

Appendix C

Organizations for Collaboration and Coordination



In this appendix you will find each goal from the 2007 Vision Report grouped into the goal groups and associated with the recommended government leads and other organizations that could be involved in implementing that goal. This table addresses the 2007 Vision Report’s recommendation that this draft implementation report identify and recommend existing City or County commissions or boards that could take the lead in implementation of the various groupings of goals.”

This proved not to be an easy task both because the goal groupings are very broad and (as is noted throughout this report) collaboration among entities working within a goal group is key to successful implementation, and also because of the nature and organization of City government. The City of Columbia, by charter approved by vote in 1949, operates under a “council-manager” form of government. In this, the City Council enacts local legislation, adopts budgets, determines policies, and appoints both the City Manager and boards and commissions. Boards and commissions are advisory by nature, are assigned roles and tasks by the City Council, and make related recommendations to the City Council. The City Manager executes the laws made by the City Council and does the work of administration which includes making budget recommendations, assigning and allocating staff, and advising the City Council on all necessary matters. Although the manager takes part in council hearings, he does not have voting powers. The City Council is ultimately responsible for approving any changes in policy and for allocating resources through its power to approve the budget. A graphic illustrating these relationships follows. Due to the importance of both the advisory role of boards and commissions, the implementing role of the City’s professional staff, and the need for ongoing collaboration, more than one lead for a listed goal or goal grouping is identified in most instances.

A final document included in this appendix, which was proposed early in the process of developing the report, provides yet another way to imagine integrating the vision across strategies and promoting collaboration across entities that are or could be involved in the implementation process. This grouping of strategies around 7 themes, with many strategies repeated across themes, emphasizes the interdependence of boards,

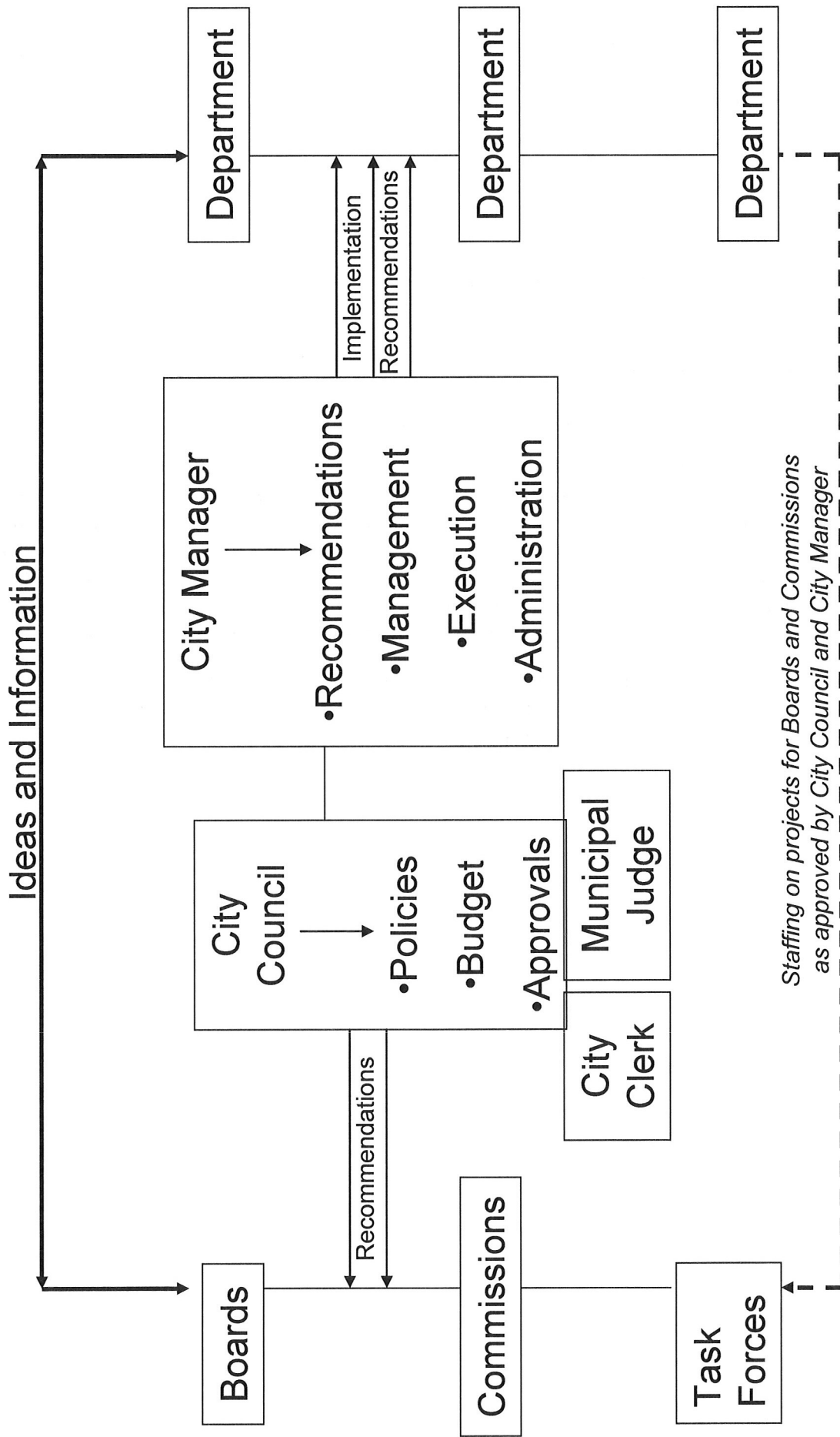
commissions, and departments in the city government. The seven categories used for this broad thematic grouping are as follows (note: The following ordering of themes should not be read as a hierarchy. Each theme is key to the vision and all are interrelated):

1. Preserving Heritage, Environment, and Uniqueness
2. Investing in Columbia: Economic Development, Jobs, and Infrastructure
3. Building Cultural Cohesion
4. Delivering Health and Human Services
5. Educating the Community
6. Designing the City
7. Improving Collaborative Governance

Following the statement of each theme, you will find each of the related strategies reproduced in a table and a list of the boards, commissions, or other entities that could be involved in implementation of each of these strategies. In many instances these entities were identified in the Citizen Action Plans that were included in the vision plan. Note, however, that in some instances, the strategies proposed do not clearly lie within the mandates of the organizations listed. In those instances, it may be necessary to modify or expand the enabling legislation for such boards or commissions.

To summarize, the documents that follow are (i) the graphic illustrating City government structure, (ii) the goal group grouping with recommended leads, and (iii) the thematic grouping of strategies with organizations.

The Organization of City Government



Community - The goals below all relate to building and supporting our sense of community: the ways in which we live together and support each other

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
Community - Arts	Support and Promote the Arts (Means): Columbia will both sustain and creatively expand its foundation for arts and culture in our community.	Commission on Cultural Affairs and The Office Cultural Affairs	Columbia City Council, New Century Fund Board, Columbia Art League
Community - Arts	Support and Promote the Arts (Ends): Arts and culture will be central to daily life and accessible to all equally in Columbia.	Commission on Cultural Affairs and The Office Cultural Affairs	Convention and Visitors Bureau and Board, Office of the City Manager, Columbia City Council, Public Communications Resource Advisory Board, Department of Elementary and Secondary Education, Planning and Development Department, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project
Community - Facilities and Services	Social Services: Columbia will support quality points of entry to access information for high quality and affordable social services to support children, youth, adults, seniors, persons with disabilities, and people with cultural barriers. All social services will be sufficiently funded to work toward the elimination of poverty.	City Council and The Columbia/Boone County Department of Public Health and Human Services	Board of Health, New Century Fund Board, Boone County Commissioners, Office of the City Manager, Finance Department, Columbia Chamber of Commerce, Community Services Advisory Commission, Office of Social and Economic Data Analysis, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project

<p>Community - Facilities and Services</p>	<p>Health: Columbia will be a healthy community. All residents will have timely access to appropriate health care. Effective prevention initiatives will contribute to a healthy community.</p>	<p>The Columbia/Boone County Department of Public Health and Human Services</p>	<p>Office of Community Services, Board of Health, Heart of Missouri United Way, Boone County Mental Health, Family Health Center, Community Services Advisory Commission, Office of Volunteer Services, Mayors Committee on Physical Fitness, University of Missouri, American Diabetes Association, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project</p>
<p>Community - Facilities and Services</p>	<p>Library: Access to library services, facilities, and community meeting spaces will be increased.</p>	<p>Library Board</p>	<p>Columbia City Council, Office of the City Manager</p>
<p>Community - Facilities and Services</p>	<p>Parks: A variety of attractive, well-maintained parks throughout Columbia – including neighborhood parks, regional parks, nature parks, and urban parks – will ensure all residents have access to a full range of outdoor and indoor recreational opportunities.</p>	<p>Parks and Recreation (Department and Commission)</p>	<p>Columbia City Council, Planning and Development Department, Greenbelt Land Trust, Central Missouri Development Council, Office of Volunteer Services, Office of the City Manager, Neighborhood Associations, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project</p>
<p>Community - Facilities and Services</p>	<p>Recreation: Columbia's recreational needs and desires will be met through effective public and private partnerships that provide outstanding, exciting, and diverse recreational facilities such as, but not limited to, an ice skating rink, golf courses, tennis courts, soccer fields, ball fields, ball parks, and swimming pools. These facilities will be placed appropriately throughout the city to allow easy access for everyone.</p>	<p>Parks and Recreation (Department and Commission)</p>	<p>Mayors Council on Health and Physical Fitness, Columbia Chamber of Commerce, Neighborhood Associations</p>

<p>Community - Facilities and Services</p>	<p>Law Enforcement: The relationship between the Columbia Police Department and the community will be positive and mutually respected.</p>	<p>Office of City Manager Police Department</p>	<p>Columbia City Council, Citizen Review Board, Community Services Advisory Commission, Human Rights Commission, Neighborhood Associations,</p>
<p>Community - Facilities and Services</p>	<p>Public Safety: Community members will be safe and secure.</p>	<p>The Police Department, The Fire Department, and Public Safety Joint Communications</p>	<p>Columbia City Council, Board of Health, Office of the City Manager,</p>
<p>Community - Inclusion</p>	<p>Sense of Community: Connections between families, neighborhoods, and the community-at-large will be actively promoted through events, through broad, effective, and all-inclusive communication, and through interactive and fun community challenges.</p>	<p>City Council, Office of City Manager, and The Columbia Vision Commission</p>	<p>Commission on Cultural Affairs, Internet Citizens Advisory Group, Public Communications resource Advisory Board, Public Communications Department, Convention and Visitors Bureau, Community Leaders, University of Missouri, Stephens College, Columbia College, and Other Area Educational Institutions</p>
<p>Community - Inclusion</p>	<p>Diversity/Inclusion: Columbia will be an inclusive community where people from all walks of life hear, appreciate, understand, respect, and trust each other, and where positive relationships are fostered and human rights are advanced.</p>	<p>City Council, Office of City Manager, and The Columbia Vision Commission</p>	<p>Human Rights Commission, Department of Public Health and Human Services, Human Resources Department, Columbia Disability Issues Forum, The Disabilities Commission, Services for Independent Living, Boone County Family Resources, The ADA Project</p>
<p>Community - Inclusion</p>	<p>Youth: Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.</p>	<p>City Council, Boone County Commission</p>	<p>Office of the City Manager, Department of Public Health and Human Services, Parks and Recreation Department, Community Services Advisory Commission, Commission on Cultural Affairs, United Way, Church and Faith Based Groups</p>

Economic Development - All of these goals relate to obtaining the resources needed to keep our community financially healthy and provide opportunities to all who live and work here.

