

**REPORT OF TRANSPORTATION CITIZEN TOPIC GROUP OF
“IMAGINING COLUMBIA’S FUTURE,” TO THE VISION COMMITTEE OF
IMAGINING IN COLUMBIA’S FUTURE**

I. Preamble

Columbia is a growing city, both in population and a geographic sense. What are the city limits today will be pushed farther outward tomorrow, putting more strain on city resources to provide adequate city services and basic infrastructure. Certainly an essential component of a growing urban community is a modern transportation system that allows its citizens to move about freely within the community using whatever means are desired – automobile, bus, bicycle, walking – to do so safely, within a reasonable time frame, and without encountering needless congestion. The following report seeks to achieve these basic objectives. At the same time, this committee recognizes that while many of these recommendations are achievable within the city limits, the community's longer range objectives must envision an all-inclusive transportation system that extends beyond the momentary city boundaries; therefore, implementation of these ideas requires greater participation in the planning, and funding, of these projects by the county. We also call attention to the recommendation for an " Area Transportation Authority" to develop, plan, monitor and administer the network of streets, roads, bike paths, hiking trails and a public transit system.

A. Introduction. The Transportation Citizen Topic Group of Imagining Columbia’s Future is made up of a group of citizens who have approached the issues related to transportation from very diverse points of view, but who have succeeded in achieving a general consensus on the contents of this report. The Transportation Citizen Topic Group is made up of four subtopic groups as follows:

1. Non-Motorized Transpiration;
2. Advance Planning and Development;
3. Road Network and Traffic Management;
4. Public Transportation [which we now choose to refer to as Public and Human Services Transportation].

While the subtopic groups have diligently worked on their individual topics, the complete Transportation Citizen Working Group has, for the last several meetings, chosen to work together, as a complete group, because it has been found that there is substantial agreement among the subtopic groups on their Vision for Columbia’s transportation system, as it should exist now and in the intermediate and long range future.

B. Make-Up of the Transportation Citizens Working Group. The members of the Transportation Citizens Working Group are named on **Exhibit 1** to this report.

The Transportation Group has three co-facilitators as follows:

Steve Spellman;
Kevin Brown;
B. Daniel Simon.

Each of such co-facilitators, like the other members of the Working Group, approaches transportation issues from a very different point of view. We have had substantial diversity of outlook, ideas and points of view in our group. It is, therefore, believed that this report fairly represents a broad spectrum of the citizen viewpoints of the citizens of Columbia on the future of Columbia's transportation system.

II. Purpose of a Community and Purpose of a Community's Transportation System

The members of the Working Group are of the firm opinion that people choose to live in "community" as opposed to living in personal isolation, not just because people like to live with other people, but because people recognize that their respective needs can be more easily met in community than they can in personal isolation. In community, we find our jobs, the services we need, the recreational facilities we need, the educational facilities we need for our children, the means of meeting our healthcare needs, the relationships with other people we crave, the religious institutions which serve our various faiths, the other institutions and facilities we need for life and for the lives of our families and the help we need when we need help. With such functions of a "community" in mind, the Transportation Working Group is of the opinion that a community's transportation system must, within the limitations of a community's resources, be one which seeks to address the present and the future and the ever changing individual transportation needs of each member of the community who is doing his or her best to support the community and, to use a cliché, "play by the rules." The transportation needs, and the recreational transportation needs of the various members of our highly diverse community, will always differ, but such needs should be addressed. For example:

a. Some of us are handicapped, and require a transportation system that addresses our needs, as handicapped individuals, to go to work, go to school, seek healthcare services, acquire other services and just get around the community.

b. Some of us either must or choose to use, for both basic transportation and recreation, non-motorized transportation, including walking, bicycling and other non-motorized transportation forms which now exist and will exist in the future.

c. Some of us must use public transportation or so-called "human services transportation" by reason of our economic status, or our inability to drive (e.g., many of the older people we are seeking to attract to Columbia), our disability or our other circumstances. Some of us may choose to use such transportation for convenience, or to avoid the expense of a personal vehicle. [Note: The topic group believes that it is reasonable to expect that as the cost of fuel continues to rise, environmental concerns increase and our population continues to age (and we continue to try to attract elderly people to retire in Columbia, as we are trying to do), the use of public and human services transportation will increase.]

d. The transportation group recognizes that one of the things that makes the U.S. great is the ability of most citizens to be mobile. The ability to travel to easily to many destinations makes the choice of a personal vehicle extremely attractive for many people. While other modes of transport will likely grow in use, it is believed that the personal vehicle will remain a substantial part of travel choice for the next 20 years.

The topic group believes that the goal of a community's transportation system is to try to address the needs of each of these groups of community members, meaning those who are disabled, those who must use or choose to use non-motorized transportation for both transportation and recreational purposes, those who must use or choose to use public and human services transportation, and those who choose to use personal motor vehicles for transportation. The Transportation Working Group is also of the opinion that, in looking to the future, the transportation system of Columbia and the surrounding area should be one which adapts to changes that the future will bring. It must be flexible and adaptable to changes in the transportation needs of community member, to technology advances in the transportation fields and to the changes which future circumstances will force upon us. For example, increasing fuel costs and problems with fuel availability, technology changes in the areas of public transportation facilities, and technology advances in the designs of personal vehicles may each strongly impact our transportation needs and system. It is, therefore, the belief of our group that Columbia's transportation system must be one which coordinates all of its elements [meaning roads and streets, its non-motorized transportation components (sidewalks, pedways, paths and trails) and its public and human services transportation components], and which is flexible and is adaptable to the changes that will be imposed upon our transportation system by circumstances we likely cannot foresee.

