



The Plan for How We Live & Grow

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Appendix A:
Columbia's existing annexation policy (PR115-97A)

Introduced by Hindman Council Bill No. PR 115-97A

A POLICY RESOLUTION

establishing a policy for the extension of City sewer service in areas outside the city limits.

WHEREAS, a significant amount of urban growth is occurring in unincorporated areas of Boone County surrounding the City of Columbia; and

WHEREAS, the City desires to encourage annexation in order to provide for the orderly growth of the city; and

WHEREAS, current annexation laws prevent the timely annexation of all the urban growth areas around Columbia into the city limits; and

WHEREAS, the City has a legitimate interest in the proper development of areas that may one day be within the city limits; and

WHEREAS, the City has a legitimate interest in the manner in which sewage is handled in areas surrounding the city, especially in areas where sewage effluent is discharged into streams flowing through the city; and

WHEREAS, it is in the long-term interest of the City of Columbia and of the urban growth area surrounding Columbia that the development occurring in this growth area be in accordance with City development standards; and

WHEREAS, the City Council desires to establish general policy guidelines for the Council and City staff to consider when evaluating requests for City sewer service outside the city limits.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF COLUMBIA, MISSOURI, AS FOLLOWS:

SECTION 1. The following policy guidelines shall apply to areas requesting City sewer service that are **contiguous** to the city limits:

A. City sewer service may be provided to an undeveloped area, tract, parcel or platted lot contiguous to the city limits only after the area has been annexed. All City development procedures and standards, including the platting process and land preservation regulations, shall apply to the area annexed.

B. City sewer service may be provided to a developed area, tract, parcel or platted lot contiguous to the city limits and under single ownership or control only after the area has been annexed. All facilities to be connected to the sewer system must be in compliance with City sewer standards and plumbing codes. The City will have all such facilities inspected and the property owners must agree to make any improvements necessary to bring the facilities into compliance.

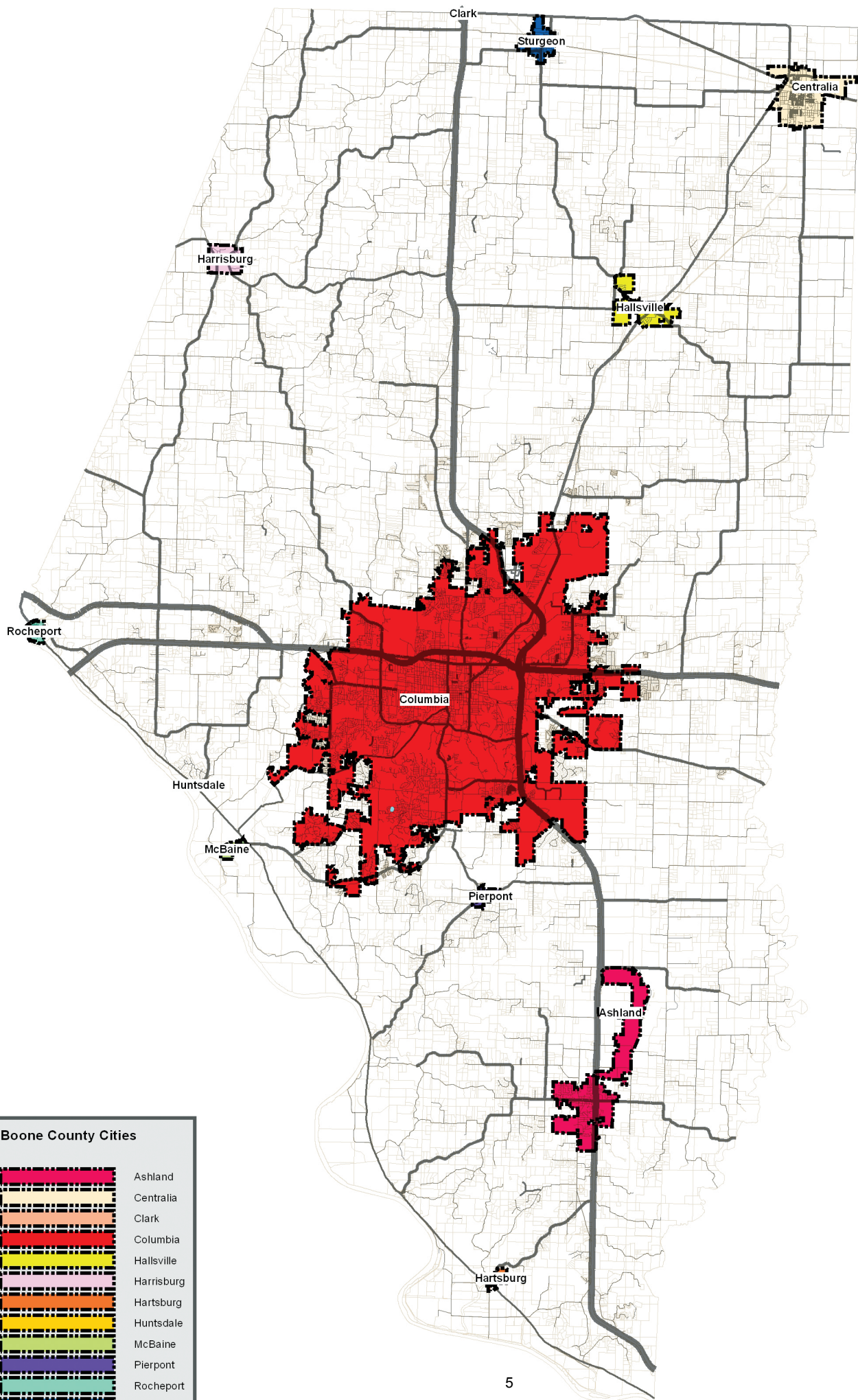
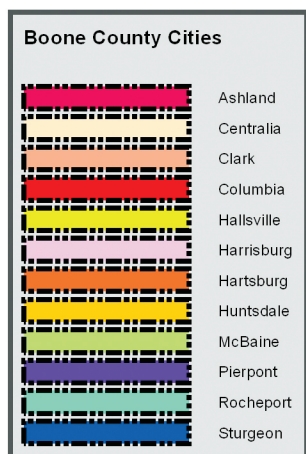
C. City sewer service may be provided to a partially or fully developed area contiguous to the city limits which is not under single ownership or control but which is served by a centralized collection system only after the area has been annexed or the City Council has waived the annexation requirement. All facilities to be connected to the sewer system must be in compliance with City sewer standards and plumbing codes. The City will have all such facilities inspected and the property owners must agree to make any improvements necessary to bring the facilities into compliance.

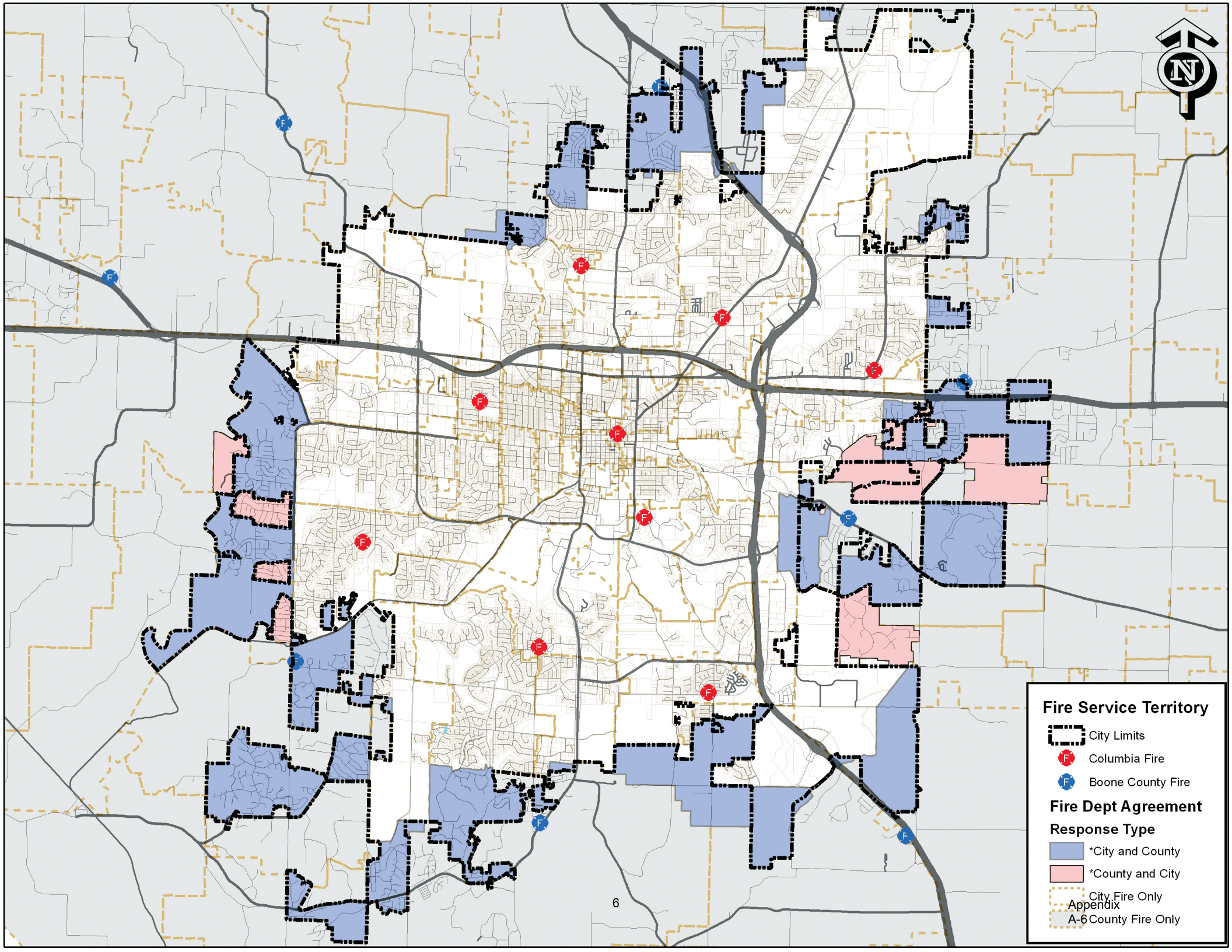
SECTION 2. The following policy guidelines shall apply to areas requesting City sewer service that are **not contiguous** to the city limits:

A. City sewer service may be provided to an undeveloped area, tract, parcel or platted lot that is not contiguous to the city limits only after the property owners have entered into an annexation agreement with the City. All City development standards, including subdivision standards and land preservation regulations, shall be met in the area subject to the annexation agreement unless waived by the City Council.

Appendix B:

Coordinating organizations' service areas





Fire Service Territory

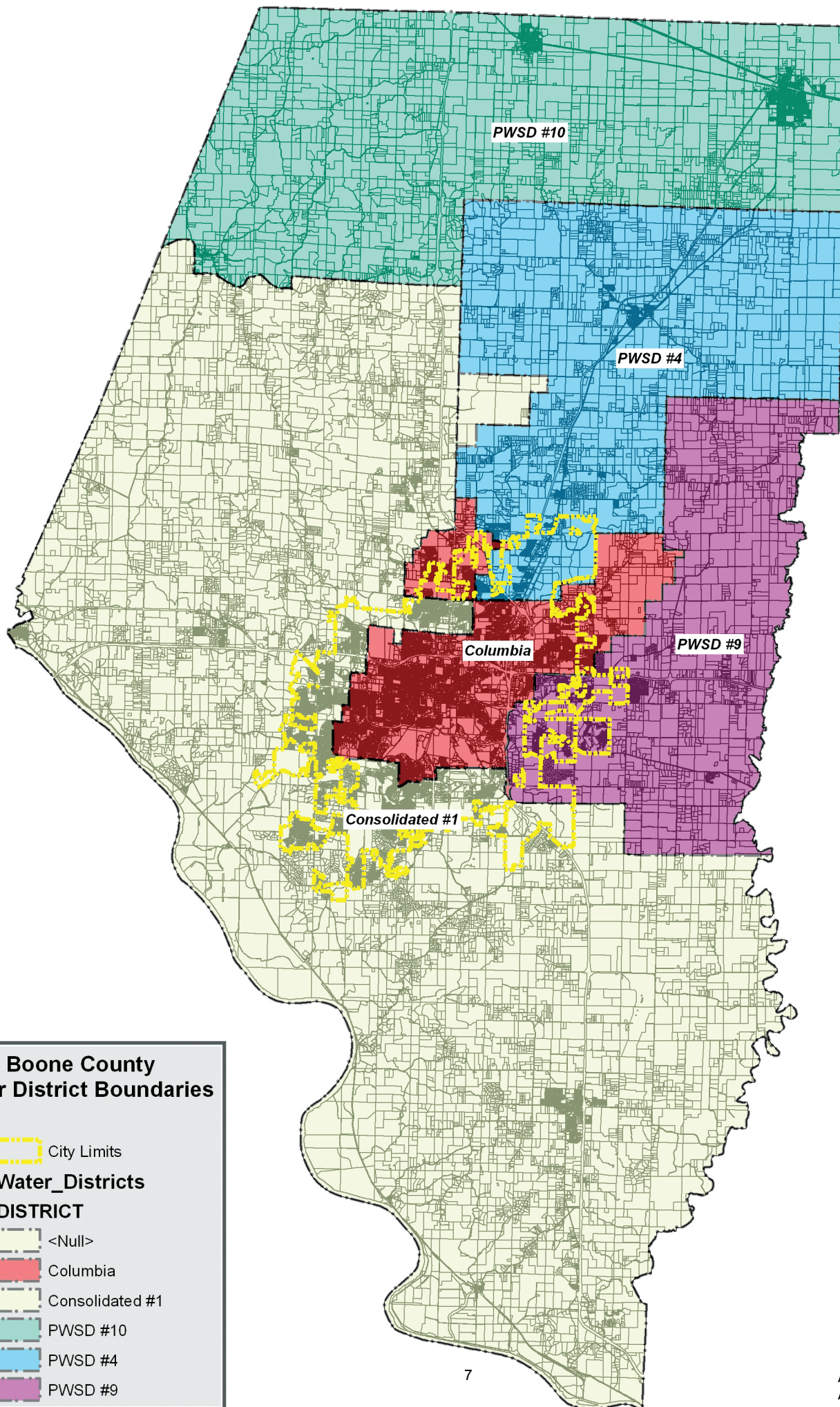
- City Limits
- Columbia Fire
- Boone County Fire