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
Economic Development	Economic Development: Columbia will attract, retain, and encourage the growth of new businesses by establishing a business-friendly climate, enhancing regional economic partnerships, and promoting reciprocal business relationships.	Office of City Manager (REDI and MU - Convening)	Columbia City Council, Convention and Visitors Advisory Board, Downtown Columbia Leadership Council, Special Business District Board, Boone County Commissioners, Missouri Innovation center, Centennial Investors Network, SCORE, Stephens College, Columbia College, and other educational institutions
Economic Development	Jobs and Job Training: In the future, Columbia will have an employment base that is trained and qualified to work in a variety of industries. Employers will provide “decent” wages with benefits that provide opportunities for professional development, further education, good health, and quality of life.	Office of City Manager (REDI and MU - Convening)	Columbia City Council, Columbia Chamber of Commerce, Job Point, Missouri Department of Economic Development, Missouri Career Center
Economic Development	Science and Technology: By 2020, Columbia and Boone County will be known internationally as a leader of science and technology innovation, having produced more than 25 successful new high technology business start-ups in Boone County.	Office of City Manager (REDI and MU - Convening)	Columbia Chamber of Commerce, Stephens College, Columbia College, and other area educational institutions
Economic Development - Downtown	Investments: Significant investments in the physical, community, and business environment, as well as the tools to leverage economic strength, will bring vibrancy and diversity of culture, professions, and businesses, and lead to major attractions and exciting destinations.	Downtown Leadership Council	Columbia City Council, Office of the City Manager, Columbia Special Business District, Planning and Development Department, Planning and Zoning Commission, Public Works Department, Columbia Chamber of Commerce, REDI, University of Missouri, Stephens College, Columbia College, and other area educational institutions

Education - All of these goals related to intellectual development and are integrally related to the goals of economic development and many of the goals in community (e.g. health and inclusion).

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
Education	Facilities: Educational facilities in Columbia will benefit and meet the current and long range needs of the entire community through plans for shared usage and focused attention to technology, the environment, and energy efficiency.	Office of City Manager (Convening Group Only); Educational Boards	Columbia Public Schools, Representatives of All Educational Institutions
Education	Resource Allocation: The community and all its public and private entities will work together to ensure that resources for education are allocated effectively through all life stages.	Office of City Manager (Convening Group Only); Educational Boards	Columbia Public Schools, First Chance for Children, Head Start, Parents as Teachers, Parent Link, The University of Missouri, Stephens College, Columbia College, and other area educational institutions,
Education	Quality Education/ Curriculum and Programs: Columbia will provide a continuum of high quality educational opportunities that enable students of all ages and abilities to achieve individualized learning and training goals that ultimately improve quality of life.	Office of City Manager (Convening Group Only); Educational Boards	Columbia City Council, Boone County Presiding Commissioner, Community Services Commission, Early Childhood Education Coalition, Columbia Public Schools, Department of Elementary and Secondary Education, The University of Missouri, Stephens College, Columbia College, and other area educational institutions

Environment - All of these goals go to protecting and preserving our natural environment and minimizing the costs associated with pollution and waste. This goal group interrelates with the economic development goal group as "the area's natural beauty" and "venues such as our hike and bike trails and paths that foster enjoyment of that natural beauty" were among the natural advantages identified by the Economic Development Topic Group for attracting businesses to Columbia. This goal group also interrelates with the community goal grouping, particularly those goals that focus on developing and maintaining a health lifestyle.

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
Environment - Conservation	Resource Conservation: Columbia will be a model community that approaches zero waste of all primary and secondary forms of energy and goods, and that implements best management practices in order to protect and conserve its natural resources and intrinsic beauty for future generations.	Environment and Energy Commission, The Department of Water and Light, Office of City Manager	Public Works Department, Office of Volunteer Services, Planning and Development Department, Planning and Zoning Commission, Columbia Special Business District Board, REDI, Columbia Chamber of Commerce, GetAbout Columbia Advisory Committee, Missouri Department of Natural Resources, Missouri Department of Conservation
Environment - Energy Efficiency	Revitalization: Columbia will utilize, encourage, reward and enforce urban planning designs to promote walking and visiting, to screen for noise and lights, to preserve and restore historic areas both green and civic, and to increase a spirit of community. Columbia will provide and advertise incentives for building and retrofitting homes and businesses for energy efficiency and tailored renewable energy sources, and for restoring neighborhoods with abandoned and substandard structures.	Environment and Energy Commission, The Department of Water and Light, The Public Works Department, Office of City Manager	Columbia City Council, Commission on Human Rights, Community Development Commission, Planning and Development Department, Department of Public Health and Human Services, Columbia Housing Authority, Public Building and Finance Committee, PedNet/GetAbout Columbia, Neighborhood Associations

<p>Environment - Energy Efficiency</p>	<p>Environmental Quality: Columbia and its neighboring communities will be a place where the air, water, land, and natural aesthetic qualities of our environment shall be protected by a combination of conservation strategies including, but not limited to, regulations and ordinances, conservation incentives, education programs, and smart growth planning.</p>	<p>Environment and Energy Commission, County Commission, Department of Water and Light, Department of Planning and Development, and the Office of City Manager</p>	<p>Historic Preservation Commission, Planning and Zoning Commission, Department of Public Works, Boone County Smart Growth Coalition, County Commissioners, County planning Department, REDI, University of Missouri, Missouri Department of Conservation, US Forest Services</p>
<p>Environment - Energy Efficiency</p>	<p>Energy Efficiency: Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.</p>	<p>Environment and Energy Commission, The Department of Water and Light, and The Office of City Manager</p>	<p>Columbia City Council, Building Codes Commission, Planning and Development Department and Commission, Public Works Department, Water and Light Advisory Board, Columbia Special Business District, Columbia Chamber of Commerce, REDI, Boone Electric Cooperative</p>
<p>Environment - Land Preservation</p>	<p>Land Preservation: Land will be preserved throughout Columbia and Boone County to protect farmland, scenic views, natural topographies, rural atmosphere, watersheds, healthy streams, natural areas, native species, and unique environmentally sensitive areas, thereby enhancing quality of life.</p>	<p>Environment and Energy Commission, Parks and Recreation, Planning and Development, Boone County Commission</p>	<p>Historic Preservation Commission, Planning and Zoning Commission, Community Development Commission, County Commissioners, Office of the City Manager, Regional Planning and Development Departments, Land Preservation Topic Group, University of Missouri, Missouri Department of Conservation and Department of Natural Resources, New Century Fund Board, Finance Department, Greenbelt Land Trust</p>
<p>Environment - Land Preservation</p>	<p>Greenways: An extensive network of greenways will play a significant role in providing transportation options, protecting wildlife corridors, watersheds, and floodplains, and increasing public access to natural and open spaces.</p>	<p>Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development</p>	<p>Columbia City Council, Boone County Commission, Community Development Commission, Parks and Recreation Department, Public Works Department, Greenbelt Land Trust, Missouri Department of Conservation, Storm Water Task Force, Finance Department</p>

Governance - All of these goals relate to making Columbia's governance a model of transparency, efficiency, and citizen participation.

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
Governance	Structure: Columbia's governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents.	City Council	Office of the City Manager
Governance	Plan and Manage Growth: We envision a community with an open, transparent, inclusive planning process that values and manages growth, that protects the environment and the city character, and that is beneficial and equitable to all.	City and County Planning and Zoning Commissions, Office of City Manager, and Department of Planning and Development	Columbia City Council, Office of the City Manager, All Boards, Commissions, and Departments, REDI, Columbia Chamber of Commerce, Board of Realtors, University of Missouri, Central Missouri Development Council, Urban Land Institute, American Planning Association, Columbia Housing Authority, Smart Growth Coalition, US Green Building Council, Neighborhood Associations
Governance	Public Works: City services will be efficient, effective, and expanded.	The Office of City Manager	Columbia City Council, Environment and Energy Commission, Public Works Department, Water and Light Department, Disabilities Commission, Internet Citizen Advisory Group, Public Communications Resource Advisory Board

Planning and Development - These goals related to how we plan and manage growth, preserve our neighborhoods and heritage, and maintain quality of life were identified by many topic groups. These are grouped under "planning and development".