[For example, currently, most individuals' transportation needs are being met through the use of personal motor vehicles. Therefore, the tendency may be to devote a very substantial part of our resources to the street and road systems, ignoring other components of an integrated transportation system. In that respect, it is easy to observe that significant components of our road system are not now adequate to address our current personal motor vehicle transportation needs. Examples of this inadequacy are currently found in major road corridors, many of which are being impacted by the geographic expansion of Columbia, that has occurred without the addressing of or, apparently, the means and abilities to address the impacts of this geographic expansion on the road network. This results in situations such as those along Scott Boulevard. These issues are obviously ones that need to be addressed, but the working group is of the belief that, in addressing the issues with the road system, the community cannot ignore the current transportation needs of community members who do not use personal motor vehicle transportation, and also is of the belief that it is not prudent to devote all of our resources to addressing the problems with the road system, while leaving behind the other components of the transportation system (which include sidewalks, pedways, trails, the public transportation system and the human services transportation system). There are limits to how well the community can be served by continuing to push outward. The community must recognize that building great roads and streets that serve the outward bound community is not enough to address the transportation and recreational needs of some of those who live in the outward reaches of the community because:

- a. They cannot drive or choose not to drive, by reason of age, disability, economic status or otherwise;
- b. They are disabled or incapacitated or become such;
- c. They must use or choose to use public transportation, or non-motorized transportation; or
- d. Future economic conditions or other changing circumstances make it impracticable for many to rely on transportation by personal motor vehicle.]

Therefore, it is concluded that any transportation system for Columbia needs to be integrated (in that it includes all methods of transportation), and must be forward looking and flexible (in that it must be adaptable to the changing transportation needs of community members). Such integration and adaptability require:

- i. Recognition of the various current and the ever changing transportation needs of the community's members;
- ii. A system which seeks to meet these needs, within the limits of our resources;
- iii. Very likely, a substantial increase in resources that can be devoted to a transportation system that meets these needs;
- iv. Recognition that there will be tensions within the community as it tries to deal with the individual transportation needs of its members (as each of these needs requires an allocation of resources which are available to the transportation system to meet the transportation needs of community members);
- v. Some means of seeking to recognize and resolve these tensions, and to deal with these tensions in a manner which is fair to everyone; and
- vi. A methodology for coordinating all of the efforts of our community's governments and transportation providers which are charged with or who are available for meeting the community's transportation needs.

It is with all of these thoughts in mind that the Transportation Working Group adopts its Vision Statement and Recommendations which appear below.

III. Current State of Transportation System

Looking at the current state of Columbia's transportation system, the Transportation Working Group comes to some very generalized, and somewhat non-specific conclusions as follows:

- A. Road and Street System. On the whole, the road and street system appears to be adequate. There are, however, obvious problem areas in some major corridors, some of which

are being addressed and some of which are not being addressed. For example, there are substantial traffic congestion problems on Stadium Boulevard, between Broadway and I-70, in the morning and evening rush hours. The working group, however, recognizes that the City, MoDOT and three Transportation Development Districts are seeking to address the problems in the Stadium Boulevard corridor and will likely do so in the foreseeable future. There are, however, problems which have not been addressed, one of the most crying examples of which is, of course, Scott Boulevard. The group fears that Route WW/East Broadway (east of U.S. 63) may become a similar problem area. There are other such problem areas. The working group is of the opinion that the Scott Boulevard example, and similar examples, should not be allowed to proliferate as Columbia continues to expand geographically, and is of the opinion that the community must find some generally acceptable and fair way in which to address the need for improving rural type roads, and other inadequate roads, contemporaneously with, or shortly following, the proliferation of developments along those roads. Dealing with this matter will require careful planning which gives more weight to the transportation system as new developments are considered, and a funding of new roads with a fair mix of public and private resources. There are some symptoms of future difficulties that Columbians would be well served by acting on sooner rather than later. We must learn from situations similar to those currently along Scott Boulevard. Although there are plans to improve Scott Boulevard with the money from the 2005 Ballot issue, a mechanism to better identify opportunity routes must be a priority. An opportunity route could be considered as any existing arterial roadway with less than three vehicle lanes and/or no bicycle facilities.

B. Non-Motorized Transportation System. The working group finds that Columbia is seeking to address the needs of its citizens for pedestrian transportation, bicycle transportation and other non-motorized transportation. However, there are substantial gaps in the sidewalk system, the pedway system, and the trail system, which need to be addressed and the will and resources to address and fill in these gaps must be found. The system must expand as the community expands so that new developments are served by this system.

C. Public Transportation and “Human Services” Transportation. The working group has, at least by default, lumped together under the heading of “public transportation” both classic public transportation (e.g., the City of Columbia municipal bus system) and so-called “Human Services Transportation.” Human Services Transportation would include the transportation of elderly people, people requiring special medical care (such as dialysis and mental healthcare), people with disabilities, students and other people with other special transportation needs. The Transportation Working Group, with no desire to be overly critical or condemning, finds that:

a. The existing public transportation system is poorly utilized, and in many cases poorly serves those who currently most need it because of inadequate hours of service, inadequate or poorly designed routes, and substantial gaps which exist in existing bus routes;

b. The existing public transportation system is not such as is calculated to encourage its use by people who do not need to use it, but who could nevertheless benefit from using it [and such use should be encouraged], nor is it adequately marketed to encourage such use;

c. The existing public transportation system does not meet the current transportation needs of people with disabilities who must use it;

d. The Human Services Transportation needs of those in our community who now have such needs are currently sought to be met by a very substantial number of payors and providers, whose services and resources are very poorly coordinated, as demonstrated by the report of the Mid-Missouri Transportation Alliance prepared for the Boone County Community Partnership, and there is, therefore, needless duplications of and needless inefficiencies in, and needless wasting of resources in this Human Services Transportation system;

e. As the cost of housing in Columbia continues to increase, people of modest means (but who are trying to work hard and do their part) are acquiring residences in the more outlying areas of Boone County, and as fuel costs continue to increase, these people will have transportation needs that cannot be met by the present system, either through public providers or private providers;

f. It is likely that the transportation needs of those of our citizens who work in Jefferson City will change as fuel costs increase, and our current system does not address the changing needs of these people, either through public or private providers.