Fire Dept Agreement

Response Type

- *City and County
- *County and City
- City Fire Only
- County Fire Only

Appendix A-6



**Boone County
Water District Boundaries**

 City Limits

Water_Districts

DISTRICT


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 Columbia

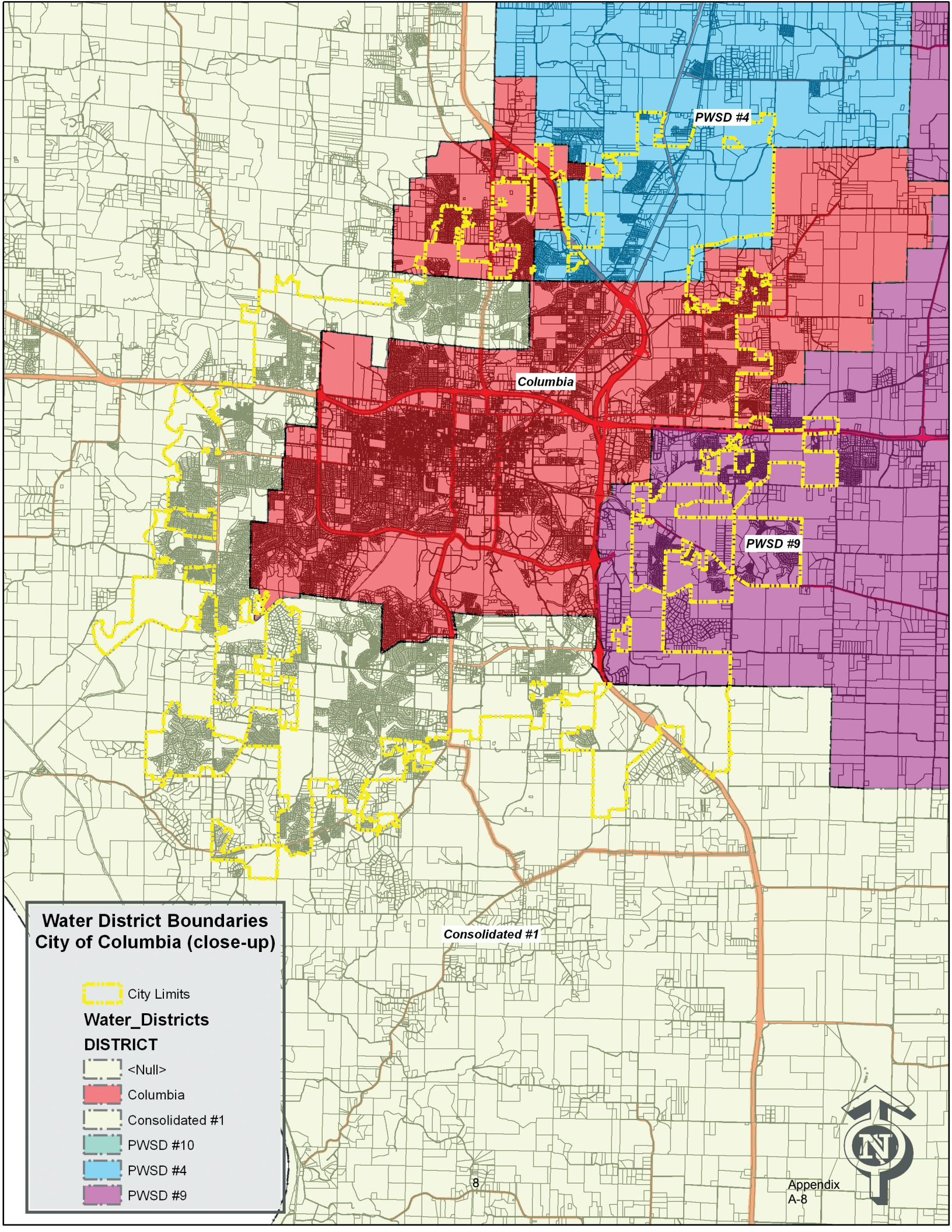
 Consolidated #1

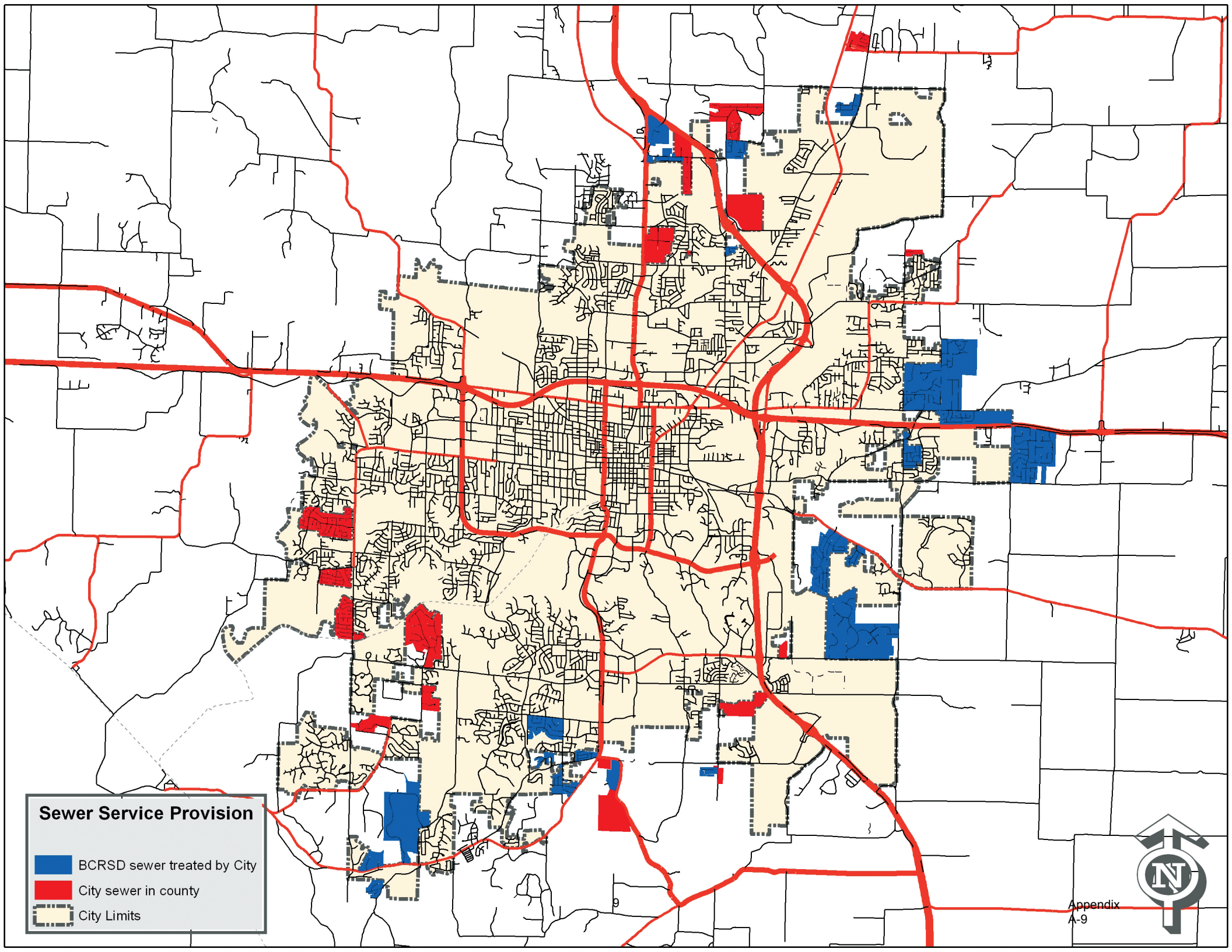
 PWSD #10

 PWSD #4

 PWSD #9







Sewer Service Provision

- BCRSD sewer treated by City
- City sewer in county
- City Limits



Boone County School Districts

City Limits

Ashland R-1

Boone County R-4

Centralia R-6

Columbia C-1

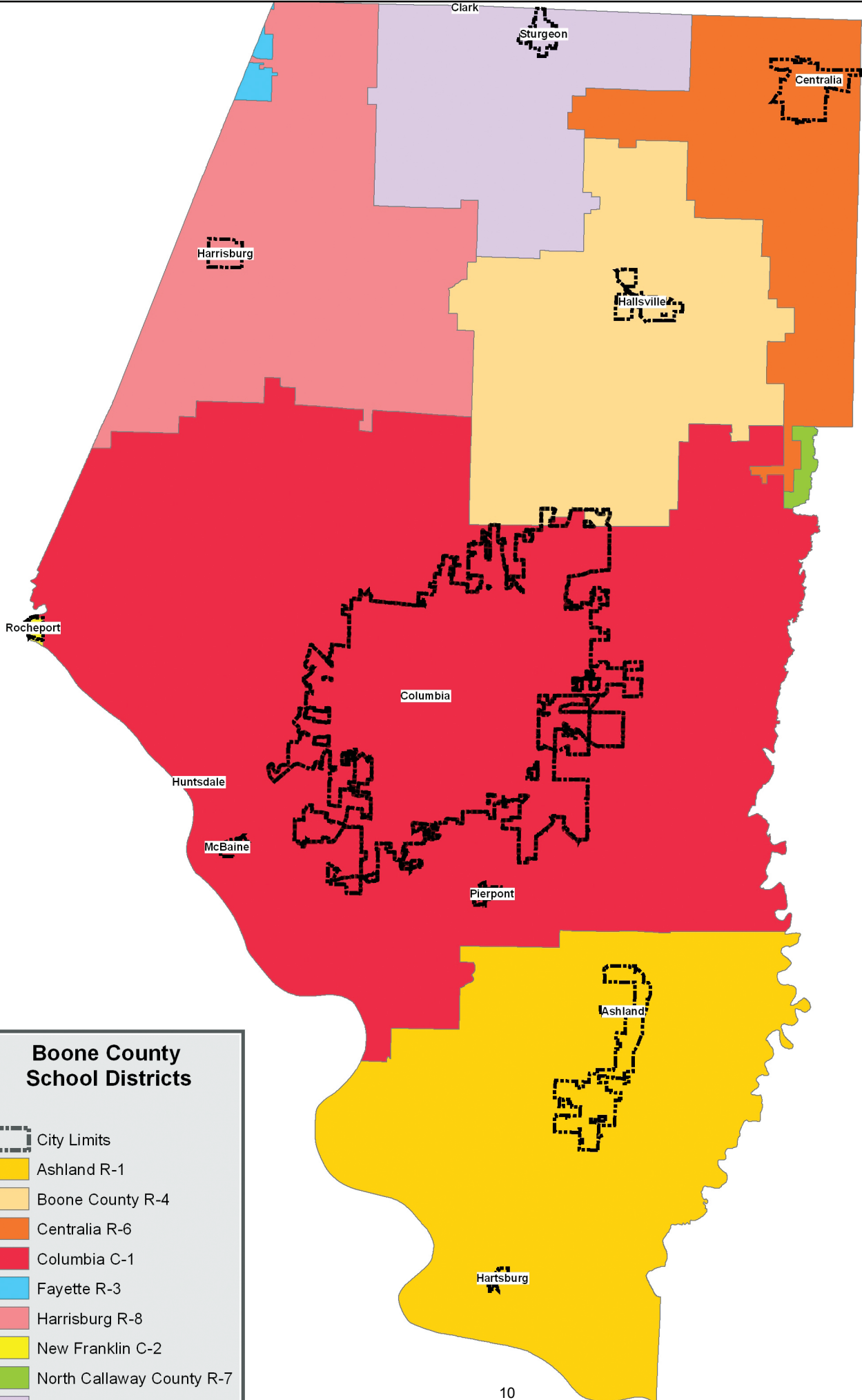
Fayette R-3

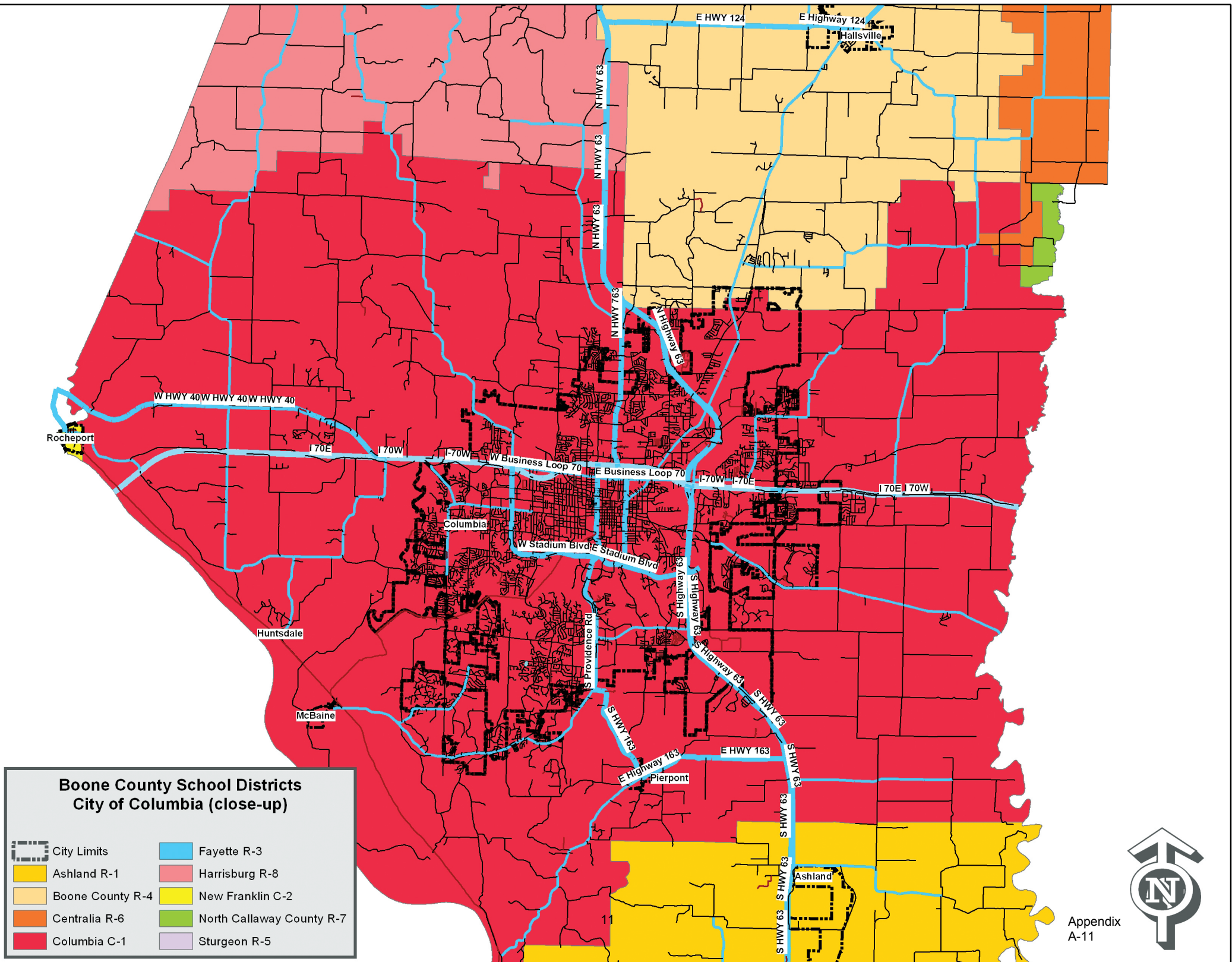
Harrisburg R-8

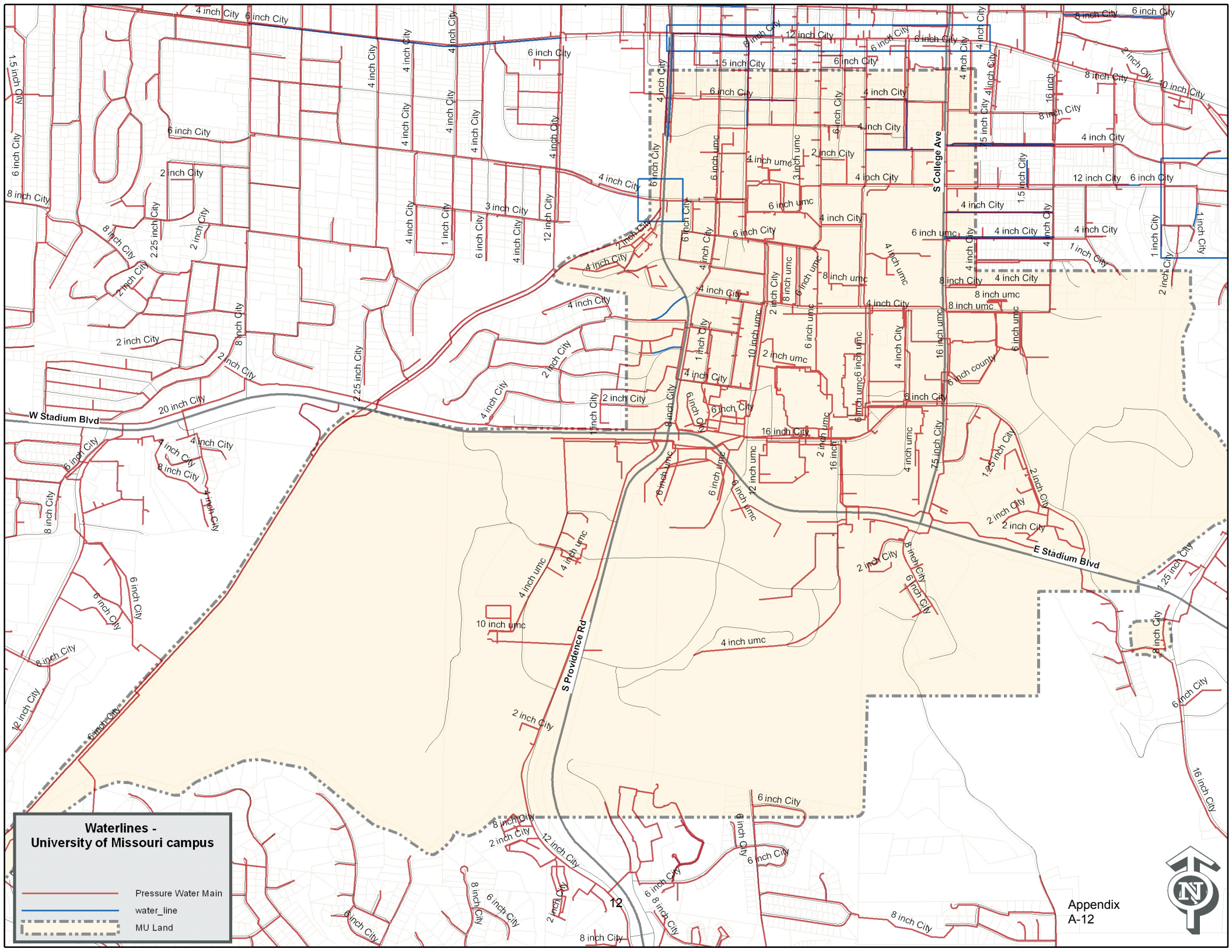
New Franklin C-2

North Callaway County R-7

Sturgeon R-5



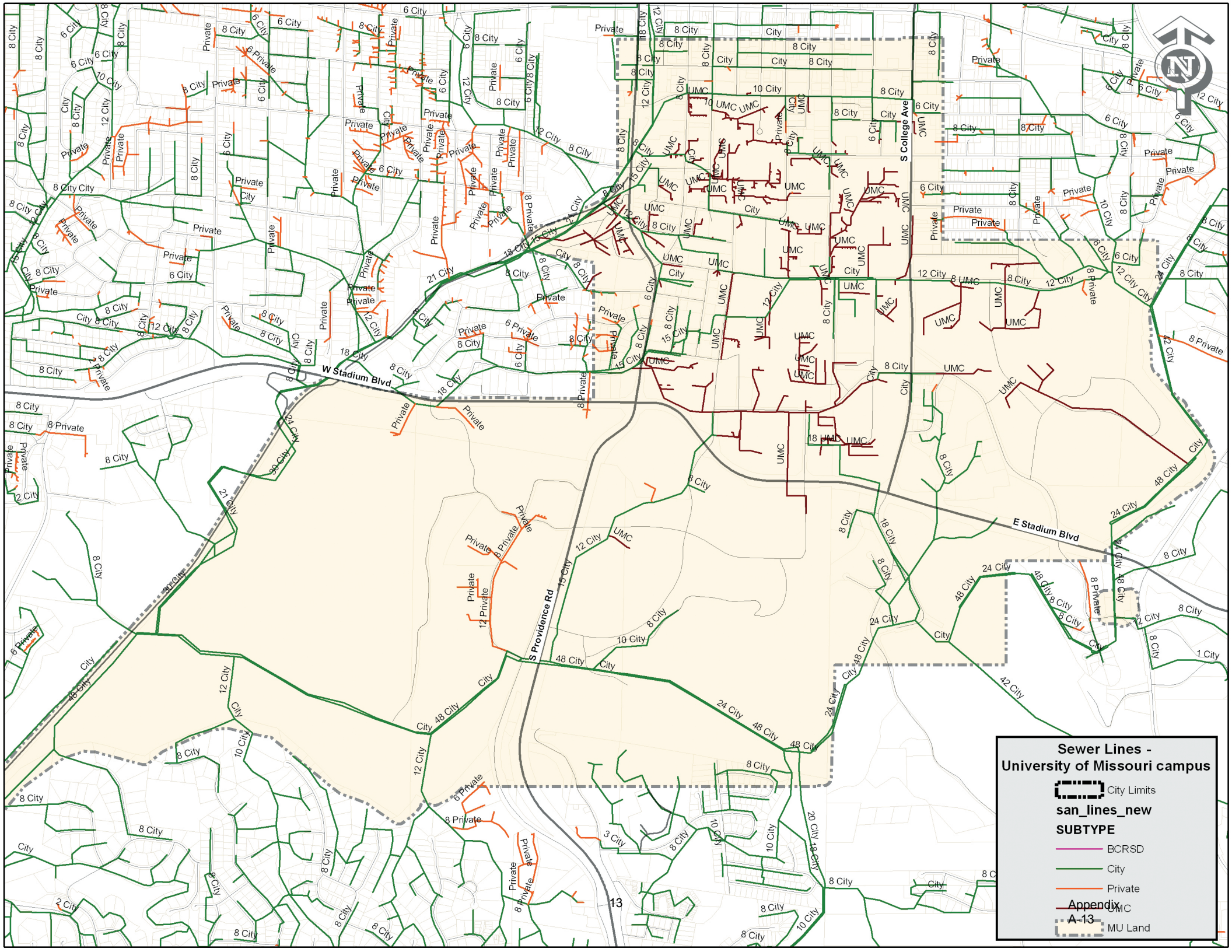




**Waterlines -
University of Missouri campus**

— Pressure Water Main
— water_line
- - - MU Land







**Sewer Lines -
University of Missouri campus**

 City Limits

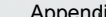
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SUBTYPE

 BCRSD

 City

 Private

 UMC

 MU Land

Appendix C:

Favorites Exercise survey



The Plan for How We Live & Grow

Phase 3 – What Do We Care About?

Favorites

1. What are your favorite things to do in the Columbia area?

2. What are your favorite places to go in the Columbia area?

3. What are your top reasons for living in the Columbia area?

4. Based on the above, what things should be preserved in and around Columbia?

Appendix D:

Results for Favorites Exercise

Appendix items for Chapter 3: Big Ideas

FAVORITES EXERCISE:

Thematic Analysis of Favorites Exercise Results:

After reading through all of the hard copy and electronic surveys, several themes were apparent. Themes were grouped and counted:

Data Tabulation - Favorite Places To Go

- Parks (All inclusive in City) – 88
- Trails (All –KATY, MKT, Bear Creek, etc.) – 82
- Downtown (All paces and venues) - 72
- MU Campus (All activities and venues) – 60
- Restaurants – (All inclusive) – 59
- Stephens Lake -40
- Rag tag – 29
- Library – 23
- Arts Activities – (Galleries and activities) – 16
- Shopping (Mall and others not downtown) – 15
- Rockbridge Park – 13
- ARC – 11
- Farmers Market – 10
- Missouri Theater – 8
- Blue Note -4
- Neighborhoods – (Gardens, local parks) 2
- Outdoor places -2
- Senior Center – 2
- Historic areas – 2
- Church – 2

Data Tabulation - Favorite Things To Do

- Cultural Events – 132
- Walk/ run/ walk dogs/ hike on trails – 116
 - Festivals (All inclusive) – 37
 - Arts events -19
 - Performances - 18
 - Movies – 17
 - Special events -16
 - Concerts - 15
 - Parks – (All activities) – 77
 - Eat out – 71
 - Go Downtown – 69
 - Restaurants - 12
 - Ride bikes – 43
 - MU Sporting events – 35
 - Shopping (non downtown) – 27
 - Sports activities – 22
(golf, baseball, softball, fishing, etc.)

- Library – 18
- MU (various activities) – 9
- Farmers market - 8
- Children’s activities – 7
- ARC – 5
- Volunteer activities – 5
- School events – 4
- Bars/ entertainment - 3
- Church -2
- Garden – 1
- Club activities – 1
- Visioning process – 1

Data Tabulation - Favorite Reasons To Live Here

- Small town with big city amenities – 59
- Small town feel – 24
- Right size - 39
- Cultural opportunities - 45
- Work/job – 43
- College town – 36
- People (Friendly, progressive, open minded) – 36
- Parks and Trails – 36
- Good school system – 33
- Family and friends – 31
- Affordability – 30
- Environment– 27
(scenery, topography, beauty, climate, accessibility)
- Diversity (All kinds – people, ideas, opportunities) - 16
- Restaurants/bars/entertainment – 14
- Health Care (services, facilities, affordable) – 13
- Location – 13
- Safe Community - 12
- MU -12

Accessibility/connectivity – 10

- Grew up here - 9
- Downtown -7
- Neighborhoods – 7
- Economic opportunities (small business) – 7
- Good place to raise children – 6
- Sense of community – 6
- Quality of life – 6

Services – 5

- Local government - 5
(Accessible, good, structure, engaged)
- Smoking ban – 4
- Library – 3

- KOPN/ news programs – 2
- Clean/ well maintained city - 2
- Rag tag – 1
- Connection to country – 1

Data Tabulation - Things Want Most Not To Change

- Park system of the City – 104
- Trail system (All inclusive) – 56
- Vibrant downtown – 56
- Natural environment (green and open spaces, outdoor space, clean, ecofriendly, beauty, topography, protection for) – 53
- Arts and cultural activities – 42
- Historic places and integrity – 24
- Small town feel – 14
- Volunteers/civic engagement – 13
- School system -10
- Library – 10
- Economic opportunities (small business) – 10
- Neighborhoods (housing mix, strong, walkable) – 10
- Affordability – 8
- Accessibility – walk, bike, compact size) – 7
- Family friendly town – 7

Government (structure, cooperative, good, utilities) – 6

- MU as part of community – 6
- Dining -5
- Variety of affordable activities – 5
- Smoking ordinance -4
- Access to country – 4
- Quality of life -2
- Farmers market -2

Infrastructure – 2

- Safety – 1
- Recycling -1
- Diversity -1
- Current city limits -1
- Quality health care -1
- Shopping -1

Key Word	Frequency
park(s) (not parking)	276
downtown/the District	192
trail	187
community	141
walk/walkable	120
college/university	100
school(s)	100
neighborhood	81
art	80
development	76
sport(s)(ing)	75
bike/bicycle	71
restaurant(s)	70
growth	64
crime	63
business(es)	60
planning/zoning	58
traffic	56
job(s)	55
library	54
shop(ping)	51
green	50
bus(ing)/transit/public trans	48
education	48
cultural/culture	47
tax(es)	46
campus	41
infrastructure	38
festival(s)	38
housing	37
transportation	37
family	37
student	35
Ragtag/rag tag	30
opportunit(y)(ies)	28
friendly	27
nature/natural	27
dog	24
safety	22
small town	22
historic/history	22
sidewalk	21
police	21
economy	20
sprawl	19
True/False	19

cost of living	19
diversity	19
government	16
Roots n Blues	15
airport	15
retire	14
farmers market	12

Appendix E:

Issues mapping exercise



The Plan for How We Live & Grow
Phase 3 – What Do We Care About?

Issue Mapping

1. What factors do you think affect how we live and grow in and around Columbia?

2. What are the issues you are most concerned about as a result of changes that have taken place in Columbia and its surroundings in the past ten years?

a. What do you think these issues mean to you as a resident of the Columbia area?

b. What do you think these issues mean to your organization?

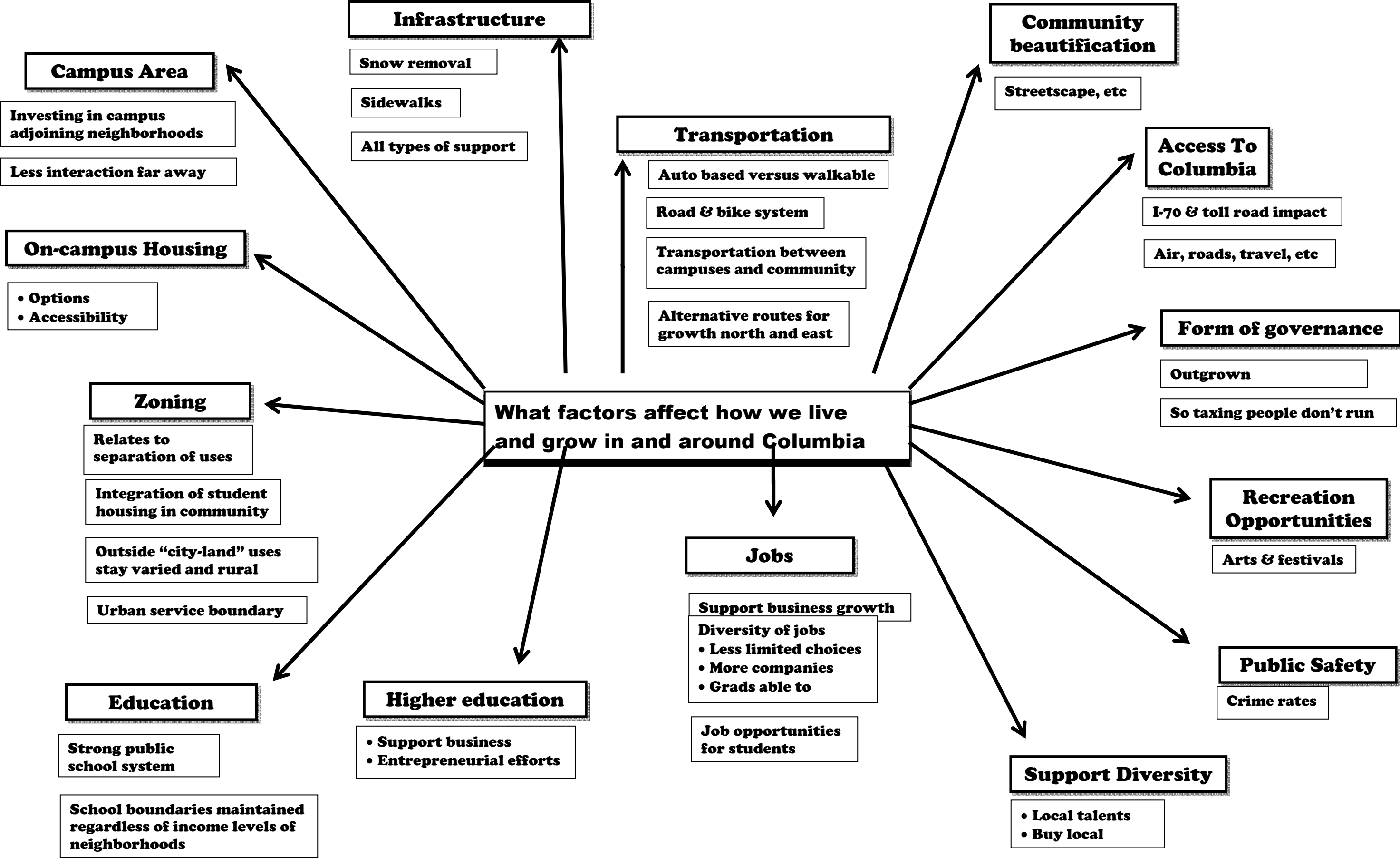
c. What do you think these issues mean to the community as a whole?

3. Please share with us your ideas for how we can begin to address one or more of the issues you have described in question two.

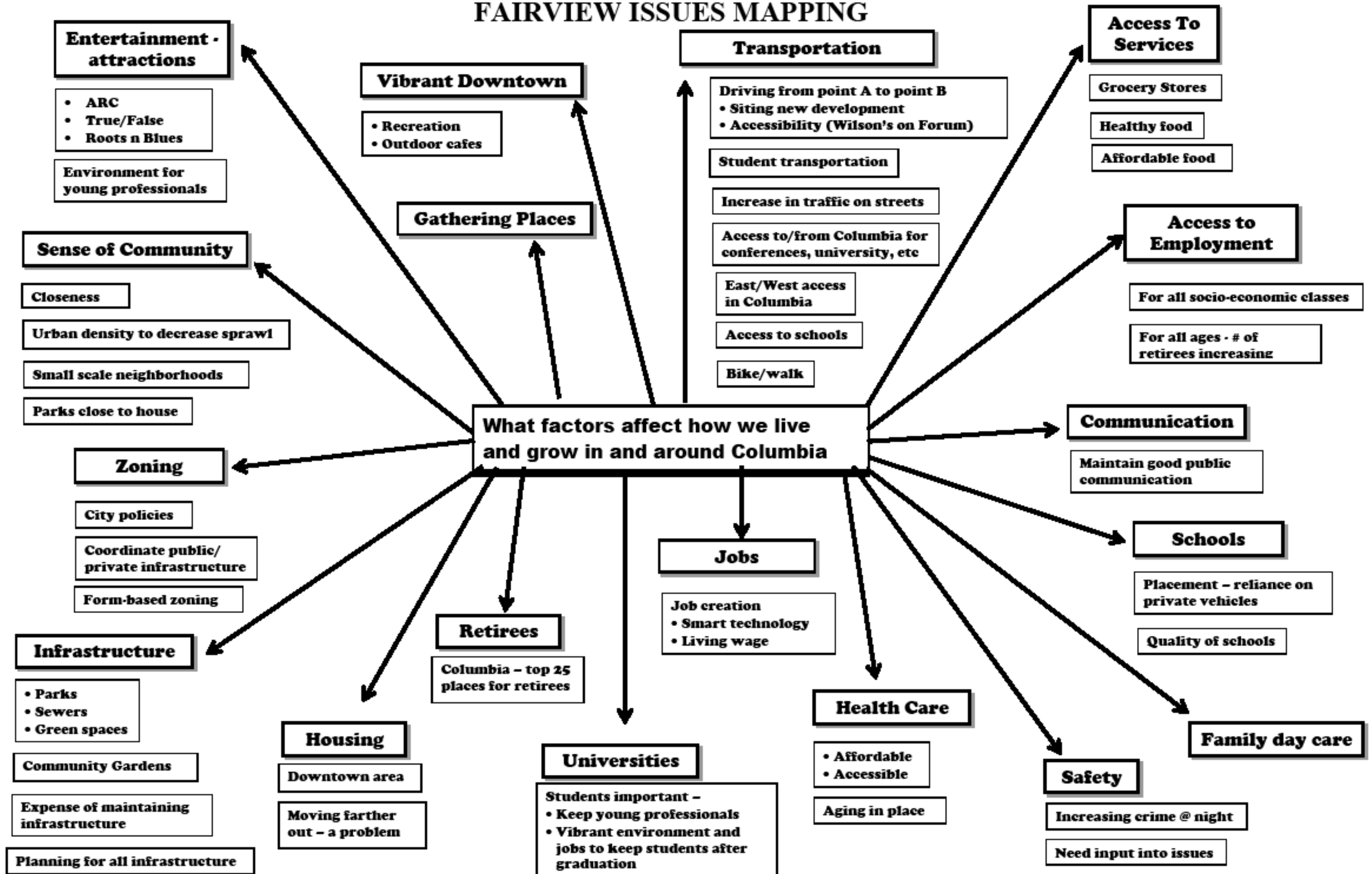
Appendix F:

