Note: The public review draft is anticipated to be reviewed at the December 10 Planning & Zoning Commission meeting.
The Columbia Imagined Comprehensive Plan requires a Status Report be produced at the mid-point of the Plan’s implementation horizon. This Status Report serves as an accountability check-in for citizens, stakeholders, the Planning and Zoning Commission, and the City Council on how well the plan is being implemented. As such, the Planning and Zoning Commission worked with staff in 2018 through 2020 to evaluate the status the Plan’s implementation. Over the course of this timeframe during fifteen work sessions, the Commission spent time reviewing and discussing the role of the Columbia Imagined Plan, community priorities, emerging trends, and how the Status Report may best be used to guide the full update of the Columbia Imagined Plan in the future. The Commission also discussed how to engage and re-engage stakeholders and the larger community in comprehensive planning efforts.

The Commission identified the following 6 elements for inclusion and discussion within this Status Report. The Status Report is organized into chapters based upon these elements.

**Status Report Elements:**

1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.

2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.

3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).

4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.

5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Reengage the public in prioritizing plan elements and action items.

6. Seek feedback from stakeholders and the community on the Status Update and how the Comprehensive Plan may be further implemented by the community.
Overview- What is the Comprehensive Plan?

“Columbia Imagined – The Plan for How We Live & Grow” is the City of Columbia’s comprehensive land use plan. Adopted by the City Council on October 7, 2013, the Plan provides residents, appointed boards and commissions, and elected officials with guidance on land use, growth management and quality of life considerations. The plan is divided into seven categories.

1. Land Use and Growth Management
2. Environmental Management
3. Infrastructure
4. Mobility, Connectivity and Accessibility
5. Economic Development
6. Inter-Governmental Cooperation
7. Livable and Sustainable Communities

The Plan was built upon a foundation of public engagement and was developed in response to the 2006-2008 Imagine Columbia’s Future Visioning Process. The three-year plan development process included direct outreach to over 80,000 citizens, participation critical in shaping and influencing the contents of the Plan’s “Big Ideas”, “Growth Patterns and Policies” and “Implementation” chapters.

Chapter 5 of the Plan outlines policies, strategies and actions for the successful implementation of the Plan, calling for a five-year “Status Report” to the Planning and Zoning Commission. This document, the Status Report, provides a review and evaluation of the plan’s goals and objectives, describes plan implementation efforts, reengages the community on their priorities, and offers recommendations for new and evolving trends and community priorities for the next full plan update. The Status Report also allows for renewed engagement with the community and stakeholders in the City’s comprehensive planning process.
Status Report Development & Objectives - Background

The adoption of a Comprehensive Plan is the first step in the implementation process of a community’s vision for the future, for the development of such a plan is no small undertaking by any community.

Following the 2013 adoption of the Columbia Imagined Plan, the Plan has been implemented in numerous ways. It is used to guide private and public development and decision-making by staff, elected officials, developers and the public. The City uses the Plan to assess the appropriateness of proposed development cases including zoning and annexation actions. The plan has also guided the adoption of an update of the City’s zoning and subdivision codes into a Unified Development Code (UDC). The Plan is also used to assess the appropriateness of public development actions, proposed Capital Improvement Program (CIP) items, and informs the strategic plan and other plans.

Continuing action to implement the Plan is needed for it to have lasting impact. This report seeks to paint a high-level picture of this implementation by looking at City growth and development policies and regulations, capital improvement programming and spending, the development of other City-wide plans, and the work of community partners.

An infographic which visually explains the development and intent of the Comprehensive Plan and the Status Report is presented on page 4.

The Unified Development Code (UDC) was adopted by the City Council in March of 2017 following three years of work by staff, the Planning and Zoning Commission, community stakeholders, and a professional consultant team.

The UDC updated and streamlined the zoning and subdivision codes into one integrated code. It also provides a form-based code for the downtown area via a regulating plan and design and form regulations. This area is described as the M-DT (Mixed-use Downtown) in the code.

A snapshot of the search-friendly online version of the code is shown to the right.

https://library.municode.com/mo/columbia/codes/code_of_ordinances
The following two pages include the Status Report Infographic used to visually explain the Comprehensive Plan and the intent of the status report. This Infographic was used during the public input process.

**Overview**

*Includes intergovernmental cooperation*

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**Status Report—The Next Step**

“Columbia Imagined” is the City’s comprehensive land use plan that provides residents, boards and commissions, and elected officials with guidance on land use, growth management, and quality of life considerations.

Chapter 3 of the plan gives guidance on implementation of the plan—calling for a five-year “Status Report”. This report provides a review and evaluation of the plan’s goals and objectives, describes implementation, and offers recommendations for new and evolving trends and community priorities for the next full plan update.

**The Next Step**—Your input is vital component of the “Status Report”. A survey will be sent out in August. Additionally, in-depth surveys will be available for each plan element.

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**Timeline**

- October 2013—Comprehensive Plan adopted by Council
- 2013 - 2020—Plan Implementation. See accomplishments below
- August 2020—Status Report Surveys sent to Public and Boards/Commissions
- December 2020—Report sent to Planning and Zoning Commission
- 1/7 2021—Next Phase
- January 2021—Report sent to City Council
- Summer 2022—Comprehensive Plan Update

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**Major Accomplishments since 2013**

**Categorized by Plan Element**

**Livable & Sustainable Communities**
- West Area Neighborhood Plan
- Established Community Land Trust for Affordable Housing and Home Ownership
- Adopted Standards for Accessory Dwelling Units

**Land Use & Growth Management**
- Adopted the Unified Development Code Update
- Downtown—Completed Infrastructure Improvements
- Downtown—Implemented Form-based Zoning

**Environmental Management**
- Climate Action & Adaptation Plan
- Adopted Urban Forest Master Plan
- Established the Tree Board

**Economic Development**
- Created the Community Dashboard Map for Planning & Permitting Info
- Airport — Grants secured and ground broken on new terminal
- Airport — Runway extension and improvements

**Mobility, Connectivity, and Accessibility**
- Transit Master Plan
- Created Parking and Transit Advisory Task Force
- Adopted the 2050 Long Range Transportation Plan
Public input and an evaluation of how public priorities have shifted since the plan was adopted in 2013 is presented in this report on page #51.
Status Report Elements:

1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.

2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.

3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).

4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.

5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Reengage the public in prioritizing plan elements and action items.

6. Seek feedback from stakeholders and the community on the Status Update and how the Comprehensive Plan may be further implemented by the community.
1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.
1. Revisit the goals and objectives of the Plan. Identify areas of implementation success and outstanding opportunities.

The Planning and Zoning Commission spent four initial work sessions reviewing the Plan’s Goals and Objectives (Chapter 3), followed by review of the Plan’s implementation chapter (Chapter 4) to determine plan success and ongoing opportunities to pursue.

The Plan’s 35 goals and objectives were developed through intensive community outreach, engagement and refinement. The full list of goals and objectives is included for reference in the appendix of this report.

Overall, the Commission found the goals and objectives identified by the public in the original plan generally remain relevant, though public input shows a shift in several priorities as discussed on pages #48-53 of this report. The Commission also recognized there is likely to be further refinement and direction by the community during the next full plan update.

Additionally, the Commission was concerned that despite a public participation strategy and best efforts to reach thousands of citizens in a variety of ways, the public input for the Status Report was lacking. Only a few hundred citizens and stakeholders participated in the Status Report input process. These participants were also not a representative sample of the larger community as a whole in terms of demographics and where they lived in the city. These results may be reflective of the time in which the Status Report input was collected (generally during election season and under the limitations of public gatherings due to COVID-19).

The staff and Commission acknowledge the non-representative nature of the survey results and are committed to expending significant efforts and time between the Status Report and the full Columbia Imagined plan update on a public input and outreach strategy. The planning process must be built on innovative, compelling and meaningful engagement strategies so that all members of the community are reflected and their viewpoints heard.

Other big picture issues identified by the Commission that need to be addressed in the next full update are the emerging trends, issues and opportunities of recent years. These aspects include, but are not limited to, the rise of the sharing economy and changes in the workforce, housing affordability issues, climate action and resiliency, and others. How the immediate, emerging and yet-unknown impacts of the COVID-19 pandemic impact the future full plan update. These issues and opportunities are further discussed in upcoming elements in this report.
Most notable plan implementation activities and accomplishments:

While there are many areas in which the plan still needs additional implementation efforts, Plan implementation is well underway. A red plus (+) is shown next to implementation accomplishments in the Implementation Table presented later in this chapter starting on page #15. Highlighted items are described below.

Some of the biggest accomplishments in implementing the Columbia Imagined Plan are as follows:

- Adoption of the Unified Development Code March 2017, which included form-based codes for the downtown area (former C-2 district).

- Adoption of Accessory Dwelling Unit (ADU) regulations to permit ADUs as an additional dwelling unit option to promote context-sensitive density. ADUs are permitted in the R-2 zone and higher and via a conditional use permit in the R-1 zone subject to use-specific standards. Note: revisiting ADU regulations in terms of intent and application is also a next step identified in this report.

- Establishment of a Community Land Trust to develop and oversee affordable housing construction in the community.


- Development and adoption of a Climate Action and Adaptation Plan (CAAP) and expanded citizen oversight committee for CAAP implementation (Climate and Environment Commission).

- Development of a neighborhood planning process and adoption of the West Central Columbia Neighborhood Action Plan. The Gary-Atkins Neighborhood Association was also formed during the development of the West Central plan. Several of the action items from the West Central Neighborhood Plan have also been implemented, including buyouts of flood-prone properties, traffic calming features, and improvements to Again Park.

- Recognition of the historic African American Sharp End and the African American Heritage Trail to celebrate, recognize, and remember African American contributions to the community.

- Growth in ticketing, new destinations and terminal expansion at the Columbia Regional Airport.


- Transit Master Plan adoption and Public Transit Advisory Committee formed.

- Completion of Phase I & Phase II and on-going Phase III historic surveys of the North Central Neighborhood. Work to develop a Preservation Plan (a strategic plan for preservation activities) is underway.

- Community Dashboard map created for transparent, easy access to real-time planning, permitting and development data. The Dashboard supports the Plan objective to promote transparent planning processes and communication; however, public input calls for additional enhancements to more fully realize its communication medium potential.

On April 6, 2020 the City Council adopted a policy resolution adopting Crime Prevention Through Environmental Design (CPTED) concept and principles for the City. This includes incorporating cost-efficient CPTED principles and practices in proposed land development and redevelopment projects and providing for the implementation and enforcement of CPTED standards. (PR45-20)
This Status Report identifies that the Columbia Imagined Report Card online tool, shown to the right, needs to be updated to reflect the implementation efforts and input identified through the Status Report process.

This will be included in a future website redesign and development of an interactive web version of the Status Report.
Most notable plan implementation activities and accomplishments continued:

- Community Policing established; groundbreaking of the Molly Bowden Neighborhood Policing Center in one of the three target neighborhoods for community oriented policing; and adoption of a CPTED (Crime Prevention Through Environmental Design) Policy Resolution by the City Council (see sidebar on page #9).

- Development Code revisions to accomplish plan objectives for diversity of housing types (e.g. cottage standard), environmental goals (e.g. solar density bonuses) and other Plan objectives. Additional code revisions are planned or are underway to meet the objectives of the CAAP Plan, the Comprehensive Plan, and other community objectives.

- Partnerships with the University of Missouri, other area colleges and universities, and the private sector to promote technology and medical-based employment sectors.

- Adoption of the 2050 Long Range Transportation Plan by the Columbia Area Transportation Study Organization (City, Boone County and MoDOT) (CATSO) Coordinating Committee on December 5, 2019. This Plan is coordinated with the Comprehensive Plan so that the plans work together to reflect community engagement and input, data analysis on growth projections and transportation and land use needs.

Below are some of the answers to one of the questions asked during the public input processes for the Status Report (2020):

What continues to make Columbia a great place for you to live and work?

- A growing population and business community
- The opportunity for an active lifestyle
- Cultural and recreational opportunities
- Perfect-sized community: big enough to be interesting, small enough to be involved in a way that has an impact.
- Location to larger cities.
- Job opportunity, varying cultural events, available resources, schools
- Diverse activities, friendly people, great health care, centrally located.
- Cleanliness, neighborhood code
- We love the diverse college town atmosphere and the “big small town” feel in terms of public safety and connectivity.
- We’ve built our family here. Columbia is easy to navigate. We love the parks, library, and outside spaces. We love the downtown area as well.
Outstanding implementation items to be pursued from the Columbia Imagined Implementation Chapter - Summary:

The following list summarizes the potential implementation items to pursue next, as identified from the Columbia Imagined implementation table. These items were identified by the Planning and Zoning Commission, staff and the public.

For readers desiring a deeper dive, pages #15-21 present the entirety of the Columbia Imagined Implementation Table Report Card with these items shown in context and highlighted in bold green text.

Summary of action items:

- Continued implementation of the Plan’s housing objectives. This includes expanding the tools to support and promote the construction of affordable housing and looking at zoning tools to encourage a variety of housing options and services. It also includes promoting home ownership opportunities.

- Continue to promote community safety with community-driven processes, evaluation, and feedback.

- Work with the Historic Preservation Commission to prepare a Historic Preservation Plan to identify areas of historical significance and strategies for their preservation.

- Continue to evaluate fiscally sustainable growth via implementation of the Infrastructure Task Force’s recommendations. This will also be supported by the development impact study which has been begun by the Community Development Department.

- Update the Urban Service Area (USA) with updated data from the Columbia Utilities Department. Continue to develop criteria to determine the capacity of the urban service area and the benefits of expanded development territories. This may include both utility and other types of services in terms of a cost-benefit analysis.

An example of inter-governmental cooperation is the relationship between City Parks and Recreation and Columbia Public Schools.

Columbia Parks and Recreation provides funding for improvements to playgrounds and/or other park facilities on school grounds that are made available for use by the public during non-school hours. These cooperative projects between the City and School District save taxpayer dollars by avoiding duplication of facilities. Annual funding, when available, is set aside each year for this program. The Park Sales Tax has been the funding source for these City/School co-op projects since 2006.

• Continue to review and modify intergovernmental agreements, including service territories and other agreements and policies, to reflect development trends.