IV. General Statement of Recommendations.

For the reasons set forth above, and those which appear below, the working group's action plan and recommendations include suggestions for:

a. Hopefully expanding resources available to the transportation system;
and

b. Better coordination of the allocation of such resources, and better coordination of the existing resources, and better coordination of the work of existing providers, and better coordination of the community's efforts in seeking to address its transportation needs.

V. Vision Statement

Based on all of the foregoing, the Vision Statement which the Transportation Working Group has adopted is:

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

VI. Goals and Strategies of Subtopic Groups of Transportation of Transportation Citizen Working Group

In pursuit of this Vision, our subtopic groups have adopted Goals and Strategies for the implementation of those Goals, which are as follows:

A. Non-Motorized Transportation.

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

2. Strategies.

a. To insure pedestrian and biker safety, institute a city government run program to provide ongoing public education (adult and child) on road rules and safety tips. Suggestions include; distribution and installation of reflectors and lights for bikes, permanent signage displaying reminders of rules and tips, advertising (newspaper, billboard, mailing) of rules and tips.

b. Connected and safe sidewalks are crucial to a functional non-motorized transportation system. City policy must be set to give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. The pace of these sidewalk improvements must increase.

c. To encourage long-term growth of non-motorized transportation habits and skills, all “local residential” streets shall receive either sidewalks or traffic calming elements. This will allow both children and adults to safely walk or wheel around their neighborhoods to develop strong healthy transportation habits.

B. Advance Planning and Development.

1. Goal. **In the future, there will be diverse travel options that allow for safe and efficient travel to and through destination points, which are compatible with adjacent land uses and are coordinated with the transportation timing needs of the community.**

2. Strategies.

a. Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.

b. Establish a protocol to coordinate all transportation, sanitary sewer, and other utilities. This protocol should address both minimizing future utility conflicts and managing land use.

c. Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO.

C. Road Network and Traffic Management.

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

2. Strategies.

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

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

c. Maximize capacity of existing roadway systems by having the City and County adopt and implement programs for traffic signal optimization, intersection improvements, turn lanes, effective access management, etc.

D. Public and Human Services Transportation.

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

2. Strategies.

a. Appointment of a Public and Human Services Transportation Advisory Group, which will be a component of and a subcommittee of the Transportation Advisory Board described in Part VIII of this report, and which:

i. Has members representing public and human service transportation users/riders and other diverse stakeholders;

ii. Will develop a public transportation plan with adequate access to resources enabling fulfillment of responsibilities;

iii. Will recommend use of all public transportation funds;

iv. Will develop recommendations for fully integrated transportation system; and

v. Will report to the Transportation Advisory Board described in Part VIII of this report and, if its members find it to be appropriate to do so, will also report directly to, or provide advocacy for, public transportation/human transportation users to the City Council.

b. Appoint, as described in subpart a above, a strong subcommittee of the Transportation Advisory Board described in Part VIII of this report to study and develop recommendations for an innovative public and human services transportation system.

c. Tie public transportation service into the permit process for new developments.

d. Expand the public transit system, and identify and fill in existing gaps in that system, so as to include longer hours of service, more frequent service, and greater coverage of the city.

VII. Resources. The Transportation Citizens Working Group finds that the resources available to the community in dealing with its transportation needs and transportation system are primarily governmental resources, and finds the resources to be as follows:

A. City Resources.

1. City Council. The City Council of the City of Columbia, which has the responsibility for identifying the City's transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and which is supported in these efforts by:

a. Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City;

b. The Public Works Department of the City of Columbia;

c. The Planning & Zoning Commission of the City, which is responsible for making recommendations to the City Council on future developments, and which in making those recommendations is in the position to consider the transportation system which will serve those future developments.

B. County Resources. The County Commission of Boone County has similar responsibilities outside of the city limits of the City of Columbia and is supported by its Planning & Zoning Commission, Public Works director, and Department of Planning.

C. MoDOT. The Missouri Department of Highways & Transportation, "MoDOT," has ownership of and responsibility for large parts of the major arterial roads that serve Columbia, including I-70, US Highway 63, Grindstone Parkway, substantial parts of Providence Road (Route 163), State Route WW (which will become increasingly problematical as substantial developments occur to the east), Route 763/Rangeline (an existing area of substantial problems) and other major thoroughfares.

Federal funds can be utilized for extremely large scale construction projects such as I-70 and can also be utilized for smaller scale projects such as bridge replacements, Safe Routes to School, non-motorized enhancement projects, and other transportation projects.

D. CATSO. The Columbia Area Transportation Study Organization, "CATSO," which is charged with the responsibilities for coordinating some of the efforts of the City of Columbia, the County of Boone, MoDOT and others in meeting transportation needs in and around Columbia.

E. Mid-Missouri Transportation Alliance and Human Services Transportation Providers. The Mid-Missouri Transportation Alliance of the Boone County Partnership, and a substantial number of human resource transit providers identified by its recently completed study of transportation services, including:

- The Columbia Transit System;
- Columbia Paratransit;
- Service provided by the Columbia Transit System under contract with the University of Missouri;
- OATS, Inc., which operates in 87 Missouri counties, and provides door to door transportation services to individuals with little or no alternative form of transportation;
- A substantial number of other transportation providers and payors as identified in the recently completed study of Mid-Missouri Transportation Alliance (M-MTA).

