

2. Recommended Grouping of Goals and Strategies



The 2007 Vision Report called for a “recommended grouping of related goals and strategies”. The purpose of this grouping is to organize information in way that better enables those who are working on implementation to evaluate inter-relationships, set priorities, develop plans, and track progress. All of the goals, strategies, and vision statements that appear in this section use the original wording from the 2007 Vision Report. The Citizen Topic Group and Sub Topic Group that provided each goal and strategy are identified at the end of each statement and related vision statements are set forth at the end of each goal group.

The goal groupings were identified by analyzing overlaps in subject matter, listening to how questions and comments were grouped during the public meetings and other discussions, and looking at differences in governing bodies and other organizations involved on various issues. These 7 “goal groups” emerged as a result of that analysis:

- Community
- Economic Development
- Education
- Environment
- Governance
- Planning and Development
- Transportation

Many of the goals and strategies are interdependent, and a further analysis of how the various strategies overlap across themes is set forth in Appendix C. Appendix E maps how the goals from each of the citizen topic groups were assigned into the various goal groups.

The separation of goals and strategies within each goal group reflects a distinction in the 2007 Vision Report. As that report states: “adjustments in the specific actions steps and strategies will necessarily be made as those strategies are integrated with the ongoing activities . . .” while, in contrast, “the vision and goal statements of the various Citizen Topic Groups should be a constant guide that both informs changes to be made and sets a standard against which the outcome of various changes can be measured.”

Goal Group 1: Community

The goals, strategies, and vision statements in this group relate to building and supporting our sense of community: the ways in which we live together and support each other.

■ **Goals Related To Goal Group 1: Community**

◆ *Arts*

- Columbia will both sustain and creatively expand its foundation for arts and culture in our community. (TG: Arts, STG: Means)
- Arts and culture will be central to daily life and accessible to all equally in Columbia. (TG: Arts, STG: Means)

◆ *Facilities and 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. (TG: Health, Social Services, and Affordable Housing [“Health”], STG: Social Services)
- 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. (TG: Health, STG: Health)
- Access to library services, facilities, and community meeting spaces will be increased. (TG: Community Facilities and Services, STG: Library)
- 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. (TG: Parks, Recreation, and Greenways, STG: Parks)
- 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. (TG: Parks, Recreation, and Greenways, STG: Recreation)
- The relationship between the Columbia Police Department and the community will be positive and mutually respected. (TG: Community Facilities and Services, STG: Law Enforcement)
- Community members will be safe and secure. (TG: Community Facilities and Services, STG: Public Safety)

Goal Group 1: Community

◆ *Inclusion*

- 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. (TG: Community Pride and Human Relationships, STG: Sense of Community)
- 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. (TG: Community Pride and Human Relationships, STG: Diversity and Inclusion)
- Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people. (TG: Community Pride and Human Relationships, STG: Youth)

■ **Strategies Related To Goal Group 1: Community**

◆ *Arts*

- 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.). (TG: Arts; STG: Means)
- Identify and expand funding opportunities for the arts community. (TG: Arts; STG: Means)
- Create an appetite and appreciation for the arts through educational programs. (TG: Arts; STG: Ends)
- Expand arts programming and venues. (TG: Arts; STG: Ends)

◆ *Facilities and Services*

- Establish a community foundation funded by private dollars to fund social services and other community needs. (TG: Health, Social Services and Affordable Housing (“Health”); STG: Social Services)
- Identify and establish effective, readily available comprehensive health services (physical, mental, oral, substance abuse, vision) for all. (TG: Health; STG: Health)
- Develop a strategic plan for Assertive Community Treatment in Columbia, focused on Mental Health. Document primary health care access needs and barriers. (TG: Health; STG: Health)