• Collaborate with CPS and Boone County on school sites. Work collaboratively to share data on projected growth and infrastructure availability and capacity.

• Encourage the preservation of sensitive areas and prime agricultural lands via a TDR or PDR program or other similar tools.

• Support transit feasibility. This includes considering transit-supporting levels of density and encouraging compact development near transit corridors and commercial hubs. This also includes coordination of public transit services with MU.

• Promote cooperation within the multi-jurisdictional political system to minimize cost, maximize efficiency, and ensure adequate support of community services that support all citizens.

The Implementation Table in Chapter 5 lists individual policies with corresponding strategies and actions.

Example of the Plan’s Implementation Matrix which was expanded into a “Report Card” in 2014 to track plan implementation. Seven additional columns were added in 2014 to provide additional metrics and indicators for success.

This example is for the first policy under Livable and Sustainable Communities.

The “Report Card” for all plan elements is included at the end of this report. The interactive version with additional information may be viewed online on the Columbia Imagined webpage at: www.ColumbiaImagined.com

It should be noted the Planning and Zoning Commission recognizes the need to support and incorporate the public input that has gone into all related plans of which Columbia Imagined serves as the “umbrella” plan. An in-depth discussion of these plans begins on page #31.

Report Card elements
DEEP DIVE: Items in the Implementation Table identified as ripe for implementation by the PZC, staff and the public

For readers desiring a deeper dive, the next few pages present the entirety of the Columbia Imagined Implementation Report Card with ripe implementation items shown in context and highlighted in bold green text.

Additional (new) action items which this Status Report identifies should be undertaken prior to the full Plan update or be included in the next full Plan update are also discussed in this Status Report, see pages #44 and 58.

As mentioned previously, a red plus sign (+) indicates Implementation items which have generally been fully accomplished to-date.
### Implementation Table

<table>
<thead>
<tr>
<th>Policy</th>
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<th>Actions</th>
<th>Participants &amp; Stakeholders</th>
<th>Public Prioritization</th>
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</thead>
<tbody>
<tr>
<td><strong>Policy One: Support diverse and inclusive housing options</strong></td>
<td>Encourage universal design and practices for aging in place</td>
<td>• Encourage universal design standards in residential building codes to ensure new housing stock meets the needs of all residents +&lt;br&gt;• Create codes that allow for multigenerational housing and accessory dwelling units +&lt;br&gt;• Create <strong>zoning that encourages a variety of housing options</strong> and services</td>
<td>AIA Chapter, Boone County Center on Aging, Boone County Codes Commission, Board of Realtors, Builders’ Assn., Chamber of Commerce, City Council, Developers, Disabilities Advocates/Community, Neighborhood Associations</td>
<td>Medium</td>
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<td>Promote construction of affordable housing</td>
<td>• Incentivize creating a percentage of owner-occupied and rental dwelling units in new residential developments to meet affordable housing standards&lt;br&gt;• Follow the recommendations of the Affordable Housing Policy Committee report&lt;br&gt;• Require a mixture of housing types and price ranges within new subdivisions to provide options for integration of affordable housing and non-traditional family units (singles, one-parent households, etc.)</td>
<td>AIA Chapter, Boone County Codes Commission, Builders’ Assn., CHA, City Council, Developers, Habitat for Humanity, Mayor’s Housing Policy Committee, Neighborhood Associations, University of Missouri</td>
<td>Medium</td>
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A red plus sign (+) indicates Implementation items which have generally been fully accomplished to-date. **Green bold text** indicates action items that the Commission and/or public have identified as next steps for implementation.

Accessory Dwelling Units (ADUs) are now permitted in the R-2 and R-MF dwelling districts and are allowed subject to a conditional use permit (CUP) process in the R-1 dwelling district. Use-specific standards regulate dimensional standards such as setback, minimum lot size and maximum size and height of the ADU.

ADUs allow for incremental density increases in established neighborhoods and are a tool to promote a variety of housing types.

Image: Sketch of an urban lot improved with a single family home and an ADU in the rear of the lot.
| Policy One (Continued): Support diverse and inclusive housing options | Promote home ownership and affordable housing options, and encourage integrated residential densification via flexibility and dwelling unit options | Amend Zoning Regulations to:  
- Allow accessory dwelling units in the R-2 zoning district +  
- Introduce a cottage-style small-lot residential zoning district to accommodate single-family detached housing options that may be more affordable due to smaller lot and home sizes +  
- Allow zero lot line setbacks and narrower lot width standards in the R-2 district to accommodate single-family attached dwelling options (as opposed to duplexes, which necessitate rental vs. owner-occupied housing) + (see use-specific standard b) | AIA Chapter, Boone County Codes Commission, Board of Realtors, Builders’ Assn., CHA, City Council, Developers, Neighborhood Associations | Low |
| --- | --- | --- | --- | --- |
| Policy Two: Support mixed-use | Establish neighborhood scale commercial and service nodes | • Use planning tools and decision making to locate smaller-scale commercial and service businesses adjacent to neighborhoods  
- Neighborhood plans should address desired locations and types of potential new businesses +  
- Use Metro 2020 Land Use District Design Guidelines as a basis for developing and applying form-based zoning +  
- Incentivize mixed and desired/needed uses in key locations (zones and nodes)  
- Build on Metro 2020 guidelines to make land use compatibility decisions, and to determine when separation vs. integration of land uses is appropriate  
- Encourage CPTED principles in subdivision and zoning codes +  
- Support defensible neighborhoods through programs such as the Crime Free Housing, Neighborhood Watch, targeted code enforcement and property maintenance assistance programs  
- Facilitate public safety facility and technology placement using population projections and growth management +  
- Increase access to community services and resources and promote neighborhood-based solutions to public safety + | Columbia Board of Realtors, Developers, Neighborhood Associations, REDI, Small Business Incubators  
- Central MO Development Council, Columbia Home Builders Association, Developers, Downtown Associations, Historic Preservation Commission, Neighborhood Associations, Urban Land Institute  
- Bicycle & Pedestrian Commission, Developers, Energy & Environmental Studies (MU Extension), Neighborhood Associations, PedNet | High |
| Identify service gaps and support zoning and development decisions to provide walkable local commercial service & employment nodes | **Adopt form-based zoning** | **Identify opportunities to promote community safety through design, community policing and promotion, the siting of public safety facilities, and access to community resources** | **Policy Four: Promote community safety** | **This reference previously indicated the goal of 2-3 neighborhood plans per year. After adoption of the West Central Neighborhood Action Plan, Staff and the PZC determined this goal should be revised as quality planning processes are desired over a quantity of plans.** | **Columbia Public Schools, Developers, Neighborhood Associations, Parks and Recreation Dept., Planning & Zoning Commission, Property Owners, Public Safety Providers, Social Service Providers.** | **High** |
## Land Use and Growth Management

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| **Policy One:** Plan for fiscally sustainable growth | New development will pay a fair allocation of infrastructure costs | • Revise development standards to establish a fair allocation of funds for offsite improvements needed to support the impacts and needs of their development projects  
• Develop a scorecard system for new development proposals (similar to Boone County’s), which objectively assesses the appropriateness of new development based on short and long-term infrastructure costs and burdens on public infrastructure and services  
• Consider the recommendations of the Infrastructure Task Force as they relate to the costs and cost-sharing of infrastructure | Board of Realtors, Boone County Resource Management, Columbia Public Works, Developers, Energy & Environment Commission, Home Builders Association, Infrastructure Task Force, developers, REDI | High |
| | Give funding priority to the maintenance of existing public infrastructure and services | • Replace and repair aging infrastructure in older neighborhoods  
• Improve downtown infrastructure—sewers, storm water facilities, and alleys +  
• Size replacement infrastructure to meet increased demands from higher-density development | Columbia Public Works, Infrastructure Task Force, developers, Boone County Resource Management, Energy & Environment Commission, neighborhood associations, REDI, Columbia Utilities | Medium |
| **Policy Two:** Establish an Urban Service Area | Limit or discourage growth beyond the established area | • Use watershed boundaries/future land use map as guides for sewer, facilities build out +  
• Establish development review criteria that will utilize Capital Improvement Program Plan programming for infrastructure upgrades and installation  
• Coordinate adoption of similar City and County sufficiency-of-services provisions  
• Establish standards with which to assess existing and/or needed infrastructure improvements for developments during review processes + | Board of Realtors, Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Utilities, Conservation Organizations, Consolidated Water Districts, Mid MO Development Council, Property Owners, REDI, Smart Growth Coalition | Low |
| | Modify urban service area as necessary to support value-added growth | • Develop criteria to determine the capacity of the urban service area and the benefits of expanded development territories  
• Conduct periodic review and potential adjustment of the urban service area in light of development trends and existing infrastructure maintenance needs + | Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Utilities, Consolidated Water Districts, REDI | Low |
| | Identify potential changes to City annexation policy to promote compact and contiguous growth | • Consider revising, relaxing or eliminating the annexation requirement where city sewer service extensions are needed for public health reasons but do not serve compact and contiguous growth patterns  
• Investigate opportunities to provide public sewer service on properties with failing on-site facilities  
• Explore additional territorial agreements between the sewer utility and the Boone County Regional Sewer District | Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Utilities, Consolidated Water Districts, Developers, DNR, Property Owners, REDI | Low |
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<tr>
<td><strong>Policy Three: Prioritize infill development</strong></td>
<td>Incentivize infill</td>
<td>• Explore opportunities to make infill projects more attractive to developers, including regulatory and financial incentives</td>
<td>Banks/Financial Institutions, Boone County, CHA, CID, Columbia Public Works, Developers, Neighborhood Associations, REDI, State of Missouri</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Remove incentives that favor suburban sprawl</td>
<td>• Stop spending taxpayer dollars to fund infrastructure extensions that serve only new suburban residential development</td>
<td>Boone County, CHA, CID, Columbia Public Works, Developers, REDI, State of Missouri</td>
<td>Medium</td>
</tr>
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<td></td>
<td>Develop specific development guidelines and standards that address common concerns related to impacts of infill development, particularly in relation to existing residential neighborhoods</td>
<td>• Promote neighborhood-level land use planning to guide infill development + • Engage stakeholder groups in an update to standards for transitions between incompatible land uses such as commercial and residential +</td>
<td>Central City Neighborhoods and Associations, CHA, CID, Columbia Public Schools, Developers, Neighborhood Associations</td>
<td>High</td>
</tr>
<tr>
<td><strong>Policy Four: Recognize regional opportunities to address growth management</strong></td>
<td>Review new and existing inter-gouvernmental agreements</td>
<td>• Conduct efficiency analyses of existing cooperative agreements • Periodically review and modify service territories/agreements/policies to reflect development trends</td>
<td>Boone County, CATSO, Mid-Missouri RPC, REDI, Sewer &amp; Water Districts, State of Missouri, University of Missouri, Columbia Utilities</td>
<td>Medium</td>
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<td>Acknowledge the impact of school siting on growth and development within and adjacent to the urban service area</td>
<td>• Collaborate with Columbia Public Schools and Boone County to identify potential school sites based on projected growth and infrastructure • Encourage CPS budgeting practices that will permit cost sharing for necessary infrastructure with the City and County</td>
<td>Boone County, CATSO, Columbia Public Schools, Mid-Missouri RPC, REDI, State of Missouri</td>
<td>Medium</td>
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A red plus sign (+) indicates Implementation items which have generally been fully accomplished to-date. **Green bold text** indicates action items that the Commission and/or public have identified as next steps for implementation.
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<td><strong>Policy One: Adopt alternative development regulations</strong>&lt;br&gt;Adopt a conservation zoning district</td>
<td>• Establish a zoning district to delineate regulated natural preservation areas where disruption of natural landscape features is minimized and a connected, uninterrupted network of streams, parks, trails, and wildlife corridors (i.e. green infrastructure) is maximized +</td>
<td>Boone County, Columbia Parks and Recreation, Conservation Groups, Developers &amp; Builders, State of Missouri DNR</td>
<td>Medium</td>
<td></td>
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<tr>
<td><strong>Policy Two: Prepare a “green infrastructure” plan</strong>&lt;br&gt;Acknowledge opportunities for environmental preservation and enhancement within the City</td>
<td>• Create and implement a plan governing preservation, restoration, and linkage of existing natural areas, identify habitat requirements for indigenous plants and animals, and provide guidelines for future development&lt;br&gt;• Prepare an urban forestry plan +</td>
<td>Boone County, City Arborist, Columbia Parks and Recreation, Conservation Groups, Greenbelt Land Trust of Mid-Missouri, State of Missouri DNR, Columbia Utilities, Community Development, University of Missouri</td>
<td>High</td>
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<td>• Maintain and preserve open space along major stream corridors, specifically including floodplains; this may be by private action or public acquisition</td>
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<td>High</td>
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<td><strong>Policy Three: Implement agricultural land preservation techniques</strong>&lt;br&gt;Encourage preservation of sensitive natural areas and prime agricultural land</td>
<td>• Establish zoning protections designed to preserve the current agricultural uses in these areas&lt;br&gt;• Establish policies to maintain existing farmland for future use through mechanisms such as the purchase of development rights (PDR) or transfer of development rights (TDR)&lt;br&gt;• Create a TDR and/or PDR program, with areas sending their development rights to receiving areas that are permitted to build with increased densities to protect environmentally sensitive areas such as forested lands, steep slopes, and riparian corridors and buffers</td>
<td>Boone County, Columbia Center for Urban Agriculture, Greenbelt Land Trust of Mid-Missouri, Missouri Farm Bureau, State of Missouri, USDA</td>
<td>High</td>
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<tr>
<td><strong>Policy Four: Coordinate land disturbance and development permits</strong>&lt;br&gt;Strengthen land disturbance regulations</td>
<td>• Create City steep slopes ordinance to discourage excessive cut &amp; fill, which results in “table-topping” of sites, loss of natural landscape features +&lt;br&gt;• Strengthen tree preservation regulations: enhance policies regarding the percentage of climax forest and tree preservation required for lots or developments, revamp City regulations to consider developments as a whole instead of individual lots, and encourage cross-development preservation in support of the green infrastructure concept +</td>
<td>Boone County, City Arborist, Columbia Community Development, Columbia Public Works, Developers, EPA, State of Missouri DNR, Columbia Utilities, Community Development</td>
<td>Low</td>
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<tr>
<td>Policy Five: Enhance tree preservation standards and invasive species management</td>
<td><strong>Encourage land preservation</strong></td>
<td>Reduce ambiguities in the subdivision and zoning codes by refining language to be more specific in its intent and implementation; encourage preservation of usable/accessible open space in planned unit developments (PUDs)</td>
<td>Boone County, City Arborist, Columbia Parks and Recreation, Developers, Greenbelt Land Trust of Mid-Missouri</td>
<td>Low</td>
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<td></td>
<td><strong>Implement conservation subdivision standards</strong></td>
<td>Establish policies in City and County code encouraging the preservation of common open space in subdivisions through the adoption of conservation (cluster) subdivision standards +</td>
<td>Boone County, City Arborist, Columbia Parks and Recreation, Developers, Greenbelt Land Trust of Mid-Missouri, Volunteer Services</td>
<td>High</td>
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</tbody>
</table>