F. Private Providers. Private providers, such as Tiger Express, MO-X and others.

G. Pednet Coalition. The Columbia Pednet Coalition, which promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and which advocates for the use of same and for the use of active, non-motorized transportation.

H. Bicycle & Pedestrian Commission. The City's official Bicycle & Pedestrian Commission.

I. Engineering Firms.

Each of the entities and organizations described above is working hard, and is doing its best to meet the community's transportation needs. However, the working group is of the belief that:

- a. The community has not devoted adequate resources to its transportation needs;
- b. The community has not arrived at a suitable methodology for obtaining the resources which are required to extend all components of the transportation system to new developments, in a timely fashion, or to improve the existing system;
- c. The community has not developed an appropriate planning philosophy which plans new developments with a view towards the transportation needs that will be imposed by those developments;
- d. The community requires a much more cohesive coordination of the efforts of the various resources described above, in their transportation planning and transportation system efforts.

VIII. Action Plan.

Therefore, the Transportation Working Group's Action Plan would be as follows:

A. Resources. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community's transportation system and transportation needs, including:

a. Countywide Sales Tax. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax's proceeds being devoted solely to transportation needs.

b. Vehicle Stickers. Consideration of the imposition or reimposition of a "vehicle sticker/vehicle tax" for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets;

c. CIDs/NIDs. Increased use of Community Improvement Districts ("CIDs") and/or Neighborhood Improvement Districts ("NIDs"), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas;

d. Development Fees. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected.

There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community's expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described in paragraph D below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in the sidewalk system, the pedway system, the major road system and the public transportation system.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

- a. Have existing gaps in each component of the transportation system;
- b. Have poor coordination in the planning efforts related to each component of the transportation system and poor coordination in identifying the needs of the transportation system;
- c. Lack proper consideration of the transportation system's needs in the planning for the community's expansion and new developments;
- d. Have a wasteful overlapping of services of various providers in the Human Services Transportation field;
- e. Have a general lack of coordination in the development of our transportation system;
- f. Need additional resources to devote to the transportation system and the broad based public support that will be required to approve the funds for these resources; and
- g. Have a number of potential "users" of the public transportation system and the human transportation system, whose needs are not being met in any fashion,

the group strongly recommends to the City Council that the City council establish a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to [and whose recommendations will be sought by] the City Council, the Planning & Zoning Commission and other public bodies to:

- i. Identify new and existing resources for transportation system needs;

- ii. Allocate such resources among the various components of the transportation system, including non-motorized transportation, human services transportation, public transportation, and the road and street network;
- iii. Identify existing gaps in each component of the transportation system;
- iv. Identify potential users of the public transit and human transportation systems, whose needs are not being met;
- v. Plan for upgrades in all components of the existing transportation system;
- vi. Plan for future transportation system needs;
- vii. Expand all components of the transportation system to new developments.

This Advisory Board should be appointed by the City Council. Its members should consist of citizen stakeholders and users of the various components of the transportation system, who are respected individuals and who have substantial influence, and who have interests and stakes in each of the transportation system's component areas, including:

- Non-motorized transportation;
- Advanced planning and development;
- Road network and traffic management;
- Public transportation;
- Human Services Transportation.

It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not intended that this Transportation Advisory Board should be "an additional step" in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly

identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

E. Boone County Transportation System Study. The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance.

F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

Exhibit 1 - Transportation Citizens Working Group

EXHIBIT 1

Transportation Citizen Working Group

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**EXECUTIVE SUMMARY: REPORT OF TRANSPORTATION CITIZEN TOPIC
GROUP OF “IMAGINING COLUMBIA’S FUTURE,” TO THE VISION COMMITTEE
OF IMAGINING IN COLUMBIA’S FUTURE**

PREAMBLE

Columbia is a growing city, both in population and a geographic sense. What are the city limits today will be pushed farther outward tomorrow, putting more strain on city resources to provide adequate city services and basic infrastructure. Certainly an essential component of a growing urban community is a modern transportation system that allows its citizens to move about freely within the community using whatever means are desired – automobile, bus, bicycle, walking – to do so safely, within a reasonable time frame, and without encountering needless congestion. The following report seeks to achieve these basic objectives. At the same time, this committee recognizes that while many of these recommendations are achievable within the city limits, the community's longer range objectives must envision an all-inclusive transportation system that extends beyond the momentary city boundaries; therefore, implementation of these ideas requires greater participation in the planning, and funding, of these projects by the county. We also call attention to the recommendation for an " Area Transportation Authority" to develop, plan, monitor and administer the network of streets, roads, bike paths, hiking trails and a public transit system.

AREA OF RESPONSIBILITY OF TRANSPORTATION WORKING GROUP

A coherent community should provide an efficient and accessible transportation system so that all of its members can participate in the economic and social functions of that community. This will include not only the infrastructure necessary for the movement of private vehicles, but a safe, integrated system of trails and sidewalks to allow non-motorized transportation, and a convenient transit system for those who cannot or choose not to drive a private vehicle.

The Transportation Citizen Topic Group of "Imagining Columbia’s Future" was charged with addressing four areas of concern to Columbia's citizens:

1. Non-Motorized Transportation
2. Advance Planning and Development
3. Road Network and Traffic Management
4. Public and Human Services Transportation

A Vision Statement, the Goals and Strategies generated by each sub-group, and an Action plan generated by the committee as a whole are outlined below.

VISION STATEMENT

“Columbia and central Missouri, a growing urban community, will have a modern transportation system, which allows its citizens to move about freely

within the region, using whatever means are desired – automobile, bus, bicycle, walking – and to do so safely, within a reasonable time frame, and without encountering needless congestion.”