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
Planning and Development	Plan and Manage Growth: We envision a community with an open, transparent, inclusive planning process that values and manages growth, that protects the environment and the city character, and that is beneficial and equitable to all.	The Department of Planning and Development	Columbia City Council, Office of the City Manager, All Boards, Commissions, and Departments, REDI, Columbia Chamber of Commerce, Board of Realtors, University of Missouri, Central Missouri Development Council, Urban Land Institute, American Planning Association, Columbia Housing Authority, Smart Growth Coalition, US Green Building Council, Neighborhood Associations
Planning and Development	Community Appearance: Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics.	The Department of Planning and Development	Environment and Energy Commission, Parks and Recreation Department and Commission, Office of the City Manager, Center for Sustainable Living, Historic Preservation Commission, Affordable Housing Policy Committee, Columbia Housing Authority Board, Downtown Columbia Leadership Council, Neighborhood Associations
Planning and Development	Historic Preservation: Historic areas will be identified, valued, and preserved through education, enforcement, and incentives.	The Historic Preservation Commission and The Department of Planning and Development	Finance Department, New Century Fund Board, Boone County Historical Society

<p>Planning and Development - Infrastructure</p>	<p>Infrastructure: We envision a community with a well planned, proactive growth strategy that addresses the manner in which infrastructure (including but not limited to roads, utilities and other common facilities used by the community) is developed and maintained, that offers a fair and balanced approach regarding how payment for infrastructure is shared, that offers flexibility to accommodate change, and that provides coordination among all potential stakeholders.</p>	<p>City Council, County Commission, City and County Planning and Zoning Commissions, Office of City Manager</p>	<p>Planning and Development Department, Environment and Energy Commission, Water and Light Advisory Board, Columbia Chamber of Commerce</p>
<p>Planning and Development - Neighborhoods</p>	<p>Affordable Housing: A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of affordable, energy efficient, and accessible housing.</p>	<p>The Department of Planning and Development</p>	<p>Columbia City Council, Affordable Housing Policy Committee, Community Development Commission, New Century Fund Board, Finance Advisory Committee, Columbia Housing Authority</p>
<p>Planning and Development - Neighborhoods</p>	<p>Housing: Downtown Columbia will have a variety of safe housing options, including new and revitalized units, for all age groups and income levels with easy access to desirable amenities. Development and design guidelines will be instituted.</p>	<p>The Downtown Columbia Leadership Council and The Department of Planning and Development</p>	<p>Columbia City Council, Office of the City Manager, Planning and Zoning Commission, Columbia Special Business District, Affordable Housing Policy Committee</p>
<p>Planning and Development - Neighborhoods</p>	<p>Neighborhoods: Columbians will live in well-maintained, environmentally sound neighborhoods that include a range of housing options and prices; that are within walking distance of amenities such as schools, places of worship, shopping and recreation facilities; and that are supported by citywide bicycle, pedestrian, and transit systems.</p>	<p>The Department of Planning and Development</p>	<p>Columbia City Council, Office of the City Manager, GetAbout Columbia/PedNet, Bicycle and Pedestrian Commission, Community Services Advisory Commission, Affordable Housing Policy Committee, Historic Preservation Commission, Disabilities Commission</p>

<p>Planning and Development - Neighborhoods</p>	<p>Revitalization: Columbia will utilize, encourage, reward and enforce urban planning designs to promote walking and visiting, to screen for noise and lights, to preserve and restore historic areas both green and civic, and to increase a spirit of community, Columbia will provide and advertise incentives for building and retrofitting homes and businesses for energy efficiency and tailored renewable energy sources, and for restoring neighborhoods with abandoned and substandard structures.</p>	<p>The Department of Planning and Development</p>	<p>Columbia City Council, Commission on Human Rights, Community Development Commission, Planning and Development Department, Department of Public Health and Human Services, Columbia Housing Authority, Public Building and Finance Committee, PedNet/GetAbout Columbia, Neighborhood Associations</p>
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Transportation - All of these goals relate to travel into, around, and from Columbia.

Goal Group	Goal Text	Rec. Gov't Leads*	Other Organizations that Could be Involved
Transportation - Airport	Airport: In the future, it will be possible to efficiently and cost effectively fly into and out of Columbia to save time and money.	The Airport Advisory Board, The Department of Planning and Development	Columbia City Council, Office of the City Manager, Airport Manager, Public Works Department, REDI, Columbia Chamber of Commerce, University of Missouri, Stephens College, Columbia College and other area educational institutions
Transportation - Downtown	Mobility: People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area.	Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development	Downtown Columbia Leadership Council, Columbia Special Business District, Disabilities Commission, Public Works Department
Transportation - Non-Motorized	Trails: An extensive, safe network of trails will accommodate a variety of users ranging from recreational to nonmotorized travelers. This network may include roadway and public transportation infrastructure to connect parks, neighborhoods, schools, and businesses.	Bicycle and Pedestrian Commission, GetAbout Columbia, and The Department of Planning and Development	Parks and Recreation Department
Transportation - Non-Motorized	Non-Motorized Transportation: Columbia will enjoy a safe, interconnected, nonmotorized transportation network. It will be culturally supported by the citizens as it will encourage social interaction and healthy lifestyles. The roadway, sidewalk, public transit, and trail systems will all tie together into an effective integrated transportation network.	The Department of Planning and Development	Columbia City Council, GetAbout Columbia/PedNet, Bicycle and Pedestrian Commission, Disabilities Commission, County Commissioners, Public Works Department, CATSO

<p>Transportation - Options and Integration</p>	<p>Road Network and Traffic Management: A network of safe roadways in and around the city will provide sustainable, efficient mobility to vehicular travel and other modes in a complementary manner.</p>	<p>Same As Above</p>	<p>Same As Above</p>
<p>Transportation - Options and Integration</p>	<p>Public and Human Services Transportation: An efficient, innovative, accessible public and human services transportation system will be fully integrated with all other forms of transportation in Columbia and surrounding communities. It will be possible for all residents to live easily in Columbia without a vehicle.</p>	<p>Same As Above</p>	<p>Same As Above</p>
<p>Transportation - Options and Integration</p>	<p>Advance Planning and Development: Columbia will have diverse travel options that allow for safe and efficient travel to and through destination points. Travel options will be compatible with adjacent land uses and coordinated with the transportation timing needs of the community.</p>	<p>Same As Above</p>	<p>Same As Above</p>

Following is the thematic grouping of strategies. Here you will find two groupings of the strategies from the vision plan. The first groups the strategies into seven thematic categories. Because many strategies fit into more than one of the broad thematic groupings, these are repeated under several themes. The groupings illustrate the numerous ways in which various strategies interact. The need for repetition across themes underscores the need for ongoing and increasing collaboration across entities and issues as the plan is implemented.

1. Preserving Heritage, Environment, and Uniqueness- Whether it is the preservation of the environment, history, agriculture, or simply the beauty of the area, maintaining the independence and uniqueness of Columbia is a key theme throughout the vision plan.

a) Organizations that could be involved: County and City of Columbia, Building Codes Commission, Columbia Special District Board, Historic Preservation Commission, Internet Citizens Advisory Group, New Century Fund Board, Planning and Development Department Commission, Cultural Affairs Commission, Community Development Commission, Community Services Advisory Commission, Parks and Recreation Commission, Environment and Energy Commission, Water and Light Advisory Board, Finance Advisory and Audit Committee, Office of the City Manager, Parks and Recreation Department, Public Works Department, REDI, Regional Planning and Development Department Departments, Finance Department, Land Preservation Topic Group, Boone County Smart Growth Coalition, Columbia Chamber of Commerce, Greenbelt Land Trust of Mid-Missouri, Sierra Club Osage Chapter, Board of Realtors, Boone Femme Watershed Project, University of Missouri, Missouri Department of Conservation and Department of Natural Resources, Urban Land Institute, American Planning Association, US Forest Service.

b) Strategies in the vision: [B] Community Character, Historic Preservation, Strategies 1 and 2; [E] Development, Land Preservation, All; [E] Development, Plan and Manage Growth, Strategies 1, 2, 9; [I] Environment, Environmental Quality; [I] Environment, Resource Conservation, Strategies 2 and 3; [I] Environment, Energy Efficiency, Strategy 3.

Theme 1 Summary Table

Preserving Heritage, Environment, and Uniqueness

<i>Topic Group</i>	<i>Subtopic Group</i>	<i>Strategies</i>
[B]Community Character	Historic Preservation	1, 2
[E]Development	Land Preservation Plan and Manage Growth	All 1, 2, 9
[I]Environment	Environmental Quality Resource Conservation Energy Efficiency	All 2, 3 3

Preserving Heritage, Environment, and Uniqueness

1(a). [B]Community Character, Historic Preservation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Develop a policy of identification, financial incentives such as tax abatement and tax credits, and resources for monitoring to encourage historic preservation.	Historic Preservation Commission Finance Department Planning and Development Department Boone County Historical Society
2- Seek federal preservation funds for use in community historic preservation.	New Century Fund Board Planning and Development Department

1(b). [E]Development, Land Preservation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a city-county land preservation authority to: a. Develop and administer a land preservation plan developed with public input. b. Strengthen, enforce and create laws and regulations to preserve land consistent with this plan. c. Acquire property or development rights to land deemed appropriate for preservation. Such land to be acquired by donation or purchase from willing sellers at fair market value, and not through condemnation.	Historic Preservation Commission Planning and Development Department Planning and Zoning Commission Community Development Commission Parks and Recreation Commission Environment and Energy Commission County Commissioners Office of the City Manager Parks and Recreation Department Regional Planning and Development Departments Land Preservation Topic Group University of Missouri Missouri Department of Conservation and Department of Natural Resources
2- Evaluate potential land preservation areas in Columbia and Boone County based on: a. Agricultural use or potential b. Ecological, geological, and hydrological significance c. Scenic beauty d. Historical significance e. Protection of native wildlife, both plant and animal	Same as Above
3- Develop funding mechanisms to finance land preservation such as: a. Sales tax b. Land transactions tax c. Donations d. Grants e. Bonds f. Property tax incentives	New Century Fund Board Parks and Recreation Commission Office of the City Manager Finance Department Parks and Recreation Department

Preserving Heritage, Environment, and Uniqueness

1(b). [E]Development, Plan and Manage Growth

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Take an inventory of natural and cultural resources.	Planning and Development Department Commission Parks and Recreation Commission Cultural Affairs Commission Columbia Special Business District Office of the City Manager Public Works Department REDI Greenbelt Land Trust of Mid-Missouri Sierra Club Osage Chapter Columbia Chamber of Commerce Board of Realtors Boone Femme Watershed Project University of Missouri
2- Implement a growth management plan that incorporates form based zoning.	Planning and Development Department Commission Planning and Development Department Central Missouri Development Council Board of Realtors Urban Land Institute American Planning Association
9- Ensure that as we grow we preserve our heritage and uniqueness.	Historic Preservation Commission Neighborhood Associations Cultural Affairs Commission Columbia Chamber of Commerce

1(c). [I]Environment, Environmental Quality

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
1- Develop an environmental protection plan.	Historic Preservation Commission Planning and Development Department Planning and Zoning Commission Environment and Energy Commission Water and Light Advisory Board Planning and Development Department Department of Public Works Boone County Smart Growth Coalition
2- Preserve open space, farmland, natural beauty, and critical environmental areas using techniques promoted by the International City/County Management Association’s publication, co-produced with the U.S. Environmental Protection Agency, “Getting to Smart Growth: 100 Policies for Implementation.”	Planning and Zoning Commission Historic Preservation Commission Environment and Energy Commission County Commissioners City and County Planning and Development Departments REDI Boone County Smart Growth Coalition

1(c). [I]Environment, Environmental Quality (Cont.)

