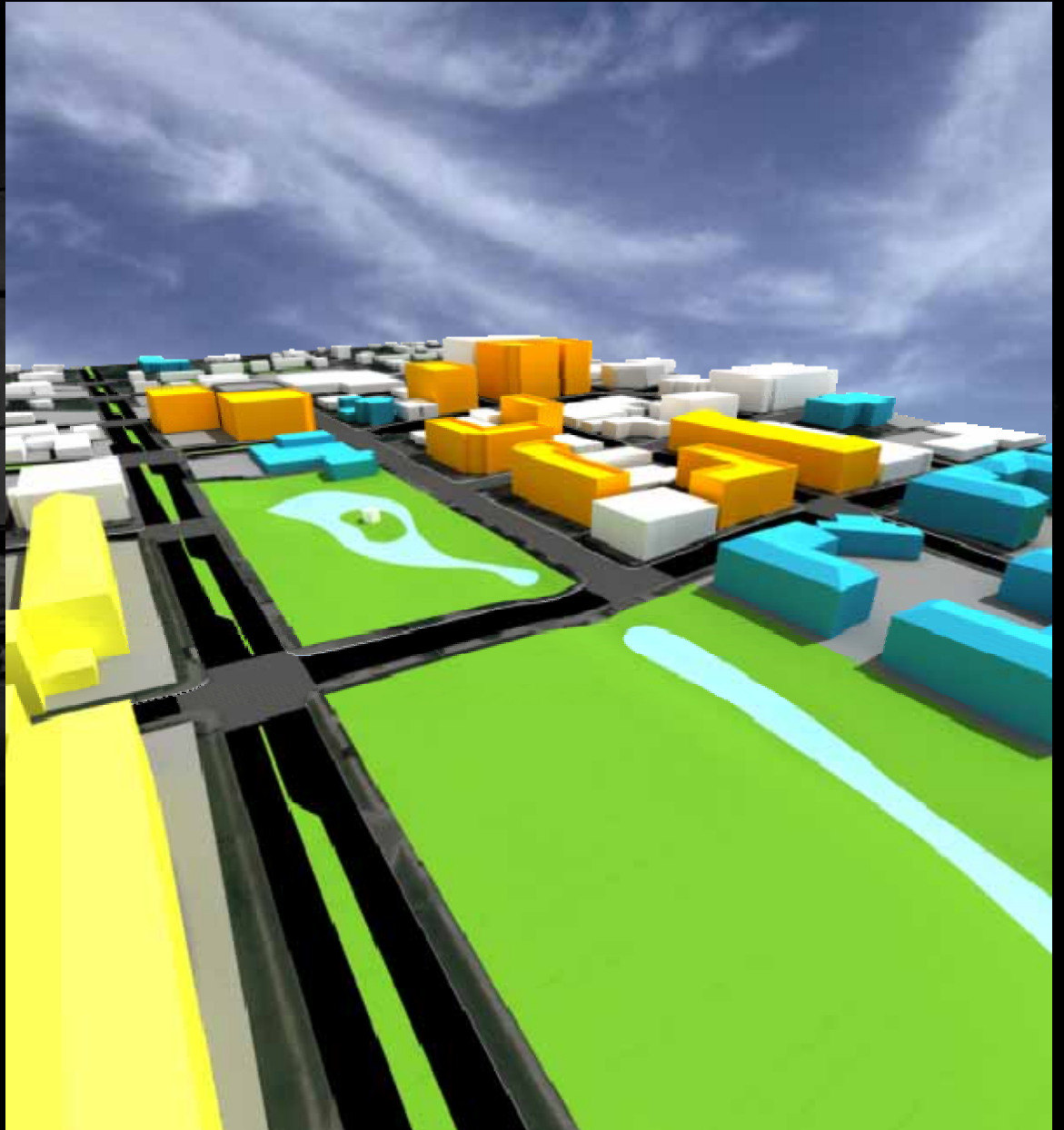


URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

PROPOSED...

