

Note: The public review draft is anticipated to be posted to the web on November 25 for the December 10 Planning & Zoning Commission meeting.

Status Report

Pre-Public Review

Review Draft

November 2020



The Plan for How We Live & Grow





The Columbia Imagined Comprehensive Plan requires a Status Report be produced at the mid-point of the Plan's implementation horizon. This Status Report serves as an accountability check-in for citizens, stakeholders, the Planning and Zoning Commission, and the City Council on how well the plan is being implemented. As such, the Planning and Zoning Commission worked with staff in 2018 through 2020 to evaluate the status the Plan's implementation. Over the course of this timeframe during fifteen work sessions, the Commission spent time reviewing and discussing the role of the Columbia Imagined Plan, community priorities, emerging trends, and how the Status Report may best be used to guide the full update of the Columbia Imagined Plan in the future. The Commission also discussed how to engage and re-engage stakeholders and the larger community in comprehensive planning efforts.

The Commission identified that the 6 elements identified should be included in this Status Report. The Status Report is organized into chapters based upon these elements.

Status Report Elements:

- 1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.**
- 2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.**
- 3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).**
- 4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and "tensions" between goals and objectives of the Plan and other city-wide plans and planning processes.**
- 5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Reengage the public in prioritizing plan elements and action items.**
- 6. Seek feedback from stakeholders and the community on the Status Report and how the Comprehensive Plan may be further implemented by the community.**

Overview- What is the Comprehensive Plan?

“Columbia Imagined – The Plan for How We Live & Grow” is the City of Columbia’s comprehensive land use plan. Adopted by the City Council on October 7, 2013, the Plan provides residents, appointed boards and commissions, and elected officials with guidance on land use, growth management and quality of life considerations. The plan is divided into seven categories.

1. Land Use and Growth Management
2. Environmental Management
3. Infrastructure
4. Mobility, Connectivity and Accessibility
5. Economic Development
6. Inter-Governmental Cooperation
7. Livable and Sustainable Communities

The Plan was built upon a foundation of public engagement and was developed in response to the 2006-2008 Imagine Columbia’s Future Visioning Process. The three-year plan development process included direct outreach to over 80,000 citizens, participation critical in shaping and influencing the contents of the Plan’s “Big Ideas”, “Growth Patterns and Policies” and “Implementation” chapters.

Chapter 5 of the Plan outlines policies, strategies and actions for the successful implementation of the Plan, calling for a five-year “**Status Report**” to the Planning and Zoning Commission. This document, the Status Report, provides a review and evaluation of the plan’s goals and objectives, describes plan implementation efforts, reengages the community on their priorities, and offers recommendations for new and evolving trends and community priorities for the next full plan update. The Status Report also allows for renewed engagement with the community and stakeholders in the City’s comprehensive planning process.

Status Report Development & Objectives- Background

The adoption of a Comprehensive Plan is the first step in the implementation process of a community's vision for the future, for the development of such a plan is no small undertaking by any community.

Following the 2013 adoption of the Columbia Imagined Plan, the Plan has been implemented in numerous ways. It is used to guide private and public development and decision-making by staff, elected officials, developers and the public. The City uses the Plan to assess the appropriateness of proposed development cases including zoning and annexation actions. The plan has also guided the adoption of an update of the City's zoning and subdivision codes into a Unified Development Code (UDC). The Plan is also used to assess the appropriateness of public development actions, proposed Capital Improvement Program (CIP) items, and informs the strategic plan and other plans.

Continuing action to implement the Plan is needed for it to have lasting impact. This report seeks to paint a high-level picture of this implementation by looking at City growth and development policies and regulations, capital improvement programming and spending, the development of other City-wide plans, and the work of community partners.

An infographic which visually explains the development and intent of the Comprehensive Plan and the Status Report is presented on page 4.

The Unified Development Code (UDC) was adopted by the City Council in March of 2017 following three years of work by staff, the Planning and Zoning Commission, community stakeholders, and a professional consultant team.

The UDC updated and streamlined the zoning and subdivision codes into one integrated code. It also provides a form-based code for the downtown area via a regulating plan and design and form regulations. This area is described as the M-DT (Mixed-use Downtown) in the code.

A snap shot of the search-friendly online version of the code is shown to the right.
https://library.municode.com/mo/columbia/codes/code_of_ordinances

The screenshot displays the official online version of the City of Columbia, Missouri's Unified Development Code (UDC). The page is titled "Chapter 29 - UNIFIED DEVELOPMENT CODE". On the left, a sidebar lists various chapters, with Chapter 29 highlighted. The main content area shows the beginning of "ARTICLE 1. - GENERAL PROVISIONS", including "Sec. 29-1.1 - Title" and "Sec. 29-1.2 - Purpose". The "Purpose" section states that the chapter is to regulate land use, site development, and the subdivision of land in Columbia, Missouri, and to implement the vision and recommendations for the city in the comprehensive plan. The page also includes a search bar at the top and a sidebar with navigation links.

The following two pages include the Status Report Infographic used to visually explain the Comprehensive Plan and the intent of the status report. This Infographic was used during the public input process.



The Plan for How We Live & Grow

Status Report—The Next Step

"Columbia Imagined" is the City's comprehensive land use plan that provides residents, boards and commissions, and elected officials with guidance on land use, growth management, and quality of life considerations.

Chapter 5 of the plan gives guidance on implementation of the plan—calling for a five-year "Status Report". This report provides a review and evaluation of the plan's goals and objectives, describes implementation, and offers recommendations for new and evolving trends and community priorities for the next full plan update.

The Next Step—Your input is vital component of the "Status Report". A survey will be sent out in August. Additionally, in-depth surveys will be available for each plan element.

Timeline

- October 2013—Comprehensive Plan adopted by Council
- 2013 - 2020 — Plan Implementation: See accomplishments below
- August 2020—Status Report Surveys sent to Public and Boards/Commissions
- December 2020—Report sent to Planning and Zoning Commission
- ☆ 2021—Next Phase
- January 2021—Report sent to City Council
- Summer 2022 — Comprehensive Plan Update

Major Accomplishments since 2013

Categorized by Plan Element

Livable & Sustainable Communities

- West Area Neighborhood Plan
- Established Community Land Trust for Affordable Housing and Home Ownership
- Adopted Standards for Accessory Dwelling Units

Land Use & Growth Management

- Adopted the Unified Development Code Update
- Downtown—Completed Infrastructure Improvements
- Downtown—Implemented Form-based Zoning

Economic Development

- Created the Community Dashboard Map for Planning & Permitting info
- Airport — Grants secured and ground broken on new terminal
- Airport — Runway extension and improvements

Environmental Management

- Climate Action & Adaptation Plan
- Adopted Urban Forest Master Plan
- Established the Tree Board

Mobility, Connectivity, and Accessibility

- Transit Master Plan
- Created Parking and Transit Advisory Task Force
- Adopted the 2050 Long Range Transportation Plan

Plan Element	Strategy	2013 Priority
Liveable & Sustainable Communities	Encourage universal design and practices for aging in place	Medium
	Promote construction of affordable housing	Medium
	Promote home ownership and affordable housing options, and encourage integrated residential densification via flexibility and dwelling unit options	Low
	Establish neighborhood scale commercial and service nodes	High
	Adopt form-based zoning	Low
	Identify service gaps and support zoning and development decisions to provide walkable local commercial service & employment nodes	High
	Facilitate the creation of neighborhood land use plans ahead of development/ redevelopment pressure	High
	Identify opportunities to promote community safety through design, community policing and promotion, the siting of public safety facilities, and access to community resources	Added after prioritization
Land Use & Growth Management	New development will pay a fair allocation of infrastructure costs	High
	Give funding priority to the maintenance of existing public infrastructure and services	Medium
	Limit or discourage growth beyond the established area	Low
	Modify urban service area as necessary to support value added growth	Low
	Identify potential changes to City annexation policy to promote compact and contiguous growth	Low
	Incentivize infill	Medium
	Remove incentives that favor suburban sprawl	Medium
	Develop specific development guidelines and standards that address common concerns related to impacts of infill development, particularly in relation to existing residential neighborhoods	High
	Review new and existing intergovernmental agreements	Medium
Environmental Management	Acknowledge the impact of school siting on growth and development within and adjacent to the urban service area	Medium
	Adopt a conservation zoning district	Medium
	Acknowledge opportunities for environmental preservation and enhancement within the City	High
	Preserve environmentally sensitive areas	High
	Encourage preservation of sensitive natural areas and prime agricultural land	High
	Strengthen land disturbance regulations	Low
	Encourage land preservation	Low
	Implement conservation subdivision standards	High
Mobility, Connectivity, and Accessibility	Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks	High
	Support and promote the public transportation system	High
	Expand the existing transit system to meet ridership needs	Medium
	Support and promote affordable and efficient air travel into and out of Columbia Regional Airport	Low
	Promote public transportation system expansion with regional considerations	Low
	Identify funding to support regional transit development and create partnerships between regional stakeholders to produce an integrated transportation system	Low
Economic Development	Promote cooperation within the multi-jurisdictional political system to minimize cost, maximize efficiency, and ensure adequate support of community services that support all citizens	Medium
	The City's planning and development processes will be transparent and predictable so that developers and residents understand review criteria	High
	Connect Columbia to the world by the most reliable and most equitable communications technologies	High
	Recruit clean industry to Columbia	Medium
	Support local entrepreneurial ventures	High

Public input and an evaluation of how public priorities have shifted since the plan was adopted in 2013 is presented in this report on pages ##-##



The Plan for How We Live & Grow

Status Report Elements:

- 1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.**
2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.
3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).
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6. Seek feedback from stakeholders and the community on the Status Report and how the Comprehensive Plan may be further implemented by the community.

1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.

1. Revisit the goals and objectives of the Plan. Identify areas of implementation success and outstanding opportunities.

The Planning and Zoning Commission spent four initial work sessions reviewing the Plan's Goals and Objectives (Chapter 3), followed by review of the Plan's implementation chapter (Chapter 4) to determine plan success and ongoing opportunities to pursue.

The Columbia Imagined website contains interactive material on the plan, including implementation efforts to-date.

www.ColumbiaImagined.com

The Plan's 35 goals and objectives were developed through intensive community outreach, engagement and refinement. The full list of goals and objectives is included for reference in the appendix of this report.

Overall, the Commission found the goals and objectives

identified by the public in the original plan generally remain relevant, though public input shows a shift in several priorities as discussed on pages ###-### of this report. The Commission also recognized there is likely to be further refinement and direction by the community during the next full plan update.

Additionally, the Commission was concerned that despite a public participation strategy and best efforts to reach thousands of citizens in a variety of ways, the public input for the Status Report was lacking. Only a few hundred citizens and stakeholders participated in the Status Report input process. These participants were also not a great representative sample of the larger community as a whole in terms of demographics and where they lived in the city. These results may be reflective of the time in which the Status Report input was collected (generally during election season and under the limitations of public gatherings due to COVID-19).

The staff and Commission acknowledge their non-representative nature and are committed to expending significant efforts and time between the Status Report and the full Columbia Imagined plan update on a public input and outreach strategy. The planning process must be built on innovative, compelling and meaningful engagement strategies so that all members of the community are reflected and their viewpoints heard.

Other big picture issues identified by the Commission that need to be addressed in the next full update are the emerging trends, issues and opportunities of recent years. These aspects include, but are not limited to, the rise of the sharing economy and changes in the work force, housing affordability issues, climate action and resiliency, and others. How the immediate, emerging and yet-unknown impacts of the COVID 19 pandemic will also need to be addressed in the full plan update. These issues and opportunities are further discussed in upcoming elements in this report.



Columbia Imagined
The Plan for How We Live & Grow

Columbia Imagined, the city of Columbia's new comprehensive plan, provides common guidelines for citizens and decision makers in determining the city's future growth. It will influence our neighborhoods and public places, development, job creation, transportation options, and the overall vitality of our community.

Columbia Imagined wins outstanding plan award! new

- [Click here](#) to find out more about what the plan represents.
- [Find out](#) about our Task Force.
- [Learn about](#) our plan development process.
- [Read the APPROVED](#) draft of the Columbia Imagined Plan and [appendix](#)
- [Planning and Zoning Commission Public Hearing Presentation 5/6/13](#)

In early 2012, community meetings were conducted as well as online and printed surveys utilized, that asked community members to identify some of their favorite aspects of living in Columbia.

Participants were also asked for input concerning issues that affect our growth and development. The top issues identified include: Transportation, Jobs & Economic Development, Health Care, Community Safety, Housing, Neighborhoods/Quality of Life, Education, Use of Space, Community Participation, Downtown, Recreation, Managing Change.

[Click here](#) to see the results of the favorites and issue mapping exercises.

Building upon earlier discussions, public meetings were held in April and May, where community members were asked to set goals for the plan and identify specific objectives related to the 12 top issues identified as affecting growth and development. After reviewing nearly 500 goals and 1,000 objectives, a list of the top 35 were identified.

These 35 specific goals and accompanying objectives will be used in preparing the written draft of *Columbia Imagined*.

[Click here](#) to review the goals/objectives.

Plan Implementation

The plan's 70 action items require assistance from many stakeholders within the community. To follow the plan's implementation and to participate in achieving the plan's goals and objectives, view the Implementation Report Card.

[Click here](#) to review the Implementation Report Card.

Most notable plan implementation activities and accomplishments:

While there are many areas in which the plan still needs additional implementation efforts, Plan implementation is well underway. A red plus (+) is shown next to implementation accomplishments in the Implementation Table presented later in this chapter starting on page ##. Highlighted items are items are described below.

Some of the biggest accomplishments in implementing the Columbia Imagined Plan are as follows:

- Adoption of the Unified Development Code March 2017, which included form-based codes for the Mixed-Use downtown area (former C-2 district).
- Adoption of Accessory Dwelling Unit (ADU) regulations to permit ADUs as an additional dwelling unit option to promote context-sensitive density. ADUs are permitted in the R-2 zone and higher and via a conditional use permit in the R-1 zone subject to use-specific standards. Note: revisiting ADU regulations in terms of intent and application is also a next step identified in this report.
- Establishment of a Community Land Trust to develop and oversee affordable housing construction in the community.
- Development of an Integrated Utilities Management Plan (includes wastewater and stormwater).
- Development and adoption of a Climate Action and Adaptation Plan (CAAP) and expanded citizen oversight committee for CAAP implementation (Climate and Environment Commission).
- Development of a neighborhood planning process and adoption of the West Central Columbia Neighborhood Action Plan. The Gary-Atkins Neighborhood Association was also formed during the development of the West Central plan. Several of the action items for the West Central Neighborhood Plan have also been implemented, including buyouts of flood-prone properties, traffic calming features, and improvements to Again Park.
- Recognition of the historic African American Sharp End and the African American Heritage Trail to celebrate, recognize, and remember the contribution to the community by African Americans.
- Growth in ticketing, new destinations and terminal expansion at the Columbia Regional Airport.
- Development of the Downtown Community Improvement District (CID) Gateways, establishment of the Business Loop 70 CID, and recognition of the Business Loop CID Corridor Plan
- Transit Master Plan adoption and Public Transit Advisory Committee formed.
- Completion of Phase I & Phase II and on-going Phase III historic surveys of the North Central Neighborhood. Work to develop a Preservation Plan (a strategic plan for preservation activities) is underway.
- Community Dashboard map created for transparent, easy access to real-time planning, permitting and development data. The Dashboard supports the Plan objective to promote transparent planning processes and communication; however, public input calls for additional enhancements to more fully realize its communication medium potential.

On April 6, 2020 the City Council adopted a policy resolution adopting Crime Prevention Through Environmental Design (CPTED) concept and principles for the City.

This includes incorporating cost-efficient CPTED principles and practices in proposed land development and redevelopment projects and providing for the implementation and enforcement of CPTED standards. (PR45-20)



The Plan for How We Live & Grow

This Status Report identifies that the Columbia Imagined Report Card online tool shown to the right needs to be updated to reflect the implementation efforts and input identified through the Status Report Process.

This will be included in a website redesign and development of an interactive web version of the Status Report. This is a future task.



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Community Development



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Community Development

Current Topics – NEW

Building & Site Development

Housing Programs Division

Meeting Agendas and Minutes

Neighborhood Services

Planning & Development

Public Notifications

Trade Licensing Commissions

Volunteering

Columbia Imagined Implementation Report Card

Report progress on one or more implementation actions

Navigate by Plan Element:

[Livable & Sustainable Communities](#)

[Land Use and Growth Management](#)

[Environmental Management](#)

[Mobility, Connectivity, and Accessibility](#)

[Economic Development \(includes Inter-Governmental Cooperation\)](#)



Livable & Sustainable Communities

Policy	Strategy	Action (click hyperlink to view more)
Policy 1: Support diverse and inclusive housing options	Strategy: Encourage universal design and practices for aging in place	<div>Create codes that allow for accessory dwelling units</div> <div>Create zoning that encourages a variety of housing options and services</div> <div>Create codes that allow for multi-generational housing</div> <div>Encourage universal design standards in residential building codes to ensure new housing stock meets the needs of all residents</div>

| | Strategy: Promote construction of affordable housing | [Require a mixture of housing types and price ranges within new subdivisions to provide options for integration of affordable housing and non-traditional family units \(suites, non-parent households, etc.\)](#) |

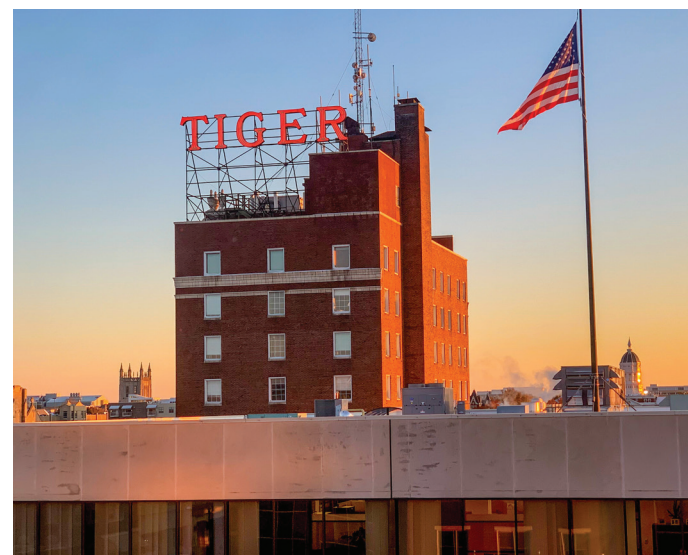
Most notable plan implementation activities and accomplishments continued:

- Community Policing established; Groundbreaking of the Molly Bowden Neighborhood Policing Center in one of the three target neighborhoods for community oriented policing; and adoption of a CPTED (Crime Prevention Through Environmental Design) Policy Resolution by the City Council (see sidebar on page #7).
- Development Code revisions to accomplish plan objectives for diversity of housing types (e.g. cottage standard), environmental goals (e.g. solar density bonuses) and other Plan objectives. Additional code revisions are planned or are underway to meet the objectives of the CAAP Plan, the Comprehensive Plan, and other community objectives.
- Partnerships with the University of Missouri, other area colleges and universities, and the private sector to promote technology and medical-based employment sectors.
- Adoption of the 2050 Long Range Transportation Plan by the Columbia Area Transportation Study Organization (City, Boone County and MoDOT) (CATSO) Coordinating Committee on December 5, 2019. This Plan is coordinated with the Comprehensive Plan so that the plans work together to reflect community engagement and input, data analysis on growth projections and transportation and land use needs.