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
3- Form a Natural Resources Committee.	Environment and Energy Commission Water and Light Advisory Board Public Works Department University of Missouri Missouri Department of Conservation US Forest Services

1(c). [I]Environment, Resource Conservation

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
2- Reach a goal of zero waste through both increased recycling and reduced consumption throughout Columbia.	Environment and Energy Commission Public Works Department Office of Volunteer Services Missouri Department of Natural Resources
3- Create an encouraging atmosphere for business opportunities based on environmental stewardship.	Planning and Development Department Planning and Zoning Commission Columbia Special Business District Environment and Energy Commission Water and Light Department REDI Columbia Chamber of Commerce

1(c). [I]Environment, Energy Efficiency

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
3- Enact regulations and adopt policies to implement better, more efficient technologies. (e.g. create a city Department of Energy Efficiency and Environmental Quality, adhere to LEED principles, etc.)	Columbia City Council Building Codes Commission Planning and Development Department Commission Water and Light Advisory Board Environment and Energy Commission Office of the City Manager Water and Light Department Planning and Development Department Public Works Department

2. Investing in Columbia: Economic Development, Jobs, and Infrastructure- Another key theme is the need to provide for ongoing, adequate, and timely investment in order to ensure a healthy economy that benefits the entire community.

- a) *Organizations that could be involved:* Columbia City Council, Boone County Commission, Commission on Cultural Affairs, New Century Fund Board, Power Supply Task Force, Environment and Energy Commission, Water and Light Advisory Board, GetAbout Columbia, PedNet, Bicycle and Pedestrian Commission, Airport Manager and Advisory Board, Columbia Housing Authority Board, Affordable Housing Policy Committee, Columbia Special Business District, Historic Preservation Commission, Internet Citizens Advisory Group, Downtown Columbia Leadership Council, Office of the City Manager, Parks and Recreation Department, Planning and Development Department, Finance Advisory Committee, Finance Department, Public Works, Office of Community Services, REDI, CATSO, Columbia Chamber of Commerce, The University of Missouri, Stephens College, Columbia College, Other area universities and colleges, Columbia Public Schools, Green Building Council, Community Services Advisory Commission, Community Development Commission, The Disabilities Commission, The Vision Commission, Missouri Innovation Center, Missouri Department of Economic Development, Missouri Department of Natural Resources, Office of Social and Economic Data Analysis, Centennial Investors Network, SCORE.
- b) *Strategies in the vision:* [A] Arts and Culture, Means, Strategy 2; [B] Community Character, Historic Preservation, Strategy 1; [E] Development, Land Preservation, Strategy 3; [E] Development, Infrastructure, All; [F] Downtown, Investments, All; [F] Downtown, Housing, All; [G] Economic Development, All; [H] Education, Facilities, All; [I] Environment, Resource Conservation, Strategy 3; [I] Environment, Energy Efficiency, Strategy 1; [K] Health, Social Services, and Affordable Housing, Social Services, Strategy 1; [K] Health, Social Services, and Affordable Housing, Affordable Housing, Strategies 1 and 2; [L] Parks, Recreation, and Greenways, Greenways, Strategy 2; [M] Transportation, Non-Motorized Transportation, Strategy 3; [M] Transportation, Advance Planning and Development, Strategy 2; [M] Transportation, Road Network and Traffic Management, Strategy 3.

Theme 2 Summary Table

Investing in Columbia: Economic Development, Jobs, and Infrastructure

<i>Topic</i>	<i>Subtopic</i>	<i>Strategy</i>
[A] Arts and Culture	Means	2
[B] Community Character	Historic Preservation	1
[E] Development	Land Preservation	3
	Infrastructure	All
[F] Downtown	Investments	All
	Housing	All
[G] Economic Development	Economic Development	All
	Airport	
	Jobs and Job Training	
	Science and Technology	
[H] Education	Facilities	All
[I] Environment	Resource Conservation	3
	Energy Efficiency	1
[K] Health, Social Services, and Affordable Housing	Social Services	All
	Affordable Housing	1
[L] Parks, Recreation, and Greenways	Greenways	2
[M] Transportation	Non-Motorized Transportation	3
	Advance Planning and Development	2
	Road Network and Traffic Management	3

Investing in Columbia: Economic Development, Jobs, and Infrastructure

2(a). [A] Arts and Culture, Means

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Identify and expand funding opportunities for the arts community.	Commission on Cultural Affairs New Century Fund Board Office of Cultural Affairs

2(b). [B] Community Character, Historic Preservation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Develop a policy of identification, financial incentives such as tax abatement and tax credits, and resources for monitoring to encourage historic preservation.	Historic Preservation Commission Convention and Visitors Advisory Board Planning and Development Department

2(c). [E] Development, Land Preservation.

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Develop funding mechanisms to finance land preservation such as: a. Sales tax b. Land transactions tax c. Donations d. Grants e. Bonds f. Property tax incentives	New Century Fund Board Parks and Recreation Commission Office of the City Manager Finance Department Parks and Recreation Department

2(c). [E] Development, Infrastructure

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Use a task force of stakeholders, supported by professionals, to develop a comprehensive plan for existing and future infrastructure needs that, 1) coordinates with a comprehensive growth plan, 2) streamlines the planning process, and 3) educates the public about the plan.	Environment and Energy Commission Water and Light Advisory Board Planning and Zoning Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce
2- Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (See Strategy 1.)	Columbia City Council Planning and Zoning Commission Planning and Development Department
3- Use a task force representative of the citizens of Columbia that is supported by professionals to establish guidelines for determining fair and balanced cost allocations and funding sources among stakeholders.	Columbia City Council

Investing in Columbia: Economic Development, Jobs, and Infrastructure

2(d). [F] Downtown, Investments

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Create a new management organization through public-private partnerships whose core purpose is to make downtown a compelling city center in which to live, work, play, shop, study, and invest.	Downtown Columbia Leadership Council Columbia Special Business District Office of the City Manager Public Works Department REDI University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Chamber of Commerce
2- Create an enhanced economic development strategy that acknowledges the link between economic prosperity and the central city, promoting Columbia as a “cultural, business, entertainment, and educational center” for the region while attracting jobs, people, and opportunities.	Columbia City Council Columbia Special Business District Planning and Development Department Planning and Zoning Commission Office of the City Manager Planning and Development Department REDI University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Chamber of Commerce
3- Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources.	Same as Above

2(d). [F] Downtown, Housing

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Follow up on the implementation strategies of the Sasaki Opportunity Study, including creation of the implementation entity Missouri Downtown Economic Stimulus Act, in order to facilitate the development of new housing downtown.	Columbia City Council Planning and Development Department Commission Downtown Columbia Leadership Council Columbia Special Business District Affordable Housing Policy Committee Office of the City Manager Planning and Development Department
2- Contact realtors, retailers, developers, and financial sources to access the barriers and opportunities to downtown housing development.	Downtown Columbia Leadership Council Columbia Special Business District Office of the City Manager

Investing in Columbia: Economic Development, Jobs, and Infrastructure

2(e). [G] Economic Development, Economic Development

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Promote positive attitudes toward economic development.	Columbia City Council Convention and Visitors Advisory Board Downtown Columbia Leadership Council Special Business District Board Boone County Commissioners Office of the City Manager REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Leverage Columbia’s natural advantages – MU, Columbia’s location and environment, and Columbia’s people –in fostering economic development.	Same as Above
3- Promote Entrepreneurialism	Same as Above Missouri Innovation Center Centennial Investors Network SCORE

2(e). [G] Economic Development, Airport

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Enhance the future use of the airport by improving its appearance and functionality.	Columbia City Council Airport Manager and Airport Advisory Board Office of the City Manager Public Works Department REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times.	Columbia City Council Airport Manager and Airport Advisory Board Office of the City Manager Public Works Department
3- Establish a Regional Authority and change the name of the airport to reflect its regional nature.	Columbia City Council Office of the City Manager Public Works Department Columbia Chamber of Commerce

Investing in Columbia: Economic Development, Jobs, and Infrastructure

2(e). [G] Economic Development, Jobs and Job Training

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Address issues related to pay, living wage, and benefits.	Columbia City Council The Disabilities Commission REDI Columbia Chamber of Commerce Job Point Missouri Department of Economic Development Missouri Career Center
2- Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities.	Same as Above
3- Develop innovative strategies for connecting the workforce.	Same as Above

2(e). [G] Economic Development, Science and Technology

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Create a Regional Science and Technology Network (RSTN) with access to the distinctive business and technical competencies needed to identify, develop, and launch entrepreneurial high tech businesses in our area. (e.g., a “Springboard Program”.)	REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce.	Same as Above
3- Attract and secure substantial research and venture capital to drive our economic growth.	Same as Above

2(f). [H] Education, Facilities

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Appoint a Community Educational Facilities Commission made up of representatives from the public and private sectors, for the purpose of inventorying public and private education buildings and grounds, assessing the public and private education facilities needs for the next 25 years, determining the costs of meeting those needs, examining and recommending options for generating necessary revenue, and exploring opportunities for the shared usage of their facilities.	Columbia Public Schools Representatives of All Educational Institutions

2(g). [I]Environment, Resource Conservation

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
3- Create an encouraging atmosphere for business opportunities based on environmental stewardship.	Planning and Development Department Planning and Zoning Commission Columbia Special Business District Environment and Energy Commission Water and Light Department REDI Columbia Chamber of Commerce

2(g). [I]Environment, Energy Efficiency

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
1- Invest in energy efficiency and renewable energy to protect Columbia’s economy from energy dollar outflow. (e.g. implement a Public Benefits Fund, increase renewable energy targets, expand the use of energy efficient technologies, etc.)	Columbia City Council Water and Light Advisory Board Environment and Energy Commission Office of the City Manager Water and Light Department Public Works Department Columbia Chamber of Commerce Missouri Department of Natural Resources