Goal Group 1: Community

- Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention. (TG: Health; STG: Health)
- Foster health literacy by strengthening inter-organizational and community relationships. Design and deliver a coordinated, creative multi-media communications program, focused initially on diabetes. (TG: Health; STG: Health)
- Establish additional facilities and service points to provide expanded library services for the growing community. (TG: Community Facilities and Services (“Community Facilities”); STG: Library)
- Provide comprehensive, efficient removal of snow throughout the city. (TG: Community Facilities; STG: Public Works)
- Examine existing park networks and identify gaps in the different defined types of parks. (neighborhood, regional, nature, and urban.) (TG: Parks, Recreation and Greenways (“Parks”); STG: Parks)
- Develop an overall plan to make sure as many park needs as possible are met without unnecessary duplication. (TG: Parks; STG: Parks)
- Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities. (TG: Parks; STG: Parks)
- Expand the program of volunteers to help support the parks. (e.g. Adopt-a-Park.) (TG: Parks; STG: Parks)
- Facilitate the marriage of private and public interest groups to build recreational facilities. (TG: Parks; STG: Recreation)
- Be proactive in expanding facilities as Columbia grows. (TG: Parks; STG: Recreation)
- Administer law enforcement fairly to all citizens. (TG: Community Facilities; STG: Law Enforcement)
- Allocate police staffing and presence equitably. (TG: Community Facilities; STG: Law Enforcement)
- Reduce crime and substance abuse. (TG: Community Facilities; STG: Public Safety)
- Increase traffic law enforcement. (TG: Community Facilities; STG: Public Safety)

Goal Group 1: Community

- Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay. (TG: Development; STG: Neighborhoods)
- 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.) (TG: Community Character; STG: Revitalization)
- ◆ *Inclusion*
- Explore the creation of a comprehensive centralized community calendar that is easily accessible and updateable. Research models in other communities. (TG: Community Pride; STG: Sense of Community)
- Cultivate and implement cross-operational outreach programs that increase participation [in the arts] and reflect the city's rich diversity. (TG: Arts; STG: Means)
- Form an Intercultural Council. (TG: Community Pride and Human Relationships ("Community Pride"); STG: Diversity/Inclusion)
- Investigate, encourage, and replicate events that bring various cross-sections of the community together. (e.g. "Spark in the Park"). (TG: Community Pride; STG: Sense of Community)
- Create an entertaining, media-supported "trading places" project to promote improvements in cross-cultural, multi-ethnic, inter-generational communications and relationships. (TG: Community Pride; STG: Sense of Community)
- Leverage Study Circle program to build consensus and vision among youth organization leadership. (TG: Community Pride; STG: Youth)
- 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. (TG: Community Pride; STG: Youth)
- 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. (TG: Community Pride; STG: Youth)

Goal Group 1: Community

▪ **Related Vision Statements**

◆ *Topic Group: 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.

◆ *Topic Group: 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 in the community.

◆ *Topic Group: Community Pride and Human Relationships*

- 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.

○ *Topic Group: 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.

◆ *Topic Group: 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.

◆ *Topic Group: 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.

▪ **Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Community* – Affordable Housing, Arts and Culture, Community, Health, Heritage, Library, Neighborhoods, Parks and Recreation, Safety, and Social Services

Goal Group 2: Economic Development

All of these goals, strategies, and vision statements relate to obtaining the resources needed to keep our community financially healthy and provide opportunities to all who live and work here.

■ Goals Related To Goal Group 2: 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. (TG: Economic Development, STG: Economic Development)
- 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. (TG: Economic Development, STG: Jobs and Job Training)
- 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. (TG: Economic Development, STG: Science and Technology)
- 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. (TG: Downtown, STG: Investments)

■ Strategies Related To Goal Group 2: Economic Development

- Promote positive attitudes toward economic development. (TG: Economic Development; STG: Economic Development)
- Leverage Columbia’s natural advantages – MU, Columbia’s location and environment, and Columbia’s people –in fostering economic development. (TG: Economic Development; STG: Economic Development)
- Promote entrepreneurialism. (TG: Economic Development; STG: Economic Development)
- Address issues related to pay, living wage, and benefits. (TG: Economic Development; STG: Jobs and Job Training)
- Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities. (TG: Economic Development; STG: Jobs and Job Training)

Goal Group 2: Economic Development

- Develop innovative strategies for connecting the workforce. (TG: Economic Development; STG: Jobs and Job Training)
- 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”.) (TG: Economic Development; STG: Science and Technology)
- Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce. (TG: Economic Development; STG: Science and Technology)
- Attract and secure substantial research and venture capital to drive our economic growth. (TG: Economic Development; STG: Science and Technology)
- 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. (TG: Economic Development; STG: Science and Technology)
- 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. (TG: Downtown; STG: Investments)
- Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources. (TG: Downtown; STG: Investments)

■ Related Vision Statements

◆ *Topic Group: 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.

◆ *Topic Group: 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.

■ Appendix A: Inventory of Existing Efforts Cross References

- ◆ *Economic Development* – Airport, Downtown, Economic Development, Jobs and Job Training

Goal Group 3: Education

All of these goals, strategies, and vision statements 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).

■ Goals Related To Goal Group 3: Education

- 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. (TG: Education, STG: Facilities)
- 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. (TG: Education, STG: Resource Allocation)
- 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. (TG: Education, STG: Quality Education /Curriculum and Programs)

■ Strategies Related To Goal Group 3: Education

- 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. (TG: Education; STG: Facilities)
- Ensure that resources are allocated so that students are supported and successful at every level of education from birth through adulthood. (TG: Education; STG: Resource Allocation)
- Increase the quantity and quality of early childhood (birth to 5 years) educational opportunities so that children are prepared for kindergarten. (TG: Education; STG: Quality Education)
- Organize to ensure that world-class curriculum, programs, and instructional techniques are provided by every educational entity, based on research findings. (TG: Education; STG: Quality Education)
- Develop programs for all educational providers within the Columbia community to network, share educational strategies and techniques, and encourage professional development. (TG: Education; STG: Quality Education)

Goal Group 3: Education

- 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. (TG: Education; STG: Quality Education)

■ Related Vision Statements

◆ *Topic Group: 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.

■ Appendix A: Inventory of Existing Efforts Cross References

- ◆ *Education*** – Education, Jobs and Job Training, Youth

Goal Group 4: Environment

All of these goals, strategies, and vision statements 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 group, particularly to those goals that focus on developing and maintaining a health lifestyle.

■ Goals Related To Goal Group 4: Environment

◆ 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. (TG: Environment, STG: Resource Conservation)

◆ Energy Efficiency

- 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. [Italicized language is goal for this goal group] (TG: Community Character, STG: Revitalization)
- 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. (TG: Environment, STG: Environmental Quality)
- Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources. (TG: Environment, STG: Energy Efficiency)

◆ 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. (TG: Development, STG: Land Preservation)

Goal Group 4: Environment

- 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. (TG: Parks, Recreation, and Greenways, TG: Greenways)

■ Strategies Related To Goal Group 4: Environment

◆ *Conservation*

- Engage in a life-long understanding of the value of environmental stewardship. (TG: Environment; STG Resource Conservation)
- Reach a goal of zero waste through both increased recycling and reduced consumption throughout Columbia. (TG: Environment; STG Resource Conservation)
- Create an encouraging atmosphere for business opportunities based on environmental stewardship. (TG: Environment; STG Resource Conservation)

◆ *Energy Efficiency*

- Focus on renewable energy building and retrofitting as integral to urban development and restoration. (TG: Community Character; STG: Revitalization)
- Incentivize LEED standards. (TG: Development; STG: Plan and Manage Growth)
- 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.). (TG: Environment; STG: Energy Efficiency)
- 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.) TG: Environment; STG: Energy Efficiency)
- 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.) TG: Environment; STG: Energy Efficiency)

◆ *Land Preservation*

- Develop an environmental protection plan. (TG: Environment; STG: Environmental Quality)

Goal Group 4: Environment

- 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." (TG: Environment; STG: Environmental Quality)
- Form a Natural Resources Committee. (TG: Environment; STG: Environmental Quality)
- 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. (TG: Development; STG: Land Preservation)
- 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. (TG: Development; STG: Land Preservation)
- 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. (TG: Development; STG: Land Preservation)
- Investigate a land dedication ordinance to set aside parkland and open space in new developments. (TG: Parks, Recreation and Greenways; STG: Parks)
- Use easements and development rights to promote the preservation of green space and the development of greenways. (TG: Parks, Recreation and Greenways; STG: Greenways)
- Acquire green space and expand greenways through regular financing and acquisitions. (TG: Parks, Recreation and Greenways; STG: Greenways)
- Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings. (TG: Community Character; STG: Community Appearance)

■ Related Vision Statements

◆ *Topic Group: 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.

Goal Group 4: Environment

- ◆ *Topic Group: 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.

- ◆ *Topic Group: 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.

- ◆ *Topic Group: 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.