Public input sessions issues maps

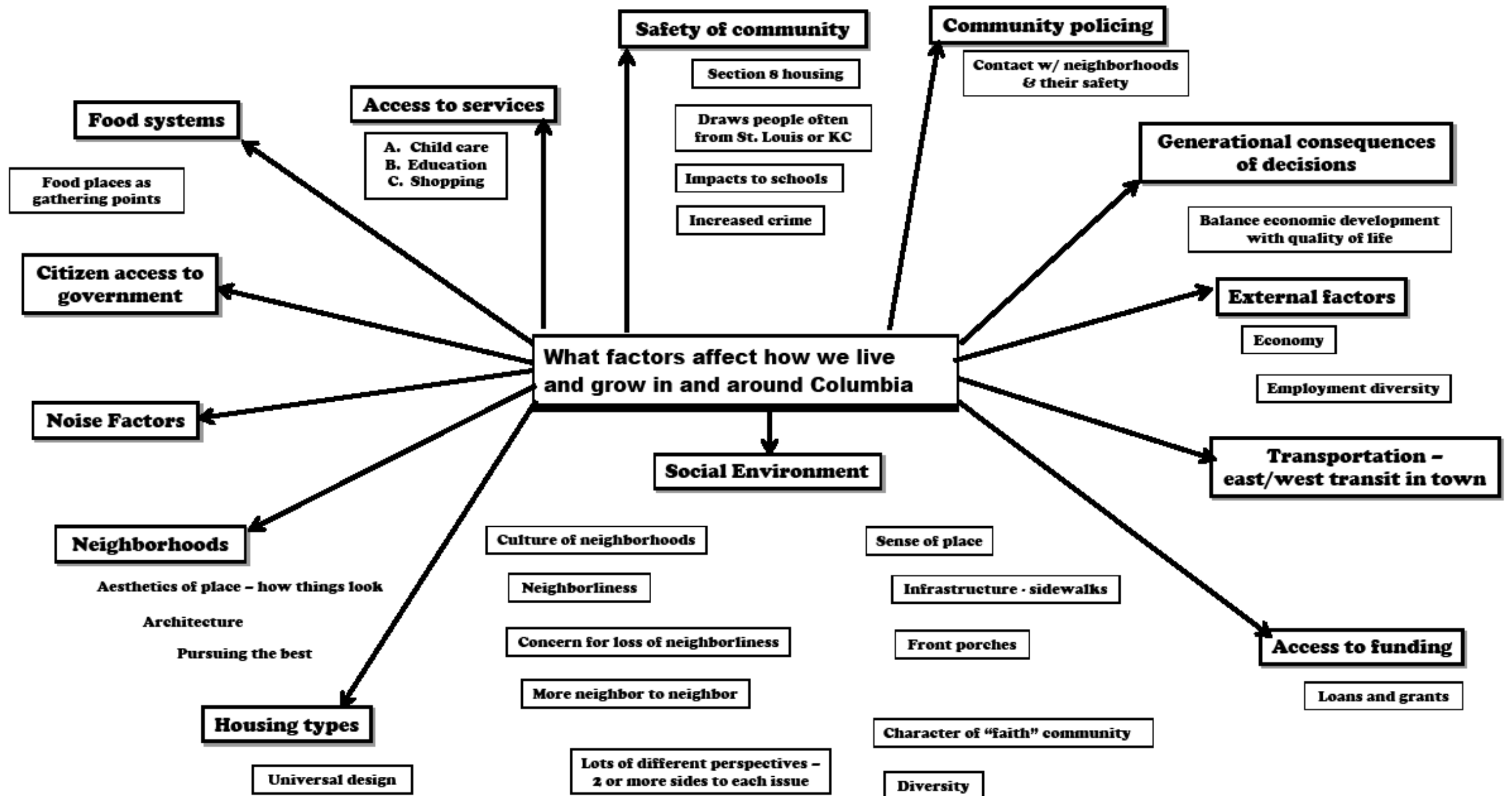
GENTRY ISSUES MAPPING



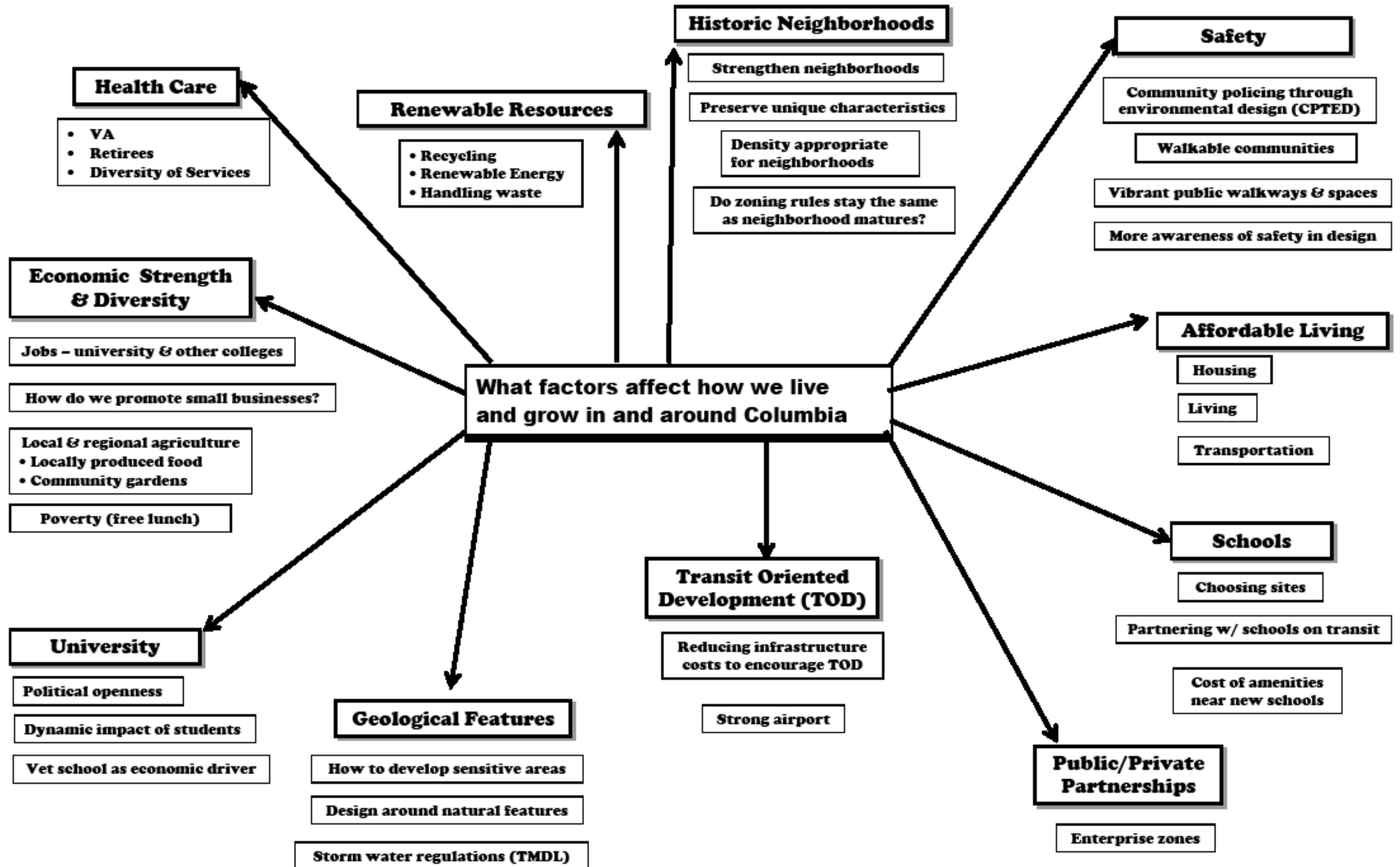
FAIRVIEW ISSUES MAPPING



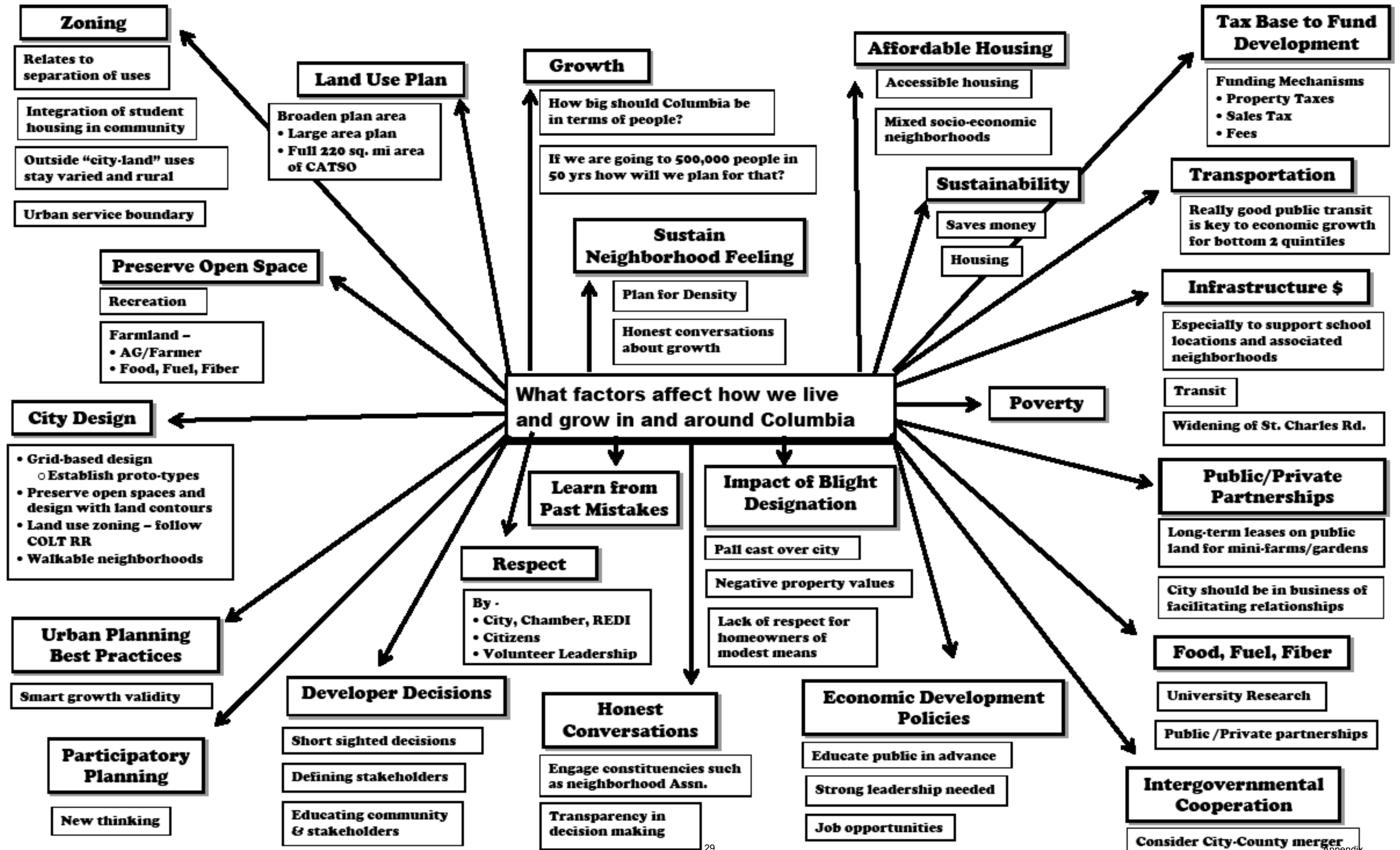
DERBY RIDGE ISSUES MAPPING



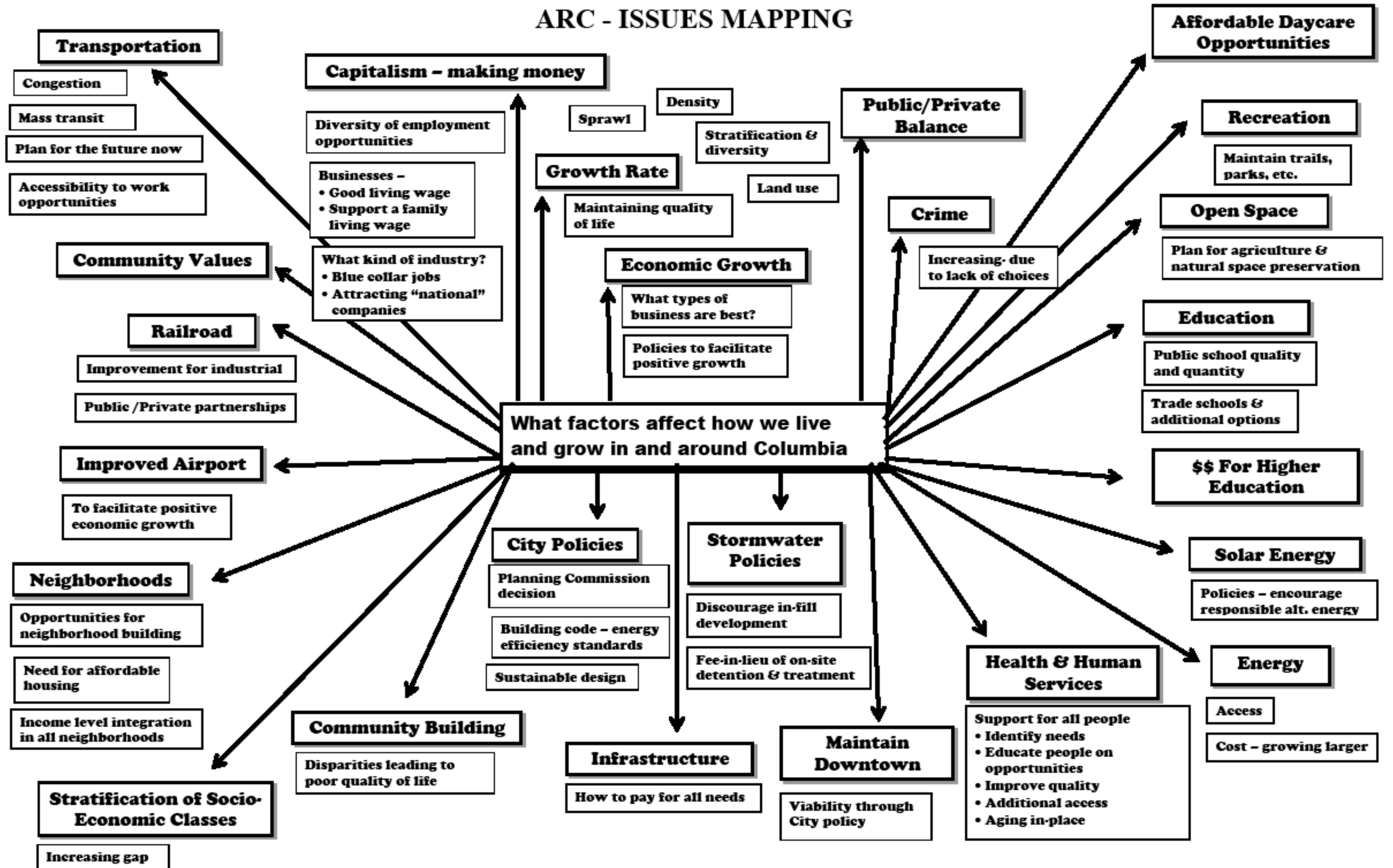
SHEPARD BOULEVARD ISSUES MAPPING



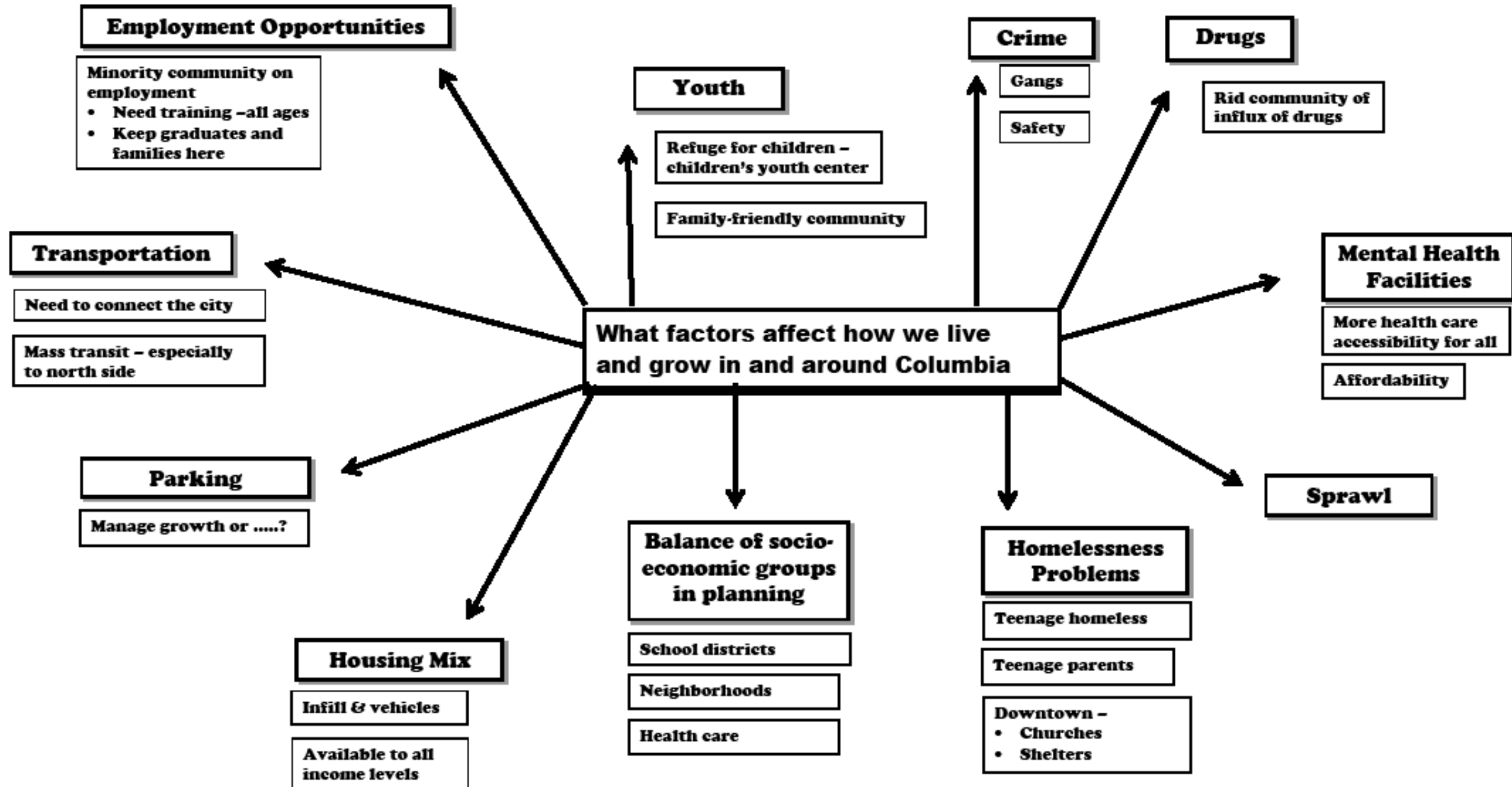
CITY HALL ISSUES MAPPING



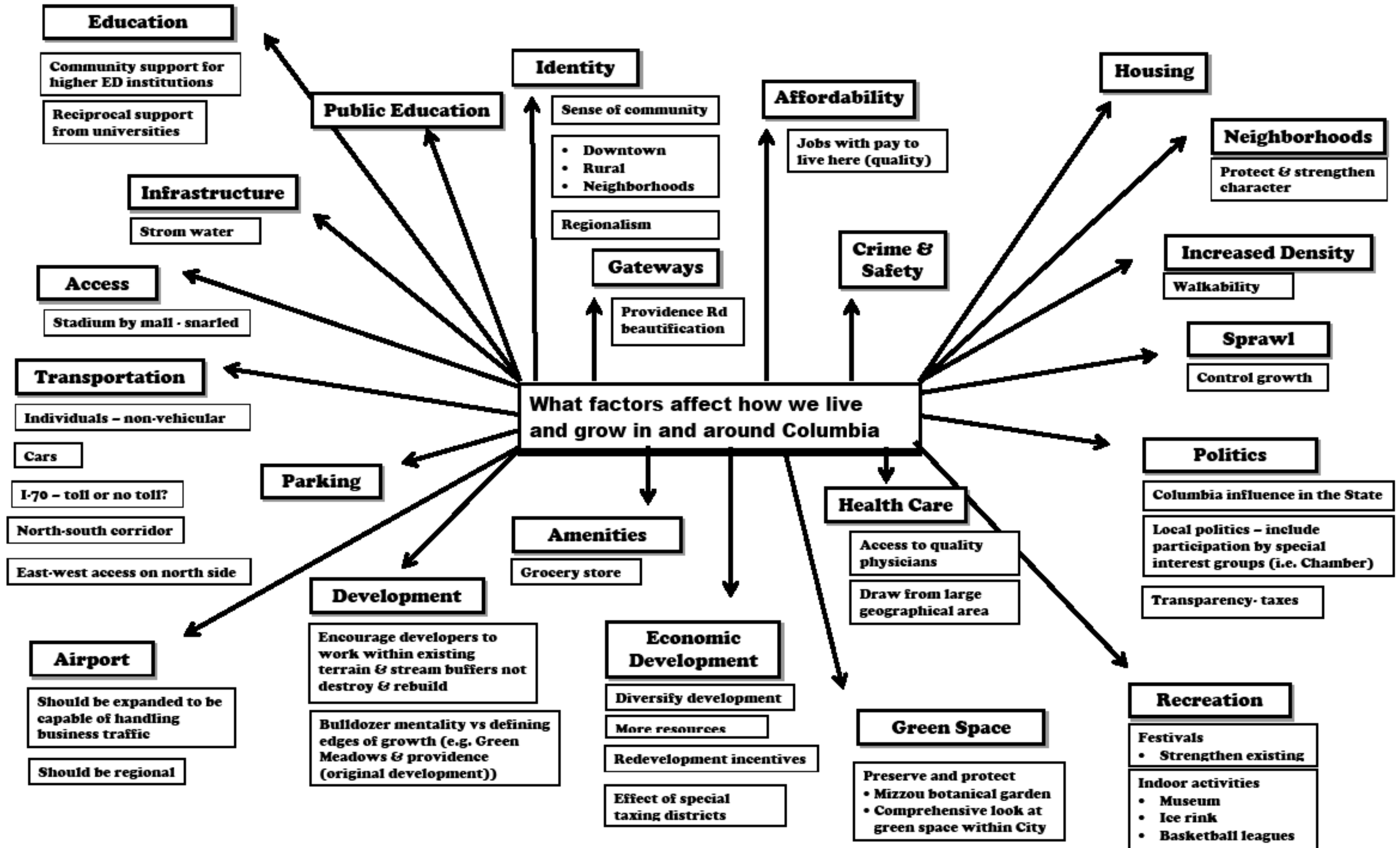
ARC - ISSUES MAPPING



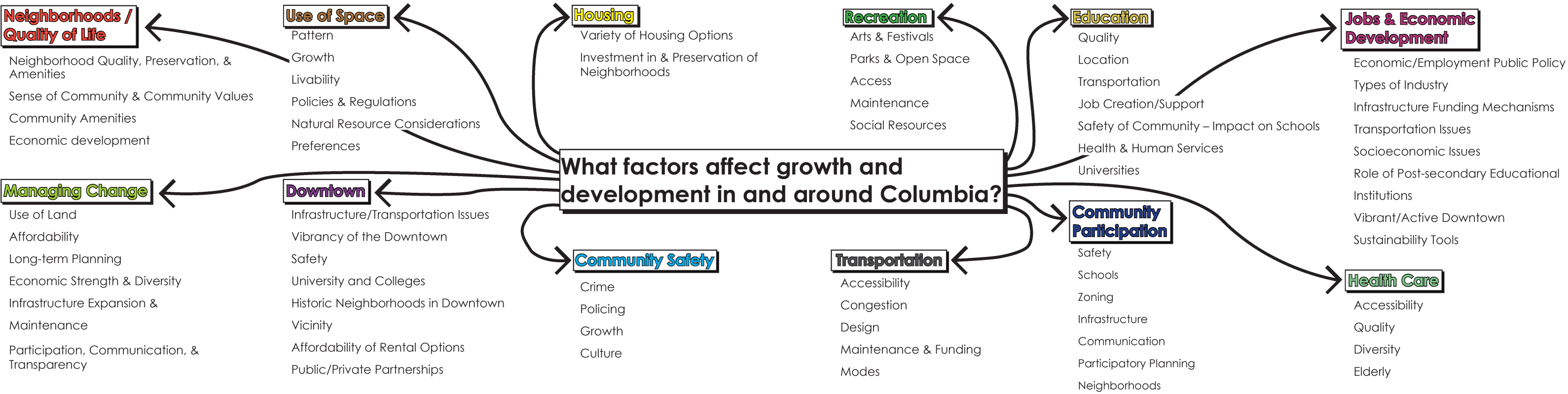
NAACP ISSUES MAPPING



MU CAMPUS FACILITIES ISSUES MAPPING



CONSOLIDATED MASTER ISSUES MAP



Appendix G:

Proposed goals and objectives and live voting results

1. Please list a goal you have regarding Columbia's future- Where should we be in twenty years?	Please list two objectives related to this goal:	2. Please list a second goal you have regarding Columbia's future- where should we be in twenty years?	Please list two objectives related to this goal:	In what neighborhood or on what street do you live? (optional)
Housing and Economic Development: Goal 2. Revise building codes to mandate and internalize the cost of making new and restored homes very energy and utility efficient. Goal 3. Re-think the role of manufactured housing in the housing mix in Columbia. Goal 4. Do not use any economic development incentive programs based on findings of blight. Goal 5. Adopt "sufficiency of built and/or funded infrastructure resources" as a requirement for approving rezonings and annexations (legislative actions) and issuance of building permits and occupancy permits (administrative actions). Goal 6. Apply the "full equity" method of determining the connection fees for connection to all major/essential City services - water, sanitary sewer, electricity, road system, storm water system, etc. (Yes, for roads and storm water) Goal 7. Adopt a conservation based building code module.				
Goal 1. Fully implement community policing with more emphasis on maintaining public order and public sense of feeling safe and less emphasis on "enforcing laws" and catching bad guys. And we need fewer "kick butt" type cops in the police department. The rationale is from the actual broken windows research and theory.	Objective a. Increase public participation in planning and supervision of police operations and policy, beginning with a new community-based strategic plan and public participation in creating and reviewing the new police manual. Objective b. Increase Columbia property taxes significantly to pay for the basic police, fire, health and safety operations of City government and reduce reliance on sales tax revenue to pay for the same.	Goal 2. Moderate population growth to reduce pressure on City resources to adequately fund a community policing oriented police department.	General rationale for increasing community safety: increased sense of and structure of community leads to a safer community, not more law enforcement.	
Goal: Educate low-income parent to be better parents	Obj: New parents (parents of new born's) would receive 8 classes on parenting during which the parents would receive free diapers Obj: Parents would be trained how to support and engage in their children's education. Parents would receive school supplies or free children's books for participation	Goal: Health Impact Assessments will be used to study the effects that proposed public policies or infrastructure changes will have on the comment before adoption or implementation	Obj: The City will be adopt Health Impact Assessment as an education tool	
Goal: Students who enter and exit CPS will transition to different schools as few time as possible	Obj: Schools will be more fluid regarding student placement and transportation	Goal: Instead of smaller class sizes (which can led to hiring more teacher of lower quality) required teachers to have master degrees	Obj: Communicate and partner with college education departments that by 2013 all new hires will require a master's degree	
Goal: Excellent education system city-wide	Obj: Quality highly funded early education for good socio-economic and education outcomes for students Obj: Adequate facilities for every school and excellent pay to attract best teachers	Goal: Increase graduation rates with highly skilled graduates	Obj: Parents as teachers	
Goal: City should support and value education institutions as much as university, colleges, and CPS	Obj: Help with transportation/parking Obj: Provide safety to the areas around those institutions Obj: Help with airport in increasing job creation Obj: Support the growth of population/housing/transportation	Goal: Citizens of Columbia will be given affordable leaning opportunities wich will most enhance their lives in all areas of living	Obj: The City will conduct a survey and study of educational needs/opportunities/shortcomings with public participation. Broad interpretation of education (practical, emotional, like skills, social skills, vocational skills) Obj: A 10 year plan to measure educational will be developed - all citizens participate	
Goal: Naturally occurring racial and economic diversity in schools because neighborhoods are racially and economically diverse		Goal: Columbia public schools should integrate modes of transportation	Obj: Elementary schools @ walking distances for all neighborhoods Obj: Middle and high school utilizing public transit system Obj: Connect schools with pedways/bicycles to neighborhoods	
Goal: Continued support for the Columbia Public Library system and even wider support for community projects like these	Obj: Additional funding support for library such as fines for overdue materials Obj: Increased outreach to non-English speaking residents (not just students)	Goal: Strong vocational, community, and lifelong learning programs that are easily accessible by al residents and that build a fair and just independent school system	Obj: Integrated learning as much as possible between K-12 and other programs	
Goal: All students (Columbia H.S) received credit for projects involvement with community needs	Obj: Contribution of younger generation. Columbia as a real life lab fir civic involvement and leadership of younger citizens Obj: Commission foundation annual award to travel/network/learn (NCSL, ICMA)	Goal: Integration of education (Columbia H.S with adult/continuing education) professional development and leadership training. Work-life and civic (volunteer) life.	Obj: Well-rounded, better educated citizenry Obj: Development of more and better civic social capital - diffusion of power base and center	
Goal: A "notion" of true safety for kids going to school without their parents		Goal: More graduating seniors	Obj: Connectivity with all parents and all schools to inform parents what is going on when on a lockdown Obj: Make VO-tech schools available as well as 2 or 4 year colleges	
Goal: Columbia embraces education as its primary economic driver recognizing it is a learning community, a growing community, and a diverse community	Obj: Columbia and Boone County shall facilitate growth of higher education campuses by regularly coordinating efforts with City & County planning, land use, transportation, etc. Obj: Facilitate growth of K-12 schools by encouraging neighborhood development utilizing schools as gather places and coordinating MP with Columbia Public School District Obj: Facilitate diversity of thought by hosting a regular series of seminars with discussion opportunities for people of wide ranging age, ethnicities, socio-economic classes, gender, etc	Goal: Continued support for the Columbia Public Library system and even wider support for community projects like these	Obj: Additional funding support for library such as fines for overdue materials Obj: Increased outreach to non-English speaking residents (not just students)	
Goal: Encourage college student to stay and start their lives in Columbia		Goal: Columbia will develop and promote "distributed" not central recreation facilities	Obj: Create 2 more ARC's within 10 years Obj: Create 15-20 distributed community/neighborhood resource center within 10 years	
Goal: The City will use "health impact assessments" to evaluate how public policies will effect the health of residents before they are voted on or implemented	Obj: Make "health impact assessment" a recognized part of City/County governmental processes	Goal: Provide vocational and technical education options in the community		
Goal: Columbia is a model for affordability and practical environmental sustainability	Obj: Per capita consumption of non-renewable fuels is 20 % than other cities Obj: 20% less landfill needs per capital than other cities Obj: Biomass resources (park, tress, streams) rated in good environmental condition are 20% higher per capita of other cities Obj: Water quality maintain "excellent" overall rating by regulatory bodies	Goal: Columbians community participation demonstrates care for their city and beyond through action	Obj: City provides education on informal neighborhood building (i.e. "each one, greet one") Obj: Columbians volunteer (organized o as individuals) 20% more hours per year than the average US citizen Obj: Columbians vote 20% more than cities of comparable size Obj: Columbians donate 20% more of their income to charity (including family, churches, taxes) Obj: Columbians participate in 10% more community functions than the average US citizen (neighborhoods, churches, recreation, civic/social/recreational clubs/events)	
Goal: A series of neighborhoods that collectively form a cohesive community	Obj: Make sure that each neighborhood has a central gathering place, park, school, library, etc. Obj: Develop neighborhoods or standards to encourage compact, contiguous neighborhoods within reach of work places	Goal: Economically, socially, and racially diverse neighborhoods	Obj: Require developers include housing for a variety of income levels	
Goal: Multi-modal trip based/focused transit system, equipment and infrastructure	Obj: Ever increasing use of public transit Obj: Integration of transit assets to maximize utilization	Goal: Transformative financing - a long term infrastructure culture	Obj: Trust funds, commons or commonwealth cultural reserve	
Goal: Dramatically increase support of NA's to represent all neighborhoods in Columbia and to function as advisors to the City Council and Council members	Obj: Within 5 years have every part of Columbia represented by a NA Obj: Support a stand alone 501(c)3 not profit to provide increased training to NA's. Budget within 5 years \$500,000	Goal: Raise median income on lowest 2 quintiles by 25% in 5 years and by 33% within 10 years		
Goal: Each neighborhood represents the best of the community and has reasonable easy access to open space, healthy/locally grown food and public transit.	Obj: Community or other public gardens in each neighborhood Obj: Farmer's markets and grocery stores (ever corner) in each neighborhood Obj: Good light, sidewalks, shade trees the enable people to walk, cycle, or wheelchair from one neighborhood to another	Goal: Walkable, safe, mixed-income, mixed-use, clean, and green communities promoting local yet diverse economic development	Obj: Vocational schools in addition to the three colleges in Columbia Obj: Sustainability of rural focus Obj: Neighborhood associations	
Goal: Urban density and planning	Obj: Change building codes Obj: Motivate central city development	Goal: Connect trails	Obj: More bike and walking paths Obj: Better Planning	
Goal: More structured neighborhood associations and more employable citizens	Obj: Establish a new vocational technical college for our high school dropouts Obj: Replace and repair aging infrastructure in older neighborhoods Obj: Identify as many possible economic development agencies to helping to achieve this goal	Goal: More regionally connected areas	Obj: Identify funding to support regional transit development Obj: Attract other communities and cities (e.g. Jefferson City) in our region to buy into this idea	
Goal: More involvement by neighborhood associates in helping police their areas	Obj: Establish a new vocational technical college for our high school dropouts Obj: Replace and repair aging infrastructure in older neighborhoods	Goal: Expand employment base		
Goal: Preserve or retain historical central core that addresses the economic and cultural diversity of the City	Obj: Enlist volunteers through ONS to present toolkits to NA's, church leaders, and community based organizations Obj: Plan future developments that are livable and walkable for residents throughout the City	Goal: Continue to celebrate diversity and intentionally look to add minorities to boards, commissions, and City Council		
Goal: Encourage development of some neighborhoods that are more pedestrian friendly and less car-centric	Obj: Lots would be narrower with houses closer together Obj: Houses would be built with driveways and garages in the rear of housed accessed by alleys Obj: Houses would be built with large front porches to encourage more interaction with neighbors Obj: Streets would be narrower Obj: Sidewalks would be on both sides of street Obj: Parks and small shops would be in walking distance	Goal: Columbia citizens should celebrate a sense of community through strong neighborhood planning both physically and socially	Obj: Physical planning will promote integration of socio-economic classes through pedestrian access to food, work, recreation, and other amenities Obj: Neighborhood organizations shall facilitate communication, safety...	
Goal: Have small neighborhood parks at walking distances of all residents and interconnecting they by pedways	Obj: Increase number of parks Obj: Better use of open lots	Goal: All citizens will feel safe and respected regardless of street address	Obj: Develop a system that the City will promote a positive atmosphere by adding nature parks, road, and other public areas within all areas of Columbia Obj: Regulation (maintenance & up keep) of quality rental properties - in densely populated areas	
Goal: Encourage human scale form based zoning particularly in the downtown, emphasize neighborhood integration with civic empowerment and adequate access to public facilities (ie. reduce geographic isolation) - relate to growth, annexation, and planning	Obj: Revision of the zoning ordinance (review every 10 yrs) Obj: Revision of the subdivision regulations (review every 10 yrs) Obj: Smart growth policies and green space	Goal: Residents should value historic structures	Obj: Support preservation (historic) Obj: Support neighborhood associations Obj: Improve sidewalks	
Goal: The personality and character of neighborhoods should be preserved	Obj: Historic neighborhoods should be afforded special protection against demolition and redevelopment Obj: Encourage and assist with homeownership in older areas	Goal: Assess overall public attitude toward economic development incentives and establish policies	Obj: Develop metric capacities Obj: Establish a use based model for infrastructure costs	
Goal: Columbia residents will all live within a half-mile of a community space that encourages health, neighborhood interactions and recreation	Obj: Encourage landowners of open lots to turn them into community gardens in exchange for a tax break	Goal: All neighborhoods will have defined community, public spaces that are open to all	Obj: Designate green spaces and parks in all new neighborhoods	