2(h). [K] Health, Social Services, and Affordable Housing; Social Services

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a community foundation funded by private dollars to fund social services and other community needs.	Columbia City Council Board of Health New Century Fund Board Boone County Commissioners Office of the City Manager Department of Public Health and Human Services Finance Department Columbia Chamber of Commerce
2- Raise standards of performance and measurements of accountability for all community services throughout the city and county. Include mechanisms for annual program review, participant feedback, and determining unmet needs.	Community Services Advisory Commission The Disabilities Commission The Vision Commission Board of Health Boone County Commissioners Office of the City Manager Department of Public Health and Human Services Columbia Chamber of Commerce Office of Social and Economic Data Analysis

Investing in Columbia: Economic Development, Jobs, and Infrastructure

2(h). [K] Health, Social Services, and Affordable Housing; Affordable Housing

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a locally administered Housing Trust Fund with a dedicated revenue source.	Columbia City Council Affordable Housing Policy Committee Community Development Commission Finance Advisory Committee Board of Health Department of Public Health and Human Services Planning and Development Department Boone County Commissioners Columbia Housing Authority

2(i). [L] Parks, Recreation, and Greenways, Greenways

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Acquire green space and expand greenways through regular financing and acquisitions.	Columbia City Council Parks and Recreation Department Planning and Development Department Finance Department

2(j). [M] Transportation, Non Motorized Transportation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. Increase the pace of sidewalk improvements.	Columbia City Council GetAbout Columbia/PedNet Bicycle and Pedestrian Commission Planning and Development Department Public Works Department CATSO

2(j). [M] Transportation, Advance Planning and Development

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.	Same as Above

2(j). [M] Transportation, Road Network and Traffic Management

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.	Same as Above

3. Building Cultural Cohesion- Through improving facilities, building dialogue, more aggressive outreach, intentional collaboration, ongoing communication, and increasing awareness, the vision plan calls for strengthening our sense of community.

a) Organizations that could be involved: Columbia City Council, Commission on Cultural Affairs, New Century Fund Board, Internet Citizens Advisory Group, Public Communications Advisory Board, Human Rights Commission, The Disabilities Commission, Office of the City Manager, Office of Cultural Affairs, Office of Community Services, Internet Citizens Advisory Group, Columbia Art League, Convention and Visitors Bureau, Regional Library Board, Members of Arts and Culture Group, Churches and Faith Based groups, United Way, Journalism School.

b) Strategies in the vision: [A] Arts and Culture, Means, Strategies 1 and 3; [A] Arts and Culture, Ends, Strategy 3; [C] Community Facilities and Services- Library; [D] Community Pride and Human Relationships- Youth, Strategy 1; [D] Community Pride and Human Relationships- Diversity/Inclusion and Sense of Community.

Theme 3 Summary Table

Building Cultural Cohesion

<i>Topic Group</i>	<i>Subtopic Group</i>	<i>Strategies</i>
[A] Arts and Culture	Means Ends	1,3 3
[C] Community Facilities and Services	Library	All
[D] Community Pride and Human Relationships	Youth Diversity/Inclusion Sense of Community	1 All All

3(a). [A] Arts and Culture, Means

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Create an alliance for the arts that serves and advocates for artists, art professionals, and art-related organizations by fostering an environment of collaboration, and by providing ongoing training. (e.g., grant writing, promotion, media relations, etc.)	Columbia City Council Commission on Cultural Affairs Office of Cultural Affairs
3- Cultivate and implement cross-operational outreach programs that increase participation and reflect the city's rich diversity.	Commission on Cultural Affairs Columbia Art League

3(a). [A] Arts and Culture, Ends

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Expand Arts Programming and Venues	Cultural Affairs Commission Convention and Visitors Bureau and Board Office of the City Manager Office of Cultural Affairs

3(b). [C] Community Facilities and Services, Library

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish additional facilities and service points to provide expanded library services for the growing community.	Columbia City Council Library Board Office of the City Manager

3(c). [D] Community Pride and Human Relationships, Youth

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Leverage Study Circle program to build consensus and vision among youth organization leadership.	Office of the City Manager Department of Public Health and Human Services United Way Churches and Faith Based Groups

3(c). [D] Community Pride and Human Relationships, Diversity/Inclusion

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Reorganize and expand the Human Rights Commission, review city policy statements regarding human rights, and expand study circles.	Columbia City Council Human Rights Commission Office of the City Manager Department of Public Health and Human Services Human Resources Department
2- Develop and implement awareness orientation and training programs for new and existing employees.	Same
3- Form an Intercultural Council.	Columbia City Council Office of the City Manager

3(c). [D] Community Pride and Human Relationships, Sense of Community

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
<p>1- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.</p>	<p>Commission on Cultural Affairs Columbia Vision Commission Internet Citizens Advisory Group Public Communications Resource Advisory Board Office of the City Manager Public Communications Department Convention and Visitors Bureau Community Leaders</p>
<p>2- Investigate, encourage, and replicate events that bring various cross-section of the community together. (e.g. “Spark in the Park”.)</p>	<p>Office of the City Manager University of Missouri, Stephens College, Columbia College, and other area educational institutions Convention and Visitors Bureau <i>Coordinate with:</i> Commission on Cultural Affairs</p>
<p>3- Create an entertaining, media-supported “trading places” project to promote improvements in cross-cultural, multi-ethnic, inter-generational communications and relationships.</p>	<p>Office of the City Manager Journalism School <i>Coordinate with:</i> Commission on Cultural Affairs</p>

4. Delivering Health and Human Services- In the vision plan, there is a strong focus on broadly available and efficiently delivered social services that enhance safety, security, and quality of life for the entire community.

a) Organizations that could be involved: Columbia City Council, Boone County Commission, Boone County Presiding Commissioner, Water and Light Advisory Board, Environment and Energy Commission, Disabilities Commission, Bicycle and Pedestrian Commission, Affordable Housing Policy Committee, Community Development Commission, Internet Citizens Advisory Group, New Century Fund Board, Mayors Committee on Physical Fitness, Office of the City Manager, Chief of Police, Head of City Traffic Unit, Columbia Police Department, Public Works Department, Parks and Recreation, Finance Department, REDI, Board of Health, Office of Community Services, Office of Volunteer Services, City/County Health Department, Columbia Chamber of Commerce, Coalition of Education Leaders, United Way, Columbia Housing Authority, Department of Elementary and Secondary Education, Office of Social and Economic Data Analysis, Boone County Mental Health Board of Trustees, All Area Educational Institutions, Green Building Council, Health Care Subcommittee, First Chance for Children, Parents as Teachers, Parent Link, Head Start, Family Health Center, Missouri Department of Economic Development, Missouri Career Center, American Diabetes Association.

b) Strategies in the vision: [C] Community Facilities and Services- Law Enforcement, Public Safety, and Public Works; [D] Community Pride and Human Relationships- Sense of Community- Strategy 1; [E] Development- Neighborhoods, Strategy 2; [G] Economic Development- Jobs and Job Training; [H] Education; [K] Health, Social Services and Affordable Housing. For the sake of brevity, section [J] Governance and Decision Making- Structure has been left out here. Please see theme 7 for issues of governance.

Theme 4 Summary Table

Delivering Health and Human Services

<i>Topic Group</i>	<i>Subtopic Group</i>	<i>Strategies</i>
[C] Community Facilities and Services	Law Enforcement Public Safety Public Works	All
[D] Community Pride and Human Relationships	Sense of Community Youth	1 3
[E] Development	Neighborhoods	2
[G] Economic Development	Jobs and Job Training	All
[H] Education	All	All
[K] Health, Social Services, and Affordable Housing	All	All

4(a). [C] Community Facilities and Services, Law Enforcement

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Administer law enforcement fairly to all citizens.	Columbia City Council Citizen Review Board Community Services Advisory Commission Human Rights Commission Neighborhood Associations Office of the City Manager Columbia Police Department
2- Allocate police staffing and presence equitably.	Same as Above

4(a). [C] Community Facilities and Services, Public Safety

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Reduce crime and substance abuse.	Columbia City Council Board of Health Office of the City Manager Columbia Police Department Public Safety Joint Communications
2- Increase traffic law enforcement.	Office of the City Manager Columbia City Council Columbia Police Department

4(a). [C] Community Facilities and Services, Public Works

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Use available technology to increase and improve city services offered to the community.	Columbia City Council Environment and Energy Commission Office of the City Manager Public Works Department Water and Light Department
2- Provide comprehensive, efficient removal of snow throughout the city.	Office of the City Manager Public Works Department
3- Investigate ways to enhance services, and increase communication regarding services currently available.	Office of the City Manager Public Works Department Internet Citizens Advisory Group Public Communications Resource Advisory Board Disabilities Commission

4(b). [D] Community Pride and Human Relationships, Sense of Community

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.	Commission on Cultural Affairs Internet Citizens Advisory Group Public Communications Resource Advisory Board Office of the City Manager Public Communications Department Convention and Visitors Bureau Community Leaders

4(b). [D] Community Pride and Human Relationships, Youth

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Research interest in developing plans for a shared youth facility incorporating safe travel and an inclusive environment. Interview teen focus groups and observe successful models.	Office of the City Manager Parks and Recreation Department United Way Churches and Faith Based Groups

4(c). [E] Development, Neighborhoods

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay.	Columbia City Council Community Development Commission Planning and Zoning Commission Office of the City Manager Planning and Development Department

4(d). [G] Economic Development, Jobs and Job Training

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Address issues related to pay, living wage, and benefits.	Columbia City Council REDI Columbia Chamber of Commerce Job Point Missouri Department of Economic Development Missouri Career Center
2- Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities.	Same as Above
3- Develop innovative strategies for connecting the workforce.	Same as Above

4(e). [H] Education, Facilities

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Appoint a Community Educational Facilities Commission made up of representatives from the public and private sectors, for the purpose of inventorying public and private education buildings and grounds, assessing the public and private education facilities needs for the next 25 years, determining the costs of meeting those needs, examining and recommending options for generating necessary revenue, and exploring opportunities for the shared usage of their facilities.	Columbia Public Schools Representatives of All Educational Institutions

4(e). [H] Education, Resource Allocation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Ensure that resources are allocated so that students are supported and successful at every level of education from birth through adulthood.	Columbia Public Schools University of Missouri, Stephens College, Columbia College, and other area educational institutions First Chance for Children Head Start Parents as Teachers Parent Link