### Mobility, Connectivity, and Accessibility

<table>
<thead>
<tr>
<th>Policy One: Accommodate non-motorized transportation</th>
<th><strong>Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks</strong></th>
<th>Prioritize greenway trail projects that connect neighborhoods to commercial and employment centers; Enforce the ordinance that requires landowners to maintain public sidewalks adjacent to their properties</th>
<th>Bicycle and Pedestrian Commission, Bike and Track Clubs, CID, Columbia Parks and Recreation, Columbia Public Works, Disabilities Community, DLC, Neighborhood Associations, PedNET</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Support and promote the public transportation system</strong></td>
<td>Connect bus routes with trails and greenways; Pursue new technologies and efficiencies to enhance the system; <strong>Encourage compact development near transit corridors and commercial hubs to support transit feasibility</strong></td>
<td>Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Columbia Transit, CoMET, MACC, OATS, Services for Independent Living</td>
<td>High</td>
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<td></td>
<td><strong>Expand the existing transit system to meet ridership needs</strong></td>
<td>Evaluate the existing transit system and opportunities for system improvements based upon ridership surveys; Evaluate different route designs and models +; Explore diversification of funding sources</td>
<td>Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Columbia Transit, CoMET, Disabilities Commission, MACC, OATS, Services for Independent Living</td>
<td>Medium</td>
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<tr>
<td></td>
<td><strong>Support and promote affordable and efficient air travel into and out of Columbia Regional Airport</strong></td>
<td>Recruit nearby communities to support Columbia Regional Airport +</td>
<td>Airport Advisory Commission, Airline Industry, Central MO Municipalities, Chamber of Commerce, Columbia Public Works, MU &amp; Colleges, Private Business, REDI, State of MO</td>
<td>Low</td>
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</table>
With the adoption of the UDC in 2017, the City implemented form-based zoning for the Downtown District. **Form-based zoning** is a planning tool which addresses urban sprawl, the need for safe streets, and the preservation of historic neighborhoods. It encourages compact, vibrant, walkable cities.

Instead of zoning by land use, form-based zoning looks at a development’s height, placement, appearance, and relationship to surrounding buildings, neighborhoods, and districts. The M-DT (Mixed-Use Downtown) District is the area under this form-based zoning. A regulating plan outlines the form-based design and site controls for the Downtown by different block types.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Strategy</th>
<th>Actions</th>
<th>Participants &amp; Stakeholders</th>
<th>Public Prioritization</th>
</tr>
</thead>
</table>
| **Policy One:** Foster opportunities for economic growth partnerships | Promote cooperation within the multi-jurisdictional political system to minimize cost, maximize efficiency, and ensure adequate support of community services that support all citizens | • Coordinate with CPS to select future school sites  
• Coordinate with CPS to prepare for education system demands resulting from population growth  
• **Coordinate public transit service with MU**  
• Coordinate student housing needs with MU | Boone County, Boone County Family Resources, Columbia College, Columbia Transit, CPS, DLC, MACC, MU, REDI, Stephens College, State of Missouri | Medium |
| **Policy Two:** Promote Columbia’s strengths and address its weaknesses | The City’s planning and development processes will be transparent and predictable so that developers and residents understand review criteria | • Audit existing processes and modify as necessary to facilitate early engagement, informed citizens, and meaningful stakeholder involvement in development matters | Community Development, Developers, Neighborhood Associations, The Public | High |
| | Connect Columbia to the world by the most reliable and most equitable communications technologies | • Work with communications providers to install the best wireless and fiber networks and emerging technologies  
• Pursue grants that bridge the digital divide | ABC Labs, CenturyLink, Chamber of Commerce, Charter Communications, DLC, Mediacom, MU, REDI, State of Missouri, Socket | High |
| **Policy Three:** Promote high-quality job-producing developments | Recruit clean industry to Columbia | • Identify funding sources and partnerships for development of new facilities and expanded programs | Boone County, Chamber of Commerce, Energy and Environment Commission, MU, REDI, State of Missouri | Medium |
| | Support local entrepreneurial ventures | • Evaluate tax incentives for entrepreneurial/small businesses | Boone County, Centennial Investors Angel Network, Chamber of Commerce, CID, Columbia College, Developers, DLC, MACC, MO Innovation Center, MU, REDI, SCORE, State of Missouri, Stephens College, University Center for Innovation & Entrepreneurialism | High |

A red plus sign (+) indicates Implementation items which have generally been fully accomplished to-date. Green bold text indicates action items that the Commission and/or public have identified as next steps for implementation.
Concluding Thoughts for Element 1: Revisit the goals and objectives of the Plan. Identify areas of implementation success and outstanding opportunities.

The following slides summarize the Commission’s discussion in October and December of 2018 in regards to their review of the Plan’s goals and objectives and implementation matrix. Accomplishments, revisions, and areas for additional work (or opportunities) are broken down for each of the Plan’s categories on the slides.

The Commission’s work program may be used to further implement the plan’s objectives. For example, the Commission is reviewing UDC text amendments in 2020-2021 for ongoing areas which may need clarification and for emerging regulatory needs. Other plan implementation will occur as the Commission works with other boards and commissions, City Departments, and community stakeholders on broader objectives and initiatives.
Land Use & Growth Management

ACCOMPLISHED
- Use of USA in development review
- Some capacity increases for downtown
- UDC now has language regarding utility and infrastructure capacity for development approval and permitting (sufficiency of service)
- Neighborhood protection standards for transition areas and infill situations

REMOVE/REVISE
- Neighborhood Planning process underway; UDC adopted
- Add utility masterplan update
- Ask others for updates on service agreements/cooperative agreements

Opportunities: Infrastructure score card/development score card/impact fees—underway; incentives for infill development; new schools—siting and cost share

Environmental Management

ACCOMPLISHED
- Urban forestry plan
- UDC preservation components including conservation subdivisions, sensitive areas, tree preservation, and solar bonus
- Climate Change Plan underway

REMOVE/REVISE
- “Establish a zoning district to delineate regulated natural preservation areas…); “number of acres zoned for pres or ag…"
- Steep slopes vs. sensitive lands
- UDC adoption

Opportunities: TDR program, prime ag/farmland preservation

Economic Development Include Inter-Gov Cooperation

ACCOMPLISHED
- Development of transparency portal
- Community Dashboard map, CityView Map and Implementation of electronic plan review
- Implementation of City Strategic Plan & focus on 3 neighborhoods
- Airport partnerships/growth- Airport under REDI
- Clean energy: natural gas fleet; solar density bonus in UDC, etc.

REMOVE/REVISE
- UDC adopted
- Links to airport & economic dev. Website
- Can provide analysis update of job type/employment mix

Opportunities: Coordination with CPS on future school sites; coordinate public transit with MU; student housing
Status Report Elements:

1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.

2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.

3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).

4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.

5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Reengage the public in prioritizing plan elements and action items.

6. Seek feedback from stakeholders and the community on the Status Update and how the Comprehensive Plan may be further implemented by the community.
2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.
2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.

Columbia Imagined relies upon numerous data points to describe the needs of the community and to plan for growth and development. Data sources include quantitative data, such as Census population estimates, but also more qualitative data, such as the results of the annual Community Survey.

Other plans and planning processes the City has recently engaged in, or engages in on a regular basis, provide important data and information on community priorities as well. This includes the Needs Assessment undertaken as part of the Consolidated Plan for the Community Development Block Grant & HOME Investment Partnerships Program.

The following pages present information on relevant data points and community priorities which should serve as a starting point for the next full plan update. The intent is to paint a picture of where the community has grown or areas of change identified since the 2013 plan adoption, rather than be an exhaustive update of every chart, dataset or map in the Columbia Imagined Plan.
Columbia Imagined builds upon other community planning processes as the umbrella plan for the City. This helps to capitalize on partnerships and use existing resources and community input. The Plan notably does not address affordable housing to the extent that it has become a community priority in recent years. The next full plan update can leverage the information, policies and strategies of the 2020-2024 Consolidated Plan.

The Affordable Housing & Community Development Fact Sheet, above, also identifies relevant housing data and housing needs.

A new resource since the plan’s adoption is the Columbia Community Land Trust (CCLT). The CCLT is a nonprofit, community-based corporation to create and preserve a permanent supply of affordable homes for low-income households otherwise unable to afford homeownership.

**Housing Programs Division Planned Investments 2020**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Affordable Housing</td>
<td>$5,268,600</td>
</tr>
<tr>
<td>Economic &amp; Workforce</td>
<td>$547,500</td>
</tr>
<tr>
<td>Development</td>
<td></td>
</tr>
<tr>
<td>Neighborhood Revitalization &amp; Stabilization</td>
<td>$949,500</td>
</tr>
<tr>
<td>Community Facilities</td>
<td>$300,000</td>
</tr>
</tbody>
</table>

**Data Sources:**
- American Community Survey Data 2013-2017 5-year estimates
- Columbia Board of Realtors
- ATTOM Data Solutions
- U.S. Bureau of Labor Statistics
- Institute for Assets & Social Policy, Brandeis University

**Note:** “HPD Planned Investments” chart does not include Admin costs

**Trends**

Sales by Price Point: The schedule of home sales by price point in Columbia Public Schools (CPS) show home sales below $200,000 decreased by 4% from 2016-2018 and maintained only a 2 month supply, while home sales with price points over $400,000 in CPS increased by 49% from 2016-2018 and maintained an 8 month supply.

Median Sale Price and Time on Market: The single family homes median sold price in Boone County increased from $169,250 in 2014 to $195,000 by the end of 2018. Single family homes average days on market has also decreased from 73 in 2014 to 56 in 2018.

Building Permits: Single family residential building permits decreased from 469 in 2016 to 245 in 2018, while the estimated value of homes issued permits increased from $237,878 in 2016 to $249,506.

Cost of Construction Materials: The cost of construction materials has increased significantly nationwide. The producer price index has risen by 23.7% since 2009. Lumber prices have fluctuated over the past two years to almost twice the cost of lumber in 2008.

**Homelessness**

- Literally Homeless (2019): 288 Individuals
- Functional Zero Task Force: “By Name List”
Growth Projections

Two models are used in Columbia Imagined to estimate future growth and development in the city over the plan horizon—one based on historical growth (the CATSO Model) and the other based on economic factors (the Show-Me Model). Results from both approaches are used to generate high and low estimates of future population, housing, job growth, and land use needs, which may be used to plan and budget for future capital improvement projects.

The choice to use two growth models was based on the recognition of the strengths and weaknesses of each as well as the assertion that presenting a range of estimated growth more accurately reflects the uncertainty associated with making such predictions. While preparing for the highest possible growth scenario is crucial to long-range planning efforts, it is also important to be prepared for more moderate growth scenarios, which may significantly limit revenue available for capital investments. This is highly related to the priority of the plan to maintain fiscally sustainable spending policies.

The CATSO Model projects a greater rate of population and housing growth (1.5 percent annually) than the Show-Me Model (1.1 percent annually). In looking at recently released Census estimates for population growth since 2010 (the last full data release from the Census), Columbia’s growth has generally followed the middle ground of the growth projections used in Columbia Imagined.

The estimated 2020 population (123,412 persons using ACS estimates for city budgeting purposes) is right in the middle of the two growth projections used in Columbia Imagined. Source: City GIS Dept.
two growth scenarios discussed in the plan.

By 2030, the city population is projected to grow from 108,500 (2010 population) to between 131,797 and 146,134 according to Show-Me and CATSO Model predictions, respectively. In 2020, the Census Bureau’s American Community Survey (ACS) estimates a city population of **123,412**, which is highly aligned with Columbia Imagined’s projections, as shown in the chart below.

As such, the Plan’s growth scenarios remain relatively accurate and may only need to be slightly calibrated in the next full plan update.

Additional ACS demographic data is also provided below for informational purposes and may help inform other policy and regulatory aspects of long-range planning. Estimates are available from 2010-2018 and will be updated as information becomes available.

To the right is information on the City’s annexation history in recent years.

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### Population

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<tbody>
<tr>
<td>Decennial Census</td>
<td>108,500</td>
<td></td>
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<tr>
<td>ACS 1-year estimate Population</td>
<td></td>
<td>110,432</td>
<td>113,230</td>
<td>115,287</td>
<td>116,892</td>
<td>119,098</td>
<td>120,606</td>
<td>121,720</td>
<td>123,182</td>
<td></td>
</tr>
<tr>
<td>ACS 5-year estimate Housing Units</td>
<td>42,114</td>
<td>42,388</td>
<td>43,153</td>
<td>43,944</td>
<td>44,378</td>
<td>45,024</td>
<td>46,184</td>
<td>47,000</td>
<td>48,027</td>
<td></td>
</tr>
<tr>
<td>ACS 5-year Renter-Occupied Housing Units</td>
<td>21,680</td>
<td>21,802</td>
<td>22,246</td>
<td>22,572</td>
<td>22,956</td>
<td>23,553</td>
<td>24,494</td>
<td>25,032</td>
<td>25,615</td>
<td></td>
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<tr>
<td>ACS 1-year estimate- Median Household Income</td>
<td>$35,793.00</td>
<td>$45,427.00</td>
<td>$40,118.00</td>
<td>$42,898.00</td>
<td>$46,624.00</td>
<td>$44,160.00</td>
<td>$50,044.00</td>
<td>$47,043</td>
<td>$51,163</td>
<td></td>
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<tr>
<td>Unemployment Rate (November) - Bureau of Labor Statistics</td>
<td><a href="http://www.bls.gov/egag/egag_mo_columbia_msa.htm">http://www.bls.gov/egag/egag_mo_columbia_msa.htm</a></td>
<td>6.1</td>
<td>4.5</td>
<td>4</td>
<td>3.8</td>
<td>3.4</td>
<td>2.8</td>
<td>2.6</td>
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<tr>
<td><a href="http://www.bls.gov/egag/egag_mo.htm">http://www.bls.gov/egag/egag_mo.htm</a></td>
<td>9.4</td>
<td>7.6</td>
<td>6.7</td>
<td>6.3</td>
<td>5.5</td>
<td>4.7</td>
<td>4.7</td>
<td></td>
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<tr>
<td><a href="http://www.blis.gov/egag/egag_us.htm">http://www.blis.gov/egag/egag_us.htm</a></td>
<td>9.8</td>
<td>8.6</td>
<td>7.7</td>
<td>6.9</td>
<td>5.8</td>
<td>5</td>
<td>4.6</td>
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Since the adoption of Columbia Imagined in late 2013, there have been 30 requests for annexation of property approved by the City Council.

