

# Draft Goals by Subtopic (03/08/07)

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## Introduction

As part of Imagine Columbia's Future, Citizen Topic Groups reviewed the ideas for the future generated by the public, identified sub-topics for organizing these ideas, formed subtopic groups, identified themes emerging from the ideas, and generated draft subtopic goals that reflect that aspirations of the community. These draft goals will be presented to the public at the April 4<sup>th</sup> Exploring the Vision Workshop for feedback.

This document includes the latest versions of draft goals that have been received from the Citizen Topic Groups. The material is presented in alphabetical order. In some cases the draft goals have been revised by ACP-Visioning and Planning, Ltd. for clarity or consistency. In a few cases ACP prepared draft goals when none were submitted using the themes provided by the related Citizen Topic Group to formulate the draft goal. These are clearly indicated in the text. At their next meeting, The Citizen Topic Groups will review any suggested revisions and will have the opportunity to accept, revise, or completely rewrite their revised draft goals.

In addition to the draft goals, an evaluation of the current status of Citizen Topic Group efforts is presented. In the notes/assessment section for each Citizen Topic Group, ACP documented its review of the groups' work, flagged concerns, identified potential overlaps with other groups' work, and made recommendations for next steps.

The complete documentation for each Citizen Topic Group for the first two meetings is available under separate cover, and will be made available to the Co-Facilitators and their groups. These documents include the evolving lists of subtopics, themes, draft goals, preliminary strategies (if provided), and any additional notes submitted during the two meetings.

## Arts and Culture

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### Draft Goals by Subtopic

The following draft goals were developed by the Citizen Topic Group, and have been edited by the consultant for consistency and clarity when necessary.

#### Support and Promote the Arts – Means

Columbia will sustain and deepen its strong foundation for Arts and Culture in our community.

OR

Columbia will sustain and deepen its strong foundation for Arts and Culture in our community with a strong network of arts professionals, collaboration, ongoing training, innovative and sustainable promotional campaigns, as well as generous funding for artists, arts organizations, and capital improvements, and cross-generational educational programs that increase participation and reflect the city's deep diversity.

#### Support and Promote the Arts – Ends

No draft goal submitted at this time.

Notes/Assessment from ACP-Visioning and Planning, Ltd.

- The Arts and Culture Group's materials was submitted by Bill Costello.
- The Co-Facilitator made a good decision to transfer some of its ideas to the Parks and Recreation Citizen Topic Group.
- There were interim meetings conducted and one draft goal has been submitted. The goal is very good, but includes statements that could better serve as strategies. ACP recommends that the subtopic group work to simply the goal. Two examples of the revised goal are provided above.

## Community Character

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### **Draft Goals by Subtopic**

The following draft goals were developed by the Citizen Topic Group, and have been edited by the consultant for consistency and clarity when necessary.

#### **Community Appearance**

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

#### **Historic Preservation**

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

#### **Revitalization**

In the future, Columbia will utilize and enforce urban planning designs to promote walking, screen for noise, and increase a spirit of community, and will provide and advertise incentives for restoring neighborhoods with abandoned substandard structures.

### **Notes/Assessment by ACP – Visioning and Planning, Ltd.**

- Generally, the Community Character group is doing very well.
- All subtopics are well positioned to begin working on strategies.

## Community Facilities and Services

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### **Draft Goals by Subtopic**

The following draft goals were developed by the group and have been edited by the consultant for consistency and clarity, when necessary.

#### **Public Safety**

Community members will be safe and secure as the result of low crime, low substance abuse, and excellent traffic safety.

#### **Library Services**

Library services, facilities, and community meeting spaces will be accessible to all citizens.

#### **Public Works**

City services will be efficient, effective, and expanded, and emergency planning will be enhanced.

#### **Law Enforcement**

Law enforcement will be accountable and administered fairly to all citizens, and police staffing and presence will be allocated equitably.

### **Notes/Assessment by ACP – Visioning and Planning, Ltd.**

- All subtopics are doing well and have their themes and summary statements.
- The public works group may want to revise the name of their subtopic to appropriately represent the themes/goal statement.

## Community Pride and Human Relationships

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### **Draft Goals by Subtopic**

The following draft goals were developed by the group and have been edited by the consultant for consistency and clarity, when necessary.