Goal: All neighborhoods are safe and viable with good access to shopping, work, schools, and recreation	Obj: Good traffic management, accessibility, historic preservation Obj: Excellent schools ass important focus - community centers and cultural/recreation activities	Goal: Economic opportunities for all neighborhood communities	Obj: Diversity Obj: Affordable housing Obj: Multi-use areas (smart growth)	
Goal: A more representative, responsive, and effective City Council	Obj: Increase number of wards Obj: Provide "modest" stipend and support for Council members	Goal: Develop and adopt an affordable housing policy and implementation strategy	Obj: Zoning is not enough, more coordinated planning between City and County	
Goal: Safer sidewalks and trail system	Obj: Enhance lighting Obj: Install permeable surfaces	Goal: To fund construction of needed infrastructure in a timely manner with funding from new development to pay 2/3 of the costs of new infrastructure.	Obj: Establish a "tax base task force" with a report due within 6-12 months Obj: Make transportation oriented development (TOD) a central part of the comprehensive planning process	
Goal: Columbia will develop an efficient and easy to use transportation systems for bus, bicycle, and walking that people will want to use and will use	Obj: Use road materials that withstand the almost daily freeze-thaw cycle in winter	Goal: Ensure that public transit is not just focused on students but other people who need it.	Obj: Looped/inter-connected system with 3 or 4 hubs, not just one - Wabash Station (downtown), south end of MU campus (hospitals, etc), east and west site	
Goal: Improve maintenance and funding of sidewalks and curbs, repair in timely manner, look at new as well as old	Obj: Look for grant funding Obj: Identify "top notch" construction companies	Goal: Accessibility to para-transit which is fully funded without using transit reserves Goal: Larger range of transit systems to areas not now served Goal: Well-planned transportation system designed to support larger loads on public streets Goal: Enlarged airport service		
Goal: Transportation changed to transit system to more inclusive Goal: Round the clock availability of buses and para-transit Goal: Student centric transit system	Obj: Change ordinances to remove transportation and add transit Obj: Find more funding to be able to accomplish goals Obj: Get MU to buy into new system			
Goal: More integrated by affluence level community - emphasis on increasing micro and macro social capital	Obj: More opportunity for community participation	Goal: Large capital projects (e.g fly-over @ Worley & Fairview)	Obj: Develop public support for better planning (e.g. multi-phase projects - Stadium Corridor)	
Goal: To create an efficient, reliable, and convenient transportation system that meets the needs of all citizens, businesses, and organizations while promoting sustainability, equity, and health	Obj: Create partnership between MU, CPS, and City of Columbia to produce an integrated transportation system. Obj: Redesign system that enables students and community benefit "student centric systems" that is a network of grid systems with increased frequency and extended hours	Goal: Create a regional transportation system that involves: buses, rail, or park and ride lots thatcounties (e.g. MPO)		
Goal: Have public bus/transit system that is easy and accessible to all residents	Obj: Increase frequency, routes, and access to bus stops	Goal: Integrate public bus system with Columbia Public Schools bus system for middle and high schools		
Goal: Citizens will have the opportunity to function well in all areas of life without individual ownership of a vehicle	Obj: Columbians use alternate forms of transportation 20% more than citizens of comparable size Obj: Columbians live closer to where they work and shop than citizens in comparable size cities	Goal: Fully accessible community for all. Clean, attractive, efficient for all modes and abilities - for enjoyment, employment, shopping, etc	Obj: Good public transit system - extended hours. Obj: Easy access for non-mobile means - sidewalks, paths, safe crossings at busy intersections	
Goal: A reliable and equitable mechanism to develop and maintain all allowable transportation systems	Obj: Develop a process to determine who should bear the costs of transportation Obj: Reduce reliance on automobile as primary transportation mode	Goal: Establish a commission or standing committee to study best policies	Obj: Recommend and implement transportation and infrastructure policies	
Goal: Encourage and/or provide incentives to shift the emphasis toward transit oriented development (TOD) both in terms of housing and employment	Obj: Review zoning regulations to provide TOD incentives	Goal: Establish a viable mass transit system (distributed hubs) to service all areas of the City including its university population	Obj: Expand time of operation Obj: Acquire a fleet of smaller buses, flexible according to needs	
Goal: Columbia will have an effective mass transit system that provides access to the entire community	Obj: Bus routes will cover the major residential and employment districts	Goal: Columbia will have a network of roadways that facilitate safe and efficient travel through town	Obj: Bottlenecks and other obstacles will be addressed to ease the flow of traffic	
Goal: Columbia will have a closed downtown area that encompasses walking, bicycling and the use of public transportation to get to downtown.	Obj: Close 9th Street between Broadway and Elm, close Cherry between 7th and 10th Obj: Start a trolley system connecting the garages to downtown locations	Goal: Easily accessiblea plan to keep road transportation accessible regardless of mode by ... and planning	Obj: A city plan to accommodate for road building and development Obj: For distributions of funds to keep transportation easy	
Goal: Easily accessible a plan to keep road transportation accessible regardless of mode by ... and planning	Obj: A city plan to accommodate for road building and development Obj: For distributions of funds to keep transportation easy	Goal: 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 require all new development too connect to existing bike/pedestrian trails Obj: Purchase/use public right-of-way to connect cul-de-sacs to through streets using 6-8 foot paved pathways	
Use of Space: Goal: Encourage positive development with financial credits				
Use of Space: Goal: Clean Air	Obj: How would we test it? Obj: What policies would be put in place to help it?	Use of Space: Goal: Positively contribute & sustain the community not be a drain on the City	Obj: Mixed use when applicable - form based in downtown Obj: Policies and regulations - mixed use (internet sales not in office use)	
Use of Space: Goal: Growth management planning - adequacy of public resources and facilities plan implementation of Smart Growth principles	Obj: Implementation of Smart Growth principles Obj: Use base infrastructure cost sharing rather than one fee cost sharing	Use of Space: Goal: Move toward zoning revisions and subdivision regulation revision to incentivize optimal development, then move toward smart (integrated) codes, and move toward form-based codes		
Use of Space: Goal: Establish an urban service boundary to plan annexation and preserve the character of both higher and lower density neighborhoods	Obj: Coordinate infrastructure and boundary with the county Obj: Encourage development of mixed use mixed density mixed cost neighborhoods to promote diversity	Use of Space: Goal: Neighborhoods that are economically, aesthetically, and socially diverse and collectively contribute to those qualities community-wide.	Obj: Develop planning standards that encourage working at multiple price points Obj: Develop codes that allow for aging in place	
Use of Space: Goal: Ensure there are lots of good public spaces for congregation, socialization	Obj: Further modify street design standards to promote livable streets Obj: Create pedestrian amenities Obj: Create healthy, pleasant spaces	Use of Space: Goal: Establish the Sasaki Downtown Master Plan as the base plan and develop further detail to the master plan with that design as a basis	Obj: Introduce form based zoning downtown to regulate certain areas of the enhanced master plan.	
Use of Space: Goal: Create livable spaces in all parts of Columbia	Obj: Encourage mixed use development Obj: Public/green spaces in all new development	Use of Space: Goal: Use space (public/private land) in an efficient, sustainable, economic way	Obj: Provide incentives for mixed-use Obj: Adopt form-based zoning Obj: Move away from use-zoning	
Use of Space: Goal: Design that focuses on social and environmental uses less than efficiency of spaces and structures		Use of Space: Goal: Create comprehensive plans for parts of the region likely to develop	Obj: Comprehensive land use plans that guide development Obj: Participation and cooperation from all local governments	
Use of Space: Goal: More use of public space for soical events. Democratic participation in public spaces		Use of Space: Goal: Negotiate divers, mixed-use development and community sustainability and heritage		
Managing Change: Goal: All stakeholders should be engaged in the process of determining changes in the community	Obj: Lots of public meeting and opportunities to provide input Obj: Offer food, childcare and transportation at public meetings.			
Managing Change: Goal: Know the true cost of new development or infrastructure and have mechanisms to recover those costs	Obj: New development will fund the infrastructure necessary to make it viable Obj: The impact of new development on existing infrastructure will be determined	Managing Change: Goal: Change should occur at a pace that the majority of the community is comfortable with		
Managing Change: Goal: Long-term planning needs to be developed and implemented. Not shelved when the next cycle of representatives come into power		Managing Change: Goal: Develop plans for areas on the perimeter of town	Obj: Comprehensive land use plans for areas before they develop	
Managing Change: Goal: Figure out how change can come from within departments		Managing Change: Goal: Columbia should be a community that embraces change. Change should be driven by the community	Obj: Ongoing input from the community. This could be done through various mean on the internet.	
Managing Change: Goal: Advertising	Obj: Will be try to lure more people here the resources (money) will come from	Goal: More conversation about on-going or completed projects		
A vibrant, bicycle and pedestrian friendly downtown area.	More street-side eating facilities. Reduced car parking downtown, encouraging parking in garages.	High level of ADA accessibility	City funded or mandated repair of sidewalks City funded or mandated clearing of snow from sidewalks	Grasslands
Managing Change: Goal: A plan for the future that allows for multiple checkpoints to make modifications to the plan to adjust for the unforeseen		Managing Change: Goal: Build up or out	Obj: Limiting skyscrapers and thus costs - keep the small town feel Managing Change: Obj: Some parts of the Ccity are more condensed than others - keep it that way to give people more choices	
Managing Change: Goal: Funding mechanisms to fix the old	Obj: Identify opportunities to address infrastructure and City services	Managing Change: Goal: Diversify the economy	Obj: Continue to offer incentives to the right employers	
Managing Change: Goal: Public participation is increased and welcomed with a wide variety of voices are heard	Obj: Create a neutral spot in government to help people find the help, information, department, they need	Managing Change: More involvement with neighborhood & homeowner associations	Obj: Educate the community on planning	
Managing Change: Goal: To make the economy as broad/wide as possible	Obj: Emphasize positive aspects of a unique Columbia	Managing Change: Goal: The city's zoning, annexation, and neighborhood planning processes will be transparent and predictable so that developers and residents understand the outcomes prior to implementation	Obj: Design process with focus groups analysis by engaging opposing groups Obj: Educate both sides yearly Obj: Evaluate effectiveness of process continually and improve if necessary Obj: Work in tandem with County to present the differences in zoning, and educate the public so that they understand the implications	
Managing Change: Goal: Expunge criminal record after debt is paid to society	Obj: Complete parole - eliminate the Governor's pardon power Obj: Strengthen the community	Managing Change: Goal: Create jobs	Obj: Allow a 2nd chance to live Obj: Crime free/lower crime	
Managing Change: Goal: Open and transparent communication - change process to encourage resident participation	Obj: Use cable television	Managing Change: Goal: Diversify the local economy	Obj: Work with local entrepreneurial business development groups	
Managing Change: Goal: Enhanced democratic governance - i.e. participatory or bottom up rather than authoritarian/hierarchical or top down approach	Obj: Open up Council work sessions to allow for public questions	Managing Change: Goal: Civic training	Obj: Role reversal (e.g. pick a zoning issue, distribute staff materials to public and have them make the zoning recommendation while the zoning commissioners receives pro and con testimony)	
Managing Change: Goal: Enhanced democratic governance - i.e. participatory or bottom up rather than authoritarian/hierarchical or top down approach	Obj: Open up Council work sessions to allow for public questions	Managing Change: Goal: Civic training	Obj: Role reversal (e.g. pick a zoning issue, distribute staff materials to public and have them make the zoning recommendation while the zoning commissioners receives pro and con testimony)	
Health Care: Goal: Elderly accessibility is the same as accessibility in general - guidelines for accessible development	Obj: Building codes and regulatory standards (zoning) review to accommodate elderly Obj: Health care accessibility on soft infrastructure cost sharing by taxpayers and developers			
Health Care: Goal: After school programs outside of the First Ward	Obj: Sliding scale health care plan for all Obj: Educate the poor on health care	Health Care: Goal: Insurance company oversight		
Health Care: Goal: Quality health care available to all at a reasonable cost	Obj: Public heal should work closely with private health care provides to educate the public on best practices Obj: Public transportation should consider access provided to underserved populations (poor, elderly, etc) Obj: Promote a healthy life style in planning	Health Care: Goal: Healthy living integrated into other areas of City planning such as walkability, recreation, environmental protection	Obj: Access to health food	
Health Care: Goal: Everybody should have access to affordable health care services	Obj: Reduce health care costs to employers (promote active communities, provide incentives for employers to promote healthy living) so it is less costly for new employees. Obj: Launch a universal health care system by expanding the City of Columbia health insurance to become community self-insured.	Health Care: Goal: Health care costs (fees for physicians/services, time) should be universalized by creating a community environment in which the healthy choice is the easy choice.	Obj: Analyze transportation needs and ensure healthy/active options are available for everyone Obj: Analyze food system and ensure healthy food is available and affordable for all	
Health Care: Goal: 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	Health Care: Goal: All members of the community will have access to high quality health care	Obj: Transportation options for all community members Obj: Proper facilities to meet the needs of aging citizens	
Health Care: Goal: Less intervention from health care providers - empower communities to provide services	Obj: Improvement in in-home elder care Obj: Increase in people seeking assistance	Health Care: Goal: Better communication across levels of education, family health care, and social services		
Health Care: Goal: Variety of options/affordability	Obj: More urgent care facilities Obj: More inpatient facilities	Health Care: Goal: Proximity/accessibility to health care facilities	Obj: Spread facilities out Obj: Run buses or have vans or other mean of getting people to facilities	

Health Care: Goal: Diversification/options available	Obj: Ensure quality as well as quantity of services is maintained/ enhanced Obj: Identify the differences in needs for services based on the varied cultural composition of Columbia. - tailor options for health care to address them	Health Care: Goal: Encouragement to age in place	Obj: Design for compliance with ADA requirements Obj: Assistance with maintenance issues	
Downtown: Direct/fund CDLC to complete LT planning for DT mgmt	Council immediately adopt the CDLC charrette report or fund plan for the two charrete study area; Council begin implementation of recommentd for the two charrette study area- see Charrette study pp. 32-37	Stop DT TIF district, EEZ, etc. until goal is completed. These efforts compromise the effort to achieve the version highlighted or reverse the next 20-25 years		
Public participation: Make citizen participation a core value funded by a whole, newer resources, training, etc.- its not a real value at this time- CP includes Council/staff -Acceptance of the role of facilitators other people's decisions instead of deciding for them	Have staff trained in "citizen participation" to help council/staff implement the value	See all my comments re neighborhoods	12 Wards, see p4, attached	
Community Participation: Break down the tendency to control information by getting rid of all paper records except those necessary for archival or legal and make info accessible to those who seek to use it	City wide searchable (simple access) database for all departments (police records in DOS)	PZC engage public to mimic a PZC rezoning issue- i.e. stage a charrette for planning issues	Rally citizen participation and public appearance; public speedy timing (3 months)	
Racial equality in educational and economic achievements, where all residents can reach their highest potential and express that through economic gains and quality, meaningful employment in a vibrant and exciting city.	Excellence in education geared towards a 100% high school graduation rate with all students ready for a successful college career or employment. A serious discussion about economic development and what kinds of jobs and industries we want to provide in Columbia.	A healthy and enriching city for all residents with cultural diversity easy access to all things necessary to support healthy families and people.	Clean air, waterways, and a green city providing healthy lifestyles through recreation, community gardens, adequate grocery stores and farmers markets. Providing support systems for easy access to health care, social services, mental health and elder care.	Benton-Stephens
Bring back neighborhood kiosks, we could build them from an identified and agreed upon plan. It would create a public gathering place- and we could walk past and post notes. Our neighborhood could easily accommodate a dozen or more at the places of our community gardens.	Our common communication tools are becoming too isolating and alienating. Most people are "emailed out." I'd rather talk to a neighbor than read another email.; In central city neighborhoods, news is shared person to person, on front porches, and neighbor to neighbor. There is real value in encouraging that process.	We have a process that forces neighbors to react, not participate, it fosters resentment, anger and re-opens old wounds.	The Missourian created a graphic, narrated by a human, and with accurate information on how zoning works. It was fabulous. It was online about the same time as the NE area subarea plan around new Battle High School.; Bring on board a "satisficing of services" test the county uses, it encourages either development agreements for off site improvements or requires the city to keep pace if they want to encourage development in one particular area.	
Community Participation: Citizen's voices are heard and rich people aren't the only deciders. :)				
Community Participation: City-wide program similar to CPS's "eliminating the achievement gap" dealing with poverty	New Dept. to handle and serve as central resource for issue related to poverty; Feedback and involvement with neighborhood associations, PTA's churches. Talk to people where they are already attending meetings.			
Community Participation: Include tax paying permanent residents	Let them vote			
Community participation: People don't understand the processes	More training for low maintenance ways of getting neighborhoods up and running			
To make downtown safe by providing transportation to and from downtown and remove drunk drivers	Night buses?			
Downtown: Increase size and quality of area by promoting retail away from Broadway/9th st. area and encourage a variety of living demographics	Create usable and inexpensive transport length of downtown, perhaps along Walnut or Elm to increase retail and other business along it width and depth; Encourage home ownership and rebuilding of home in area, increase housing for non student housing, use underground parking facilities to not detract from usable land	Manage the vibrancy of area	Ask for developments to maintain variety of architectural space use to keep buildings near and set back from street, create visual interest 3. Encourage the creation another focal area. The Cherry Hill area created a domino effect int eh area-- car free build with green/public space focal	
Preserve the character and human scale downtown while accomodating increased density and residential needs, transportation	Develop a mechanism to explore how form based zoning would apply to downtown			
Decrease the number of large delivery vehicles downtown during lunch rush.	No deliveries between 11:30-1:30 restaurants are too busy to handle the delivery anyway			
Full service downtown grocery stop within 1/2 mile of central city; Residents should have easy access to green space in close proximity to urban core	Douglass Park is expanded and promoted as a urban park with a mix of culture and activities similar to Central Park in NY City; Chose and chosen street to pedestrian only traffic with green space, tables, public art, and events	Enhance historic component of downtown Columbia as well as surrounding area via interpretive displays, public art, and building design policy to create tourism development and local programming	Public art to similar to downtown Seattle with historic significance walking tour for tourism development and location utilization- MU orientation, parents wkend, conferences (Give people a reason to return); Cosmo park- display of aircraft that would have flown into Cosmo park- for kids to play on. Rename streets to depict historical significance in all areas, including downtown alleys.	
Better, more attractions, ease of use in the downtown area to get more people downtown	Signs that help people know what is down there; Transportation to and from and around downtown neighborhoods, walking area only- no street traffic	Get young families to live downtown		
See Topic Group J- Governance and decision-making- particularly strategy 7 & 8		See attached- high lighted		
Healthy care: Comprehensive, high quality, affordable (to individual and society), accessible (to transportation) quality and equitable to all, regardless of gender, age, employment status, parity between physical/mental, parity between prevention and medical services		Transportation	Goals- HC/HS providers funding public transportation to improve outcomes Goal 3- health and safety Goal for reduce silos	
Complete large area planning for entire metropolitan area- see attached zoning is not enough		Adopt ROI/rf gt perspective redevelopment severely alters planning for DT to drive the goal of "up, not out" to help DT Columbia become the regional center for 3-10 counties	Goal 3: Use market forces to drive development by framing development to unite the public... Accept the fact that the infrastructure in the central 3 sq miles in Columbia is just as inadequate as that on the fringes- we need to re-think the idea of infill redevelopment 5. 3 EEEs	
Enhance the vibrancy historic integrity and eclectic composition of the greater downtown area. Trader Joe's.	Establish design guidelines addressing heights, setbacks, materials, parking, and uses (such as first floor commercial/retail); Utilize incentives to create a diversity of housing types	Maintain a human-scale downtown with is 2-6 stories	Re-establish the street-grid such as Waugh St. and Orr St.; Design using multiple forms of transportation for people, not just cars.	
A downtown with mixed income residents living and working in mixed/variety of house (with homeowners/owner-occupied)	Homeowner-occupied housing and poor folks can afford downtown; green space and urban gardening	Public transportation, biking, walking are the primary means of mobility		
Embrace a goal of restoration & adaptive reuse vs. new construction (15 to 30 times more energy expended in new construction than in renovation)	Create an artisan village overlay for downtown/North Central that enables people to make & sell their wares out of R-3 (up to a certain value) and encourages foot traffic and investment into our "small carbon footprint" homes; Adopt policies that encourage mixed-use & increase density at a scale that matches existing neighborhood uses & does not displace existing stakeholders	If we don't preserve small footprint homes we will further undermine the ability of people of modest means to live on modest salaries	Enhanced economic development strategy as a phrase concerns me- its loaded language when you are discussing the problem of existing uses; we need to develop a sense of appropriate scale- whether through a form-based code- if we gentrify downtown we will displace another generation of central city residents & increase/re-open age old resentments and racial tension	
Limit County ownership of downtown				
Process development: Comp plan- FNI- zoning regs & subdivision regs revision in order to achieve smart and form based codes in a human scale emphasizing appearance rather than use	Revise C2 to accommodate mixed use, walkability, (close) pedestrian areas, plus responsibilities of stormwater, access management, shuttle transportation, etc.; historic preservation- enhancements	Adequacy of funding and pay as you go! Emphasis on infrastructure maintenance- better use of alleys- but not at the expense of tax incentives or geographic TIFs that overextend our tax base capacity to adequately fund schools, social services	Create use based fees for infrastructure hard & soft i.e. roads (trip generation model), police (burglar alarm calls, false alarms); small town feel!	
Expand parks & trail systems to outer areas of city	Improve Bear Creek trail & improve urban stretches in place; Expand the ability of biking out of the downtown area	Create cultural namemarks		
Have the parks use renewable energy to provide the lights and service engines	Solar powered mowing equipment or find a way to turn yard waste into power; Solar power or wind powered lighting			
More programs/opportunities for healthy safe and recreation activities for Columbia's youth	Places to have activities- no people/programs happening at them; More communities activities centers closer to where large populations of people live; partnership with the university to provide more recreational opportunity for Columbia's youth; more funding for police monitoring in the smaller park areas to make families feel safe			
1. Sustainable funding source to adequately maintain existing park & recreation system to ensure 2008 vision statement		Utilize and expand existing park system to provide for economic growth through tourism development and special events	Feasibility study collaboration of chamber/com/P&R; Create funding sources for development of new facilities and expanded programs	
To capitalize on the large academic community to facilitate recreational classes	Develop a program that uses academic expertise to provide recreational activities, e.g. planetarium at RBHS+ academics = fun events; Continue to expand MEHA			
Expand recreation beyond that used by P&R to structured time opportunities provided by non-gov and profit entities	Create 15-30 community/neighborhood resource/recreation centers through the city, in conjunction with CPS	Create a YMCA type community resource/recreation center on P&R land but operated by a YMCA type organization independent of City control	Policy change P&R/ City Council policy to support independent NFP to provide opportunity for kids and adults	
Planning the development of the city, both around downtown and the outer areas.	Make a smart development plan. Require apartment buildings to have sufficient parking.	Besides just growing smart, we need good jobs as well.	Attract employers without giving away all the tax money.	
Less Stereotyped	Less assumptions that downtown is only for college kids to drink, and unsafe. Progress our efforts to show Columbians and surrounding areas that downtown is the place to go for all ages, give them more reasons to enjoy the heart of our city.	Less dependent on the University	Expanding the job force beyond the Universities, is critical for business growth.	Downtown
To create more compatible urban spaces in the central city.	1) Extension of the Flat Branch area and 2) acquisition of the Ameren site (charrette, p. 39)- see Downtown Charrette on Orr St., Park St., St. James, Ash.	Downtown: Enhance the vibrancy, historic integrity, and eclectic composition of the greater downtown area	Establish design guidelines focusing on addressing height, setbacks, materials, uses (1st floor retail) and parking; Put sector parking for new developments. Use incentives to create a diversity of housing types.	
Arts and festivals- distributed to parks and on the city's periphery in addition to central city programs; (diversity for peripheral parks (Indian Hills))	1) a butterfly house- tourism and early education; Set backs for undisturbed areas except for shallow access on trails	Social resources begin to break down neighborhood issolation- GHP (growth management planning) public facilities adequately	Transportation to serve public facilities	
Series of small bioswales to encourage places for children to gather, watch bugs, frogs and alleviate pressures on aging stormwater. Potentially for North Central Columbia NA	To create opportunities for kids to be free range and imagine play (i.e. use their imagination). When I was a kid I could walk or ride my bike to the creek w/o a crossing or major arterial or even a collector street.	Neighborhood involvement in leading science walks from bioswale to bioswale, in maintaining water tolerant plants and communicating with the city.	Approved and embraced neighborhood associations & their interest in maintaining green spaces that mitigate development adverse effects; When I was a kid parents were active in painting bleachers and other recreational stuff at our schools. If you asked us we'd be willing to do likewise in our pocket parks.	
If downtown is to be denser in 20 years, we need to ensure green space in the downtown. Nice urban areas have a green space within four blocks of any given point.	A green park area (a lot or two within four blocks (or less)) - including urban gardening.			
Higher Density, generally easier to live downtown	Apartments, A grocery store downtown	Less driving	Less Roads: More high-density-live/work/play-in-one-place areas	I live in the country (Pierpont) but work in the district