The City’s municipal boundary has grown by approximately 2.5 square miles from 64.2 to 66.7 square miles in 2020.

The dynamically-updated annexation map may be viewed on the City’s website: https://www.como.gov/Maps/documents/Annexation_GISMap_current.pdf

City Annexation Map: Area of the City in Square Miles, including all annexations during the calendar year. | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
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<tr>
<td>63.75</td>
<td>64.03</td>
<td>64.14</td>
<td>64.26</td>
<td>64.74</td>
<td>65.20</td>
<td>65.51</td>
<td>65.78</td>
<td>65.94</td>
<td>66.71</td>
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</table>
Other Sources to Determine Community Priorities

The Planning and Zoning Commission worked with staff to identify alternative lenses by which to gauge emerging community priorities and trends.

Three ways to evaluate community priorities at the local level within a set time frame are as follows:

1) Identify topics/legislative priorities with a lot of community participation at either (and often at both) the Planning Commission and City Council level of decision-making;
2) Analyze new reports or plans developed or adopted for the City; and
3) Compile a list of all task forces or boards and commissions created by the Council.

From 2013 to 2020, the following topics were, and are perhaps still, items of great discussion at the Council and/or Planning and Zoning Commission level related to issues inherent to the Comprehensive Plan:

- Development and Adoption of the Unified Development Code (UDC)
- Regulations for the sharing economy and emerging transportation technologies—Ride share such as Uber, electric scooter rental such as Bird, and housing sharing such as Short-Term Rentals (ongoing)
- Income inequality and place and race-based disparities
- Community Policing
- Solid waste pickup and recycling issues
- Infrastructure provision, including, but not limited to the Henderson Branch Sewer extension, downtown electric capacity, electric system improvements on the south side of town, renewable energy sources, and roadway and sidewalk maintenance and repair
- Medical marijuana regulations
- Street trees, steep slopes and other text amendments to the UDC
- In reviewing plats and development proposals following the 2017 adoption of the UDC, the Planning Commission in their discussion and votes on several cases has identified a need to revisit street standards for the M-DT and core roadways. Specifically, a conflict between the provision of 10' utility easement and the M-DT build-to line exists. (Continued on next column).
- (Con’t:) On College Avenue, Providence Road and Broadway there are numerous requests for design adjustments for ROW dedication as the standard roadway profile may not be entirely right sized for all core roadways in addition to multi-jurisdictional considerations. As such, the Commission has identified the need to work within the CATSO framework (includes City, Boone County and MoDOT) to address design conflicts with the UDC and preferred design profiles (including site-specific ROW and utility easement needs). Such a study should include College Avenue, Providence Road and roadways identified in the M-DT regulating plan at a minimum and others identified via the CATSO stakeholder process (included as a next step on page #59).
- Issues related to the health of the public and impacts on the economy highly dominated the policy-related landscape in 2020. At the time of the final development of the Status Report, COVID-19 is very much impacting every aspect of community life and policy considerations. The Status Report identifies the importance of deeply diving into the role of planning and public health, recovery resiliency and response in the next full Comprehensive Plan update. At the time of the writing of the report the full impact of the disease on the community and how it will change our way of life in permanent ways is not possible to fully comprehend.
A discussion of how to align areas of overlap between and amongst community-wide plans is discussed in detail later in this report. Important plans adopted since Columbia Imagined to synthesize and incorporate into the full plan update include the following:

- **City Strategic Plans 2016-2019 and 2020-2024** (underway). After growing trends in increased poverty, decreased per capita income and a growing gap between skills employers need and skills our residents possess, the 2016-2019 strategic plan was designed and dedicated to making Columbia the best place for everyone to live, work, learn, and play. The 2016-2019 strategic plan focuses on five core priorities: economy, social equity, public safety, infrastructure, and operational excellence. These core priorities are supported by 29 objectives. The 2020-2024 Strategic Plan is presently underway.

- **Annual Capital Improvement Program.** The City of Columbia’s Capital Improvement Program (CIP) is a multi-year plan for capital investments in the City’s infrastructure, facilities, and equipment. It is designed to address the challenges of supporting future infrastructure needs, while also addressing the City’s current facility requirements. It includes items such as roads, bridges, sidewalks, public utilities, drainage projects, recreational facilities, building, and equipment.

- **CATSO 2050 Major Roadway Plan** Adopted in 2019, this is the Long-Range Transportation Plan for the City. The 2050 LRTP updates the previous plan, the 2040 LRTP, by serving as a blueprint to guide the CATSO region’s transportation development over the 27-year planning period. The plan uses population and employment projections, maps and lists of existing and recommended future facilities, and financial details for transportation improvements throughout the Columbia Metropolitan Area to present a fiscally-constrained portrait of transportation needs and priorities over the planning horizon. The 2050 LRTP includes the Bicycle and Pedestrian Master Plan and incorporates the 2013 Sidewalk Master Plan and references the Transit and Airport Master Plans.

- **West Central Columbia Neighborhood Action Plan.** This plan is a land-use plan providing development guidance, infrastructure and service needs, and resident and stakeholder preferences and was developed throughout 2015. It also created the framework by which neighborhood plans may be developed for other neighborhoods.

- **The Loop Corridor Plan.** Completed in 2018 by the Business Loop CID and recognized by the City Council in 2019.

- **The Rock Quarry Road Stakeholder Advisory Group Final Report.** This report serves as a guiding policy document for the Rock Quarry Scenic Overlay area. Recommendations include preservation goals, objectives, policies and recommendations to guide future land use, transportation planning, design as well as other decisions affecting the corridor.

- **Coordinated Public Transit-Human Services Transportation Plan (2018).** The purpose of the Coordinated Public Transit Human Services Transportation Plan is to document the existing resources and current needs for the provision of transit services within the Columbia Metropolitan Area. Through agency coordination, the existing transportation system may be enhanced through the identification of unmet needs, service overlap, and leveraging of resources.

- **Integrated Management Plan.** The City of Columbia has developed an Integrated Management Plan (IMP) to meet critical infrastructure needs for improving our community waterways.

- **Climate Action and Adaptation Plan 2019.** The Columbia Climate Action and Adaptation Plan is a comprehensive roadmap outlining specific actions planned to re-
duce greenhouse gas and emissions. The plan proposes strategies and actions for combating greenhouse gas emissions in six main sectors: energy; housing, building, and development; transportation; waste; health, safety, and well-being; natural resources.

- **Community Development Block Grant and HOME Investment Partnerships Program Consolidated Plan (2019-2024).** The Strategic Plan for housing and community development that will guide the City of Columbia’s investment of Community Development Block Grant (CDBG) and HOME funding. Columbia’s priority needs were identified through an extensive public input process. Goals and deliverables (production goals) were developed directly from priority needs identified through the public input process. Priority needs were identified in five categories, including economic development, affordable housing, fair housing community facilities, and neighborhood needs (infrastructure). All needs and goals were identified through the context of eligible uses of HUD funding. The City will use its available CDBG and HOME resources to fund activities that will achieve the goals identified in the plan and address the priority needs identified by the public.

- **Columbia Parks, Recreation, and Open Space Master Plan (2013).** The plan serves as a blueprint as we strive to meet the needs and wishes of Columbia citizens over the next 10 years. The recommendations outlined in the Master Plan include both immediate needs of the city and long-term, visionary actions. The City of Columbia adopted seven strategic priorities to help guide the city into the future. The plan’s purpose is to guide both long-range and short-range park planning; provide equitable parks, trails and recreational facilities for all citizens; identify areas underserved by parks and trails; prioritize park, trail and recreational facility acquisition and development; schedule capital improvement projects based on priority and available funding; guide acquisition of parks and trails in new development areas in order to meet growth needs; guide opportunity acquisitions and land donations; achieve level of service standards and community vision goals.

- **Community Health Improvement Plan (CHIP).** The CHIP is a long-term, systematic effort to address public health problems identified during Community Health Assessment activities and the community health improvement process. The Columbia/Boone County CHIP describes our community’s shared vision for health and details the work of the five action teams in order to meet this vision. Public Health & Human Services staff facilitates the development of the CHIP and the collaborative work of the five action teams, yet the CHIP remains a community plan to address community identified health needs.

- **Vision Zero (2016).** With the adoption of the Vision Zero Policy, the City of Columbia has set a goal of eliminating all traffic deaths and serious injuries by 2030. Other cities across the country have adopted Vision Zero and implemented their own action plans leading to a reduction in traffic deaths and severe injuries. Their successes show us there are steps we can take to reduce and eliminate the serious injuries and deaths that occur on Columbia’s streets. Through engineering, education, and enforcement, we will make Columbia’s roads safer for residents and visitors alike.
Newly Created Boards & Commissions

The Planning and Zoning Commission also identified the creation of new boards and commissions and task forces by the City Council as a way to identify community and Council priorities. The following meeting bodies were created between 2013 and 2019 for either a temporary/special purpose or permanent basis:

**New Boards, Commissions, Task Forces 2013-2019:**
- Community Land Trust
- Broadband Business Planning task force
- Citizens Police Review Board
- Climate and Environment Commission (was Environment & Energy)
- Columbia Parks and Recreation Fund Advisory Committee
- Columbia Police Chief’s Vehicle Stop Committee
- Columbia Sports Commission
- Integrated Electric Resource and Master Plan Task Force
- Marijuana Facility License Review Board
- Mayor’s Council on Physical Fitness and Health
- Mayor’s Task Force on Bicentennial Celebration Planning
- Mayor’s Task Force on the U.S.S. Columbia
- Parking Advisory Commission
- Rock Quarry Road Scenic Roadway Stakeholder Advisory Group
- Tobacco Retailer License Review Board
- Tree Board
- Youth Advisory Council
- Violent Crimes Task Force

**Temporary Boards, Commissions, Task Forces 2013-2019:**
- Mayor’s Task Force on Pedestrian Safety
- Mayor’s Task Force on Climate Action and Adaptation Planning
- Mayor’s Task Force on Community Violence
- Parking and Traffic Management Task Force
- Mayor’s Task Force on Infrastructure (reestablished in 2015)
- Mayor’s Task Force on Medical Tourism
- Integrated Water Resource Planning Committee

Recent legislative priorities have centered around topics such as medical marijuana regulations and the sharing economy (AirBnB, Uber, scooters and others).

Community concerns about safety— from pedestrian to violent crimes— have also been prevalent as seen by the development of new task forces.
Status Report Elements:

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2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.

3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).

4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.

5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Reengage the public in prioritizing plan elements and action items.

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3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).

The Future Land Use Map (FLUM) serves as a guide for future development by providing a view of how specific land use areas and elements fit into the broad context of the city as a whole. The Future Land Use Map is used to evaluate the appropriateness of development proposals and is considered by the staff, Commission and Council when assessing requests for annexation, the assignment of zoning upon annexation, rezoning, and development proposals.

Six districts reflect the primary land use classes (simplified—see full description in Chapter 4 of the Plan):

1. **Neighborhood District**: The neighborhood district accommodates a broad mix of residential uses and uses that provide services to neighborhoods.

2. **Employment District**: Employment districts are for basic employment uses. The district contains significant concentrations of employment within the city and includes supporting uses to employment.

3. **Commercial District**: The commercial district contains a variety of citywide and regional retail uses as well as offices, businesses, personal services, and high-density multi-family. Most of the retail uses in this district depend on auto or transit access to and from major roadways to support and sustain their business activity.

4. **City Center**: The city center district is intended to be the focal point of the City of Columbia, serving as the education and government center of the community. This single district is an area of mixed uses and is built at a pedestrian scale. The city center includes the central business district (CBD), and is principally zoned or M-DT (Mixed-Use Downtown).

5. **Open Space/Greenbelt**: The open space/greenbelt district is designed to provide for the recreational and aesthetic needs of the residents of Columbia, protecting and preserving prime natural areas. Uses included in this district are public and private parks, other open spaces, golf courses, and greenbelts (the same as the existing floodplain overlay-zoning district).

6. **Sensitive Areas**: This overlay district identifies karst topography, the Devil’s Icebox Recharge Area, and prime agricultural land.
The Commission reviewed all of the annexations and rezonings from 2013-2019 in light of the Future Land Use Map for each area. In general, development patterns followed the FLUM in most instances, and in all instances the map was referenced in the staff report and decision-making by the Planning Commission and City Council for each case.

Some minor technical revisions were proposed and may be adopted for formal approval as a Comprehensive Plan amendment. There was discussion that this may become a more automated component as new developments (zoning and annexation) are approved by the City Council. Additional revisions to address future land use planning for the West Area Plan, once adopted, are anticipated as the West Area Plan will provide finer-grained detail for this area.

**Policy Two of the Land Use and Growth Management section of Columbia Imagined calls for the establishment of an Urban Service Area (USA).**

Since developed in the plan, the Urban Services Area has been the source of many questions on how it should be used, whether it is intended to be a hard growth line, and how it should be updated over time.