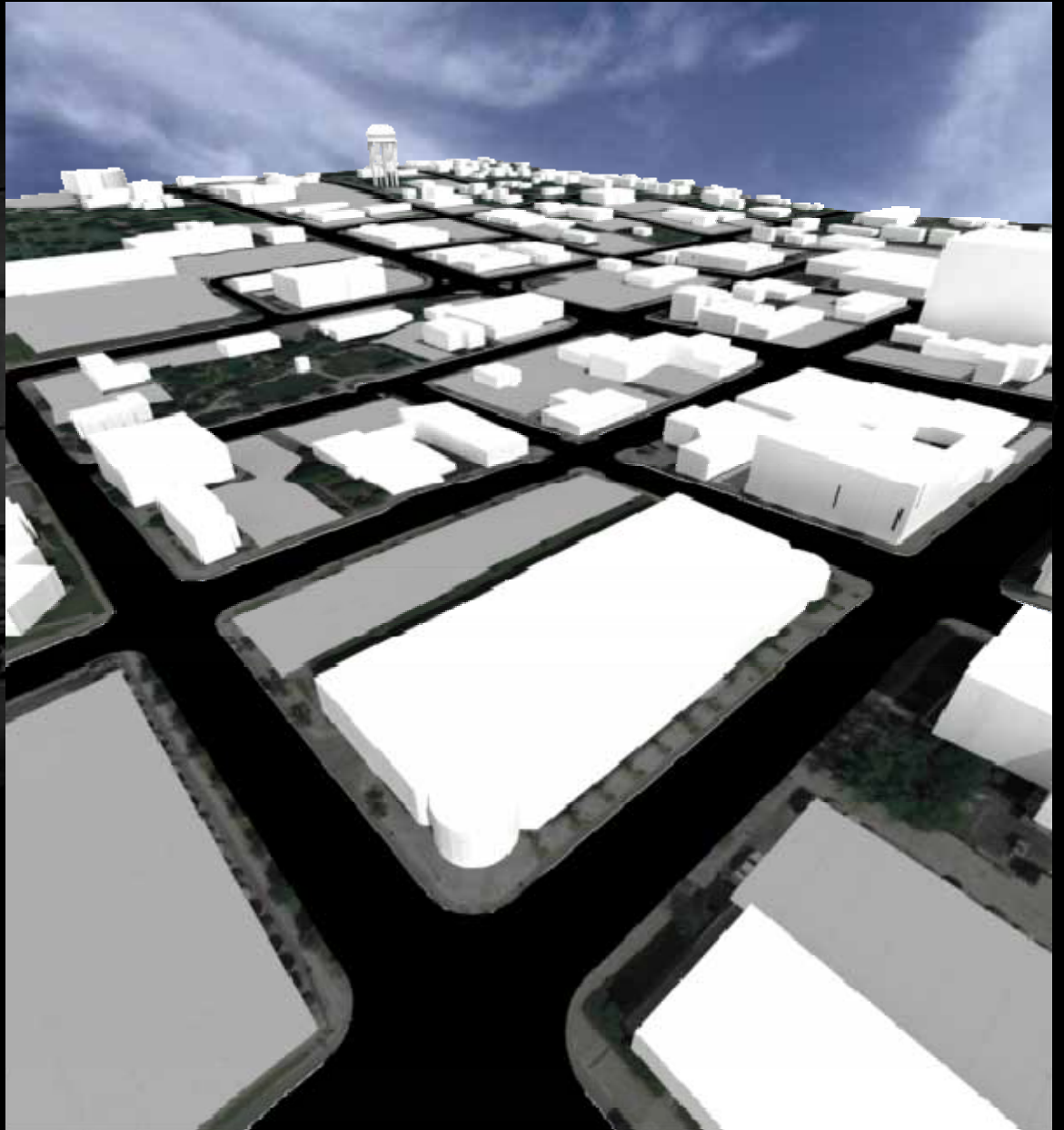


URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

PROPOSED...

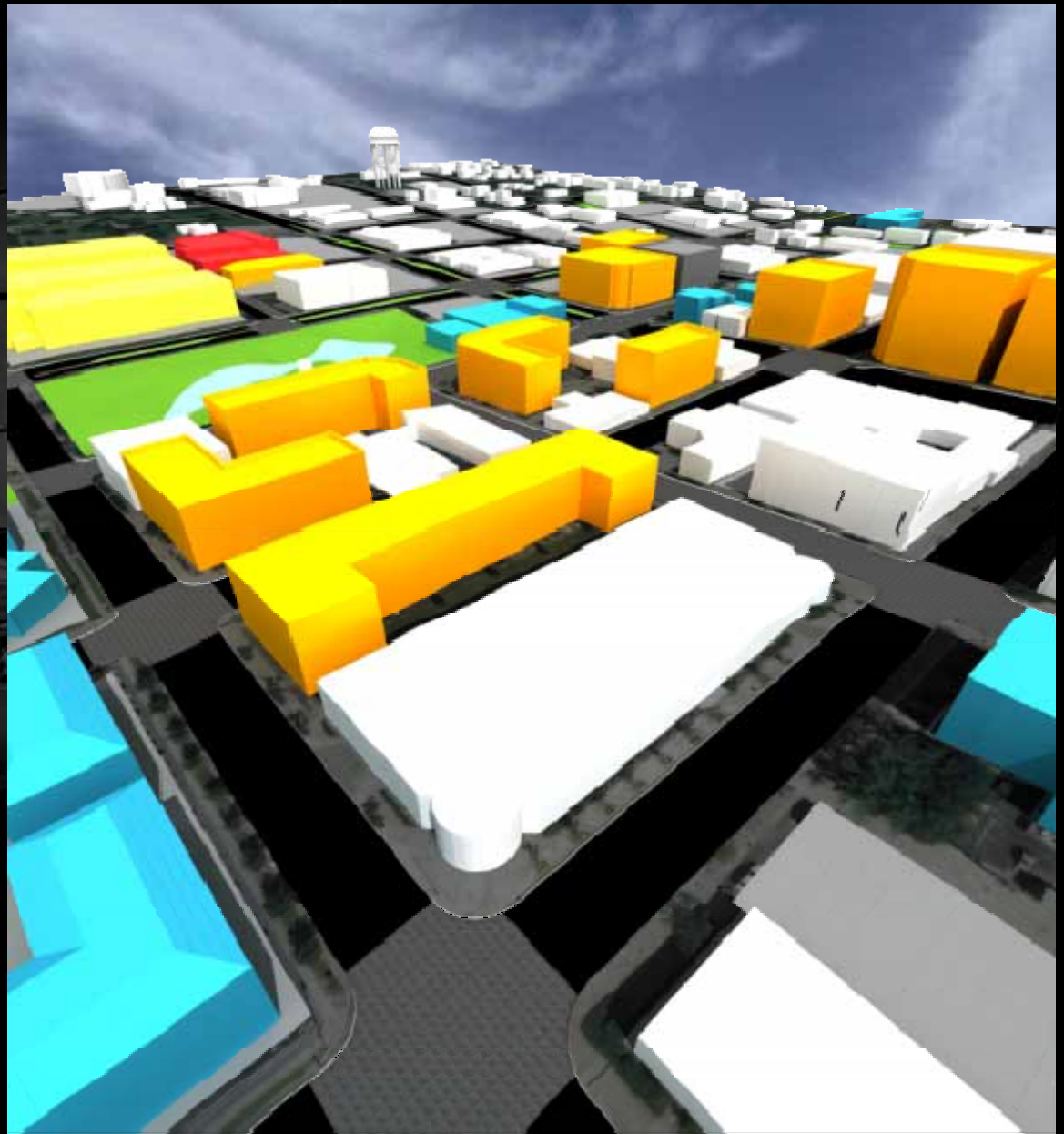
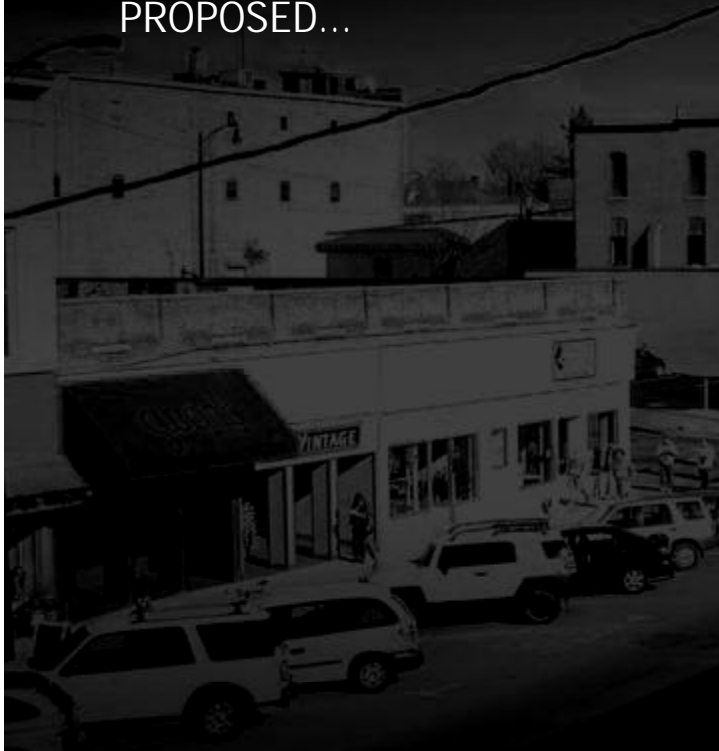


URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

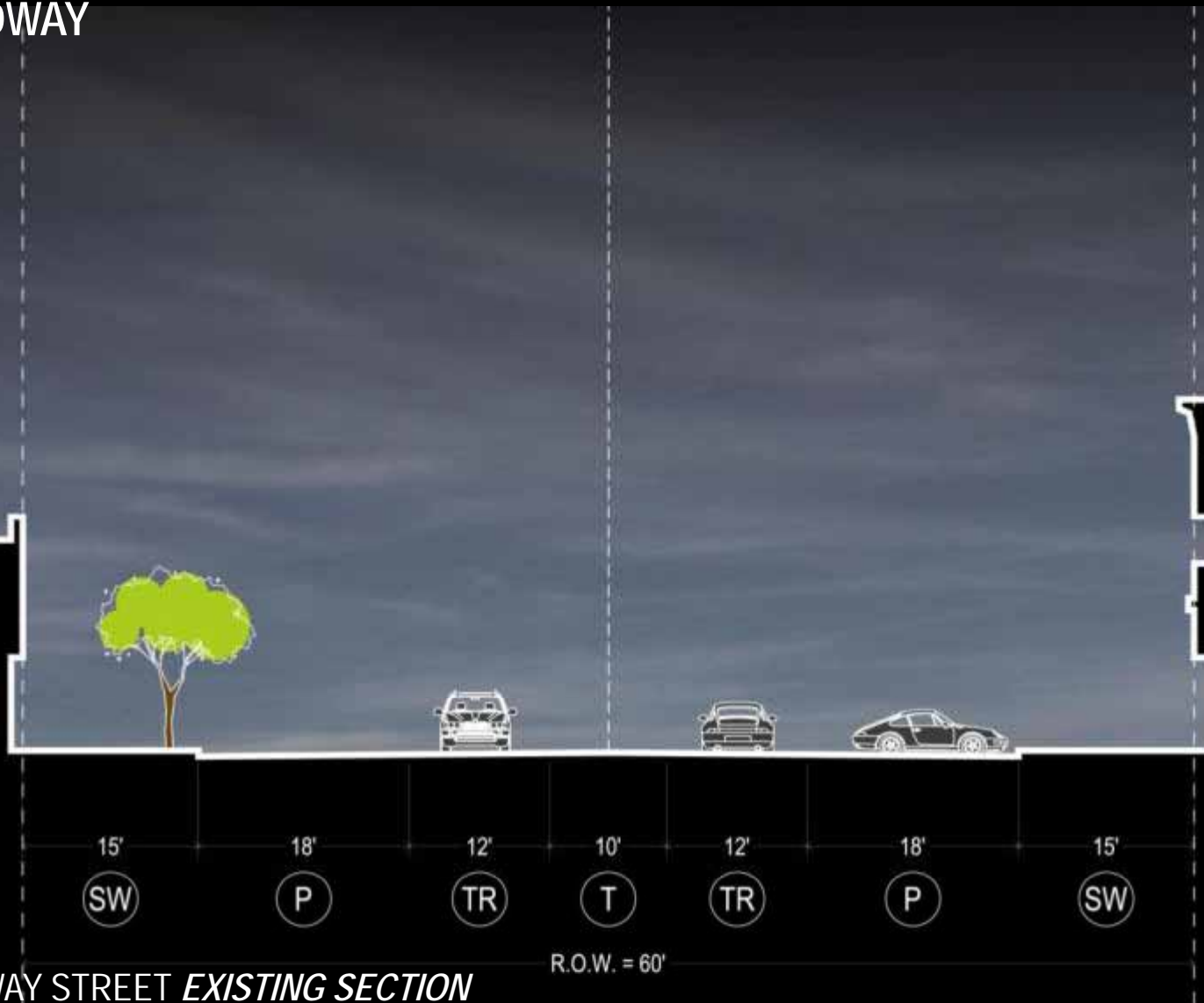
PROPOSED...



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



BROADWAY STREET *EXISTING SECTION*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

3 TO 5 STORIES

3 TO 5 STORIES



BROADWAY STREET *PROPOSED SECTION*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



BROADWAY STREET

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



BROADWAY STREET *STREETScape IMPROVEMENTS*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