Below are some of the answers to one of the questions asked during the public input processes for the Status Report (2020):

What continues to make Columbia a great place for you to live and work?

- A growing population and business community
- The opportunity for an active lifestyle
- Cultural and recreational opportunities
- Perfect-sized community: big enough to be interesting, small enough to be involved in a way that has an impact.
- Location to larger cities.
- Job opportunity, varying cultural events, available resources, schools
- Diverse activities, friendly people, great health care, centrally located.
- Cleanliness, neighborhood code
- We love the diverse college town atmosphere and the “big small town” feel in terms of public safety and connectivity.
- We’ve built our family here. Columbia is easy to navigate. We love the parks, library, and outside spaces. We love the downtown area as well.



Outstanding implementation items to be pursued from the Columbia Imagined Implementation Chapter - Summary:

The following list summarizes the potential implementation items to pursue next, as identified from the Columbia Imagined implementation table. These items were identified by the Planning and Zoning Commission, staff and the public.

For readers desiring a deeper dive, pages ##-## present the entirety of the Columbia Imagined Implementation table Report Card in full with these items shown in context and highlighted in **bold green text**.

Summary of action items:

- Continued implementation of the Plan's housing objectives. This includes expanding the tools to support and promote the construction of affordable housing and looking at zoning tools to encourage a variety of housing options and services. It also includes promoting home ownership opportunities.

- Continue to promote community safety with community-driven processes, evaluation, and feedback.
- Work with the Historic Preservation Commission to prepare a Historic Preservation Plan to identify areas of historical significance and strategies for their preservation.
- Continue to evaluate fiscally sustainable growth via implementation of the Infrastructure Task Force's recommendations. This will also be supported by the development impact study which has been begun by the Community Development Department.
- Update the Urban Service Area (USA) with updated data from the City's Utility Department. Continue to develop criteria to determine the capacity of the urban service area and the benefits of expanded development territories. This may include both utility and other types of services in terms of a cost-benefit analysis.

An example of inter-governmental cooperation is the relationship between City Parks and Recreation and Columbia Public Schools.

Columbia Parks and Recreation provides funding for improvements to playgrounds and/or other park facilities on school grounds that are made available for use by the public during non-school hours. These cooperative projects between the City and School District save taxpayer dollars by avoiding duplication of facilities. Annual funding, when available, is set aside each year for this program. The Park Sales Tax has been the funding source for these City/School co-op projects since 2006.

Image: Fairview Elementary playground improvements, 2016.



- Continue to review and modify intergovernmental agreements, including service territories and other agreements and policies, to reflect development trends.
- Collaborate with CPS and Boone County on school sites. Work collaboratively to share data on projected growth and infrastructure availability and capacity.
- Encourage the preservation of sensitive areas and prime agricultural lands via a TDR or PDR program or other similar tools.
- Support transit feasibility. This includes considering transit-supporting levels of density and encouraging compact development near transit corridors and commercial hubs. This also includes coordination of public transit services with MU.
- Promote cooperation within the multi-jurisdictional political system to minimize cost, maximize efficiency, and ensure adequate support of community services that support all citizens.

It should be noted the Planning and Zoning Commission recognizes the need to support and incorporate the public input that has gone into all related plans of which Columbia Imagined serves as the “umbrella” plan. An in-depth discussion of these plans begins on page ##.

The Implementation Table in Chapter 5 lists individual policies with corresponding strategies and actions

+ Report Card elements

Example of the Plan’s Implementation Matrix which was expanded into a “Report Card” in 2014 to track plan implementation. Seven additional columns were added in 2014 to provide additional metrics and indicators for success.

This example is for the first policy under Livable and Sustainable Communities.

The “Report Card” for all plan elements is included at the end of this report. The interactive version with additional information may be viewed online on the Columbia Imagined webpage at: www.ColumbiaImagined.com

Policy	Strategies	Actions	Participants & Stakeholders	Public Prioritization	Implementation Type	Primary Indicator(s)	Evaluation Criteria	Time Frame	PZC Work Program	Milestones/ Work Products to Date	Supporting Documents/ Resources
Livable & Sustainable Communities											
Policy One: Support diverse and inclusive housing options	Encourage universal design and practices for aging in place	• Encourage universal design standards in residential building codes to ensure new housing stock meets the needs of all residents	AIA Chapter, Boone County Center on Aging, Boone County, Codes Commission, Board of Realtors, Builders’ Assn., Chamber of Commerce, City Council, Developers, Disabilities Advocates/Community, Neighborhood Associations	Medium	Policy	Change in residential building codes	Percent of new housing stock that meets universal design standards increases	Medium-Term			
		• Create codes that allow for multi generational housing and accessory dwelling units			Ordinance	Multigenerational housing code amendment	Number of multigenerational houses increases	Medium-Term			
					Ordinance	ADU code amendment	Number of ADUs increases	Short-Term		ADU code amendment developed; Council approved July 7, 2014	ADU Ordinance Revision
		• Create zoning that encourages a variety of housing options and services			Ordinance	Zoning amendments for housing options and services	Variety in housing options	Short-Term		Development Codes Update Project Underway	DCU Website
	Promote construction of affordable housing	• Incentivize creating a percentage of owner-occupied and rental dwelling units in new residential developments to meet affordable housing standards	AIA Chapter, Boone County, Codes Commission, Builders’ Assn., CHA, City Council, Developers, Habitat for Humanity, Mayor’s Housing Policy Committee, Neighborhood Associations, University of Missouri	Medium	Policy/Ordinance	Development of affordable housing incentive(s)	Percent of affordable housing	Medium-Term			
		• Follow the recommendations of the Affordable Housing Policy Committee report			Policy	Examine existing codes and policies to implement Affordable Housing Policy Report	Implementation of Report Recommendations	Medium-Term			Affordable Housing Policy Committee Report
		• Require a mixture of housing types and price ranges within new subdivisions to provide options for integration of affordable housing and non-traditional family units (singles, one parent households, etc.)			Ordinance	Zoning Code Revisions; Potential Incentives	Diversity of housing types and prices in new subdivisions	Long-Term			
	Promote home ownership and affordable housing options, and encourage integrated residential densification via flexibility and dwelling unit options	Amend Zoning Regulations to:	AIA Chapter, Boone County, Codes Commission, Board of Realtors, Builders’ Assn., CHA, City Council, Developers, Neighborhood Associations	Low							
		• Allow accessory dwelling units in the R-2 zoning district				ADU code amendment	Number of ADUs increases	Short-Term		ADU code amendment developed; Council approved July 7, 2014	ADU Ordinance Revision
		• Introduce a cottage-style small-lot residential zoning district to accommodate single-family detached housing options that may be more affordable due to smaller lot and home sizes			Ordinance	Cottage-style code amendment	Number of developed small lots	Short-Term		Development Codes Update Project Underway	DCU Website
		• Allow zero lot line setbacks and narrower lot width standards in the R-2 district to accommodate single-family attached dwelling options (as opposed to duplexes, which necessitate rental vs. owner-occupied housing)				R-2 zoning code amendment	Number of single-family attached dwellings in R-2 zones	Medium-Term		Development Codes Update Project Underway	DCU Website

DEEP DIVE: Items in the Implementation Table identified as ripe for implementation by the PZC, staff and the public

For readers desiring a deeper dive, pages the next few pages present the entirety of the Columbia Imagined Implementation Report Card with ripe implementation items shown in context and highlighted in **bold green text**.

Additional (new) action items which this Status Report identifies should be undertaken prior to the full Plan update or be included in the next full Plan update are also present-



Implementation Table

Policy	Strategy	Actions	Participants & Stakeholders	Public Prioritization
Livable & Sustainable Communities				
Policy One: Support diverse and inclusive housing options	Encourage universal design and practices for aging in place	<ul style="list-style-type: none"> Encourage universal design standards in residential building codes to ensure new housing stock meets the needs of all residents + Create codes that allow for multigenerational housing and accessory dwelling units + Create zoning that encourages a variety of housing options and services 	AIA Chapter, Boone County Center on Aging, Boone County Codes Commission, Board of Realtors, Builders' Assn., Chamber of Commerce, City Council, Developers, Disabilities Advocates/Community, Neighborhood Associations	Medium
	Promote construction of affordable housing	<ul style="list-style-type: none"> Incentivize creating a percentage of owner-occupied and rental dwelling units in new residential developments to meet affordable housing standards Follow the recommendations of the Affordable Housing Policy Committee report Require a mixture of housing types and price ranges within new subdivisions to provide options for integration of affordable housing and non-traditional family units (singles, one-parent households, etc.) 	AIA Chapter, Boone County Codes Commission, Builders' Assn., CHA, City Council, Developers, Habitat for Humanity, Mayor's Housing Policy Committee, Neighborhood Associations, University of Missouri	Medium

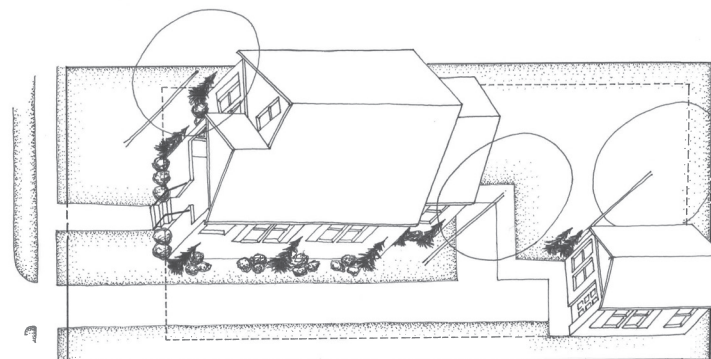
A red plus sign (+) indicates Implementation items which have generally been fully accomplished to-date.

Green bold text indicates action items that the Commission and/or public have identified as next steps for implementation

Accessory Dwelling Units (ADUs) are now permitted in the R-2 and R-MF dwelling districts and are allowed subject to a conditional use permit (CUP) process in the R-1 dwelling district. Use-specific standards regulate dimensional standards such as setback, minimum lot size and maximum size and height of the ADU.

ADUs allow for incremental density in established neighborhoods and are a tool to promote a variety of housing types.

Image: Sketch of an urban lot improved with a single family home and an ADU in the rear of the lot.



Policy	Strategy	Actions	Participants & Stakeholders	Public Prioritization
Policy One (Continued): Support diverse and inclusive housing options	Promote home ownership and affordable housing options, and encourage integrated residential densification via flexibility and dwelling unit options	Amend Zoning Regulations to: <ul style="list-style-type: none">Allow accessory dwelling units in the R-2 zoning district +Introduce a cottage-style small-lot residential zoning district to accommodate single-family detached housing options that may be more affordable due to smaller lot and home sizes +Allow zero lot line setbacks and narrower lot width standards in the R-2 district to accommodate single-family attached dwelling options (as opposed to duplexes, which necessitate rental vs. owner-occupied housing) +	AIA Chapter, Boone County Codes Commission, Board of Realtors, Builders' Assn., CHA, City Council, Developers, Neighborhood Associations	Low
Policy Two: Support mixed-use	Establish neighborhood scale commercial and service nodes	<ul style="list-style-type: none">Use planning tools and decision making to locate smaller-scale commercial and service businesses adjacent to neighborhoodsNeighborhood plans should address desired locations and types of potential new businesses +	Columbia Board of Realtors, Developers, Neighborhood Associations, REDI, Small Business Incubators	High
	Adopt form-based zoning	<ul style="list-style-type: none">Use <i>Metro 2020</i> Land Use District Design Guidelines as a basis for developing and applying form-based zoning +	Central MO Development Council, Columbia Home Builders Association, Developers, Downtown Associations, Historic Preservation Commission, Neighborhood Associations, Urban Land Institute	Low
	Identify service gaps and support zoning and development decisions to provide walkable local commercial service & employment nodes	<ul style="list-style-type: none">Incentivize mixed and desired/needed uses in key locations (zones and nodes)Build on <i>Metro 2020</i> guidelines to make land use compatibility decisions, and to determine when separation vs. integration of land uses is appropriate	Bicycle & Pedestrian Commission, Developers, Energy & Environmental Studies (MU Extension), Neighborhood Associations, PedNet	High
Policy Three: Facilitate neighborhood planning	Facilitate the creation of neighborhood land use plans ahead of development/redevelopment pressure	<ul style="list-style-type: none">Work with HPC to prepare a Historic Preservation Plan, which surveys areas of historical significance and develops strategies for their preservationDevelop local incentives to encourage/support historic preservation and mixed-use planning in neighborhoodsWork with CPS to identify appropriate school sites based on growth projections, and coordinate zoning and capital improvement projects to support these sites.The City should work with neighborhoods to develop a planning process, then develop plans for neighborhoods+*	Colleges & Universities, Columbia Public Schools, Developers, DLC, Downtown Community Improvement District, Historic Preservation Commission, Neighborhood Associations	High
Policy Four: Promote community safety	Identify opportunities to promote community safety through design, community policing and promotion, the siting of public safety facilities, and access to community resources	<ul style="list-style-type: none">Encourage CPTED principles in subdivision and zoning codes+Support defensible neighborhoods through programs such as the Crime Free Housing, Neighborhood Watch, targeted code enforcement and property maintenance assistance programsFacilitate public safety facility and technology placement using population projections and growth management +Increase access to community services and resources and promote neighborhood-based solutions to public safety +	Columbia Public Schools, Developers, Neighborhood Associations, Parks and Recreation Dept., Planning & Zoning Commission, Property Owners, Public Safety Providers, Social Service Providers.	High

*This reference previously indicated the goal of 2-3 neighborhood plans per year. After adoption of the West Central Plan, Staff and the PZC revised this goal for quality planning processes over a quantity of plans.

Policy	Strategy	Actions	Participants & Stakeholders	Public Prioritization
Land Use and Growth Management				
Policy One: Plan for fiscally sustainable growth	New development will pay a fair allocation of infrastructure costs	<ul style="list-style-type: none"> Revise development standards to establish a fair allocation of funds for offsite improvements needed to support the impacts and needs of their development projects Develop a scorecard system for new development proposals (similar to Boone County's), which objectively assesses the appropriateness of new development based on short and long-term infrastructure costs and burdens on public infrastructure and services Consider the recommendations of the Infrastructure Task Force as they relate to the costs and cost-sharing of infrastructure 	Board of Realtors, Boone County Resource Management, Columbia Public Works, Developers, Energy & Environment Commission, Home Builders Association, Infrastructure Task Force, developers, REDI	High
	Give funding priority to the maintenance of existing public infrastructure and services	<ul style="list-style-type: none"> Replace and repair aging infrastructure in older neighborhoods Improve downtown infrastructure—sewers, storm water facilities, and alleys + Size replacement infrastructure to meet increased demands from higher-density development 	Columbia Public Works, Infrastructure Task Force, developers, Boone County Resource Management, Energy & Environment Commission, neighborhood associations, REDI	Medium
Policy Two: Establish an Urban Service Area	Limit or discourage growth beyond the established area	<ul style="list-style-type: none"> Use watershed boundaries/future land use map as guides for sewer, facilities build out + Establish development review criteria that will utilize Capital Improvement Program Plan programming for infrastructure upgrades and installation Coordinate adoption of similar City and County sufficiency-of-services provisions Establish standards with which to assess existing and/or needed infrastructure improvements for developments during review processes + 	Board of Realtors, Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Conservation Organizations, Consolidated Water Districts, Mid MO Development Council, Property Owners, REDI, Smart Growth Coalition	Low
	Modify urban service area as necessary to support value-added growth	<ul style="list-style-type: none"> Develop criteria to determine the capacity of the urban service area and the benefits of expanded development territories Conduct periodic review and potential adjustment of the urban service area in light of development trends and existing infrastructure maintenance needs + 	Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Consolidated Water Districts, REDI	Low
	Identify potential changes to City annexation policy to promote compact and contiguous growth	<ul style="list-style-type: none"> Consider revising, relaxing or eliminating the annexation requirement where city sewer service extensions are needed for public health reasons but do not serve compact and contiguous growth patterns Investigate opportunities to provide public sewer service on properties with failing on-site facilities Explore additional territorial agreements between the sewer utility and the Boone County Regional Sewer District 	Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Consolidated Water Districts, Developers, DNR, Property Owners, REDI	Low