The plan describes the Urban Services Area as follows:

> An urban services area functions as a guide to where services may be realistically provided at a fair cost to citizens, and beyond which the provision of some utility services may not be prudent or cost-effective. The City should establish an urban services area and adopt policies to discourage growth outside of it, thereby ensuring orderly growth. Enforcement of the urban service area would come from limiting City contributions to those public infrastructure projects that are budgeted in the Capital Improvements Program. The urban services area may be amended at prescribed intervals (e.g. every five years) by a joint City-County effort to accommodate certain development or public facilities.

A policy of consistently assessing the sufficiency of services provided to a development before zoning, plat, or plan approval is crucial to ensuring all parts of the plan area are given the same consideration. Sufficiency-of-services provisions ensure that new developments are paying for their impacts on infrastructure expansion and use. The sufficiency test should analyze the adequacy of infrastructure. This includes water, electric, sewer, and roadways, as well as public safety services including police, fire, and other first responders. Impact fees could be collected to offset public infrastructure and service costs.

During their discussions on development of the Plan Status Report, the Planning and Zoning Commission worked with City Utilities staff to further answer the common questions related to the Urban Services Area boundary, with the goal of an updated map taking into account capacity and the location of sewer mains that could realistically be extended.

In short, the Urban Services area is a decision-making tool that helps to identify the cost of new growth on the existing infrastructure system and helps to identify the costs paid by providers, whether it is the City, the Regional Sewer District, or the developer. It may also help to determine the cost-benefit analysis on how much growth may be needed to off-set the cost of the capital investment to serve the impact of the growth.

As described in the summary recommendations of the plan, and in the text on the next page, the Status Report recommends Council consider a formal amendment to the Comprehensive Plan to adopt the revised Urban Services Area Boundary map.
Staff and the Planning Commission anticipate that the Council may desire additional conversations regarding the Urban Services Area boundary in terms of how it is defined, used, and updated. These conversations may also include information and recommendations which come out of the upcoming growth impact study (anticipated to be undertaken in 2021), and the development of a capacity model for the sewer utility system (currently underway and anticipated to be functional in 2-3 years), as well as cost of service studies for the Storm Water, Solid Waste, and Sewer Utilities.

Additionally, there may be benefit in developing tools to address sanitary system “pinch points” or undersized infrastructure in key locations that are preventing growth which may otherwise occur. A framework to address these issues is a likely next step in any Urban Services Area boundary discussion and in the next full Columbia Imagined Update.

These high-level recommendations come from discussions by the Planning and Zoning Commission and staff with the Utilities Department, ongoing conversations at the Council level, and from public feedback with stakeholder groups collected during the Status Report development process and during traditional development review.

Note: Two maps which provide system-level information on the sewer utility are presented on pages #40-41 for readers desiring a deep dive in terms of information which helps to inform the USA and the system as a whole. These maps show connection agreements with the Boone County Regional Sewer District, and the boundary of the 2004 Black & Veach Wastewater Study. The 2004 Study may be viewed online at: https://www.como.gov/utilities/wp-content/uploads/sites/20/2016/09/ColumbiaSewerMasterPlan-Nov2004.pdf

The proposed updated USA maps as presented include proposed revisions by the Utilities Department to include updated data points and to refine areas of the map in terms of likely ability to serve properties with the existing and planned system using the existing USA definition in the Columbia Imagined Comprehensive Plan.

Following discussion with the community and stakeholders, it has become clear that the USA is not well understood, and that the intent of the USA needs to be better defined to render a more effective tool. This is added as a recommendation of an action item to work on before the next full plan update.
When first developed in 2012-2013 for the Columbia Imagined Plan, the Urban Services Area boundary primarily included the existing City corporate boundary, and then also included certain watershed boundaries outside the City where there were planned CIP projects.

The following updated map takes a more focused look using updated data and analysis on where property would be serviceable because there is an existing trunk main on the property itself, or on the adjacent property (e.g. extension is not as challenging). Using this criteria produces a boundary that more accurately reflects where growth can occur without significant City involvement.

Development occurring outside the Urban Services Area highlighted boundary may be possible, but may become cost-prohibitive for individual developers. As such, the boundary may become self-regulating, and help identify land that can be developed without cost to the city. However, it should be noted that in the case where the City determines an extension is in the public interest, there are tools available for various cost-share or recapture programs.

This diagram displays the existing and proposed boundaries for the Urban Service Area.

Legend
- Existing Urban Service Area
- City Boundary
- Proposed Urban Service Area

This proposal to update the Urban Service Boundary has been based on the consideration of existing City-owned sanitary service infrastructure, current city limits and watershed boundaries, topography, existing landowner acreage and Boone County Regional Sewer District agreements.

The proposed area is based on a 5 year outlook. Special instances could arise for parcels that were not included within this boundary that will require consultation with the City Utilities Director.
This proposal to update the Urban Service Boundary has been based on the consideration of existing City-owned sanitary service infrastructure, current city limits and watershed boundaries, topography, existing landowner acreage and Boone County Regional Sewer District agreements.

The proposed area is based on a 5 year outlook. Special instances could arise for parcels that were not included within this boundary that will require consultation with the City Utilities Director.

Legend

- City Boundary
- BCRSD Connection Agreements
- Proposed Urban Service Area

11/13/2020
The proposed area is based on a 5-year outlook. Special instances could arise for parcels that were not included within this boundary that will require consultation with the City Utilities Director.

The 2004 Black & Veatch Study for the City’s Wastewater System Facilities may be reviewed online at:

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4. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.

During the discussion of how Columbia Imagined may best serve as the umbrella plan to other city and community plans, three elements were discussed in detail by the Commission.

1. The first discussion addressed how plans prepared outside of the City’s traditional processes for plan development should be addressed. The recognition of the Loop Corridor Plan was cited as an example.

2. The second discussion sought to identify areas of other plans that could be implemented via UDC code amendments or as part of individual development approved administratively by boards, commissions or Council. There was also discussion on how to share the responsibility of identifying opportunities and bringing plan objectives to the attention of the Commission and staff.

3. The third discussion focused on how to make a cross-walk that identified areas of overlap and conflict between and within plans. It was discussed that often plans have internal conflicts that require staff, Commissioners and the Council to choose between competing community priorities. Several examples were offered where the choice between one “good” objective versus another “good” objective had to be made given both objectives were not capable of being met due to their internal conflict or due to scarce resources. Commissioners cited not only conflicts within the Comprehensive Plan, but also acknowledge such conflicts were beginning to surface between other adopted city-wide plans such as the CAAP. Commissioners expressed concern that without having a process by which to evaluate which objective was more significant than the other, the public’s input and desires may not be addressed.

Commissioners expressed a desire for work to be undertaken between Council’s consideration of the Status Report and the preparation of the next full Comprehensive Plan update to develop a framework for decision making when such conflicts arise. It was the Commission’s belief that such a framework would assist in implementing the often competing; however, good objectives found within the varied planning and policy documents that exist within the city.

An example “cross-walk” between the CAAP and Columbia Imagined Plan is shown on page ## for reference and illustrates what the staff and Commission believe may be a first step in addressing this discussion topic.

Additionally, as a part of their discussion on how Columbia Imagined could be used as the umbrella plan to other city and community plans, the following topics were identified as possible tasks the Commission could be working on now.

1. Re-engage and re-invite neighborhoods and outside groups to participate in the comprehensive and neighborhood planning process. The preparation of the Status Report offers a unique opportunity for re-engagement and educating the public on what the Planning and Zoning Commission’s role is within this process and how their input can influence planning outcomes.

2. Identify opportunities, either through the Commission’s Annual Work Program or the development of code, that are capable of implementing plans developed outside the traditional city planning process and seeking Council direction on plan implementation and acknowledgement.
“Crosswalk” between Climate Action & Adaptation Plan & Columbia Imagined Plan

Columbia Imagined is the umbrella plan which aligns the community’s vast array of goals, objectives, and priorities with citywide policies, programs and plans. As such, there are areas of synergy with the Climate Action & Adaptation Plan’s goals and strategies, and opportunities for coordination and plan implementation. Specifically, the Climate Action & Adaptation Plan’s goals in the areas of equity, health and safety, open space and the environment, and housing and development represent significant strides towards identifying and targeting a path forward for a more sustainable future.

A brief snapshot example of a “crosswalk” between the Columbia Imagined and the Climate Action & Adaptation Plan is presented here to the right. A framework to marry plans and to address conflicts between plans is called for by this Status Report as a next step to be included in the full Plan update.

<table>
<thead>
<tr>
<th>Plan Implementation “Crosswalk”</th>
<th>Columbia Imagined</th>
<th>Climate Action &amp; Adaptation Strategy</th>
<th>If achieved, will the outcome be similar or expanded success?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal or Objective</strong></td>
<td>Columbia is a fully accessible and efficient community for all modes and abilities</td>
<td>Reduce travel by car</td>
<td>Expanded success</td>
</tr>
<tr>
<td><strong>Policy or Strategy</strong></td>
<td>Support and promote the public transportation system</td>
<td>Build a thriving public transit system</td>
<td>Similar success</td>
</tr>
<tr>
<td><strong>Action</strong></td>
<td>Encourage compact development near transit corridors and commercial hubs to support transit feasibility</td>
<td>Improve efficiency, convenience, and reliability of bus service and infrastructure (e.g., increase frequency, shorten wait times, construct bus stop shelters)</td>
<td>Expanded success</td>
</tr>
<tr>
<td><strong>Goal or Objective</strong></td>
<td>Continue to increase the amount of energy generated through renewable, carbon-limiting sources</td>
<td>Increase local renewable energy generation and procure renewable electricity</td>
<td>Similar success</td>
</tr>
<tr>
<td><strong>Policy or Strategy</strong></td>
<td>Plan for fiscally sustainable growth</td>
<td>Increase on-site renewable energy installations in new and existing houses</td>
<td>Expanded success</td>
</tr>
<tr>
<td><strong>Action</strong></td>
<td>Consider the recommendations of the Infrastructure Task Force as they relate to the costs and cost-sharing of infrastructure</td>
<td>Streamline and offer expedited permitting for renewable energy installations.</td>
<td>Expanded success</td>
</tr>
<tr>
<td><strong>Goal or Objective</strong></td>
<td>Development standards encourage compact, contiguous neighborhoods whining reach of workplaces</td>
<td>Reduce housing-, building-, and development-related energy consumption and improve resiliency</td>
<td>Expanded success</td>
</tr>
<tr>
<td><strong>Policy or Strategy</strong></td>
<td>Give funding priority to the maintenance of existing public infrastructure and services</td>
<td>Increase energy efficiency in residential buildings</td>
<td>Expanded success</td>
</tr>
<tr>
<td><strong>Action</strong></td>
<td>Replace and repair aging infrastructure in older neighborhoods</td>
<td>Promote and offer incentives for improving residential energy efficiency during retrofit projects that exceed existing building energy code requirements.</td>
<td>Expanded success</td>
</tr>
</tbody>
</table>
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Big Picture: The development of the Status Report allowed the Planning and Zoning Commission and City staff to re-engage the public in the comprehensive plan process. Additionally, through the process, the public has spoken to the need for education resources on how the community can participate in comprehensive planning and day-to-day planning processes. The community wants to know more about how plans are used, and wants more accountability that the input provided for plans has an accountability chain (how is input given reflected in plans?). Many stakeholder groups also asked for regular updates from the Commission and Staff in the years between plan updates.

The public indicated they would like to know more about the role and responsibilities of the Planning and Zoning Commission and City planning staff. There were concerns cited by the public that plans were not always implemented or at times were ignored in the decision-making process. The Planning Commission also has concerns (a concern shared by many of the public and stakeholders as well) that there is not enough public input and not enough representation in plans, including in the development of the Status Report itself. This is discussed more fully below, and the Status Report’s recommendations include developing better outreach strategies and participation plans.

Public Outreach/Input Process: Public outreach on the Status Report was conducted in the fall of 2020. The Staff and Commission spent several work sessions prior to putting out information and surveys discussing how to solicit public input and meet with the community given the challenges of in person meetings due to COVID-19 health concerns.

The public input solicitation was accomplished through press releases and a print ad in the Tribune, numerous, Nextdoor posts, utilizing email listservs (neighborhood associations, boards and commissions, and planning commission interested parties), social media posts, and two utility bill announcements. Letters were also sent to the Community Development Departments comprehensive plan stakeholder list, which includes 90 organized citizen groups, related government agencies, social service providers, and other such stakeholders.

Columbia’s Nextdoor network contains 21,552 members and the posts collected 14,126 total views. The email distribution list included 88 neighborhood associations and 84 home owner associations. The City’s main Facebook Page and Twitter page have 10,060 and 9,439 followers, respectively. The Facebook posts and tweets garnered 8 total interactions such as likes, comments, or shares. The utility bill announcement reached approximately 50,000 households on two separate occasions.

Staff meet with nearly 100 persons by attending stakeholder groups’ meetings including the Bicycle and Pedestrian Commission, Climate and Environment Commission, Downtown Leadership Committee, Sierra Club, the Vision Commission, Columbia Area Transportation Study Organization (CATSO), and an online town hall informational meeting for those with general interest.

In addition to receiving letters and written communication on the Status Report, public feedback was solicited through online surveys and hard copy surveys placed at drop boxes throughout the community. Information on the surveys including the questions asked and responses given (and by whom) follows on the next page.

Two versions of surveys were developed to garner public feedback over approximately 10 weeks at the same time stakeholder and one-on-one meetings were held to solicit
feedback on the topics inherent to the Status Report.

These surveys themselves were developed over several Commission work sessions as the Commissioners and staff discussed the questions which needed to be asked to re-engage the community in comprehensive planning and to get a pulse on the public's evolving priorities for implementation. A two page infographic, which appears on page 4 of this Report, was also developed to accompany the surveys in addition to a short overview video.

The first survey was designed to solicit “general” public input on the Columbia Imagined Comprehensive Plan's implementation, community priorities, and areas the next full plan update needed to address.

A second series of surveys were developed to gather information specific to policy areas of the Implementation Table of the Plan, with a desire to dive in deep with subject matter experts within the community on topics such as transportation, economic development and sustainability. These surveys were sent directly to specific citizen boards/commissions/stakeholder and interested groups for their individual and collective feedback.

While the results of the surveys themselves provide important information, the process of surveying was equally informative. The Commission and Staff learned from feedback from those who took the survey that future endeavors needed to break down questions and surveys into smaller “bites” and to allow for numerous “bites of the apple” rather than long and rather daunting surveys designed to garner a large amount of information at once.