Have a fully-functioning form-based code in place, at least in the central business district area.	-New downtown construction would have an urban look and feel, rather than looking like cheap residential apartment buildings. -People wouldn't have to always be on the "alert" for new projects that are asking for variances. Everyone would know in advance what is allowed and what the end result would look like. Developers wouldn't have to worry about spending months getting permits, and having to hire attorneys to get the project completed.	People will stop complaining about bicyclists and instead encourage them.	-Less traffic congestion -Less pollution	Fifth Street downtown
Stronger downtown with more parking for those living downtown.	Stop development that doesn't have parking plans. Make garages more user friendly.	City beautification.	More plants, less overhead powerlines.	Downtown
Reduce violent crime	Bring more people downtown and feel more safe when going downtown at night	Attraction like Austin, TX. Thought of as a diverse city with dining, shopping, arts, etc. Must have more hotel rooms and events to attract new comers.	Make our local businesses more successful therefore making Columbia more prosperous	Thornbrook
Active downtown with a cohesive transportation system that includes student & residents. In addition to residents we need clothing stores and a supermarket downtown	transportation- less traffic/ more help for those with no cars stores, super market- enhance downtown living	continue to improve quality of life in Columbia	maintain trails & parks	old southwest
We should have a strong downtown that has a good mix of residential and commercial uses.	Strengthen public transportation Enact design guidelines for downtown development	More attention to sustainable living	Using an higher percentage of renewable energy More energy efficient construction and practices	West Broadway
Bigger, more sophisticated, government still works, have diverse economy, population so you feel less inclined to go to a larger city if you crave city amenities	more diverse and higher quality large retailers; more jobs more different skill levels and skill sets	more political clout	community partners develop and agree on major goals, and work toward them; legislative delegation more engaged in community	old SW - Ward 4
Balance for all ages and all residents with mom and pop shops. As well as housing for students, young professionals, families and elderly. Without out of touch rents or fees.	More housing beside student apts. More green spaces and more city programs to help all NOT just developers and land owners.	Balance		ninth street
A good plan for I-70 - NON STOP on and off ramps for Hwy 63 and 70. THIS NEEDS TO HAPPEN NOW!	Get the State on board and stop funneling all the money to the lake and Jeff City. More traffic flows through Columbia then these two towns combined yet Columbia always gets the shaft regarding highway funds.	Getting more businesses and people downtown other than bars and college kids.		Dublin Ave & Duval Court 65203
I would like to see Columbia be the cultural center for the State	We need to continue to strengthen the arts community in Columbia. We need to continue smart growth to prove a bigger base for the cultural components of the city. We need to establish a collaboration between the city and the university.	Columbia should be a small town big city with a government that reflects the diversity of the community. One of the things that makes Columbia great is the mix of cultures and politics.	Establish better ways of communicating between the "Good Ol Boy" network (Chamber/Redi) and the Left wing liberal kooks (North Village Neighborhood Association/Mike Martin). The majority of the community falls some where in between.	Old Southwest-Sunset Dr.
Continue to be a vibrant, diverse community with low unemployment, excellent schools, a thriving downtown with a lively artistic culture.	Better zoning laws that allow for more creative development and good economic development programs.	See above	See above	Ward 1, close to Downtown
We need a stronger central city.	-Build more high density, mixed use buildings. -Place limited regulations on development (ie, first floor commercial, integrated parking garages) while eliminating ad hoc design-by-committee models.	Jobs for young professionals, those just leaving college.	-Recruit more companies and encourage more local start ups. - Stop thinking that parks and trails (while awesome) will create jobs.	Downtown.
Downtown Columbia should be a vibrant, beautiful and affordable place to live and work.	1) Improve downtown infrastructure - e.g., sewers and stormwater. 2) Encourage pedestrian and bicycle transportation by improving safety. 3) Encourage diversity - Don't let developers create a monoculture of wealthy students downtown.	Downtown Columbia should be architecturally and naturally beautiful.	1) Create a plan to preserve greenspace including preservation of older trees. Once removed, these trees won't grow back in our lifetimes. 2) Be careful with the use of C2 zoning. Under most circumstances, the city would be wise to have more regulatory power over construction (e.g. CP). 3) Work with developers to create incentives for building aesthetically pleasing, energy-saving projects.	Hubbell St.
Recreation for Adolescents/Young Adults.	Offer a Space that will allow young adults who are not of age to gather. Offer activities that will appeal to young adults, develop their spirit and self-esteem, and give them recreational skills.	Offer a more diverse set of options for educational opportunities.	Offer foreign language education at a young age. Offer free educational opportunities to "at risk" students where they learn marketable skills.	Russell Blvd.
Columbia's rapid growth should consider all parts of the current and future city boundaries.	Columbia should work with the county to plan on road, business, and housing development and zoning. Columbia should develop new zoning regulations which take the future expansion into consideration.	Columbia's downtown area will be vibrant and safe.	Columbia will develop a plan to encourage facilities that support the increase of downtown residents. Columbia will consider additional east-west through-roads through the downtown area to move traffic and not interfere with shoppers in downtown.	County House Branch
Goal: Effective zoning laws are in place and reflect a comprehensive long term plan that preserves green space and places of historic significance.	Objective: Columbia preserves its history and unique character as a community. Objective: Green spaces throughout the community, including but not limited to parks, are valued, planned for, preserved, and maintained well.	Goal: Walkable safe neighborhoods exist for all income levels.	Objective: Affordable housing is planned for. Objective: All neighborhoods have safe, walkable access to schools, shopping, and parks.	University Park II (also known as Johnson Farms)
The City of Columbia works hand in hand with Columbia Public Schools in promoting the education, health, and equality of life for all students and their families.	1. Identify the health and financial/home assistance services offered in and around the city and develop a way to connect these to students and their families. Struggling students can only succeed when their basic needs are first met. 2. Identify personnel connections between the city and CPS so that when schools need help (with assistance for families or with traffic safety issues), there is an established procedure that schools can follow to get the help they need from the city.	The growth in the jobs benefits the local businesses, farmers, and a diversity of citizens in Columbia.	1. Develop economic plans that will provide employment opportunities (with health care and advancement opportunities) to the low-income families and that will support our local farmers. 2. Maintain a business plan that continues the private business ownership in downtown and surrounding areas--do not let Columbia become a haven of chain restaurants, businesses, and Walmarts.	Sunset Drive, Columbia, MO 65203
Entice large companies to locate to Columbia and bring in more jobs, especially high-tech.	Tax incentives might be used to entice companies here	Encourage revitalization of some of the shopping centers that are currently half-empty.	Construction/remodeling of those centers would provide immediate short-term jobs. Then after completion, the improved buildings would draw in new businesses to fill the empty spots.	
Provide maps of downtown that show areas + street signs too. For instance, I send people to downtown area, but come can't locate Orr Street.	Put in maps in some displays around town. Get more people downtown by running trolley from mall to downtown area/get relationship going between mall and downtown areas. Let places like Bass Pro put up signs on highway to divert people to proper street. I had trouble and they said not allowed to put up street signs for some reason.	Put up walking mileage signs downtown so you can walk there & know distance between places.	Ex. Broadway to Jessie 2 mile hike. It would bring business downtown. This isn't really this issue but it can go towards one of your other meetings. Encourage art community downtown- it brings people in.	
Attract and promote industries that will be viable for the foreseeable future	Promote industries related to the green economy			
Develop Columbia based on its merit, not on tax incentives, TIFs, enhanced enterprise zones, etc. with declarations of blight	Promote quality of living in Columbia with affordable housing, educational opportunities, health care, recreation, and entertainment; Develop the Columbia Regional Airport area and Discovery Ridge to provide light industrial expansion	Maintain & improve Downtown Columbia	Encourage quality retail and citizen support of enterprises; Look at developing a parallel avenue to Broadway to facilitate expansion and traffic dispersion	
More diversity in types of jobs available to people in the community- vote + mixed zones	More efficiency to get people where the jobs are			
Tax incentives and other ways of promoting economic dev. will consider all stakeholders	Consider the costs/benefits of any economic incentives	Economic opportunities for all education levels	Provide non-retail opportunities	
Jobs and economic development: Emphasize the 2 legs of the 3 legged ED stool, i.e. entrepreneurship, retention, demphasize the attraction leg or it necessitates excessive incentives- be careful of tax abatement abuse- given our "college town" demographic	1. Community discussion of tax abatement incentives whether based on blight (EEZ) or based on conservation areas 2. no tech jobs- so tech development 3. focus and evaluate tax abatement incentives on a "case by case" basis 4. Cost-benefit analysis- and early community involvement "above secrecy" except when absolutely necessary	Implementation of growth management planning, incentivize EC in areas that already have adequate infrastructure to avoid duplication	1. escrow accounts for exceptions 2. use good tax- rather than area based fees for infrastructure improvements	
Grow community with U. grads (keep our grads)	Develop businesses that retain college & university graduates; Higher incomes drive Columbia funds & capacity to fund better projects			
Housing and infrastructure: Mixed use/Smart Growth thru incentives of zoning regulations, housing affordability and integration, growth management planning- public facilities	Requirements for housing diversity and affordability and integration; Energy efficient affordable housing- including rental building code improvements- energy efficiency, enhanced inspection rules	Zoning: Question about C2 open zoning as responsible for storm water and parking	Review some "Creative" solutions to parking ord, stormwater, etc. (transfer of development rights, development fees, use based fees, try generator model)	
All people have choices to affordable housing that meets their needs	Promote diversity with in neighborhoods- cultural, socioeconomic, demographics; Better regulations and enforcement of said regulations regarding rental property- placement with City upkeep and home renters to home owners	Deal with issues that keep people from purchasing homes in their price point, traffic, sewer, stormwater		
Rental housing will be well maintained and rental housing standards will be enforced.	Adequate staffing for building inspections (more frequent); Encourage/fund improvements to rental housing.	Home ownership will be encouraged and people will be able to purchase homes	Funding sources for low income purchasers; Funding sources for repairs/improvements for low income home owners.	
Traffic should be considered in building big apartment complexes & how it will impact neighborhood traffic flow. We better get traffic patterns in place before approving big developments downtown especially.		Improve regulations on rental housing. Enforce ones in place, have some way students can dispute or take issues.		
Build more dormitories for the University so that students can be more centrally located and not spread all over town	Replace run down buildings near MU and replace with new dormitories. Possibly add more floors to existing dormitories.			
Community "habitat for humanity" style program	Stage fund raisers for improving 3+ homes/yr; Raise community awareness of those in need (poor, elderly, homeless)	Tear down old student off campus "hovels" and replace with dorm style housing apts. (8 k dorms available for 30k students).		
Update building codes and occupancy inspection/permit process to improve work efficiency	1) all new construction should be energy efficient with geo thermal or passive solar thermal windows and doors, 6" exterior wall construction, insulated foundations, caulked foam, air handling systems for outside air exchange, etc. 2)			
Columbia is an ideally-sized and located city to foster progressive policies for sustainable, self-reliant and innovative development. I'd hope that we can be Missouri's crown jewel for a healthy, culturally-enriched environment that emphasizes quality of life.	1) Generating a significant percentage of power through renewable, carbon-limiting sources. It's coming anyway, and we need to do it; we can be ahead of the curve in a practical manner. 2) Present Columbia as a great place for technology firms (established and start-ups) to locate.	Avoid the trap of sprawl, i.e. ceaselessly building more roads, more parking garages, more congestion and traffic problems.	1) Expand and maintain the city's trails, bike lanes, jogging areas, and public transport. Consider these uses when designing new roads. As I drive and ride through the city, I see many more people on bikes than on buses--no mistake, we need public transport for our citizens, but let's not ignore other modes--we're already Missouri's only Silver City for bikes; let's work toward being the Midwest's only Gold City. 2) Let's find a way to locate small businesses with the neighborhoods they serve. The alternative--a mall-centric, "drive across the city for milk" isn't very appealing once established.	Winchester Drive in Parkade North

Enhance 911 system to include cell phones that could locate a person on a cell phone in their home. So many people have dropped land lines that it would be good to figure out more options.		Population is growing so have to increase number of police to keep people feeling safe when they go out or come to visit in Columbia.	Ordinance of movie theaters capacity and staffing; police in schools	
Crime will decrease in all areas of Columbia? - well no kidding	More funding for better police officers- better quality of police with more experience; More activity centers and community programs for at risk youth			
Columbia will have an effective police force that is adequately staffed and trained	Budgets and staffing levels that are comparable to other communities; Crime rates that are comparable to other communities	All citizens will be able to feel safe where they live	No one should be forced to live in an area due to economic	
Build safer communities	Look at building code to foster safety; Smart technologies into construction process			
The police department will improve its relationship with the community	The police department will hire police so as to increase diversity in the police force; The police will have programs that will foster relationships with grade school, middle school, and high school students			
Provide green areas to buffer residential area from commercial and industrial areas	Review existing zoning of land parcels to determine if changes should be considered for future development; Define major traffic thoroughfares to segregate high traffic in residential areas	Community policing- building trust Increases public participation Increases Columbia property taxes 41 cents Moderate growth 1/2% to 1% per year	More neighborhood schools- Neighborhood moving acad.; all neighborhoods safe- safe to walk, drug/alcohol treatment programs, jobs training; Policing to improve community relations increased diversity- foster relationships, DARE program	
We need blue collar jobs. It's nice to think about industries that would be for who are college educated but you need jobs for those who haven't.	Tax incentives offered to plants that will hire and maintain full time employment of 100 or more employees. People who earn money will be happy to spend it	It would be nice for maintaining and apperance to bury our power lines.	Hiring people to do this brings revenue here to Columbia. Saves on repairs of lines due to wind and winter storms.	Off Bray Ave
Reduction of serious crime will positively contribute to overall community safety, community spirit, etc.	Reduce serious crime by 40%; Reduce poverty level thru job development opportunities			
Rid Columbia of gangs and gang-related activity	educate students on the danger of gangs	Make Columbia safer and reduce the number of serious crimes such as shootings, robberies, and break ins.		
Community Safety- 1) Improve Community relations with community policing- walking patrol 2) Citizen oversight- 3) school presence for young children	Reliable data reporting- summary data trends review systems- not DOS accreditation CALA; Find a way to break the cycle of "no snich"			
Transportation should be achieved by a variety of modes - eg. one-third driving, one-third public transpoitation, and one-third walking/biking	1. Transportation planners utilize a "traffic demand management" philosophy rather than simply keep building more and more roads for cars. 2. The City refers to a Council Resolution to minimize "Vehicle-Miles Traveled" (VMT) in all decision-making.	Fifty percent of the food eaten in Boone County will be grown and processed in Boone County, and 35% will be grown and processed in Missouri	1. Establish a Food Policy Council that guides city and county policy related to food systems, and health disparities. 2. Establish a county-wide tax/fee on high-fat and high-sugar products and use to subsidize healthy, local foods for low-income families	Hillshire Drive
In 20 years, our community will be safe in all areas and for all individuals.	minimize gang activity improve park safety	In 20 years, all schools will have smaller class sizes and qualified teachers.	increase school funding only hire qualified individuals	
Decreased Crime Rate. Sense of safety in living here.	1. Active community involvement in decreasing crime rates 2. Creative law enforcement policies, imbedded locations within the community	Better traffic flow to accommodate visitors and residents to have a positive driving experience	1. Examination of traffic flow issues - 4 cars only getting through one green light is frustrating especially on high traffic streets - Stadium is ridiculous 2. Study the variations in traffic based on high volume use of areas and adjust traffic control light times accordingly	Deer Ridge addition
A thriving business community.	1-updated and new buildings 2- new businesses recruited to the community	More jobs	1-recruit businesses 2-updated airport	Ward 2
Continued vitality of Downtown and the suppor (as opposed to tearing down) of the older parts of Columbia.	1) Keep greedy developers away from North Town. 2) Study "make it better plans" with an eye for greed lurking beneath the page. Fact check always.	Green (bus) Transportation	1) Busses running on NatGas 2) Solar panels on top.	North Town ... On College between Walnut and Paris Road.
Public Transportation should be among the highest priorities due to increasing fuel costs and urban sprawl of local businesses and family housing.	1. Research, budget planning and implementation of affordable, effective and evolving public transit system.. 2. Research, budget planning and implementation for affordable, safe and diverse housing options should be underway immediately.	Safe and diverse communities	1. Local governmental leadership, police personnel, education instructors etc should reflect the diverse communities. 2. The current law which allows individuals to carry concealed weapons should be repealed with understanding that it posses a threat to the safety of our communities and future generations,	114 Pinewood Drive Columbia, MO 65203-2112
The quality of the police department needs to improve.	There should be a better PR team.	Columbia should have more affordable housing.	Work with the housing authority to develep more affordable housing.	Sylvan Lane
Columbia should focus on quality of life for residence, not growth. Twenty years from now it would be nice to see our open spaces and city parks preserved, since these places help motivate citizens to lead a healthy, active lifestyle. Also open spaces help deter crime and deviance on several levels.	1) Keep city parks and open spaces maintained and preserved. 2) Develop more open spaces.	Columbia seems to be losing it's charm as small businesses such as Cool Stuff and Mississippi Catfish Shack (places people come to because they are nowhere else) are replaced by chain stores. Columbia should focus more on helping the smaller businesses, since they are unique and bring in tourism. Why would someone come to Columbia to eat at just another Ruby Tuesday or shop at another Gap, chances are they have one of those in their town. There is a wide range of unique stores and eateries at the moment, it should stay this way.	1) Columbia needs to focus on keeping its unique smaller businesses, not only for locals but for the sake of tourism. 2) Columbia needs to focus less on bringing more business in and more on maintaining the business atmosphere it has now.	El Chapparel
a more diverse/integrated and welcoming community	policies that support education and incentives for recycling of waste, goods and buildings; more shared/community garden space and markets	better support for green space, less pavement and zero sprawl	maintain and respect city boundaries - stop expanding city limits tax developers and businesses to keep community green	off West Broadway, near the ARC and historic SW , one of the most beautiful areas of Columbia
Columbia should be more bicycle and public transit accessible.	We should be building up rather than out to minimize the strain on roadway and avoid building new ones. Also we should focus on improving the infrastructure around downtown to make it a more appealing environment for development.	Columbia should reduce its ecological impact.	We should expand the recycling options available within the city and set further renewable energy targets beyond the current one.	North Central
50% renewable energy, electric car power stations, light rail connecting nifong, downtown, MU, and columbia mall. preserve Columbia's human-scale environment.	Energy effeciently, alternative energy	Having a Passanger rail connecting Stl & KC.	Better access via rail.	North Central
We've taken into consideration that dependency on fossil fuel should be reduced.	Develop downtown development guidelines. Maintain character of Broadway without a 4-lane road.	Public participation in economic development.	Invite and engage participation during the development of projects, not after decision has been made.	Old Southwest
	Maintain a robust tax program for deep insulation of dwellings. Create a Columbia SunPowered Utility Company; manufacture or assemble solar units. Sell 'at cost' to middle and low income houses; sell for tax breaks but at high rate of return to higher income homes.	Poverty, state aid needs reduced.	Reduce bored marauding teens : small 'cells' of laborers, led by retiree skilled workers - sent to homes identified by Council on Aging as needing simple repairs. Public Gardeners - produce to workers as well as food banks.	West Ash Neighborhood Association
I'd like to stimulate more community participation.	"Having the neighborhood association organize family friendly events to encourage a greater sense of "ownership" and belonging. "Designate green space for community gardening.	Transportation	"Focus on developing a transit system between Columbia, the Columbia Regional airport, Jefferson City and the AmTrak Station. "continue to develop the city transit system to better reach more Columbia communities	West Ash Neighborhood
Turn the city into an arboretum - label all of the significant trees and create an educational tour and activities to protect trees and all related species of insects and animals (including humans) who rely upon them for a healthy and aesthetic environment.	I would like my children to want to live here because the air is clean and the environment is beautiful. Protecting trees is good for the environment and good for education.	We should have a fast light rail train to the airport and to Jefferson city to link to Amtrak services. We should also link to the Amtrak to the north.	The citizens of this town need sustainable transportation. A fast train will encourage much other public transportation to come into effect. The world will come to Columbia if we make it easy. Columbia already has a highly mobile population that is in major flux twice per year. Let's make it easy.	I live in West Ash Neighborhood. I live on West Blvd. N.
Columbia's buildings should be energy efficient. Building codes should be updated to incorporate energy efficient standards.	1) New construction should include geo-thermal HVAC, with with exhaust/intake air management systems, 2 x 6 external wall construction with all seams caulked, maximum insulation, quality thermopane windows, insulated steel doors, etc. 2) The occupancy permit process should include an enrgy audit on existing homes with a required minimum efficiency standard for approval.	Columbia Planning and Zoning should emphasize quality of life for it's citizens.	1) Residential areas should be protected by green buffer areas, from commercial and industrial zones. 2) Citizen mobility should be facilitated with sidewalks, hiking trails and bike paths. A public transit system should provide reliable transportation throughout the metropolitan area.	Old Hawthorne
Reverse the last 30 years of sprawl-style development.	Enact impact fees that disincentivize development on periphery of city. Establish public land barriers that would create a containment zone for sprawl.			Near Shepard Elementary
Columbia is a place that supports a rich arts community.	The city will support communication about arts events through their website, CVB, radio spots, etc. In the use of public space (parks, etc.), arts related activities for the public will be given preference on individual activities.	Columbia is a place of life long learning.	Continue to support the awesome public library system. Attract a museum to locate here.	Shepherd Boulevard Neighborhood, Azalea
No larger than we are now; expansion is destroying the feeling of our community. Boone County already has the lowest unemployment rate in Missouri - far lower than the national rate. Let's improve quality - not quantity.	1. More programs for youth (mentoring, computer centers with young adult guides [or teens teaching older adults], casual games and teams coached by adults who love the game. 2. More ways for neighbors to get to know each other: neighborhood association meetings, block parties, plant exchange (brighten up your whole neighborhood), service projects for disabled people in the neighborhood, etc.	Stop the big developers from taking over our planning and budget. We have the money to fix our infrastructures and improve public transportation and parks but the good ol' boys who run this city (hiding behind the skirts of the city council) have all our money tied up in secret accounts waiting for them to bilk it for things like buying land at exorbitant prices from the richest of the rich and then putting in new infrastructure to support their own private new developments.	1. Hire city employees who are not beholden to and are strong enough to ignore the strong-arming of these good ol' boys (former mayors, large developers, & large business owners who wrangle jobs without competitive bidding - you know who these people are). 2. Recall the city council members who are beholden to and are just puppets for the good ol' boys described above and support new candidates who have a mind and will of their own.	
columbia should be a safe Community to raise a family and send a young adult to get a higher education.	community safety and education	Columbia should be adaptable with jobs and economic development and the ensuing changes that occur.	jobs and economic development, managing change, housing, neighborhoods, transportation.	Heritage Estates
Neighborhoods & Quality of Life. Development of inner city neighborhoods around main traffic areas such as sidewalk/street maintenance, overpass landscaping, lighting improvements, etc. (Improving the Look of Columbia)	A plan to improve the cleanliness of inner city, business loop/I-70 area, downtown Providence Rd, downtown College Ave, through sidewalk improvements, lighting, trash pick up, landscaping, road maintenance, and residence yard ordinances. - Improving the Atmosphere of Columbia to align with the Downtown Broadway-Nifong-Campus sense of cleanliness, safety, and visible reflection of community value.	Jobs & Economic Development- More manufacturing plants/factories and resource development.	- Increased blue collar work for those seeking lower education employment - Working with nonprofits and government assistance to create more incentives & rewards for those to work who are on the welfare system (targeting the inner city-worley area)	7th Street & Business Loop
All modes of transportation (feet, bike, bus, wheelchairs) should be taken into consideration when addressing transporation issues within Columbia.	Public works and planning departments should develop a collaborative plan addressing all modes of transportation. City of Columbia should research other communities with comprehensive transporation systems to inform the plan mentioned above.	Quality of life issues should be a very high priority for City leaders.	A comprehensive team consisting of a variety of interests (government, non-profit, University, private business) should be formed to address quality of life issues. The team above should develop a plan to address the health--physical, economic, environmental--of the community.	Old Southwest/Broadway
Our city should be more carefully planned. City planners should be in the driver's seat, not developers.	Maintain and increase the prevalence of mixed-use, walkable neighborhoods. Restrict single-use developments.	The city should become a "greener" city.	We should encourage environmentally friendly developments, including trails, parks and green spaces, and reduce reliance on private automobiles	North Central Columbia.
Diverse types of mixed-use, heterogenous housing (both in types and prices) should be the number one priority. Housing and the way in which it is approached structurally depicts the unity, diversity and strength of community ties.	High-Density, Mixed-Use Design; Affordable housing mixed with other types of housing (heterogenous income brackets in same area).	Wise use of space through quality green spaces (e.g. parks and recreation) and mixed-use zoning (e.g. open zoning to allow for commercial and various types of residential to mix).	Set aside plots of land and plan for future land purchase; look into alternatives to current single-use zoning regulations.	Hitt St., The District
business friendly, low taxes on businesses who employee under 100 people	increase growth in small business attract new business to the city	public transportation expansion, should be able to get around town without a car in a timely manner	create opportunity for the financially disadvantaged by allowing them to freely move around the city shift in thought from car first to pubtrans first	mallard ct

Fewer animals killed at the local pet shelter.	Better funding for Animal Control. Better management at the shelter.	Better means of transportation around city.	The general population will NEVER ride the busses. Create hop-on/hop-off electric trains that go ALL OVER the city. We will never be a successful, integrated, metropolitan area until we have better transportation than driving everywhere.	Near the ARC
Zero Growth	Work with what we have now. Update all infrastructure before any growth is allowed.	No Agenda 21 like policies	Keep big government out of our city. Listen to the will of the people not to those with money.	All over Columbia.
Better growth planning. It shouldn't be all one way or the other.	If you're going to develop land without infrastructure, then you should have to pay for it. Yes, it's okay to pass the cost onto home buyers, they are choosing to live there.	Make the good old boys disappear for good. Everytime one retires, there is always one waiting in the wings. It's not about you, the good old boy, it's about the community as a whole.	Stop it before it gets started. The City Manager is not stupid, he/she should be able to weed out the weeds.	
Strong neighborhoods in all parts of the city with complete, functional infrastructure and good access to services	1. Rate new housing proposals according to their accessibility to jobs, school, recreation, and services 2. Make completion of infrastructure in existing neighborhoods a priority in annual capital budgets.	Columbia is connected to the world by the most reliable and most equitable communications technologies	1. Work with communications providers to install the best wireless networks. 2. Pursue grants that bridge the digital divide.	Lakeshore Estates

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Animal Shelter with a Board of Directors
appointing city council and local business community
appointed by citizens through open public process.

Please list two objectives related to this goal:

Objective a: depr. cats & dogs on IL.

Objective b: working with Pe. shelter -
Rose Humane. No kill shelter

Goal and Objective Example:

Goal 2: Low cost spay/neuter

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Please list two objectives related to this goal:

Objective a: Have public working process to New
shelter and breeding items. Ask community

Objective b: use National wingwood model have been
done and real plan

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: To have an operational animal shelter that is
franchised with other number of more cities
independ. information paid for public on their
web site

Please list two objectives related to this goal:

Objective a: Low cost spay & neuter clinic where people do
not have to wait 4 weeks - month
& shelter doors open to public longer hours including
Sundays

Objective b: decrease number of animals lost & owners can not
find. accurate picture of the animals on
Animal Control & Shelter website

Goal and Objective Example:

Goal 2: Look at "Raws in Chicago" this is the
perfect example of a proactive shelter that
is effective.

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Please list two objectives related to this goal:

Objective a: Community involvement / accountability
better incentives for citizens
less threat

Objective b: education on Dog Fighting
education on being a shelter
education on adoption - in public market
proceed.

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: I want to see Columbia become a NO
Kill Community & stop killing adoptable,
healthy & treatable animals.

Please list two objectives related to this goal:

Objective a: avoid going to adoptable healthy & treatable
companion animals without instead of
being considered either going to bag to
the dumpster.

Objective b: Provide public Columbia's & progressive
city & even companies actually close
refugee than COMA's doing to them.

Goal and Objective Example:

Goal 2: Central MO Humane Society to stop
killing healthy, adoptable & treatable
companion animals & stop

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Please list two objectives related to this goal:

Objective a: make live releases of companion
animals

Objective b:

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: To have a City Municipal Shelter for all
lost and homeless animals of our
community. Not just volunteer, privately
running business with their taxes and
business.

Please list two objectives related to this goal:

Objective a: Municipal Animal Control
facility with the City
that can offer affordable low cost
services to the whole community.

Objective b: To save as many homeless
animals as possible. No actually
care for, but life rather than
ending a life

Goal and Objective Example:

Goal 2: State of MO and state date shelter
model such as Austin, Texas and Reno,
Nevada.

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Please list two objectives related to this goal:

Objective a: Save lives of the homeless animals
the 11 Stop No Kill Process

Objective b: Spay/Neuter Clinic - high volume
and low cost

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: To have a NO Kill Shelter that does
not kill healthy, adoptable animals.

Please list two objectives related to this goal:

Objective a: Have proactive adoption events
and petting.

Objective b: Develop good relationships with
area non rescue groups.

Goal and Objective Example:

Goal 2: Have a low cost spay/neuter
clinic available in our community.

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Please list two objectives related to this goal:

Objective a: providing options to low income
citizens, will help with pet retention
and remove pressure from the shelter.

Objective b:

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: COMPLETE GREENHUT/ TRAIL SYSTEM
AROUND CITY
like connect BUCKING ROAD AND BOWLING TO BOWLING GREEN
TRAIL

Please list two objectives related to this goal:

Objective a:

Objective b: GET THE COUNTY ON BOARD w/ IMPROV-
CHMENT DEALS

Goal and Objective Example:

Goal 2: REGIONAL TRANSPORTATION

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Please list two objectives related to this goal:

Objective a: CONNECT TRAIL TO CENTRALIA
MAJOR CONNECTION TO ST. LOUIS
HIGHWAY 7 COLUMBIA - AIRPORT - JEFF CITY

Objective b: Bus system - (MURKIN) COLUMBIA - ASHLAND -
JEFF CITY

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Walkable, bike + kid friendly (kind) safe place to go + play + get sports or simply better get healthy

Please list two objectives related to this goal:

Objective a: Sign health policy downtown + city

Objective b: improve transit + bike/funk sys

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2: Get back of entrepreneurship in business + arts

Please list two objectives related to this goal:

Objective a: Have an educational system (at all levels) to motivate young people to aspire to what they can become + provide them w/ knowledge to pursue it

Objective b: Encourage, nurture + develop + protect

Columbia Imagined

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Resonant Market Pavilion

Please list two objectives related to this goal:

Objective a: provide a multi-use area for various community functions, music, community

Objective b: open a covered area for display of art + crafts, for adoption, from the begans, use by schools of other non profit org. organizations at little or no charge

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Adequate dental care for all children (which is an important decision of health care)

Please list two objectives related to this goal:

Objective a: Have a demonstration by hygienists on keeping teeth + mouth clean + besides the direct effect, hygienists + dentists would provide better dental care + more information need to better serve the public health.

Objective b: Apply for dental care, grade 1 - grade 5, grade 7-8.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2: Adequate food, including fresh food for all our citizens

Please list two objectives related to this goal:

Objective a: Keep up the level of education about nutrition/growing crops that could be learned from CSA programs

Objective b: Teach gardening, even in small spaces. And big spaces, too.

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Reducing chronic + infectious diseases through community programs, equity to resources + reduce pollution + add to quality of life

Please list two objectives related to this goal:

Objective a: Public health outreach to educate + in some instances dress changes

Objective b: Reach out solutions to reduce + manage patient volume through partnerships

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2:

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: An Ice Rink

Please list two objectives related to this goal:

Objective a: Organizing public events and visitors

Objective b: Developing a rink and an organization to run the facility with growing youth participation, spreading activity across the city. This can be the only thing left in that neighborhood.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2: Like a trail, conservation + park improvements with activities + nature center

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

City of Columbia Strategic Planning Survey

City administrators are undertaking a strategic planning process that will help the City Council and every department in municipal government align resources with clearly defined priorities. As a customer of City services, your feedback is critical.

The strategic planning process will help the City achieve excellence by:

- Creating a unified sense of mission throughout City government;
- Identifying goals, objective and strategies to best meet the needs of the community;
- Aligning budget and resources with key priorities;
- Setting specific performance measurements;
- Increasing accountability.

Your feedback will help shape the development of the City's strategic plan.

Please limit all responses to the space provided.

1. What do you feel are the most important issues facing the City of Columbia?

The struggle to balance the necessary embrace of commercial development in a area with a population boom with the maintenance of a vibrant local culture which encourages the free use of public space, creation of art + music, proliferation of independent local owned and operated businesses, and the general protection of the kind of endemic non-commercial culture + community which made this an attractive home for 100,000 people.

2. If you were City Manager for a day, what would be the first thing you would do to improve our City?

Immediately & indefinitely suspend construction of new parking garages & high-rent student housing complexes. Just as the embarrassing hotel-bubble subdivisions of North Columbia, these new parking garages and for-profit dormitory buildings will speak to future generations as evidence of an overly ambitious city management which has sacrificed local character in favor of dubious promises of increased tax revenue from voracious out-of-state developers/conglomerates.

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: build a side walk from Clark to Mexico Gravel Road

Please list two objectives related to this goal:

Objective a: _____

Objective b: _____

Goal and Objective Example:

Goal 2: _____


Please list two objectives related to this goal:

Objective a: _____

Objective b: _____

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: shorter longer hours

Please list two objectives related to this goal:

Objective a: spend funds more wise

Objective b: _____

Goal and Objective Example:

Goal 2: Goal: Keep roads better maintained


Please list two objectives related to this goal:

Objective a: Monitor Roads more efficient

Objective b: _____

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: more Dope

Please list two objectives related to this goal:

Objective a: Moved Cop out of the Bad spots

Objective b: _____

Goal and Objective Example:

Goal 2: _____


Please list two objectives related to this goal:

Objective a: _____

Objective b: _____

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Industry

Please list two objectives related to this goal:

Objective a: Crime Reduction

Objective b: Jobs

Goal and Objective Example:

Goal 2: _____


Please list two objectives related to this goal:

Objective a: _____

Objective b: _____

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: I had a vision that you would put the white at community meeting at the City's office, when all of them

Please list two objectives related to this goal:

Objective a: Meeting are impossible to people that rely on the bus to go places. When Columbia leaders decided that

Objective b: those of us who don't drive leaving a voice also perhaps I will take more interest!

Goal and Objective Example:

Goal 2: _____


Please list two objectives related to this goal:

Objective a: _____

Objective b: _____

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: We should be bigger Mac

Please list two objectives related to this goal:

Objective a: Buy land knock down unwanted building

Objective b: _____

Goal and Objective Example:

Goal 2: _____


Please list two objectives related to this goal:

Objective a: _____

Objective b: _____

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1.

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal and Objective Example:

Goal 2.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2.

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1.

Better bike lanes -> with more greenways, like Potomac, DC

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal and Objective Example:

Goal 2.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2.

More community space in the low-income area like Lynn Street Community gardens

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1.

Smaller storefronts run all along King St. More sidewalks

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal and Objective Example:

Goal 2.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2.

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1.