GOALS & STRATEGIES

I. Non-Motorized Transportation.

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

Strategies:

A. To insure pedestrian and biker safety, institute a city government run program to provide ongoing public education (adult and child) on road rules and safety tips. Suggestions include; distribution and installation of reflectors and lights for bikes, permanent signage displaying reminders of rules and tips, advertising (newspaper, billboard, mailing) of rules and tips.

B. Connected and safe sidewalks are crucial to a functional non-motorized transportation system. City policy must be set to give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. The pace of these sidewalk improvements must increase.

C. To encourage long-term growth of non-motorized transportation habits and skills, all “local residential” streets shall receive either sidewalks or traffic calming designs. This will allow both children and adults to safely walk or wheel around their neighborhoods to develop strong healthy transportation habits.

II. Advance Planning and Development.

Goal. In the future, there will be diverse travel options that allow for safe and efficient travel to and through destination points, which are compatible with adjacent land uses and are coordinated with the transportation timing needs of the community.

Strategies.

A. Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.

B. Establish a protocol to coordinate all transportation, sanitary sewer, and other utilities. This protocol should address both minimizing future utility conflicts and managing land use.

C. Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO.

III. Road Network and Traffic Management.

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

Strategies.

A. Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.

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

C. Maximize capacity of existing roadway systems by having the City and County adopt and implement programs for traffic signal optimization, intersection improvements, turn lanes, effective access management, etc.

IV. Public and Human Services Transportation.

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

Strategies.

A. Appointment of a Public and Human Services Transportation Advisory Group, which will be a component of and a subcommittee of the Transportation Advisory Board described in Part VIII of this report, and which:

i. Has members representing public and human service transportation users/riders and other diverse stakeholders;

ii. Will develop a public transportation plan with adequate access to resources enabling fulfillment of responsibilities;

iii. Will recommend use of all public transportation funds;

iv. Will develop recommendations for fully integrated transportation system; and

v. Will report to the Transportation Advisory Board described in Part VIII of this report and, if its members find it to be appropriate to do so, will also report directly to, or provide advocacy for, public transportation/human transportation users to the City Council.

B. Appoint, as described in subpart a above, a strong subcommittee of the Transportation Advisory Board described in Part VIII of this report to study and develop recommendations for an innovative public and human services transportation system.

- C. Tie public transportation service into the permit process for new developments.
- D. Expand the public transit system, and identify and fill in existing gaps in that system, so as to include longer hours of service, more frequent service, and greater coverage of the city.

GENERAL STATEMENT OF RECOMMENDATIONS

The working group's action plan and recommendations include suggestions for:

- Expanding resources available to the transportation system and
- Better coordination of:
 - the allocation of all available resources,
 - the work of existing providers, and
 - the efforts of the community in addressing its transportation needs.

ACTION PLAN

A. Resources. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community's transportation system and transportation needs, including:

a. Countywide Sales Tax. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax's proceeds being devoted solely to transportation needs.

b. Vehicle Stickers. Imposition or reimposition of a "vehicle sticker/vehicle tax" for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets;

c. CIDs/NIDs. Increased use of Community Improvement Districts ("CIDs") and/or Neighborhood Improvement Districts ("NIDs"), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas;

d. Development Fees. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected.

e. Business Partner. Enlist the cooperation and participation of more business partners in the area who might subsidize the public transit system for the use of their clients or employees, similar to the partnership with the University of Missouri.

There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community's expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in all such systems.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

- a. Have existing gaps in each component of the transportation system;
- b. Have poor coordination in the planning efforts related to each component of the transportation system and poor coordination in identifying the needs of the transportation system;
- c. Lack proper consideration of the transportation system's needs in the planning for the community's expansion and new developments;
- d. Have a wasteful overlapping of services of various providers in the Human Services Transportation field;
- e. Have a general lack of coordination in the development of our transportation system;
- f. Need additional resources to devote to the transportation system and the broad based public support that will be required to approve the funds for these resources; and
- g. Have a number of potential "users" of the public transportation system and the human transportation system, whose needs are not being met in any fashion,

the group strongly recommends to the City Council that the City council establish a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to [and whose recommendations will be sought by] the City Council, the Planning & Zoning Commission and other public bodies to:

- i. Identify new and existing resources for transportation system needs;
- ii. Allocate such resources among the various components of the transportation system, including non-motorized transportation, human services transportation, public transportation, and the road and street network;
- iii. Identify existing gaps in each component of the transportation system;
- iv. Identify potential users of the public transit and human transportation systems, whose needs are not being met;
- v. Plan for upgrades in all components of the existing transportation system;
- vi. Plan for future transportation system needs;
- vii. Expand all components of the transportation system to new developments.

This Advisory Board should be appointed by the City Council. Its members should consist of citizen stakeholders and users of the various components of the transportation system, who are respected individuals and who have substantial influence, and who have interests and stakes in each of the transportation system's component areas, including:

- Non-motorized transportation;
- Advanced planning and development;
- Road network and traffic management;
- Public transportation;
- Human Services Transportation.

It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not intended that this Transportation Advisory Board should be “an additional step” in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission

and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

E. Boone County Transportation System Study. The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance.

F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

C. Community Resources Scan Reporting Form – The Action Plan

To be submitted

Citizen Topic Group Transportation

Subtopic Non-Motorized Transportation

Instructions

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

Priority Strategy

Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO. rules and safety tips. Suggestions include; distribution and installation of reflectors and lights for bikes, permanent signage displaying reminders of rules and tips, advertising (newspaper, billboard, mailing) of rules and tips.

1. Who should be involved?

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

Who should be involved	Potential role(s)
City Council	The City Council of the City of Columbia has the responsibility for identifying the City’s transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and is supported in these efforts by: (a) Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City; and (b) Public Works Department of the City of Columbia;
Planning & Zoning Commission	Responsible for making recommendations to the City Council on future developments, and in making those recommendations is in the position to consider the transportation system which will serve those future developments.