Additionally, it was found that survey participants liked the opportunity to weigh in on planning issues, be asked for their opinions, and learn more about plans and planning in general.

However, these same participants indicated a lot more information would need to be provided to them to get them up to speed, and this would need to be an ongoing effort, not just something taken up when a plan is being updated or a survey is issued.

Participants also wanted assurance the feedback would be used by the Council and decision makers. Strong concerns were cited by both the public and the Commission that the Council failed to follow the guidance of the Plan or use the Plan’s recommendations consistently.

Small group and stakeholder discussions also discussed the community impacts of the ongoing pandemic. The COVID-19 pandemic has far reaching implications for the economy and people’s livelihoods. Public health and the relationship between the economy and the investment in people needs a stronger voice. This also ties to social and environmental justice concerns. This includes housing policies. Some folks feel left behind. The pandemic is changing how people travel, work and communicate, which may have long-lasting impacts on the built environment and community planning.

Other stakeholder groups indicated they thought that “squeaky wheel” types of feedback of concerted efforts by groups with an agenda may skew the results of public input. Specifically, in terms of transportation issues and opportunities, there were concerns that there was too much emphasis or too many resources devoted to either the roadway system or non-motorized transportation elements and infrastructure (bikes, trails, transit, sidewalks, etc.). Staff and the Commission note a need to think critically on elements that have strong stakeholder groups and work to get balanced feedback.

The Planning & Zoning Commission described challenges in aligning their work program with the action items in the Plan. They noted their work program needed a balance between working on emerging issues and reserving adequate time to work on code amendments and other Plan implementation items.

A recommended strategy for achieving this balance could include an annual or semi-annual discussion between the Council and the Commission whereby those emerging issues believed most pressing and needing immediate attention could be identified while also providing an opportunity to discuss policy-related matters that could guide work program decisions intended to facilitate implementation of Plan goals and objectives.
Finally, reviewing data about those that took the surveys and feedback from stakeholder groups identified the need for not just better surveying techniques, but better efforts for sustained, and representative participation by more people of all walks of life within the community. This has been identified as one of the most important next steps to get behind and ahead of prior to the next full Plan update. Significant resources, time, effort, communication and sustained partnerships will need to go into this work.

Survey results: As of November 22, there were 237 responses to the general survey with a large share (27%) representing Ward 4. Half (49%) of respondents have lived in Columbia for more than twenty years. Regarding tenancy, 83% answered that they own their current residence.

Of those who chose to answer, 90% selected “White/Caucasian” as the sole racial and/or ethnic group with which they identify. Three percent of respondents selected “Black or African American” alone and two percent selected “Latinx, Hispanic, or Spanish Origin” alone. One percent responded Middle Eastern or North African, and four percent selected two or more races or ethnicities with which they identify.

Additional demographic information is shown within the charts presented below.

Meanwhile, the 2018 5-year American Community Survey conducted by the Census Bureau states a 47% homeownership rate across the City and that 77% of Columbians identify as White/Caucasian alone. These differences show that the Status Report survey results are not representative of renters or minority groups in Columbia.

In addition to the general survey, the five topic area surveys were designed for stakeholders and community members to provide input on specific topics covered in Columbia Imagined.

These five surveys collected 97 total responses ranging from thirteen to twenty per topic. Fourteen board and commission members indicated their response. The boards that responded were: Bicycle & Pedestrian Commission, Climate & Environment Commission, Historic Preservation Commission, Planning and Zoning Commission, and the Substance Abuse and Advisory Commission. It’s likely that other boards and commissions completed a survey but did not choose to state their affiliation.

The public is frustrated by the abundance of technical jargon and acronyms that make plans hard to understand.
The above word cloud illustrates the priorities of status report survey respondents. The graphic comprises responses based on the questions related to what the respondents felt were their favorite things to do in Columbia, what places they frequented the most, and what they wish to see focused on moving forward. This is in line with input collected during the initial development of Columbia Imagined. Moving forward, these same priorities will continue to inform the eventual comprehensive update to Columbia Imagined.
Comparing public input from 2013 to 2020:

When evaluating the public input, an analysis was undertaken to evaluate changes in public priorities from what was seen in the 2013 adopted Plan and what emerged as priorities in the 2020 input process to inform this Status Report.

The top results are presented below, and the table on the next page shows a comparison of all plan elements in terms of priorities for both 2013 and 2020.

In 2020, the public input indicated their top 3 highest priorities are:

1) Give funding priority to the maintenance of existing public infrastructure and services;
2) Support local business ventures;
3) The City’s planning and development processes will be transparent and predictable so that developers and residents understand review criteria

Notable changes in public priorities from 2013 to 2020:

• Promote home ownership, affordable housing options, integrated residential density / Low > High
• Facilitate neighborhood plans ahead of development pressure / Medium > Low
• Develop development guidelines that address concerns related to infill development / High > Low

Elements which were high priorities in 2013 and are still high priorities in 2020:

• New development will pay a fair allocation of infrastructure costs
• Preserve environmentally sensitive areas
• Encourage preservation of sensitive natural areas and prime agricultural land
• Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks
• The City’s planning and development processes will be transparent and predictable so that developers and residents understand review criteria
• Connect Columbia to the world by the most reliable and most equitable communications technologies
• Support local entrepreneurial ventures

Top 3 strategies rated “No longer applicable” by the public in 2020:*

• Adopt form-based zoning
• Limit growth beyond area served by City utilities
• Remove incentives that favor sprawl

*Editor’s note: These strategies may be ranked lower now by the public as form-based zoning was adopted, and the Urban Services Area is now a tool used in the evaluation of development proposals.

These results were further used to refine and propose the action items and next steps described in the next chapter of this Report.
This table presents a comparison of public priorities in both 2013 and in 2020 for the Comprehensive Plan's elements.

<table>
<thead>
<tr>
<th>Plan Element</th>
<th>Strategy</th>
<th>2013 Priority</th>
<th>2020 Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liveable &amp; Sustainable Communities</td>
<td>Encourage universal design and practices for aging in place</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Promote construction of affordable housing</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Promote home ownership and affordable housing options, and encourage integrated residential densification via flexibility and dwelling unit options</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Establish neighborhood scale commercial and service nodes</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Adopt form-based zoning</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Identify service gaps and support zoning and development decisions to provide walkable local commercial service &amp; employment nodes</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Facilitate the creation of neighborhood land use plans ahead of development/ redevelopment pressure</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Identify opportunities to promote community safety through design, community policing and promotion, the siting of public safety facilities, and access to community resources</td>
<td>Added after prioritization</td>
<td>High</td>
</tr>
<tr>
<td>Land Use &amp; Growth Management</td>
<td>New development will pay a fair allocation of infrastructure costs</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Give funding priority to the maintenance of existing public infrastructure and services</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Limit or discourage growth beyond the established area</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Modify urban service area as necessary to support value added growth</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Identify potential changes to City annexation policy to promote compact and contiguous growth</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Incentize infill</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Remove incentives that favor suburban sprawl</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Develop specific development guidelines and standards that address common concerns related to impacts of infill development, particularly in relation to existing residential neighborhoods</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Acknowledge the impact of school siting on growth and development within and adjacent to the urban service area</td>
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<td>Medium</td>
</tr>
<tr>
<td>Environmental Management</td>
<td>Adopt a conservation zoning district</td>
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</tr>
<tr>
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<td>Acknowledge opportunities for environmental preservation and enhancement within the City</td>
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<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Preserve environmentally sensitive areas</td>
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</tr>
<tr>
<td></td>
<td>Encourage preservation of sensitive natural areas and prime agricultural land</td>
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</tr>
<tr>
<td></td>
<td>Strengthen land disturbance regulations</td>
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<tr>
<td></td>
<td>Encourage land preservation</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Implement conservation subdivision standards</td>
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<tr>
<td>Mobility, Connectivity and Accessibility</td>
<td>Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks</td>
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</tr>
<tr>
<td></td>
<td>Support and promote the public transportation system</td>
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<tr>
<td></td>
<td>Expand the existing transit system to meet ridership needs</td>
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<td>Support and promote affordable and efficient air travel into and out of Columbia Regional Airport</td>
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<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Promote public transportation system expansion with regional considerations</td>
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</tr>
<tr>
<td></td>
<td>Identify funding to support regional transit development and create partnerships between regional stakeholders to produce an integrated transportation system</td>
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<tr>
<td>Economic Development</td>
<td>Promote cooperation within the multi-jurisdictional political system to minimize cost, maximize efficiency, and ensure adequate support of community services that support all citizens</td>
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<td>The City's planning and development processes will be transparent and predictable so that developers and residents understand review criteria</td>
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<td>High</td>
</tr>
<tr>
<td></td>
<td>Connect Columbia to the world by the most reliable and most equitable communications technologies</td>
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<td>High</td>
</tr>
<tr>
<td></td>
<td>Recruit clean industry to Columbia</td>
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<td>High</td>
</tr>
<tr>
<td></td>
<td>Support local entrepreneurial ventures</td>
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</table>

*2020 Priorities are based on survey results as of 11/24/2020 which has a sample size of 334 responses.
Status Report Elements:

1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.

2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.

3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).

4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.

5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Re-engage the public in prioritizing plan elements and action items.

6. Seek feedback from stakeholders and the community on the Status Update and how the Comprehensive Plan may be further implemented by the community.
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6. Seek feedback from stakeholders and the community on the Status Update and how the Comprehensive Plan may be further implemented by the community.

As the Status Report “sets the table” for the upcoming full Plan update, it is important to get a pulse on the priorities the public wants to see addressed during the next full plan horizon.

As discussed in Element 5, the public in general, and stakeholder groups in particular want to be involved in the Comprehensive Planning process. They see the need for ongoing efforts to educate participants and inform plans with input. Participants also want to know how their input will be used in a way that is meaningful and accountable.

As part of the full update to Columbia Imagined in 2022, that public outreach plan will need to specifically address inclusivity as it relates to engaging minority groups in the community. There needs to be a critical lens taken to the effectiveness of different types of surveying and communication as well. While hard copies of the survey were available at five locations around the City and by request, only two hard copies were received – this highlights the challenge of traditional public engagement during a pandemic.

Additionally, more than 68% of respondents chose “Website and social media (Facebook, Twitter, Instagram)” as the #1 preferred outreach method for updating Columbia Imagined. Yet, social media posts only had 8 total known interactions (it is possible there were unknown shares as well), leaving staff to conclude that current social media practices should be significantly improved.

Future public outreach efforts may garner more interactions if broken down into more digestible pieces such as a weekly, 1-minute poll using formats like Nextdoor and Social Media. Preliminary results from the current surveying process will need to be refined moving forward to create an inclusive plan given the current limitations imposed upon the process by the pandemic. While some outreach efforts have been less successful than others there is time to make adjustments and plan for the future as we prepare for the full update of the Comprehensive Plan in 2022.

Upcoming planning activities to further re-engage the public into the planning process also include ongoing text amendments to the UDC, the West Area Plan, the HPC’s Historic Preservation Plan, and additional policy discussions centered around growth management (i.e. the USA boundary, growth impact study and cost allocations associated with growth). If so directed by the Council, the proposed revised USA Map presented in the Status Report may be processed as a formal amendment to the Comprehensive Plan, which requires a public hearing process.

Additionally, as part of its discussions, the Planning and Zoning Commission has identified a need to study the roadway standards when it comes to right of way and utility needs in the core of the City. This topic may be a future work product identified in the next full Plan update, or could occur sooner if directed to be addressed by the Council.

Overall, the Status Report is intended to paint a picture on where the City is in terms of the implementation of Columbia Imagined. While sharing successes and failures, and asking the Community to think about their priorities and re-engage, the City may refocus implementation efforts and set upcoming work programs to reflect the needs of the community now and in the future.
To that end, the next section of this report summarizes the big picture next steps taking into account all of the topics and elements discussed within this Status Report, and identifies as a path forward in preparing for the next full Plan update.

Graphic: A map of the City of Columbia in 1920
This Status Report identifies that to prepare for the next full update of the Columbia Imagined Comprehensive Plan the elements/work products are necessary:

- The City needs to develop an innovative public engagement process to collect meaningful and sustained impact from diverse and representative members of the community needs to be developed. Communications need to be right-sized and accessible in the ways that citizens want to be engaged.
- Relationships forged during the original Comp Plan efforts and during the development of the Status Report need to be maintained, supported, and strengthened. Engagement and education are a two-way street in a transparent and inclusive process. Follow up and follow through is equally important.
- The Comprehensive Plan needs to include a “Tensions” chapter that provides a framework for decision making when plans or policies do not align in addition to “cross-walks” that show ways in which city-wide plans work together in terms of shared goals, strategies and implementation actions.
- Collective work to better define the Urban Services Area boundary’s intent and use are a key component for the next plan update. These discussions will need to be informed by upcoming cost of development impact studies and sewer utility system modeling.
- Topics such as affordable housing, the sharing economy, and social media and changing communications technology identified through the Status Report Process need to feature more in the Plan.
- Building upon Planning and Public Health’s long-standing relationship, and given the impacts of the COVID-19 pandemic, issues surrounding economic recovery/stabilization, transportation demand, and alternative communications systems will need to be discussed in greater detail to address possible long-term impacts.
The following immediate action items for plan implementation were identified through the Status Report Development:

**Strengthen and leverage partnerships to implement additional elements of the Plan**

- Continue to foster the relationship with the Climate & Environment Commission, the Sierra Club, and other related stakeholders. Involve Sustainability staff in development review of new projects, code amendments/updates to implement the Climate and Adaptation Action Plan (CAAP)’s objectives, and work with the development community to implement other aspects of the CAAP via education, incentives and other tools.

- Adopt a city-wide definition of affordable housing based upon the work of the Affordable Housing Task Force and Community Development Commission, and Land Trust. Augment the Plan’s housing strategies to reflect the work of these groups. Continue to evaluate opportunities to promote diverse and inclusive housing types now and also prepare to have stronger input and strategies in the Comp Plan update related to affordable housing.

- Support the work of the Historic Preservation Commission to develop a Preservation Plan to strategically survey historic properties and preservation activities.