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal and Objective Example:

Goal 2.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2.

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined
The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1.

NEED JOBS TO SURVIVE LIVE (SO GOV. DON'T HAVE TO HELP SO MUCH)

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal and Objective Example:

Goal 2.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2.

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined
The Plan for How We Live & Grow

Economic Development PK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1.

Full employment with a more equal distribution of work and labor

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal and Objective Example:

Goal 2.

2. Please list a 2nd goal you have regarding Columbia's future- Where should we be in twenty years?

Goal 2.

Columbia is a sustainable community promoting our own workers, entrepreneurs and people's interest of living to have outside companies.

Please list two objectives related to this goal:

Objective a:

Objective b:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined
The Plan for How We Live & Grow

Transportation PK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Buses, trolleys, trains, etc. urban
that will link all areas of Columbia as
one whole & conveniently.

Please list two objectives related to this goal:

Objective a: it build & maintenance of
roads, close airport, use all that
money for effective public transit system.


Objective b: Encourage employees to use Mass
Transit Option to include bus pass.

Goal and Objective Example:

Goal 2: Make it really easy for pedestrians
to get around. Pedestrian crossings so
no one has to walk more than two blocks
out of his/her way to get across
streets, etc. provide

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Health Care. PK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: There is a desperate need
for dental care.

Please list two objectives related to this goal:

Objective a: Neighborhood centers that would
include some basic preventive dental
care.


Objective b: Expand Family Dental clinic so it
will start taking new patients again.

Goal and Objective Example:

Goal 2: It is easy to include exercise
as part of your every day life.

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Education PK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Education for everyone, not just the
rich but for all who will be future
democratic participants.

Please list two objectives related to this goal:

Objective a: Expand cooperative schools that
include philosophical thinking as debate.
Neighborhood schools with more evening
classes.


Objective b: Neighborhood Study Circles.

Goal and Objective Example:

Goal 2: More University staff who work at
the live in Columbia, especially
with in working on being citizens from
the University.

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Neighborhoods/ Quality of life PK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Clean neighborhoods

Please list two objectives related to this goal:

Objective a: Neighborhood trash cans that are
regularly emptied.


Objective b: Hire people to keep streets clean
Enforce the littering ordinance.

Goal and Objective Example:

Goal 2: All neighborhoods are mixed income.
There are no ghettos.

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Neighborhoods/ Quality of life WL

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: To see neighborhoods, quiet, peaceful
clean, especially clean, no
dilapidated houses.

Please list two objectives related to this goal:

Objective a: Participation by concerned citizens.


Objective b: Preserve Residential Neighborhoods.

Goal and Objective Example:

Goal 2: Improve alleys

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Community Safety WL

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Safe Neighborhoods

Please list two objectives related to this goal:

Objective a: More police patrolling the neighborhood
especially the areas it new.


Objective b: _____

Goal and Objective Example:

Goal 2: _____

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.



Community Safety MH

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: We need to feel safe in our community

Please list two objectives related to this goal:

Objective a: Churches should be out in full stride doing the work, not just at Sundays. Everyone goes their own ways. We need to stand together.

Objective b: I don't like the police but we need the police. We need more police, we need police on horses. Columbia police aren't ready for the streets we're having. We need to open more police, not just the streets.

Goal and Objective Example:

Goal 2:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

Education VF

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: HAVE MORE CHILDREN GRADUATE FROM SCHOOL AND BE BETTER PREPARED FOR FUTURE

Please list two objectives related to this goal:

Objective a: DEVELOP A WAY THAT THE BOARD OF EDUCATION CAN ACTUALLY COLLECT INPUT FROM THE CITIZENS THEY TAX

Objective b: REDUCE PAY OF PUBLIC SCHOOL AND INSTEAD TO PAY FOR A WAY TO COLLECT INFORMATION

Goal and Objective Example:

Goal 2:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

TRANSPORTATION VF

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: MORE BIKE-ABLE COMMUNITY

Please list two objectives related to this goal:

Objective a: BAN PARKING ON ARTERIAL STREETS

Objective b: BAN PARKING ON ALL STREETS MARKED AS A BIKE PATH

Goal and Objective Example:

Goal 2:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

NEIGHBORHOODS/QUALITY OF LIFE VF

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: START A COMMUNITY POLICING PROGRAM AND STOP CURRENT POLICY OF CRIME CONTAINMENT

Please list two objectives related to this goal:

Objective a: HIRE MORE OFFICERS IN LINE WITH CITIES THAT HAVE THE SAME CRIME RATES

Objective b: HAVE POLICE AT NEIGHBORHOOD ASSOC. MEETINGS

Goal and Objective Example:

Goal 2:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

Housing PK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Housing is affordable, attractive, diverse.

Please list two objectives related to this goal:

Objective a: Preserve old neighborhoods, Tom libraries and neighborhoods to bundle repairs so low and moderate income homeowners can maintain their houses.

Objective b: Rezone downtown residential single family houses as RT instead of R2.

Goal and Objective Example:

Goal 2:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

Downtown PK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1: Real shopping downtown. There used to be two three times downtown from downtown. Now there's one busy, caffeine happy restaurant.

Please list two objectives related to this goal:

Objective a: Raise property tax on undeveloped downtown properties. Encourage business visitors to stay in downtown.

Objective b: A small business incubator, area where new small business owners can have to pay very much in rent.

Goal and Objective Example:

Goal 2:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective: Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

Use of SpacePK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1:
Make better use of undeveloped and vacant space.

Please list two objectives related to this goal:

Objective a:
Adopt and maintain all alleyways, especially the alleys east of 9th Ave. Intend to make vacant lots into gardens or native plant reserve.

Objective b:
Shrub lawns are environmentally expensive to maintain. City intending to convert to gardens, native plants, street trees & lawns.

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective:
Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

The Plan for How We Live & Grow

Community SafetyPK

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1:
Columbia Residents feel safe living in every neighborhood. Every neighborhood is a safe neighborhood.

Please list two objectives related to this goal:

Objective a:
Expand treatment program opportunities for addicts and alcoholics and support for their needs and families. Most addicts are doing better.

Objective b:
Since the state does not provide effective rehab programs, Columbia needs to make it a top priority to provide it for our residents who are struggling with substance abuse problems. The city should not have a ban on using needles.

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective:
Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

The Plan for How We Live & Grow

TransportationJmcf

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1:
Convenient get to and from jobs, shopping, public meetings.

Please list two objectives related to this goal:

Objective a:
A special bus stop to help people get to public meetings.

Objective b:
A library service circulating in neighborhood business and delivering groceries.

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective:
Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

The Plan for How We Live & Grow

RecreationJmcf

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1:
Community Robin Academy for inner city kids so they can ride horses.

Please list two objectives related to this goal:

Objective a:
Preparation by Cedar Ridge on how helpful that would be for kids.

Objective b:

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective:
Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

The Plan for How We Live & Grow

Neighborhoods / Quality of LifeJmcf

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1:
Improve tree-cape for residential property.

Please list two objectives related to this goal:

Objective a:
Encourage just set up the neighbors would share to maintain trees. For example everyone puts it to a vote then can afford tree trimming, paper pruning, removal when necessary.

Objective b:

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective:
Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

The Plan for How We Live & Grow

Goals are broad, value-based long-term statements that reflect a community's desires and expectation.

1. Please list a goal you have regarding Columbia's future- Where should we be twenty years?

Goal 1:
A No Kill shelter. The Central Missouri Humane Society needs reform and accountability.

Please list two objectives related to this goal:

Objective a:
Transparency and accountability of tax dollars going to the Central Missouri Humane Society.

Objective b:
The shelter giving No Kill and saving 70% of the animals.

Goal and Objective Example:

Goal: The quality of planning, development and maintenance should be very high in Columbia.

Objective:
Columbia's growth should be guided by a 20-year comprehensive plan which reflects the values and needs of the community.

Columbia Imagined

The Plan for How We Live & Grow

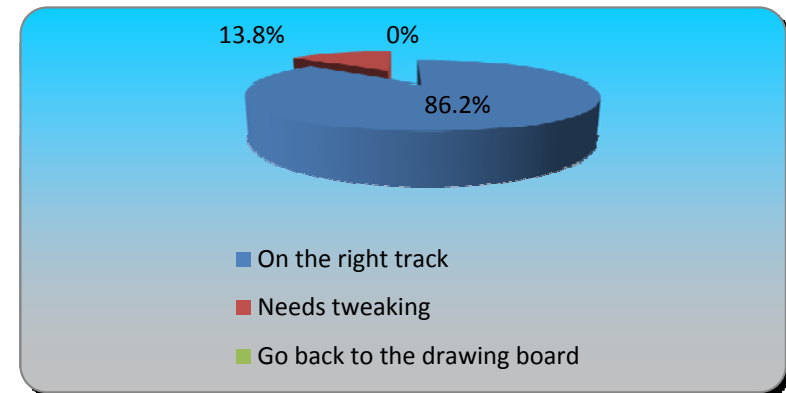
Turning Graphical Results by Question

Session Name: New Session 6-6-2012 8-00 PM

Created: 6/6/2012 8:14 PM

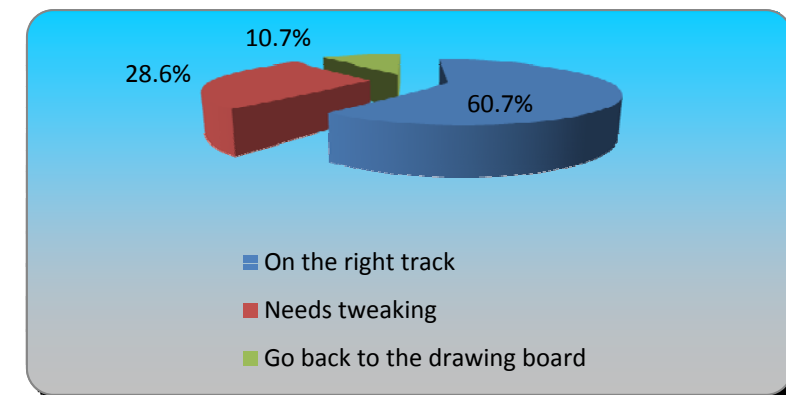
1.) Goal: The personality and character of neighborhoods should be preserved (multiple choice)

	Responses	
On the right track	25	86.21%
Needs tweaking	4	13.79%
Go back to the drawing board	0	0%
Totals	29	100%



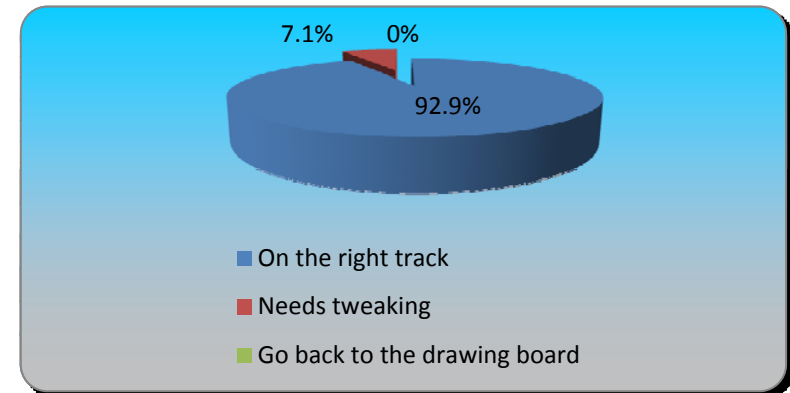
2.) Goal: Use effective zoning to encourage commercial and industrial growth (multiple choice)

	Responses	
On the right track	17	60.71%
Needs tweaking	8	28.57%
Go back to the drawing board	3	10.71%
Totals	28	100%



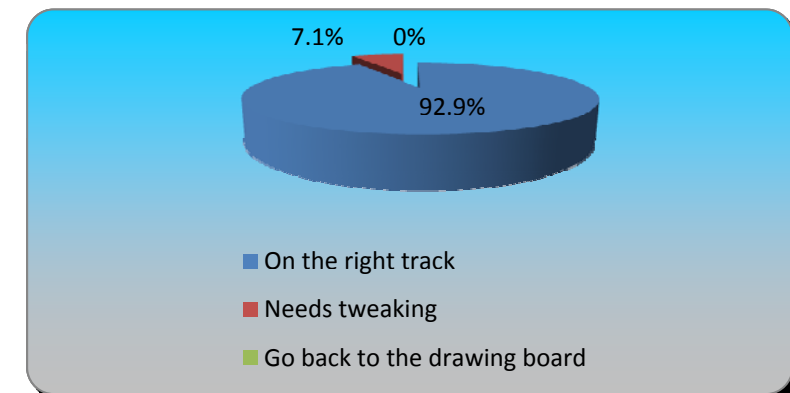
3.) Goal: Development standards will encourage compact, contiguous neighborhoods within reach of work places (multiple choice)

	Responses	
On the right track	26	92.86%
Needs tweaking	2	7.14%
Go back to the drawing board	0	0%
Totals	28	100%



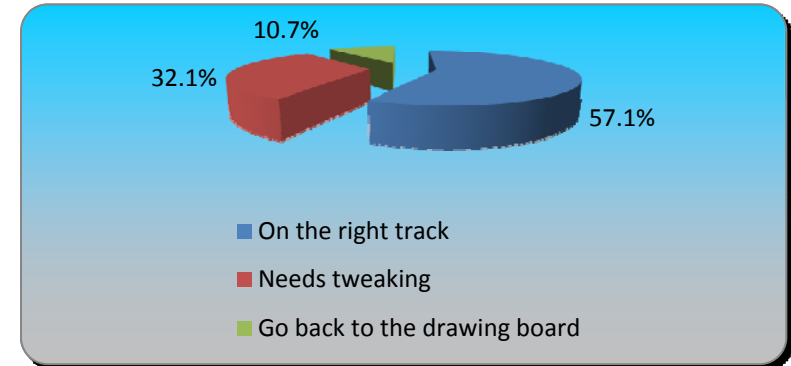
4.) Goal: The City will become a model community for implementing universal design standards (multiple choice)

	Responses	
On the right track	26	92.86%
Needs tweaking	2	7.14%
Go back to the drawing board	0	0%
Totals	28	100%



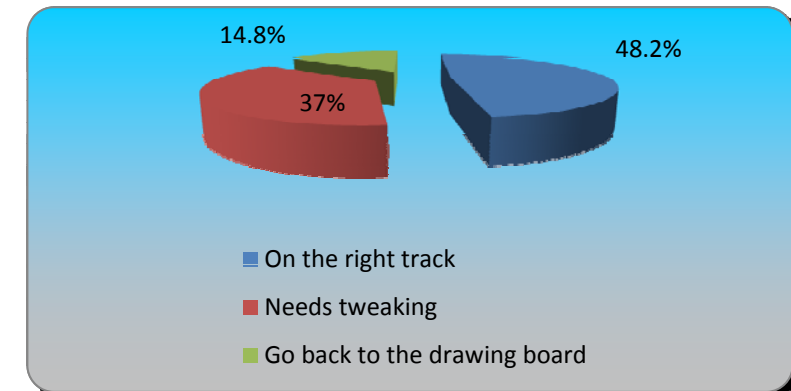
**5.) Goal: Assess the true cost of new development on infrastructure and have mechanisms to recover these costs
(multiple choice)**

	Responses	
On the right track	16	57.14%
Needs tweaking	9	32.14%
Go back to the drawing board	3	10.71%
Totals	28	100%



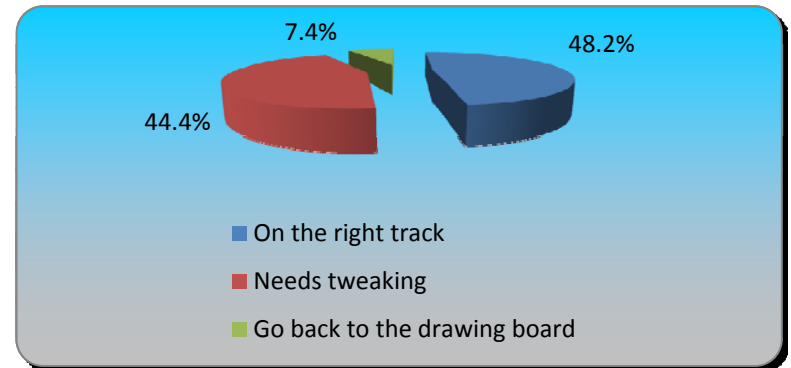
**6.) Goal: Columbia should be connected to the world by the most reliable and equitable communications technology
(multiple choice)**

	Responses	
On the right track	13	48.15%
Needs tweaking	10	37.04%
Go back to the drawing board	4	14.81%
Totals	27	100%



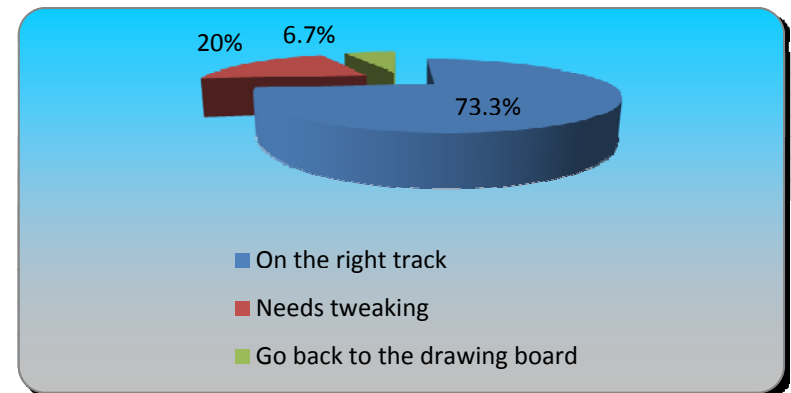
7.) Goal: Columbia is a model for affordable & practical environmental sustainability (multiple choice)

	Responses	
On the right track	13	48.15%
Needs tweaking	12	44.44%
Go back to the drawing board	2	7.41%
Totals	27	100%



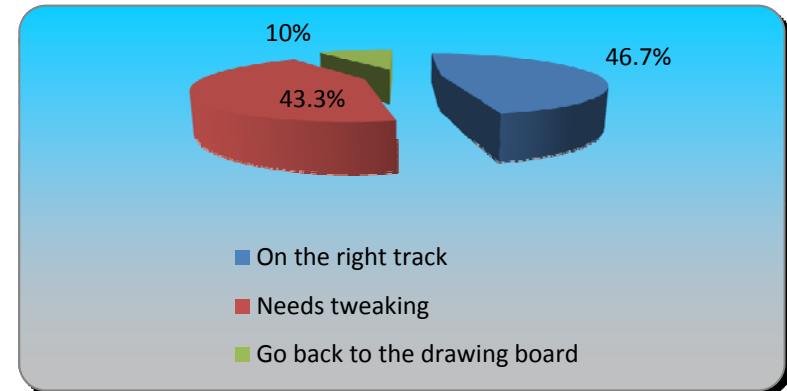
8.) Goal: Establish an urban services boundary to plan annexation and preserve the character of both higher and lower density neighborhoods (multiple choice)

	Responses	
On the right track	22	73.33%
Needs tweaking	6	20%
Go back to the drawing board	2	6.67%
Totals	30	100%



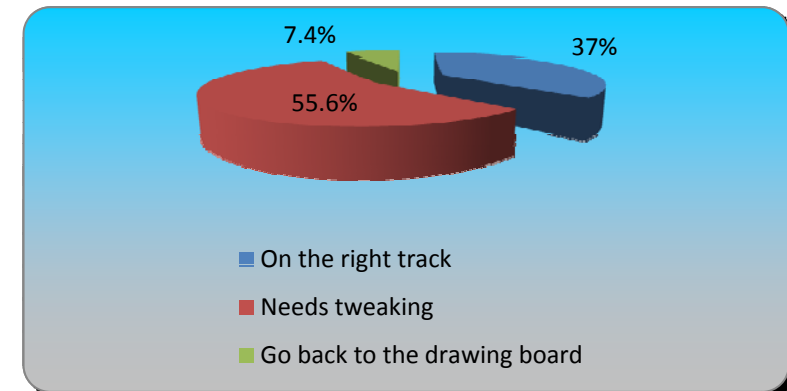
9.) Goal: Diversify and broaden economy, including new industry clusters (multiple choice)

	Responses	
On the right track	14	46.67%
Needs tweaking	13	43.33%
Go back to the drawing board	3	10%
Totals	30	100%



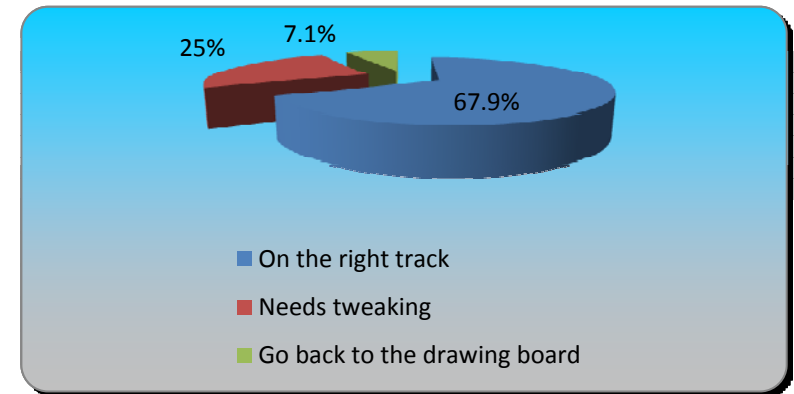
10.) Goal: Attract new businesses to the metro area (multiple choice)

	Responses	
On the right track	10	37.04%
Needs tweaking	15	55.56%
Go back to the drawing board	2	7.41%
Totals	27	100%



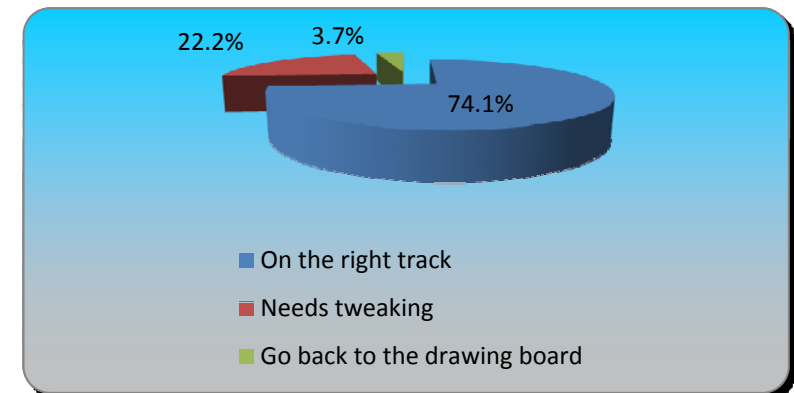
11.) Goal: Encourage regionally connected areas (multiple choice)

	Responses	
On the right track	19	67.86%
Needs tweaking	7	25%
Go back to the drawing board	2	7.14%
Totals	28	100%



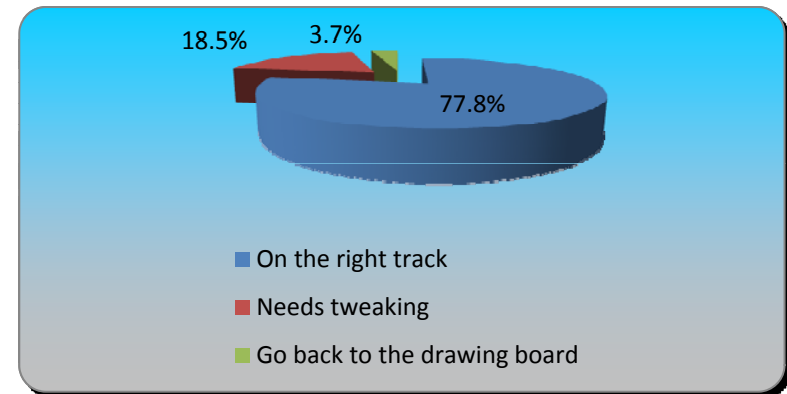
12.) Goal: The City's zoning, annexation, and neighborhood planning processes will be transparent and predictable so that developers & residents understand review criteria (multiple choice)

	Responses	
On the right track	20	74.07%
Needs tweaking	6	22.22%
Go back to the drawing board	1	3.70%
Totals	27	100%

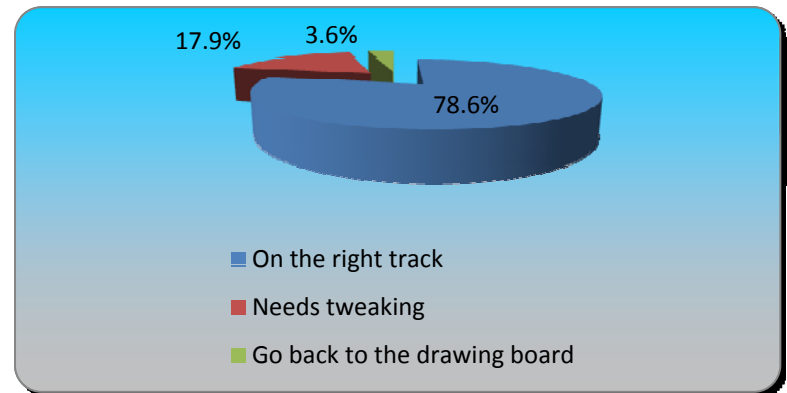


13.) Goal: Employ a reliable and equitable mechanism to develop and maintain all transportation systems (multiple choice)

	Responses	
On the right track	21	77.78%
Needs tweaking	5	18.52%
Go back to the drawing board	1	3.70%
Totals	27	100%



	Responses	
On the right track	22	78.57%
Needs tweaking	5	17.86%
Go back to the drawing board	1	3.57%
Totals	28	100%



Appendix H:

Land use policies and guidelines from Metro 2020

Chapter Four: Neighborhood District

4.1 What is the Neighborhood District?

A mix of residential uses which also supports a limited number of nonresidential uses that provide services to the neighborhood residents.

4.2 Defining Neighborhood Districts

The Neighborhood District is made up of individual neighborhoods. These neighborhoods should be both liveable and walkable. Liveable implies that a neighborhood is safe, with a focused center and easy access by various means of travel to schools, shopping, and services. Walkable implies that an individual neighborhood area can be walked across in about 10 minutes, with a choice of routes to everyday destinations.

The model for a typical individual neighborhood in the developing areas would cover 160 acres and would be approximately $\frac{1}{2}$ mile across. The size of the neighborhood may be significantly larger or smaller than the typical neighborhood model, depending upon roadways and terrain that define the edges.

Boundaries for the Neighborhood District and the neighborhoods within would include features such as major roadways that create barriers to traffic and natural features such as creeks or lakes which create distinct edges.

In the developed areas of Columbia, the boundary for the Neighborhood District and the neighborhoods within may be defined by the transition from predominantly residential areas to commercial and office uses.

4.3 Neighborhood Principle

To maintain and protect residential areas by developing new neighborhoods integrated into the community and assuring that development within existing residential neighborhoods support the character and identity of the neighborhood community.

4.4 Neighborhood Policies

1. Neighborhood streets and sidewalks are the networks that connect subdivisions to form neighborhoods and should not be used to form barriers between one area and another. Streets with sidewalks should connect residential subdivisions.
2. Promote the inclusion of amenities as focal points.
3. Encourage a diversity of housing types to promote affordable housing.
4. Protect existing neighborhoods from the intrusion of incompatible land uses and assure that all new residential development maintains a consistent level of housing and neighborhood integrity.
5. Encourage the use of noncontinuous streets to avoid speeding and cut-through traffic in subdivisions and neighborhoods. Long, uninterrupted local streets are discouraged.

The Neighborhood District is made up of individual neighborhoods.

Neighborhood Hierarchy

Neighborhood District



Neighborhood



Subdivision

6. Promote a choice of neighborhood for both home owners and renters by encouraging a mix of housing unit types. Appropriate housing types include:
 - Single-family houses - large and small lot
 - Duplexes
 - Townhouses (single-family attached)
 - Multi-family housing;
7. The desired minimum density for all new residential uses within the Neighborhood District is two units/acre.
8. Provide the opportunity for including neighborhood commons without significantly altering the character of the neighborhood, attracting additional traffic from outside the neighborhood(s) served, or creating the demand for additional commercial zoning. These commons should have the following characteristics:
 - Residents should be able to access the center from a collector or local street without having to travel on an arterial street
 - Pedestrian oriented
 - Contain an appropriate mix of uses; retail, office, and residential
 - Provide a central feature or gathering place for the public
9. To promote walkability and convenience within neighborhoods encourage street connections. Cul-de-sac streets are appropriate in areas with difficult topography or when used to minimize the environmental impacts on floodplains and wetlands.
10. Provide sidewalks and/or pedestrian connectors if the block length in a subdivision or neighborhood is greater than 800 feet. Access to parks and trails should be provided from adjacent subdivisions.
11. Provide a choice of housing types that support choice of school and that allow people to live close to work.
12. Provide for neighborhood services, day care, health care, dry cleaning, and shopping.
13. Provide for the use of flexible development regulations to balance overall dwelling unit/acre density, achieve a mix of dwelling unit types, and to preserve open space and tree cover.

4.5 Compatible Uses and Densities

The overall housing density for a neighborhood should range from two units/acre to ten units/acre, not including areas unavailable for development such as floodplain, parks, or common open space, whether public or private. Subdivisions within a neighborhood may have densities lower than the two units/acre, provided the overall minimum density may be achieved when averaged with the housing densities on adjacent tracts or neighborhoods.