Who should be involved	Potential role(s)
County Resources	The County Commission of Boone County has similar responsibilities outside of the city limits of the City of Columbia and is supported by its Planning & Zoning Commission, Public Works director, and Department of Planning.
Missouri Department of Highways & Transportation	<p>The Missouri Department of Highways & Transportation, “<u>MoDOT</u>,” has ownership of and responsibility for large parts of the major arterial roads that serve Columbia, including I-70, US Highway 63, Grindstone Parkway, substantial parts of Providence Road (Route 163), State Route WW (which will become increasingly problematical as substantial developments occur to the east), Route 763/Rangeline (an existing area of substantial problems) and other major thoroughfares.</p> <p>Federal funds can be utilized for extremely large scale construction projects such as I-70 and can also be utilized for smaller scale projects such as bridge replacements, Safe Routes to School, non-motorized enhancement projects, and other transportation projects.</p>
Columbia Area Transportation System	The Columbia Area Transportation Study Organization, “ <u>CATSO</u> ,” is charged with the responsibilities for coordinating some of the efforts of the City of Columbia, the County of Boone, MoDOT and others in meeting transportation needs in and around Columbia.

Who should be involved	Potential role(s)
Mid-Missouri Transportation Alliance and Human Services Transportation Providers	<p>The Mid-Missouri Transportation Alliance of the Boone County Partnership, and a substantial number of human resource transit providers identified by its recently completed study of transportation services, including:</p> <ul style="list-style-type: none"> – The Columbia Transit System; – Columbia Paratransit; – Service provided by the Columbia Transit System under contract with the University of Missouri; – OATS, Inc., which operates in 87 Missouri counties, and provides door to door transportation services to individuals with little or no alternative form of transportation; – A substantial number of other transportation providers and payors as identified in the recently completed study of Mid-Missouri Transportation Alliance (M-MTA).
Private Providers	
Pednet Coalition	<p>The Columbia Pednet Coalition promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and advocates for the use of same and for the use of active, non-motorized transportation.</p>
Bicycle & Pedestrian Commission	
Engineering Firms	<p>Engineering firms, both locally and outside of this area, provide substantial road and street network design services, traffic impact studies, traffic studies and other engineering studies.</p>
Construction Companies	<p>Construction companies provide the physical work necessary to build and improve road and can influence the timing of project due to limitations in resources. They can provide a unique perspective on scheduling and constructability issues.</p>

Who should be involved	Potential role(s) Citizen Topic Group Meeting #6
Private Developers and Homebuilders	In addition to providing new developments, they refurbish existing structures and create places for community members to live, work, and pursue recreation.
Attorneys	Attorneys can provide legal advice for public agencies as well as private companies and individuals for transportation services.

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

The group strongly recommends the establishment of a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to (and whose recommendations will be sought by) the City Council, the Planning & Zoning Commission and other public bodies to take those steps outlined in the Action Plan below

2. Action Steps

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

Action Steps:

A. Resources. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community’s transportation system and transportation needs, including:

- a. Countywide Sales Tax. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax’s proceeds being devoted solely to transportation needs.
- b. Vehicle Stickers. Consideration of the imposition or reimposition of a “vehicle sticker/vehicle tax” for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets;
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There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community’s expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.

Action Steps:

Action Steps:

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described in paragraph D below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in the sidewalk system, the pedway system, the major road system and the public transportation system.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

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Note: The Transportation Work Group adopts and incorporates herein by reference the Executive Summary and Report which are attached hereto and requests/demands that such documents be included as an Appendix to the “Consultant’s Draft” of the Visioning Report.

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

3. Measuring Success (optional)

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

Indicators and/or Benchmarks:

C. Community Resources Scan Reporting Form – The Action Plan

To be submitted

Citizen Topic Group Transportation

Subtopic Advance Planning and Development

Instructions

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Priority Strategy

Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.

1. Who should be involved?

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

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F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

Note: The Transportation Work Group adopts and incorporates herein by reference the Executive Summary and Report which are attached hereto and requests/demands that such documents be included as an Appendix to the “Consultant’s Draft” of the Visioning Report.

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

3. Measuring Success (optional)

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

Indicators and/or Benchmarks:

C. Community Resources Scan Reporting Form – The Action Plan

To be submitted

Citizen Topic Group Transportation

Subtopic Road Network and Traffic Management

Instructions

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

Priority Strategy

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

1. Who should be involved?

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

Who should be involved	Potential role(s)
City Council	The City Council of the City of Columbia has the responsibility for identifying the City’s transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and is supported in these efforts by: (a) Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City; and (b) Public Works Department of the City of Columbia;
Planning & Zoning Commission	Responsible for making recommendations to the City Council on future developments, and in making those recommendations is in the position to consider the transportation system which will serve those future developments.

Who should be involved	Potential role(s)
County Resources	The County Commission of Boone County has similar responsibilities outside of the city limits of the City of Columbia and is supported by its Planning & Zoning Commission, Public Works director, and Department of Planning.
Missouri Department of Highways & Transportation	<p>The Missouri Department of Highways & Transportation, “<u>MoDOT</u>,” has ownership of and responsibility for large parts of the major arterial roads that serve Columbia, including I-70, US Highway 63, Grindstone Parkway, substantial parts of Providence Road (Route 163), State Route WW (which will become increasingly problematical as substantial developments occur to the east), Route 763/Rangeline (an existing area of substantial problems) and other major thoroughfares.</p> <p>Federal funds can be utilized for extremely large scale construction projects such as I-70 and can also be utilized for smaller scale projects such as bridge replacements, Safe Routes to School, non-motorized enhancement projects, and other transportation projects.</p>
Columbia Area Transportation System	The Columbia Area Transportation Study Organization, “ <u>CATSO</u> ,” is charged with the responsibilities for coordinating some of the efforts of the City of Columbia, the County of Boone, MoDOT and others in meeting transportation needs in and around Columbia.