4(e). [H] Education, Quality Education/Curriculum and Programs

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Increase the quantity and quality of early childhood (birth to 5 years) educational opportunities so that children are prepared for kindergarten.	Columbia City Council Boone County Presiding Commissioner Community Services Commission Office of the City Manager Early Childhood Education Coalition Columbia Public Schools University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Organize to ensure that world-class curriculum, programs, and instructional techniques are provided by every educational entity, based on research findings.	Office of the City Manager University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Public Schools Department of Elementary and Secondary Education
3- Develop programs for all educational providers within the Columbia community to network, share educational strategies and techniques, and encourage professional development.	Same as Above
4- Emphasize quality education as a community value by fostering volunteer service-related/ hands-on learning projects for students and assisting residents in identifying volunteer opportunities in the educational community.	Office of Volunteer Services Office of the City Manager University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Public Schools

4(g). [K] Health, Social Services, and Affordable Housing; Social Services

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a community foundation funded by private dollars to fund social services and other community needs.	Columbia City Council Board of Health New Century Fund Board Office of the City Manager Department of Public Health and Human Services Finance Department Columbia Chamber of Commerce
2- Raise standards of performance and measurements of accountability for all community services throughout the city and county. Include mechanisms for annual program review, participant feedback, and determining unmet needs.	Community Services Advisory Commission Board of Health Boone County Commissioners Office of the City Manager Department of Public Health and Human Services Columbia Chamber of Commerce Office of Social and Economic Data Analysis

4(g). [K] Health, Social Services, and Affordable Housing; Affordable Housing

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a locally administered Housing Trust Fund with a dedicated revenue source.	Columbia City Council Affordable Housing Policy Committee Community Development Commission New Century Fund Board Finance Advisory Committee Columbia Housing Authority
2- Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities.	Columbia City Council Affordable Housing Policy Committee Community Development Commission Planning and Development Department Columbia Housing Authority
3- Create a private non-profit organization that will develop, purchase, and manage affordable housing units in Columbia.	Columbia City Council Affordable Housing Policy Committee Community Development Commission New Century Fund Board Columbia Housing Authority

4(g). [K] Health, Social Services, and Affordable Housing; Health

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
<p>1- Identify and establish effective, readily available comprehensive health services (physical, mental, oral, substance abuse, vision) for all. Develop a strategic plan for Assertive Community Treatment in Columbia, focused on Mental Health. Document primary health care access needs and barriers.</p>	<p>Boone County Mental Health Board Office of Community Services Board of Health Department of Public Health and Human Services Heart of Missouri United Way Family Health Center</p>
<p>2- Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention.</p>	<p>Community Services Advisory Commission Board of Health Department of Public Health and Human Services Office of Volunteer Services Mayors Committee on Physical Fitness University of Missouri American Diabetes Association</p>
<p>3- Foster health literacy by strengthening inter-organizational and community relationships. Design and deliver a coordinated, creative multi-media communications program, focused initially on diabetes.</p>	<p>Same as Above</p>

5. Educating the Community- The vision calls for a well educated community both in terms of formal instruction and in terms of keeping citizens informed about how the community works, what is happening in the community, what the community needs, and how to be involved.

a) Organizations that could be involved: City, County and State Government, Boone County and All Cities, Historic Preservation Commission, Environment and Energy Commission, GetAbout Columbia/PedNet Coalition, Bicycle and Pedestrian Commission, The Disabilities Commission, Power Supply Task Force, Commission on Cultural Affairs, Community Services Advisory Commission, Internet Citizens Advisory Group, Public Communications Advisory Board, Water and Light Advisory Board, Mayors Committee on Physical Fitness, Office of the City Manager, Water and Light, Office of Cultural Affairs, Parks and Recreation, Planning and Development Department, Public Works, CATSO, REDI, Boone County Historical Society, Boone Electric Cooperative, Church and Faith Based groups, Community Leaders, Board of Realtors, Smart Growth Coalition, Columbia Chamber of Commerce, United Way, All Area Educational Institutions, Department of Elementary and Secondary Education, The Watchword, Missouri Department of Conservation and Department of Natural Resources, Missouri Innovation Center, Centennial Investors Network, Center for Sustainable Living, Green Building Council, SCORE, American Diabetes Association.

b) Strategies in the vision: [A] Arts and Culture, Ends, Strategy 1; [B] Community Character- Appearance, Strategy 1; [B] Community Character- Historic Preservation, Strategy 3; [D] Community Pride and Human Relationships- Youth, Strategy 2; [D] Community Pride and Human Relationships- Sense of Community- Strategy 1; [E] Development- Infrastructure, Strategy 1; [E] Development- Plan and Manage Growth- Strategy 4; [G] Economic Development- Economic Development, Strategy 1; [H] Education, Facilities, All; [I] Environment- Energy Efficiency, Strategy 2; [I] Environment, Resource Conservation, Strategy 1; [K] Health, Social Services, and Affordable Housing, Health, Strategies 2 and 3; [M] Transportation- Non-motorized Transportation, Strategy 2.

Theme 5 Summary Table

Educating the Community

<i>Topic</i>	<i>Subtopic</i>	<i>Strategy</i>
[A] Arts and Culture	Ends	1
[B] Community Character	Appearance Historic Preservation	1 3
[D] Community Pride and Human Relationships	Youth Sense of Community	2 1
[E] Development	Infrastructure Plan and Manage Growth	1 4
[G] Economic Development	Economic Development	1, 3
[H] Education	Facilities	All
[I] Environment	Energy Efficiency Resource Conservation	1, 2 1
[K] Health, Social Services, and Affordable Housing	Health	2, 3
[M] Transportation	Non-Motorized Transportation	2

5(a). [A] Arts and Culture, Ends

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Create an appetite and appreciation for the arts through educational programs.	Commission on Cultural Affairs Office of Cultural Affairs Columbia City Council Public Communications Resource Advisory Board Department of Elementary and Secondary Education

5(b). [B] Community Character, Appearance

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings.	Environment and Energy Commission Parks and Recreation Commission Office of the City Manager Planning and Development Department Parks and Recreation Department Center for Sustainable Living

5(b). [B] Community Character, Historic Preservation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Educate neighborhoods of their historic importance and of incentives available for historic preservation.	Historic Preservation Commission Boone County Historical Society

5(c). [D] Community Pride and Human Relationships, Youth

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Improve promotion of existing opportunities by creating a comprehensive webpage and developing a booklet to be distributed at no charge to kids and parents. Incorporate information on transportation and scholarship opportunities for programs.	Community Services Advisory Commission Parks and Recreation Department <i>Coordinate with:</i> Commission on Cultural Affairs

5(c). [D] Community Pride and Human Relationships, Sense of Community

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.	Internet Citizens Advisory Group Public Communications Resource Advisory Board Office of the City Manager Public Communications Department Convention and Visitors Bureau Community Leaders The Watchword

5(d). [E] Development, Infrastructure

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Use a task force of stakeholders, supported by professionals, to develop a comprehensive plan for existing and future infrastructure needs that, 1) coordinates with a comprehensive growth plan, 2) streamlines the planning process, and 3) educates the public about the plan.	Environment and Energy Commission Water and Light Advisory Board Planning and Zoning Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce

5(d). [E] Development, Plan and Manage Growth

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
4- Educate the public about growth management. a. Prepare an annual report with metrics that help the public understand the pattern, pace, costs and benefits of Columbia’s growth. b. Hold an annual meeting to share the report and invite public feedback. c. Educate the public about zoning in areas where they own or plan to purchase property.	Planning and Development Department Planning and Zoning Commission Public Communications Resource Advisory Board Internet Citizens Advisory Group Boone County Commissioners REDI Smart Growth Coalition Columbia Chamber of Commerce Board of Realtors

5(e). [G] Economic Development, Economic Development

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Promote positive attitudes toward economic development.	Columbia City Council Convention and Visitors Advisory Board Downtown Columbia Leadership Council Special Business District Board Boone County Commissioners Office of the City Manager REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
3- Promote Entrepreneurialism	Same as Above Missouri Innovation Center Centennial Investors Network SCORE

5(f). [H] Education, Facilities

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Appoint a Community Educational Facilities Commission made up of representatives from the public and private sectors, for the purpose of inventorying public and private education buildings and grounds, assessing the public and private education facilities needs for the next 25 years, determining the costs of meeting those needs, examining and recommending options for generating necessary revenue, and exploring opportunities for the shared usage of their facilities.	Columbia Public Schools Representatives of All Educational Institutions Disabilities Commission

5(g). [I] Environment, Energy Efficiency

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Invest in energy efficiency and renewable energy to protect Columbia’s economy from energy dollar outflow. (e.g. implement a Public Benefits Fund, increase renewable energy targets, expand the use of energy efficient technologies, etc.)	Columbia City Council Water and Light Advisory Board Environment and Energy Commission Office of the City Manager Water and Light Department Public Works Department Columbia Chamber of Commerce Missouri Department of Natural Resources
2- Educate the public in areas of energy conservation, renewable energy resources, climate change, and economic implications of energy uses. (e.g. create a citywide Energy Awareness Program, offer homeowners workshops, etc.)	Same as Above Boone Electric Cooperative

5(g). [I] Environment, Resource Conservation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Engage in a life-long understanding of the value of environmental stewardship.	Water and Light Advisory Board GetAbout Columbia Advisory Committee Environment and Energy Commission Missouri Department of Natural Resources Missouri Department of Conservation

5(h). [K] Health, Social Services, and Affordable Housing; Health

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention.	Community Services Advisory Commission Board of Health Department of Public Health and Human Services Office of Volunteer Services Mayors Committee on Physical Fitness University of Missouri American Diabetes Association
3- Foster health literacy by strengthening inter-organizational and community relationships. Design and deliver a coordinated, creative multi-media communications program, focused initially on diabetes.	Same as Above

5(i). [M] Transportation, Non-Motorized Transportation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Institute a program to provide ongoing public education (adult and child) on road rules and safety tips. Suggestions include: distribution and installation of reflectors and lights for bikes, permanent signage displaying reminders of rules and tips, and advertising (newspaper, billboard, mailing) of rules and tips.	Columbia City Council GetAbout Columbia/PedNet Bicycle and Pedestrian Commission Planning and Development Department Public Works Department CATSO

6. Designing the City- From sidewalks and bike lanes to sewers and buildings, the vision plan consistently encourages careful planning and design.