A. Uses/Densities

The following residential and nonresidential uses are compatible within the Neighborhood District at the densities specified:

1. Single Family Detached - maximum density of 5.5 units/acre
2. Single Family Attached - maximum density of 12 units/acre
3. Duplexes - maximum density of 8.7 dwelling units/acre
4. Garden apartments - maximum density of 17.4 dwelling units/acre
5. Private parks, greenbelts, and trails
6. Public space
7. Recreation facility
8. Schools and other community facilities
9. Church, mosque, synagogue
10. Neighborhood Common
11. Neighborhood Marketplace

B. Compatibility Guidelines:

The following compatibility guidelines should apply to the planning and development of residential uses within the Neighborhood District:

1. All development within the Neighborhood District will be compatible with the provisions of any applicable watershed and development resolutions adopted by the City Council.
2. The back lot line for new single-family detached subdivisions should only abut other single family lots, unless separated from other uses by a street or natural feature such as a greenbelt, ravine, or undisturbed groups of trees that provide a significant buffer. Large lots with sufficient depth to provide an adequate rear yard buffer may be acceptable.
3. In the developing areas, new subdivisions planned for duplexes with three (3) or more bedrooms should be located in the R-3 Medium Density Multiple-Family Dwelling District or as a Planned Unit Development (PUD) with a shared centralized parking area.
4. All residential uses, except single-family detached dwellings, may be located within a Neighborhood Commons.
5. Mixing duplex units on a block with single-family detached dwellings is discouraged, unless part of a Planned Unit Development (PUD).

4.6 Neighborhood Amenities

Neighborhoods should be planned to include amenities and focal points. An amenity may be any design which exceeds the minimum(s) required by the subdivision regulations, zoning ordinance, or street design standards that provides a defining character for an area and/or offers the opportunity for the inclusion of a community facility within the development. Possible amenities may include:

- Private or public parks
- Divided roadway with street trees,
- Roundabouts at four-way intersections
- Additional width of green space between sidewalk and curb
- Trails, greenspace, or connections to these facilities
- Cul-de-sacs offering pedestrian connections
- Reserved school sites
- Special street treatments
- Reserved church sites
- Reserved park sites
- Street trees

Amenities provide a defining character for an area

These amenities provide a defining character for an area and offer opportunities for community facilities to be included in the neighborhood. Small subdivisions and developments will not need to provide a park or other amenity

4.7 Neighborhood Common

The Neighborhood Common is intended serve as a central unifying element within a neighborhood. Its purpose is to serve as a focal point for neighborhood interaction and provide an amenity to the residents. Designed around a park or public space, the Neighborhood Common may include additional features such as a school or church, along with a limited number of small office and retail uses which serve the residents.

The Neighborhood Common should ideally be located in the center of the neighborhood. Other locations may be appropriate, such as the edge of the neighborhood, if it can be demonstrated that the alternate site better serves the residents. A Neighborhood Common is not to be located on arterial streets or at their intersections with other streets and are is not intended as to serve as commercial area for the community as a whole.

The inclusion of a Neighborhood Common is elective. The design should allow for a mix of uses and densities separate from single family homes yet integrated into the neighborhood. The design of the Neighborhood Common is flexible enough to support many of the attributes of a traditional neighborhood design.

A Neighborhood Common may vary in size from two to seven acres in size, based upon the typical neighborhood model, or from one to four percent of the total neighborhood area. Public parks and schools designed into the Neighborhood Common are exempted from the acreage and percentages guidelines. In larger neighborhoods, more than one Neighborhood Common may be appropriate.

Land use and activities for the Neighborhood Common include some of the following:

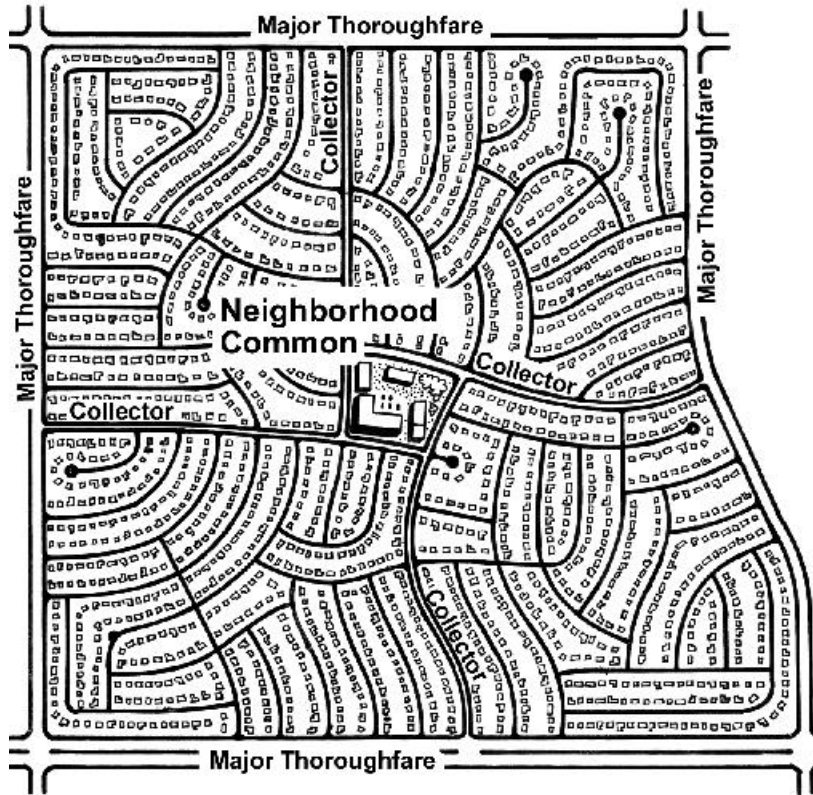
- a. Park or public space (public or private)
- b. Recreation facility
- c. School
- d. Children's or adult day care
- e. Church, mosque, synagogue
- f. Small professional offices and clinics
- g. Neighborhood market
- h. Other small businesses
- i. Attached single family or multi-family residential

Ideally, each neighborhood would include a Neighborhood Common that provides a park or a public space that serves as a year-round gathering place and focal point. The park or public space may be either public or private. The public space may be a square, plaza, pavilion, or other outdoor space accessible to all residents. If nonresidential uses are included, the park and/or public space should be an integral element of the Neighborhood Common, located in an attractive setting, highly visible and easily observed from public streets.

The following compatibility guidelines, in addition to those for the Neighborhood District, should apply to the planning and development of a Neighborhood Common:

- 1. Planned zoning district (O-P or C-P) for office and retail uses;
- 2. Total land area for non-residential uses should not exceed two acres;
- 3. Maximum percentage of impervious cover is seventy percent for nonresidential uses;
- 4. All rezoning requests for O-P or C-P should be accompanied by a site plan submitted for approval which covers the entire Neighborhood Common. The site plan should detailed building locations, all required parking, landscaping, and public space as well as a list of uses and any architectural controls being imposed.
- 5. Cut or fill for grading beyond the building footprint or for a parking area should be compatible with any nearby residential lots; and when completed, blend to match the surrounding topography.
- 6. When feasible, a landscaping strip should be included along the foundation of all buildings in areas not paved for delivery vehicle access or direct pedestrian access to an entrance/exit.

Model Neighborhood with Neighborhood Common

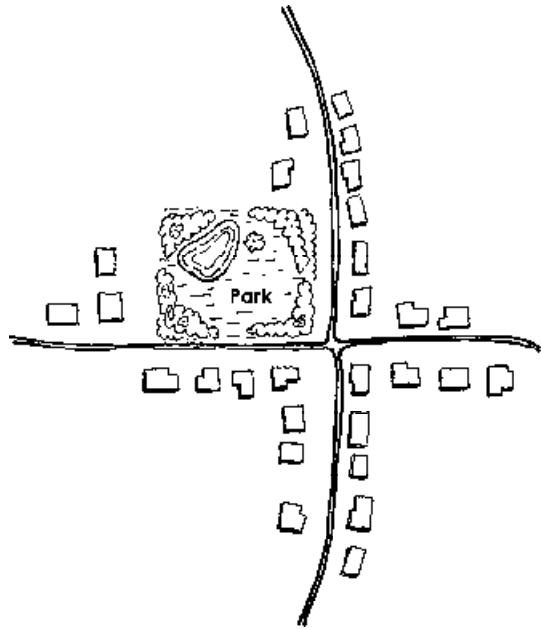


Adapted from Guide Plan for Columbia; Hare & Hare, 1966

7. The total nonresidential building square footage and the approved uses for the C-P or O-P site plan should generate no more than 1,000 ADT for all the combined uses.
8. Total building square footage for nonresidential uses should be no more than thirty percent of the lot or building site.
9. Nonresidential buildings should provide space for multiple tenants and uses.
10. A total of thirty percent open space is desirable for the Neighborhood Common overall.
11. Floodplain and/or other unbuildable areas included as part of the park or public space should support the overall design of the Neighborhood Common.
12. All nonresidential uses should have limited signage requirements and attract no more than a limited amount of traffic from outside the neighborhood.

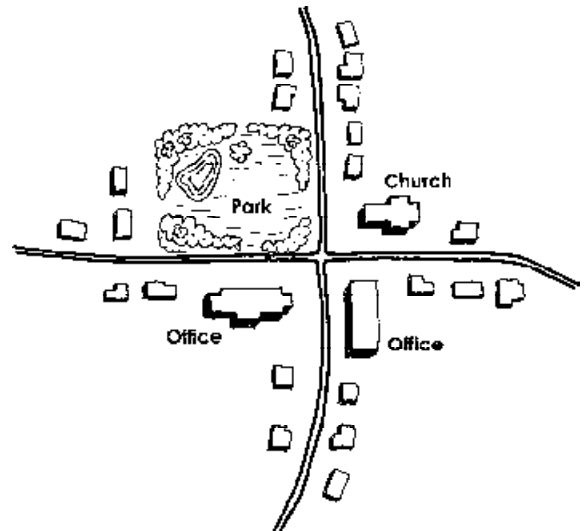
Neighborhood Commons Prototypes

The Neighborhood Common is intended as a central unifying element within a neighborhood.

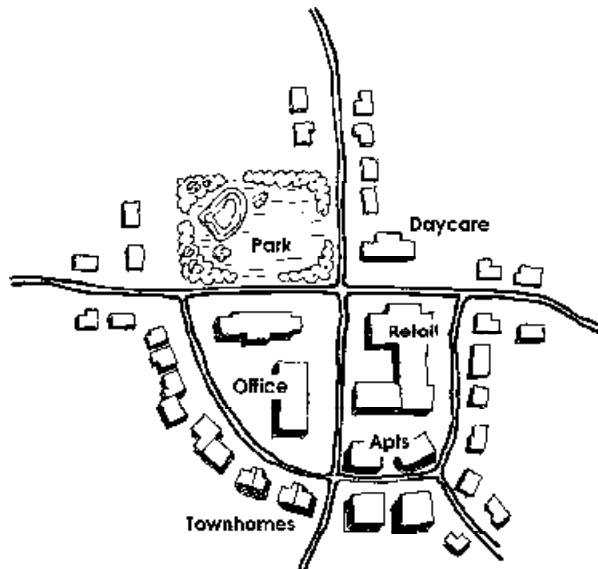


Neighborhood Common; With 2 Acre Park

Neighborhood Common; With 2 Acre Park, Church, and Small Offices for total of 5 acres



The Neighborhood Common provides for a mix nonresidential uses and housing types separate from single family homes yet integrated into the neighborhood.



Neighborhood Common; With 2 Acre Park, Daycare, Small Offices, Retail and Apartments for total of 7 acres

4.8 Neighborhood Marketplace

At specific locations along arterial streets, a Neighborhood Marketplace with retail uses serving several neighborhoods and higher density residential uses may be appropriate, if developed at a scale compatible to the surrounding area. A Neighborhood Marketplace should be centrally located within the residential areas to be served by the retail uses, preferably at the intersection of arterial streets that are neighborhood boundaries. Neighborhood Marketplaces should be separated by at least two miles and are intended to serve a population of 5,000 to 20,000 within a given market area.

The Neighborhood Marketplace provides for the sale of day-to-day needs and should be built around a primary tenant. The Neighborhood Marketplace should be between 30,000 and 100,000 square feet of gross leaseable area and contain a mix of retail and office uses. Ideally, the primary tenant would be a grocery store containing approximately 40,000 square feet of retail space. Other services may include small office uses, sit-down restaurants, specialty retail uses and service station/car wash, along with high density multi-family residential.

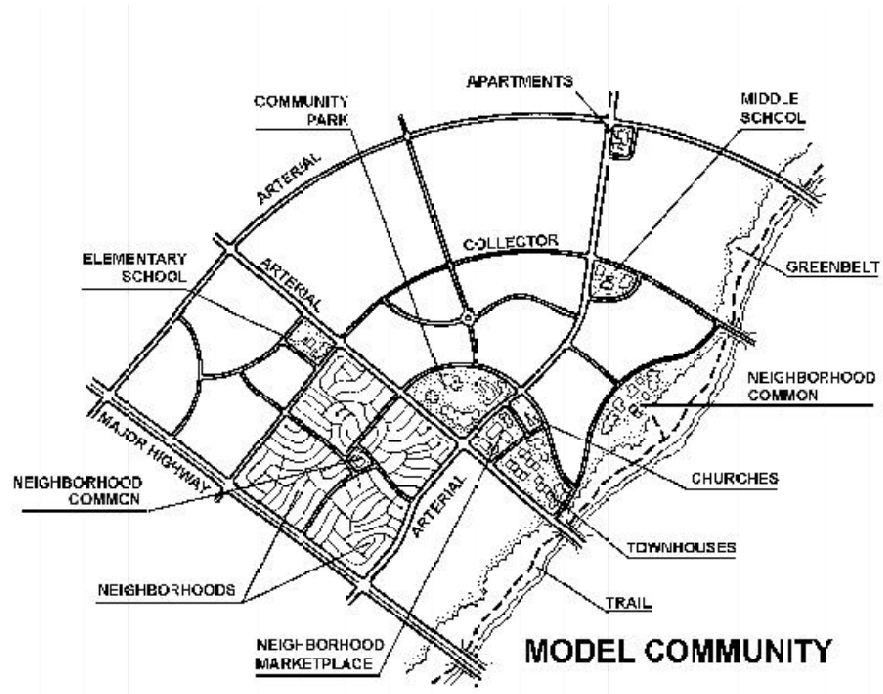
The Neighborhood Marketplace provides for the sale of day-to-day needs and should be built around a primary tenant, ideally, a grocery store

At the intersection of two arterial streets, a total of 60,000 to 200,000 square feet of nonresidential uses may be appropriate, provided that no single development exceeds the 100,000 square foot guideline for nonresidential uses.

High density multi-family housing and other housing types may be included as an element of the Neighborhood Marketplace.

The location of Neighborhood Marketplace within the neighborhood district necessitates a scale and style of development which will insure compatibility within the neighborhood setting. The following compatibility guidelines, along with those for the Neighborhood District, should be applied to the planning and development of a Neighborhood Marketplace:

1. Planned zoning district (O-P or C-P) for office and retail uses and PUD for residential;
2. A single Development Plan should apply to the entire site;
3. Sufficient street frontage for the Neighborhood Marketplace should be provided so that appropriate spacing exists for driveways on to an arterial street, especially if access to the arterial will be by driveway. Driveways should be designed to serve all uses within the development. Joint use driveways and cross easements are encouraged;
4. Controlled access onto arterial streets. Driveways should be appropriately spaced based upon accepted traffic engineering standards, with no more than two driveways per lot. Driveways should not be located within the operational area of an existing or future signalized intersection;
5. Access should be provided through a system of internal streets or parking aisles;
6. Pedestrian access to and from the Neighborhood Marketplace should be provided in a safe and convenient manner from the sidewalk system along the arterial(s).



Adapted from Guide Plan for Columbia; Hare & Hare, 1966

7. Buildings are encouraged to be located so that a percentage of the building front(s) is directly adjacent to the street and provide a pedestrian-oriented site design;
8. All street locations should be appropriately spaced from any arterial intersection based upon accepted traffic engineering standards. Streets should not be located within the operational area of an existing or future signalized intersection;
9. Access to all parking areas for individual buildings should be provided from an internal system for traffic circulation;
10. The maximum percent of impervious cover should be no more than seventy percent for any tract or lot;
11. Cut or fill for grading beyond the building footprint or for a parking area should be compatible with any nearby residential lots; and when completed, blend to match the surrounding topography;
12. Pedestrian connectivity through parking lots should be an integrated into the overall design of the Neighborhood Marketplace and connect all businesses within the development;
13. A reduction in the number of required parking spaces may be appropriate when the development has a centralized parking area shared by all uses. Additional landscaped area in lieu of parking is encouraged;
14. The landscaping should be specifically designed to integrate and relate to the surrounding residential environment. The quality of the landscaping should highlight and enhance the development and the residential area it serves; and

15. When feasible, a landscaping strip should be included along the foundation of all buildings in areas not paved for delivery vehicle access or direct pedestrian access to an entrance/exit.

4.9 Neighborhood Planning

The Metro 2020 Community Guide Plan may be employed at the neighborhood level to address specific development and infrastructure concerns of the area's residents. Neighborhood plans focus on older residential areas that maintain neighborhood vitality and are experiencing redevelopment pressure or encroachment of higher intensity uses at their fringe.

Residential areas within the Neighborhood District are identified as one of the following:

1. **Stable Neighborhood:** This classification is assigned to a neighborhood if its housing stock is in good condition, if it is predominately owner-occupied and single family. Property values and rents tend to be moderate to high. New subdivisions and older neighborhoods not yet experiencing redevelopment pressure fall into this class.
2. **Conservation Neighborhood:** Older areas experiencing redevelopment pressure but maintaining neighborhood vitality and cohesion. The housing stock is typically older, but of sound original construction. Some housing deterioration may be present, but the level of deterioration has not reached a state of delapidation. The housing is typically single-family, but some units have been converted to multi-family rental structures or replaced by higher intensity land uses. Property values and rents tend to be moderate, the majority of the units are owner occupied, although there is a high percentage of renters.
3. **Transitional Neighborhood:** Residential areas where the housing stock is predominately older, often of inadequate original construction. The area may be experiencing pressure for redevelopment to higher intensity, nonresidential uses. There is a high incidence of substandard housing with some dilapidation and a high percentage of low income households. Property values tend to be moderate to low, and the majority of the units are occupied by renters.

Neighborhood planning may also be used as a tool to address district boundary issues to provide for a compatible mix of uses at the neighborhood district fringe.

Chapter Five: Employment District

5.1 What is an Employment District?

Employment Districts are locations for basic employment uses, including offices, corporate headquarters, manufacturing, warehouses, and research parks. The district contains significant concentrations of employment within the City and includes supporting uses such as multi-family residential, convenience retail, day care facilities, and restaurants.

5.2 Defining Employment Districts

The Employment District is functionally defined as a workplace destination, typically in an area that has proximity and access to and from major roadways such as arterials, expressways, and freeways. Employment Districts may be located at the intersections of arterial streets, but are characteristically found along major roadways or a rail facility to create an employment corridor.

The Employment District is a workplace destination in an area that has proximity and access to major roadways

Boundaries for the Employment District would include features such as highways, arterial and collector streets and geographic features such as creeks or lakes that create distinct edges. In the developed areas of Columbia, the boundary for an Employment District may be defined by the transition from predominantly office or industrial uses to residential areas.

High density multi-family residences should be included as part of mixed use developments, or in areas within the District with limited exposure and access to major roadways. Office uses may be appropriate as a transition between industrial uses within the district when next to the Neighborhood District.

5.3 Employment District Principle(s)

To locate major employers in the community in areas with appropriate transportation infrastructure, access to arterial streets, and will be supported by existing or planned improvements.

5.4 Employment District Policies

1. Keep employment districts concentrated in highway and rail transportation corridors with centralized sewer service.
2. Encourage a mix of supporting uses within the employment district such as restaurants, convenience retail, child care, hotel/motel, services, and housing.
3. Office uses are appropriate in areas along highway corridors and interchanges. Office uses are suitable as a transition from neighborhoods to other higher intensity land uses. The characteristics that distinguish office uses from other uses are:
 - Relativity high numbers of employees per acre
 - A significant AM and PM peak hour traffic on weekdays
 - Typically business hours occur during daylight hours on weekdays
 - May require large paved surface parking lots with lights for employee parking
 - Traffic attracted all day long

4. Employment districts should be accessible to transit riders, pedestrians, and bicyclists and accommodate bus shelters/transfer facilities, where appropriate.
5. Industrial uses are appropriate in areas of the community that do not have high public visibility and areas along highway and rail corridors. The characteristics that distinguish industrial uses from office uses are:
 - Fewer employees per acre than an office of the same size and few visitors
 - May produce significant AM and PM peak hour traffic on weekdays
 - Emphasis on commercial truck and rail access
 - May require large paved areas for employee parking, outdoor work and storage
 - Building and site improvements are typically simple and functional
 - May operate 24 hours a day with three shifts of employees
6. Supporting uses in employment districts should be located within walking distance of major employment concentrations.

5.5 Compatible Uses and Densities

Within the Employment District, most of the permitted land uses are of a similar scale and intensity. However, there are industrial uses that have special requirements which, if not planned, may be incompatible with other district land uses.

Industrial uses that have outdoor storage should be located in isolated areas which will not interfere with existing development. These uses may require large tracts of up to 100 acres, highway access for heavy trucks, and/or railway access. The industrial truck traffic should not conflict with commercial and residential traffic, or rely primarily on roadways designed to serve these nonindustrial uses.

Employment Districts should be developed in such a way as to protect and use the large public investment in the streets, highways, and support infrastructure. Traffic generated within the district should not produce a burden on the street network that reduces the carrying capacity of the roadways.

Along arterial roadways, office and industrial parks/subdivisions that group individual businesses into attractive and organized developments should be the models.

Pedestrian access to and from uses within the Employment District should be provided in a safe and convenient manner from the sidewalk system along the arterial(s). Buildings are encouraged to be located so that a percentage of the building front(s) is directly adjacent to the street and provide a pedestrian-oriented site design.

All land uses, public and private, with the exception of some residential uses, may be appropriate to be located within this district.

A. Uses/Densities

There are uses that by the nature and scale of the commercial activity should generally be located only within the Employment District. These uses include:

1. All unplanned industrial development
2. Manufacturing
3. Single tenant and general office developments > 40,000 square feet
4. Tractor and farm equipment sales
5. Machine shops and industrial service facilities
6. Truck and rail shipping facilities

B. Compatibility Guidelines

The following compatibility guidelines should apply to the planning and development of all uses within an Employment District:

1. All development within the Employment District will be compatible with the provisions of any applicable watershed and development resolutions adopted by the City Council.
2. The side or back lot lines for all office, commercial and industrial uses should not abut any residential lot, except high density multi-family, unless separated by a natural feature such as a greenbelt, ravine, or undisturbed group of trees that provide a significant buffer. Large lots with sufficient depth to provide an adequate rear yard buffer may be acceptable.
3. No residential uses, with the exception of high density multi-family dwellings, should be located within an Employment District. Existing single family residences and duplexes should be considered transitional uses in the Employment District.
4. All office, commercial and industrial uses next to Neighborhood Districts, Open Space/Greenbelts or the City Center should be a planned zoning district, (O-P or C-P);
5. Sufficient street frontage should be provided so that appropriate spacing exists for driveways on to an arterial street, especially if access to the arterial will be by driveway. Driveways should be designed to serve all uses within the development. Joint use driveways and cross easements are encouraged;
6. All street locations should be appropriately spaced from any arterial intersection based upon accepted traffic engineering standards. Streets should not be located within the operational area of an existing or future signalized intersection;
7. Controlled access onto arterial streets. Driveways should be appropriately spaced based upon accepted traffic engineering standards, with no more than two driveways per lot. Driveways should not be located within the operational area of an existing or future signalized intersection;

8. The amount of cut or fill for grading a building pad or parking area should be minimized and when completed, blend with the surrounding topography. Filling in the 100 year floodplain and adjacent to Neighborhood and Open Space/Greenbelt Districts should be compatible with any nearby residential lots and not adversely effect adopted greenbelts.
9. Industrial uses with outdoor storage, rock quarries, and mines should not be located next to the Neighborhood District.

Chapter Six: Commercial District

6.1 What is a 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 dwellings as supporting uses within the district. Most of the retail uses in this district depend on auto access to and from major roadways to support and sustain their business activity.

6.2 Defining Commercial Districts

The Commercial District may be functionally defined by the area that has proximity and access to and from major roadways such as arterials, expressways, and freeways. Visibility from and access to these major roadways is a defining feature. Commercial Districts are typically located at the intersections of arterial streets, to form a commercial center or along a major roadway forming a commercial corridor.

Boundaries for the Commercial District would include features such as highways, arterial and collector streets and geographic features such as creeks or lakes that create distinct edges. In the developed areas of Columbia, the boundary for a Commercial District may be defined by the transition from predominantly commercial and office uses to residential areas.

Office and high density multi-family residences should be included as part of high intensity mixed use developments, or in areas within the District with limited exposure and access to major roadways. Office use may be appropriate as a transition between commercial uses within the district when next to the Neighborhood District.

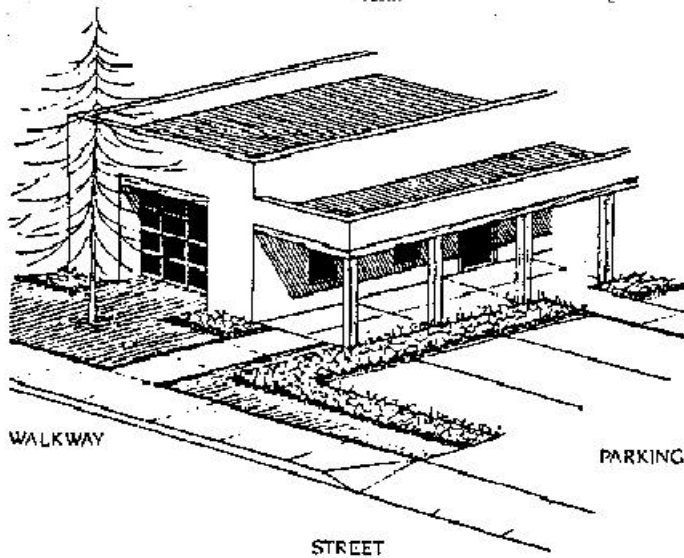
6.3 Commercial District Principle(s)

To ensure commercial development that is compatible with the adjacent land uses, appropriate to the traffic flow pattern and access available, and will be supported by existing or planned infrastructure.

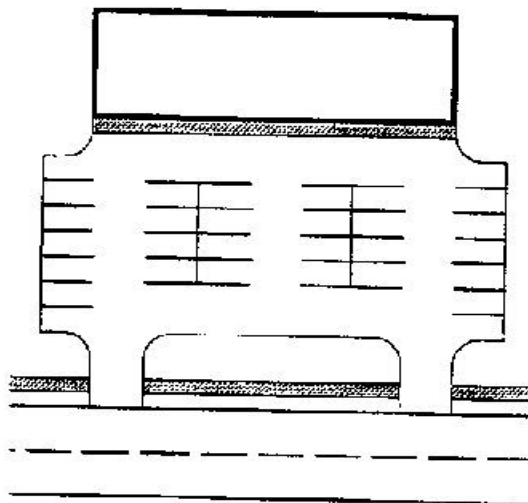
6.4 Commercial District Policies

1. Provide for large multi-tenant commercial centers with internal traffic circulation at appropriate locations at the intersections of arterial streets and at interchanges with limited access roadways.
2. Development in commercial districts will be encouraged to locate buildings so that a percentage of the building front(s) is directly adjacent to the street and provide a pedestrian-oriented site design.
3. Support the transition of existing, auto-oriented strip commercial areas to compact and connected mixed uses with pedestrian connections between businesses and neighborhoods.
4. Encourage new multi-tenant strip commercial centers of sufficient size to accommodate convenience and specialty retail, fast food restaurants, and auto oriented businesses.

Pedestrian Oriented Site Designs

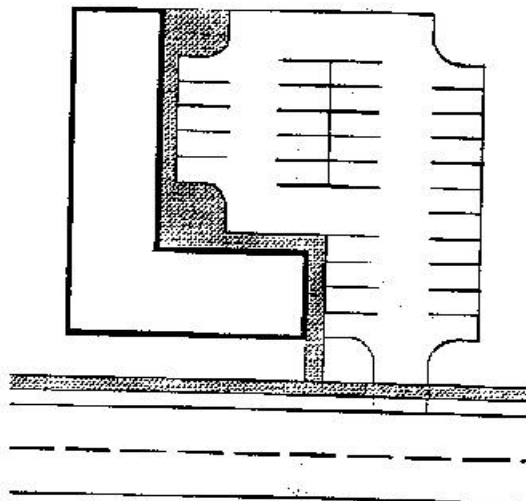


Pedestrian orientation of building with a continuous walkway from the street to the building entrance



Traditional auto-oriented site design

- Building sited at back of lot
- Pedestrians must walk through parking lot
- Creates the perception of a wide, fast street corridor



Pedestrian-friendly site design

- Building sited near street
- Convenient pedestrian access provided
- Street corridor perceived as narrower

5. Large retail establishments should be located in planned multi-tenant community or regional scale shopping centers. Large retail developments should provide pedestrian, bicycle and transit access, and any necessary off-site traffic improvements needed to serve the development.
6. Encourage planned commercial developments that provide the individual entrepreneur the opportunity to develop a private business on an individual basis as both owner and occupant.
7. Encourage connections between commercial developments by providing for shared access, shared parking, and shared signage.
8. Support subarea plans for the redevelopment of older commercial corridors.
9. Commercial districts should be accessible to transit riders, pedestrians, and bicyclists and accommodate bus shelters/transfer facilities, where appropriate.