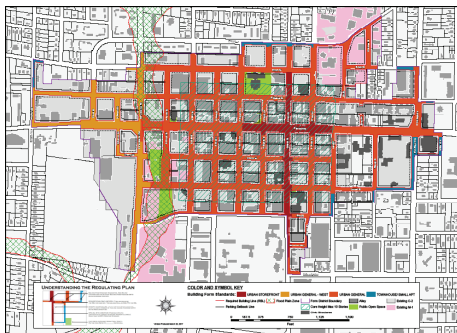
Policy	Strategy	Actions	Participants & Stakeholders	Public Prioritization
Policy Three: Prioritize infill development	Incentivize infill	<ul style="list-style-type: none">Explore opportunities to make infill projects more attractive to developers, including regulatory and financial incentives	Banks/Financial Institutions, Boone County, CHA, CID, Columbia Public Works, Developers, Neighborhood Associations, REDI, State of Missouri	Medium
	Remove incentives that favor suburban sprawl	<ul style="list-style-type: none">Stop spending taxpayer dollars to fund infrastructure extensions that serve only new suburban residential development	Boone County, CHA, CID, Columbia Public Works, Developers, REDI, State of Missouri	Medium
	Develop specific development guidelines and standards that address common concerns related to impacts of infill development, particularly in relation to existing residential neighborhoods	<ul style="list-style-type: none">Promote neighborhood-level land use planning to guide infill development +Engage stakeholder groups in an update to standards for transitions between incompatible land uses such as commercial and residential +	Central City Neighborhoods and Associations, CHA, CID, Columbia Public Schools, Developers, Neighborhood Associations	High
Policy Four: Recognize regional opportunities to address growth management	Review new and existing inter-governmental agreements	<ul style="list-style-type: none">Conduct efficiency analyses of existing cooperative agreementsPeriodically review and modify service territories/agreements/policies to reflect development trends	Boone County, CATSO, Mid-Missouri RPC, REDI, Sewer & Water Districts, State of Missouri, University of Missouri	Medium
	Acknowledge the impact of school siting on growth and development within and adjacent to the urban service area	<ul style="list-style-type: none">Collaborate with Columbia Public Schools and Boone County to identify potential school sites based on projected growth and infrastructureEncourage CPS budgeting practices that will permit cost sharing for necessary infrastructure with the City and County	Boone County, CATSO, Columbia Public Schools, Mid-Missouri RPC, REDI, State of Missouri	Medium

A red plus sign (+) indicates Implementation items which have generally been fully accomplished to-date.
Green bold text indicates action items that the Commission and/or public have identified as next steps for implementation

Policy	Strategy	Actions	Participants & Stakeholders	Public Prioritization
Environmental Management				
Policy One: Adopt alternative development regulations	Adopt a conservation zoning district	<ul style="list-style-type: none"> Establish a zoning district to delineate regulated natural preservation areas where disruption of natural landscape features is minimized and a connected, uninterrupted network of streams, parks, trails, and wildlife corridors (i.e. green infrastructure) is maximized + 	Boone County, Columbia Parks and Recreation, Conservation Groups, Developers & Builders, State of Missouri DNR	Medium
Policy Two: Prepare a “green infrastructure” plan	Acknowledge opportunities for environmental preservation and enhancement within the City	<ul style="list-style-type: none"> Create and implement a plan governing preservation, restoration, and linkage of existing natural areas, identify habitat requirements for indigenous plants and animals, and provide guidelines for future development Prepare an urban forestry plan + 	Boone County, City Arborist, Columbia Parks and Recreation, Conservation Groups, Greenbelt Land Trust of Mid-Missouri, State of Missouri DNR	High
	Preserve environmentally sensitive areas	<ul style="list-style-type: none"> Maintain and preserve open space along major stream corridors, specifically including floodplains; this may be by private action or public acquisition 	Boone County, City Arborist, Columbia Parks and Recreation, Conservation Groups, Greenbelt Land Trust of Mid-Missouri, State of Missouri DNR	High
Policy Three: Implement agricultural land preservation techniques	Encourage preservation of sensitive natural areas and prime agricultural land	<ul style="list-style-type: none"> Establish zoning protections designed to preserve the current agricultural uses in these areas Establish policies to maintain existing farmland for future use through mechanisms such as the purchase of development rights (PDR) or transfer of development rights (TDR) Create a TDR and/or PDR program, with areas sending their development rights to receiving areas that are permitted to build with increased densities to protect environmentally sensitive areas such as forested lands, steep slopes, and riparian corridors and buffers 	Boone County, Columbia Center for Urban Agriculture, Greenbelt Land Trust of Mid-Missouri, Missouri Farm Bureau, State of Missouri, USDA	High
Policy Four: Coordinate land disturbance and development permits	Strengthen land disturbance regulations	<ul style="list-style-type: none"> Create City steep slopes ordinance to discourage excessive cut & fill, which results in “table-topping” of sites, loss of natural landscape features + Strengthen tree preservation regulations: enhance policies regarding the percentage of climax forest and tree preservation required for lots or developments, revamp City regulations to consider developments as a whole instead of individual lots, and encourage cross-development preservation in support of the green infrastructure concept + 	Boone County, City Arborist, Columbia Community Development, Columbia Public Works, Developers, EPA, State of Missouri DNR	Low
Policy Five: Enhance tree preservation standards and invasive species management	Encourage land preservation	<ul style="list-style-type: none"> Reduce ambiguities in the subdivision and zoning codes by refining language to be more specific in its intent and implementation; encourage preservation of usable/accessible open space in planned unit developments (PUDs) 	Boone County, City Arborist, Columbia Parks and Recreation, Developers, Greenbelt Land Trust of Mid-Missouri	Low
	Implement conservation subdivision standards	<ul style="list-style-type: none"> Establish policies in City and County code encouraging the preservation of common open space in subdivisions through the adoption of conservation (cluster) subdivision standards + 	Boone County, City Arborist, Columbia Parks and Recreation, Developers, Greenbelt Land Trust of Mid-Missouri, Volunteer Services	High

Policy	Strategy	Actions	Participants & Stakeholders	Public Prioritization
Mobility, Connectivity, and Accessibility				
Policy One: Accommodate non-motorized transportation	Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks	<ul style="list-style-type: none">• Prioritize greenway trail projects that connect neighborhoods to commercial and employment centers• Enforce the ordinance that requires landowners to maintain public sidewalks adjacent to their properties	Bicycle and Pedestrian Commission, Bike and Track Clubs, CID, Columbia Parks and Recreation, Columbia Public Works, Disabilities Community, DLC, Neighborhood Associations, PedNET	High
Policy Two: Improve transit service	Support and promote the public transportation system	<ul style="list-style-type: none">• Connect bus routes with trails and greenways• Pursue new technologies and efficiencies to enhance the system• Encourage compact development near transit corridors and commercial hubs to support transit feasibility	Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Columbia Transit, CoMET, MACC, OATS, Services for Independent Living	High
	Expand the existing transit system to meet ridership needs	<ul style="list-style-type: none">• Evaluate the existing transit system and opportunities for system improvements based upon ridership surveys• Evaluate different route designs and models +• Explore diversification of funding sources	Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Columbia Transit, CoMET, Disabilities Commission, MACC, OATS, Services for Independent Living	Medium
	Support and promote affordable and efficient air travel into and out of Columbia Regional Airport	<ul style="list-style-type: none">• Recruit nearby communities to support Columbia Regional Airport +	Airport Advisory Commission, Airline Industry, Central MO Municipalities, Chamber of Commerce, Columbia Public Works, MU & Colleges, Private Business, REDI, State of MO	Low
Policy Three: Promote a mobility management public transportation system	Promote public transportation system expansion with regional considerations	<ul style="list-style-type: none">• Focus on developing a transit system between Columbia, the Columbia Regional Airport, Jefferson City, and the Jefferson City Amtrak Station	Boone County, Boone County Center on Aging, Boone County Family Resources, Columbia Transit, CoMET, MACC, OATS, REDI, Services for Independent Living, State of MO, Surrounding Counties and Communities	Low
	Identify funding to support regional transit development and create partnerships between regional stakeholders to produce an integrated transportation system	<ul style="list-style-type: none">• Coordinate with MU, Columbia College, Stephens College, social service agencies, major employment centers, and Boone County	Boone County, Boone County Center on Aging, Boone County Family Resources, Columbia Transit, CoMET, Disabilities Community, MACC, OATS, REDI, Services for Independent Living, State of MO, Surrounding Counties and Communities	Low

Policy	Strategy	Actions	Participants & Stakeholders	Public Prioritization
Economic Development (includes Inter-Governmental Cooperation)				
Policy One: Foster opportunities for economic growth partnerships	Promote cooperation within the multi-jurisdictional political system to minimize cost, maximize efficiency, and ensure adequate support of community services that support all citizens	<ul style="list-style-type: none"> Coordinate with CPS to select future school sites Coordinate with CPS to prepare for education system demands resulting from population growth Coordinate public transit service with MU Coordinate student housing needs with MU 	Boone County, Boone County Family Resources, Columbia College, Columbia Transit, CPS, DLC, MACC, MU, REDI, Stephens College, State of Missouri	Medium
Policy Two: Promote Columbia's strengths and address its weaknesses	The City's planning and development processes will be transparent and predictable so that developers and residents understand review criteria	<ul style="list-style-type: none"> Audit existing processes and modify as necessary to facilitate early engagement, informed citizens, and meaningful stakeholder involvement in development matters 	Community Development, Developers, Neighborhood Associations, The Public	High
	Connect Columbia to the world by the most reliable and most equitable communications technologies	<ul style="list-style-type: none"> Work with communications providers to install the best wireless and fiber networks and emerging technologies Pursue grants that bridge the digital divide 	ABC Labs, CenturyLink, Chamber of Commerce, Charter Communications, DLC, Mediacom, MU, REDI, State of Missouri, Socket	High
Policy Three: Promote high-quality job-producing developments	Recruit clean industry to Columbia	<ul style="list-style-type: none"> Identify funding sources and partnerships for development of new facilities and expanded programs 	Boone County, Chamber of Commerce, Energy and Environment Commission, MU, REDI, State of Missouri	Medium
	Support local entrepreneurial ventures	<ul style="list-style-type: none"> Evaluate tax incentives for entrepreneurial/small businesses 	Boone County, Centennial Investors Angel Network, Chamber of Commerce, CID, Columbia College, Developers, DLC, MACC, MO Innovation Center, MU, REDI, SCORE, State of Missouri, Stephens College, University Center for Innovation & Entrepreneurialism	High



With the adoption of the UDC in 2017, the City implemented form-based zoning for the Downtown District. **Form-based zoning** is a planning tool which addresses urban sprawl, the need for safe streets, and the preservation of historic neighborhoods. It encourages compact, vibrant, walkable cities.

Instead of zoning by land use, form-based zoning looks at a development's height, placement, appearance, and relationship to surrounding buildings, neighborhoods, and districts. The M-DT (Mixed-Use Downtown) District is the area under this form-based zoning. A regulating plan outlines the form-based design and site controls for the Downtown by different block types.

A red plus sign (+) indicates implementation items which have generally been fully accomplished to-date.

Green bold text indicates action items that the Commission and/or public have identified as next steps for implementation

Concluding Thoughts for Element 1: Revisit the goals and objectives of the Plan. Identify areas of implementation success and outstanding opportunities.

The following slides summarize the Commission's discussion in October and December of 2018 in regards to their review of the Plan's goals and objectives and implementation matrix. Accomplishments, revisions, and areas for additional work (or opportunities) are broken down for each of the Plan's categories on the slides.

The Commission's work program may be used to further implement the plan's objectives. For example, the Commission is reviewing UDC text amendments in 2020-2021 for ongoing areas which may need clarification and for emerging regulatory needs. Other plan implementation will occur as the Commission works with other boards and commissions, City Departments, and community stakeholders on broader objectives and initiatives.

Livable & Sustainable Communities

ACCOMPLISHED

- UDC Adopted not underway!
- ADUs allowed; cottage standard
- Connectivity index in subdivision code for new roadways
- Form based zones downtown
- Mixed use codes in UDC
- Movement from PD to mixed use zones
- North Central historic surveys
- West Central neighborhood plan; neighborhood planning process
- North police station siting; Community Policing initiative

REMOVE/REVISE

- UDC permits ADUs in R-2 zone and R-1 with a CUP
- Connectivity index in addition to walkability scores
- Revise "2-5 neighborhood plans per year"

Opportunities: Universal Design & Multi-generational housing; incentives/ requirements for housing types and price range mix in new development; Historic Preservation Plan

Mobility, Connectivity & Accessibility

ACCOMPLISHED

- Parking and Transit Advisory Task Force
- Mobility Manager (CMCA)
- Transit Master Plan
- Transit technology upgrades
- Sidewalk MP update
- Airport partnerships/ growth

REMOVE/REVISE

- Mobility Manager in place
- Transit routes updated; link to new maps and app
- Can add miles of new trails, shared use paths and sidewalks

Opportunities: Role of sharing economy; transit system partnerships (CPS, MU)

Land Use & Growth Management

ACCOMPLISHED

- Use of USA in development review
- Some capacity increases for downtown
- UDC now has language regarding utility and infrastructure capacity for development approval and permitting (sufficiency of service)
- Neighborhood protection standards for transition areas and infill situations

REMOVE/REVISE

- Neighborhood Planning process underway; UDC adopted
- Add utility masterplan update
- Ask others for updates on service agreements/cooperative agreements

Opportunities: Infrastructure score card/development score card/impact fees– underway; incentives for infill development; new schools– siting and cost share

Environmental Management

ACCOMPLISHED

- Urban forestry plan
- UDC preservation components including conservation subdivisions, sensitive areas, tree preservation, and solar bonus
- Climate Change Plan underway

REMOVE/REVISE

- “Establish a zoning district to delineate regulated natural preservation areas...”; “number of acres zoned for pres or ag...”
- Steep slopes vs. sensitive lands
- UDC adoption

Opportunities: TDR program, prime ag/farmland preservation

Economic Development *Includes Inter-Gov Cooperation*

ACCOMPLISHED

- Development of transparency portal
- Community Dashboard map, CityView Map and Implementation of electronic plan review
- Implementation of City Strategic Plan & focus on 3 neighborhoods
- Airport partnerships/ growth- Airport under REDI
- Clean energy: natural gas fleet; solar density bonus in UDC, etc.

REMOVE/REVISE

- UDC adopted
- Links to airport & economic dev. Website
- Can provide analysis update of job type/employment mix

Opportunities: Coordination with CPS on future school sites; coordinate public transit with MU; student housing

Status Report Elements:

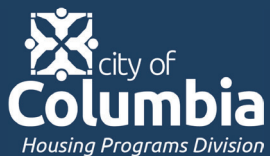
1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.
- 2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.**
3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).
4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.
5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Reengage the public in prioritizing plan elements and action items.
6. Seek feedback from stakeholders and the community on the Status Report and how the Comprehensive Plan may be further implemented by the community.

2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.



FY 2020-2024
CDBG and HOME
Consolidated Plan

Executive Summary

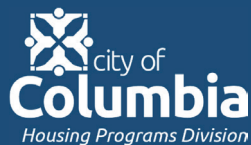


2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.

Columbia Imagined relies upon numerous data points to describe the needs of the community and to plan for growth and development. Data sources include quantitative data, such as Census population estimates, but also more qualitative data, such as the results of the annual Community Survey.

Other plans and planning processes the City has recently engaged in, or engages in on a regular basis, provide important data and information on community priorities as well. This includes the Needs Assessment undertaken as part of the Consolidated Plan for the Community Development Block Grant & HOME Investment Partnerships Program.

The following pages present information on relevant data points and community priorities which should serve as a starting point for the next full plan update. The intent is to paint a picture of where the community has grown or areas of change identified since the 2013 plan adoption, rather than be an exhaustive update of every chart, dataset or map in the Columbia Imagined Plan.



Affordable Housing & Community Development Fact Sheet

Population: **118,620**
 Occupied Housing Units: **47,000**
 Total Housing Units: **51,272**
 Owner Occupied: **46.7%**
 Renters: **53.3%**
 Median Family Income: **\$47,236**
 Gross Monthly Rent: **\$825**
 Columbia Median Home Sale Price: **\$208,000**

"Affordable housing" is defined as housing for which occupants spend no more than 30% of monthly household income on gross housing costs. When homeowners or renters are paying more than 30% of their income on housing, less money is available for healthy foods, health care or other vital household needs.

Vacancy Rate: 8.3% (4,272 units)

Age of Housing: 38% of Residential Structures Built Prior to 1980 (19,477)



Renter-Occupied

Median Monthly Rent 2017: \$825
 Median Monthly Rent 2010: \$735 **↑ 12.2%**

Housing Cost Burdened Renters: **12,903**
 (55.7% of renters)



Owner-Occupied

Median Home Value 2017: \$185,300
 Median Home Value 2010: \$164,700 **↑ 12.5%**

Housing Cost Burdened Owners: **3,359**
 (26.9% of owners)

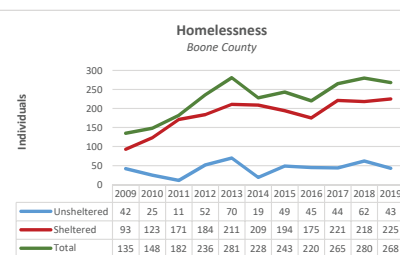
Total Housing Cost Burdened Households:

16,262



Homelessness

Literally Homeless (2019): **288 Individuals**
 Functional Zero Task Force: **"By Name List"**



Trends

Sales by Price Point: The schedule of home sales by price point in Columbia Public Schools (CPS) show home sales below \$200,000 decreased by 4% from 2016-2018 and maintained only a 2 month supply, while home sales with price points over \$400,000 in CPS increased by 49% from 2016-2018 and maintained an 8 month supply.

Median Sale Price and Time on Market: The single family homes median sold price in Boone County increased from \$169,250 in 2014 to \$195,000 by the end of 2018. Single family homes average days on market has also decreased from 73 in 2014 to 56 in 2018.

Building Permits: Single family residential building permits decreased from 469 in 2016 to 245 in 2018, while the estimated value of homes issued permits increased from \$237,878 in 2016 to \$249,506.