- a) *Organizations that could be involved:* Government at local, county, and state levels, Columbia City Council, Boone County Commission, Airport Advisory Board, Community Services Advisory Commission, Public Communications Resources Advisory Board, Downtown Leadership Council, Special Business District Board, Environment and Energy Commission, Storm Water Task Force, Power Supply Task Force, Water and Light Advisory Board, Historic Preservation Commission, Affordable Housing Policy Commission, Mayors Committee on Physical Fitness, GetAbout/PedNet Coalition, Bicycle and Pedestrian Commission, Disabilities Commission, Community Services Advisory Commission, Cultural Affairs Commission, City and County Planning and Development Department, Public Works, Office of the City Manager, Airport Manager, Parks and Recreation Department, Office of Cultural Affairs, Office of Volunteer Services, Convention and Visitors Bureau, REDI, Neighborhood Associations, American Institute of Architects, Public, Private and Civic Leaders, Columbia Housing Authority, Columbia Chamber of Commerce, Smart Growth Coalition, Greenbelt Land Trust, Urban Land Trust, Bonne Femme Watershed Project, Board of Realtors, League of Women Voters, Office of Social and Economic Data Analysis, Representative of All Area Educational Institutions, Missouri Department of Conservation, Central Missouri Development Council, Center for Sustainable Living, Sierra Club Osage Chapter, American Planning Association, US Green Building Council.
- b) *Strategies in the vision:* [A] Arts and Culture- Ends, Strategy 2; [B] Community Character- Appearance; [E] Development- Infrastructure, Plan and Manage Growth, and Neighborhoods topic groups; [F] Downtown; [G] Economic Development- Airport; [H] Education- Facilities; [K] Health, Social Services, and Affordable Housing- Affordable Housing, Strategy 2; [L] Parks, Recreation, and Greenways; [M] Transportation.

Theme 6 Summary Table

Designing the City

<i>Topic Group</i>	<i>Subtopic Group</i>	<i>Strategies</i>
[A] Arts and Culture	Ends	2
[B] Community Character	Appearance Revitalization	All
[E] Development	Infrastructure Neighborhoods Plan and Manage Growth	All
[F] Downtown	All	All
[G] Economic Development	Airport Economic Development Science and Technology	All 2 All
[H] Education	Facilities	All
[K] Health, Social Services, and Affordable Housing	Affordable Housing	2
[L] Parks, Recreation, and Greenways	All	All
[M] Transportation	All	All

6(a). [A] Arts and Culture, Ends

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Apply best practice community design, aesthetics, and environmentally friendly planning.	Cultural Affairs Commission Convention and Visitors Bureau Office of the City Manager Office of Cultural Affairs Planning and Development Department

6(b). [B] Community Character, Appearance

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings.	Environment and Energy Commission Parks and Recreation Commission Office of the City Manager Planning and Development Department Parks and Recreation Department Center for Sustainable Living
2- Develop a streetscape plan through the use of landscape, site amenities, art, and thematic elements to create memorable and attractive boulevards and streetscapes. (e.g., place utilities underground, clean up business loop and Providence, regulate billboards, and develop gateway/entry plan.)	Same as Above
3- Establish neighborhood areas to feature distinct characteristic “looks,” guide development and improve property appearance, and provide assistance to homeowners in order to foster neighborhood pride.	Historic Preservation Commission Affordable Housing Policy Committee Columbia Housing Authority Board Downtown Columbia Leadership Council Planning and Development Department Neighborhood Associations

6(b). [B] Community Character, Revitalization

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
1- Hold absentee or irresponsible landlords accountable for substandard property and housing. (e.g., ensure code enforcers do their job, and enact stronger ordinances using fines, fees, and incarceration for enforcement as necessary.)	Columbia City Council Commission on Human Rights Community Development Commission Office of the City Manager Planning and Development Department Department of Public Health and Human Services Columbia Housing Authority
2- Focus on renewable energy building and retrofitting as integral to urban development and restoration.	Environment and Energy Commission Public Building Development and Finance Committee Water and Light Advisory Board and Department Planning and Development Department
3- Be pro-active, creative, and flexible about mixed-use zoning to encourage workable walking communities, and expand opportunities for farmers, gardeners, restaurateurs, service providers, and craft workers to sell and deliver produce and service.	Columbia City Council PedNet/GetAbout Columbia Office of the City Manager Planning and Development Department Neighborhood Associations

6(c). [E] Development, Infrastructure

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Use a task force of stakeholders, supported by professionals, to develop a comprehensive plan for existing and future infrastructure needs that, 1) coordinates with a comprehensive growth plan, 2) streamlines the planning process, and 3) educates the public about the plan.	Environment and Energy Commission Water and Light Advisory Board Planning and Zoning Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce
2- Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (See Strategy 1.)	Columbia City Council Planning and Zoning Commission Planning and Development Department
3- Use a task force representative of the citizens of Columbia that is supported by professionals to establish guidelines for determining fair and balanced cost allocations and funding sources among stakeholders.	Columbia City Council

6(c). [E] Development, Neighborhoods

<i>Strategies</i>	<i>Entities Suggested for Collaboration</i>
1. Use the City's development planning process to promote socio-economically diverse, mixed-use neighborhoods that are supported by citywide bicycle, pedestrian, and transit systems to reduce the need for automobile commuting.	Columbia City Council GetAbout Columbia/ PedNet Bicycle and Pedestrian Commission Community Services Advisory Committee Planning and Development Department Parks and Recreation Department
2. Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay.	Columbia City Council Community Development Commission Office of the City Manager Planning and Development Department
3. In neighborhoods where the quality of housing is declining because owners lack incentives or resources to maintain their property, direct community resources to encourage maintenance and rehabilitation.	Columbia City Council Affordable Housing Policy Committee Historic Preservation Commission Community Development Commission Planning and Development Department

6(c). [E] Development, Plan and Manage Growth

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Take an inventory of natural and cultural resources.	Planning and Development Department and Commission Parks and Recreation Commission Cultural Affairs Commission Columbia Special Business District Office of the City Manager Public Works Department REDI Greenbelt Land Trust of Mid-Missouri Sierra Club Osage Chapter Columbia Chamber of Commerce Board of Realtors Boone Femme Watershed Project University of Missouri
2- Implement a growth management plan that incorporates form based zoning.	Planning and Development Department Planning and Zoning Commission Central Missouri Development Council Board of Realtors Urban Land Institute American Planning Association
3- Encourage infill and redevelopment through the use of a task force of stakeholders, a comprehensive list of potential sites, broader public education and attractive developer incentives.	Columbia City Council Planning and Development Department Columbia Housing Authority Columbia Chamber of Commerce

6(c). [E] Development, Plan and Manage Growth (Continued)

<p>4- Educate the public about growth management. a. Prepare an annual report with metrics that help the public understand the pattern, pace, costs and benefits of Columbia’s growth. b. Hold an annual meeting to share the report and invite public feedback. c. Educate the public about zoning in areas where they own or plan to purchase property.</p>	<p>Planning and Development Department Planning and Zoning Commission Public Communications Resource Advisory Board Internet Citizens Advisory Group REDI Smart Growth Coalition Columbia Chamber of Commerce Board of Realtors</p>
<p>5- Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders.</p>	<p>Office of the City Manager Planning and Development Department Public Works Department</p>
<p>6- Ensure predictability and accountability so that government actions are aligned with “Imagine Columbia’s Future.”</p>	<p>Columbia City Council Office of the City Manager Planning and Development Department Public Works Department</p>
<p>7- Incentivize LEED standards.</p>	<p>Columbia City Council The Office of City Manager Water and Light Department Planning and Development Department Public Works Department US Green Building Council</p>
<p>8- Provide comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form based zoning.</p>	<p>Planning and Development Department Public Works Neighborhood Associations Columbia Chamber of Commerce</p>
<p>9- Ensure that as we grow we preserve our heritage and uniqueness.</p>	<p>Historic Preservation Commission Neighborhood Association, As Appropriate Cultural Affairs Commission Columbia Chamber of Commerce</p>

6(d). [F] Downtown, Investments

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Create a new management organization through public-private partnerships whose core purpose is to make downtown a compelling city center in which to live, work, play, shop, study, and invest.	Downtown Columbia Leadership Council Columbia Special Business District Office of the City Manager Public Works Department REDI University of Missouri, Stephens College, Columbia College, and other area educational institutions Columbia Chamber of Commerce
2- Create an enhanced economic development strategy that acknowledges the link between economic prosperity and the central city, promoting Columbia as a “cultural, business, entertainment, and educational center” for the region while attracting jobs, people, and opportunities.	Columbia City Council Planning and Zoning Commission Columbia Special Business District Planning and Development Department Office of the City Manager REDI University of Missouri, Stephens College, Columbia College, and other area Educational Institutions Columbia Chamber of Commerce
3- Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources.	Same as Above

6(d). [F] Downtown, Housing

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Follow up on the implementation strategies of the Sasaki Opportunity Study, including creation of the implementation entity Missouri Downtown Economic Stimulus Act, in order to facilitate the development of new housing downtown.	Columbia City Council Planning and Development Department Planning and Zoning Commission Downtown Columbia Leadership Council Columbia Special Business District Affordable Housing Policy Committee Office of the City Manager
2- Contact realtors, retailers, developers, and financial sources to access the barriers and opportunities to downtown housing development.	Downtown Columbia Leadership Council Columbia Special Business District Office of the City Manager

6(d). [F] Downtown, Mobility

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Establish a baseline of existing traffic information including the mobility of vehicles, bicyclists, pedestrians, buses, delivery trucks, and the use of existing parking assets. Develop recommendations based upon findings.	GetAbout Columbia/PedNet Bicycle and Pedestrian Commission Downtown Columbia Leadership Council Columbia Special Business District Disabilities Commission Public Works Department
2- Research similar cities with respect to efficient use of assets (alleyways, walkways, bike paths, parking spaces, etc.) for considerations for plans for Columbia.	Same as Above

6(e). [G] Economic Development, Economic Development

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Leverage Columbia’s natural advantages – MU, Columbia’s location and environment, and Columbia’s people –in fostering economic development.	Columbia City Council Office of the City Manager REDI Columbia Chamber of Commerce University of Missouri

6(e). [[G] Economic Development, Airport

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Enhance the future use of the airport by improving its appearance and functionality.	Columbia City Council Airport Manager and Airport Advisory Board Office of the City Manager Public Works Department REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times.	Columbia City Council Airport Manager and Airport Advisory Board Office of the City Manager Public Works Department
3- Establish a Regional Authority and change the name of the airport to reflect its regional nature.	Columbia City Council Office of the City Manager Public Works Department Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area Educational Institutions

