

1. Overview and Vision Statements



In the summer of 2006, the City of Columbia initiated a visioning process known as “Imagine Columbia’s Future”. The Final Vision and Action Plan (“2007 Vision Report”) was issued in 2007 and accepted by the City Council in February 2008. The 2007 Vision Report recognized that “there are limited resources, both monetary and non-monetary, for implementation” and stated that “to make the most efficient use of funds, implementation of the vision should utilize and build upon existing structures and resources.” The 2007 Vision report further provided for the preparation of a “draft implementation report” by the Office of City Manager, in consultation with others. (See 2007 Vision Report at S-2 to S-3 and Council Bill B-299-08, Section 2-533). This is the draft implementation report.

The 2007 Vision Report presented a vision that would, if achieved, make Columbia a model community for the country. Three things are needed, however, to make this vision a reality.

- First, this future can only be achieved with a steady focus on its implementation. However, the vision’s breadth and complexity invite arguments over the details of implementation which can divert from that focus. For this reason, a number of the recommendations included in Section 3 address procedural changes that City government can make, and policies it could adopt, that will help ensure that the vision is consistently used throughout the community as a filter for asking questions, setting priorities, allocating resources, identifying consequences of actions, resolving issues, and evaluating progress.
- Second, as is further detailed throughout this report, a collaborative effort is needed to implement the vision. We will accomplish more by sharing information and scarce resources, minimizing unnecessary conflict, and avoiding duplication of efforts.
- Finally, we must develop clear, short term objectives for progress within defined time frames, agree on how that progress should be measured, and provide accountability

for results. Without clear objectives, defined time frames, and accountability measures, it will be difficult to evaluate the changes needed to ensure ongoing progress.

This report recommends specific implementation tasks that could be completed by city government over the next two fiscal years, often in collaboration with others. It also contains other information suggested in the 2007 Vision Report, including a recommended grouping of the goals and strategies identified in the 2007 Vision Report, an inventory of existing efforts, an inventory of new resources required to accomplish certain identified goals, identification of organizations and entities that could be involved in implementation, and guidelines for convening public dialogues.

The *information* reflected in this report includes (i) the original vision statements, goals and strategies that were included in the 2007 Vision Report; (ii) information generated through a series of public meetings, meetings with boards and commissions, and individual interviews, including interviews with members of the City Council and County Commission, department heads, and members of the original Sponsors Council and visioning committee, and (iii) information gleaned from a review of local news sources and blogs, data from surveys, and other sources.¹ The *recommendations* in this report reflect both the information received, which is set forth in the report, and a review of the limited financial resources currently available. The recommended actions are ones that could be accomplished with available funds and have significant potential for moving the vision forward.

The sections of this report are listed below. A more complete explanation of each section is provided at the beginning of that section.

Section 1. Overview and Vision Statements - In addition to this overview, this section contains a list of the vision statements generated by the 13 Citizen Topic Groups that were included in the 2007 Vision Report. These vision statements addressed all aspects of life in Columbia and reflect community values, hopes, and aspirations.

Section 2. Recommended Grouping of Goals and Strategies - This section provides a recommended grouping of the goals and strategies that were identified in the 2007 Vision Report. The goals and strategies in this section retain the original wording from the 2007 Vision Report, although they have been

¹ Preliminary drafts of this report were both presented to the public for review and comment at the public meetings and also posted online for a more continuously open review and information gathering. Review copies were also made available through the library and Office of the City Manager. Public input was regularly sought through a series of online surveys and requests to departments, boards, commissions and others. Radio, T.V., newspaper announcements, and listservs were also used. Both the City's and The Watchword's visioning pages received approximately 600 hits in January and February 2009 and over 1,100 hits each since July 2008. A list of the public meetings held, and other efforts to obtain public input on prior drafts of this report, along with summary of comments received through surveys and e-mail comments received during the public comment period is included with this report as Appendix D.

reorganized into more congruent sets of related goals and strategies. These groupings can be used by interested organizations to set priorities, develop plans, and track progress.

Section 3. Next Steps for Fiscal Years 2010 and 2011 - This section recommends specific steps that could be taken by City government during fiscal years 2010 and 2011 to help move the vision forward. These recommendations are organized using the same goal groups identified in Section 2.

Section 4. Guidelines for Convening and Collaboration - This section addresses the need for ongoing collaboration among multiple entities if the vision is to become a reality, and offers a brief set of guidelines and resources that can help in organizing community dialogue.

The report also contains various appendices. These are as follows:

Appendix A. Inventory of Existing Efforts - This Appendix lists recent efforts throughout the community that are helping to make the vision a reality. It is arranged in alphabetical order by topic.

Appendix B. Inventory of New Resources Needed - This appendix lists non-financial resources that various organizations have identified as needed in order to complete vision-related tasks.

Appendix C. Organizations for Collaboration and Coordination – As requested in the 2007 Vision Report, this Appendix includes summaries that identify organizations that could work together in realizing specific visioning goals and strategies.

Appendix D. Summary of Public Comment – This appendix includes a summary of public outreach efforts, survey results, and a summary of comments received during the public comment period.

Appendix E. Technical Documents on Goal Groupings and Strategies – This appendix includes the transitional documents that were presented to the public during the development of this report, and that illustrate how the goal groupings were arrived at. The second goal grouping also includes cross references to the recommendations in Section 3 and identifies a recommended lead for each such recommendation.

A copy of the vision statements from each of the 13 original topic groups immediately follows.



Vision Summary & Vision Statements

Vision Summary

Columbia will be a connected, informed and engaged community.