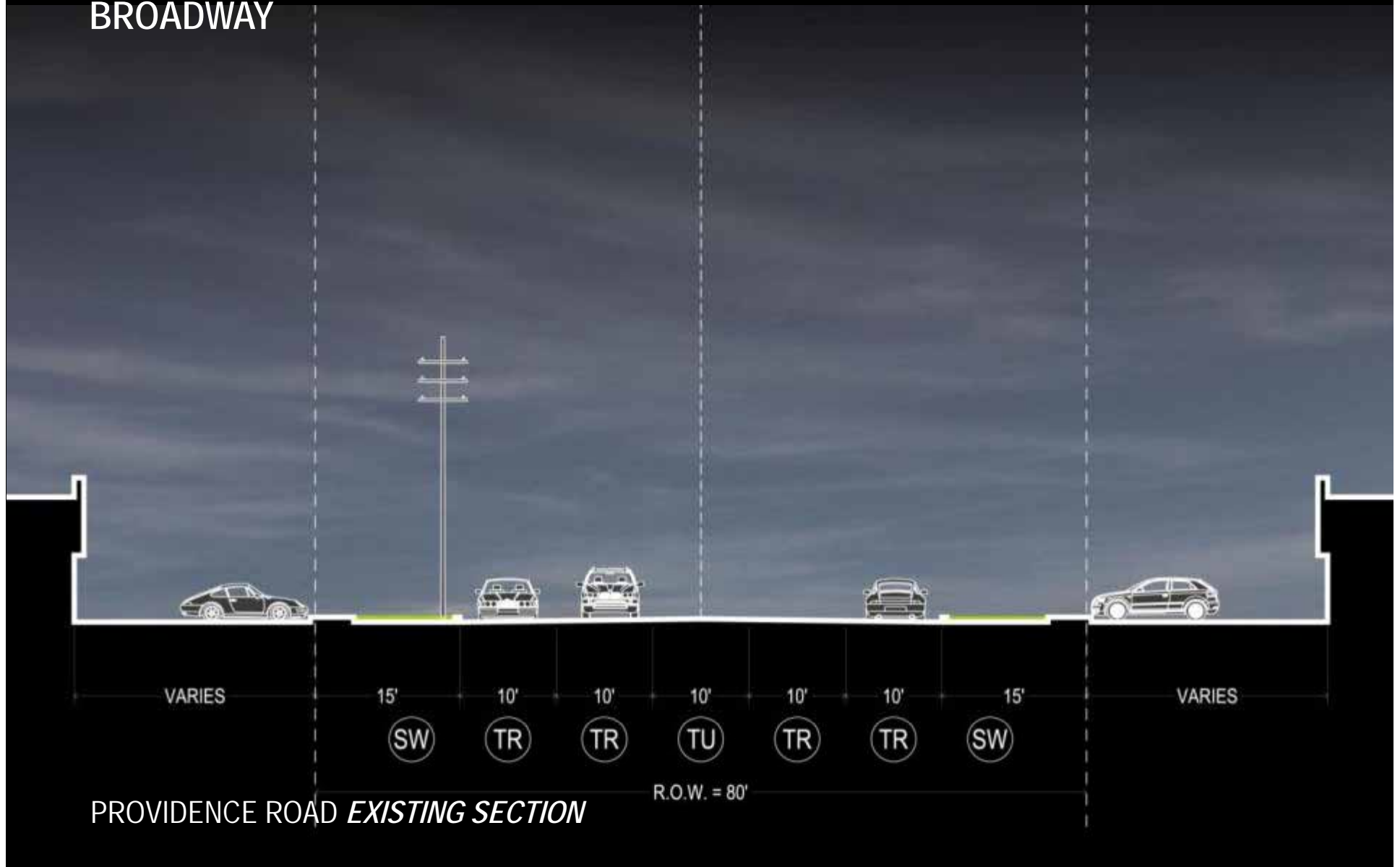


BROADWAY STREET *INFILL DEVELOPMENT*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



PROVIDENCE ROAD *PROPOSED SECTION*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



PROVIDENCE ROAD

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



PROVIDENCE ROAD *STREETScape IMPROVEMENTS*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



COLLEGE AVENUE *EXTENSION OF FLAT BRANCH PARK*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



COLLEGE AVENUE *INFILL DEVELOPMENT*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



PARK AVENUE *EXISTING* SECTION

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



PARK AVENUE *PROPOSED SECTION*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



PARK AVENUE

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



PARK AVENUE *STREETScape IMPROVEMENTS*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

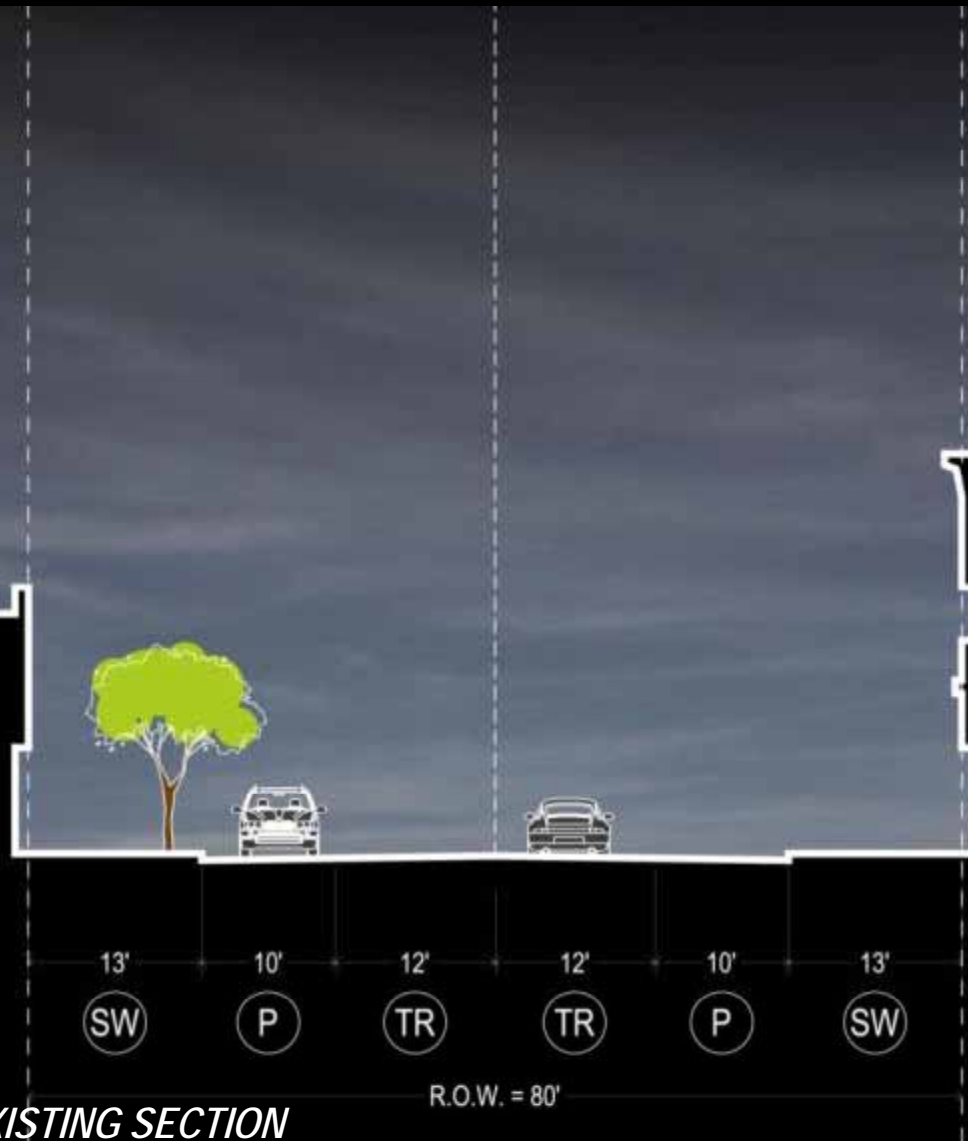


BROADWAY STREET *FUTURE RE-DEVELOPMENT*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