6(e). [G] Economic Development, Science and Technology

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Create a Regional Science and Technology Network (RSTN) with access to the distinctive business and technical competencies needed to identify, develop, and launch entrepreneurial high tech businesses in our area. (e.g., a “Springboard Program”.)	REDI Columbia Chamber of Commerce University of Missouri, Stephens College, Columbia College, and other area educational institutions
2- Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce.	Same as Above
3- Attract and secure substantial research and venture capital to drive our economic growth.	Same as Above

6(f). [H] Education, Facilities

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Appoint a Community Educational Facilities Commission made up of representatives from the public and private sectors, for the purpose of inventorying public and private education buildings and grounds, assessing the public and private education facilities needs for the next 25 years, determining the costs of meeting those needs, examining and recommending options for generating necessary revenue, and exploring opportunities for the shared usage of their facilities.	Columbia Public Schools Representatives of All Educational Institutions

6(g). [K] Health, Social Services, and Affordable Housing; Affordable Housing

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities.	Community Services Advisory Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce Office of Social and Economic Data Analysis

6(h). [L] Parks, Recreation, and Greenways, Parks

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Examine existing park networks and identify gaps in the different defined types of parks. (neighborhood, regional, nature, and urban.)	Columbia City Council Parks and Recreation Planning and Development Department Greenbelt Land Trust Central Missouri Development Council
2- Develop an overall plan to make sure as many park needs as possible are met without unnecessary duplication.	Parks and Recreation Planning and Development Department
3- Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities.	Parks and Recreation Commission and Department Planning and Development Department
4- Expand the program of volunteers to help support the parks. (e.g. Adopt-a-Park.)	Office of Volunteer Services Columbia City Council Office of the City Manager Parks and Recreation Department
5- Investigate a land dedication ordinance to set aside parkland and open space in new developments.	Planning and Development Department Parks and Recreation Neighborhood Associations

6(h). [L] Parks, Recreation, and Greenways, Recreation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Facilitate the marriage of private and public interest groups to build recreational facilities.	Parks and Recreation Mayors Council on Health and Physical Fitness Columbia Chamber of Commerce Neighborhood Associations
2- Be proactive in expanding facilities as Columbia grows.	Same as Above

6(h). [L] Parks, Recreation, and Greenways, Greenways

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Use easements and development rights to promote the preservation of green space and the development of greenways.	Boone County Commission Community Development Commission Parks and Recreation Department Planning and Development Department Public Works Department Greenbelt Land Trust Missouri Department of Conservation Storm Water Task Force
2- Acquire green space and expand greenways through regular financing and acquisitions.	Columbia City Council Parks and Recreation Department Planning and Development Department Finance Department

6(h). [L] Parks, Recreation, and Greenways, Trails

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible.	GetAbout Columbia/PedNet Parks and Recreation Department Planning and Development Department
2- Achieve trail connectivity in new and existing developments.	GetAbout Columbia/PedNet Planning and Development Department

6(i). [M] Transportation, Non Motorized Transportation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Appoint a Transportation Advisory Board, which will be empowered by the Columbia City Council to make recommendations to (and whose recommendations will be sought by) the Columbia City Council, the Planning & Zoning Commission, and other public bodies. *Strategy 1 is the same throughout all transportation subtopics and is not reprinted.	Columbia City Council GetAbout Columbia/PedNet Bicycle and Pedestrian Commission County Commissioners Planning and Development Department Public Works Department CATSO
2- Institute a program to provide ongoing public education (adult and child) on road rules and safety tips. Suggestions include: distribution and installation of reflectors and lights for bikes, permanent signage displaying reminders of rules and tips, and advertising (newspaper, billboard, mailing) of rules and tips.	Same as Above
3- Give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. Increase the pace of sidewalk improvements.	Same as Above
4- Encourage the long-term growth of non-motorized transportation habits and skills by ensuring that all local residential streets receive either sidewalks or traffic calming elements. This will allow both children and adults to safely walk or wheel around their neighborhoods and develop healthy transportation habits.	Same as Above

6(i). [M] Transportation, Advance Planning and Development

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity.	Same as Above
3- Establish a protocol to coordinate all transportation, sanitary sewer, and other utilities. This protocol should address both minimizing future utility conflicts and managing land use.	Same as Above
4- Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO.	Same as Above

6(i). [M] Transportation, Road Network and Traffic Management

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.	Same as Above
3- Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.	Same as Above
4- Maximize the capacity of existing roadway systems by having the City and County adopt and implement programs for traffic signal optimization, intersection improvements, turn lanes, effective access management, etc.	Same as Above

6(i). [M] Transportation, Public and Human Services Transportation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Appoint a strong subcommittee of the Transportation Advisory Board (as described in the Transportation Action Plan) to study and develop recommendations for an innovative public and human services transportation system.	Same as Above
3- Tie public transportation service into the permit process for new developments.	Same as Above
4- Expand the public transit system, and identify and fill in existing gaps in that system to include longer hours of service, more frequent service, and greater coverage of the city.	Same as Above

7. Improving Collaborative Governance- Whether between the City and the County, between City and the Citizens, or between organizations within the community, the vision plan calls for more open, transparent, and collaborative partnerships at all levels and in all aspects of governing and throughout the community.

- a) *Organizations that could be involved:* Columbia City Council, Internet Citizens Advisory Board, Columbia Chamber of Commerce, Public Communications Resource Advisory Board, Commission on Cultural Affairs, Power Supply Task Force, Environment and Energy Commission, Community Services Advisory Commission, Disabilities Commission, Water and Light Advisory Board, Mayors Council on Physical Fitness, GetAbout Columbia, PedNet, Bicycle and Pedestrian Commission, Office of the City Manager, Public Works, Planning and Development Department, Public Works, Parks and Recreation, Convention and Visitors Bureau, Neighborhood Associations, Community Leaders, MODOT, CATSO, Office of Social and Economic Data Analysis, Columbia Chamber of Commerce, Mid-Missouri Transportation Alliance.
- b) *Strategies in the vision:* [C] Community Facilities and Services, Public Works, Strategy 3; [D] Community Pride and Human Relationships, Sense of Community, Strategy 1; [E] Development, Infrastructure, Strategy 1; [E] Development, Plan and Manage Growth, Strategies 5 and 6; [J] Governance, all; [K] Health, Social Services, and Affordable Housing, Social Services, Strategy 2; [L] Parks, Recreation, and Greenways, Parks, Strategy 3; [L] Parks, Recreation, and Greenways, Recreation, Strategy 1; [M] Transportation, Road Network and Traffic Management, Strategies 2, 3, and 4.

Theme 7 Summary Table

Improving Collaborative Governance

<i>Topic</i>	<i>Subtopic</i>	<i>Strategy</i>
[C] Community Facilities and Services	Public Works	3
[D] Community Pride and Human Relationships	Sense of Community	1
[E] Development	Infrastructure Plan and Manage Growth	1 5, 6
[J] Governance	All	All
[K] Health, Social Services, and Affordable Housing	Social Services	2
[L] Parks, Recreation, and Greenways	Parks Recreation	3 1
[M] Transportation,	Road Network and Traffic Management	2, 3, 4

7(a). [C] Community Facilities and Services, Public Works

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Investigate ways to enhance services, and increase communication regarding services currently available.	Disabilities Commission Office of the City Manager Public Works Department Internet Citizens Advisory Group Public Communications Resource Advisory Board

7(b). [D] Community Pride and Human Relationships, Sense of Community

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities.	Commission on Cultural Affairs Internet Citizens Advisory Group Public Communications Resource Advisory Board Office of the City Manager Public Communications Department Convention and Visitors Bureau Community Leaders

7(c). [E] Development, Infrastructure

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Use a task force of stakeholders, supported by professionals, to develop a comprehensive plan for existing and future infrastructure needs that, 1) coordinates with a comprehensive growth plan, 2) streamlines the planning process, and 3) educates the public about the plan.	Environment and Energy Commission Water and Light Advisory Board Planning and Zoning Commission Office of the City Manager Planning and Development Department Columbia Chamber of Commerce

7(c). [E] Development, Plan and Manage Growth

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
5- Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders.	Office of the City Manager Planning and Development Department Public Works Department
6- Ensure predictability and accountability so that government actions are aligned with “Imagine Columbia’s Future.”	Columbia City Council Office of the City Manager Planning and Development Department Public Works Department

7(d). [J] Governance and Decision Making, Structure

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Create a responsive integrated City system with clear access points to direct inquiries, suggestions, and complaints.	Columbia City Council Office of the City Manager
2- Create and implement a City customer service policy that includes a tracking system. Each department should tailor their plan accordingly.	Same as Above
3- Enhance collaboration between City departments.	Same as Above
4- Enhance and facilitate the use of neighborhood associations.	Same as Above
5- Establish a system of ongoing reviews of the activities of boards, commissions, and task forces.	Same as Above
6- Increase the size of the Columbia City Council and provide compensation and other support to council members.	Same as Above
7- Anticipate future needs, and review and determine the best way to finance City operations, improvements, and infrastructure over the next 20-25 years.	Same as Above
8- Increase the accountability of the City administration to the Columbia City Council and the public.	Same as Above
9- Increase collaboration and coordination between the City and the County.	Same as Above

7(e). [K] Health, Social Services, and Affordable Housing; Social Services

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Raise standards of performance and measurements of accountability for all community services throughout the city and county. Include mechanisms for annual program review, participant feedback, and determining unmet needs.	Community Services Advisory Commission Board of Health Boone County Commissioners Office of the City Manager Department of Public Health and Human Services Columbia Chamber of Commerce Office of Social and Economic Data Analysis

7(f). [L] Parks, Recreation, and Greenways, Parks

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
3- Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities.	Parks and Recreation Commission and Department Planning and Zoning Commission Planning and Development Department

7(g). [L] Parks, Recreation, and Greenways, Recreation

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
1- Facilitate the marriage of private and public interest groups to build recreational facilities.	Parks and Recreation Mayors Council on Health and Physical Fitness Columbia Chamber of Commerce Neighborhood Associations

7(h). [M] Transportation, Road Network and Traffic Management

<i>Strategy</i>	<i>Entities Suggested for Collaboration</i>
2- Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County.	Columbia City Council GetAbout Columbia/PedNet Bicycle and Pedestrian Commission County Commissioners Planning and Development Department Public Works Department CATSO
3- Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.	Same as Above
4- Maximize the capacity of existing roadway systems by having the City and County adopt and implement programs for traffic signal optimization, intersection improvements, turn lanes, effective access management, etc.	Same as Above