Cost of Construction Materials: The cost of construction materials has increased significantly nationwide. The producer price index has risen by 23.7% since 2009. Lumber prices have fluctuated over the past two years to almost twice the cost of lumber in 2008.

Housing Tenure: The average number of years a homeowner stays in one home has increased from 4 to 4 years at the end of 2007 to over 4 years in 2018 nationwide.

Homelessness: City of Columbia Division of Human Services point-in-time count data indicates the identification of persons experiencing homelessness in Columbia from 135 in 2009 to 268 in 2019.

Risk of Displacement: 18.67% of rental units in the central city (census tract 9) are owned by an LLC, while the rate is 10.37% for other owners.

Racial Disparities: Decades of racial inequity in policy like redlining, mortgage loan discrimination, and preferential housing subsidies has created a wealth gap between homeownership and wealth for African Americans. Median wealth holdings for African Americans was \$7,113 and \$111,146 for whites in 2018. Equalizing homeownership rates among racial groups is shown to decrease the wealth gap.

Housing Programs Division Planned Investments 2020-

Strategy	Amount
Affordable Housing	\$5,268,600
Economic & Workforce Development	\$547,500
Neighborhood Revitalization & Stabilization	\$949,500
Community Facilities	\$300,000

Data Sources: American Community Survey Data 2013-2017 5-year estimates
 Columbia Board of Realtors
 ATTOM Data Solutions
 U.S. Bureau of Labor Statistics
 Institute for Assets & Social Policy, Brandeis University
Note: "HPD Planned Investments" chart does not include Admin costs

Columbia Imagined builds upon other community planning processes as the umbrella plan for the City. This helps to capitalize on partnerships and use existing resources and community input.

The Plan notably does not address affordable housing to the extent that it has become a community priority in recent years. The next full plan update can leverage the information, policies and strategies of the 2020-2024 Consolidated Plan.

The Affordable Housing & Community Development Fact Sheet, above, also identifies relevant housing data and housing needs.

A new resource since the plan's adoption is the Columbia Community Land Trust (CCLT). The CCLT is a nonprofit, community-based corporation to create and preserve a permanent supply of affordable homes for low-income households otherwise unable to afford homeownership.

Growth Projections

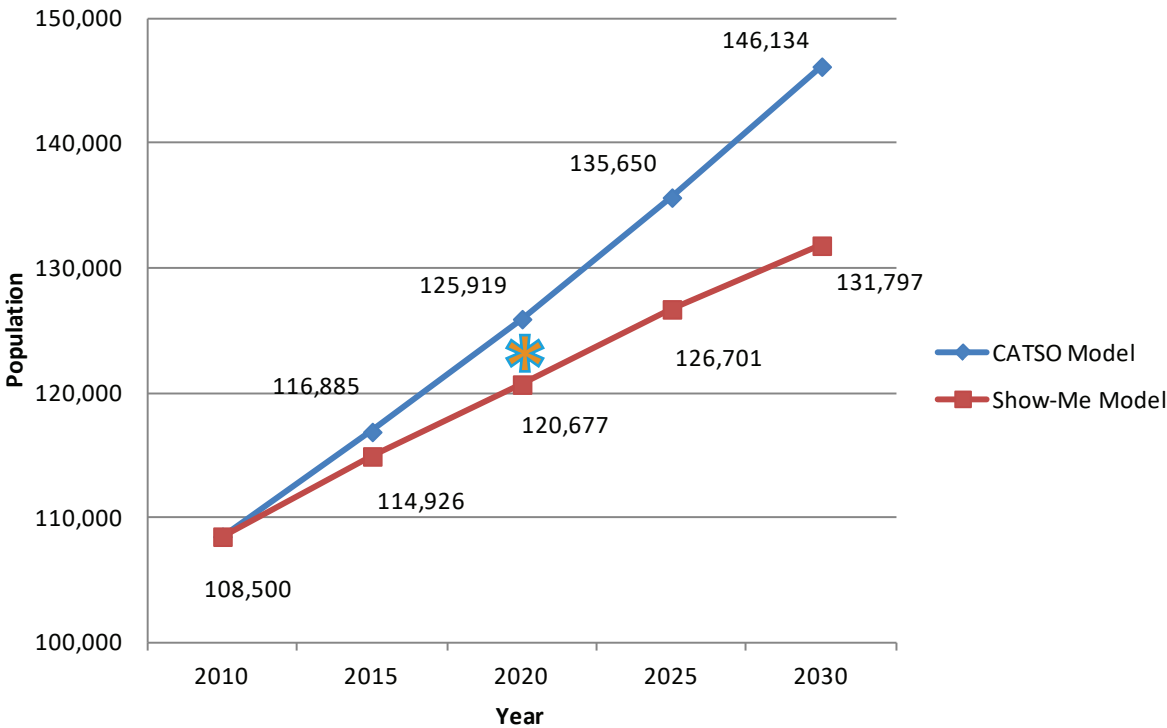
Two models are used in Columbia Imagined to estimate future growth and development in the city over the plan horizon—one based on historical growth (the CATSO Model) and the other based on economic factors (the Show-Me Model). Results from both approaches are used to generate high and low estimates of future population, housing, job growth, and land use needs, which may be used to plan and budget for future capital improvement projects.

The choice to use two growth models was based on the recognition of the strengths and weaknesses of each as well as the assertion that presenting a range of estimated growth more accurately reflects the uncertainty associated with

making such predictions. While preparing for the highest possible growth scenario is crucial to long-range planning efforts, it is also important to be prepared for more moderate growth scenarios, which may significantly limit revenue available for capital investments. This is highly related to the priority of the plan to maintain fiscally sustainable spending policies.

The CATSO Model projects a greater rate of population and housing growth (1.5 percent annually) than the Show-Me Model (1.1 percent annually). In looking at recently released Census estimates for population growth since 2010 (the last full data release from the Census), Columbia’s growth has generally followed the middle ground of the

Projected Population Growth for Columbia



The estimated 2020 population (123,412 persons using ACS estimates for city budgeting purposes) is right in the middle of the two growth projections used in Columbia Imagined. Source: City GIS Dept.

two growth scenarios discussed in the plan.

By 2030, the city population is projected to grow from 108,500 (2010 population) to between 131,797 and 146,134 according to Show-Me and CATSO Model predictions, respectively. In 2020, the Census Bureau's American Community Survey estimates a city population of **123,412**, which is highly aligned with Columbia Imagined's projections, as shown in the chart on the previous page.

As such, the Plan's growth scenarios remain relatively accurate and may only need to be slightly calibrated in the next full plan update.

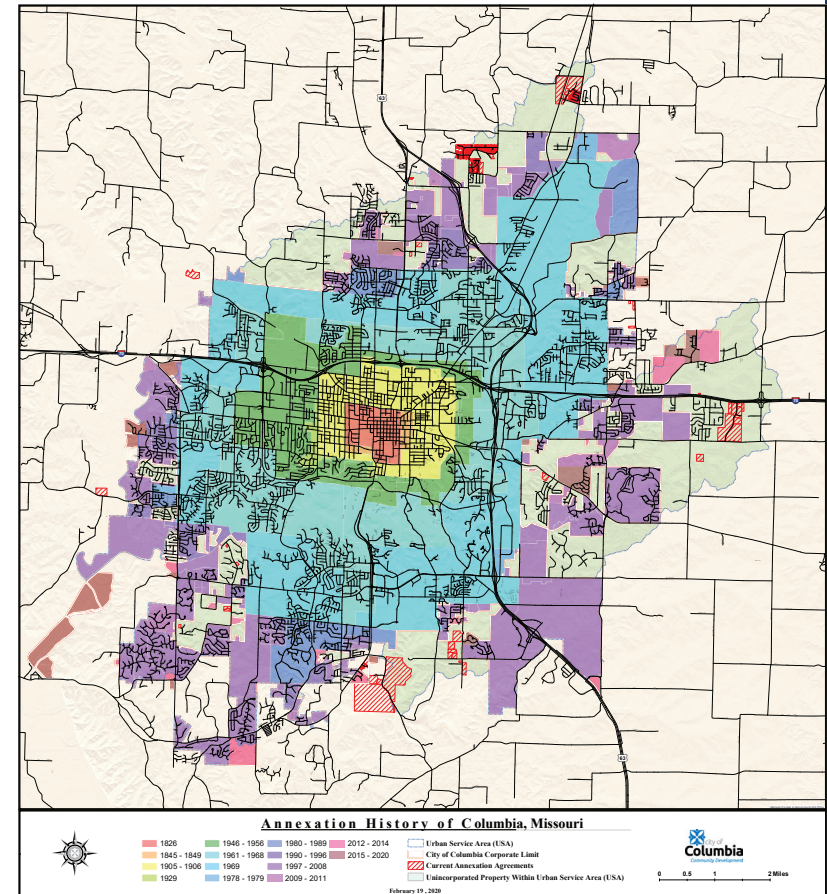
Additional ACS demographic data is also provided below for informational purposes and may help inform other policy and regulatory aspects of long-range planning. Estimates are available from 2010-2018 and will be updated as information becomes available.

To the right is information on the City's annexation history in recent years.

Since the adoption of Columbia Imagined in late 2013, there have been 30 requests for annexation of property approved by the City Council.

The City's municipal boundary has grown by approximately 2.5 square miles from 64.2 to 66.7 square miles in 2020.

The dynamically-updated annexation map may be viewed on the City's website:
https://www.como.gov/Maps/documents/Annexation_GISMap_current.pdf



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Population										
Decennial Census	108,500									
ACS 1-year estimate Population		110,432	113,230	115,287	116,892	119,098	120,606	121,720	123,182	
ACS 5-year estimate Housing Units	42,114	42,388	43,153	43,944	44,378	45,024	46,184	47,000	48,027	
ACS 5-year Renter-Occupied Housing Units	21,680	21,802	22,246	22,572	22,956	23,553	24,494	25,032	25,615	
ACS 1-year estimate- Median Household Income	\$35,793.00	\$45,427.00	\$40,118.00	\$42,898.00	\$46,624.00	\$44,160.00	\$50,044.00	\$47,043	\$51,163	
Unemployment Rate (November) - Bureau of Labor Statistics										
http://www.bls.gov/eag/eag.mo_columbia_msa.htm	6.1	4.5	4	3.8	3.4	2.8	2.6			
http://www.bls.gov/eag/eag.mo.htm	9.4	7.6	6.7	6.3	5.5	4.7	4.7			
http://www.bls.gov/eag/eag.us.htm	9.8	8.6	7.7	6.9	5.8	5	4.6			
City Annexation Map: Area of the City in Square Miles, including all annexations during the calendar year.	63.75	64.03	64.14	64.26	64.74	65.20	65.51	65.78	65.94	66.71

Other Sources to Determine Community Priorities

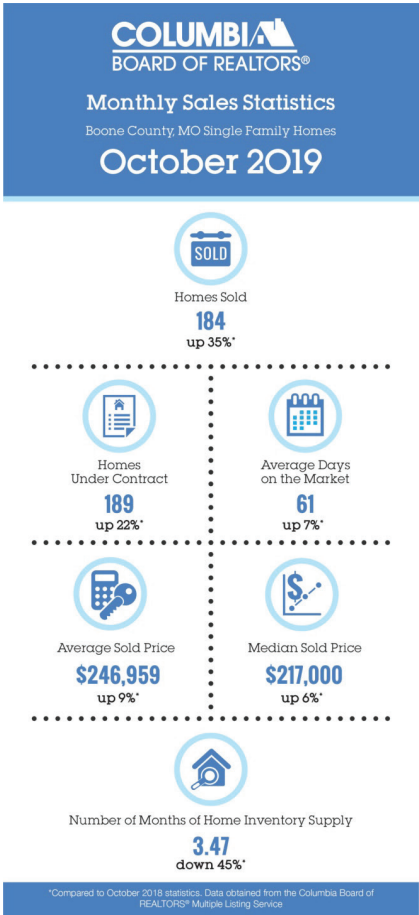
The Planning and Zoning Commission worked with staff to identify alternative lenses by which to gauge emerging community priorities and trends.

Three ways to evaluate community priorities at the local level within a set time frame are as follows:

- 1) Identify topics/legislative priorities that resulted in significant community participation at either (and often at both) the Planning Commission and City Council level of decision-making;
- 2) Analyze new reports or plans developed or adopted for the City; and
- 3) Compile a list of all task forces or boards and commissions created by the Council.

From 2013 to 2020, the following topics were, and are perhaps still, items of great discussion at the Council and/or Planning and Zoning Commission level related to issues inherent to the Comprehensive Plan:

- Development and Adoption of the Unified Development Code (UDC)
- Regulations for the sharing economy and emerging transportation technologies-- Ride share such as Uber, electric scooter rental such as Bird, and housing sharing such as Short-Term Rentals (ongoing)
- Income inequality and place and race-based disparities
- Community Policing
- Solid waste pickup and recycling issues
- Infrastructure provision, including, but not limited to sewer and electric system extension, renewable energy sources, and roadway and sidewalk maintenance and repair
- Medical marijuana regulations
- Street trees, steep slopes and other text amendments to the UDC
- In reviewing plats and development proposals following the 2017 adoption of the UDC, the Planning Commission in their discussion and votes on several cases has identified a need to revisit street standards for the M-DT and core roadways. Specifically, a conflict between the provision of 10' utility easement and the M-DT build-to line exists. (Continued on next column).
- (Con't:) On College Avenue, Providence Road and Broadway there are numerous requests for design adjustments for ROW dedication as the standard roadway profile may not be entirely right sized for all core roadways in addition to multi-jurisdictional considerations. As such, the Commission has identified the need to work within the CATSO framework (includes City, Boone County and MoDOT) to address design conflicts with the UDC and preferred design profiles (including site-specific ROW and utility easement needs). Such a study should include College Avenue, Providence Road and roadways identified in the M-DT regulating plan at a minimum and others identified via the CATSO stakeholder process (included as a next step on page ##).
- Issues related to the health of the public and impacts on the economy highly dominated the policy-related landscape in 2020. At the time of the final development of the Status Report, COVID-19 is very much impacting every aspect of community life and policy considerations. The Status Report identifies the importance of deeply diving into the role of planning and public health, recovery resiliency and response in the next full Comprehensive Plan update. At the time of the writing of the report the full impact of the disease on the community and how it will change our way of life in permanent ways is not possible to fully comprehend.

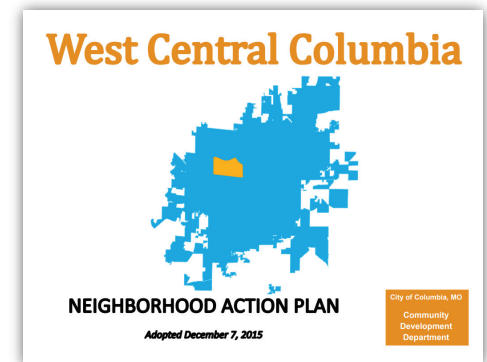


A discussion of how to align areas of overlap between and amongst community-wide plans is discussed in detail later in this report. Important plans adopted since Columbia Imagined to synthesize and incorporate into the full plan update include the following:

- **City Strategic Plans 2016-2019 and 2020-2024** (underway). After growing trends in increased poverty, decreased per capita income and a growing gap between skills employers need and skills our residents possess, the 2016-2019 strategic plan was designed and dedicated to making Columbia the best place for everyone to live, work, learn, and play. The 2016-2019 strategic plan focused on five core priorities: economy, social equity, public safety, infrastructure, and operational excellence. These core priorities are supported by 29 objectives. The 2020-2024 Strategic Plan is presently underway.
- **Annual Capital Improvement Program.** The City of Columbia's Capital Improvement Program (CIP) is a multi-year plan for capital investments in the City's infrastructure, facilities, and equipment. It is designed to address the challenges of supporting future infrastructure needs, while also addressing the City's current facility requirements. It includes items such as roads, bridges, sidewalks, public utilities, drainage projects, recreational facilities, building, and equipment.
- **CATSO 2050 Major Roadway Plann** Adopted in 2019, this is the Long-Range Transportation Plan (LRTP) for the City. The 2050 LRTP updates the previous plan, the 2040 LRTP, by serving as a blueprint to guide the CATSO region's transportation development over the 27-year planning period. The plan uses population and employment projections, maps and lists of existing and recommended future facilities, and financial details for transportation improvements throughout the Columbia Metropolitan Area to present a fiscally-constrained portrait of transportation needs and priorities over the

planning horizon. The 2050 LRTP Includes the Bicycle and Pedestrian Master Plan and incorporates the 2013 Sidewalk Master Plan. References the Transit and Airport Master Plans.

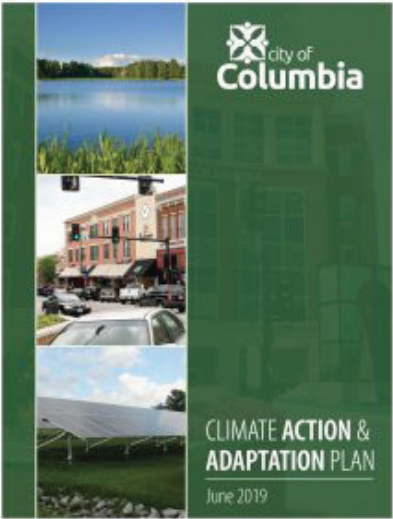
- **West Central Columbia Neighborhood Action Plan.** This Plan is a land-use plan providing development guidance, infrastructure and service needs, and resident and stakeholder preferences which was developed throughout 2015. It also created the framework by which neighborhood plans may be developed for other neighborhoods.
- **The Loop Corridor Plan.** Completed in 2018 by the Business Loop CID and recognized by the City Council in 2019.
- **The Rock Quarry Road Stakeholder Advisory Group Final Report.** This report serves as a guiding policy document for the Rock Quarry Scenic Overlay area. Recommendations include preservation goals, objectives, policies and recommendations to guide future land use, transportation planning, design as well as other decisions affecting the corridor.
- **Coordinated Public Transit-Human Services Transportation Plan (2018).** The purpose of the Coordinated Public Transit Human Services Transportation Plan is to document the existing resources and current needs for the provision of transit services within the Columbia Metropolitan Area. Through agency coordination, the existing transportation system may be enhanced through the identification of unmet needs, service overlap, and leverage of resources.
- **Integrated Resource Management Plan.** The City of Columbia has developed an Integrated Management Plan (IMP) to meet critical infrastructure needs for improving our community waterways.
- **Climate Action and Adaptation Plan 2019.** The Columbia Climate Action and Adaptation Plan (CAAP) is a comprehensive roadmap outlining specific actions planned to reduce greenhouse gas and emissions. The



Loop Corridor Plan

The Loop Corridor Plan is a vision for the future of the Business Loop, a street which serves as the economic backbone of Columbia. The Business Loop Corridor Improvement District was the catalyst for the plan. The plan identifies and describes the corridor community, after a year of public meetings, stakeholder input, and consultation. The plan also provides a conceptual plan for the street. The Loop Corridor Plan is a 10-year vision to create a vibrant, attractive, and environmentally sound street which complements the surrounding landscape and long-term viability.