#### **Diversity/Inclusion**

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

#### **Sense of Community**

In the future, connections between families, neighborhoods, and the community at large will be actively promoted through events, communication, and interactive community challenges.

#### **Youth**

Columbia will provide more places and a variety of activities, creating environments that cultivate responsible citizenship and inclusive behavior among young people.

### **Notes/Assessment by ACP – Visioning and Planning, Ltd.**

- All subtopics are doing very well and have their themes and summary statements.

## Development

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### Draft Goals by Subtopic

The following draft goals were developed by the Citizen Topic Group and have been edited by the consultant for consistency and clarity, when necessary.

#### Plan and Manage Growth

We envision a community with open, transparent, inclusive planning that keeps growth in perspective while protecting the environment and the city character, that results in a balanced approach to growth and development, that will be beneficial and equitable to all, and that places a premium on:

- Preservation and respect for the environment, particularly unique and environmentally sensitive areas, and protection of streams, wildlife and green space;
- Infrastructure and utilities that address current needs and future growth;
- A comprehensive transportation system of roadways, walkways, ped-ways etc., with the ability to accommodate future growth;
- Sustainability and encouraging infill, redevelopment and density where appropriate;
- Sustainable, affordable, accessible, walkable, and interconnected communities with a balance of residential neighborhoods and businesses that accommodate neighborhood residents (example, Village of Cherry Hill);
- Preserves our heritage and uniqueness, including an economically viable downtown, strong neighborhood structure, thriving local businesses and institutions, and other unique features that enhance quality of life and build community such as architecture, art, festivals, etc.);
- Planning that is comprehensive, coordinated, cooperative, and includes all affected political subdivisions and taxing districts in the metropolitan area (e.g. City, County, sewer, water, electric, telecommunications, safety, library and school districts) and other stakeholders (developers, residents, others); and
- Predictability and accountability so that government actions are aligned with the community's vision.

#### Infrastructure

We envision a community with a well planned proactive growth strategy that address the manner in which infrastructure is developed and maintained, that offers a fair and balanced approach regarding how payment for infrastructure is shared, that offers flexibly to accommodate change, and provides coordination amongst all potential stakeholders.

#### Land Preservation

Land will be preserved throughout the community to ensure quality of life, active farmland, and healthy streams, watersheds, and natural areas.

#### Neighborhoods

Columbia neighborhoods will be located in diverse, mixed used, sustainable and self-sufficient areas demonstrating pride of ownership and supported by city-wide bicycle, pedestrian, and transit systems.

Notes/Assessment from ACP-Visioning and Planning, Ltd.

- This Citizen Topic Group is very large, is addressing a large number of ideas from the community, and is grappling with issues of great interest, which greatly impacts its ability to proceed with the work effort. Despite these challenges, the work group appears to be making good progress.
- Land Preservation could work to turn their goal statement into one sentence. The numbered list they have included in their draft goal can easily be developed into their strategies. An example has been provided by

ACP (see revised goal above). Also, the Land Preservation group may want to coordinate with the Environment Citizen Topic Group to be sure there is no overlap in their goal or strategies.

- For Plan and Manage Growth, does the goal only target the “City of Columbia” or Columbia as a whole.
- It was ACP’s understanding that Plan and Manage Growth had two subtopic groups. We have received one set of input. Does that mean they have already reconciled their work? The Co-Facilitators could review the material in this document to ensure we have the latest versions of everything.

Downtown

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**Draft Goals by Subtopic**

The following draft goals were developed by the Citizen Topic Group and have been edited by the consultant for consistency and clarity, when necessary.

**Investments**

Significant investments in the physical environment will bring vibrancy and diversity of cultures, professions, and businesses, leading to major attractions and exciting destinations.

**Housing**

In the future, downtown Columbia will have a variety of safe housing options, including new and revitalized units, for all age groups and income levels with easy access to desirable amenities developed within established guidelines.

**Mobility**

People and vehicles will have easy access to downtown businesses and services, and enhanced movement within and through the downtown area.

**Notes/Assessment by ACP – Visioning and Planning, Ltd.**

- All subtopics are doing very well and have their themes and summary statements.
- Two groups have already started developing strategies.

## Economic Development

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### **Draft Goals by Subtopic**

The following draft goals were developed by the Citizen Topic Group, and have been edited by the consultant for consistency and clarity when necessary. In the case of the Economic Development subtopic no draft goal was provided, so ACP developed one based upon identified themes.