Who should be involved	Potential role(s)
Mid-Missouri Transportation Alliance and Human Services Transportation Providers	<p>The Mid-Missouri Transportation Alliance of the Boone County Partnership, and a substantial number of human resource transit providers identified by its recently completed study of transportation services, including:</p> <ul style="list-style-type: none"> – The Columbia Transit System; – Columbia Paratransit; – Service provided by the Columbia Transit System under contract with the University of Missouri; – OATS, Inc., which operates in 87 Missouri counties, and provides door to door transportation services to individuals with little or no alternative form of transportation; – A substantial number of other transportation providers and payors as identified in the recently completed study of Mid-Missouri Transportation Alliance (M-MTA).
Private Providers	
Pednet Coalition	<p>The Columbia Pednet Coalition promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and advocates for the use of same and for the use of active, non-motorized transportation.</p>
Bicycle & Pedestrian Commission	
Engineering Firms	<p>Engineering firms, both locally and outside of this area, provide substantial road and street network design services, traffic impact studies, traffic studies and other engineering studies.</p>
Construction Companies	<p>Construction companies provide the physical work necessary to build and improve road and can influence the timing of project due to limitations in resources. They can provide a unique perspective on scheduling and constructability issues.</p>

Who should be involved	Potential role(s) Citizen Topic Group Meeting #6
Private Developers and Homebuilders	In addition to providing new developments, they refurbish existing structures and create places for community members to live, work, and pursue recreation.
Attorneys	Attorneys can provide legal advice for public agencies as well as private companies and individuals for transportation services.

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

See Action Plan below

2. Action Steps

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

Action Steps:
<p>A. <u>Resources</u>. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community's transportation system and transportation needs, including:</p> <ul style="list-style-type: none"> a. <u>Countywide Sales Tax</u>. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax's proceeds being devoted solely to transportation needs. b. <u>Vehicle Stickers</u>. Consideration of the imposition or reimposition of a "vehicle sticker/vehicle tax" for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets; c. <u>CIDs/NIDs</u>. Increased use of Community Improvement Districts ("CIDs") and/or Neighborhood Improvement Districts ("NIDs"), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas; d. <u>Development Fees</u>. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected. <p>There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community's expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.</p>

Action Steps:

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

C. Gaps. There are substantial gaps in the existing sidewalk and pednet system, the major road system and the public and human transportation service systems. Through the use of the Advisory Board described in paragraph D below and other available resources, steps should be immediately undertaken to identify and fill in the existing gaps in the sidewalk system, the pedway system, the major road system and the public transportation system.

D. Transportation Advisory Board. Since the Transportation Group is of the very strong opinion that we, in the central Missouri/Columbia community:

- a. Have existing gaps in each component of the transportation system;
- b. Have poor coordination in the planning efforts related to each component of the transportation system and poor coordination in identifying the needs of the transportation system;
- c. Lack proper consideration of the transportation system's needs in the planning for the community's expansion and new developments;
- d. Have a wasteful overlapping of services of various providers in the Human Services Transportation field;
- e. Have a general lack of coordination in the development of our transportation system;
- f. Need additional resources to devote to the transportation system and the broad based public support that will be required to approve the funds for these resources; and
- g. Have a number of potential "users" of the public transportation system and the human transportation system, whose needs are not being met in any fashion,

Action Steps:

the group strongly recommends to the City Council that the City council establish a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to [and whose recommendations will be sought by] the City Council, the Planning & Zoning Commission and other public bodies to:

- i. Identify new and existing resources for transportation system needs;
- ii. Allocate such resources among the various components of the transportation system, including non-motorized transportation, human services transportation, public transportation, and the road and street network;
- iii. Identify existing gaps in each component of the transportation system;
- iv. Identify potential users of the public transit and human transportation systems, whose needs are not being met;
- v. Plan for upgrades in all components of the existing transportation system;
- vi. Plan for future transportation system needs;
- vii. Expand all components of the transportation system to new developments.

This Advisory Board should be appointed by the City Council. Its members should consist of citizen stakeholders and users of the various components of the transportation system, who are respected individuals and who have substantial influence, and who have interests and stakes in each of the transportation system's component areas, including:

- Non-motorized transportation;
- Advanced planning and development;
- Road network and traffic management;
- Public transportation;
- Human Services Transportation.

It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not

Action Steps:

intended that this Transportation Advisory Board should be “an additional step” in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

E. Boone County Transportation System Study. The City Council should consider participation in and partial funding of Phases II and III of the Boone County Coordinated Transportation System Study being conducted by the Mid-Missouri Transportation Alliance.

F. Pilot Project Participation. Consideration should be given by the City Council to participation in and/or partial funding of the pilot project planned by Mid-Missouri Transportation Alliance and others for providing bus service from Centralia and other outlying communities north of Columbia, to Columbia, for individuals who live outside Columbia but work in Columbia, and for providing transportation services to and from Jefferson City for individuals who work in Jefferson City.

Note: The Transportation Work Group adopts and incorporates herein by reference the Executive Summary and Report which are attached hereto and requests/demands that such documents be included as an Appendix to the “Consultant’s Draft” of the Visioning Report.