6.5 Compatible Uses and Densities

Commercial Districts should be developed in such a way as to protect and use the large public investment in the streets, highways, and support infrastructure. Commercial traffic should not produce a burden on the street network that significantly reduces the carrying capacity of the roadways. Likewise, a higher density for all development within the district would concentrate high intensity business activities and promote the efficient development of areas served by existing infrastructure.

Along arterial roadways, shopping centers that group individual businesses into attractive and organized developments should be the models. The development of individual businesses on a single lot with inadequate arterial frontage is not appropriate, unless driveway access onto the arterial is shared with adjacent uses, or all access to and from the site is provided by a local or collector street.

All land uses, public and private, with the exception of some residential uses, may be appropriate to be located within this district.

A. Uses/Densities

There are uses that by the nature and scale of the commercial activity should generally be located only within the Commercial District. These uses include:

- a. Retail businesses > 40,000 square feet
- b. Shopping Center/Strip Mall > 70,000 square feet
- c. Fast food restaurants
- d. Auto sales and repair services
- e. Motels

B. Compatibility Guidelines

The following compatibility guidelines should apply to the planning and development of all uses within a Commercial District:

1. All development within the Commercial District will be compatible with the provisions of any applicable watershed and development resolutions adopted by the City Council.
2. The side or back lot lines for all commercial uses should not abut any residential lot, except high density multi-family, unless separated by a natural feature such as a greenbelt, ravine, or undisturbed groups of trees that provide a significant buffer. Large lots with sufficient depth to provide an adequate rear yard buffer may be acceptable.
3. No residential uses, with the exception of high density multi-family dwellings, should be located within a Commercial District. Existing single family residences and duplexes should be considered transitional uses in the Commercial District.
4. Lots or tracts with arterial frontage should provide shared access across the lot lines including joint-use driveways. Shared access should be encouraged along arterial streets.
5. All commercial and office uses next to Neighborhood Districts, Open Space/Greenbelts or the City Center should be a planned zoning district (O-P or C-P);
6. Sufficient street frontage should be provided so that appropriate spacing exists for driveways on to an arterial street, especially if access to the arterial will be by driveway. Driveways should be designed to serve all uses within the development. Joint use driveways and cross easements are encouraged;
7. Within a district a system of internal streets or parking aisles is desirable to provide access and connectivity between uses without relying upon the arterial street;
8. Controlled access onto arterial streets. Driveways should be appropriately spaced based upon accepted traffic engineering standards, with no more than two driveways per lot. Driveways should not be located within the operational area of an intersection which is signalized or will require signalization at a future date;
9. All street locations should be appropriately spaced from any arterial intersection based upon accepted traffic engineering standards. Streets should not be located within the operational area of an existing or future signalized intersection;
10. Developments with driveways onto arterials that would meet warrants for signalization are not compatible, and should be served by a public street;

11. The amount of cut or fill for grading a building pad or parking area should be minimized and when completed, blend with the surrounding topography. Filling in the 100 year floodplain within the Commercial District and next to Neighborhood and Open Space/Greenbelt Districts should be compatible with any nearby residential lots and not adversely effect adopted greenbelts.

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Chapter Seven: The City Center

7.1 What is the City Center?

The City Center District is intended to be the focal point of the City of Columbia, serving as the educational and government center of the City. This is an area of mixed uses and is at a pedestrian scale. The District includes the downtown office and commercial area, the University of Missouri, Stephens College, and Columbia College. It also contains a number of multi-family residential uses, including upper-story units in commercial and office buildings.

The City Center is intended to be the focal point for the Metro area

A major feature of the City Center is its pedestrian scale street environment. Densities are higher here than in other areas, and there is no off-street parking requirement. It includes wide sidewalks, and curb extensions at intersections to facilitate walking. On-street parking throughout the area narrows the streets and tends to slow traffic speeds. Most existing commercial and office buildings are built flush to the front property line, to take advantage of pedestrian traffic on the adjacent sidewalk. New and redeveloped properties should continue that design practice to maintain the pedestrian nature of the district. Street reconstruction projects and traffic signalization also need to be done with pedestrians in mind.

The City Center is also intended to be an attractive place for bicyclists, as it is within easy bicycling distance of central area residential neighborhoods. Bicycle parking areas need to be provided in both on-street and off-street locations, such as parking garages.

It is important to maximize the opportunities for people to live in the City Center. High density residential uses allow people to live within walking distance of all the services and opportunities in the Central Business District. These residents are potential customers for all of the commercial and services located in the central area, but often will not require parking spaces to access these opportunities. The presence of a large number of residents in the City Center enlivens the area and leads to a wider variety of uses, especially in the evenings when restaurants and entertainment venues are frequented. The presence of people in the area on a 24-hour basis also contributes to a safer street environment and subsequently less crime.

As part of the ideal to maximize the efficient use of land within the City Center, off-street parking should only be allowed in parking garages. Surface lots should be discouraged, and existing lots should gradually be phased out. The presence of surface parking lots takes up valuable land that could be accommodating uses that would produce property tax revenue and improve the area.

7.2 Defining the City Center

The boundary for the City Center District may be defined by major arterial and collector streets, or by the edges of University and college properties. District edges may also be areas containing a variety of uses that transition into owner-occupied single family residential uses.

7.3 City Center Principle(s)

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

7.4 City Center Policies

1. Within the pedestrian core, drive-through facilities may be appropriate as an accessory use to banks and financial institutions, if it can be demonstrated that the design and operation of the facility is compatible with the pedestrian environment.
2. Uses that generate high levels of pedestrian traffic should be encouraged on the street-level. Residential uses should be considered as part of a mix of uses within a building.
3. Multi-family and high density residential uses will be encouraged.
4. The City Center will continue to be the focus of governmental administration and service functions, cultural activities and higher education.
5. A transition of land use intensities should be encouraged to buffer Neighborhood Districts next to the City Center. The transitional uses should be of an appropriate scale and intensity as to not interfere or adversely affect the residential character of the neighborhoods and should relate to and support the neighborhood.
6. Streets and public spaces within the City Center should be designed to enhance pedestrian and bicycle activity.
7. The Columbia Transit System should maintain the central transfer facility located in the historic Wabash Station.
8. On-street and off-street bicycle parking will be included as part of street designs in the City Center.
9. New parking in the City Center should be provided in parking structures. Surface parking lots should be discouraged. Parking structures should have considerations made for the inclusion of retail uses on the street level, place driveways to avoid pedestrian and traffic conflicts, and be designed to be compatible with adjacent buildings.
10. The University of Missouri, Stephens College, and Columbia College are encouraged to work in concert with the City of Columbia to keep their Campus Development Plans updated on a regular basis.

7.5 Compatible Uses and Densities

The City Center District should be developed and maintained in a way to protect the pedestrian-orientation of the district and to preserve the high-density nature of the downtown and other components that make up this area.

A. Uses/Densities

1. Banks and financial institutions
2. Colleges and universities
3. High density multi-family residential

4. Government offices
5. Retail sales and offices
6. Churches, synagogues, and mosques
7. Hotels
8. Museums, galleries, and performing arts facilities
9. Theaters and night clubs
10. Restaurants

B. Compatibility Guidelines

1. All development within the City Center District will be compatible with the provisions of any applicable watershed and development resolutions adopted by the City Council.
2. Single family residences, unless on the National Register of Historic Places or contained within a recognized historic district, should be considered as transitional uses in the City Center. The City Center is a place for mixed use developments, and high-density residential uses. It will be appropriate over the long-term to facilitate the adaptive reuse of existing single family structures to uses that provide for greater density and variety.
3. Alleys should be maintained and kept open for pedestrian and vehicular uses. They should not be obstructed with walls, gateways, fences, dumpsters, or parked vehicles.
4. New public street projects should be designed to slow vehicle traffic speeds. Many existing streets in the district are narrow, having been built prior to the time when motor vehicles were the principal mode of transportation. This pattern should be maintained. Maintaining narrower traffic lanes, providing raised crosswalks, and constructing curb extensions are examples of designs that can keep vehicle traffic at appropriate speeds for an area with heavy pedestrian concentrations.
5. In areas with high levels of pedestrian activity, commercial and office buildings should be built with their orientation to the street to maximize pedestrian access and to support the established building pattern.
6. Small public spaces are suitable in the City Center. These may be pocket parks, (e.g., the park at 9th and Walnut) or public plazas and the like. Such places may include benches, fountains, and other features that make for an attractive social gathering place.
7. Surface parking lots are not generally compatible uses in this district, with the exception of university and college facilities and uses on the district fringe. In the latter cases, placing such parking facilities next to the Neighborhood District boundary is discouraged. Surface parking prevents the land it occupies from being used to contribute to the high-density and mixed use nature of the area.

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Chapter Eight: Open Space/Greenbelt

8.1 What is the Open Space/Greenbelt District?

The Open Space and Greenbelt District is designed to provide for the recreational and aesthetic needs of the residents of the community. It is also intended to protect sensitive areas, such as flood plains and hilly terrain, from development, and to preserve prime natural areas. Included in this district are public and private parks; other open spaces; and greenbelts.

8.2 Defining the Open Space Greenbelt District

Boundaries for the Open Space/Greenbelt District would include such things as the edge of the 100-year flood plain, and major or local streets. It also could be defined by the edges of subdivisions next to the greenbelts, such as the boundaries of lots on the bulbs of cul-de-sacs.

This district is also intended to include major City and other regional parks and recreational centers. Examples include state parks, such as Rockbridge Memorial State Park, and City parks such as Capen Park. These facilities are community-wide, serving the entire Metro Area.

8.3 Open Space/Greenbelt Principle(s)

To provide park land, open space, and greenbelts to meet the recreational and aesthetic needs of Columbia's citizens, to ensure the preservation the area's natural beauty, significant wildlife and plant habitats, and to maintain creek water quality.

8.4 Open Space/Greenbelt Policies

1. Insure that bicycle and pedestrian access is provided to and from parks, open spaces, greenbelts and surrounding neighborhoods.
2. Insure that small parks or outdoor spaces are located within walking distance of all residents. The design and location of parks and outdoor spaces should relate to the street and sidewalk system to create a focal point for the residents and should not be merely undevelopable open space in drainage areas or flood plains.
3. Provide for major community recreational facilities.
4. Encourage the dedication of greenspace conservation easements, greenspace access easements, and greenspace trail easements when property is subdivided in adopted greenbelt corridors.
5. Preserve trees and vegetation along stream flood plains.
6. Encourage an inventory of the ecology, biology, and geology of the Metro area.
7. Encourage a joint City/County cooperative arrangement for the development of parks, greenspace and recreational facilities within the Metro area.

8.5 Compatible Uses and Densities

Open spaces and greenbelt areas can serve a variety of functions. Greenbelts can function as the boundary between neighborhoods by buffering residential neighborhoods from non-residential zoning, such as commercial areas. Greenbelts serve to prevent the development of flood-prone lands and the costs and problems resulting from such activity, and preserving the trees and open lands in such areas.

Greenbelts are primarily located along major creek corridors within the Columbia area, encompassing the flood plain and the creek itself. The Greenbelt Plan adopted by the City Council includes the corridors of seven principal creeks:

Bear Creek
Flat Branch
Grindstone Creek
Hinkson Creek
Hominy Branch
Perche Creek
Rocky Fork

The greenbelt system has potential for both recreational and transportation benefits with the addition of pedestrian/bicycle trails in the corridors. An interconnected trail system provides the opportunity for walking and bicycling connections across the Metro area. Such a system allows for connections between major recreational facilities (e.g., Cosmo Recreation Area and Albert-Oakland Park). It provides access across major barriers to pedestrian and bicycle travel, such as major roadways and waterways. Residents may use these trails both for work and pleasure trips. Pedestrian and bicycle access from adjacent districts, especially neighborhoods, is important if open space/greenbelt districts are to be used to their full advantage.

Areas of the greenbelt threatened by development should be identified and considered for acquisition by the City. Greenbelt sections that are suitable for bicycle and pedestrian trails should be identified and a trail plan should be considered by the City Council.

A. Uses/Densities

There are uses that by the nature and scale of the activity that should generally be located only within the Open Space/Greenbelt District. These uses include:

1. Public or private parks: Park facilities are natural uses within the open space/greenbelt district. Both major community parks and neighborhood parks are compatible uses. Recreational facilities based around a lake would be included as well.
2. Playing fields for organized sports: Such playing fields are often part of park facilities, more typically in major community facilities such as Cosmo Park. They also are frequently found in conjunction with parks next to schools, which would usually be located within neighborhood districts. Major facilities, with parking for hundreds or thousands of vehicles, such as a high school or university football stadium or fairground are not compatible within this district. These uses are too intensive to be located in an Open Space/Greenbelt district.

3. Pedestrian/bicycle trails: Additional trails would also be desirable to encourage and allow wider use of alternative transportation modes across the entire Metro area. These would provide for recreation use, as well as promoting walking and bicycling. Specific pedestrian/bicycle trail connections from urbanized areas to the regional state parks, such as Finger Lakes, would be desirable.
4. Nature preserves: Like parks, nature preserves, whether publicly or privately owned, are natural uses for this district. Examples are the City's Grindstone Nature Area and the nearby land owned by the Greenbelt Coalition along Hinkson Creek.
5. Golf courses and driving ranges: Golf courses and the associated facilities as well as driving ranges are appropriate for this district.
6. Community Centers and Private Meeting Facilities: This would include community recreation centers and other private meeting facilities such as alumni centers, and community organizations.
7. Storm water facilities:
8. Agricultural uses, including crops and grazing livestock. This would include typical row crop plantings in creek bottoms, and the grazing of livestock on pasture or crop stubble.

B. Compatibility Guidelines

The following compatibility guidelines should apply to the planning and construction of all uses within an Open Space/Greenbelt District:

1. All development within the Open Space/Greenbelt District will be compatible with the provisions of any applicable watershed and development resolutions adopted by the City Council.
2. In sections of the district that are part of the greenbelt, the greenbelt corridor should have a width of 100' or wider, unless that portion of the naturally occurring flood plain is less than 100' in width.
3. Cut and fill should not be allowed within the naturally occurring floodplain in stream corridors designated as part of the City greenbelt. The only exemptions would be for planned street projects, such as connections or extensions, that are part of the City's adopted Major Thoroughfare Plan, or for the construction of pedestrian/bicycle trail projects.
4. Pedestrian and bicycle accesses should be allowed to provide connections from the district to adjacent subdivisions, whether residential or non-residential. These accesses should be a maximum of 10' wide and constructed of a permeable gravel surface, and should tie into sidewalks or other pedestrian facilities in the subdivision.
5. Buildings and parking lots, except recreational structures and parking associated with park facilities, should not be located within an Open Space/Greenbelt District.

6. In those greenbelt corridors that now contain pedestrian/bicycle trails, pedestrian accesses should be provided to adjacent neighborhoods. Such accesses may be public rights-of-way and make connections to public sidewalks or streets, or they may be either public or private easements. For private easements, the accesses should be maintained by the homeowners' association of the subdivision.
7. All greenbelt trail projects should maintain compatibility with any existing residences next to the trail through such means as landscape buffering and screening, berms, and other natural buffers. Trail projects will be developed with routes compatible to existing subdivisions, such as crossing the creek corridor when possible to avoid individual residences.
8. Future subdivision developments next to the greenbelt corridors with existing or planned trails should be encouraged to provide pedestrian/bicycle access to those trails. The right-of-way for these connections should be dedicated as part of the platting process, or the necessary easements shown on the final plat for the respective subdivisions.

Appendix I:

Comprehensive Plan Task Force enabling resolution

Introduced by Hindman Council Bill No. R 113-09 A

A RESOLUTION

directing the Planning and Zoning Commission to prepare a new Comprehensive Plan; establishing a Comprehensive Plan Task Force to assist the Planning and Zoning Commission.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF COLUMBIA, MISSOURI, AS FOLLOWS:

SECTION 1. The City Council hereby directs the Planning and Zoning Commission (hereafter "Commission") to study and evaluate the existing Comprehensive Plan, to develop a work program for producing a new Comprehensive Plan, and to prepare a new Comprehensive Plan as provided in Sec. 20-41 of the City of Columbia Code of Ordinances.

SECTION 2. The City Council hereby establishes a Comprehensive Plan Task Force (hereafter "Task Force") consisting of fifteen (15) members appointed by the City Council. The Planning and Zoning Commission shall be given the opportunity to review the list of applicants and provide comments to the City Council before the Council makes appointments to the Task Force. Any citizen may be considered for membership, but in making appointments to the Task Force, the City Council and Commission shall consider prior involvement in the *Imagine Columbia's Future* visioning process, service on a city commission, professional credentials or participation in a civic, business, or professional organization as key qualifications for membership. At least one (1) member shall be a member of the Columbia Vision Commission to facilitate two-way communications between the Task Force and the Columbia Vision Commission.

SECTION 3. The Task Force shall advise and assist the Commission and the City Council on all phases of plan development, including citizen involvement, public education and outreach, recruitment of volunteers and review of interim products as described in the Commission's scope of work.

SECTION 4. The Commission and Task Force shall convene meetings in accordance with the "Guidelines for Convening, Management, and Coordination of Citizen Dialogues," attached hereto as Exhibit "A," and as amended from time to time by the Columbia Vision Commission.

SECTION 5. The Commission and the Task Force shall use the report *Imagine Columbia's Future* as a basic reference for evaluating the existing Comprehensive Plan and developing vision statements, goals, objectives and policies in the new Comprehensive Plan.

SECTION 6. The Commission shall include the following tasks in its development of a new Comprehensive Plan:

- a. Review and evaluate the existing Comprehensive Plan, related plans, and development policies;
- b. Review of data and data analysis to be used in the plan;
- c. Identification of general issue areas;
- d. Development of goals, objectives, and policies (the policy framework);
- e. Development of physical plans (maps and graphic exhibits);
- f. Development of "growth management" and "smart growth" principles and techniques;
- g. Development of an implementation schedule for carrying out the plan; and
- h. Plan administration policies including uses of the Comprehensive Plan, and procedures for periodic monitoring and amendment of the plan.


SECTION 7. Content of the Comprehensive Plan. At minimum, the Comprehensive Plan shall include the following topical or functional areas:

- a. Growth management planning;
- b. Land use;
- c. Transportation;
- d. Community facilities and infrastructure;
- e. Housing;
- f. Neighborhoods;
- g. Economic development;
- h. Environmental management, preservation, and protection;
- i. Parks and recreation;
- j. Urban design and historic preservation;
- k. Special areas, i.e., districts or corridors needing special attention; and
- l. Other development planning topic areas as deemed appropriate by the City Council.

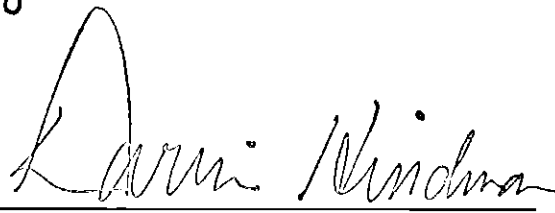
SECTION 8. The City Manager shall provide the Commission and Task Force with necessary staff support.

ADOPTED this 18th day of May, 2009.

ATTEST:




City Clerk



Mayor and Presiding Officer

APPROVED AS TO FORM:



City Counselor

GUIDELINES FOR CONVENING, MANAGEMENT, AND COORDINATION OF CITIZEN DIALOGUES

PURPOSE:

One theme throughout the vision was the importance of ongoing public engagement. Such engagement not only informs the public, it invites citizens to help both define and resolve difficult community issues. Early and frequent engagement of the public on key issues and projects will not only assist with the implementation of the visioning process, it will enhance public understanding of public decisions. The purpose of these guidelines is to help boards and commissions and other organizations that are involved in visioning implementation to determine when and how to best initiate and use formal dialogues with citizen groups and other organizations. Recognizing the wide range of issues and situations in which such dialogues might occur, these are intentionally stated as guidelines and not as rigid requirements defining or limiting why or how such dialogues might occur.

CONVENING:

1. Prior to convening, determine whether dialogue is appropriate. Is more information needed to ensure that dialogue would be meaningful? Are efforts at dialogue likely to promote progress in understanding or resolving issues, and if so, why? If not, why not? Is there a need for an immediate decision? Is the matter one that is more appropriate for administrative action than dialogue? What are the other means of obtaining citizen input and would they be as, or more, effective for achieving the identified purpose?
2. Prior to convening clearly define the purpose of the dialogue. Is it to help in defining and understanding issues and concerns? Is it to inform on a subject and obtain feedback? Is it to brainstorm and evaluate possible solutions? Or is it to seek a collaborative agreement? Or for another purpose? The purpose for the dialogue should be clearly communicated to the public at the time of convening and considered in structuring the process.
3. Prior to convening, determine if the dialogue is feasible. What resources will be needed for an effective dialogue and are they available? Is there a public interest in and acceptance of dialogue on the issue or issues involved? Is there adequate time to have an effective dialogue?
4. Prior to convening, review the structural options for dialogue and consider which options might best fit the purpose of the dialogue. This includes evaluation of the number of meetings, the use of large or small groups or both, and the type and sequence of different meeting structures. In choosing among dialogue options consider what would help ensure a high level of accessibility – will sign or other language interpreters be needed? Can materials be provided in large print or in Braille? If written comments will be requested, will assistance be provided for those who have difficulty writing?
5. Prior to convening determine what recruitment process can be used to help ensure adequate and diverse participation. Identify accessible spaces that might be available.

GUIDELINES FOR CONVENING, MANAGEMENT, AND COORDINATION OF CITIZEN DIALOGUES

MANAGEMENT AND COORDINATION:

6. At the outset of the dialogue, invite feedback on the process and procedures to be used and offer choices to participants where practicable.
7. Provide any training needed for participants to effectively engage in the process.
8. Prior to dialogue sessions give participants the information needed for meaningful participation and adequate time to review it.
9. Provide adequate and accessible notice of the time, place and expected focus of each dialogue session.
10. When seeking feedback, provide participants and the public with more than one way to comment.
11. If direct participation in dialogue sessions needs to be limited and representatives are used, work to ensure diverse viewpoints in the representatives directly involved in the process and also to ascertain the nature and source of their representative authority. This information on the nature and source of each participant's representative authority should be shared with all participants.
12. Raise questions related to the implementation of any decisions to be made and questions related to the identification and evaluation of anticipated outcomes from the beginning of the process.
13. Throughout the dialogue sessions, work to avoid adversarial debate and maintain open discussion. Do not use votes to silence or marginalize the voices of the minority of the group. Encourage the use of open-ended questions to promote understanding of the range of views and perspectives, and the information and experiences that inform those views.
14. If recording comments during dialogue sessions, use the words of the participants, and work to capture all views expressed.
15. Provide a summary of notes following meetings, and allow for feedback on and revisions of those summaries.
16. If participants require some level of confidentiality for parts of the discussion or for information shared, document why and for what portions of conversation or information shared, and clearly define the level of confidentiality to be provided. Note that meetings and records governed by sunshine laws will be open to the public and confidentiality rules generally will not apply to such meetings. You may want to consult the city attorney prior to beginning a dialogue as to the applicability of sunshine laws to your dialogue.
17. Consider having an impartial facilitator who is accountable to the participants manage the process.
18. Refine procedures as the process unfolds. The process should remain flexible enough to meet the evolving needs of the parties.

GUIDELINES FOR CONVENING, MANAGEMENT, AND COORDINATION OF CITIZEN DIALOGUES

19. Consult with the parties as to the timing, scope and content of progress reports made to keep the public informed on the process.

FOLLOWING-UP:

20. Following a convened dialogue, report back to participants how the input received during the dialogues affected any determinations made following the process, or if the process results in a collaborative agreement, explain to the public how input received during the process led to that agreement.

RESOURCES:

Websites

The National Coalition of Dialogue and Deliberation, www.thataway.org

This site has a wide range of resources including a matrix that summarizes the suitability of different dialogue processes for a range of purposes.

People and Participation.Net, <http://peopleandparticipation.net>

This site offers a wide range of resources that assess dialogue practices and offer case studies for review.

Public Agenda, <http://www.publicagenda.org/>

This site offers a number of tools for tackling complex issues.

Books

Arthur, Carlson, Moore. A Practical Guide to Consensus. (Policy Consensus Initiative, 1999.)

Association of Conflict Resolution. "Best Practices for Government Agencies". (<http://www.acrnet.org/acrlibrary/archivesum.php?view=category>).

Holman, Devane, and Cady. The Change Handbook. (Berrett-Koehler, 2007.)

International Association for Public Participation. "Practitioner Tools". (<http://iap2.org/displaycommon.cfm?an=5>).

Susskind and Cruikshank. Breaking Robert's Rules. (Oxford University Press, 2006.)

Yankelovich. The Magic of Dialogue. (Touchstone, 1999.)

Columbia Comprehensive Plan Task Force

The Columbia City Council is seeking applications for the Comprehensive Plan Task Force, a 15-member committee charged with assisting the Columbia Planning and Zoning Commission in the production of a new comprehensive plan for Columbia.

A “comprehensive plan” is a general plan for the future growth and development of a city, including recommendations for future land use, transportation, community facilities, housing, neighborhoods, economic development, environmental management, parks and recreation, urban design and historic preservation, and special areas such as downtown. The plan is used to guide the development of more specific plans, improved development regulations, the capital improvement program, and other city programs.

Any citizen may be considered for membership, but in making appointments to the Task Force, the City Council shall consider prior involvement in the *Imagine Columbia's Future* visioning process, service on a city board or commission, professional credentials or participation in a civic, business, or professional organization as key qualifications for membership. At least one (1) member shall be a member of the Columbia Vision Commission to facilitate two-way communications between the Task Force and the Columbia Vision Commission. The Planning and Zoning Commission, as the citizen advisory group charged in the City Code with the preparation of the comprehensive plan, may provide input on the desired qualifications of Task Force members.

Core responsibilities of the Task Force are:

- Strategies for maximum citizen participation
- Public education and outreach on planning concepts, including growth management and smart growth
- Recruitment of volunteers to share talents and interests in public forums
- Review and comment on interim products such as data collection reports; a policy and plan audit report; an issues and opportunities summary; draft goals, objectives and strategies; plan, map and graphic exhibits; and draft implementation program

The City Council has approved a *Vision Implementation Report* which commits city staff and the Planning and Zoning Commission to issue a set of recommendations for a new comprehensive plan and modernization of the city development codes by the end of fiscal year 2011. It is anticipated that the Task Force will meet at least monthly until the project is completed. The Task Force may also meet in subcommittees or work teams.

The Task Force will choose members to be chairperson and vice chairperson. The Planning and Development Department will provide technical support.

Appendix J:

East Area Plan Adoption Ordinance (City of Columbia)
and Resolution (Boone County)

020790
Permanent Record
Filed in Clerk's Office

Introduced by McDavid
First Reading 10-18-10 Second Reading 11-1-10
Ordinance No. 020790 Council Bill No. B 265-10 A

AN ORDINANCE

adopting the East Area Plan; and fixing the time when this ordinance shall become effective.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF COLUMBIA, MISSOURI, AS FOLLOWS:

SECTION 1. The City Council adopts the East Area Plan, dated September 2010, a copy of which is on file in the office of the City Clerk.

SECTION 2. This ordinance shall be in full force and effect from and after its passage.

PASSED this 1st day of November, 2010.

ATTEST:

[Signature]
City Clerk

[Signature]
Mayor and Presiding Officer

APPROVED AS TO FORM:

[Signature]
City Counselor

CERTIFIED COPY OF ORDER

572 -2010

STATE OF MISSOURI

County of Boone

} ea.

December Session of the October Adjourned

Term. 20 10

In the County Commission of said county, on the

7th

day of December

20 10

the following, among other proceedings, were had, viz:

Now on this day the County Commission of the County of Boone does hereby approve the Resolution to Adopt the East Area Plan.

Done this 7th day of December, 2010.

ATTEST:

Wendy S. Noren
Wendy S. Noren
Clerk of the County Commission

Kenneth M. Pearson
Kenneth M. Pearson
Presiding Commissioner

Karen M. Miller
Karen M. Miller
District I Commissioner

Skip Elkin
Skip Elkin
District II Commissioner

Resolution to Adopt the East Area Plan

Whereas, the County of Boone and the City of Columbia, Missouri are located near the center of the state of Missouri at the interchange of U.S. Interstate Highway 70 and U.S. Highway 63; and

Whereas, the central location of the area makes it attractive to growth and development; and

Whereas, the governing bodies of Boone County and the City of Columbia believe that the community at large benefits from mutual planning for growth and development; and

Whereas, the Boone County Commission requested the Planning and Zoning Commission to engage the Columbia Planning and Zoning Commission in evaluating future land use for the area roughly bounded by Interstate 70 Highway on the north side, Rangeline Road on the east side, Discovery Ridge on the south side and the municipal limits of Columbia on the west side; and

Whereas, the two Planning and Zoning Commissions conducted a number of open houses to solicit public input on the potential future development of the land within the study area; and

Whereas, the two Planning and Zoning Commissions incorporated public comment in an extensive future land use plan known as the East Area Plan; and

Whereas, the Boone County Planning and Zoning Commission recommended that the East Area Plan be adopted as a sub-plan of the Boone County Master Plan at their October 21, 2010 regular meeting; and

Whereas, the Boone County Commission advertised and conducted a public hearing on the East Area Plan during their November 30, 2010 meeting; therefore be it

Resolved, that the East Area Plan is hereby adopted and considered to be a sub-plan of the Boone County Master Plan.

Done this 7th day of December 2010.