#### **Economic Development**

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

#### **Airport**

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

#### **Jobs and Job Training**

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

#### **Science and Technology**

Columbia will claim its place as one of the leading emerging science/technology centers in the US by 2020.

### **Notes/Assessment by ACP – Visioning and Planning, Ltd.**

- In general the group is doing fairly well.
- Economic Development subtopic should review the list of themes and draft goal, which ACP generated based upon their notes.
- Airport subtopic should review list of themes that ACP developed based on their notes. They are already well on their way to developing strategies, as many of the ideas listed in their revised goal are very strategic.
- Jobs and Job Training is doing particularly well. Clear themes, great goal, already beginning to develop strategies.
- Science and Technology has a good goal. However, this subtopic has very few themes. Consider reviewing the ideas again to make sure you’re capturing everything.

## Education

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### **Draft Goals by Subtopic**

The following draft goals were developed by the group and have been edited by the consultant for consistency and clarity, when necessary.

#### **Curriculum and Programs**

Our citizens of all ages will have access to educational opportunities designed to meet their individual needs and learning styles that will ultimately improve their quality of life.

#### **Facilities**

In the future, educational facilities in Columbia will be of the highest quality construction, include the latest technology, and be of such size and number to provide for comfortable learning for people of all ages, provide for all educational programs in the community, be effectively utilized through shared community activities, and completely meet the needs of the community.

#### **Resource Allocation**

In a collaborative effort between the community and its educational entities, resources will be allocated to ensure that teachers are well tracked and well compensated, that administration is effective and efficient, that students have equal access to resources, that there are increased opportunities for early childhood programs, as well as ELL students with low SES, and that there is increased awareness of and utilization of adult education, higher education programs, and scholarship opportunities.

#### **Quality Education**

Columbia will provide a continuum of high quality educational opportunities (validated by meaningful measures of outcomes) that enables students of all ages and abilities to achieve learning and training goals.

### **Notes/Assessment by ACP – Visioning and Planning, Ltd.**

- All subtopics are doing very well and have their themes and summary statements.
- The Resource Allocation subtopic group should put their goal statement into one sentence form. A sample is provided.
- All acronyms should be defined. (See Resource Allocation.)

## Environment

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### **Draft Goals by Subtopic**

The following draft goals were developed by the Citizen Topic Group. For other Citizen Topic Groups, the consultant has edited goals for consistency and clarity, using identified themes as a guide. The consultant has NOT edited the goals for this group, because no themes have been provided as yet.

#### **Energy Efficiency**

In the near future, Columbia will achieve maximum energy efficiency and transition to renewable energy sources.

#### **Renewable Energy Alternatives**

No draft goal provided.

#### **Resource Conservation**

Columbia will be a model community that implements best management practices to protect and conserve its natural resources and intrinsic beauty for the enjoyment of future generations.

#### **Environmental Protection**

No draft goal provided.

#### **Development**

No draft goal provided.

#### **Environmental Quality**

In the future, the City of Columbia and her neighboring communities will act to conserve, protect, and restore natural aesthetics, native plants, and animal species by urging measures for the conservation of water, air, and soil resources.

Notes/Assessment by ACP – Visioning and Planning, Ltd.

- This group seems to be behind, particularly because the subtopic groups have not identified any themes, and some subtopics have no draft goal. The groups may have identified themes, but ACP has not received any documentation. The identification of themes is a critical step for two main reasons:
  - It ensures that the work of the group is grounded in the ideas from the public that were gathered at the BIG meetings and through surveys in the fall of 2006.
  - It helps the group ensure that each subtopic is dealing with distinct themes as they proceed with developing strategies, thus eliminating potential duplication of efforts.
- Three of the agreed-upon subtopics have not submitted any materials. However, it may be possible for them to integrate with existing subtopics (i.e., Renewable Energy Alternatives could join Energy Efficiency; Resource Conservation and Environmental Protection could potentially merge).
- This Citizen Topic Group may want to review the Land Preservation subtopic from Development to ensure there is no overlap.
- Energy efficiency has already begun to formulate strategies. Despite having no themes, the strategies seem to be a good start.