Community Vision Statements

Arts and Culture

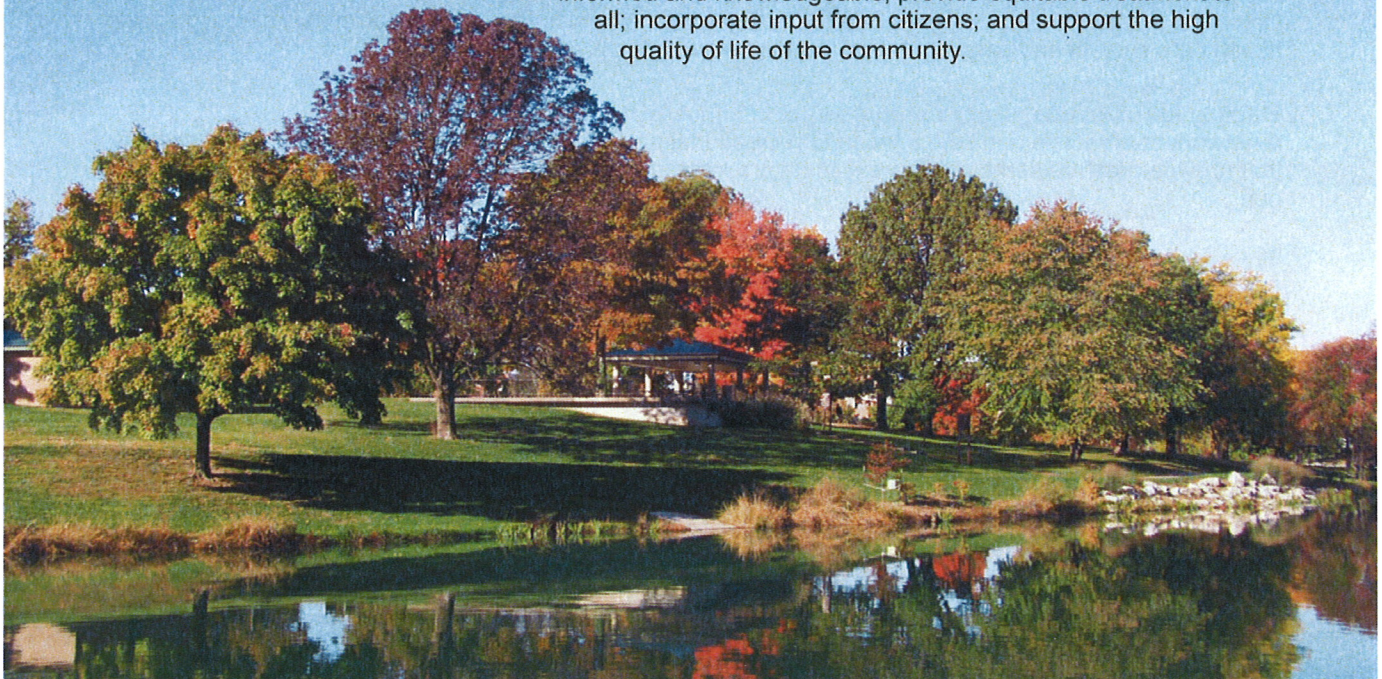
Arts and culture resources, artists and institutions are accessible to all, are supported by the community and provide a rich network of creative opportunities.

Community Character

Columbia protects and encourages the expression of its historic and natural character, uniting the community with sustainable, healthy planning and design, beautifying the streets and lives of its citizens.

Community Facilities and Services

High level, comprehensive, responsive services---from library, to police, emergency, substance abuse, and public works---keep the city clean, safe and beautiful, and citizens informed and knowledgeable; provide equitable treatment to all; incorporate input from citizens; and support the high quality of life of the community.



Community Pride and Human Relations

Our vision of Columbia's future is one where we all embrace and help create a welcoming, just, responsive, proactive, understanding, and respectful environment for residents and visitors alike – celebrating, rather than denigrating our collective diversity.

Development

Columbia, Boone County and the surrounding region protect and preserve the natural environment, agricultural areas, and cultural resources; provide adequate infrastructure; include diverse, mixed-use, walkable and bicycle-friendly neighborhoods; and develop in ways that positively contribute to and sustain community culture, heritage and character. Our community accomplishes these ends through an open, inclusive, transparent, predictable and accountable planning process with fair allocation of costs.

Downtown

Downtown Columbia is a hip and vibrant district with a diversity of easily accessible businesses, residences, attractions and institutions; it is an exciting gathering place for all types of people.

Economic Development

Columbia will attract, retain, and encourage business growth by establishing a business-friendly climate, enhancing regional economic partnerships and fostering a digital infrastructure.

Education

Excellent education programs and facilities are available to students of all ages in a variety of programs that both support each individual's goals and address the diverse social, economic and environmental needs of the community.

Environment

Columbia residents and businesses conserve all the community's natural resources, work cooperatively to apply best planning practices, model energy efficiency, transition to renewable energy and approach zero waste generation.

Governance and Decision Making

Columbia's governance is a model of transparency, efficiency and citizen participation that enjoys the strong confidence of its residents.

Health, Social Services, and Affordable Housing

Columbia is a supportive, compassionate, healthy community with high quality social services, a first-rate health care system and safe, quality affordable housing that are accessible to all.

Parks, Recreation, and Greenways

A network of attractive and safe parks and recreational amenities are connected by trails and greenways that provide area residents with access to nature, recreation and facilities for active play, both indoors and out.

Transportation

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

Our vision...Our future....Our Columbia

The complete vision report including goals, strategies, action plans, appendices and implementation supplement is available at www.gocolumbiamo.com (click on Community Visioning.) For more information, contact the City Manager's Office at 573-874-7214 or email CityMan@GoColumbiaMo.com.

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