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

3. Measuring Success (optional)

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

Indicators and/or Benchmarks:

C. Community Resources Scan Reporting Form – The Action Plan

To be submitted

Citizen Topic Group Transportation

Subtopic Public & Human Services Transportation

Instructions

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

Priority Strategy

Appointment of a Public and Human Services Transportation Advisory Group, which will be a component of and a subcommittee of the Transportation Advisory Board in Part C and which:

- i. Has members representing public and human service transportation users/riders and other diverse stakeholders;
- ii. Will develop a public transportation plan with adequate access to resources enabling fulfillment of responsibilities;
- iii. Will recommend use of all public transportation funds;
- iv. Will develop recommendations for fully integrated transportation system; and
- v. Will report to the Transportation Advisory Board described in Part VIII of this report and, if its members find it to be appropriate to do so, will also report directly to, or provide advocacy for, public transportation/human transportation users to the City Council. **make** recommendations to (and whose recommendations will be sought by) the City Council, the Planning & Zoning Commission and other public bodies to take those steps outlines in the Action Plan below

1. Who should be involved?

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

Who should be involved	Potential role(s)
City Council	The City Council of the City of Columbia has the responsibility for identifying the City’s transportation needs, prioritizing the efforts to meet those needs, and obtaining and allocating the resources to meet those needs, and is supported in these efforts by: (a) Traffic and street planners in the Department of Public Works and the Department of Planning & Development of the City; and (b) Public Works Department of the City of Columbia;
Planning & Zoning Commission	Responsible for making recommendations to the City Council on future developments, and in making those recommendations is in the position to consider the transportation system which will serve those future developments.
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Private Providers	
Pednet Coalition	<p>The Columbia Pednet Coalition promotes bicycle and pedestrian paths, trails, pedways and sidewalks, and advocates for the use of same and for the use of active, non-motorized transportation.</p>
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Engineering Firms	<p>Engineering firms, both locally and outside of this area, provide substantial road and street network design services, traffic impact studies, traffic studies and other engineering studies.</p>
Construction Companies	<p>Construction companies provide the physical work necessary to build and improve road and can influence the timing of project due to limitations in resources. They can provide a unique perspective on scheduling and constructability issues.</p>

Who should be involved	Potential role(s) Citizen Topic Group Meeting #6
Private Developers and Homebuilders	In addition to providing new developments, they refurbish existing structures and create places for community members to live, work, and pursue recreation.
Attorneys	Attorneys can provide legal advice for public agencies as well as private companies and individuals for transportation services.

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

See Action Plan below

2. Action Steps

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

Action Steps:
<p>A. <u>Resources</u>. The community needs to embark upon immediate efforts to identify new or additional resources that may be allocated to the community's transportation system and transportation needs, including:</p> <ul style="list-style-type: none"> a. <u>Countywide Sales Tax</u>. Imposition of a new countywide transportation sales tax, together with a fair method of allocating that sales tax among the county and each of its municipalities and communities, likely based upon populations and/or sales tax collections or another fair means of allocation, with this tax's proceeds being devoted solely to transportation needs. b. <u>Vehicle Stickers</u>. Consideration of the imposition or reimposition of a "vehicle sticker/vehicle tax" for vehicles of Columbia dwellers, who use the public streets and who should be required to pay a fair portion of the costs of those streets; c. <u>CIDs/NIDs</u>. Increased use of Community Improvement Districts ("CIDs") and/or Neighborhood Improvement Districts ("NIDs"), for those areas which require the greatest expenditure for upgrading the road networks, and develop the other components of the transportation system, which serves such areas or will serve such areas; d. <u>Development Fees</u>. Implement fair development fees for future developments, and fairly allocate a substantial portion of these fees to funding the components (all components) of the transportation system that will serve the individual developments from which such fees are collected. <p>There are many competing interests that will express strong views with respect to these various resource raising methodologies, but some means must be arrived at which will balance these competing views and will arrive at a fair allocation of the burden of raising the resources required to meet the community's expanding and ever changing transportation needs. Therefore, the group recommends the formation of the Transportation Commission described below.</p>

Action Steps:

B. Enhanced Planning and Coordination in Connection with New Developments. In the future, as new developments are being considered, the Department of Planning & Development of the City, the Planning & Zoning Commission of the City, the Public Works Department of the City and the City Council must give much more attention to the components of the transportation system which will serve each new development, in order that each new development will be served, in timely fashion, by all of the appropriate components of an integrated transportation system (including non-motorized transportation, personal motor vehicle transportation, and public and human services transportation). Future planning for new developments must be such as substantially reduces the time gap between the start of a substantial new development and the installation of the various traffic system improvements or expansions that are required to serve that development.

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Action Steps:

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- Non-motorized transportation;
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It is very important that the stakeholders in, and the users or potential users in each of such component areas, be adequately and strongly represented on this Advisory Board, so as to make it unlikely that the representatives of any single component of the transportation system [example: roads and streets] will dominate the Board. This Board must be constituted by the City Council in such fashion as to cause its recommendations and opinions to be ones which will be respected by the Planning & Zoning Commission, the City Council and members of the public generally. It is not

Action Steps:

intended that this Transportation Advisory Board should be “an additional step” in the planning process for new developments, but it is intended that its advice and recommendations will be sought by the members of the City Planning & Development staff and the Planning & Zoning Commission and the City Council, as new developments are considered. It is not intended that applicants for new developments should have to appear before this Board in order to make public presentations with respect to their developments, but it is intended that the advice of this Board will be sought with respect to new developments. This Board should meet regularly, at least one monthly. As new developments come forward for consideration before the Planning & Zoning Commission, these developments should be referred to this Board for its advice and recommendations. This Board should be a strong, active and respective Board, which meets regularly and which has clearly identified areas of responsibility, and which will serve as a clearinghouse for potential disputes among the various users and stakeholders in the various components of the transportation system as described above.

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

3. Measuring Success (optional)

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

Indicators and/or Benchmarks: