

November 21, 2016

To: Columbia City Council
From: Columbia Vision Commission
Regarding: 2016 Vision Status Report

The Vision Commission has completed its five-year review of the of the original vision report which was accepted by City Council in 2008. To prepare this update, Commission members reviewed relevant documents prepared by, and interviewed and communicated with representatives at the state, county, and City agencies and local not-for-profit entities that are stakeholders in each of the thirteen vision topic areas. In addition, as directed by ordinance, the Commission held public Re-Visioning sessions in each corner of the city to gather broad public feedback.

With this submission, the Commission would like to note that 2016 represents ten years from the start of “Imagine Columbia’s Future” which resulted in the final report that is the foundation of this Commission’s work and this update. The final report states that “visioning is a continuing and evolving process where information in the final vision report is integrated with other ongoing activities within the community, new information is obtained, and new people become involved.”

This year’s updates essentially conclude the relevant progress that will be achieved on most strategies in the original vision report. Virtually all strategies have been addressed to some level by pertinent stakeholders, and the city is in a dramatically different place than it was in 2006. As a result, the feedback from the Re-Visioning sessions was interesting, but most was not relevant to the current report as it reflects feedback to a situation that was never predicted.

The only comment of this nature included in the reports submitted is the call for a community recreation center that is not athletics focused. As this has been noted in other ways in City plans, feedback, and discussions, it is not a new idea. However, there were discussions about parking, specifically lack of handicapped parking, and comments about how the City coordinates planning, especially regarding housing, with the local universities. However, none of these topics are specifically addressed in this vision plan.

With that, the Vision Commission seeks guidance on how it should proceed at this time to mark progress on the next ten years of progress in achieving Columbia’s vision. The last decade has seen great strides in strategic planning by all stakeholders, but it has not been consolidated into one comprehensive vision plan. The ordinance that created this Commission provides the ability to fundraise and seek grants to enable the work of visioning, and we can begin efforts in that area, or work in other ways to benchmark diverse plans. The Commission would like to begin work on a new vision and it has gained a great deal of experience in collecting public input. However, direction from Council as to next steps seems necessary at this juncture.

The members of the Commission thank you for the opportunity to serve and look forward to advancing the future of Columbia as directed by Council. We are excited by the work that has been done and look forward to continued progress.

Vision Commission Summary, Topic 1: Arts and Culture

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to briefly describe the Columbia Vision Commission's 2016 findings as they relate to the current status of the goals and objectives defined in the 2009 Vision Report.

Four sources of feedback, updates, suggestions and recent pursuits of the original Vision Report objectives were sought. They include the Community Dialogue held May 20, 2015; the Office of Cultural Affairs' Sarah Dresser; Columbia Public School's Fine Arts Coordinator James Melton; and knowledge from Commissioner Madeleine LeMieux of the North Village Arts District and other OCA funded agencies.

What has been completed

While funding has been expanded (Strategy 1.1.2.) with the introduction of the Columbia Arts Fund in 2012 and community design efforts have grown to include the OCA traffic box and sewage drain beautification programs, as well as the Percent for Art (Strategy 1.2.2.), since the original plan *none of the other objectives outlined in this topic have been realized by the City*. Previous reports did not correctly or in any relevant way report on the progress of this Vision Topic.

What is not completed

- 1.1.1 Create an alliance for the arts that serves and advocates for the arts consisting of members of the arts community. This has not been completed. The Commission on Cultural Affairs reviews and recommends funding allocations for the arts but does not serve in the capacity of advocacy, collaboration, and professional development as originally stated in the Vision Plan. There is a need and desire for this alliance and efforts should be continued.
- 1.1.3 Cultivate and implement cross-operational programs that increase participation and reflect the city's rich diversity. This has not been completed. While OCA, in some ways, is partnering with funded agencies, there are very few cross-departmental partnerships within the City's government and public collaboration has not been addressed. There continues to be a need for cross-operational programs. This effort should be continued.
- 1.2.1 Alliance to create appetite and appreciation through educational programs. There is no alliance to create the proposed strategic marketing plan. The Partners in Education relationship between OCA and CPS provides some fulfillment of this strategy without any of the proposed support. This effort should be continued and expanded.
- 1.2.2 Alliance to apply best practices to community design planning. There is no alliance, and with the exception of the Percent for Art program, community planning has largely left out the arts and cultural sector. Efforts should continue.
- 1.2.3 Expand arts programming and venues. This has not been met by the City, and funds that support these efforts by external organizations have not grown at a relative rate to the City's arts and culture sector. This effort should be continued.

New recommendations

One recurring bit of information that came from the Community Dialogue as well as through conversations with the other sources was a need for a multi-purpose, non-athletics-based community facility that would focus on community enrichment which would in part include arts and culture. Additional OCA funding to match the growth of demand on their resources would help continue the work they have done to fulfill these strategies.

Vision Commission Report, Topic 1: Arts and Culture

Approved by Columbia Vision Commission October 10, 2016

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

Goal 1.1 Means: Columbia will both sustain and creatively expand its foundation for arts and culture in our community.

<p>Strategy: 1.1.1 Create an alliance for the arts that serves and advocates for artists, arts professionals and art-related organizations by fostering an environment of collaboration and by providing ongoing training. Proposed Action: Arts Alliance and OCA as well as members of the community convene regularly and set goals, actions, etc. as an Arts and Culture Group</p>	
March 2016 Report	Final Report
<p>There is a Commission on Cultural Affairs http://www.gocolumbiamo.com/Arts/</p>	<p>Previous report is insufficient as Commission existed prior to creation of plan (formed in 1992). It is clear to assume that an alliance was meant to be a different entity. Sarah Dresser, OCA Program Specialist, reports that Commission and Standing Committee on Public Art mostly advise with the allocation of funds associated with City budget and as of 2012, Columbia Arts Fund. Alliance does not yet exist in the form it was proposed.</p>

<p>Strategy: 1.1.2 Identify and expand funding opportunities for the arts community. Proposed Action: Alliance to set fundraising as an objective - tax funding, grants, private foundations, individual donors</p>	
March 2016 Report	Final Report
<p>Columbia Arts Fund (a component fund of the Community Foundation of Central Missouri) is overseen by the Office of Cultural Affairs and the City's Commission on Cultural Affairs. www.comoarts.org</p>	<p>This fund was created in 2012, and the OCA continues to fundraise through Poster Party, through the arts and other fundraising activities to expand this funding - will not begin providing financial assistance to arts organizations until the fund has reached a significant endowment</p>

<p>Strategy: 1.1.3 Cultivate and implement cross-operational outreach programs that increase participation and reflect the city's rich diversity. Proposed Action: Seek funding and approach existing organizations to synchronize efforts</p>	
March 2016 Report	Final Report
<p>Not commented on</p>	<p>Sarah Dresser reports that while there are some cross-departmental partnerships within City government, the action plan originally outlining public collaboration has not really been addressed. Recent external partnerships might include the Youth Arts Gallery, Access Arts, Resident Arts, Central Missouri Community Action</p>

Goal 1.2 Ends: Arts and culture will be central to daily life and accessible to all equally in Columbia.

<p>Strategy: 1.2.1 Create an appetite and appreciation for the arts through education programs. Proposed Action: Alliance to brainstorm with key players and develop strategic marketing plan</p>	
March 2016 Report	Final Report
<p>The Commission on Cultural Affairs identifies needs of the arts community and helps meet them</p> <p>The Columbia Office of Cultural Affairs has a website, calendar, registry, newsletter, grants, 1% for Arts. The Tribune has weekly arts section - Ovation.</p>	<p>Previous report not entirely accurate. The Commission reviews applicants and funds/contracts artistic services through said funding. Need assessment, brainstorming with key community players and the development of a marketing plan to target community at-large has not happened. According to Sarah Dresser, approximately</p>

	<p>half of organizations funded by OCA are educationally-related. A section of the 2012 OCA Strategic Plan is dedicated to arts education - a new strategic plan for the department will be implemented in 2016. Arts education programs are also provided at Access Arts, Columbia Art League, CARE Gallery, Resident Arts, Orr Street Studios, Jabberwocky Studios, True/False and other agencies in town. First Fridays, ArtRageous Weekends and Fall into Art, as well as the continued growth of True/False, Art in the Park and Roots N' Blues have been pinnacle in the act of creating an appetite and appreciation of the arts.</p> <p><i>Notes from James Melton, CPS Fine Arts Coordinator</i> Peter Stiepleman - Achievement, Enrichment, Opportunity: the school district finds people in the community to help accomplish those goals. Organizational relationship with OCA We Always Swing Jazz Series; children's concert; Art Access through Traffic Art and Design a specific opportunity for elementary schools, OCA's support of Poster Design supports \$500 for work in the classroom - biggest thing is connection to downtown arts community Other Department-Level Partners - The Bridge Music Academy, Columbia Chorale Alliance, considering adding The Children's Grove "kindness initiative"</p>
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Strategy: 1.2.2 Apply best practice community design, aesthetics and environmentally friendly planning.
Proposed Action: Alliance to initiate communications with allies to identify opportunities and specific objectives, solicit input from general public and articulate a policy

March 2016 Report	Final Report
Not commented on	The original action plan suggested convening with developers, local government, OCA, Standing Committee on Public Art, local architects and The District to identify specific priorities and specific objectives and articulate a policy. The OCA's Traffic Box and sewage drains beautification programs and 1% for Art program are in place but no other policy at this level is active, as far as I can tell. The District is currently undergoing "The Gateways" project which contracted local artists for hub component - to be executed in 2016-17, planning sessions are currently addressing placement of gateways. Orr Street Studios and Balsamo Warehouse, housing over 50 local artists, are currently up for sale at \$3.2M - arts district and local artists stand to lose a significant part of their community.

Strategy: 1.2.3 Expand arts programming and venues.
Proposed Action: Alliance to conduct brainstorming sessions on needs assessment and survey venues

March 2016 Report	Final Report
Not commented on	There has been some naturally occurring activity - new organizations include Jabberwocky Studios, Resident Arts, The Atelier, Talking Horse Productions, GreenHouse Theatre Project and more individual business. The North Village Arts District has formed an independent nonprofit for supporting artists and arts businesses in the North Village downtown.

Vision Commission Summary, Topic 2: Community Character

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to briefly describe the Columbia Vision Commission's 2016 findings as they relate to the current status of the goals and objectives defined in the 2009 Vision Report.

Multiple sources of feedback, updates, suggestions and recent pursuits of the original Vision Report objectives were sought. Details of those sources are not included in the most recent report.

The majority of the strategies in this topic have been fulfilled through the creation of the Historic Preservation Commission, efforts of the Downtown CID (The District) and partnerships with local agencies such as the Columbia Center for Urban Agriculture. The few efforts that are not completed are underway.

What is not complete

2.1.3 Utilities are underground. The newest report suggests methods for "undergrounding" but does not provide a status on the city's progress.

2.1.4 Business Loop CID created in 2015 but efforts are still underway

New recommendations

- Revisit the community's desire and logistical efficiency of moving utilities underground and determine if this is still a valuable strategy despite the report that doing so will increase the average utility bill by 10%.
- Find additional ways to support the Business Loop CID in fulfilling the strategy of "cleaning up" the Business Loop and Providence.

Vision Commission Report, Topic 2: Community Character

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 2.1 Columbia will preserve its existing character and enhance the city’s natural and man-made aesthetics.

<p>Strategy: 2.1.1 Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education and promote sustainable native and edible plantings.</p> <p>Strategy: 2.1.2 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)</p> <p>Strategy: 2.1.3 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.</p> <p>Proposed Actions: See items below</p>	
January 2016 Report	Final Report
<p>2.1.1. City creates a Landscape Board that drafts a streetscape plan preserving existing character or look of neighborhoods. There is no Landscape Board, but EEC is willing to serve as a tree board to oversee tree removals.</p>	<p>City Council established Community Tree Task Force on Feb. 16, 2015. Its recommendations are due by March 21, 2016, when it shall dissolve.</p>
<p>2.1.2. Billboards are regulated. Billboards are covered in the City’s sign ordinance.</p>	<p>Billboards are covered in the City’s sign ordinance. Missouri General Assembly has power to affect how cities regulate billboards.</p>
<p>2.1.3. Utilities are underground. In 2013 City staff estimated that undergrounding new lines in the southwest part of the city would add about 10% to the average utility bill, so the Council has gone with overhead lines.</p>	<p>“Undergrounding” can occur in several ways: annual budget to move overhead lines to underground in appropriate places; as part of new subdivisions; may be associated with major road improvements; may be part of electric service additions; may be done in partnership with special taxing districts.</p>
<p>2.1.4. Business Loop and Providence are “cleaned up.” CATSO 2008 6.4.8 p39 - There is a plan for burying utilities and adding sidewalks on Bus 70</p>	<p>City Council formed Business Loop Community Improvement District in April 2015. Voters in the District approved a half-cent sales tax on December 10. City already is “undergrounding” in some areas, and District tax will help support this work.</p>
<p>2.1.5. There is a gateway plan. The CID has approved downtown gateway design plans but still needs to fundraise and get City Council approval</p>	<p>The Downtown CID is starting work on three “light hubs” to mark downtown areas of interest: Flat Branch, Arts District and Sharp End. Will mark others as funds become available.</p>
<p>2.1.6. There is assistance for homeowners (to make their property more attractive (?) Owner Occupied Housing Rehabilitation Program and Code Deficiency Abatement Program</p>	<p>No change</p>
<p>2.1.7. Sustainable and edible plantings are promoted Community Garden Coalition and Columbia Center for Urban Agriculture efforts</p>	<p>No change</p>
<p>2.1.8. There is outreach and education (about appearance?) Planning Department’s HomeWorks Home Maintenance training</p>	<p>No change</p>

Goal 2.2 Historic areas will be identified, valued and preserved through education, enforcement and incentives.

<p>Strategy: 2.2.1 Develop a policy of identification, financial incentives such as tax abatement and tax credits and resources for monitoring to encourage historic preservation. Proposed Action: City identifies someone to find resources for preservation who helps property owners preserve historic property</p>	
January 2016 Report	Final Report
Historic Preservation Commission	No change

<p>Strategy: 2.2.2 Seek federal preservation funds for use in community historic preservation. Proposed Action: City appoints a Historic Preservation Board to find funding</p>	
January 2016 Report	Final Report
Historic Preservation Commission is charged with helping to find funding	City Council established Commission in 1998

<p>Strategy: 2.2.3 Educate neighborhoods of their historic importance and of incentives available for historic preservation. Proposed Action: Alliance to conduct brainstorming sessions on needs assessment and survey venues</p>	
January 2016 Report	Final Report
City creates a webpage and informational pamphlets to educate neighborhoods about their historic importance and available incentives	No change

Goal 2.3 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>Strategy: 2.3.1 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) Proposed Action: City enforces and/or enacts stronger ordinances against absentee or irresponsible landlords</p>	
January 2016 Report	Final Report
Neighborhood Response Team, Rental Compliance Law, Dilapidated Building Removal Program, Crime Free Programs, Substantial Rental Rehabilitation Programs Chronic Nuisance Ordinance, Office of Neighborhood Services www.gocolumbiamo.com/Neighborhoods/	No change

<p>Strategy: 2.3.2 Focus on renewable energy building and retrofitting as integral to urban development and restoration. Proposed Action: City provides and advertises incentives for efficient building and retrofitting, MU advises homeowners about opportunities</p>	
January 2016 Report	Final Report
Planning Department's HomeWorks Home Maintenance Training Neighborhood Services implements neighborhood planning process for neighborhoods and neighborhood associations in September 2014	No change

Strategy: 2.3.3 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.

Proposed Action: City adopts more mixed-use zoning to encourage walkability, screening, preservation, sense of community

January 2016 Report	Final Report
City completes Columbia Imagined Plan which outlines how to implement goals related to Vision topics	Zoning code review under way

Vision Commission Summary, Topic 3: Community Facilities and Services

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to briefly describe the Columbia Vision Commission's 2016 findings as they relate to the current status of the goals and objectives defined in the 2009 Vision Report.

Four sources of feedback, updates, suggestions and recent pursuits of the original Vision Report objectives were sought. They include the Community Dialogue held April 22, 2015; Chris Tatham of ETC Institute and survey consultant to Daniel Boone Regional Library; the Columbia Police Department; and the Columbia Public Works Department.

What has been completed

All of the items in this Vision Topic have been addressed to some level of completion. Access to library services, facilities and community meeting spaces has increased significantly since the creation of the Vision plan. According to fulfillment of specific strategies, the relationship between the Police and community should be positive and mutually respectful. However, in light of the current national climate of police relations, the Police Department should continue to look for ways to improve this relationship with the community. According to fulfillment of specific strategies, community members are safe and secure, but this is an ongoing effort and we should continue to seek ways to improve safety measures.

New recommendations

One recurring bit of information that came from the Community Dialogue, as well as from conversations with other sources, was a need for a multi-purpose, non-athletics-based facility that would focus on community enrichment, provide youth services and celebrate the city's cultural assets.

Vision Commission Report, Topic 3: Community Facilities and Services

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 3.1 Access to library services, facilities and community meeting spaces will be increased.

Strategy: 3.1.1 Establish additional facilities and service points to provide expanded library services for the growing community	
Proposed Action: Library has a mechanism for gathering and considering on-going public input	
March 2015 Report	Final Report
3.1.1. [Library's] Community survey in 2011 showed improvement in 25 of 27 areas, including percentage of residents who think the library board listens to the community	In October 2014 the second survey was completed with the following results. The survey showed a 95% approval rate which is 17% above the national average. Approximately 86% of those surveyed stated they used the library fairly regularly. Chris Tatham, ETC Institute, (consultant) stated that DBRL is likely getting close to maximum possible market penetration at this point. The library board was honored to be presented with the communication achievement award for "Outstanding Achievement and Contribution to Communication Excellence" from the local chapter of Toastmasters International.

Goal 3.2 The relationship between the Columbia Police Department and the community will be positive and mutually respected.

Strategy: 3.2.1 Administer law enforcement fairly to all citizens	
Proposed Action: Police Department has Citizen Review System utilizing Dr. Thompson's recommendations	
March 2015 Report	Final Report
Citizens Police Review Board - http://www.gocolumbiamo.com/Council/Commissions/Citizen_Review_Board/index.php	Citizen Review Board has been established.

Strategy: 3.2.2 Allocate Police staffing and presence equitably	
Proposed Action: Police Department has equitable allocation of staff	
March 2015 Report	Final Report
See 3.3.1 (below)	

Goal 3.3 Community members will be safe and secure.

Strategy: 3.3.1 Reduce crime and substance abuse	
Strategy: 3.3.2 Increase traffic law enforcement	
Proposed Actions: See items below	
March 2015 Report	Final Report
3.3.1 Police Department has equitable allocation of staff to reduce crime and substance abuse throughout the city Geographic Policing implemented http://www.gocolumbiamo.com/Police/Department/Patrol_Division/beatassignments.php ; Teleserve, online reporting implemented	In addition to previously documented progress, we have established a Community Outreach Unit (COU) http://www.gocolumbiamo.com/police/community-outreach-unit/

<p>3.3.2 There is a public safety education program on personal and home safety and on community policing challenges. Crime Free Programs - Commercial and Residential Security Evaluations - Neighborhood Watch Programs - http://www.gocolumbiamo.com/Police/Programs/Neigh_Watch/index.php</p>	<p>The most significant and recent accomplishment has been the introduction and expansion of the Community Outreach Unit. The mission of the unit is to open lines of communication with the community while rebuilding community partnerships.</p>
<p>3.3.3 There are technological, staffing and education programs to reduce traffic violations Red Light Cameras - http://www.gocolumbiamo.com/Police/Red_Light_Cameras/index.php, Geographic Policing - in Nov 2009 CPD Strategic Plan</p>	<p>Red Light Cameras are no longer in operation. Traffic grants are used for additional traffic enforcement throughout the year. Radar trailers are used in areas receiving traffic complaints.</p>
<p>3.3.4 Planned outreach on emergency services to new developments, college students and other new residents Partial Downtown Unit and Downtown Safety Summit http://www.gocolumbiamo.com/Police/VisioningCommissionStrategies.php</p>	<p>Other current projects that will positively impact our ability to provide quality services is the current implementation of a new Record Management System (RMS). Once fully implemented, the report-writing process will be more productive and ultimately allow officers to spend more time preventing crime and keeping the citizens of Columbia safe. Also, Columbia is in the beginning stages of building a north side precinct. Upon completion, the Police Department will have a more visible presence in North Columbia and ultimately provide better police service.</p>
<p>3.3.5 Plan for handling cell phone 911 calls that don't identify place and increased use of 911 registration Cellular providers must provide address phone is registered to, and the signal includes nearest tower at a minimum. Next Gen 911 will include phone location</p>	<p>No change</p>
<p>3.3.6 Plan for outreach to minorities and people with disabilities Partial Training to deal with mentally ill individuals - http://www.gocolumbiamo.com/Police/VisioningCommissionStrategies.php</p>	<p>An ongoing ADA on-call contact where we make repairs to sidewalks and install ADA ramps at various locations throughout the central city. Roadway monitoring with real time public input assist with prevention and timely repair.</p>

Goal 3.4 City services will be efficient, effective and expanded

<p>Strategy: 3.4.1 Use available technology to increase and improve City services offered to the community Strategy: 3.4.2 Provide comprehensive, efficient removal of snow throughout the city Strategy: 3.4.3 Investigate ways to enhance services, and increase communication regarding services currently available Proposed Actions: See items below</p>	
March 2015 Report	Final Report
<p>3.4.1 Public works has information on services in a useful and understandable (graphic?) format Report Problems site http://www.gocolumbiamo.com/Neighborhoods/index.php</p>	<p>Public Works vehicles are equipped with a management tool to track vehicle location and, if needed, re-route vehicles and crews to address urgent community needs. There is a bus tracking system called DASH BOARD in which the public can view, get updates and share information online</p>
<p>3.4.2 Public Works has more snowplows Snow Removal Policy, Priority Streets Map (2007) - since 2007, replaced smaller pickups with three one-ton pickups to which plows can be attached.</p>	<p>No change</p>
<p>3.4.3 Citizen snow removal from sidewalks, and removal of vehicles from snow routes is mandatory Ordinance Ch. 24, Article 1, Sec. 24-12 for snow removal from sidewalks</p>	<p>No change</p>

<p>3.4.4 City plans and implements improvement of City services along with education about services Annual Citizen Survey is used to guide decisions about efforts - Keys to the City Event in October, Journey to Excellence</p>	<p>No change</p>
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Vision Commission Summary, Topic 4: Community Pride and Human Relations

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to briefly describe the Columbia Vision Commission's 2016 findings as they relate to the current status of the goals and objectives defined in the 2009 Vision Report.

Three sources of feedback, updates, suggestions and recent pursuits of the original Vision Report objectives were sought. They include the Community Dialogue held May 20, 2015; Youth Advisory Council and Youth Community Coalition member Ron Rowe; and online research.

What has been completed

Many of the strategies in this topic have been completed or are at some level of completion. However, core items that would leverage these strategies have not been fulfilled. Resources are not easily accessible (Strategy 4.1.4. somewhat complete but not free); there is no shared youth facility (Strategy 4.1.5. not complete); and while some items in this topic are being fulfilled by community activities, the City's role in the fulfillment of these goals is limited.

What is not completed

- 4.1.4 There is a web page and booklet on Columbia's youth services. Voluntary Action Center provides a booklet for \$20. This strategy is not complete, should be continued.
- 4.1.5 There is a plan for a shared youth facility. No plan is in place and need for a non-athletics, multi-use shared facility largely focused on youth services has been articulated in many of the Vision Topics. Work on this should continue.
- 4.3.1 There is a community champion. This strategy would go hand-in-hand with a multi-use community center but has not yet been fulfilled. Strategy should continue.
- 4.3.2 There is a community calendar that people use. In reality there are many calendars: usage is unclear. These should be unified, and this strategy should continue.
- 4.3.3 "Trading places" project/events to improve intergenerational, multi-ethnic, cross-culture relationships. No such events created by City. Closest thing is OCA Diversity Celebration, which is not the format originally proposed. Continue.

New recommendations

One recurring bit of information that came from the Community Dialogue, as well as through conversations with the other sources, was a need for a multi-purpose, non-athletics-based community facility that would focus on community enrichment which would largely support youth development. Facility director could take role as "community champion," and "trading places" events could be part of the function of this role.

City should compile *free* resource guide for youth.

Vision Commission Report, Topic 4: Community Pride and Human Relations

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 4.1 Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.

<p>Strategy: 4.1.1 Leverage Study Circle program to build consensus and vision among youth organization leadership</p> <p>Strategy: 4.1.2 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.</p> <p>Strategy: 4.1.3 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.</p> <p>Proposed Actions: See items below</p>	
May 2015 Report	Final Report
<p>4.1.1. Youth organization leaders meet regularly to coordinate efforts Youth Community Coalition http://yc2.org/ has an annual conference with other community partners</p>	<p>Youth Advisory Council formed at the beginning of 2015 to advise City Council, with Ron Rowe from the Youth Community Coalition sitting on the board as a non-voting member.</p> <p>5/20/15 - Becky Markdt of YC2 reports that Coalition continues to grow and is looking for funding (21st Century Learning Grant currently in place - source Lyndsy Richardson, Program Specialist for YC2)</p>
<p>4.1.2 Youth organization leaders define “responsible citizenship” YC2’s mission to help youth develop into productive and self-sufficient citizens by working together to decrease substance abuse and promote healthy behaviors</p>	<p>Completed</p>
<p>4.1.3 City creates Youth Services Director to coordinate services and communication The Columbia Housing Authority supports the YC2 coalition by providing staff - http://www.yc2.org</p>	<p>Lyndsy Richardson reports that this role no longer really exists, but its function is supported by Ron Rowe and Erin Friesz’s positions.</p> <p>Chalice is parentU fiscal agent, so grant awards are made to YC2, but CEO is CHA - no overarching Youth Services Director - Becky Markdt is employed by CHA and is director of YC2 .</p>
<p>4.1.4 There is a web page and booklet on Columbia’s youth services web pages - blog spot @ http://columbiayc2.blogspot.com/ and Facebook @ http://columbiayc2.blogspot.com/ and website http://yc2.org/</p>	<p>Blogspot is no longer in use as of 2010. Facebook page is minimally active - not really geared toward teens (more toward parents) - news not updated since 2014</p> <p>Ron Rowe - VAC has section in guidebook with youth services listed - not free (\$20).</p> <p>Real Teen Resources - Columbia/Boone County Public Health & Human Services - June 2011</p>
<p>4.1.5 There is a plan for shared youth facility No plan but issue is being discussed informally, Boys and Girls Club has opened a new teen center</p>	<p>No facility in place. This was mentioned at public input meeting on 5/20/15 by multiple attendees as a major hurdle. <i>[Former Commission]</i> Chair Harris mentioned this was discussed at previous meeting, Becky Markdt mentioned that downtown activities were not held anymore. Phil Steinhaus mentioned that there is a lack of planning with regards to orderly dispersal of youth after late night events. Stephanie Browning suggested more neighborhood specific activities. Markdt suggested school facilities as an alternative but</p>

	Commissioner Cobbins [noted?] another ARC + staff needed, but athletics not appealing to everyone, and Steinhaus stated that contracting process was not inclusive. Ron Rowe - building gymnasium?
4.1.6 There is a youth champion The organization known as YC2 is recognized as the champion for youth by raising up a youth leadership board that will serve on Cityboards and commissions and advocate for policies that promote the healthy development of children and youth. They annually monitor.	Completed. Although the organization's website and social pages suggest it is a very parent-centered organization and does not directly speak to youth (or a diverse population) with its marketing strategy.
4.1.7 There are more volunteer opportunities for youth. YC2 Plans to increase opportunities; City has offered a youth summer volunteer program for last eight summers, also publishes a summer volunteer directory. Volunteer Guide covers youth	Completed. New link: https://www.como.gov/volunteer/youth-volunteer

Goal 4.2 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>Strategy: 4.2.1 Reorganize and expand the Human Rights Commission, review City policy statements regarding human rights and expand study circle.</p> <p>Strategy: 4.2.2 Develop and implement awareness orientation and training programs for new and existing employees</p> <p>Strategy: 4.2.3 Form an Intercultural Council</p> <p>Proposed Actions: See items below</p>	
May 2015 Report	Final Report
4.2.1 Human Rights Commission is reorganized and expanded to review City policies and suggest revisions Supported and advocated for Police Review Board. Columbia one of few MO communities with local civil rights ordinance; only city of our size with dedicated human rights staff, has domestic partnership registry and partner benefits, won national award for diversity and inclusion efforts in 2008. Has budget for human rights educational programs	https://www.como.gov/Council/Commissions/Description.php?bcid=14
4.2.2 City policies revised and ordinances passed per HRC recommendations Police Review Board established	No update
4.2.3 City employees will undergo training to raise understanding and appreciation of others 2010 plan - http://www.como.gov/hr/ - also Journey to Excellence plan	On September 20, 2010 the Council officially adopted the following Vision Statement and Core Values: View PDF https://www.como.gov/community-relations/
4.2.4 There will be an Intercultural Council to create events to foster inclusiveness Human Rights Enhancement Program MU Diversity program http://diversity.missouri.edu/news/ Columbia Values Diversity Committee Columbia College Unity in Community resource manual	Updated links Human Rights Enhancement Program http://www.como.gov/law/human-rights/hrep/ Columbia Values Diversity Celebration – Office of Cultural Affairs http://www.como.gov/arts/cvdc/ Can Google Columbia College manual

Goal 4.3 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.

Strategy: 4.3.1 Explore the creation of a comprehensive, centralized community calendar that is easily accessible and updateable. Research models in other communities.
Strategy: 4.3.2 Investigate, encourage and replicate events that bring various cross-sections of the community together (e.g., “Spark in the Park”).
Strategy: 4.3.3 Create an entertaining, media-supported “trading places” project to promote improvements in cross-cultural, multi-ethnic, inter-generational communications and relationships.
Proposed Actions: See items below

May 2015 Report	Final Report
<p>4.3.1 There is a community champion There are a lot of community champions, depending on the issue, but no single person who represents all aspects of the community – probably fitting, given the City’s tagline</p>	
<p>4.3.2 There is a community calendar that people use</p>	<p>Columbia Visitors Bureau owns calendar now http://www.visitcolumbiamo.com/events/ OCA has their own http://www.como.gov/arts/arts-events/calendar/ Parks and Rec has their own https://www.como.gov/ParksandRec/</p>
<p>4.3.3 Several times a year there are events like Spark in the Park or Trading Places No planned events with this specific function, however, individuals and groups seem to be taking the initiative to generate/organize either regular or spontaneous events – see significant events</p>	<p>No Spark in the Park or Trading Places programs exist in Columbia</p>

Vision Commission Summary, Topic 5: Development

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to briefly describe the Columbia Vision Commission's 2016 findings as they relate to the current status of the goals and objectives defined in the 2009 Vision Report.

Two sources of information contributed to this update: the Community Dialogue held May 20, 2015 and interviews with City planning staff.

What has been completed

The City engages in ongoing planning that is open, transparent and inclusive. The Mayor's Task Force on Infrastructure has been created, and a plan is being developed that coordinates with the Columbia Imagined growth plan. Columbia and Boone County continue to work together to enhance quality of life through land preservation for various uses, and the City continues to support well-maintained, accessible housing.

What is not completed

- 5.1.3 Columbia voters defeated a proposition to increase funding for infrastructure
- 5.3.3 Neighborhood ratings are not being used to allocate City resources
- 5.4.1 A joint City-County planning commission is no longer recommended, but City Council still needs working definitions of "heritage" and "uniqueness"
- 5.4.5 There is not a mandatory referral for new facilities in the planning process, but there is more cooperation. It is important to continue this practice.
- 5.4.7 The City has not taken action to incentivize LEED standards
- 5.4.9 The City has not surveyed citizens on "heritage"

Vision Commission Report, Topic 5: Development

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 5.1 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>Strategy: 5.1.1 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. Proposed Action: City creates a task force to develop a 20-year plan to be implemented by 2010.</p>	
May 2015 Report	Final Report
<p>Infrastructure Task Force – Establishes guidelines for determining fair and balanced cost allocations and funding sources among stakeholders and to ensure infrastructure implementation is aligned with the comprehensive growth plan. The Mayor and Council make the appointments to this task force and there are no term limits. Est. July 6, 2010.</p>	<p>Infrastructure Task Force – Est. July 6, 2010. Submitted final report and minority report July 5, 2011 and awaiting completion of comprehensive plan before weighing in on its alignment with the infrastructure plan. Mayor’s Task Force on Infrastructure created July 6, 2015 with final report due in one year.</p>
<p>Strategy: 5.1.2 Redefine planning and zoning to make sure infrastructure implementation is aligned with the comprehensive growth plan. (see Strategy 5.1.1) Proposed Action: Planning and Zoning is redefined to ensure alignment with task force recommendations.</p>	
May 2015 Report	Final Report
<p>Council charges P&Z to work with Task Force on preparing a new Comprehensive Plan aligned with Vision</p>	<p>City Council adopted “Columbia Imagined,” a new comprehensive plan, in October 2013. It is closely aligned with the Community Vision.</p>
<p>Strategy: 5.1.3 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. Proposed Action: There is a formula for determining fair cost allocations among stakeholder groups.</p>	
May 2015 Report	Final Report
<p>Infrastructure Task Force – Establishes guidelines for determining fair and balanced cost allocations and funding sources among stakeholders and to ensure infrastructure implementation is aligned with the comprehensive growth plan. The Mayor and Council make the appointments to this task force and there are no term limits. Est. July 6, 2010.</p>	<p>On Nov. 4, 2014 Columbia voters defeated Proposition 2, which would have increased fees for new residential and non-residential development to pay for infrastructure. Voters have spoken, at least for the time being. This will continue to be an on-going issue.</p>

Goal 5.2 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>Strategy: 5.2.1 Establish a City-County land preservation authority to: a) develop and administer a land preservation plan developed with local input; b) strengthen, enforce and create laws and regulations to preserve land consistent with this plan; and 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.</p> <p>Proposed Action: City establishes a land preservation authority with County to develop plan, recommend laws and regulations, acquire land or development rights</p>	
May 2015 Report	Final Report
Subject of Council work meetings 2010; Columbia Land Preservation Act, Chapter 12	Delete, based on deleting County-City authority strategy

<p>Strategy: 5.2.2 Evaluate potential land preservation area in Columbia and Boone County based on: a) agricultural use or potential; b) ecological, geological and hydrological significance; c) scenic beauty; d) historical significance; and e) protection of native wildlife, both plant and animal.</p> <p>Proposed Action: Categories and characteristics of land preservation to be preserved are identified in the operational area</p>	
May 2015 Report	Final Report
Parks Department developing criteria for acquiring land with Parks funding	A land preservation scoring matrix is part of “Our Natural Legacy,” a plan developed jointly by the Parks and Recreation Department and community stakeholders. Implementation continues.

<p>Strategy: 5.2.3 Develop funding mechanisms to finance land preservation, such as: a) sales tax; b) land transactions tax; c) donations; d) grants; e) bonds; and f) property tax incentives.</p> <p>Proposed Action: Fund is identified and accumulated for land purchases</p>	
May 2015 Report	Final Report
Funds from Parks Sales Tax allocated to land acquisition	The Parks Sales Tax renewed by voters in August 2015 allocates more than \$2 million to land acquisition.

Goal 5.3 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 city-wide bicycle, pedestrian and transit systems.

<p>Strategy: 5.3.1 Use the City’s development planning process to promote socio-economically diverse, mixed-use neighborhoods that are supported by city-wide bicycle, pedestrian and transit systems to reduce the need for automobile commuting.</p> <p>Proposed Action: City has identified and rated neighborhood districts according to 13 policies in Chapter 4 of Metro 2020.</p>	
May 2015 Report	Final Report
This step is a necessary preliminary to a number of other desired outcomes	Metro 2020 replaced by “Columbia Imagined,” the new comprehensive plan for physical development that grew out of Vision Commission recommendations. Neighborhood ratings not in effect.

<p>Strategy: 5.3.2 Strengthen enforcement of ordinances that contribute to environmental soundness and sustainability and those that safeguard neighborhoods against physical decay.</p> <p>Proposed Action: City has identified a person to handle all neighborhood complaints and work with police on enforcement of ordinances</p>	
May 2015 Report	Final Report
Office of Neighborhood services http://www.gocolumbiamo.com/Neighborhoods	No change needed

Strategy: 5.3.3 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. Proposed Action: City has policy to allocate resources based on neighborhood ratings and to encourage rehab over new construction.	
May 2015 Report	Final Report
Some attention to capital improvement fund distribution.	Neighborhood ratings not in effect.

Goal 5.4 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.

Strategy: 5.4.1 Take an inventory of natural and cultural resources. Proposed Actions: See items below	
May 2015 Report	Final Report
5.4.1.1 City has inventoried natural and cultural resources and has worked with community to develop preservation plan Natural Resources Inventory is complete but no current effort to develop preservation plan.	No change needed
5.4.1.2 City Council gets visioning impact statements for all actions. Need to transition to Commission reports	Continue to use current checklist in City Council memos from staff. Consider moving from Commission reports to Commission recommendations.
5.4.1.3 There is an incentive program for buildings that meet LEED standards. Speed up approval or waive fees for construction permits.	No change needed
5.4.1.4 There is a comprehensive infrastructure plan (roads, sewers, etc.) Infrastructure Task Force – Establishes guidelines for determining fair and balanced cost allocations and funding sources among stakeholders and to ensure infrastructure implementation is aligned with the comprehensive growth plan.	Infrastructure Task Force – Suggests guidelines for determining fair and balanced cost allocations and funding sources among stakeholders and to ensure infrastructure implementation is aligned with the comprehensive growth plan. The Mayor’s Task Force on Infrastructure created July 6, 2015 with final report due in one year.
5.4.1.6 There is an empowered joint City-County planning commission City and County P&Z commissions working together in NECAP/ECAP	City and County P&Z Commissions working together in NECAP/ECAP. A new joint commission is not recommended.
5.4.1.7 There is a working definition of “heritage” and “uniqueness” May be incorporated into Land Preservation discussion	There should be some kind of definition for older city districts and architecture. Ask the Historic Preservation Commission to provide a definition for City Council.

Strategy: 5.4.2 Implement a growth management plan that incorporates form-based zoning Proposed Action: City has passed a form-based ordinance	
May 2015 Report	Final Report
May 19, 2011 workshop on FBO	No change needed

Strategy: 5.4.3 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 Proposed Action: REDI has a regularly updated list of infill and redevelopment sites	
May 2015 Report	Final Report
REDI lists Mo certified sites – City has provisional infill map for residential development (with links)	No change needed

Strategy: 5.4.4 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. Proposed Actions: See items below	
May 2015 Report	Final Report
5.4.4.1 There is a plan for educating the public about benefits of infill and redevelopment Infill Workshop series (with link)	No change needed
5.4.4.2 There are incentives in place for infill development P&Z sets criteria for infill incentives that Council implements	No change needed
5.4.4.3 There is a plan for education about growth management – owner packet, adult ed class on City, P&Z notices easier to understand, segment on City Channel Comprehensive Plan Task Force – ECAP stakeholders meeting, annual forums on pattern, pace and metrics of growth (with link)	No change needed
5.4.4.4 P&Z ordinance revised to streamline review and approval Code updates may reduce need for so many PUD decisions	Zoning code undergoing comprehensive review

Strategy: 5.4.5 Develop a planning process that is comprehensive, coordinated, cooperative and includes all affected political subdivisions, taxing districts and other stakeholders Proposed Actions: See items below	
May 2015 Report	Final Report
5.4.5.1 City and County planners meet regularly City and County P&Z Commissions met over NECAP/ECAP discussions.	City and County P&Z Commissions met over NECAP/ECAP discussions. A new joint commission is not recommended
5.4.5.2 Mandatory referral implemented and tax revenue implications available for P&Z, Council, Commission	No mandatory referral, but there is more cooperation. It is important to continue this practice.

Strategy: 5.4.6 Ensure predictability and accountability so that government actions are aligned with “Imagine Columbia’s Future” Proposed Actions: Streamline P&Z review process; publish monthly list of plan submissions; formal joint City-County planning process; mandatory referral for new facilities of all taxing districts.	
May 2015 Report – Not Addressed	
Final Report	
<p>City staff is in no position to ensure predictability or accountability to ensure alignment with Imagine Columbia's Future. The City Council may choose to accept or diverge from any staff-recommended action that may promote compliance. A planning project evaluation is not based on compliance with the Vision. In the Council memo, staff references what topic a project may affect, but compliance is based on goals and objectives in the Comprehensive Plan, which embodies most items covered in the Vision.</p> <p>To the extent that the City has streamlined the P&Z review process, zoning items approved by 75% or more of the P&Z Commission are to be placed on the Council's Consent Agenda. This change, in part, recognized the Commission's detailed evaluation of requests and was intended to increase the level of predictability. These items, however, are subject to being moved from the Consent Agenda to Old Business.</p> <p>Monthly development requests are published at two locations. First, items appear on the Community Dashboard under the "Maps" icon of the City's website. New projects are mapped, and all application materials are available to view within 48-72 hours of the application's submission. A comprehensive, month-by-month listing is not available but may be possible with the assistance of the City's GIS Division.</p>	

Second, new plan submissions may be viewed with the P&Z Commission's Public Information Agendas posted to the City's Board and Commission page. These meetings are held twice monthly for all projects that involve rezoning, planned developments or new preliminary plats that must be processed through the Commission before Council acts upon them. There is no month-by-month summary page, as the agendas should serve as sufficient reference for those interested in knowing what has come in for review.

Anyone who wants to know what is presented can sign up for the Planning and Development Listserv and be notified of all development-related items. Listserv subscribers are notified of all Planning Commission and Public Information meetings at the time those agendas are posted. Subscribers can choose to receive all other public notifications that the Community Development Department issues.

Coordination of City and County planning activities occurs on an as-needed basis. The last coordinated planning activity was the creation of the East Area Plan which involved collaboration between City and County Planning Commissions and staff.

There has been no formal action taken on mandatory review of new facilities for all taxing districts. Any proposed development that does not fall within an appropriate zoning classification that would accommodate the proposed construction would have to follow the established rezoning process before a building permit could be issued. Projects involving the City's expenditure of funds (i.e., new parks, municipal buildings, etc.) already proceed through a formal public engagement process and hearing procedure before contracts for such improvements are released.

Strategy: 5.4.7 Incentivize LEED standards

Proposed Actions: Develop and shepherd program through City; educate; provide technical assistance; have a consensus process; implement

May 2015 Report – Not Addressed

Final Report

Nothing in the City's development code addresses this issue, nor does "Columbia Imagined," the comprehensive plan, promote the proposed actions. The City has incorporated LEED standards into City Hall and plans to do so when building the North Municipal Center and the proposed new airport terminal.

The City implemented the Affordable Housing Permit Fee Waiver Ordinance in June. This allows private developers to receive an incentive for including additional energy efficiency measures in new single-family construction and the sale of the home to an income-eligible buyer. The additional energy efficiency features do not make the home meet Energy Star or LEED standards, but the waiver could potentially help a developer meet them.

Strategy: 5.4.8 Provide comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form-based zoning

Proposed Actions: Oversight; coordination; implementation; Vision accountability; stakeholders; comprehensive master plan

May 2015 Report – Not Addressed

Final Report

The Columbia Area Transportation Study Organization (CATSO) is responsible for providing comprehensive transportation planning to direct and support growth and to interconnect neighborhoods. The City does not currently have form-based zoning but the Unified Development Ordinance, which will be complete for public input in September and will go to Council in November, will replace our current zoning code with form-based zoning. The City's Community Development Department provides staff support for all CATSO activities along with producing plans and reports.

CATSO relies on two committees to perform its planning functions. The Technical Committee includes staff-level planners, engineers and other transportation professionals from Boone County, the Missouri Department of Transportation and the City of Columbia. The Coordinating Committee includes upper-level staff from the City and County, Missouri Department of Transportation, Federal Highway Administration and Federal Transit Administration staff, a representative from the Boone County Commission and the Columbia Mayor.

<http://www.como.gov/community-development/planning/columbia-area-transportation-study-organization-catso/>

Strategy: 5.4.9 Ensure that as we grow, we preserve our heritage and uniqueness	
Proposed Actions: Survey citizens on “heritage;” task force	
May 2015 Report	Final Report
Not addressed	The City of Columbia has not surveyed citizens on this topic.

Vision Commission Summary, Topic 6: Downtown

Approved by Columbia Vision Commission October 10, 2016

Current FY budget, as well as the 2015 FY Annual Report

This is the information regarding the funding being utilized within the Downtown CID for the goals of beautification, streetscape, enhancements, economic development, clean and safe programs, marketing and communications.

<http://discoverthedistrict.com>

Urban Development Ordinance

The proposed UDO Development Code is currently under review with Planning and Zoning, and then is slated to go to City Council this fall. This is the Development Code Update project that the City/Community has been working on.

<http://www.como.gov/community-development/planning/development-code-update-project/>

2008 Sasaki Study

Land use and Urban opportunities study has been to create a model for town-gown revitalization that is distinctive to Columbia, making it economically and culturally vital and more attractive as a venue for urban living in a mid-sized campus city. The Land Use and Urban Opportunity Concept Plan summarized in this brief reflects the conclusions of the study.

http://www.discoverthedistrict.com/pdf/sasaki/sasaki_implementation.pdf

Parking Audit

The SMART Growth parking audit and workshop that was completed last fall and the recommendations that came out of the workshop was to form either a parking commission or task force. And Council has decided to follow-through on that recommendation; they passed a resolution for the Establishment of a Parking and Traffic Management Task Force at the last Council meeting. The task force's mission deals with some mobility issues. One of its goals is to find ways to make downtown and the city as a whole more accessible for non-motor vehicle users, i.e., pedestrians, cyclists, wheelchair users and transit users.

Vision Commission Report, Topic 6: Downtown

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 6.1 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.

<p>Strategy: 6.1.1 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.</p> <p>Strategy: 6.1.2 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.</p> <p>Strategy: 6.1.3 Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources.</p> <p>Proposed Actions: See items below</p>	
June 2014 Report	Final Report
<p>6.1.1. There is a plan for the entire downtown (including the other 322 acres) that directs future public and private investment. Columbia Community Improvement District 5-Year Plan - http://discoverthedistrict.com/info/five-year-plan/</p>	<p>Current FY budget, as well as the 2015 FY Annual Report. This is the information regarding the funding being utilized within the Downtown CID for the goals of beautification, streetscape, enhancements, economic development, clean and safe programs, marketing and communications.</p>
<p>6.1.2 There is a Downtown Leadership Council and a Downtown Columbia Development Partnership Downtown Community Improvement District formed in 2011 - http://discoverthedistrict.com</p>	<p>Downtown Leadership Council established 2008</p>
<p>6.1.3 There is an economic development plan being implemented. In 2012 voters approved a property assessment and sales tax to be reinvested in downtown beautification, streetscape, enhancements, economic development, clean and safe programs, marketing and communication - http://discoverthedistrict.com/info/</p>	<p>Current FY budget, as well as the 2015 FY Annual Report. This is the information regarding the funding being utilized within the Downtown CID for the goals of beautification, streetscape, enhancements, economic development, clean and safe programs, marketing and communications.</p>
<p>6.1.4 City commits to cohesive development package – incentives, design guidelines, etc. CID has five year plan for streetscape enhancements, cosmetic improvements, cleaning, safety, business recruitment, marketing - http://discoverthedistrict.com/info/five-year-plan/</p>	<p>The proposed UDO Development Code is currently under review with Planning and Zoning, and then is slated to go to City Council this fall. This is the Development Code Update project that the City/Community has been working on. http://www.cmo.gov/community-development/planning/development-code-update-project/</p>

Goal 6.2 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>Strategy: 6.2.1 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.</p> <p>Strategy: 6.2.2 Contact realtors, retailers, developers and financial sources to access the barriers and opportunities to downtown housing development.</p> <p>Proposed Actions: See items below</p>	
June 2014 Report	Final Report
<p>6.2.1 City, MU and Stephens have created a governing board for MODESA</p>	<p>2008 Sasaki study - Land use and Urban opportunities</p>

<p>There is no MODESA application in the works. MODESA is a state program to provide funds to central business districts that are either blighted or a conservation area. The effort to designate part of the central city as blighted led to voters amending the City Charter to make blight designations illegal - http://www.columbiatribune.com/news/politics/blight-charter-issue-wins-big/article_404a0a98-9c7f-11e2-bd6e-10604b9f6eda.html</p>	<p>study has been to create a model for town-gown revitalization that is distinctive to Columbia, making it economically and culturally vital and more attractive as a venue for urban living in a mid-sized campus city. The Land Use and Urban Opportunity Concept Plan summarized in this brief reflects the conclusions of the study.</p>
<p>6.2.2 There is an inventory of land and buildings to be purchased and/or redeveloped The 2008 Sasaki study identified opportunity and redevelopment site. The vote to make blight designation illegal also restricted use of eminent domain. Any efforts to redevelop tracts of downtown land will be voluntary. However, catalytic projects, like a museum district, are still being discussed</p>	<p>Same as 6.2.1</p>
<p>6.2.3 City has identified or created incentives, credits, grants, rebates, etc. for redevelopment The Community Improvement District has a five-year plan for using funds provided by the assessment and sales tax income</p>	<p>Same as 6.2.1</p>
<p>6.2.4 City has aligned goals with existing rules and ordinances to reduce barriers Student housing developments have taken advantage of more relaxed C2 zoning that allows residential development that does not have to meet the usual standards for residences. The City has hired a company to suggest C2 revisions. In addition, resulting building boom could exceed downtown sewer and electric capacity. The City is seeking ways to fund improvements in infrastructure</p>	<p>Same as 6.2.1</p>
<p>6.2.5 Parking structures have been redesigned to improve streetscape City garages incorporate street level retail and/or art as well as architectural designs that can be perceived as office or residential space instead of a place to park cars</p>	<p>Same as 6.2.1</p>

Goal 6.3 People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area

<p>Strategy: 6.3.1 Establish a baseline of existing traffic information, including the mobility of vehicles, bicyclists, pedestrians, buses, delivery trucks and the use of parking assets. Develop recommendations based upon findings. Strategy: 6.3.2 Research similar cities with respect to efficient use of assets (alleyways, walkways, bike paths, parking spaces, etc.) for considerations for plans for Columbia. Proposed Action: There is a baseline of existing traffic information that was used to create a comprehensive, research-based mobility plan.</p>	
June 2014 Report	Final Report
<p>CATSO, Bike/Pedestrian Commission Studies and Public Transportation Advisory Commission</p>	<p>The SMART Growth parking audit and workshop that we completed last fall. One of the recommendations that came out of the workshop was to form either a parking commission or task force. And Council has decided to follow-through on that recommendation; they passed a resolution for the Establishment of a Parking and Traffic Management Task Force.</p>

	<p>The task force's mission deals with some mobility issues. One of its goals is to find ways to make downtown and the city as a whole more accessible for non-motor vehicle users, i.e., pedestrians, cyclists, wheelchair users and transit users. Below is a summary of its main responsibilities.</p> <ul style="list-style-type: none">• A review and evaluation of best practices related to parking and traffic management in other cities, as provided through examples in the Smart Growth America (SGA) report and presentation.• A study and evaluation of the SGA recommended actions to address parking policies and strategies, including the use of mode share and public transportation to reduce downtown parking demand, development of a transportation demand management program as a collaboration between the City and University and preparation of a downtown access and circulation plan.• Review and evaluation of parking requirements and options for parking requirement waivers within the M-DT District of the DRAFT Unified Development Ordinance Review.• Recommending whether an ongoing Parking and Traffic Management Commission should be established.
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Vision Commission Summary, Topic 7: Economic Development

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to briefly describe the Columbia Vision Commission's 2016 findings as they relate to the current status of the goals and objectives defined in the 2009 Vision Report.

What has been completed

The City continues work to establish a business-friendly climate, with regional partnerships and reciprocal business relationships. Airport marketing has improved and efforts for expansion continue. The employment base is growing and efforts continue. And efforts continue toward incubating science and technology businesses.

What is not completed

- 7.1.4 The City continues to work on economic development that respects the city's values.

- Goal 7.2 While the airport continues to improve, it is not yet possible to fly into and out of Columbia efficiently and affordably.

- Goal 7.4 As 2020 approaches and the region has not produced more than 25 new technology businesses, this goal may need revision.

Vision Commission Report, Topic 7: Economic Development

Approved by Columbia Vision Commission October 10, 2016

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

Goal 7.1 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.

<p>Strategy: 7.1.1 Promote positive attitudes toward economic development. Strategy: 7.1.2 Leverage Columbia’s natural advantages – MU, Columbia’s location and environment and Columbia’s people – in fostering economic development. Strategy: 7.1.3 Promote entrepreneurialism. Proposed Actions: See items below</p>	
November 2013 Report	Final Report
<p>7.1.1 City modernizes ordinances to reduce time and adversarial nature of approval process The City completed a long-range planning process in 2013 (Columbia Imagined) that included recommendations for ordinances.</p>	No change needed
<p>7.1.2 City passes resolution supporting use of incentives like TIF, TDD A TIF board was established in 2009, and the City as permitted multiple TDDs to be established</p>	No change needed
<p>7.1.3 City has a fast-track procedure for approval of large employer development projects Currently all projects follow the same process</p>	No change needed
<p>7.1.4 There are arguments for economic development that respect Columbia’s values The Chamber has a committee charged with developing such arguments</p>	City should continue to work with all concerned entities regarding future development proposals.
<p>7.1.5 Columbia and MU are promoted as part of a biotech research corridor Initiatives that promote Columbia and MU as biotech research corridor: MU Life Sciences Business Incubator, Interdisciplinary Intercampus Research Program</p>	No change needed
<p>7.1.6 There is a funded life sciences business incubator MU Life Sciences Business Indicator at Monsanto Place https://missouriinnovation.com/</p>	No change needed

Goal 7.2 In the future, it will be possible to efficiently and cost-effectively fly into and out of Columbia to save time and money.

<p>Strategy: 7.2.1 Enhance the future use of the airport by improving its appearance and functionality. Strategy: 7.2.2 Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times. Strategy: 7.2.3 Establish a Regional Authority and change the name of the airport to reflects its regional nature. Proposed Actions: See items below</p>	
November 2013 Report	Final Report
<p>7.2.1 The runway is extended Grants and federal and state funds have been sought, but there is no funding available for the extension at this time</p>	City uses federal matching grants to gradually improve and extend runways
<p>7.2.2 A marketing plan for the airport is implemented http://www.flymidmo.com/marketinginfo.html</p>	New link http://www.flycou.com/

7.2.3 There is a passenger bill of rights A federal passenger bill of rights was passed in 2009	No change needed
7.2.4 There is a new terminal Grants and federal and state funds have been sought, but there is no funding available for the extension at this time	Grants and federal and state funds have been sought, but there is no funding available for the extension at this time
7.2.5 There is an additional airline and destination city There is not net change in number of carriers or cities. Currently, American Airlines provides flights to Chicago and Dallas.	No change needed
7.2.6 There is a travel bank Columbia guarantees payments to AA if earnings expectations are not met	Donor funds have been returned, with interest.
7.2.7 There is a regional airport authority The authority continues to have the same regional representation it has had since 1990	Airport Advisory Board continues to operate successfully with current representation.

Goal 7.3 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.

Strategy: 7.3.1 Address issues related to pay, living wage and benefits.	
Strategy: 7.3.2 Offer targeted trainings, and establish a clearinghouse to track and promote training opportunities.	
Strategy: 7.3.3 Develop innovative strategies for connecting the workforce.	
Proposed Actions: See items below	
November 2013 Report	Final Report
7.3.1 A “decent” wage and benefits are defined, and a plan for accomplishing them is implemented. The MERIC Wage Calculator provides estimates of living wages for our area. Planning is focused on increased % of high-wage jobs, especially in tech fields.	The MERIC Wage Calculator provides estimates of living wages for our area. Planning is focused on increased % of high-wage jobs, especially in tech fields, and the number of living wage jobs. http://apps.oseda.missouri.edu/familywagecalc/
7.3.2 There is a clearinghouse for tracking and promoting targeted training opportunities. The Columbia Career Center (a state office), Job Point, Central Community Action, Columbia Area Jobs Foundation and the Career Awareness Related Experience all provide information on jobs and training.	No change needed

Goal 7.4 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.

Strategy: 7.4.1 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”).	
Strategy: 7.4.2 Develop the necessary infrastructure to support emerging technology industries, including high-tech business parks, community internet access and a skilled workforce.	
Strategy: 7.4.3 Attract and secure substantial research and venture capital to drive our economic growth.	
Proposed Actions: See items below	
November 2013 Report	Final Report
7.4.1 and .2 There is a Regional Science and Technology Network and a springboard program for tech companies	No change needed

<p>REDI Small Business and Technology Development Center has identified some needs and partners in sponsoring events like the Annual Bounce Idea Competition and 1 Million Cups of Coffee to help foster an entrepreneurial spirit in Columbia.</p>	
<p>7.4.3 There are criteria for comparing the I-70 corridor to other research areas REDI is developing metrics for the state of enterprise in the city: new primary jobs, median household income, new and renewed business licenses, student applications to MU.</p>	<p>No change needed</p>
<p>7.4.4 There is high-tech high school There is not a high school, but the Columbia Area Career Center is partnering with REDI and the Chamber to identify and meet needs for technical training. There is an elementary school that is STEM-focused.</p>	<p>No change needed</p>
<p>7.4.5 There is a high-tech business park Discovery Ridge</p>	<p>No change needed</p>
<p>7.4.6 Impediments to business start-ups have been identified and removed Impediments identified by Chamber of Commerce: air service and terminal, shovel-ready sites, culture of teamwork between business and government; by REDI: broadband access. Also, lack of trained job candidates and capital for start-ups.</p>	<p>Efforts continue with mixed results to remove impediments identified by Chamber of Commerce: air service and terminal, shovel-ready sites, culture of teamwork between business and government; by REDI: broadband access. Also, lack of trained job candidates and capital for start-ups.</p>

Vision Commission Summary, Topic 8: Education

Approved by Columbia Vision Commission October 10, 2016

Major outcomes/ accomplishments

Facilities

- Trailers have been reduced from 164 in 2008 to an anticipated 67 in 2017 (59% reduction.)
- April 2014 bond and tax levy will help fund the following projects.
 - New east elementary school
 - Grant Elementary addition
 - New stadium at Rockbridge
 - Roofs and facility needs
 - Technology infrastructure
- School District's Long Range Facilities Committee now has a presence in quarterly planning meeting with representatives from the City, Boone County, Chamber of Commerce and University of Missouri to discuss development related issues.

Allocation of resources

- Continuation of "World Café" sessions has enabled community members to share insights and needs.
- Enhancements have been made to better coordinate resources to provide wrap-around service.
 - Heart of Missouri United Way has adopted "[Community Impact](#)" focusing efforts of funded agencies
 - [Cradle to Career](#) was established as a separate entity. It provides joint CPS/United Way staff to reinforce the joint accountability of both the school district and related agencies
 - CPS has partnered with the Boone County Schools Mental Health Coalition and SESI (Specialized Educational Services, Inc.) to provide additional resources for children with mental health and behavioral issues
 - The Early Childhood Education Center houses speech-language pathologists, occupational therapists, physical therapists and autism support specialists. Each classroom has a team of individuals working with the students within the classroom to ensure fluidity of goals and collaboration.
 - AVID College Readiness System was introduced in 2013-14 to help develop study and success skills in super subgroup students. The program supports and enhances the efforts of the CPS MAC Scholars program.

Quality

- Implemented use of STAR and PALS-K assessment and testing to supplement MAP testing and ensure adequate assessment of needs of all students including targeted super subgroup.
- CPS faculty, along with faculty from local private schools, holds semi-annual "Techno-Palooza" sessions to enhance faculty skills and use of technology in education.
- MAC Scholars provides educational opportunities and support super subgroup students in middle school and high school.

Challenges/concerns

Facilities

Columbia, CPS student enrollment and the need for facility development and maintenance continue to grow. With MU enrollment down, there is concern that this will have an effect on the City's tax base, and ultimately funding.

Allocation of resources

Needs have grown significantly with population growth. Funding from state has declined leaving an increasing gap to be filled with local funding, or services may need to be cut.

Quality

While overall CPS student performance has improved, the gap in achievement level between super subgroup students and others has increased. Continued effort and resources need to be focused on reducing this achievement gap.

Vision Commission Report, Topic 8: Education

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 8.1 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.

<p>Strategy: 8.1.1 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.</p> <p>Proposed Actions: See items below</p>	
June 2014 Report	Final Report
<p>8.1.1 City, County and Board of Education create a Community Educational Facilities Commission to inventory existing resources, plan for 25 years, estimate costs, examine fundraising options, ID opportunities for shared use and encourage energy efficiency. Community passed a ¼ cent county-wide sales tax to fund activities overseen by the Boone County Children's Services Board. The County Commission awarded a contract to the Truman School to inventory resources, guide the board in investment of resources and other deliverables http://www.showmeboone.com/clerk/MinutesPDF/2014/20140109.pdf</p>	<p>A Long Range Facilities Committee (LRFC) was established by the School Board in 2009.</p>
<p>8.1.2 Columbia Public Schools representatives with appropriate authority actively participate with City and County planning agencies Representatives are in place; too soon to assess collaboration</p>	<p>LRFC gives updates to City Planning and Zoning Commission</p>
<p>8.1.3 P&Z representatives with appropriate authority actively participate on the Facilities Committee of Columbia Public Schools Representatives in place; too soon to assess collaboration</p>	<p>There has been a quarterly joint P&Z Committee meeting for members of City, County, Chamber of Commerce and MU since 2008 to discuss development. This year CPS representation joined this meeting.</p>
<p>8.1 Results</p>	<p>Number of classroom trailers has been reduced from 164 (2009/10) to 67 (2017/18).</p>

Goal 8.2 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.

<p>Strategy: 8.2.1 Ensure that resources are allocated so that students are supported and successful at every level of education from birth through adulthood.</p> <p>Proposed Actions: See items below</p>	
June 2014 Report	Final Report
<p>8.2.1 The agencies look for synergies and expand their collaboration Columbia Public Schools held "World Cafes" in 2010 and 2011 to bring the community together to address the achievement gap</p>	<p>World Café has continued at least once annually since 2010 (Oct 2015 presentation). Each autumn since 2010 CPS and MAC Scholars have held an annual "Parents of Influence Summit" -share ideas and key programs across the district to help support students and eliminate barriers to academic success.</p>

<p>8.2.2 City, County create a coordinator (of educational resources) to inventory existing resources, convene providers once a week, identify overlaps and gaps and determine public perceptions Community passed a ¼ cent county-wide sales tax to fund activities overseen by the Boone County Children’s Services Board. The county commission awarded a contract to the Truman School to inventory resources, guide the board in investment of resources and other deliverables http://www.showmeboone.com/clerk/MinutesPDF/2014/20140109.pdf</p>	<p>Truman School and the United Way Community Impact Program received joint funding to create a separate entity, the Cradle to Career Alliance, to support efforts and measure results for improvements in education. Pam Conway is the Executive Director and Jolene Watkins, data analyst, is a shared resource between the United Way and CPS</p>
<p>8.2.3 The community creates programs to fill educational gaps. United Way restructured its giving to focus on community impact, including children entering school ready to succeed, reading proficiently by 3rd grade and making a successful transition in and out of middle school - http://www.uwheartmo.org/community-impact-strategic-investments</p>	<p>Multiple resources in place SESI (Specialized Education Services, Inc.) High Road School opened and serves k-12 with emotional disabilities, specific learning disabilities and autism spectrum exceptionalities. Estimated 2,160-3,000 CPS students with mental health needs that may interfere with academic achievement. AVID college readiness system– implemented in 2013-2014 - teaches study skills and strategies for academic success. The national AVID program has achieved 100% high school graduation rates and 80% college graduation. Field School (2008) Center for Gifted Education. Enrollment is full. Full facility to support CPS EEE program. MAC Scholars (Multicultural Achievement Committee) goal is to increase the number of historically under-represented students in the most rigorous course work, honors and advanced placement courses.</p>

Goal 8.3 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.

<p>Strategy: 8.3.1 Increase the quantity and quality of early childhood (birth to 5 years) educational opportunities so that children are prepared for kindergarten. Strategy: 8.3.2 Organize to ensure that world-class curriculum, programs and instructional techniques are provided by every educational entity, based on research findings. Strategy: 8.3.3 Develop programs for all educational providers within the Columbia community to network, share educational strategies and techniques and encourage professional development. Strategy: 8.3.4 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. Proposed Actions: See items below</p>	
<p style="text-align: center;">June 2014 Report</p>	<p style="text-align: center;">Final Report</p>
<p>8.3.1 CPS assesses school readiness of Kindergartners, including subgroups Kids are screened in development, language, hearing and vision and referred to the special education program if needs are identified. CPS Special Needs program has plan for finding and assisting children with needs</p>	<p>CPS changed school calendar to allow Kindergarten students to have PALS-K testing before the first day of class. The PALS-K test assesses Kindergarten readiness and is used to help focus resources where needed.</p>

<p>8.3.2 City creates a “front door” to early education and better coordination of services CPS has a description and contact information for its early childhood education center, but no other information. United Way has a 2-1-1 number where people can get info on childcare, among other things</p>	<p>Plans for the Columbia Public Schools’ Early Childhood Learning Center have been developed, and the building is set to open next to Lange Middle School in 2017.</p>
<p>8.3.3 There is a needs assessment of at-risk kids and their access to high-quality programs CPS has an assessment plan in place that aims to identify needs to guide teaching and to evaluate progress</p>	
<p>8.3.4 There are more high-quality early education providers, programs for parent education and capacity for special needs kids State funding for Parents as Teachers cut in 2010, cuts have not been made up</p>	<p>CPS has continued to support Parents as Teachers in addition to state funding. The April 2016 tax levy will help increase Parents as Teachers funding.</p>
<p>8.3.5 There is publicly-funded, voluntary pre-K Title I added 7 temporary classrooms in 2011.</p>	<p>Early Childhood Learning Center to open in 2017.</p>
<p>8.3.6 There is a task force to review and support adoption of research-based curriculum and methods aligned with grade level standards across all learning communities CPS developed a district assessment plan in 2013 to help with evaluating program effectiveness, efficient allocation of resources and professional development</p>	<p>CPS has been using STAR assessments to supplement MAP testing standards while common core standards are being addressed in the state legislature. Multiple instruments STAR/PALS/DRA/MAP are being used.</p>
<p>8.3.7 There is a coordinating coalition organized by City’s Volunteer Coordinator that organizes an annual conference for all educators to share information</p>	<p>Although a formal coalition has not been created, through communication and with Leigh Kottwitz, City of Columbia Volunteer Services Coordinator, volunteer efforts are coordinated</p>
<p>8.3.7a Shared professional development increases, and also opportunities for teachers to share knowledge CPS now hosts twice yearly meetings with private schools to discuss PD</p>	<p>Semi-annual meetings with private schools continue with a fourth year of “Techno-Palooza,” opportunity for public and private educators to share best practices in technology for education. 2014</p>
<p>8.3.8 Coordinating coalition creates additional volunteer opportunities</p>	
<p>8.3.9 CPS makes volunteering or service learning mandatory There is no mandate; however, volunteering is encouraged</p>	<p>Each CPS school building has a volunteer coordinator.</p>

Vision Commission Summary, Topic 9: Environment

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to describe the Columbia Vision Commission's 2016 finding and public comments as they relate to the current status of the goals and objectives defined in the 2009 Vision Report.

One of the most exciting and interactive public forums was on the environment held at Rockbridge High School. The conversation centered around environmental issues such as:

- Hinkson Creek cleanup;
- Public recycling;
- Downtown bars recycling;
- Landfill/methane gas use; and
- Building and energy code modification

Below is a list of the approved sources of renewable energy that were approved by the City Council in 2006 as sources of compliance with the Renewable Energy Standard ordinance.

- Wind energy
- Solar energy
- Biomass energy
- Hydropower
- Geothermal power
- Green tags
- Future projects

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

In general, the City of Columbia has made great progress in its environmental efforts. In order to continue on this progressive path to being a model city, Columbia must always be mindful of environmental quality, resource conservation and energy efficiency.

Vision Commission Report, Topic 9: Environment

Approved by Columbia Vision Commission October 10, 2016

Vision: 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 9.1 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>Strategy: 9.1.1 Develop an environmental protection plan. Strategy: 9.1.2 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.” Strategy: 9.1.3 Form a Natural Resources Committee Proposed Actions: See items below</p>	
April 2014 Report	Final Report
<p>9.1.1 There is an Environmental Plan for Columbia and neighboring communities. Columbia Imagined considers several environmental factors</p>	
<p>9.1.2 ICMA (International City/County Management Association) conference for developers NA</p>	
<p>9.1.3 ICMA ideas incorporated into ordinances, codes and policies NA</p>	<p>It estimated that over 6.5% of Columbia’s electric portfolio will come from renewable resources in 2016. This will surpass the renewable energy ordinance mandate of 5%. In order to increase the amount of renewable energy to meet future mandates, Columbia Water and Light issued a Request for Proposal (RFP) for wind energy in late 2015. That RFP will be evaluated in 2016 with the possibility of an additional wind resource being added to the renewable energy supplies. Additional RFP options will be investigated in 2016.</p>
<p>9.1.4 Natural Resources Committee that prepares an annual report on air, water, land and aesthetic qualities</p>	<p>The Environmental Protection agency’s (EPA) Cross State Air Pollution Rule (CSAPR), the Boiler Act and the Coal Combustion Rule, eliminated energy produced by coal at the Municipal Power Plant in 2015. The coal was mixed with wood waste (biomass), so there will be no biomass production in 2016 at the plant.</p>

Goal 9.2 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 generations.

<p>Strategy: 9.2.1 Engage in a life-long understanding of the value of environmental stewardship. Strategy: 9.2.2 Reach a goal of zero waste through both increased recycling and reduced consumption throughout Columbia Strategy: 9.2.3 Create an encouraging atmosphere for business opportunities based on environmental stewardship. Proposed Actions: See items below</p>	
April 2014 Report	Final Report
<p>9.2.1 Environmental curriculum and educational campaign has been implemented Various City departments, schools and classrooms do</p>	

environmental education, but there is no overall plan or coordination	
9.2.2 Annual reports on natural resources A draft natural resources inventory has been completed [and] has been used in long-term planning	
9.2.3 Incentives for recycling, disincentives for trash, the City uses bins instead of bags There is no incentive for recycling or disincentive for trash, a City attempt to implement bins met significant resistance	
9.2.4 Recycling downtown, for rental properties, other communities in county 9 bins rotate among 33 apartment complexes, and there are 11 drop-off containers around the community	The progress on implementation for this section should be updated as follows: 15 containers rotate among 40 apartment complexes. There are 13 drop-off containers around the community with 3 being located in the downtown area. There are an additional 6 drop-off containers outside the city which are being serviced.
9.2.5 Ordinance requiring bars and restaurants to recycle There is not currently an ordinance requiring bars and restaurants to recycle	
9.2.6 Incentives for environmentally-based businesses There are no incentives specifically for environmentally-based businesses	

Goal 9.3 Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.

<p>Strategy: 9.3.1 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.)</p> <p>Strategy: 9.3.2 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.)</p> <p>Strategy: 9.3.3 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.)</p> <p>Proposed Actions: See items below</p>	
April 2014 Report	Final Report
<p>9.3.1 Public benefits fund to implement energy efficiency measures The City supports or provides energy audits, super save loans, rebates for high-energy AC, heat pump rates, solar rebate and net metering to encourage energy efficiency</p>	
<p>9.3.2 Chamber uses Annual Economic Outlook Conference to educate on energy use NA</p>	<p>In November 2015, Columbia had 6.82% of its electric portfolio generated from renewable sources. The renewable portfolio comes from wind (3.27%), landfill gas (3.22%), biomass (0.24%) and solar (0.08). The total exceeds the 2015 requirement for 5% by 1.82%. The additional cost is 41.8% of what is allowed by the renewable energy ordinance.</p>
<p>9.3.3 CPS incorporates energy into curriculum 7th Grade Energy Choice curriculum with Columbia Water and Light</p>	
<p>9.3.4 Citywide education program on energy for all sectors Water and Light uses various avenues to educate about energy use</p>	
<p>9.3.5 City creates Department of Energy to coordinate public and private sector programs The City established an Office of Sustainability</p>	
<p>9.3.6 Green building ordinance, model energy code</p>	

<p>ordinance, time-of-sale ordinance Chapter 11 of City Ordinances already addresses some of this – Net Zero home being built</p>	
<p>9.3.7 City mandates LEED Silver or higher for City buildings There is no mandate, but City policy recommends LEED certification for all new City buildings. Three recent projects are LEED certified: Wabash Station, Fire Station #9 and the City Hall addition</p>	
<p>9.3.8 City adopts 2006 International Energy Conservation Code, life cycle accounting for all purchases The Environment and Energy Commission has recommended that the City adopt the 2012 Energy Code, both commercial and residential texts, for all new construction. Currently the City enforces the 2012 residential energy code, but only enforces the 2009 commercial code. The 2012 energy code is significantly stronger than previous codes as far as energy conservation is concerned, by up to 30% over the 2006 code.</p>	

Vision Commission Summary, Topic 10: Governance and Decision-Making

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to briefly describe the Columbia Vision Commission's 2016 findings as they relate to the current status of the goals and objectives defined in the 2009 Vision Report.

Four sources of feedback, updates, suggestions and recent pursuits of the original Vision Report objectives were sought. They include a Community Dialogue held in June of 2015; the Deputy City Manager's Office; the Columbia Chamber of Commerce; and the Columbia League of Women Voters. Unfortunately, the Chamber of Commerce declined to participate.

There were four topics that stood out among the many.

Customer Service provided by City staff to the citizenry seems to have improved since the objectives described in 2009. Citizens have few complaints about the service they are receiving through the City's "Customer Contact Center."

City-County collaboration still is a subject of great interest in 2015 and 2016. Particularly as this subject relates to the County Events Center, TIF zones, Planning & Zoning and infrastructure. However, indicators seem to evidence collaboration at many levels of government between the City and the County with a desire by representatives of both entities to continue to improve communication and cooperation. Additional shared boards, commissions or committees would seem unnecessary.

While there are not calls for an enlargement of the City Council in wards or representation, there is a desire in the community to witness some additional level of reporting and accountability from the City staff to the City Council.

At the June 2015 community input dialogue, there were several who voiced a desire to see the Council take a stronger hand in directing staff through the City Manager's office and diminish a perception that City staff too often directs the Council on matters relating to policy and agenda items.

Vision Commission Report, Topic 10: Governance and Decision Making

Approved by Columbia Vision Commission October 10, 2016

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

Goal 10.1 Columbia's governance is a model of transparency, efficiency and citizen participation that enjoys the confidence of its residents.

<p>Strategy: 10.1 Create a responsive, integrated City system with clear access points to direct inquiries, suggestions and complaints.</p> <p>Proposed Actions: See items below</p>	
April 2015 Report	Final Report
<p>10.1.1 City creates web and phone system to educate about existing services City homepage organized around services, website has director names, emails, department info</p>	<p>No new feedback or response from three sources solicited, however, the City's website and customer contact system seem to be working well and without major complaints. Over the last two years, the City's customer contact center has reduced the number of possible phone numbers to call from 154 to 70. The plan is to have only three numbers for Text Telephone, emergency calls and all other City business.</p>
<p>10.1.2 City creates publicly accessible system to record, identify and track citizen requests, including who is to respond and/or act on them.</p> <ul style="list-style-type: none"> • City launched a customer contact center in 2014. The contact center provides a single point of contact for Columbia's citizens and visitors. • Contact center attempts to resolve or refer problems immediately and has service agreements with City service providers now using the contact center. • Contact center software collects and generates reports on contact data, e.g., caller, type of problem, how resolved, time to resolve. 	<p>League of Women Voters (LWV) suggests that since the City Staff is professionalized – a good thing – and citizens seek simple solutions, feedback, that perhaps it is time to utilize an Ombudsman office.</p>

<p>Strategy: 10.2 Create and implement a City customer service policy that includes a tracking system. Each department should tailor their plan accordingly.</p> <p>Proposed Actions: See items below</p>	
April 2015 Report	Final Report
<p>10.2.1 Establish customer standards for each service provided Journey to Excellence plan</p>	<p>See LWV above. As it assumes responsibility for answering new numbers, the City's customer contact center establishes service agreements with each department.</p>
<p>10.2.2 Evaluate compliance with published service standards Customer service agreements establish standards for specific services and are developed collaboratively between customer service representatives and City service providers</p>	<p>As it assumes responsibility for answering new numbers, the City's customer contact center establishes service agreements with each department.</p>
<p>10.2.3 Evaluate standards twice a year Journey to Excellence Plan</p>	<p>No change needed</p>
<p>10.2.4 Each department shall establish expanded hours of service to enhance public access Some services are accessible and interactive 24/7: Water and Light emergency outages; online job applications; sewer backups; some fee and bill payments; social media monitoring and engagement during storms and emergencies. This availability expands hours available without keeping buildings open.¹</p>	<p>The customer contact center operates from 7:30 a.m. – 5:30 p.m. during week days.</p>

Strategy: 10.3 Enhance collaboration between City departments. Proposed Actions: See items below	
April 2015 Report	Final Report
10.3.1 There is a list of services that require action from multiple departments The City adopted its first strategic plan in 2012. Priorities crossed departmental boundaries and were implemented using staff teams representing all affected service lines.	The LWV asks, "How is interdepartmental collaboration being measured and evaluated?"
10.3.2 City departments regularly meet to coordinate work plans and needs City departments, at all staffing levels, communicate with each other daily to carry out shared functions, raise awareness, address complaints, respond to problems and provide internal support functions	No responses provided, but meetings take place regularly or as needed.

Strategy: 10.4 Enhance and facilitate the use of neighborhood associations. Proposed Actions: See items below	
April 2015 Report	Final Report
10.4.1 City or a nonprofit has created a process for neighborhood groups to communicate with each other and the City City works with more than 80 active neighborhood associations through its Office of Neighborhood Services. This includes leadership training to promote understanding of local government and periodic neighborhood congresses to get input on broad community issues, such as comprehensive planning. http://www.gocolumbiamo.com/community_development/neighborhoods/	The Gary-Atkins Neighborhood Association was recognized by city Council on Aug. 17, 2015. The association was a product of the West Central Neighborhood Plan.
10.4.2 There is a neighborhood association newsletter The ONS website is an online resource for neighborhood-related information, including newsletters, mailing lists, neighborhood association contacts and more. At this time the Office does not host a neighborhood-administered website or provide technology to neighborhoods. Many citizens and groups maintain their own social media communications, consistent with global technology trends. http://www.gocolumbiamo.com/community_development/neighborhoods/resources/index.php	The Office of Neighborhood Services continues to support neighborhoods with mini-grants and funds to conduct neighborhood cleanups, including providing tools, bags and refuse containers. As part of the City's strategic plan, City is making a special emphasis in the three priority neighborhoods and has a goal of spending half those resources within the three neighborhoods.

Strategy: 10.5 Establish a system of ongoing reviews of the activities of boards, commissions and task forces. Proposed Actions: See items below	
April 2015 Report	Final Report
10.5.1 City creates an oversight entity to review and make recommendations about communication process among Council, boards/commissions and staff; to recommend and implement a task (from Council, commissions and boards) tracking system; and to make recommendations about Council expansion, compensation and staff and space resources. At City Council's request, City staff completed a review of boards and commissions in 2012, recommending changes, where appropriate. All boards and commissions had opportunities to comment. At least nine inactive bodies were eliminated. New boards	The LWV asks that the Citizens Police Review Board – at a minimum – be evaluated for results achieved since the last review in 2012. The LWV points out the importance of this evaluation in light of "the mistrust of law enforcement in some neighborhoods."

created since the Community Vision was adopted include: Citizens Police Review Board; Community Tree Task Force; and Youth Advisory Council.	
10.5.2 All commission and board reports are provided unedited by staff to the Council. Staff comments related to reports are provided separately. Board and commission reports are submitted upon Council request, when scheduled or required by ordinance or at the board's discretion.	The LWV asks if "the reports of commissions and boards are publicized (for viewing by the public)?"
10.5.3 There is an annual verbal report from each commission/board/task force to the Council There is no scheduled, periodic review in place at this time, but City Council may consider proposed changes at any time	No change needed
10.5.4 Boards, commissions and task forces directly report work products to Council verbally and in writing and join staff at Council meetings and work sessions to respond to issues relevant to areas of responsibility N/A	Written board, commission and task force reports are submitted to Council members during the "Reports" portion of each regular Council meeting. Agendas and reports are posted on the City's website. Board members may schedule special presentations to Council.
10.5.5 A transparent tracking mechanism is in place that allows Council members, staff and citizens to follow the flow of requests from Council to commissions and to staff. It also tracks actions of commissions and staff in response to Council requests and highlights accomplishments of both. N/A	See the LWV question (10.5.2 above) on the publicity of the reports of boards and commissions

Strategy: 10.6 Increase the size of the City Council and provide compensation and other support to Council members	
Proposed Actions: See items below	
April 2015 Report	Final Report
10.6.1 Oversight entity's recommendations on wards and representation are implemented Since the Community Vision was accepted, there have been no Council initiatives or citizen petitions to increase or decrease membership.	At least one member of the LWV asks, "What would be the purpose of enlarging the Council?" City says Council has not appointed an oversight entity and acknowledges there have been no initiatives or petitions to change Council membership. No response from the Chamber of Commerce.
10.6.3 The Council has space and staff City Council members have a designated office at City Hall where they may meet with groups and individuals. City staff and Council members host two Ward Check-In meetings each year, in each Ward.	City Management Fellows, who are recent degree recipients interested in city management careers and who are housed in the City Manager's office, are assigned to support Council members. Each Fellow supports three Council members, and the City Manager supports the Mayor. The Mayor has his own office in City Hall.

Strategy: 10.7 Anticipate future needs, and review and determine the best way to finance City operations, improvements and infrastructure over the next 20 – 25 years.	
Proposed Actions: See items below	
April 2015 Report	Final Report
10.7.1 City creates a Comprehensive Planning Task Force Comprehensive Plan Task Force Capital Improvements Plan: http://www.gocolumbiamo.com/Finance/Services/Financial_Reports/documents/FY2015FinalCIPPlanningDocument.pdf	Council appointed a task force in 2009. After a lengthy public engagement process, Council adopted Columbia Imagined," a new comprehensive plan for physical development, in 2013.

<p>10.7.2 Comprehensive Planning Task Force develops 25-year plan on financing operations, improvements, physical, social and economic infrastructure Several task forces have assessed needs for specific infrastructures but, at this time, there is no special body conducting a comprehensive, 25-year review.</p>	<p>LWV asks if there shouldn't also be five- and ten-year plans for financing future needs.</p> <p>City says, due to low interest rates, recent bond refinancings have saved the City millions of dollars in future payments. The City plans for future projects through an annual CIP process, along with master planning in various departments.</p> <p>Both processes include gathering public and Council input, resulting in ballot initiatives that are put before voters. In recent years, voters have approved ballots for stormwater improvements (funded by fees), parks (sales tax), sewer (funded by bonds), electric, streets and sidewalks and public safety equipment and facilities (funded by sales tax).</p>
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<p>Strategy: 10.8 Increase the accountability of the City administration to the City Council and the public. Proposed Actions: See items below</p>	
<p>April 2015 Report</p>	<p>Final Report</p>
<p>10.8.1 Establish an independent citizen review board for the Columbia Police Department A Citizens Police Review Board was established in 2009. http://www.gocolumbiamo.com/Council/Commissions/description.php?bcid=14</p>	<p>The LWV asks if the work of this board has been measured or evaluated since 2012.</p> <p>City says CPRB reports at least annually to the City Council, summarizing the work it's done the prior year, consistent with Sec. 21-49, City Ordinances. The report includes information from CPD on statistics related to complaints and is available to the public online. The annual report allows the Council to clearly see and evaluate the Board's actions.</p>
<p>10.8.2 City Council takes a more active role in the audit process The City Council appoints a Finance Audit and Advisory Committee and solicits its advice. An independent audit is conducted annually. http://www.gocolumbiamo.com/Council/Commissions/description.php?bcid=24</p>	<p>No responses provided or available from Chamber. City says Council members have discretion to consider more active involvement in audit processes and frequently ask for more data relating to budget items and expenditures. Community input did indicate a desire for more involvement by the Council in the annual audit.</p>
<p>10.8.3 City Council to take control of its own agenda, work flow and work load. The City Manager and City Clerk administer the City Council meeting agendas. Some items require periodic, regular consideration; many items are non-controversial administrative items. Council members regularly develop proposals.</p>	<p>At the community input dialogue in June 2015, there were several who voiced a desire to see the Council take a stronger hand in directing staff through the City Manager's office and diminish a perception that the City staff too often directs the Council on matters relating to policy and agenda items.</p>
<p>10.8.4 Council makes itself a part of the search committee to work with the City Manager in recruiting and hiring all department heads. The City Charter allows the City Council to hire the City Clerk, City Manager and Municipal Judge. The Charter prohibits Council member interference in hiring other employees, who all report, through a supervisory chain, to the City Manager. The penalty for Council interference is forfeiture of office.</p>	<p>City says there has been no change in this Charter provision.</p>
<p>10.8.5 Develop and implement a plan to ensure racial and ethnic diversity within City administration. An affirmative action plan was created in 2010, and updated in 2014. https://www.gocolumbiamo.com/HR/Affirmative_Action_4</p>	<p>The City has established policies to actively recruit female, disadvantaged, underemployed and/or minority candidates for positions within the City <u>at all levels</u> including City Administration (Sec. 19-179. – Recruitment).</p>

Program/docomments/FY2014Plan.pdf	Additional information regarding the City's Equal Employment Opportunity policies can be found on the City's website at http://www.como.gov/hr/eeo/ .
10.8.6 City Manager to solicit input from City Council members on the performance of all department heads as part of the City Manager's annual performance evaluation of all department heads. N/A	No responses provided or available.
10.8.7 Council establishes a stormwater utility commission The City's Stormwater Advisory Commission completed its work in 2012 and was disbanded. The City maintains a stormwater utility which could increase its effectiveness if voters approve a fee increase on April 7, 2015.	City residents DID approve a fee increase in April of 2015 for improvements to be implemented by the Stormwater Utility.

Strategy: 10.9 Increase collaboration and coordination between the City and County	
Proposed Actions: See items below	
April 2015 Report	Final Report
10.9.1 An annual summary of high-level interactions between City and County is published. While some of the structured processes recommended in the Community Vision were not implemented, other collaborations are in place and used regularly.	The LWV asks that the original requests in the first Vision Commission on this subject "be more completely implemented in the areas of communication and cooperation" and that it be "recognized as an area of high priority for governance".
10.9.2 City and County commissions, boards and departments communicate at least quarterly N/A	Representatives of the City, County, school district, Chamber of Commerce and University of Missouri meet quarterly on topics of common concern. Some boards and commissions include representation from various entities and meet regularly to address specific, collaborative tasks.
10.9.3 There is an annual meeting and report about cooperative efforts between County and City. N/A	At an operations level, City and County staff have a good working relationship as many of our responsibilities overlap - roads, public safety, etc. However, the filing of a lawsuit by the County against the City due to a disagreement over the use of tax increment financing has stalled cooperation on many projects that could be beneficial to both City and County residents.

Vision Commission Summary, Topic 11: Health, Social Services and Affordable Housing

Approved by Columbia Vision Commission October 10, 2016

The following summary is meant to briefly describe the Columbia Vision Commission's 2016 findings and public comments as they relate to the goals and objectives defined in the 2009 vision report.

The City is aware of the social inequities that exist in affordable housing and has made it a priority to address these issues. The City has a plan to look into more affordable opportunities for local community residents. The plan consists of:

1. The creation of more affordable housing with supportive services; and
2. Create and make more energy-efficient rental properties available for low-income families.

Some of the most interesting public comments were centered around the following topics:

1. Affordable housing for Columbia community residents as opposed to student housing residents; and
2. It also was suggested that the City should try to develop a partnership with the University to address the Downtown student housing issues.

Recommendations

Look into and explore the possibility to see if there is a pathway to the development of a relationship between the Community Foundation and the Housing Authority.

Continue to use monies from all new development to fund affordable housing.

Work with local community social service organizations to develop a community-wide evaluation process.

Vision Commission Report, Topic 11: Health, Social Services and Affordable Housing

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 11.1 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.

<p>Strategy: 11.1.1 Establish a community foundation funded by private dollars to fund social services and other community needs.</p> <p>Strategy: 11.1.2 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 unmet needs.</p> <p>Proposed Actions: See items below</p>	
January 2015 Report	Final Report
<p>11.1.1 There is a Community Foundation to fund social services and other community needs with private dollars. Community Foundation has been set up.</p>	<p>The Community Foundation of Central Missouri's goal is to cover ten counties. As of today, the Foundation operates in four counties, with the primary focus centered in Columbia and Boone County.</p>
<p>11.1.2 Community services programs must meet publicly approved standards of accountability, must undergo annual program review, and must incorporate participant feedback in future planning Social service agencies funded by City and County have been evaluated for a number of years. Complete overhaul in last five years - all agencies and programs evaluated annually, performance outcomes required, reported and tracked. United Way, City, County requiring expanded evaluation and now require performance measures for agencies they fund, multi-year contracts issued and there will be a process to analyze each issue funded by City and County, participant feedback incorporated into funding process.</p>	<p>Coming up with community outcomes – all still relevant and ongoing.</p>

Goal 11.2 A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of affordable, energy-efficient and accessible housing.

<p>Strategy: 11.2.1 Establish a locally administered Housing Trust Fund with a dedicated revenue source.</p> <p>Strategy: 11.2.2 Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities.</p> <p>Strategy: 11.2.3 Create a private, non-profit organization that will develop, purchase and manage affordable housing units in Columbia.</p> <p>Proposed Actions: See items below</p>	
January 2015 Report	Final Report
<p>11.2.1 City and Columbia Housing Authority create a Housing Trust Fund with dedicated revenues. 2010-2014 Consolidated Plan @http://www.gocolumbiamo.com/Planning/ConsolidatedandHousingDevelopmentPlan.php</p>	<p>A Community Housing Trust (CHT). A Housing Trust Fund (HTF). @Land Bank No housing trust fund with dedicated revenues has been developed at the local level. The State of Missouri has created a Housing Trust Fund that is administered through the Missouri Housing Development Commission.</p>

<p>11.2.2 Council revises Comprehensive Planning and Zoning ordinance to include affordable housing and policies for implementing it. “Columbia Imagined” Comprehensive Plan approved by Council October 2013. Consultants hired to align zoning ordinances with plan, no specifics about affordable housing mentioned</p>	<p>All new development to include ten percent of homes/units be made available to low-income community residents.</p>
<p>January 2015 Report 11.2.3 There is a private, nonprofit organization that is developing affordable housing projects. The City continues to provide CDBG and HOME funding to Show-Me Central Habitat for Humanity, Job Point and Central Missouri Community Action for the development of affordable housing. Each organization has current City-funded affordable housing projects moving forward.</p>	
<p>Final Report 11.2.3 The Columbia Housing Authority formed the 501(c)3 nonprofit Columbia Community Housing Trust in September 2013 for the purpose of developing and managing affordable housing with ownership and rental options. The CCHT currently has two homes for rent that were acquired through the Neighborhood Stabilization Program. The CCHT also has 10 vacant lots for affordable housing development.</p> <p>In 2012, the CHA acquired 1.9 acres of vacant land on the northeast corner of Garth Avenue and Sexton Road for the purpose of developing 42 units of affordable housing on the site. An application for 9% low-income housing tax credits was submitted to the Missouri Housing Development Commission (MHDC) in September 2012 but the project was not funded. The CHA will resubmit the application for LIHTC funding in the fall of 2017 or later.</p> <p>The Columbia Housing Authority through its 501(c)3 non-profit CHA Low Income Services, Inc. (CHALIS) has formed a partnership with the Harry S Truman Memorial Veterans’ Hospital (Truman VA) and Welcome Home, Inc., a shelter for homeless Veterans, to jointly develop 4.2 acres and create a Community for Veterans that includes permanent housing as well as a shelter and supportive services for U.S. Military Veterans.</p> <p>CHALIS and the Truman VA are creating “Patriot Place,” which will include 25 one-bedroom apartments for Veterans participating in the Veterans Affairs Supportive Housing (VASH) program. Created in 2008, VASH brings together housing authorities and VA hospitals to provide permanent housing assistance combined with supportive services to Veterans. In Columbia we have helped over 175 Veterans move off the street and into permanent housing using the VASH resources.</p> <p>Patriot Place will include a fitness room, computer lab and laundry facilities. An adjoining space will contain office and programming space in an energy efficient building. Utility services will be provided to all Veterans.</p> <p><u>CHA Plans for Renovating Public Housing</u> In 2012, CHA launched an Affordable Housing Initiative to renovate all 719 units of Public Housing in Columbia. As part of this process, CHA applied for and was accepted into the HUD Rental Assistance Demonstration (RAD) program which will provide stable rent subsidies necessary for the CHA to compete for 9% Low-Income Housing Tax Credits (LIHTC) from the Missouri Housing Development Commission (MHDC). There were only 60,000 public housing units accepted into this demonstration program nationwide. The renovation of our aging public housing stock is planned in a series of five phases over six years.</p> <p>The first project, the Stuart Parker Apartments with Paquin Tower (284 units) received 4% LIHTC funding in June 2014. Renovations will begin in the spring of 2015. Two LIHTC applications were submitted to the MHDC in September 2014 to renovate the Bryant Walkway Apartments (70 public housing units) and the Bear Creek Apartments (76 public housing units). Funding decisions will be made in December 2014.</p> <p>The CHA will submit three additional LIHTC applications in 2015 to complete the process for renovating all 719 units of public housing stock in Columbia. These applications cover the following properties:</p> <ul style="list-style-type: none"> • Providence Walkway Apartments (70 public housing units) • Park Avenue Apartments (70 public housing units) • Oak Towers (147 public housing units.) 	

Goal 11.3 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.

Strategy: 11.3.1 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.
Strategy: 11.3.2 Use health care promoters to educate people and help them obtain appropriate care. The focus will be on diabetes education and prevention.
Strategy: 11.3.3 Foster health literacy by strengthening inter-organizational and community relationships. Design and deliver a coordinated, creative, multi-media communications program, focused initially on diabetes.
Proposed Actions: See items below

January 2015 Report	Final Report
<p>11.3.1 There is an Assertive Community Treatment program in place. Officers participate in CIT training in October 2013.</p>	<p>Suggest deleting this strategy – working with Health on another program</p>
<p>11.3.2 There is an annual health report card with a gap analysis guiding short- and long-term recommendations. An annual comprehensive community health assessment is done (more comprehensive than report card) ; Boone Indicators are updated annually with key health, human service, education and other key community indicators; CMCAA has comprehensive assessment for CMCA region and each county within; Community Issues Management System is being used by several work groups and continues to evolve</p> <p>In January 2014 the Columbia/Boone County Health Department completed a comprehensive Community Health Assessment (CHA) and drafted a plan to address five strategic issues. Action teams are working to implement the plans. Issues below</p> <ul style="list-style-type: none"> • Safe and Healthy Neighborhoods: How do we prevent crime and promote safe and healthy neighborhoods where people live, work, and play? • Healthy Lifestyles: How do we create a community and environment that provides access, opportunities and encouragement for healthy lifestyles? • Access to Care: How can we increase access to and utilization of comprehensive health services? • Disparities: How do we address the root causes of health disparities to ensure health equity? • Behavior Health: How do we reduce risk behaviors and the stigma associate with behavioral health? 	<p>All of this category is accurate, according to Health Department – completed the health assessment and produced a report</p>
<p>11.3.3 There is a diabetes education and prevention program in place. No dedicated funding for a comprehensive program but: 1) chronic disease self-management course provided by public health nurses includes diabetes; 2) Health and Active Communities Program focuses on obesity and physical activity; 3) Diabetes Collaborative at Family Health Center; 4) Planned coordination between MedZou and Health Department around diabetes education; 5) annual Minority Health Fair incl. diabetes prevention and screening; 6) Healthy cooking class DVDs from City Channel staff; 7) Boone Hospital WELLOWARE Diabetes Self-Management</p>	<p>Can delete – not implemented, based on community health assessment and strategic plan</p>

<p>11.3.4 There is a health literacy campaign in place. Many local efforts: Central Missouri Community Action operates plan for Head Start families; Centro Latino has a project; Medline Plus for clients using public health services; Public Health staff trained on health literacy – influenza, disease prevention, health promotion, safety, obesity prevention, smoking cessation; MU comprehensive health curriculum for undergraduate, non-physician health professions students, promotes health literacy for all students in health care professions; Health Literacy</p>	<p>Can delete – not implemented, based on community health assessment and strategic plan</p>
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Vision Commission Summary, Topic 12: Parks, Recreation and Greenways

Approved by Columbia Vision Commission October 10, 2016

In spite of 2009 and 2013 thoughts or recommendations made through the original Vision Commission or public input regarding additional “parks committees,” partnerships with the County and expanded trails and parks, the Parks and Recreation Department, with guidance from the Parks and Recreation Commission has continued to succeed in every measurable way.

2016 interviews and research indicates the following

- The 2013 Master Plan still is the best resource for developing priorities and networking parks, trails and greenways.
- The volunteer program continues to expand and has been the most popular (in terms of the number of volunteers) among City departments.
- The Parks and Recreation Department’s relationships with both the County and Columbia Public Schools are strong and don’t appear to reflect a need or an appetite for additional committees, commissions or coordinators at the present time.
- A future ice rink does not seem to have wide support, however, a future multi-purpose field house, probably in the southeast part of Columbia, does have support. It would provide more service for more citizens at a better cost and, at the same time, reduce the demands made on the Armory and Columbia Public Schools’ gyms throughout the city.
- The November 2015 renewal of the City’s one-eighth cent sales tax for parks and trails investments and improvements, with a 70% majority vote, would indicate the public’s support of current and future plans as laid out by City staff.

Vision Commission Report, Topic 12: Parks, Recreation and Greenways

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 12.1 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>Strategy: 12.1.1 Examine existing park networks and identify gaps in the different defined types of parks (neighborhood, regional, nature and urban).</p> <p>Strategy: 12.1.2 Develop an overall plan to make sure as many park needs as possible are met without unnecessary duplication.</p> <p>Strategy: 12.1.3 Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities.</p> <p>Strategy: 12.1.4 Expand the program of volunteers to help support the parks (e.g., Adopt-a-Park).</p> <p>Strategy: 12.1.5 Investigate a land dedication ordinance to set aside parkland and open space in new developments.</p> <p>Proposed Actions: See items below</p>	
September 2014 Report	Final Report
<p>12.1.1 There is a plan that identifies gaps in different kinds of parks in existing network. Parks, Recreation and Open Space Master Plan 2013 developed with substantial public input. Strategic priorities include developing new programs to meet changing interests, and programs and services to address important community and societal issues (including needs of low income households) https://www.como.gov/ParksandRec/2013_Master_Plan/</p>	<p>The 2013 Master Plan is still the best and most effective resource for meeting current interests, developing priorities and improving the network of parks, facilities and trails.</p>
<p>12.1.2 There is a public-private group to find funding for parks Columbia’s New Century Fund accepts donations, including for parks, facilities and programs. Columbia Parks and Rec open to working with private group on ice rink, etc.</p>	<p>The 501(c)(3) New Century Fund continues to be a vehicle for private funding of parks when the donor can’t donate directly to a government entity. Most donations can go directly to P&R. Cosmo Luncheon Club provides funding. Recently Cosmos pledged \$125,000 towards 2016 improvements in Nifong Park. Other examples include Hindman Discovery Garden at Stephens Lake Park funded by \$81,388 in private donations, fund-raising committee led by Ray Beck and Hank Waters Children's Grove at Stephens Lake Park, funded by \$20,000 in private donations, Children's Grove Committee Woodridge Playground and Trail Improvements - \$13,000 in private donations in addition to the \$125,000 from Cosmo Luncheon Club contributed to this project. Christy Welliver Memorial at Stephens Lake Park - Landscaping improvements at Stephens Lake Park, funded by \$21,961 in private donations, fund-raising committee Paquin Park Improvements - CARE@Paquin friends donated \$10,051 that was used to purchase an outdoor ping-pong table and two outdoor game tables Cliff Drive Park Improvements - East Campus Neighborhood donated \$5,000 to construct a staircase to provide park access from Cliff Drive</p>

<p>12.1.3 There is a committee to recommend ordinances to encourage cost-effective creation of parks, greenbelts, trails Parks and Recreation Commission makes recommendations.</p>	<p>The P&R Commission is the most appropriate vehicle for public input and oversight. Functions very effectively.</p>
<p>12.1.4 Expansion of volunteer program Robust volunteer system – more than any other department. Includes Special Olympics, senior programs and beautification workdays. Volunteer coaches of sports teams not in the count.</p>	<p>P&R has expanded its volunteer program and, with over 15,000 hours of volunteer service each year, is the City’s largest volunteer program, by a wide margin. Includes too many specific volunteer opportunities to list here.</p>
<p>12.1.5 City and County coordination in Parks and Rec planning See 12.4.2, Jay Dix neighborhood park – County gave long-term lease, and City manages Atkins property near Fairgrounds – City/County management agreement "County needs budget for parks" <i>Related – City partners with Columbia Public schools to jointly fund recreation needs.</i></p>	<p>County has disbanded its Parks & Rec Commission, but there is a similar City/County co-op agreement for Jay Dix Station. In this case, the County owns the property; P&R paid the development costs and manages the park. Also, part of the MKT Trail is owned and managed by the City and a portion is owned and managed by the County.</p> <p>Additionally, the P&R Department maintains a “great partnership” with CPS that allows for many winter programs that otherwise would not be possible (April 2015 public input hearing).</p>
<p>12.1.6 Columbia (and County) Parks and Rec Commissions incorporate Vision recommendations into their planning. Each item that comes before Council from the Columbia Parks and Recreation Department includes a “Vision Note” which comments on the impact of the department’s recommendation on the Vision.</p>	<p>The department continues to include “Vision Notes” to all items presented to City Council.</p>

Goal 12.2 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>Strategy: 12.2.1 Facilitate the marriage of private and public interest groups to build recreational facilities. Strategy: 12.2.2 Be proactive in expanding facilities as Columbia grows. Proposed Actions: See items below</p>	
September 2014 Report	Final Report
<p>12.2.1 There are diverse recreation facilities accessible to everyone Parks, Recreation and Open Space Master Plan 2013 developed with substantial public input. Strategic priorities include developing new programs to meet changing interests, and programs and services to address important community and societal issues (including needs of low-income households) https://www.como.gov/ParksandRec/2013_Master_Plan/</p>	<p>The 2013 Master Plan is still effectively prioritizing strategies and changing interests.</p> <p>Example of providing services to areas with low-income households include improvements at Douglass Park and the P&R Department’s takeover of the popular 4th of July celebration downtown.</p>
<p>12.2.2 There is an ice rink There is an ice rink in the proposed SE Regional Plan but no funding as yet</p>	<p>Support for an ice rink is strong from that user group, but it does not garner support from most citizens. The main problem in moving this item forward is the large annual operating subsidy needed. The Jefferson City ice rink is the only rink in the mid-Missouri area and with all the programming they do, it still requires \$250,000 annual operating subsidy. The City does not have a funding source for that level of subsidy at this time.</p>

<p>12.2.3 There is a public-private group to find funding for park facilities, possibly hire a special interest coordinator Suggested this should also include public-public cooperation (i.e., parks and schools). The Parks Department is open to working with private groups. A special interest coordinator probably would not be high priority if there was money for new staff.</p>	<p>The opportunity for private funding sources doesn't immediately seem to require a coordinator. Private funders use the New Century Fund or approach P&R directly (Cosmos Club).</p>
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Goal 12.3 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>Strategy: 12.3.1 Use easements and development rights to promote the preservation of green space and the development of greenways.</p>	
<p>Strategy: 12.3.2 Acquire green space and expand greenways through regular financing and acquisitions.</p>	
<p>Proposed Actions: See items below</p>	
September 2014 Report	Final Report
<p>12.3.1 The Parks and Recreation Master Plan includes multi-purpose greenways. 2013 Master Plan strategic priorities include providing adequate and appropriate public lands, trails and facilities that are equitably distributed across the City to meet the needs of residents. https://www.como.gov/ParksandRec/2013_Master_Plan/</p>	<p>The master plan DOES include multi-purpose greenways. In 2012, the City executed a contract with Greenbelt Land Trust for Mid-Missouri for the development of this plan, to be known as "Our Natural Legacy." This planning effort supports the City's Vision Plan that states, "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."</p>
<p>12.3.2 City and County coordination to maintain natural buffers (part of fairgrounds remains natural). 2013 Master Plan strategic priorities include stewardship of parks and open spaces for long-term sustainability and increasing restoration of natural communities. Initiatives include working with the county. https://www.como.gov/ParksandRec/2013_Master_Plan/</p>	<p>Current initiatives follow those laid out in the 2013 Master Plan. City and County continue to coordinate regularly.</p>
<p>12.3.3 There is an acquisitions agent to facilitate acquisitions of green space and parks. Parks already works with right-of-way agents in Public Works who help with easements after investigation by Parks staff.</p>	<p>Any "agents" additional to Public Works right-of-way agents would be unnecessary. Park acquisition is: "couple of hundred acres added since 2007," according to Director Mike Griggs during Vision Commission's public input hearing in April 2015.</p>

Goal 12.4 An extensive network of trails will accommodate a variety of users ranging from recreational to non-motorized travelers. This network may include roadway and public transportation infrastructure to connect parks, neighborhoods, schools and businesses.

<p>Strategy: 12.4.1 Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible.</p>	
<p>Strategy: 12.4.2 Achieve trails connectivity in new and existing neighborhoods</p>	
<p>Proposed Actions: See items below</p>	
September 2014 Report	Final Report
<p>12.4.1 There is a plan for multi-use trails with projects prioritized (especially to achieve connectivity with new and existing developments). 2013 Master Plan 2013 strategic priorities include a trail and greenbelt system that will provide opportunity for recreation as well as alternative transportation. https://www.como.gov/ParksandRec/2013_Master_Plan/3</p>	<p>2013 Master Plan still contemporary and best resource. During April 2015 public input hearing, Parks Development Superintendent Mike Snyder said the effort to complete a 30-mile trail route in Columbia is progressing.</p>

<p>12.4.2 There is a committee to recommend ordinances on proactive, cost-effective acquisition of properties. Parks and Recreation Commission</p>	<p>No committee other than the P&R Commission, which is still the best and most effective group for doing same.</p>
<p>12.4.3 Coordination between City and County boards to achieve trail connectivity with new and existing developments. Reports for P&Z about proposed developments include information from trails plan. Negotiation with developers is possible, esp.in planned developments. Example: Conley Road rezoning. City Master Trail Plan goes to P&Z for endorsement. County is working with City Master Trail Plan to try and get developers to continue trail easements. Also interested where future parks are planned. County is working on subdivision regulations. Need more communication with City on parks and trails.</p>	<p>P&Z continues to receive info about trails when pertinent to their decision-making.</p>

Vision Commission Summary, Topic 13: Transportation

Approved by Columbia Vision Commission October 10, 2016

It is the City's intention that the Comprehensive Operational Analysis (COA)/service plan will be used to guide and inform development of future Long-Range Transportation plans and to prioritize transit system changes and investments. The SSC is likely to include internal technical experts such as representatives from the City's Transportation, Public Works, Community and Economic Development, Housing Departments as well as representatives from the following:

- Public Transit Advisory Commission - Columbia Chamber of Commerce
- University of Missouri Administration – Columbia Housing Authority
- Missouri Student Association (MSA) – Columbia Public Schools
- Regional Economic Development, Inc. (REDI) – PedNet / CoMet
- Boone County Administration – Central Missouri Community Action
- Downtown Community Improvement District
- Downtown Columbia Leadership Council (DCLC)

As you can see, transportation is a complex topic and is essential to the overall growth of the city. During the Community forum on transportation, the public expressed an interest in the following areas: pedestrian and bicycle safety, bike routes and walkways, disabled parking spaces, ADA ramps and sidewalks, parking garages and accessible parking spaces.

It is refreshing to note that the Missouri Department of Transportation commented on its collaboration with CATSO in prioritizing future projects that are needed within the City of Columbia.

Vision Commission Report, Topic 13: Transportation

Approved by Columbia Vision Commission October 10, 2016

Vision: 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.

Goal 13.1 Columbia will enjoy a safe, interconnected, non-motorized 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.

<p>Strategy: 13.1.1 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.</p> <p>Proposed Action: There is a Transportation Authority Board to make recommendations to Council, P&Z and other Public Bodies</p>	
January 2015 Report	Final Report
Bike/Pedestrian Commission and Public Transportation Advisory Commission est. Dec. 21, 2009, Council Bill B368-09	

<p>Strategy: 13.1.2 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.</p> <p>Proposed Action: There is an ongoing public education and information plan</p>	
January 2015 Report	Final Report
GetAbout Columbia, check to see if PedNet continues this responsibility	City staff notes that, in addition to adding accessible parking spaces, the City began metering accessible parking spaces in downtown Columbia in 2016, with the approval of the Disabilities Commission. In the past, many people who worked downtown would remain in the accessible parking spaces all day. This prevented shoppers with disabilities from having access to the limited number of spaces. By metering the spaces, the aim is to create more turnover in the on-street spaces so that they will be used for shoppers. If you are going to park downtown all day, we would encourage you to use one of the garages.

<p>Strategy: 13.1.3 Give proper funding, priority and support to repairing, connecting and expanding the City sidewalk system. Increase the pace of sidewalk improvements.</p> <p>Proposed Action: There is a sidewalk improvement plan and it is being implemented.</p>	
January 2015 Report	Final Report
CATSO 2040 LRTP includes Sidewalk Master Plan and Ped & Bicycle Network Plan	

<p>Strategy: 13.1.4 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.</p> <p>Proposed Action: There is a protocol for grading streets on NMT friendliness, streets have been graded and are being improved</p>	
January 2015 Report	Final Report
GetAbout and PedNet	

Goal 13.2 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>Strategy: 13.2.1 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. Proposed Action: There is a Transportation Authority Board to make recommendations to Council, P&Z and other Public Bodies</p>	
January 2015 Report	Final Report
Columbia Area Transportation Study Organization (CATSO) established in 1964	<p>City staff notes that, with input from the Disabilities Commission, the City added 8 new disabled parking spaces in downtown in 2016. It also relocated 2 disabled parking spaces to more convenient locations. This brings the total number of accessible parking in Downtown Columbia to 94 spaces (34 on street, 60 in parking garages). There are now a total of 7 on-street parking spaces on Broadway. A map of the locations of all downtown parking space locations can be seen on the city's website here: https://www.como.gov/Maps/documents/BW_Downtown_Parking_Blue.pdf</p>

<p>Strategy: 13.2.2 Dedicate funds to identify routes and corridors for all modes, preserve rights-of-way and improve existing intersection to enhance safety and improve capacity. Proposed Action: There is a plan and funding to preserve rights-of-way and improve existing intersections to improve safety and capacity</p>	
January 2015 Report	Final Report
Columbia Area Transportation Study Organization (CATSO) established in 1964	Using Community Development Block Grant funds and Federal Transit Administration funds to build bus shelters.

<p>Strategy: 13.2.3 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. Proposed Action: All transportation, sanitary sewer and utilities projects are coordinated to reduce future utility conflicts.</p>	
January 2015 Report	Final Report
Infrastructure Task Force.	Working on securing Federal Aviation Administration Funds towards a new terminal. Working on airport project to relocate runway 13-31 to the east to improve the facility and the line-of-sight required by FAA.

<p>Strategy: 13.2.4 Identify large traffic generators and use MoDOT and City of Columbia modeling to identify origin and destination and also provide additional seats on CATSO. Proposed Action: Large traffic generators are identified and a plan for minimizing impacts on flow is implemented</p>	
January 2015 Report	Final Report
Criteria for deciding on large traffic generators may be too subjective	

Goal 13.3 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>Strategy: 13.3.1 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. Proposed Action: There is a Transportation Authority Board to make recommendations to Council, P&Z and other Public Bodies</p>	
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January 2015 Report	Final Report
Columbia Area Transportation Study Organization (CATSO) established in 1964	

Strategy: 13.3.2 Develop and adopt a clear, area-wide major roadway plan that carries the commitment of the City and County.
Proposed Action: There is a Transportation Authority Board to make recommendations to Council, P&Z and other Public Bodies

January 2015 Report	Final Report
CATSO 2040 Long-Range Transportation Plan	

Strategy: 13.3.3 Establish a City-County partnership for necessary funding and construction of the roadway system, including all alternate funding sources and private development.
Proposed Action: There is a City-County partnership to identify a comprehensive list of funds and to secure funds for transportation systems

January 2015 Report	Final Report
CATSO 2040 LRTP	<p>City provided link to interactive parking map developed for the Parking and Traffic Management Task Force – will consult to recommend downtown parking requirements for residential development in the new Uniform Development Code – the map identifies sidewalks and connections to the bike and trail system – provides a comprehensive picture of available downtown parking, parking needs and alternative downtown transportation options</p> <p>http://www.como.gov/Maps/cityparking/</p>

Strategy: 13.3.4 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.
Proposed Action: There is a plan for optimizing signaling, intersection improvements, turn lanes, etc, and it has been implemented

January 2015 Report	Final Report
CATSO 2040 LRTP	<p>City staff notes that roundabouts are one of the safest improvements we can pursue at most intersections. The number of conflict points at a single lane roundabout is 8 vehicle/vehicle conflict points and 8 vehicle vehicle/pedestrian conflict points. A conflict point is a location where the path of one mode of transport crosses the path of another mode of transport. Essentially where a collision is most likely to occur. In contrast, a standard four way intersection (either a signal or stop controlled) has 32 vehicle/vehicle and 24 vehicle/pedestrian conflict points.</p> <p>Roundabouts also have less life cycle costs than signals due to less maintenance.</p> <p>Over the last 20 years there have been 39 roundabouts constructed near Columbia. Depending on the location, maintenance of these roundabouts is performed by the Missouri Department of Transportation (MoDOT), the City or Boone County.</p> <p>Roundabouts provide safer and more efficient intersection control than most other types of at-grade improvements and are an important tool for the City.</p>

Goal 13.4 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>Strategy: 13.4.1 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. Proposed Action: There is a Transportation Authority Board to make recommendations to Council, P&Z and other public bodies, with a subcommittee focused on public and human services transportation</p>	
January 2015 Report	Final Report
Public Transportation Advisory Commission - established Dec. 21,2009, Council Bill B368-09 - http://www.gocolumbiamo.com/Council/Commissions/ptac.php . CATSO 2040 LRTP incorporates public and human services transportation into the plan	

<p>Strategy: 13.4.2 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. Proposed Action: There is a protocol for evaluating connections and gaps in services and the information is incorporated into decision making</p>	
January 2015 Report	Final Report
CATSO 2040 LRTP	City staff notes that, the federal ADA distinguishes between parking facilities (such as garages or private parking lots) and on-street parking. There is a required number of accessible parking spaces for parking facilities, but there are currently no requirements for on-street parking. The City meets all federal ADA requirements with respect to its parking garages.

<p>Strategy: 13.4.3 Tie public transportation service into the permit process for new developments. Proposed Action: The service needs of people using and not using public transit are incorporated into planning</p>	
January 2015 Report	Final Report
CATSO 2040 LRTP	City staff notes that, in 2015 the Disabilities Commission helped launch online reporting for disabled parking violations. The purpose of the program is to improve enforcement when people unlawfully occupy a disabled parking space, thereby preventing someone who needs the space from using it. A video describing that is on the City's website here: http://www.como.gov/tcc/2016/01/26/reporting-accessible-parking-violations/ . The location to report the offenses is here: https://www.como.gov/CMS/WebForms/form.php?formid=245

<p>Strategy: 13.4.4 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. Proposed Action: Not addressed in January 2015 report</p>	
January 2015 Report	Final Report
Not addressed	