- plan proposes strategies and actions for combating greenhouse gas emissions in six main sectors: energy; housing, building, and development; transportation; waste; health, safety, and well-being; natural resources.
- **Community Development Block Grant and HOME Investment Partnerships Program Consolidated Plan (2019-2024).** The Strategic Plan for housing and community development that will guide the City of Columbia’s investment of Community Development Block Grant (CDBG) and HOME funding. Columbia’s priority needs were identified through an extensive public input process. Goals and deliverables (production goals) were developed directly from priority needs identified through the public input process. Priority needs were identified in five categories, including economic development, affordable housing, fair housing community facilities, and neighborhood needs (infrastructure). All needs and goals were identified through the context of eligible uses of HUD funding. The City will use its available CDBG and HOME resources to fund activities that will achieve the goals identified in the plan and address the priority needs identified by the public.
 - **Columbia Parks, Recreation, and Open Space Master Plan (2013).** The plan serves as a blueprint as we strive to meet the needs and wishes of Columbia citizens over the next 10 years. The recommendations outlined in the Master Plan include both immediate needs of the city and long-term, visionary actions. The City of Columbia adopted seven strategic priorities to help guide the city into the future. The plan’s purpose is to guide both long-range and short-range park planning; provide equitable parks, trails and recreational facilities for all citizens; identify areas underserved by parks and trails; prioritize park, trail and recreational facility acquisition and development; schedule capital improvement projects based on priority and available funding; guide acquisition of parks and trails in new development areas in order to meet growth needs; guide opportunity

acquisitions and land donations; achieve level of service standards and community vision goals.

- **Community Health Improvement Plan (CHIP).** The CHIP is a long-term, systematic effort to address public health problems identified during Community Health Assessment activities and the community health improvement process. The Columbia/Boone County CHIP describes our community’s shared vision for health and details the work of the five action teams in order to meet this vision. PHHS staff facilitates the development of the CHIP and the collaborative work of the five action teams, yet the CHIP remains a community plan to address community identified health needs.
- **Vision Zero (2018).** With the adoption of the Vision Zero Policy, the City of Columbia has set a goal of eliminating all traffic deaths and serious injuries by 2030. Other cities across the country have adopted Vision Zero and implemented their own action plans leading to a reduction in traffic deaths and severe injuries. Their successes show us there are steps we can take to reduce and eliminate the serious injuries and deaths that occur on Columbia’s streets. Through engineering, education, and enforcement, we will make Columbia’s roads safer for residents and visitors alike.



Newly Created Boards & Commissions

The Planning and Zoning Commission also identified the creation of new boards and commissions and task forces by the City Council as a way to identify community and Council priorities. The following meeting bodies were created between 2013 and 2019 for either a temporary/special purpose or permanent basis:

New Boards, Commissions, Task Forces 2013-2019:

- Community Land Trust
- Broadband Business Planning task force
- Citizens Police Review Board
- Climate and Environment Commission (was Environment & Energy)
- Columbia Parks and Recreation Fund Advisory Committee
- Columbia Police Chief's Vehicle Stop Committee
- Columbia Sports Commission
- Integrated Electric Resource and Master Plan Task Force
- Marijuana Facility License Review Board
- Mayor's Council on Physical Fitness and Health
- Mayor's Task Force on Bicentennial Celebration Planning
- Mayor's Task Force on the U.S.S. Columbia
- Parking Advisory Commission
- Rock Quarry Road Scenic Roadway Stakeholder Advisory Group
- Tobacco Retailer License Review Board
- Tree Board
- Youth Advisory Council
- Violent Crimes Task Force

Temporary Boards, Commissions, Task Forces 2013-2019:

- Mayor's Task Force on Pedestrian Safety
- Mayor's Task Force on Climate Action and Adaptation Planning
- Mayor's Task Force on Community Violence
- Parking and Traffic Management Task Force
- Mayor's Task Force on Infrastructure (reestablished in 2015)
- Mayor's Task Force on Medical Tourism
- Integrated Water Resource Planning Committee

Recent legislative priorities have centered around topics such as medical marijuana regulations and the sharing economy (AirBnB, Uber, scooters and others).

Community concerns about safety- from pedestrian to violent crimes- have also been prevalent as seen by the development of new task forces.



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2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.
- 3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).**
4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.
5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Reengage the public in prioritizing plan elements and action items.
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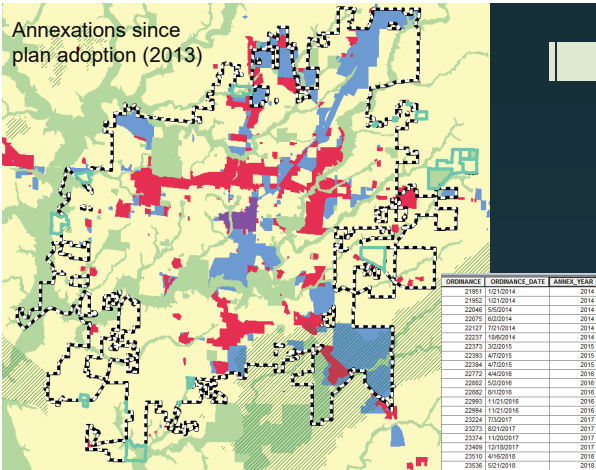
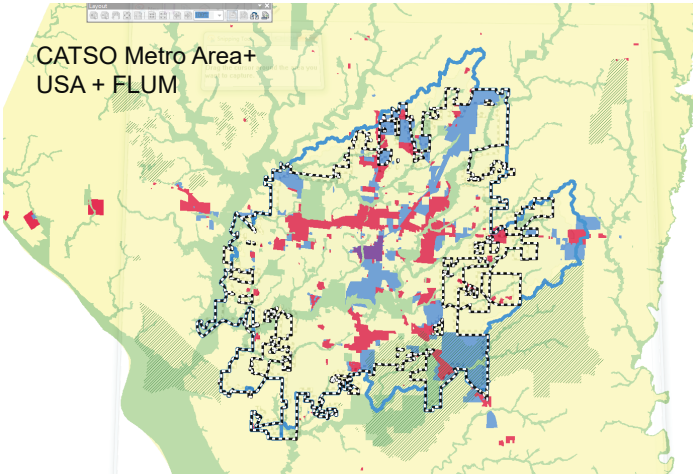
The Future Land Use Map (FLUM) serves as a guide for future development by providing a view of how specific land use areas and elements fit into the broad context of the city as a whole. The FLUM is used to evaluate the appropriateness of development proposals and is evaluated by the staff, Commission and Council when assessing requests for annexation, the assignment of zoning upon annexation, rezoning, and development proposals.

Six districts reflect the primary land use classes (simplified--see full description in Chapter 4 of the Plan):

- 1. **Neighborhood District:** The neighborhood district accommodates a broad mix of residential uses and uses that provide services to neighborhoods.
- 2. **Employment District:** Employment districts are for basic employment uses. The district contains significant concentrations of employment within the city and includes supporting uses to employment.
- 3. **Commercial District:** The commercial district con-

tains a variety of citywide and regional retail uses as well as offices, businesses, personal services, and high-density multi-family. Most of the retail uses in this district depend on auto or transit access to and from major roadways to support and sustain their business activity.

- 4. **City Center:** The city center district is intended to be the focal point of the City of Columbia, serving as the education and government center of the community. This single district is an area of mixed uses and is built at a pedestrian scale. The city center includes the central business district (CBD), or M-DT (Mixed-Use Downtown).
- 5. **Open Space/Greenbelt:** The open space/greenbelt district is designed to provide for the recreational and aesthetic needs of the residents of Columbia. It is also intended to protect sensitive and preserve prime natural areas. Uses included in this district are public and private parks, other open spaces, golf courses, and greenbelts (the same as the existing floodplain overlay-zoning district).
- 6. **Sensitive Areas:** This overlay district identifies karst topography, the Devil’s Icebox Recharge Area, and prime agricultural land.



The Commission reviewed all of the annexations and rezonings from 2013-2019 in light of the Future Land Use Map (FLUM) for each area. In general, development patterns followed the FLUM in most instances, and in all instances the FLUM was referenced in the staff report and decision-making by the Planning Commission and City Council for each case.

Some minor technical revisions were proposed and may be adopted for formal approval as a Comprehensive Plan amendment. There was discussion that this may become a more automated component as new developments (zoning and annexation) are approved by the City Council. Additional revisions to address future land use planning for the West Area Plan, once adopted, are anticipated as the West Area Plan will provide finer-grained detail for this area.

Policy Two of the Land Use and Growth Management section of Columbia Imagined calls for the establishment of an Urban Service Area (USA).

Since developed in the plan, the USA has been the source of many questions on how it should be used, whether it is intended to be a hard growth line, and how it should be updated over time.

The plan describes the USA as follows:

An urban services area functions as a guide to where services may be realistically provided at a fair cost to citizens, and beyond which the provision of some utility services may not be prudent or cost-effective. The City should establish an urban services area and adopt policies to discourage growth outside of it, thereby ensuring orderly growth. Enforcement of the urban service area would come from limiting City contributions to those public infrastructure projects that are budgeted in the Capital Improvements Program. The urban services area may be amended at prescribed

intervals (e.g. every five years) by a joint City-County effort to accommodate certain development or public facilities.

A policy of consistently assessing the sufficiency of services provided to a development before zoning, plat, or plan approval is crucial to ensuring all parts of the plan area are given the same consideration. Sufficiency-of-services provisions ensure that new developments are paying for their impacts on infrastructure expansion and use. The sufficiency test should analyze the adequacy of infrastructure. This includes water, electric, sewer, and roadways, as well as public safety services including police, fire, and other first responders. Impact fees could be collected to offset public infrastructure and service costs.

During their discussions on development of the Status Report, the Planning and Zoning Commission worked with City Utilities staff to further answer the common questions related to the USA, with the goal of an updated map taking into account capacity and the location of sewer mains that could realistically be extended.

In short, the USA is a decision-making tool that helps to identify the cost of new growth on the existing infrastructure system and helps to identify the costs paid by providers, whether it is the City, the Regional Sewer District, or the developer. It may also help to determine the cost-benefit analysis on how much growth may be needed to offset the cost of the capital investment to serve the impact of the growth.

As described in the summary recommendations of the plan, and in the text on the next page, the Status Report recommends Council consider a formal amendment to the Comprehensive Plan to adopt the revised USA map.

Staff and the Planning Commission anticipate that the Council may desire future conversations about the USA in terms of how it is defined, used, and updated. These conversations may also include information and recommendations which come out of the upcoming growth impact study (anticipated to be undertaken in 2021), and the development of a capacity model for the sewer utility system (currently underway and anticipated to be functional in 2-3 years).

Additionally, there may be benefits in developing tools to address sanitary system “pinch points” or undersized infrastructure in key locations preventing growth which may otherwise occur. A framework to address these issues is a likely next step in any USA discussion and in the next full Columbia Imagined Update.

These high-level recommendations come from discussions by the Planning and Zoning Commission and staff with the Utilities Department, ongoing conversations at the Council level, and from public feedback with stakeholder groups during the Status Report development process and during traditional development review.

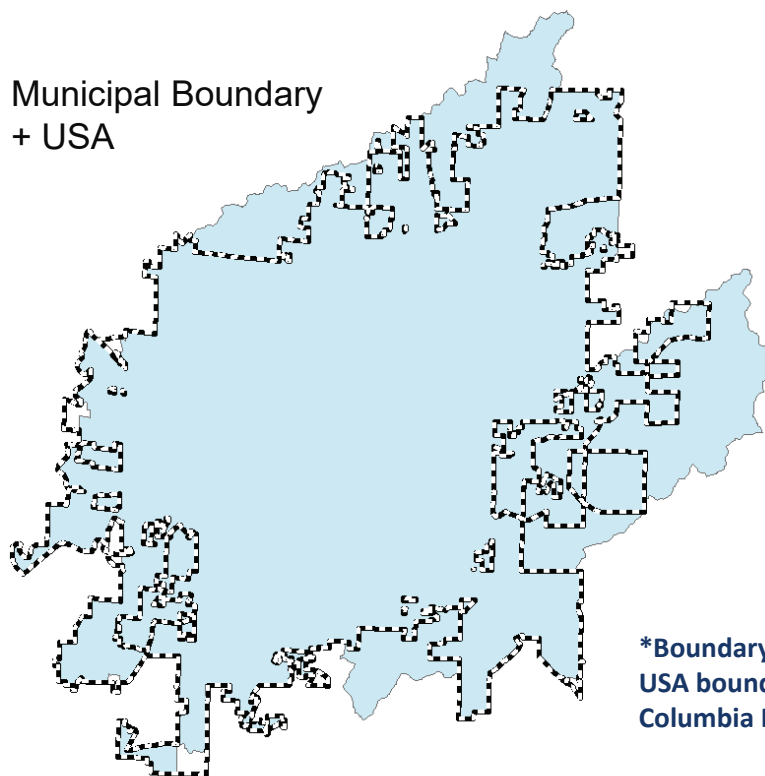
Note: Two maps which provide system-level information on the sewer utility are presented on page 32 for readers desiring a deep dive in terms of information which helps to inform the USA and the system as a whole. These maps show connection agreements with the Boone County Regional Sewer District, and the boundary of the 2004 Black & Veatch Wastewater Study. The 2004 Study may be viewed online at:

<https://www.como.gov/utilities/wp-content/uploads/sites/20/2016/09/ColumbiaSewerMasterPlan-Nov2004.pdf>

The proposed updated USA maps as presented include proposed revisions by the Utilities Department to include updated data points and to refine areas of the map in terms of likely ability to serve properties with the existing and planned system using the existing USA definition in the Columbia Imagined Comprehensive Plan.

Following discussion with the community and stakeholders, it has become clear that the USA is not well understood, and that the intent of the USA needs to be better defined to render a more effective tool. This is added as a recommendation of an action item to work on before the next full plan update.

Municipal Boundary
+ USA



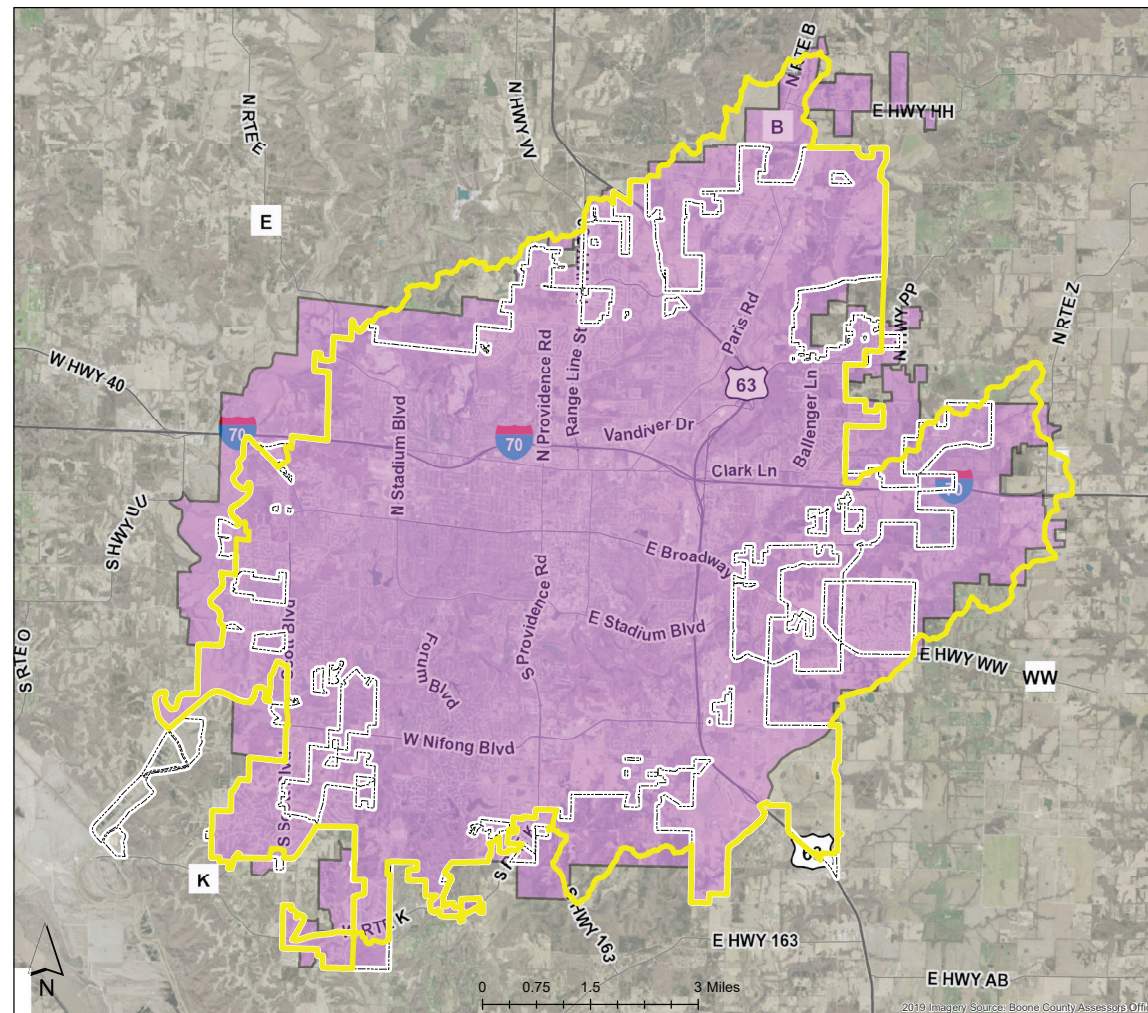
***Boundary map as of June, 2020.
USA boundary as was adopted in
Columbia Imagined in 2013.**

When first developed in 2012-2013 for the Columbia Imagined Plan, the USA boundary primarily included the existing City corporate boundary, and then also included certain watershed boundaries outside the City where there were planned CIP projects.

The following updated map takes a more focused look using updated data and analysis on where property would be serviceable based on the following criteria: because there is an existing trunk main on the property itself, or on the adjacent property (e.g. extension is not as challenging). This

criteria produces a boundary that more accurately reflects where growth can occur without significant City involvement.

Development occurring outside the USA may be possible, but may become cost prohibitive for individual developers, so the boundary may become self-regulating, to some extent identifying land that can be developed without cost to the city. However, it should be noted that in the case where the City determines an extension is in the public interest, there are tools available for various cost-share or recapture programs.



Urban Service Area Proposal Diagram 1

This diagram displays the existing and proposed boundaries for the Urban Service Area.

This proposal to update the Urban Service Boundary has been based on the consideration of existing sanitary service infrastructure, current city limit and watershed boundaries, topography, existing landowner acreage and Boone County Regional Sewer District agreements.

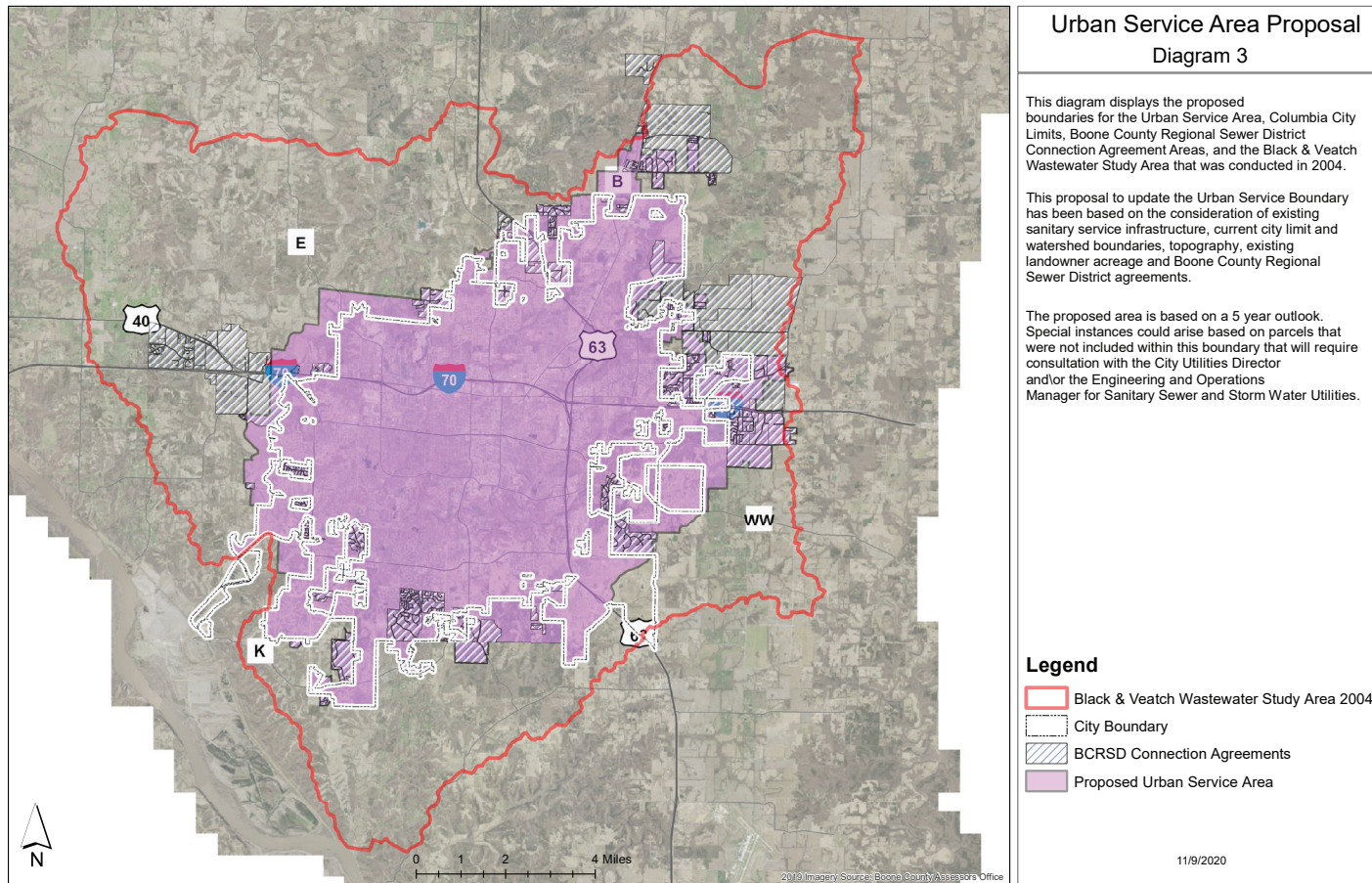
The proposed area is based on a 5 year outlook. Special instances could arise based on parcels that were not included within this boundary that will require consultation with the City Utilities Director and/or the Engineering and Operations Manager for Sanitary Sewer and Storm Water Utilities.

Legend

- Existing Urban Service Area
- City Boundary
- Proposed Urban Service Area

11/9/2020





The 2004 Black & Veatch Study for the City's Wastewater System Facilities may reviewed online at:

www.como.gov/utilities/wp-content/uploads/sites/20/2016/09/ColumbiaSewerMasterPlan-Nov2004.pdf

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During the discussion of how Columbia Imagined may best serve as the umbrella plan to other city and community plans, three elements were discussed in detail by the Commission.

1. The first discussion addressed how plans prepared outside of the City’s traditional processes for plan development should be acknowledged. The recognition for the Loop Corridor Plan was cited as an example.
2. The second discussion sought to identify areas of other plans that could be implemented via UDC development code amendments or as part of individual development requests approved administratively of by boards, commissions or Council. There was also discussion on how to share the responsibility of identifying opportunities and bringing plan objectives to the attention of the Commission and staff.
3. The third discussion focused on how to make a cross-walk that identified areas of overlay and conflict (tension) between and within plans. It was discussed that often adopted plans have internal conflicts that require staff, Commissioners, and the Council to choose between competing community priorities. Several examples were offered where the choice between one “good” objective verses another “good” objective had to be made given both objectives were not capable of being met due to their internal conflict or due to scarce resources. Commissioner’s cited not only conflicts within the Comprehensive Plan, but also acknowledge such conflicts were beginning to surface between other adopted city-wide plans such as the CAAP. Commissioners expressed concern that without having a process by to evaluate which objective was more significant than the other the public’s input and desires may not being addressed.

Commissioners expressed a desire for work to be undertaken between Council’s consideration of the Status Report and the preparation of the next full Comprehensive Plan update to develop a frame-work for decision making when such conflicts arise. It was the Commission’s belief that such a frame-work would assist in implementing the often competing; however, good objectives found within the varied planning and policy documents that exist within the city.

An example “cross-walk” between the CAAP and Columbia Imagined is shown on page ## for reference and illustrates what the staff and Commission believe may be a first step in addressing this discussion topic.

Additionally, as a part of their discussion on how Columbia Imagined could be used as the umbrella plan to other city and community plans, the following topics were identified as possible tasks the Commission could be working on now.

1. Re-engage and re-invite neighborhoods and outside groups to participate in the comprehensive and neighborhood planning process. The preparation of the Status Report offers a unique opportunity to re-engagement and educated the public on what the Planning and Zoning Commission’s role is within this process and how their input can influence planning outcomes.
2. Identify opportunities, either through the Commission’s Annual Work Program or the development of code, that are capable of implementing plans developed outside the traditional city planning process and seeking Council direction on plan implementation and acknowledgement.

“Crosswalk” between Climate Action & Adaption Plan & Columbia Imagined Plan

Columbia Imagined is the umbrella plan which aligns the community’s vast array of goals, objectives, and priorities with city-wide policies, programs and plans. As such, there are areas of synergy with the Climate Action & Adaptation Plan’s goals and strategies, and opportunities for coordination and plan implementation. Specifically, the Climate Action & Adaptation Plan’s goals in the areas of equity, health and safety, open space and the environment, and housing and development represent significant strides towards identifying and targeting a path forward for a more sustainable future.

A brief snapshot example of a “crosswalk” between the Columbia Imagined and the Climate Action & Adaptation Plan is presented here to the right. A framework to marry plans and to address conflicts between plans is called for by this Status Report as a next step to be included in the full Plan update.

Plan Implementation “Crosswalk”	Columbia Imagined	Climate Action & Adaptation Strategy	If achieved, will the outcome be similar or expanded success?
<i>Goal or Objective</i>	Columbia is a fully accessible and efficient community for all modes and abilities	Reduce travel by car	Expanded success
<i>Policy or Strategy</i>	Support and promote the public transportation system	Build a thriving public transit system	Similar success
<i>Action</i>	Encourage compact development near transit corridors and commercial hubs to support transit feasibility	Improve efficiency, convenience, and reliability of bus service and infrastructure (e.g. , increase frequency, shorten wait times, construct bus stop shelters)	Expanded success
<i>Goal or Objective</i>	Continue to increase the amount of energy generated through renewable, carbon-limiting sources	Increase local renewable energy generation and procure renewable electricity	Similar success
<i>Policy or Strategy</i>	Plan for fiscally sustainable growth	Increase on-site renewable energy installations in new and existing houses	Expanded success
<i>Action</i>	Consider the recommendations of the Infrastructure Task Force as they relate to the costs and cost-sharing of infrastructure	Streamline and offer expedited permitting for renewable energy installations.	Expanded success
<i>Goal or Objective</i>	Development standards encourage compact, contiguous neighborhoods whining reach of workplaces	Reduce housing-, building-, and development-related energy consumption and improve resiliency	Expanded success
<i>Policy or Strategy</i>	Give funding priority to the maintenance of existing public infrastructure and services	Increase energy efficiency in residential buildings	Expanded success
<i>Action</i>	Replace and repair aging infrastructure in older neighborhoods	Promote and offer incentives for improving residential energy efficiency during retrofit projects that exceed existing building energy code requirements.	Expanded success

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Big Picture: The development of the Status Report allowed the Planning and Zoning Commission and staff to re-engage the public in the Comprehensive Plan process. Additionally, the public has spoken to the need for educational resources on how to participate in comprehensive planning and day-to-day planning processes. The community wants to know more about how plans are used and desires accountability in implementing input provided for plans. Many stakeholder groups also asked for regular updates from the Commission and staff in the years between plan updates.

The public also indicated they would like to know more about the role and responsibilities of the Planning and Zoning Commission and city planning staff. They also indicated technical language and jargon made plans hard to understand. There were also concerns cited by the public that plans were not always implemented or at times were ignored in the decision-making process. The Planning Commission expressed concern shared by the public and stakeholders that there is not enough public input and not enough representation in plans, including the development of the Status Report itself. This is discussed more fully below, and within the Status Report's recommendations.

Public Outreach/Input Process: Public outreach on the Status Report was conducted in the fall of 2020. Staff and Commissioners spent several work sessions, prior to distributing information and surveys, discussing what methods of engagement would be most appropriate to gather public input and how to meet with the community given the challenges of in person meetings due to the COVID-19 health concerns.

Social media, in addition to more traditional communications, was utilized to get the word out about the status report. The public input solicitation was accomplished through press releases and print ads in the Tribune, numerous, Nextdoor posts, utilizing email listservs (neighborhood associations, boards and commissions, and planning commission interested parties), social media posts, and two utility bill announcements. Letters were also sent to the Community Development Departments comprehensive plan stakeholder list, which include 90 organized citizen groups, related government agencies, social service providers, and other such stakeholders.

Columbia's Nextdoor network contains 21,552 members and the posts collected 14,126 total views. The email distribution list included 88 neighborhood associations and 84 homeowner associations. The City's main Facebook Page and Twitter page have 10,060 and 9,439 followers, respectively. The Facebook posts and tweets garnered 8 total interactions such as likes, comments, or shares. The utility bill announcement reached approximately 50,000 households on two separate occasions.

Staff meet with nearly 100 persons by attending stakeholder group meetings including the Bicycle and Pedestrian Commission, Climate and Environment Commission, Downtown Leadership Committee, Sierra Club, the Vision Commission, Columbia Area Transportation Study Organization (CATSO), and an online town hall informational meeting for those with general interest.

In addition to receiving letters and written communication on the Status Report, public feedback was solicited through online surveys and hard copy surveys placed at drop boxes throughout the community. Information on the surveys including the questions asked and responses given (and by whom) follows on the next page.

Two versions of surveys were developed to garner public feedback over approximately 10 weeks at the same time stakeholder and one-on-one meetings were held to solicit feedback on the topics inherent to the Status Report.

The surveys themselves were developed over several Commission work sessions as the Commissioners and staff discussed the questions which needed to be asked to re-engage the community in comprehensive planning and to get a pulse on the public's evolving priorities for implementation. A two page infographic, which appears on page 4 of this Report, was also developed to accompany the surveys in addition to a short overview video.

The first survey was designed to solicit "general" public input on the Columbia Imagined Comprehensive Plan's implementation, community priorities, and areas the next full plan update needed to address.

A second series of surveys were developed to gather information specific to policy areas of the Implementation Table of the Plan, with a desire to dive in deep with subject matter experts within the community on topics such as transportation, economic development, and sustainability. These surveys were sent directly to specific citizen boards/commissions/stakeholder groups and interested parties for their individual and collective feedback.

While the results of the surveys themselves provide important information, the process of surveying was equally informative. The Commission and staff learned that future surveying efforts need to break down questions and reduce survey length. It was concluded that respondents would prefer multiple "bites at the apple" rather than long and rather daunting surveys designed to garner a large amount of information at once.

Additionally, it was found that survey participants liked the opportunity to weigh in on planning issues, be asked for their opinions, and learn more about plans and planning in general.

However, these same participants indicated a lot more information needed to be provided to them to get them up to speed, and this needed to be an ongoing effort, not just something taken up when a plan is being updated or a survey is issued. The participants also wanted assurance the feedback would be used by the Council and decision makers.

Small group and stakeholder discussions also discussed the community impacts of the ongoing pandemic. The pandemic has far reaching implications for the economy and people's livelihoods. Public health and the relationship between the economy and the investment in people needs a stronger voice. This also ties to social and environmental justice concerns. This includes housing policies. Some respondents feel left behind. The pandemic also is changing how people travel, work and communicate, which may have long-lasting impacts on the built environment and community planning.

Other stakeholder groups indicated concerns that the "squeaky wheel" type of feedback by groups with an agenda may skew the results of public input. Specifically, in terms of transportation issues and opportunities, there were concerns that there was too much emphasis or too many resources devoted to either the roadway system or non-motorized transportation elements and infrastructure (bikes, trails, transit, sidewalks, etc.). Staff and the Commission note a need to think critically on elements that have strong stakeholder groups and work to get balanced feedback.

Finally, reviewing data about those that took the surveys and feedback from stakeholder groups identified the need for not just better surveying techniques, but better efforts for sustained, and representative participation by more people of all walks of life within the community. This has been identified as one of the most important next steps to get behind and ahead of prior to the next full Plan update. Significant resources, time, effort, communication and sustained partnerships will need to go into this work.

Survey results: As of November 12, there were 206 responses to the general survey with a large share (29%) representing Ward 4. Half (49%) of respondents have lived in Columbia for more than twenty years. Regarding tenancy, 83% answered that they own their current residence.

Of those who chose to answer, 90% selected “White/Caucasian” as the sole racial and/or ethnic group with which they identify. Three percent of respondents selected “Black or African American” alone and two percent selected “Latinx, Hispanic, or Spanish Origin” alone. Four percent selected two or more races or ethnicities with which they identify.

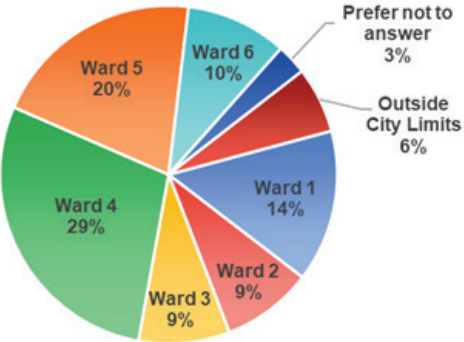
Additional demographic information is shown within the charts presented below.

Meanwhile, the 2018 5-year American Community Survey conducted by the Census Bureau states a 47% home-ownership rate across the City and that 77% of Columbians identify as White/Caucasian alone. These differences show that the Status Report survey results are not representative of renters or minority groups in Columbia.

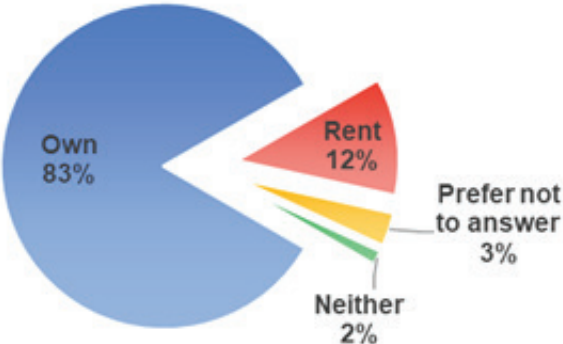
In addition to the general survey, the five topic area surveys were designed for stakeholders and community members to provide input on specific topics covered in Columbia Imagined.

These five surveys collected 87 total responses ranging from thirteen to twenty per topic. Fourteen board and commission members indicated their response. The boards that responded were: Bicycle & Pedestrian Commission, Climate & Environment Commission, Historic Preservation Commission, Planning and Zoning Commission, and the Substance Abuse and Advisory Commission. It’s likely that other boards and commissions completed a survey but did not choose to state their affiliation.

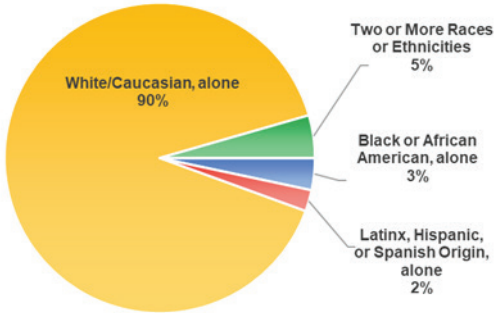
Which ward do you live in?

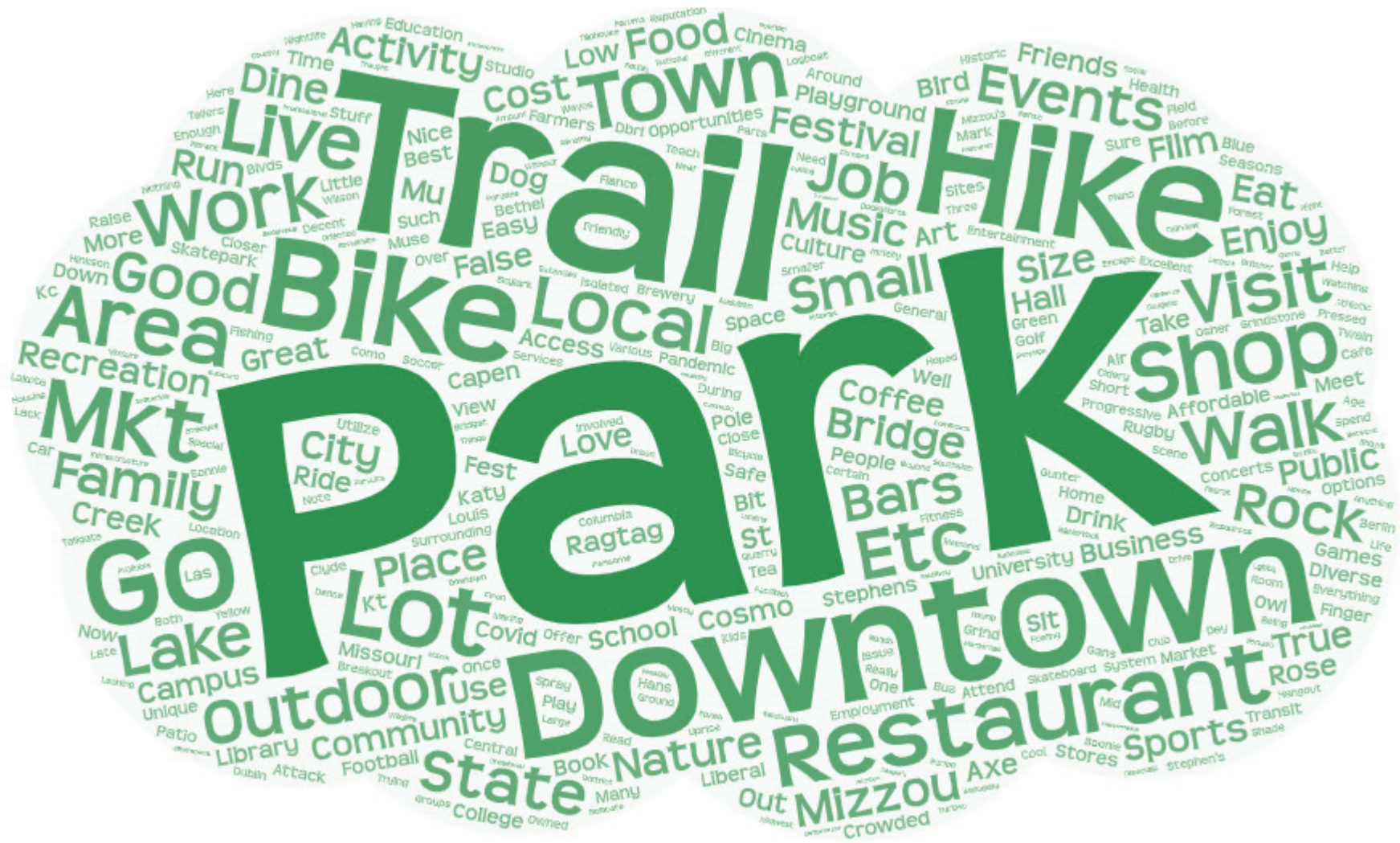


Do you own or rent your current residence?



With which racial and ethnic group(s) do you identify?





The above word cloud illustrates the priorities of status report survey respondents. The graphic comprises responses based on the questions related to what the respondents felt were their favorite things to do in Columbia, what places they frequented the most, and what they wish to see focused on moving forward. This is in line with input collected during the initial development of Columbia Imagined. Moving forward, these same priorities will continue to inform the eventual comprehensive update to Columbia Imagined.

Comparing public input from 2013 to 2020:

When evaluating the public input, an analysis was undertaken to evaluate changes in public priorities from what was seen in the 2013 adopted Plan and what emerged as priorities in the 2020 input process to inform this Status Report.

The top results are presented below, and the table on the next page shows a comparison of all plan elements in terms of priorities for both 2013 and 2020.

In 2020, the public input indicated their top 3 highest priorities are:

- 1) Give funding priority to the maintenance of existing public infrastructure and services;
- 2) Support local business ventures;
- 3) The City’s planning and development processes will be transparent and predictable so that developers and residents understand review criteria

Notable changes in public priorities from 2013 to 2020:

- Promote home ownership, affordable housing options, integrated residential density / Low > High
- Facilitate neighborhood plans ahead of development pressure / High > low
- Develop development guidelines that address concerns related to infill development / High > Low

Elements which were high priorities in 2013 and are still high priorities in 2020:

- New development will pay a fair allocation of infrastructure costs
- Preserve environmentally sensitive areas
- Encourage preservation of sensitive natural areas and prime agricultural land

- Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks
- The City’s planning and development processes will be transparent and predictable so that developers and residents understand review criteria
- Connect Columbia to the world by the most reliable and most equitable communications technologies
- Support local entrepreneurial ventures

Top 3 strategies rated "No longer applicable" by the public in 2020:

- Adopt form-based zoning
- Limit growth beyond area served by City utilities
- Remove incentives that favor sprawl

These results were further used to refine and propose the action items and next steps described in the next chapter of this Report.

This table presents a comparison of public priorities in both 2013 and in 2020 for the Comprehensive Plan's elements

Plan Element	Strategy	2013 Priority	2020 Priority*
Liveable & Sustainable Communities	Encourage universal design and practices for aging in place	Medium	Low
	Promote construction of affordable housing	Medium	High
	Promote home ownership and affordable housing options, and encourage integrated residential densification via flexibility and dwelling unit options	Low	High
	Establish neighborhood scale commercial and service nodes	High	Medium
	Adopt form-based zoning	Low	Low
	Identify service gaps and support zoning and development decisions to provide walkable local commercial service & employment nodes	High	Medium
	Facilitate the creation of neighborhood land use plans ahead of development/ redevelopment pressure	High	Low
	Identify opportunities to promote community safety through design, community policing and promotion, the siting of public safety facilities, and access to community resources	Added after prioritization	High
Land Use & Growth Management	New development will pay a fair allocation of infrastructure costs	High	High
	Give funding priority to the maintenance of existing public infrastructure and services	Medium	High
	Limit or discourage growth beyond the established area	Low	Low
	Modify urban service area as necessary to support value added growth	Low	Low
	Identify potential changes to City annexation policy to promote compact and contiguous growth	Low	Low
	Incentivize infill	Medium	Low
	Remove incentives that favor suburban sprawl	Medium	Medium
	Develop specific development guidelines and standards that address common concerns related to impacts of infill development, particularly in relation to existing residential neighborhoods	High	Low
	Review new and existing intergovernmental agreements	Medium	Low
	Acknowledge the impact of school siting on growth and development within and adjacent to the urban service area	Medium	High
Environmental Management	Adopt a conservation zoning district	Medium	Low
	Acknowledge opportunities for environmental preservation and enhancement within the City	High	Medium
	Preserve environmentally sensitive areas	High	High
	Encourage preservation of sensitive natural areas and prime agricultural land	High	High
	Strengthen land disturbance regulations	Low	Low
	Encourage land preservation	Low	Medium
	Implement conservation subdivision standards	High	Medium
Mobility, Connectivity, and Accessibility	Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks	High	High
	Support and promote the public transportation system	High	Medium
	Expand the existing transit system to meet ridership needs	Medium	Medium
	Support and promote affordable and efficient air travel into and out of Columbia Regional Airport	Low	Medium
	Promote public transportation system expansion with regional considerations	Low	Low
	Identify funding to support regional transit development and create partnerships between regional stakeholders to produce an integrated transportation system	Low	Low
Economic Development	Promote cooperation within the multi-jurisdictional political system to minimize cost, maximize efficiency, and ensure adequate support of community services that support all citizens	Medium	High
	The City's planning and development processes will be transparent and predictable so that developers and residents understand review criteria	High	High
	Connect Columbia to the world by the most reliable and most equitable communications technologies	High	High
	Recruit clean industry to Columbia	Medium	Medium
	Support local entrepreneurial ventures	High	High
*2020 Priorities are based on survey results as of 11/12/2020 which has a sample size of 293 responses.			

Status Report Elements:

1. Revisit the goals and objectives of the Columbia Imagined Comprehensive Plan. Identify areas of implementation success and those that should be pursued in the immediate, mid-term and long term planning horizon based upon community feedback.
2. Evaluate community data and identify emerging trends and priorities prior to embarking on the full plan update.
3. Evaluate the role and potential updates to the Future Land Use Map (FLUM) and Urban Services Boundary (USA).
4. Re-inform the plan by looking at more recently adopted plans. Identify areas of overlap and “tensions” between goals and objectives of the Plan and other city-wide plans and planning processes.
5. Re-engage stakeholders in the comprehensive plan process and the role of the Planning & Zoning Commission. Share information and invite participation in the planning processes. Re-engage the public in prioritizing plan elements and action items.
6. Seek feedback from stakeholders and the community on the Status Report and how the Comprehensive Plan may be further implemented by the community.

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As the Status Report “sets the table” for the upcoming full Plan update, it is important to get a pulse on the priorities the public wants to see addressed during the next full plan horizon.

As discussed in Element 5, the public in general, and stakeholder groups in particular want to be involved in the Comprehensive Planning process. They see the need for ongoing efforts to educate participants and inform plans with input. Participants also want to know how their input will be used in a way that is meaningful and accountable.

As part of the full update to Columbia Imagined in 2022, that public outreach plan will need to specifically address inclusivity as it relates to engaging minority groups in the community. There needs to be a critical lens taken to the effectiveness of different types of surveying and communication as well. While hard copies of the survey were available at five locations around the City and by request, only two hard copies were received – this highlights the challenge of traditional public engagement during a pandemic.

Additionally, more than 68% of respondents chose “Website and social media (Facebook, Twitter, Instagram)” as the #1 preferred outreach method for updating Columbia Imagined. Yet, social media posts only had 8 total known interactions (it is possible there were unknown shares as well), leaving staff to conclude that current social media practices should be significantly improved.

Future public outreach efforts may garner more interac-

tions if broken down into more digestible pieces such as a weekly, 1-minute poll using formats like Nextdoor and Social Media. Preliminary results from the current surveying process will need to be refined moving forward to create an inclusive plan given the current limitations imposed upon the process by the pandemic. While some out-reach efforts have been less successful than others there is time to make adjustment and plan for the future as we prepare for the full update of the Comprehensive Plan in 2022.

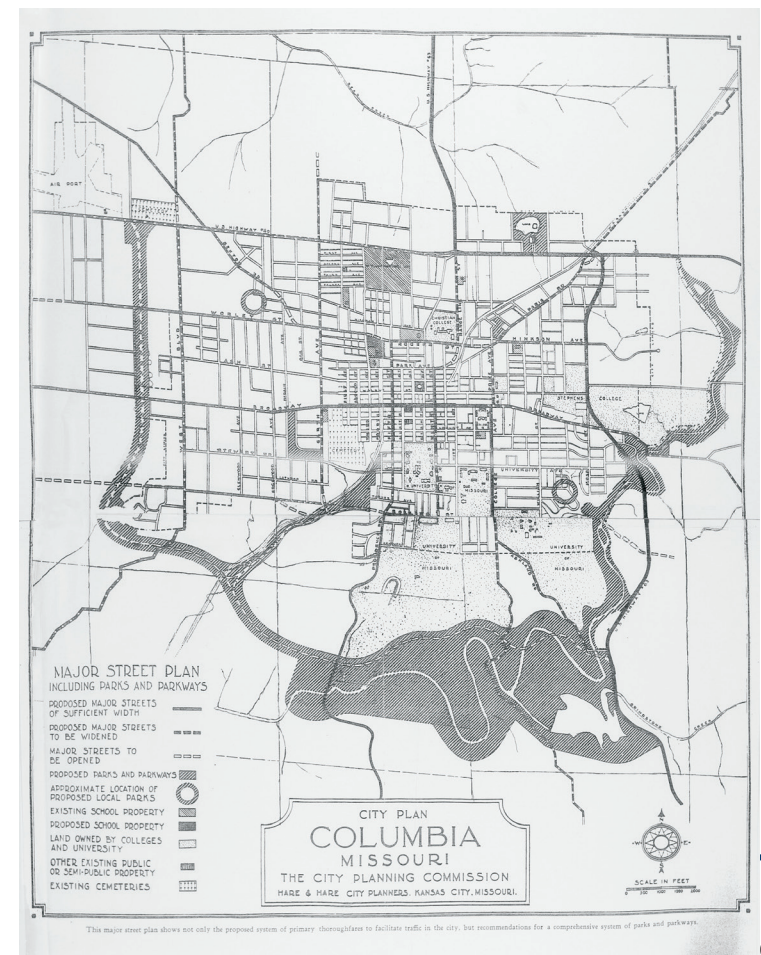
Upcoming planning activities to further re-engage the public into the planning process also include ongoing text amendments to the UDC, the West Area Plan, the HPC’s Historic Preservation Plan, and additional policy discussions centered around growth management (i.e. the USA boundary, growth impact study and cost allocations associated with growth). If so directed by the Council, the proposed revised USA Map presented in the Status Report may be processed as a formal amendment to the Comprehensive Plan, which requires a public hearing process.

Additionally, as part of its discussions, the Planning and Zoning Commission has identified a need to study the roadway standards when it comes to right of way and utility needs in the core of the City. This topic may be a future work product identified in the next full Plan update, or could occur sooner if directed to be addressed by the Council.

Overall, the Status Report is intended to paint a picture on where the City is in terms of the implementation of Columbia Imagined. While sharing successes and failures, and asking the Community to think about their priorities and re-engage, the City may refocus implementation efforts and set upcoming work programs to reflect the needs of the community now and in the future.

To that end, the next section of this report summarizes the big picture next steps taking into account all of the topics and elements discussed within this Status Report, and identifies as a path forward in preparing for the next full Plan update.

Graphic: The Major Streets Plan for the City's first Comprehensive Plan (1935)



This Status Report identifies that to prepare for the next full update of the Columbia Imagined Comprehensive Plan the following elements/work products are necessary:

- The City needs to develop and implement an innovative public engagement process to collect meaningful and sustained input from a diverse and representative sample of community members. Communications need to be right-sized and accessible in the ways that citizens want to be engaged.
- Relationships forged during the original Comprehensive Plan efforts and during the development of this Status Report need to be maintained, supported, and strengthened. Engagement and education are a two-way street in a transparent and inclusive process. Follow up and follow-through are equally important.
- The Comprehensive Plan needs to include a “Tensions” chapter that provides a framework for decision making when plans or policies do not align in addition to “cross-walks” that show ways in which city-wide plans work together in terms of shared goals, strategies and implementation actions.
- Collective work to better define the USA boundary’s intent and use are a key component for sustainable and responsible community growth. Discussions will need to be informed by the upcoming cost of growth study and sewer utility system modeling.
- Topics such as affordable housing, the sharing economy, use of social media, and changing communications technologies identified through the Status Report need to be featured more predominantly in the future Plan.
- Building upon Planning and Public Health’s long-standing relationship, and given the impacts of the COVID-19 pandemic, issues surrounding economic recovery/stabilization, transportation demand, and alternative communications systems will need to be discussed in greater detail to address possible long-term impacts.

The following immediate action items for plan implementation were identified through the Status Report Development:

Strengthen and leverage partnerships to implement additional elements of the Plan

Continue to foster the relationship with the Climate & Environment Commission, the Sierra Club, and other related stakeholders. Involve Sustainability staff in development review of new projects, code amendments/updates to implement the Climate and Adaptation Action Plan (CAAP)'s objectives, and work with the development community to implement other aspects of the CAAP via education, incentives and other tools.

Adopt a city-wide definition of affordable housing based upon the work of the Affordable Housing Task Force and Community Development Commission, and Land Trust. Augment the Plan's housing strategies to reflect the work of these groups. Continue to evaluate opportunities to promote diverse and inclusive housing types now and also prepare to have stronger input and strategies in the Comp Plan update related to affordable housing.

Support the work of the Historic Preservation Commission to develop a Preservation Plan to strategically survey historic properties and preservation activities.