CHERRY STREET *EXISTING SECTION*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY

3 TO 8 STORIES



CHERRY STREET *PROPOSED SECTION*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE &
BROADWAY



CHERRY STREET

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



CHERRY STREET *STREETScape IMPROVEMENTS*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



CHERRY STREET *DAILY USE*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



CHERRY STREET *PEDESTRIAN MALL*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



CHERRY STREET *AT NIGHT*

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

PROVIDENCE & BROADWAY



NORTH VILLAGE ARTS DISTRICT



URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

NEXT STEPS

- Formally adopt the plan as official policy:
 - City Comprehensive Plan
 - Housing Plan
 - Economic Development Plan
 - University of Missouri, Stephens College, and Columbia College plans, too
 - Etc.
- Create/Formalize an implementation entity
- Secure property, and/or
- Create overlay zoning that conforms to plan
 - Adopt as part of zoning code
- Prepare capital improvements program conforming to plan: near, intermediate, long terms
 - Incorporate into city's CIP
 - Create budgets: public, private, "gap" financing
 - Identify possible sources of funding
- Take the plan "on the road" to public meetings, state and federal agencies, legislators
 - And bring them to town for tours and updates
 - Detailed inventory and steps for various incentive programs
- Continue the public information network

URBAN DESIGN & PLANNING CHARRETTE

DOWNTOWN COLUMBIA, MISSOURI

QUESTIONS & ANSWERS





DRAFT – 2010 Ballot Proposal (1/8 cent Park Sales Tax Renewal)

- Acquisition/Land Preservation \$1,800,000
Acquire land for community and neighborhood parks, trails/greenbelts, and natural area preservation. Priorities to be determined by Council, based upon city-wide growth patterns, availability of land, potential for full or partial donation, existing natural features and staff recommendations. \$1,800,000



• Improvements to Existing Parks \$4,990,000

Park Improvements (\$3,515,000)

– Albert-Oakland Park – New Restroom	\$ 125,000
– Albert-Oakland Park – Athletic Fields Renovation	\$ 150,000
– Armory Renovation – Activity/Meeting Room Flooring	\$ 75,000
– Atkins Park Phase II – Restrooms, Concessions, Ballfield	\$ 850,000
– Cosmo-Bethel Park – Light Tennis Courts, Trail	\$ 150,000
– Cosmo Park – Football/Lacrosse Field Improvements	\$ 150,000
– Cosmo Park – New Restroom Soccer/Football Fields	\$ 125,000
– Cosmo Park – Steinberg Playground Renovation	\$ 500,000
– Douglass Park – Playground Renovation, Fitness Stns.	\$ 100,000
– Downtown Optimist Park Renovation	\$ 50,000
– Fairview Pk – Shelter Replacement, Playground, Parking	\$ 175,000
– Nifong Park – Maplewood Barn, Parking	\$ 200,000
– Shepard Boulevard Tennis Courts Renovation	\$ 75,000
– Stephens Lake Phase II – Shelter, Parking	\$ 225,000
– Trail Restroom Improvements – Garth, Grindstone and MLK	\$ 315,000
– Twin Lakes Recreation Area Improvements	<u>\$ 250,000</u>

Annual Improvements (\$1,475,000)

– Annual Roads and Parking Improvements	\$ 750,000
– Annual Joint City/School Playground Projects	\$ 125,000
– Annual Park Improvements- Major Maintenance	<u>\$ 600,000</u>

\$4,990,000



- Trails and Greenbelts: \$2,070,000
 - Grindstone Trail Development –
 - Grindstone Nature Area to the Confluence \$1,570,000
 - Annual Trail Improvements – Major Maintenance \$ 500,000
 - \$ 2,070,000



- New Facility/Park Development: \$2,540,000

- Neighborhood Parks (\$375,000)

- Develop three new neighborhood parks:*

- Barberry Neighborhood Park \$ 125,000
 - Jay Dix Neighborhood Park \$ 125,000
 - Strawn Road Neighborhood Park \$ 125,000

- Community/Regional Parks (\$2,165,000)

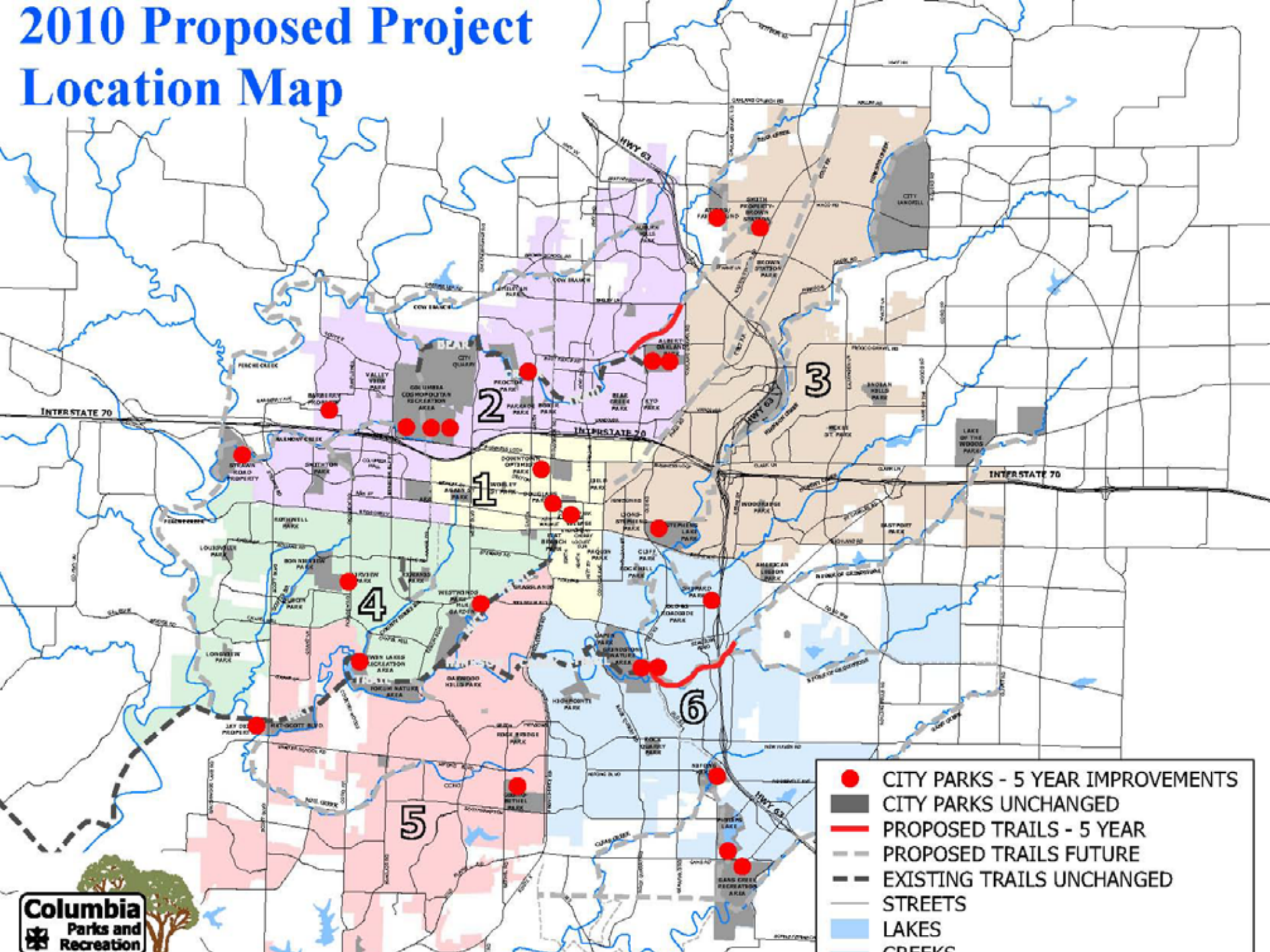
- Gans Creek Rec Area/Philips Park – Phase I Development \$1,750,000
 - Norma Sutherland Smith Park – Phase I \$ 250,000
 - Waters-Moss Park Phase I \$ 165,000
- \$2,540,000

- Contingency

- Contingency of 5 percent \$ 600,000

BALLOT ISSUE TOTAL \$12,000,000

2010 Proposed Project Location Map





Next Steps

1. July 12, 19, 26 Work Sessions: Continue to review and refine ballot issue proposal.
2. July 19 Council Meeting: Pass resolution scheduling public hearing on ballot issue proposal for the August 2 Council Meeting.
3. August 2 Council Meeting: Hold public hearing on ballot issue proposal. Introduce ordinance placing sales tax extension on the November 2 ballot.
4. August 16 Council Meeting: Pass ordinance placing sales tax extension ballot proposal on the November 2 ballot.





Comparison of Current Ballot Proposal vs. Percent Allocation Question #21 of Citizen Survey

<u>Categories</u>	<u>Question #21</u>	<u>Draft Ballot Proposal</u>
Improvements/Maintenance of Existing Parks (includes park improvement allocations) (\$4,990,000)	45%	41.6%
Acquisition/Land Preservation (\$1,800,000)	21%	15%
Trails and Greenbelts (\$2,070,000)	17%	17.2%
New Park Development (includes both neighborhood parks and community/regional parks) (\$2,540,000)	17%	21.2%
Contingency (\$600,000)	---	5%
	100%	100%

**** Survey Margin of Error +/- 3.5%**





Land Acquisition \$1,800,000

How much land can we acquire?

<u>Price / Acre</u>	<u># of acres</u>
\$10,000	180 acres
\$15,000	120 acres
\$20,000	90 acres
\$25,000	72 acres
\$30,000	60 acres
\$35,000	51.5 acres

Price per acre varies substantially based on highest and best use, zoning, location, ease of development and numerous other factors.



How much will \$1,800,000 acquire?

- 10-12 neighborhood parks (5-10 acres each).
- 1-2 community parks (40-50 acres each).
- 1 natural area of 150-200 acres.
- 10-20 miles of trail easement at 6 acres per mile.





Ballot Proposal Adjustments

June 7 Pre-Council Work Session Ballot Adjustment

- Increased land acquisition by \$715,000 to 15% of ballot proposal.
- Decreased trails/greenbelts by \$450,000.
 - Eliminated Bear Creek Trail - Blue Ridge to Lange School Connector (\$950,000).
 - Added annual trail improvements funds (\$500,000).
- Decreased new park development by \$265,000.
 - Reduced Gans Creek/Philips Park Phase I by \$250,000.
 - Reduced Waters-Moss Park Development by \$15,000



Options to Increase Acquisition to 20%

- An increase in land acquisition funding to 20% of ballot issue would require an additional \$600,000.
- Equivalent reductions in other areas of the ballot proposal will be required. Options for making the reductions include
 - a. Elimination of projects currently included in the ballot proposal.
 - b. Direct staff to review the scope of all projects currently proposed and to recommend revisions which result in a reduced scope/dollar cost of selected projects.
 - c. Combination of a and b.

City of Columbia

Boone Hospital Center

July 2010

Boone Hospital Center

- What do we have in common?
- Where do we want to be in 5 years, 10 years, 20 years?
- Journey of Excellence?