- **Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Environment – Energy Efficiency, Environment*

Goal Group 5: Governance

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

■ Goals Related To Goal Group 5: Governance

- Columbia's governance is a model of transparency, efficiency, and citizen participation that enjoys the strong confidence of its residents. (TG: Governance and Decision Making, STG: Structure)
- 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. [Italicized language is goal for this goal group] (TG: Development, STG: Plan and Manage Growth)
- City services will be efficient, effective, and expanded. (TG: Community Facilities and Services, STG: Public Works)

■ Strategies Related To Goal Group 5: Governance

- Create a responsive integrated City system with clear access points to direct inquiries, suggestions, and complaints. (TG: Governance; STG: Structure)
- Create and implement a City customer service policy that includes a tracking system. Each department should tailor their plan accordingly. (TG: Governance; STG: Structure)
- Enhance collaboration between City departments. (TG: Governance; STG: Structure)
- Enhance and facilitate the use of neighborhood associations. (TG: Governance; STG: Structure)
- Establish a system of ongoing reviews of the activities of boards, commissions, and task forces. (TG: Governance; STG: Structure)
- Increase the size of the City Council and provide compensation and other support to council members. (TG: Governance; STG: Structure)
- Anticipate future needs, and review and determine the best way to finance City operations, improvements, and infrastructure over the next 20-25 years. (TG: Governance; STG: Structure)
- Increase the accountability of the City administration to the City Council and the public. (TG: Governance; STG: Structure)
- Increase collaboration and coordination between the City and the County. (TG: Governance; STG: Structure)

Goal Group 5: Governance

- Ensure predictability and accountability so that government actions are aligned with “Imagine Columbia’s Future.” (TG: Development; STG: Plan and Manage Growth)
- 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. (TG: Health; STG: Social Services)
- Use available technology to increase and improve city services offered to the community. (TG: Community Facilities; STG: Public Works)
- Investigate ways to enhance services, and increase communication regarding services currently available. (TG: Community Facilities; STG: Public Works)
- Reorganize and expand the Human Rights Commission, review city policy statements regarding human rights, and expand study circles. (TG: Community Pride; STG: Diversity/Inclusion)
- Develop and implement awareness orientation and training programs for new and existing employees. (TG: Community Pride; STG: Diversity/Inclusion)

■ **Related Vision Statements**

◆ *Topic Group: Governance and Decision Making*

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

◆ *Topic Group: 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 in the community.

■ **Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Governance - Governance*

Goal Group 6: Planning and Development

These goals, strategies, and vision statements 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".

■ **Goals Related To Goal Group 6: Planning and Development**

- 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. (TG: Development, STG: Plan and Manage Growth)
- Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics. (TG: Community Character, STG: Community Appearance)
- Historic areas will be identified, valued, and preserved through education, enforcement, and incentives. (TG: Community Character, STG: Historic Preservation)
- ◆ *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. (TG: Development, STG: Infrastructure)
- ◆ *Neighborhoods*
 - A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of affordable, energy efficient, and accessible housing. (TG: Health, STG: Affordable 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. (TG: Downtown, STG: Housing)
 - 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. (TG: Development, STG: Neighborhoods)

Goal Group 6: Planning and Development

- *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.* [Italicized language is goal for this group] (TG: Community Character, STG: Revitalization)

▪ Strategies Related To Goal Group 6: Planning and Development

- Take an inventory of natural and cultural resources. (TG: Development; STG: Plan and Manage Growth)
- Implement a growth management plan that incorporates form based zoning. (TG: Development; STG: Plan and Manage Growth)
- 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. (TG: Development; STG: Plan and Manage Growth)
- 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. (TG: Development; STG: Plan and Manage Growth)
- Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders. (TG: Development; STG: Plan and Manage Growth)
- 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.) (TG: Community Character; STG: Community Appearance)
- Apply best practice community design, aesthetics, and environmentally friendly planning. (TG: Arts; STG: Ends)
- ◆ *Infrastructure*
 - Use a task force of stakeholders, supported by professionals, to develop a comprehensive plan for existing and future infrastructure needs that, 1)

Goal Group 6: Planning and Development

- coordinates with a comprehensive growth plan, 2) streamlines the planning process, and 3) educates the public about the plan. (TG: Development; STG: Infrastructure)
- Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (See Strategy 1.) (TG: Development; STG: Infrastructure)
- 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. (TG: Development; STG: Infrastructure)
- ◆ *Neighborhoods*
 - 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. (TG: Community Character; STG: Revitalization)
 - 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. (TG: Community Character; STG: Community Appearance)
 - 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. (TG: Development; STG: Neighborhoods)
 - Develop a policy of identification, financial incentives such as tax abatement and tax credits, and resources for monitoring to encourage historic preservation. (TG: Community Character; STG: Historic Preservation)
 - Seek federal preservation funds for use in community historic preservation. (TG: Community Character; STG: Historic Preservation)
 - Educate neighborhoods of their historic importance and of incentives available for historic preservation. (TG: Community Character; STG: Historic Preservation)
 - Ensure that as we grow we preserve our heritage and uniqueness. (TG: Development; STG: Plan and Manage Growth)
 - 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. (TG: Downtown; STG: Housing)