- Develop the West Area Plan jointly with Boone County to further inter-governmental cooperation and area planning. Use this plan to further explore environmental protection tools such as TDR (Transfer of Development Rights) and prime farmland preservation.

**Foster data-driven and collaborate discussions on growth and development**

- The Council may direct that the proposed revised/updated USA map in the Status Report be adopted as a formal amendment to the Comprehensive Plan. Then create a process for on-going data-driven updates to the Urban Services Area (USA) map. Have in-depth discussions with the staff, Council and the development community as well as other stakeholders on what the USA means and how it should be used to evaluate growth, fee allocations, territorial and intergovernmental agreements, and system master planning. Coordinate this discussion with the fiscal impact analysis of development (growth impact study) and upcoming anticipated efforts to develop a capacity model for the sewer utility system. This discussion may also include an evaluation of “pinch” points in the system which serve as an impediment to providing service.

**Undertake updates and amendments to the UDC based upon the findings of the Status Report**

- Use public input from the Status Report process, as applicable, in the upcoming UDC code amendment process. Prioritize code amendments that further achieve the goals of Columbia Imagined and its implementation program.

- Work via the Columbia Area Transportation Study Organization (CATSO) framework (includes City, Boone County and MoDOT) to address design conflicts with the UDC and preferred design profiles (including site-specific ROW and utility easement needs). Such study should include College Avenue, Providence Road and roadways identified in the M-DT regulating plan at a minimum and others identified via the CATSO stakeholder process.

- Evaluate Accessory Dwelling Unit regulations in light of the objectives of the Comprehensive Plan for housing flexibility, affordability, and neighborhood compatibility. Other housing related codes may also need additional evaluation.
APPENDIX

1. The Columbia Imagined Plan’s 35 Goals and Objectives
APPENDIX
The 35 Goals and Objectives

Land Use and Growth Management

Goal 1: The personality and character of neighborhoods is preserved
Objective: Provide incentives, tools, and protections to discourage contextually inappropriate redevelopment in historic neighborhoods
Obj.: Use incentives to maximize the environmental design capacities of the existing housing stock as older houses may need energy efficiency, stormwater, and other upgrades

Goal 2: Columbia citizens celebrate a sense of community through strong neighborhood planning
Obj.: Anticipate enrollment needs and promote neighborhood schools as focal points of new development
Obj.: Develop sub-area land use plans for areas before they develop and planning tools for existing neighborhoods

Goal 3: Encourage density in the city’s core
Obj.: Use development regulations (e.g. first-floor commercial, integrated parking garages) to encourage mixed use downtown
Obj.: Use incentives and promotion to encourage living downtown near services and neighborhood-oriented businesses

Goal 4: Housing is diverse, affordable, and attractive
Obj.: Encourage and promote home ownership in all areas of the City
Obj.: Examine property maintenance regulations to protect renters

Goal 5: Consider the relationship between zoning and industrial and commercial growth
Obj.: Incentivize mixed and desired uses in key locations (zones and nodes)
Obj.: Make better use of vacant space through “creative” solutions addressing barriers (including regulatory) to infill development

Environmental Management

Goal 1: Columbia fosters forward-thinking policies for sustainable, self-reliant, and innovative development
Objective: Continue to increase the amount of energy generated through renewable, carbon-limiting sources
Obj.: Encourage environmentally friendly developments, including trails, parks, and green spaces to reduce reliance on private automobiles

Goal 2: Columbia is a model for affordable and practical environmental sustainability
Obj.: Biomass resources (parks, trees, streams) are rated in good environmental condition
Obj.: Expand the recycling program to reduce per capita landfill needs

Goal 3: Promote more energy-efficient construction practices
Obj.: Incorporate energy-efficient standards into the building codes
Obj.: Include an energy audit and minimum-efficiency and incentives in the occupancy permit process

Goal 4: Green space shall be promoted and maintained in the downtown and urban areas
Obj.: Encourage urban gardening
Obj.: Use incentives to encourage better use of open lots

Goal 5: Establish an urban services area to plan annexation and preserve the character of both higher and lower density neighborhoods
Obj.: Effective zoning will reflect a comprehensive, long-term plan that preserves green space
Obj.: Conduct periodic review and potential adjustment of the urban services area in light of development trends

Infrastructure

Goal 1: Assess the true cost of new development on infrastructure and have mechanisms to recover these costs
Objective: New developments will fund the infrastructure necessary to make them viable
Obj.: Determine the impact of new development on existing infrastructure

Goal 2: Emphasis will be placed upon infrastructure maintenance
Obj.: Create use-based fees and cost-share programs for hard and soft infrastructure
Obj.: Improve downtown infrastructure—sewers, stormwater facilities, and alleys

Goal 3: Aging infrastructure in older neighborhoods will be replaced and repaired
Obj.: Assistance with maintenance issues will be a coordinated process

Goal 4: Connect trails and enhance the non-motorized system
Obj.: Expand the ability to bike in/out of the downtown area
Obj.: Build more bike and walking paths to complement more trails

Goal 5: Columbia is connected to the world by the most reliable and most equitable communications technologies
Obj.: Working with communications providers, install the best wireless and fiber networks and emerging technologies
Obj.: Pursue grants that bridge the digital divide

35 goals and objectives for Columbia Imagined were developed through extensive public input sessions and surveys. The list is organized by each of the seven plan categories in Chapter 3 of the plan. Community input will further update and revise the goals and objectives during the next full plan update following the release of the 2020 Census Data update.
Mobility, Connectivity, and Accessibility

Goal 1: Columbia is a fully accessible and efficient community for all modes and abilities
Objective: Promote a good public transit system with extended hours
Obj.: Promote non-motorized transportation through easy access—sidewalks, paths, and safe crossings at busy intersections

Goal 2: Employ a reliable and equitable mechanism to develop and maintain all transportation systems
Obj.: Develop a process to determine how to share the costs of transportation
Obj.: Reduce reliance on automobiles as residents’ primary transportation mode

Goal 3: Columbia will have a comprehensive, interconnected trail and walking/bike path system that allows people to move around the city efficiently by walking, bicycling, or wheelchair
Obj.: Develop policies that allow all new development to connect to existing bike/pedestrian trails
Obj.: Purchase/use public right-of-way to provide additional connections in existing areas

Goal 4: Ensure that public transit fits the needs of all people who do or could use it
Obj.: Consider a looped/interconnected system with three or four hubs, not just one—Wabash Station (downtown), south end of MU campus (hospitals, etc.), east and west sides of city

Goal 5: Promote public transportation system expansion with regional considerations
Obj.: Create partnerships between regional stakeholders to produce an integrated transportation system
Obj.: Focus on developing a transit system between Columbia and Jefferson City including the Columbia Regional Airport and Jefferson City Amtrak Station

Economic Development

Goal 1: Maintain and improve downtown
Objective: Encourage quality retail and citizen support of enterprises
Obj.: Maintain policies that promote continued viability of private business ownership downtown and in surrounding areas

Goal 2: Utilize and expand the existing park system to promote economic growth through tourism development, pet facilities, and special events
Obj.: Conduct a feasibility study and encourage collaboration between the Chamber of Commerce, Parks and Recreation, and other stakeholders
Obj.: Identify funding sources and partnerships for development of new facilities and expanded programs

Goal 3: Diversify and broaden the economy, including new industry clusters
Obj.: Evaluate tax incentives for entrepreneurial/small businesses
Obj.: Increase growth by addressing barriers to small/entrepreneurial businesses

Goal 4: Columbia will be a regional leader in health care
Obj.: Columbia will have high-quality health care facilities that are well-funded
Obj.: Residents will have access to a variety of specialists to meet all health care needs

Goal 5: Attract new businesses and advanced manufacturing opportunities to the metro area
Obj.: Develop the Columbia Regional Airport/Discovery Ridge-Highway 63 Corridor to provide light industrial/high tech jobs
Obj.: Employment options will be diversified beyond higher education and health care

Inter-Governmental Cooperation

Goal 1: Encourage greater collaboration between City, County, and educational institutions
Objective: Coordinate City and County planning, land use, and transportation efforts to facilitate growth of higher education campuses
Obj.: With Columbia Public Schools, promote education, health, and quality of life for all students and their families

Goal 2: All stakeholders should be engaged in the process of determining changes in the community
Obj.: Employ public visioning processes
Obj.: Processes and implementation shall be transparent

Goal 3: Encourage regionally connected areas
Obj.: Identify funding to support regional transit development
Obj.: Attract other communities and cities in our region to support this idea

Goal 4: The City’s zoning, annexation, and neighborhood planning processes will be transparent and predictable so that developers and residents understand review criteria
Obj.: Design planning processes that engage differing viewpoints and are continually evaluated for effectiveness Obj.: Work in tandem with the County to present the differences in zoning and educate the public to better understand potential outcomes

Goal 5: Promote cooperation within the multi-jurisdictional political system
Obj.: Community partners develop and agree on major goals and work toward achieving them
Obj.: The community is engaged in legislation and policy creation

Livable and Sustainable Communities

Goal 1: Columbia will be a healthy, diverse, and enriching community for all residents that promotes healthy people and families
Objective: Promote health through clean air, waterways, and a green city providing healthy lifestyle through recreation, community gardens, adequate grocery stores, and farmers’ markets
Obj.: Promote easy access to health care, social services, mental health, and elder care

Goal 2: Development standards encourage compact, contiguous neighborhoods within reach of workplaces
Obj.: Deploy form-based zoning and other tools such as design guidelines, smart growth, and mixed use
Obj.: Each neighborhood should have a central gathering place such as a park, school, or library

Goal 3: The City will become a model community for implementing universal design standards
Obj.: Develop codes that allow for aging in place
Obj.: Design standards will be in compliance with ADA requirements

Goal 4: Downtown Columbia should be a vibrant, beautiful, and affordable place to live and work
Obj.: Downtown Columbia supports a rich arts community
Obj.: Enhance the vibrancy, historic integrity, and eclectic composition of the greater downtown

Goal 5: Neighborhoods that are economically, aesthetically, and socially varied will be promoted
Obj.: Plan future developments that are livable and walkable for residents throughout the City
Obj.: Promote affordable housing throughout the community
The Columbia Imagined Report Card

As described on page 22 of the Report, Columbia Imagined Plan’s Implementation Matrix was expanded into a “Report Card” to track plan implementation. Seven additional columns were added in 2014 to provide additional metrics and indicators for success.

The PDF version of the “Report Card” is included on the following pages. The interactive version with additional information may be viewed online on the Columbia Imagined webpage at: www.ColumbiaImagined.com

### Appendix

<table>
<thead>
<tr>
<th>Policy</th>
<th>Strategies</th>
<th>Actions</th>
<th>Participants &amp; Stakeholders</th>
<th>Public Prioritisation</th>
<th>Implementation Type</th>
<th>Primary Indicator(s)</th>
<th>Evaluation Criteria</th>
<th>Time Frame/ Progress</th>
<th>PZC Work Program or Community Partners</th>
<th>Milestones/ Work Products to Date</th>
<th>Supporting Documents/Resources</th>
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<tr>
<td><strong>Policy One: Support diverse and inclusive housing options</strong></td>
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<td>Development of incentives or reduction in incentives and code changes to support universal design</td>
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<td>Development of incentives or reduction in incentives and code changes to support universal design</td>
<td>Percent of new housing stock that meets universal design standards increases</td>
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<td>Medium-Term</td>
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<td>Ordinance</td>
<td>ADU code amendment</td>
<td>Number of ADUs increases</td>
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<td>Complete</td>
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<td>Zoning amendments for housing options and services</td>
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<td>Zoning amendments for housing options and services</td>
<td>Variety in housing options</td>
<td>Short-Term</td>
<td>Complete</td>
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<td></td>
<td>Multi-family units, Percent of affordable housing</td>
<td>Ordinance</td>
<td>Multi-family units, Percent of affordable housing</td>
<td>Diversity of housing types and prices in new subdivisions</td>
<td>Long-Term</td>
<td>Complete</td>
<td>ADU Ordinance Revision</td>
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<td><strong>Policy Two: Support mixed-use development</strong></td>
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<td>Development of form-based zoning</td>
<td>Policy</td>
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<td>Use of form-based zoning</td>
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<td>Complete</td>
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<td>Zoning and development approval</td>
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<td>Neighborhood plans addressing desired locations and types of new businesses</td>
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<td>Establish neighborhood scale commercial and service nodes</td>
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<td>Number of neighborhood scale businesses</td>
<td>Long-Term</td>
<td>Complete</td>
<td>DCU Website</td>
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</table>

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**Notes:**
- “PZC” stands for the Planning and Zoning Commission.
- “ADU” refers to Accessory Dwelling Units.
- “DCU” refers to the Downtown Council of the University of Missouri.
- “MU Extension” refers to the University of Missouri Extension.
- “AIA” stands for the American Institute of Architects.
- “MO” stands for Missouri.
- “MO Preservation Commission” refers to the Missouri Preservation Commission.
- “R-2” refers to a zoning district specifically designed for single-family detached residential development.
- “R-2 zoning code amendment” refers to amendments made to the R-2 zoning code.
- “ADU code amendment” refers to amendments made to the Accessory Dwelling Unit code.
- “Cottage-style code amendment” refers to amendments made to the Cottage-style code.
- “Walk Score Website” refers to the Walk Score website, which provides walkability scores for neighborhoods.
- “Website” refers to a website, such as the Columbia Imagined website or the MO Preservation Commission website.
- “City Council” refers to the City Council of Columbia, Missouri.
### Policy: Facilitate neighborhood planning

**Facilitate the creation of neighborhood land use plans ahead of development/redevelopment pressure**
- Work with HPC to prepare a Historic Preservation Plan, which surveys areas of historical significance and develops strategies for their preservation.
- Develop local incentives to encourage/support historic preservation and smart planning in neighborhoods.
- Work with CP to identify appropriate schools/sites based on growth projections, and coordinate zoning and capital improvement projects to support these sites.
- The City should work with neighborhoods to develop a planning process, then develop plans for 2-5 neighborhood sites.