Boone Hospital Center

BHC Culture of Excellence

Three Areas of Focus

- Leadership
- People
- Process

Boone Hospital Center

Leadership (highly correlated to workforce engagement)

- Assessment
- Development
- Training
- Compensation at Risk

Boone Hospital Center

People

- Engagement Survey
- Merit Based Performance
- Reward/Recognition Program
- Standards of Excellence

Boone Hospital Center

Process

- Tools
 - Lean/Six Sigma
 - KT
 - ACT
- Focus
 - Quality/Safety
 - Satisfaction
 - Finance
 - Unit Cost
 - Labor
 - Operating Income

Boone Hospital Center

- Quality/Safety
 - Internal/External top decile
- Patient Satisfaction
 - Peer group top decile
- Unit Cost
 - Year over year $\pm 4\%$
- Labor
 - Year over year $\pm 1\%$
- Operating Income 3%

Implementation Strategies

- 1. Formalize Partnerships
- 2. Create Implementation Entity
- 3. Revise Zoning
- 4. Overlay District and Design Guidelines
- 5. Establish Policy Goals and Priorities

1. Formalize Partnerships

- Private Sector – MU/Stephens/Other Institutions – City of Columbia

2. Create Implementation Entity

- Prepare MODESA plan
- Guide / prioritize public investment:
 - Streetscape improvements
 - New civic spaces
 - Parking garages/shared parking
- Elm Street extension
 - Guide land assembly/negotiate with landowners
 - Create financial incentives to attract private investment
- Working relationship with City departments/ staff
 - Work with downtown Special Business District
 - Create strong public-private-institutional partnerships
 - Credibility with City Council and partners
- Expertise in urban design guidelines and overlay districts
- Establish public participation process

3. Revise Zoning

- Review and update zoning ordinance to:
 - Promote mixed use
 - Prohibit certain land uses
- Establish urban dimensional controls and parking standards

4. Overlay District and Design Guidelines

- Create an overlay district:
 - Business Improvement District (BID)
 - Tax Increment Finance District (TIF)
 - Zoning Overlay District
- Establish design guidelines
 - Building height, massing, scale, materials, parking
 - Urbanistic dimensional requirements, FAR
 - Landscape, pedestrian circulations, lighting, signage, civic spaces
 - Incorporate historic structures

5. Establish Downtown Capital Improvement Program

- Develop a public/institutional capital improvement program:
 - Short Term (0-3 years)
 - Intermediate (4-6 years)
 - Long-term (7+ years)

In the summer of 2006, the City of Columbia, the University of Missouri-Columbia and Stephens College agreed to undertake a joint planning study of the area of Columbia's downtown district adjoining and including the downtown edges of the two campuses. The joint effort reflected an assessment that while the institutions and the Broadway commercial corridor are strong urban resources, the area in between hasn't yet fulfilled its potential as an inviting "campus town".

LAND USE AND URBAN OPPORTUNITIES STUDY

THE CAMPUS-DOWNTOWN DISTRICT, COLUMBIA, MO

The intent of the collaboration was to identify existing and potential institutional, public, cultural, commercial and residential development opportunities that can regenerate the area framed by the campuses, the blocks flanking Broadway and the edge along Providence Road. The goal of the study has been to create a model for town-gown revitalization that is distinctive to Columbia, making it economically and culturally vital and more attractive as a venue for urban living in a mid-sized campus city. The Land Use and Urban Opportunity Concept Plan summarized in this brief reflects the conclusions of the study.

The study process, occurring over a five-month interval, was built around four public forums in Columbia. In August, 2006, a forum was held to solicit ideas and concerns about the area. Those ideas were played back in an October forum that also included an analysis of the study area and case illustrations of how similar localities have addressed downtown revitalization. Conceptual plan options for the area were discussed in December, with the conclusions of that forum folded into a presentation of the composite plan concept in January, 2007. The January forum included a discussion of the action steps necessary to develop the plan in more detail and to implement the recommendations embodied in the plan. The study was also guided by periodic reviews with a Steering Group representing the participating entities.

The concept plan conveys a multifaceted strategy for district improvement, based on the coordination of city, institutional and private sector initiatives. Seven "catalyst" projects are recommended to create momentum:

- The planned renovation and expansion of the Missouri Theater
- A new MU concert hall/music school building at the corner of Hitt and University
- A complex housing new quarters for the Missouri Historical Society and an MU museum on Elm Street facing Peace Park
- A new privately-developed hotel-conference center on the Avenue of the Columns
- A new "civic square" and other public streetscape improvements on the Avenue of the Columns
- Eastward extension of Elm Street, in parallel with a public greenway, to form a new gateway at College Avenue
- Expansion of city and university garage parking capacity to serve these developments

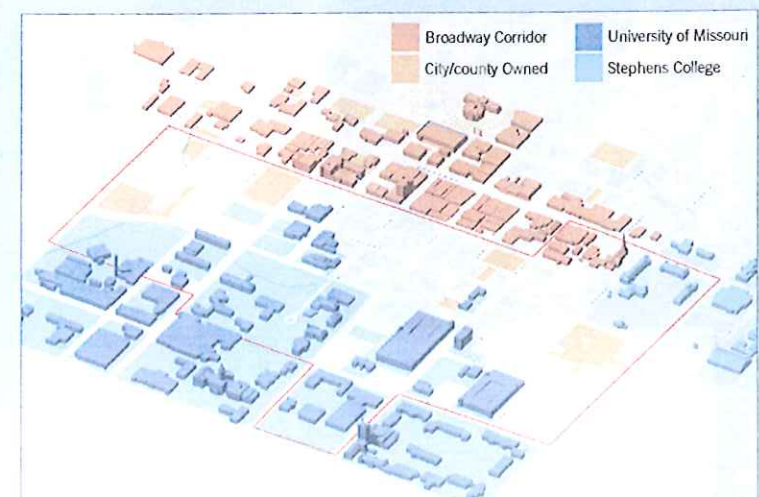
The catalyst projects would be coupled with selective zoning changes and other public incentives (including the public investment in the development of Flat Branch Park already under way) to spur redevelopment of underutilized lots and blocks in the area for varying combinations of mixed residential, commercial, cultural and office uses. The plan illustrates three "nodes" of urban reinvestment: the area abutting both sides of Flat Branch Park with housing, office and commercial uses; higher density development on the Avenue of the Columns around the proposed "civic square"; and, new mixed use development emphasizing a variety of urban housing types along the Elm Street extension to College Avenue. Elm Street becomes a pedestrian-friendly urban boulevard, with the museum complex and future campus uses on Elm oriented to the community.