Goal Group 6: Planning and Development

- Contact realtors, retailers, developers, and financial sources to access the barriers and opportunities to downtown housing development. (TG: Downtown; STG: Housing)
- Establish a locally administered Housing Trust Fund with a dedicated revenue source. (TG: Health; STG: Affordable Housing)
- Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities. (TG: Health; STG: Affordable Housing)
- Create a private non-profit organization that will develop, purchase, and manage affordable housing units in Columbia. (TG: Health; STG: Affordable Housing)

▪ **Related Vision Statements**

◆ *Topic Group: 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.

◆ *Topic Group: 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.

◆ *Topic Group: 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.

▪ **Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Planning and Development* – Affordable Housing, Heritage, Neighborhoods, Planning and Development

Goal Group 7: Transportation

All of these goals relate to travel into, around, and from Columbia.

■ Goals Related To Goal Group 7: Transportation

◆ *Airport*

- In the future, it will be possible to efficiently and cost effectively fly into and out of Columbia to save time and money. (TG: Economic Development, STG: Airport)

◆ *Downtown*

- People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area. (TG: Downtown, STG: Mobility)

◆ *Non-Motorized*

- 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. (TG: Parks, Recreation, and Greenways, STG: Trails)
- 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. (TG: Transportation, STG: Non-Motorized Transportation)

◆ *Options and Integration*

- 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. (TG: Transportation, STG: Road Network and Traffic Management)
- 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. (TG: Transportation, STG: Public and Human Services Transportation)
- 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. (TG: Transportation, STG: Advance Planning and Development)

Goal Group 7: Transportation

▪ Strategies Related To Goal Group 7: Transportation

◆ *Airport*

- Enhance the future use of the airport by improving its appearance and functionality. (TG: Economic Development; STG: Airport)
- Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times. (TG: Economic Development; STG: Airport)
- Establish a Regional Authority and change the name of the airport to reflect its regional nature. (TG: Economic Development; STG: Airport)

◆ *Non-Motorized*

- 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. (TG: Development; STG: Neighborhoods)
- Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible. (TG Parks; STG: Trails)
- Achieve trail connectivity in new and existing developments. (TG: Parks; STG: Trails)
- Give proper funding, priority, and support to repairing, connecting, and expanding the city sidewalk system. Increase the pace of sidewalk improvements.
- 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. (TG: Transportation; STG: Non-Motorized Transportation)

◆ *Options and Integration*

- Provide comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form based zoning. (TG: Development; STG: Plan and Manage Growth)
- Appoint a Transportation Advisory Board, which will be empowered by the City Council to make recommendations to (and whose recommendations will be sought by) the City Council, the Planning & Zoning Commission, and other public bodies. (TG: Transportation; STG: All)

Goal Group 7: Transportation

- 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. (TG: Transportation; STG: Non-Motorized Transportation)
- 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. (TG: Transportation; STG: Plan and Manage Growth)
- Research similar cities with respect to efficient use of assets (alleyways, walkways, bike paths, parking spaces, etc.) for considerations for plans for Columbia. (TG: Transportation; STG: Plan and Manage Growth)
- Dedicate funds to identify routes and corridors for all modes, preserve rights of way, and improve existing intersections to enhance safety and improve capacity. (TG: Transportation; STG: Advance Planning)
- 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. (TG: Transportation; STG: Advance Planning)
- Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO. (TG: Transportation; STG: Advance Planning)
- Develop and adopt a clear area-wide major roadway plan that carries the commitment of the City and County. (TG: Transportation; STG: Road Network and Traffic Management)
- Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development. (TG: Transportation; STG: Road Network and Traffic Management)
- 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. (TG: Transportation; STG: Road Network and Traffic Management)
- 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. (TG: Transportation; STG: Public and Human Services Transportation)
- Tie public transportation service into the permit process for new developments. (TG: Transportation; STG: Public and Human Services Transportation)

Goal Group 7: Transportation

- 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. (TG: Transportation; STG: Public and Human Services Transportation)

- **Related Vision Statements**

- ◆ *Topic Group: 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.

- **Appendix A: Inventory of Existing Efforts Cross References**

- ◆ *Transportation – Airport, Transportation*