## Governance and Decision Making

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### **Draft Goals by Subtopic**

The following draft goals were developed by the group and have been edited by the consultant for consistency and clarity, when necessary.

#### **Citizen Involvement**

The City process will be reformed with the goal of hearing the voices of people through citizen boards and commissions that better represent the neighborhoods of Columbia, minorities, and people of all walks of life.

#### **Structure**

The City government shall adopt a transparent structure that is so responsive, accountable, inclusive, equitable, and effective that other cities in the nation will seek to emulate our model.

#### **Responsiveness**

The community will have confidence in City government, and there will be clear and open communication between City officials, City staff, and the public.

Notes/Assessment by ACP – Visioning and Planning, Ltd.

- The group has made progress in developing its draft goals.
- Two of the subtopic groups have already done a good job of identifying priority strategies. These strategies should be separate from the goal. Citizen Involvement may choose to revise its goal so that the two strategies are separated.

## Health and Social Services

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### **Draft Goals by Subtopic**

The following draft goals were developed by the Citizen Topic Group, and have been edited by the consultant for consistency and clarity when necessary.

#### **Seniors**

Seniors will have a voice across topics and will be fully engaged members of the community. Seniors' needs will be met in order to foster independence, and they will be recognized as important community resources.

#### **Social Services**

In the future, there will be a single point of entry to access high quality and affordable necessities as well as support for children, youth, adults and seniors, persons with disabilities, and people with barriers. All social services will be funded to eliminate poverty.

#### **Health**

All residents will have access to affordable health care, including mental health, substance abuse, and oral health care. Effective education and prevention initiatives will further contribute to a healthy community.

#### **Affordable Housing**

Safe, secure, well maintained housing will be affordable to individuals and families at or below 80 percent of median family income. Their total housing costs – including unit rents, utilities, mortgage payments, and home repairs necessary to maintain a reasonable, safe, and secure home in standard condition – will be less than 38 percent of household income for owner occupants and 30 percent of household income for renters.

### **Notes/Assessment by ACP – Visioning and Planning, Ltd.**

- Generally, the group is in pretty good shape.
- Consultant has recommended changes to the goals for Seniors and Health subtopics based upon identified themes.
- Goal for Housing subtopic was wordy and may need clarification for the general public. ACP has revised the goal; the subtopic group should review the revision.

## Parks, Recreation, and Greenways

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### **Draft Goal Statement**

One draft goal was created for the entire Citizen Topic Group, not for the individual subtopics. ACP has revised this goal for consistency.

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

An expansive, interconnected network of parks, greenways, and trails adjacent to and within neighborhoods provides a wide variety of recreational facilities and opportunities for all citizens, contributes to an aesthetically appealing city, connects to county and state open lands, and protects the environment, streams, and wildlife.

Notes/Assessment from ACP-Visioning and Planning, Ltd.

- The Parks, Recreation and Greenways group did not submit any documents at meeting #2, only flip charts. Despite this, based on conversations with the Co-Facilitator and observations, they appear to have a good working relationship and are making progress.
- The group has excellent lists of themes.
- The group has generated a Goal Statement for the entire topic, not for the individual sub-topics. The group may need to consider accepting the prepared Goal Statement as the Vision for their topic and then develop individual Goal Statements for each sub-topic. (Note, each Citizen Topic Group will have one Vision Statement, a series of subtopic goal statements, strategies, and implementation steps.)
- The group needs to clarify the meaning of “Adjacent to and incorporate minimally developed neighborhoods.”
- The group also needs to decide if its strategies will address the entire goal or be targeted to the sub-topics they identified.

## Transportation

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### **Draft Goals by Subtopic**

The following draft goals were developed by the Citizen Topic Group, and have been edited by the consultant for consistency and clarity when necessary.

#### **Non-motorized transportation**

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 and public transit infrastructure will be shaped equitably with the non-motorized transportation network.

#### **Advance planning and development**

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.

#### **Road network and traffic management**

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

#### **Public transportation**

A strong, integrated, accessible, public transportation system in Columbia will extend to surrounding communities. It will be possible to live easily in Columbia without owning a car.

### **Notes/Assessment by ACP – Visioning and Planning, Ltd.**

- Generally, the transportation group is doing very well.
- Two subtopic groups – Advance planning and development and Road network and traffic management – may want to meet to avoid potential duplication of efforts.