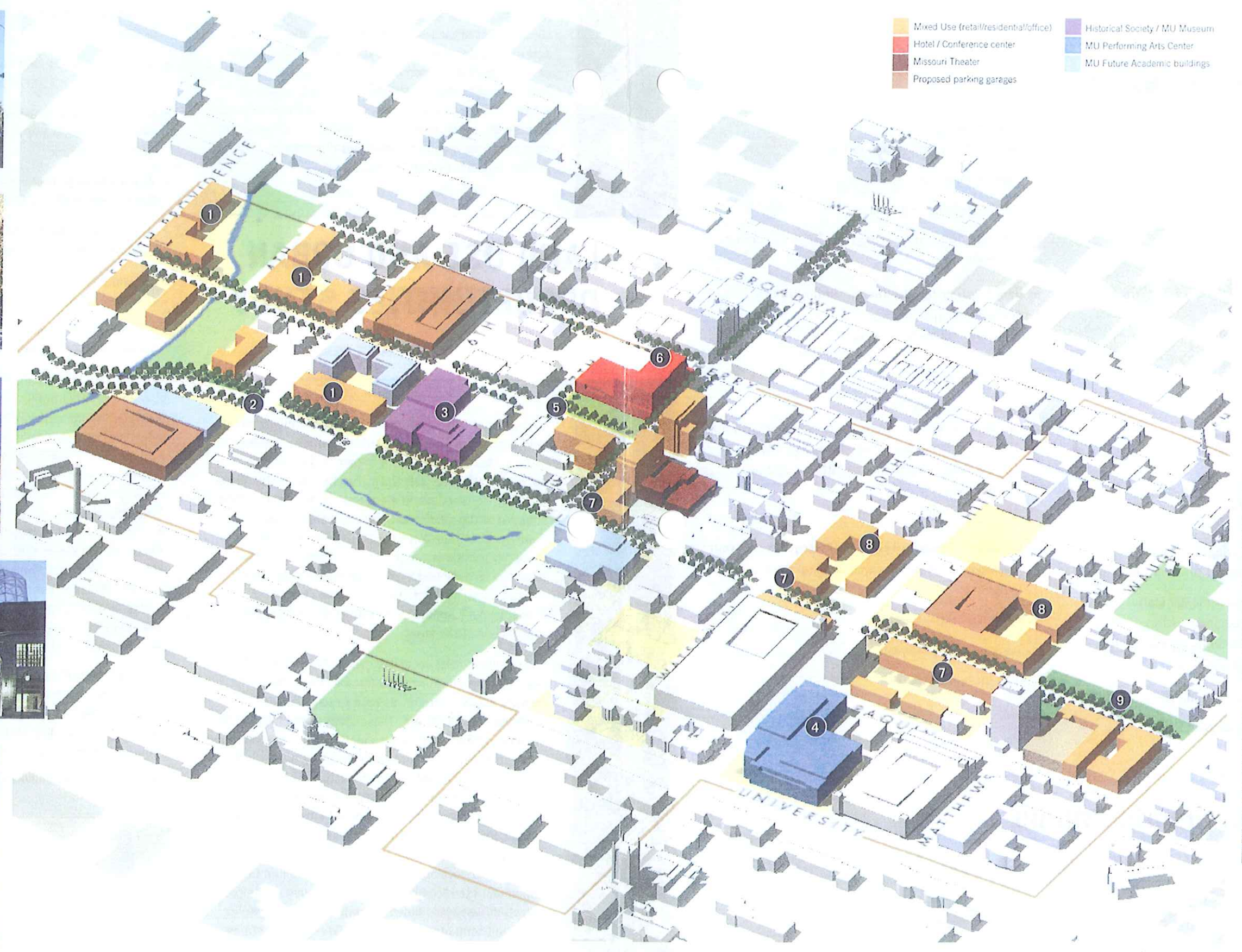
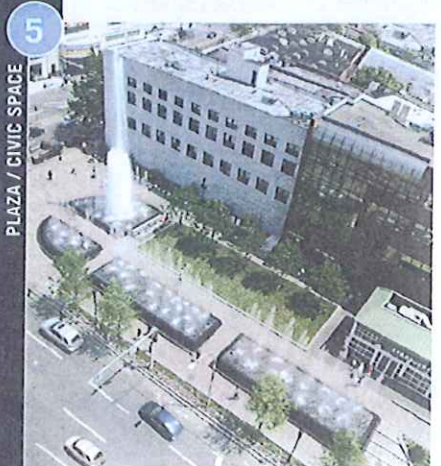
The plan concept is illustrated on the two inside pages of this summary brief. Recommended strategies for detailing and implementing the study goals are summarized on the back page. Visual presentations made at the four public forums can be found on the city's web page at:

www.gocolumbiamo.com/campus-cityopportunitystudy.php.

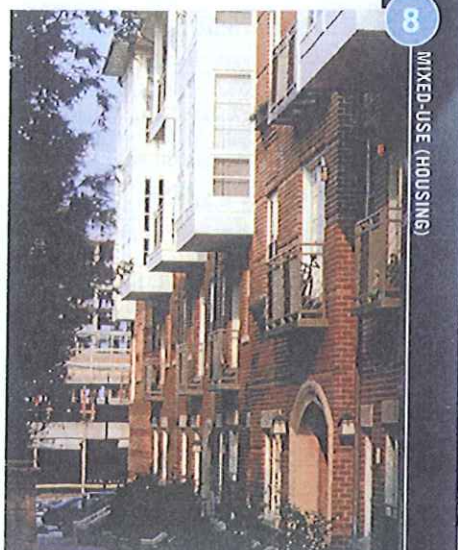
Implementation considerations

- "Pause" to coordinate implementation strategy
- Evaluate financial feasibility of catalytic projects
- Establish strategic priorities for City investment
- Maximize opportunities for state/federal funding
- Build quality





- Mixed Use (retail/residential/office)
- Hotel / Conference center
- Missouri Theater
- Proposed parking garages
- Historical Society / MU Museum
- MU Performing Arts Center
- MU Future Academic buildings



Conceptual Development Plan

This diagram shows potential uses for opportunity sites identified in the study. The images shown describe similarly scaled projects and buildings in other downtowns around the country.