**Policy Implementation**
- Board of Reeds, College & Universities, Columbia Public Schools, Developers, DVC, Downtown Community Improvement District, Historic Preservation Commission, Neighborhood Associations.
- Development of historic preservation plan.
- Number of properties preserved.
- Implementation Type: Policy.
- Primary Indicator(s): Development of historic preservation plan.
- Evaluation Criteria: Number of properties preserved.
- Time Frame/Progress: Long Term.
- PZC Work Program or Community Partners: Neighborhood Planning Team; Development Code Update Project Steering Committee.
- Milestones/Work Products to Date: New a member of CATO Technical Committee; CATO Review.
- Supporting Documents/Resources: pclines.org, DVC Website.

### Policy: Ensure safety and accessibility

- Encourage CPTED (Crime Prevention Through Environmental Design) principles in subdivision and zoning codes.
- Support defensible neighborhoods through programs such as the Crime Free Housing, Neighborhood Watch, targeted code enforcement and property maintenance assistance programs.
- Develop public safety, facility and technology planning using population projections and growth management.
- Increase access to community services and resources and promote neighborhood-based relations to public safety.

**Policy Implementation**
- Columbia Public Schools, Developers, Neighborhood Associations, Parks and Recreation Dept., Planning & Zoning Commission, Property Owners, Public Safety Providers, Social Services Providers.
- To be determined by the Council (policy added post-public prioritization).
- Implementation Type: Policy.
- Primary Indicator(s): Development of CPTED checklist for plan review.
- Time Frame/Progress: Medium Term.
- PZC Work Program or Community Partners: Neighborhood Planning Team.
- Milestones/Work Products to Date: Short-Term.
- Supporting Documents/Resources: pclines.org, Neighborhood Planning Website.

### Policy: Plan for locally sustainable growth

- Develop a sound plan for new development proposals toward Boone County’s, which objectively assesses the appropriateness of new development based on short and long-term infrastructure costs and assures public infrastructure and services.
- Consider the recommendations of the Infrastructure Task Force as they relate to the costs and cost-sharing of infrastructure.

**Policy Implementation**
- Development of neighborhood planning policies.
- Number of neighborhood plans adopted.
- Implementation Type: Policy.
- Primary Indicator(s): Development of neighborhood planning policies.
- Evaluation Criteria: Number of neighborhood plans adopted.
- Time Frame/Progress: Long Term.
- PZC Work Program or Community Partners: Neighborhood Planning Team.
- Milestones/Work Products to Date: Short-Term.
- Supporting Documents/Resources: pclines.org, Neighborhood Planning Website.

### Land Use and Growth Management

**New development will pay a fair share of the costs of infrastructure improvements needed to support the impacts and needs of their development projects.**
- New development will pay a fair share of the costs of infrastructure improvements needed to support the impacts and needs of their development projects.
- Develop a sound plan for new development proposals toward Boone County’s, which objectively assesses the appropriateness of new development based on short and long-term infrastructure costs and assures public infrastructure and services.
- Consider the recommendations of the Infrastructure Task Force as they relate to the costs and cost-sharing of infrastructure.

**Policy Implementation**
- Development of neighborhood planning policies.
- Number of neighborhood plans adopted.
- Implementation Type: Policy/Tool.
- Primary Indicator(s): Development and use of development standards.
- Time Frame/Progress: Medium Term.
- PZC Work Program or Community Partners: Infrastructure Score Card underway.
- Milestones/Work Products to Date: Short-Term.
- Supporting Documents/Resources: pclines.org, Neighborhood Planning Website.

### Land Use and Growth Management

**All new development will pay a fair share of the costs of infrastructure improvements needed to support the impacts and needs of their development projects.**
- New development will pay a fair share of the costs of infrastructure improvements needed to support the impacts and needs of their development projects.
- Develop a sound plan for new development proposals toward Boone County’s, which objectively assesses the appropriateness of new development based on short and long-term infrastructure costs and assures public infrastructure and services.
- Consider the recommendations of the Infrastructure Task Force as they relate to the costs and cost-sharing of infrastructure.

**Policy Implementation**
- Development of neighborhood planning policies.
- Number of neighborhood plans adopted.
- Implementation Type: Policy/Tool.
- Primary Indicator(s): Development and use of development standards.
- Time Frame/Progress: Medium Term.
- PZC Work Program or Community Partners: Infrastructure Score Card underway.
- Milestones/Work Products to Date: Short-Term.
- Supporting Documents/Resources: pclines.org, Neighborhood Planning Website.

### Limit or discourage growth beyond the established area

- One-line annotated future land use map as guides for sewer, facilities, build-out.
- Establish development review criteria that will utilize Capital Improvement Program Plan programming for infrastructure upgrade and installation.
- Coordinate adoption of similar City and County sufficiency of services provisions.
- Establish standards with which to assess existing and newly needed infrastructure improvements for developments during review processes.

**Policy Implementation**
- Board of Reeds, Boone County Regional Sewer District, Boone Electric Cooperation, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Conservation Organizations, Consolidated Water Districts, Mid-MO Development Council, Property Owners, REDI, Smart Growth Coalition.
- Development of similar City and County S. policies.
- Development of similar City and County S. policies.
- Implementation Type: Policy.
- Primary Indicator(s): Change in allocation of infrastructure costs for new development.
- Evaluation Criteria: Change in allocation of infrastructure costs for new development.
- Time Frame/Progress: Medium Term.
- PZC Work Program or Community Partners: Boone County Regional Sewer District.
- Milestones/Work Products to Date: Short-Term.
- Supporting Documents/Resources: pclines.org, Neighborhood Planning Website.

### Modify urban service area as necessary to support value added growth

- Develop criteria to determine the capacity of the urban service area and the benefits of proposed development terminations.
- Conduct periodic review and potential adjustment of the urban service area light of development trends and existing infrastructure needs.

**Policy Implementation**
- Boone County Regional Sewer District, Boone Electric Cooperation, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Consolidated Water Districts, Developers, DMR, Property Owners, REDI.
- Development of similar City and County S. policies.
- Change in development review process to assess existing and needed infrastructure improvements.
- Implementation Type: Policy.
- Primary Indicator(s): Capacity of infrastructure within USA.
- Evaluation Criteria: Change in development review process to assess existing and needed infrastructure improvements.
- Time Frame/Progress: Medium Term.
- PZC Work Program or Community Partners: Boone County Regional Sewer District.
- Milestones/Work Products to Date: Short-Term.
- Supporting Documents/Resources: pclines.org, Neighborhood Planning Website.

### Identify potential changes to City annexation policy to promote compact and contiguous growth

- Consider revising, relaxing or eliminating the annexation requirement where city sewer service extensions are needed for public health reasons but do not serve compact and contiguous growth patterns.
- Investigate opportunities to provide public sewer service on properties with failing on-site facilities.
- Explore additional territorial agreements between the sewer utility and the Boone County Regional Sewer District.

**Policy Implementation**
- Boone County Regional Sewer District, Boone Electric Cooperation, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Consolidated Water Districts, Developers, DMR, Property Owners, REDI.
- Projected development/bad use needs and infrastructure capacity.
- Implementation Type: Policy/Ordinance.
- Primary Indicator(s): Sewer and annexation policies and practices are evaluated while considering public health and service efficiencies.
- Evaluation Criteria: Sewer and annexation policies and practices are evaluated while considering public health and service efficiencies.
- Time Frame/Progress: Medium Term.
- PZC Work Program or Community Partners: Boone County Regional Sewer District.
- Milestones/Work Products to Date: Short-Term.
- Supporting Documents/Resources: pclines.org, Neighborhood Planning Website.
## Additional Information

### The Columbia Imagined Report Card

<table>
<thead>
<tr>
<th>Policy</th>
<th>Strategies</th>
<th>Actions</th>
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<th>Public Prioritization</th>
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<th>Timeframe/Progress</th>
<th>Milestone/Work Products Due to</th>
<th>Supporting Documents/Resources</th>
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<tbody>
<tr>
<td>Policy One: Align Alternative Development regulations</td>
<td>Abate a transaction costing district</td>
<td>• Establish a zoning district to discourage infill development, including regulatory and financial incentives</td>
<td>Boone County, Columbia Parks and Recreation, Community Action Groups (CAGs), Developers, Builders, State of Missouri</td>
<td>ORD</td>
<td>Ordinance</td>
<td>Development of a conservation zoning district</td>
<td>Adaptation of conservation zoning district, acres of property saved for conservation</td>
<td>Medium Term</td>
<td>Medium Term/ Short Term</td>
<td>Development Codes</td>
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<tr>
<td>Policy Two: Prepare a “green infrastructure” plan</td>
<td>Abate a transaction costing district</td>
<td>• Create a zoning district to encourage the preservation and restoration of natural resources, including land, water, and wildlife habitats</td>
<td>Boone County, City Admin, Columbia Parks and Recreation, Community Action Groups (CAGs), Developers, Builders, State of Missouri</td>
<td>ORD</td>
<td>Ordinance</td>
<td>Development of a green infrastructure plan</td>
<td>Adaptation of green infrastructure plan and urban forestry plan, Condition of natural resources, Acres of preserved open space, and infrastructure and restoration progress</td>
<td>Medium Term</td>
<td>Medium Term/ Short Term</td>
<td>Development Codes</td>
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<td>Policy Three: Implement agricultural land preservation regulations</td>
<td>Strengthen land disturbance regulations</td>
<td>• Create new development regulations to encourage preservation of sensitive land areas and prime agricultural land</td>
<td>Boone County, City Admin, Columbia Parks and Recreation, Community Action Groups (CAGs), Developers, Builders, State of Missouri</td>
<td>ORD</td>
<td>Ordinance</td>
<td>Development of a step slopes ordinance</td>
<td>Adaptation of a step slopes ordinance</td>
<td>Medium Term</td>
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<td>Abate a transaction costing district</td>
<td>• Strengthen land preservation regulations, including provisions regarding the preservation of sensitive land areas and prime agricultural land</td>
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<td>Policy Four: Coordinate land disturbance and development permits</td>
<td>Encourage land preservation</td>
<td>• Encourage the preservation of sensitive land areas and prime agricultural land</td>
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<td>Policy Five: Enhance tree preservation standards and subdivision management</td>
<td>Implement conservation subdivision standards</td>
<td>• Reduce redundancy in the subdivision and zoning codes by refining language to more specifically describe intent and implementation, ensuring preservation of sensitive land and open space is planned and developed (PSC)</td>
<td>Boone County, City Admin, Columbia Parks and Recreation, Community Action Groups (CAGs), Developers, Builders, State of Missouri</td>
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<td>Mobility, Connectivity, and Accessibility</td>
<td>Policy One: Accommodate non-motorized transportation</td>
<td>• Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks</td>
<td>Boone County Pedestrian Commission, Bike and Trail Clubs, CID, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Prioritization and development of greenway trail projects between neighborhoods, commercial and employment centers</td>
<td>Miles of new greenway trails</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
<td>CEMO Connect website</td>
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<td>• Promote greenway trail projects that connect neighborhoods to commercial and employment centers</td>
<td>Boone County Pedestrian Commission, Bike and Trail Clubs, CID, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Change in enforcement positions; Maintenance and condition of sidewalks</td>
<td>Number of connection points</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
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<td>• Reduce or realign bus routes with trip and greenways</td>
<td>Boone County Government</td>
<td>HIGH</td>
<td>Policy</td>
<td>Change in bus routes to connect to trails and greenways</td>
<td>Rider satisfaction increases; Ridership increases</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
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<td>• Encourage compact development near transit corridors and commercial hubs to support transit feasibility</td>
<td>Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Incentives for transit-oriented development</td>
<td>Density of transit and commercial corridors increases</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
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<td>Policy Two: Improve transit service</td>
<td>• Expand the existing transit system to meet reliability needs</td>
<td>Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Expansion of the existing transit system to meet ridership needs</td>
<td>Ridership satisfaction increases; Ridership increases</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
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<td>• Evaluate different route designs and models</td>
<td>Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Evaluate transport system model</td>
<td>Ridership satisfaction increases; Ridership increases</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
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<td>• Explore diversification of funding sources</td>
<td>Airport Authority Commission, Airline Industry, Central Missouri Transportation District (CMTD), Chamber of Commerce, Columbia Public Works, Columbia Transit, COMET, Disability Commission, MCC, Neighborhood Associations, NIMBY</td>
<td>LEW</td>
<td>Policy</td>
<td>Change in funding sources</td>
<td>Funding sources become more diverse or funding model changes</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
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<td>• Support and promote the public transportation system</td>
<td>Airport Authority Commission, Airline Industry, Central Missouri Transportation District (CMTD), Chamber of Commerce, Columbia Public Works, Columbia Transit, COMET, Disability Commission, MCC, Neighborhood Associations, NIMBY</td>
<td>LEW</td>
<td>Policy</td>
<td>Development of regional transportation</td>
<td>Service area expansion</td>
<td>Medium-Term</td>
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<td>Policy Three: Promote a multi-modal, multi-jurisdictional public transportation system</td>
<td>• Promote public transportation system expansion with regional coordination</td>
<td>Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
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<td>• Identify funding sources to support regional transit development and create partnerships between regional stakeholders to promote an integrated transportation system</td>
<td>Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>LEW</td>
<td>Policy</td>
<td>Identify funding for regional transportation initiatives</td>
<td>Development of commuter or other regional transportation</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
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**Economic Development (includes Inter-Governmental Cooperation)**

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<td>Policy One: Foster high quality job-producing development</td>
<td>• Prioritize the development of high-quality jobs that support regional economic development</td>
<td>Boone County, Chamber of Commerce, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Development of incentives for entrepreneurial/innovation businesses</td>
<td>Number of small businesses increases; number of jobs created</td>
<td>Medium-Term</td>
<td>CEMO Connect Route Redevelopment 2013; Art on Buses and Biking Technology Apps</td>
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<td>• Create an entrepreneurial/innovation culture</td>
<td>Boone County, Chamber of Commerce, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Development of incentives for entrepreneurial/innovation businesses</td>
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<td>• Expand the existing programs and models</td>
<td>Boone County, Chamber of Commerce, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Development of incentives for entrepreneurial/innovation businesses</td>
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<td>• Identify and pursue grant opportunities</td>
<td>Boone County, Chamber of Commerce, Columbia Public Works, Disability Community, MCC, Neighborhood Associations, NIMBY</td>
<td>HIGH</td>
<td>Policy</td>
<td>Development of incentives for entrepreneurial/innovation businesses</td>
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