Develop the West Area Plan jointly with Boone County to further inter-governmental cooperation and area planning. Use this plan to further explore environmental protection tools such as TDR (Transfer of Development Rights) and prime farmland preservation.

Foster data-driven and collaborative discussions on growth and development

Continue work on the development impact analysis and use the study's findings to update the UDC, inform impact and other fees, and utilize this information in the full plan update.

The Council may direct that the proposed revised/updated USA map in the Status Report be adopted as a formal amendment to the Comprehensive Plan. Then create a process for on-going data-driven updates to the Urban Services Area (USA) map. Have in-depth discussions with the staff, Council and the development community as well as other stakeholders on what the USA means and how it should be used to evaluate growth, fee allocations, territorial and intergovernmental agreements, and system master planning. Coordinate this discussion with the fiscal impact analysis of development (development impact study) and upcoming anticipated efforts to develop a capacity model for the sewer utility system. This discussion may also include an evaluation of "pinch" points in the system which serve as an impediment to providing service.

Undertake updates and amendments to the UDC based upon the findings of the Status Report

Use public input from the Status Report process, as applicable, in the upcoming UDC code amendment process. Prioritize code amendments that further achieve the goals of Columbia Imagined and its implementation program.

Work via the CATSO framework (includes City, Boone County and MoDOT) to address design conflicts with the UDC and preferred design profiles (including site-specific ROW and utility easement needs). Such study should include College Avenue, Providence Road and roadways identified in the M-DT regulating plan at a minimum and others identified via the CATSO stakeholder process.

Evaluate ADU regulations in light of the objectives of the Comprehensive Plan for housing flexibility, affordability, and neighborhood compatibility. Other housing related codes may also need additional evaluation

APPENDIX

1. The Columbia Imagined Plan's 35 Goals and Objectives
2. The Columbia Imagined Report Card (2014)

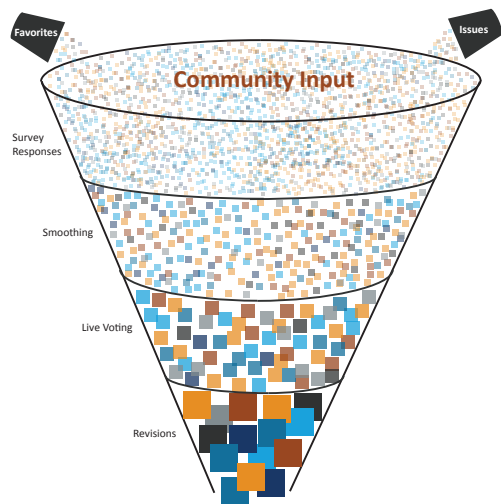
APPENDIX

APPENDIX

The 35 Goals and Objectives

35 goals and objectives for Columbia Imagined were developed through extensive public input sessions and surveys. The list is organized by each of the seven plan categories in Chapter 3 of the plan.

Community input will further update and revise the goals and objectives during the next full plan update following the release of the 2020 Census Data update.



Land Use and Growth Management

Goal 1: The personality and character of neighborhoods is preserved

Objective: Provide incentives, tools, and protections to discourage contextually inappropriate redevelopment in historic neighborhoods
Obj.: Use incentives to maximize the environmental design capacities of the existing housing stock as older houses may need energy efficiency, stormwater, and other upgrades

Goal 2: Columbia citizens celebrate a sense of community through strong neighborhood planning

Obj.: Anticipate enrollment needs and promote neighborhood schools as focal points of new development
Obj. Develop sub-area land use plans for areas before they develop and planning tools for existing neighborhoods

Goal 3: Encourage density in the city's core

Obj.: Use development regulations (e.g. first-floor commercial, integrated parking garages) to encourage mixed use downtown
Obj. Use incentives and promotion to encourage living downtown near services and neighborhood-oriented businesses

Goal 4: Housing is diverse, affordable, and attractive

Obj.: Encourage and promote home ownership in all areas of the City
Obj. Examine property maintenance regulations to protect renters

Goal 5: Consider the relationship between zoning and industrial and commercial growth

Obj.: Incentivize mixed and desired uses in key locations (zones and nodes)
Obj.: Make better use of vacant space through "creative" solutions addressing barriers (including regulatory) to infill development

Environmental Management

Goal 1: Columbia fosters forward-thinking policies for sustainable, self-reliant, and innovative development

Objective: Continue to increase the amount of energy generated through renewable, carbon-limiting sources
Obj.: Encourage environmentally friendly developments, including trails, parks, and green spaces to reduce reliance on private automobiles

Goal 2: Columbia is a model for affordable and practical environmental sustainability

Obj.: Biomass resources (parks, trees, streams) are rated in good environmental condition
Obj.: Expand the recycling program to reduce per capita landfill needs

Goal 3: Promote more energy-efficient construction practices

Obj.: Incorporate energy-efficient standards into the building codes
Obj.: Include an energy audit and minimum efficiency and incentives in the occupancy permit process

Goal 4: Green space shall be promoted and maintained in the downtown and urban areas

Obj.: Encourage urban gardening
Obj.: Use incentives to encourage better use of open lots

Goal 5: Establish an urban services area to plan annexation and preserve the character of both higher and lower density neighborhoods

Obj.: Effective zoning will reflect a comprehensive, long-term plan that preserves green space
Obj.: Conduct periodic review and potential adjustment of the urban services area in light of development trends

Infrastructure

Goal 1: Assess the true cost of new development on infrastructure and have mechanisms to recover these costs

Objective: New developments will fund the infrastructure necessary to make them viable
Obj.: Determine the impact of new development on existing infrastructure

Goal 2: Emphasis will be placed upon infrastructure maintenance

Obj.: Create use-based fees and cost-share programs for hard and soft infrastructure
Obj.: Improve downtown infrastructure—sewers, stormwater facilities, and alleys

Goal 3: Aging infrastructure in older neighborhoods will be replaced and repaired

Obj.: Assistance with maintenance issues will be a coordinated process

Goal 4: Connect trails and enhance the non-motorized system

Obj.: Expand the ability to bike in/out of the downtown area
Obj.: Build more bike and walking paths to complement more trails

Goal 5: Columbia is connected to the world by the most reliable and most equitable communications technologies

Obj.: Working with communications providers, install the best wireless and fiber networks and emerging technologies
Obj.: Pursue grants that bridge the digital divide

Mobility, Connectivity, and Accessibility

Goal 1: Columbia is a fully accessible and efficient community for all modes and abilities

Objective: Promote a good public transit system with extended hours

Obj.: Promote non-motorized transportation through easy access—sidewalks, paths, and safe crossings at busy intersections

Goal 2: Employ a reliable and equitable mechanism to develop and maintain all transportation systems

Obj.: Develop a process to determine how to share the costs of transportation

Obj.: Reduce reliance on automobiles as residents' primary transportation mode

Goal 3: Columbia will have a comprehensive, interconnected trail and walking/bike path system that allows people to move around the city efficiently by walking, bicycling, or wheelchair

Obj.: Develop policies that allow all new development to connect to existing bike/pedestrian trails

Obj.: Purchase/use public right-of-way to provide additional connections in existing areas

Goal 4: Ensure that public transit fits the needs of all people who do or could use it

Obj.: Consider a looped/interconnected system with three or four hubs, not just one—Wabash Station (downtown), south end of MU campus (hospitals, etc.), east and west sides of city

Goal 5: Promote public transportation system expansion with regional considerations

Obj.: Create partnerships between regional stakeholders to produce an integrated transportation system

Obj.: Focus on developing a transit system between Columbia and Jefferson City including the Columbia Regional Airport and Jefferson City Amtrak Station

Economic Development

Goal 1: Maintain and improve downtown

Objective: Encourage quality retail and citizen support of enterprises

Obj.: Maintain policies that promote continued viability of private business ownership downtown and in surrounding areas

Goal 2: Utilize and expand the existing park system to promote economic growth through tourism development, pet facilities, and special events

Obj.: Conduct a feasibility study and encourage collaboration between the Chamber of Commerce, Parks and Recreation, and other stakeholders

Obj.: Identify funding sources and partnerships for development of new facilities and expanded programs

Goal 3: Diversify and broaden the economy, including new industry clusters

Obj.: Evaluate tax incentives for entrepreneurial/small businesses

Obj.: Increase growth by addressing barriers to small/entrepreneurial businesses

Goal 4: Columbia will be a regional leader in health care

Obj.: Columbia will have high-quality health care facilities that are well-funded

Obj.: Residents will have access to a variety of specialists to meet all health care needs

Goal 5: Attract new businesses and advanced manufacturing opportunities to the metro area

Obj.: Develop the Columbia Regional Airport/Discovery Ridge-Highway 63 Corridor to provide light industrial/high tech jobs

Obj.: Employment options will be diversified beyond higher education and health care

Inter-Governmental Cooperation

Goal 1: Encourage greater collaboration between City, County, and educational institutions

Objective: Coordinate City and County planning, land use, and transportation efforts to facilitate growth of higher education campuses

Obj.: With Columbia Public Schools, promote education, health, and quality of life for all students and their families

Goal 2: All stakeholders should be engaged in the process of determining changes in the community

Obj.: Employ public visioning processes

Obj.: Processes and implementation shall be transparent

Goal 3: Encourage regionally connected areas

Obj.: Identify funding to support regional transit development

Obj.: Attract other communities and cities in our region to support this idea

Goal 4: The City's zoning, annexation, and neighborhood planning processes will be transparent and predictable so that developers and residents understand review criteria

Obj.: Design planning processes that engage differing viewpoints and are continually evaluated for effectiveness
Obj.: Work in tandem with the County to present the differences in zoning and educate the public to better understand potential outcomes

Goal 5: Promote cooperation within the multi-jurisdictional political system

Obj.: Community partners develop and agree on major goals and work toward achieving them

Obj.: The community is engaged in legislation and policy creation

Livable and Sustainable Communities

Goal 1: Columbia will be a healthy, diverse, and enriching community for all residents that promotes healthy people and families

Objective: Promote health through clean air, waterways, and a green city providing healthy lifestyles through recreation, community gardens, adequate grocery stores, and farmers' markets
Obj.: Promote easy access to health care, social services, mental health, and elder care

Goal 2: Development standards encourage compact, contiguous neighborhoods within reach of workplaces

Obj.: Deploy form-based zoning and other tools such as design guidelines, smart growth, and mixed use

Obj.: Each neighborhood should have a central gathering place such as a park, school, or library

Goal 3: The City will become a model community for implementing universal design standards

Obj.: Develop codes that allow for aging in place

Obj.: Design standards will be in compliance with ADA requirements

Goal 4: Downtown Columbia should be a vibrant, beautiful, and affordable place to live and work

Obj.: Downtown Columbia supports a rich arts community

Obj.: Enhance the vibrancy, historic integrity, and eclectic composition of the greater downtown

Goal 5: Neighborhoods that are economically, aesthetically, and socially varied will be promoted

Obj.: Plan future developments that are livable and walkable for residents throughout the City

Obj.: Promote affordable housing throughout the community































APPENDIX

The Columbia Imagined Report Card

As described on page 22 of the Report, Columbia Imagined Plan’s Implementation Matrix was expanded into a “Report Card” to track plan implementation. Seven additional columns were added in 2014 to provide additional metrics and indicators for success.





























The PDF version of the “Report Card” is included on the following pages. The interactive version with additional information may be viewed online on the Columbia Imagined webpage at: www.ColumbiaImagined.com



















Policy	Strategies	Actions	Participants & Stakeholders	Public Prioritization	Implementation Type	Primary Indicator(s)	Evaluation Criteria	Time Frame/ Progress	PZC Work Program or Community Partners	Milestones/ Work Products to Date	Supporting Documents/ Resources
Livable & Sustainable Communities											
Policy One: Support diverse and inclusive housing options	Encourage universal design and practices for aging in place	• Encourage universal design standards in residential building codes to ensure new housing stock meets the needs of all residents	AIA Chapter, Boone County Center on Aging, Boone County, Codes Commission, Board of Realtors, Builders’ Assn., Chamber of Commerce, City Council, Developers, Disabilities Advocates/Community, Neighborhood Associations	MED	Policy	Development of incentives or reduction in barriers and code changes to support universal design	Percent of new housing stock that meets universal design standards increases	Long-Term			
		• Create codes that allow for multi generational housing and accessory dwelling units			Ordinance	Multigenerational housing code amendment	Number of multigenerational houses increases	Medium-Term			
					Ordinance	ADU code amendment	Number of ADUs increases	COMPLETE		ADU code amendment developed; Council approved July 7, 2014	ADU Ordinance Revision
		• Create zoning that encourages a variety of housing options and services			Ordinance	Zoning amendments for housing options and services	Variety in housing options	Short-Term		Development Codes Update Project Underway	DCU Website
	Promote construction of affordable housing	• Incentivize creating a percentage of owner-occupied and rental dwelling units in new residential developments to meet affordable housing standards	AIA Chapter, Boone County, Codes Commission, Builders’ Assn., CHA, City Council, Developers, Habitat for Humanity, Mayor’s Housing Policy Committee, Neighborhood Associations, University of Missouri	MED	Policy/Ordinance	Development of affordable housing incentive(s)	Percent of affordable housing	Medium-Term			
		• Follow the recommendations of the Affordable Housing Policy Committee report			Policy	Examine existing codes and policies to implement Affordable Housing Policy Report	Implementation of Report Recommendations	Medium-Term			Affordable Housing Policy Committee Report
		• Require a mixture of housing types and price ranges within new subdivisions to provide options for integration of affordable housing and non-traditional family units (singles, one parent households, etc.)			Ordinance	Zoning Code Revisions; Potential Incentives	Diversity of housing types and prices in new subdivisions	Long-Term			
	Promote home ownership and affordable housing options, and encourage integrated residential densification via flexibility and dwelling unit options	Amend Zoning Regulations to:	AIA Chapter, Boone County, Codes Commission, Board of Realtors, Builders’ Assn., CHA, City Council, Developers, Neighborhood Associations	LOW	Ordinance	ADU code amendment	ADU code amendment adopted; Number of ADUs increases	COMPLETE		ADU code amendment developed; Council approved July 7, 2014	ADU Ordinance Revision
		• Allow accessory dwelling units in the R-2 zoning district				Cottage-style code amendment	Cottage-style code amendment adopted: Number of developed small lots	Short-Term		Development Codes Update Project Underway	DCU Website
		• Introduce a cottage-style small-lot residential zoning district to accommodate single-family detached housing options that may be more affordable due to smaller lot and home sizes				R-2 zoning code amendment	Number of single-family attached dwellings in R-2 zones	Short-Term		Development Codes Update Project Underway	DCU Website
Policy Two: Support mixed-use	Establish neighborhood scale commercial and service nodes	• Use planning tools and decision making to locate smaller-scale commercial and service businesses adjacent to neighborhoods	Columbia Board of Realtors, Developers, Neighborhood Associations, REDI, Small Business Incubators	HIGH	Policy	Zoning and development approvals	Number and location of neighborhood-scale businesses	Long-Term		Neighborhood Planning Website	Neighborhood Planning Website
		• Neighborhood plans should address desired locations and types of potential new businesses				Neighborhood plans addressing desired locations and types of new businesses	Number of neighborhood plans	Medium-Term		Neighborhood planning underway	Neighborhood Planning Website
	Adopt form-based zoning	• Use Metro 2020 Land Use District Design Guidelines as a basis for developing and applying form-based zoning	Central MO Development Council, Builders’ Assn., Developers, Downtown Associations, Historic Preservation Commission, Neighborhood Associations, Urban Land Institute, Board of Realtors, Chamber of Commerce	LOW	Ordinance	Development of form based zoning	Use of form based zoning	Medium-Term		Development Codes Update Project Underway	DCU Website
	Identify service gaps and support zoning and development decisions to provide walkable local commercial service & employment nodes	• Incentivize mixed and desired/needed uses in key locations (zones and nodes)	Bicycle & Pedestrian Commission, Developers, Energy & Environmental Studies (MU Extension), Neighborhood Associations, PedNet	HIGH	Ordinance	Development of incentives for mixed use and desired zones and nodes; identify locations for desired uses	Number of neighborhood plans; number of mixed use zones; Average distance between elementary schools and grocery stores*	Medium-Term		Neighborhood planning underway; Development Codes Update Project Underway	Neighborhood Planning Website; DCU Website
		• Build on Metro 2020 guidelines to make land use compatibility decisions, and to determine when separation vs. integration of land uses is appropriate				Walkability of approved zoning and developments	Walk scores	Medium-Term		Development Codes Update Project Underway	Walk Score Website

Policy	Strategies	Actions	Participants & Stakeholders	Public Prioritization	Implementation Type	Primary Indicator(s)	Evaluation Criteria	Time Frame/ Progress	PZC Work Program or Community Partners	Milestones/ Work Products to Date	Supporting Documents/ Resources
Policy Three: Facilitate neighborhood planning	Facilitate the creation of neighborhood land use plans ahead of development/ redevelopment pressure	<ul style="list-style-type: none">• Work with HPC to prepare a Historic Preservation Plan, which surveys areas of historical significance and develops strategies for their preservation	Board of Realtors, Colleges & Universities, Columbia Public Schools, Developers, DLC, Downtown Community Improvement District, Historic Preservation Commission, Neighborhood Associations	HIGH	Policy	Development of historic preservation plan	Number of properties preserved	 Long-Term			
		<ul style="list-style-type: none">• Develop local incentives to encourage/support historic preservation and mixed-use planning in neighborhoods				Development of support and incentives for historic preservation and mixed use	Number of neighborhood plans; Use of incentives	 Medium-Term		Neighborhood planning underway; Development Codes Update Project Underway	Neighborhood Planning Website; DCU Website
		<ul style="list-style-type: none">• Work with CPS to identify appropriate school sites based on growth projections, and coordinate zoning and capital improvement projects to support these sites.				Partnership and process for school siting and capital improvement and zoning	Number of school sites identified/developed	 Long-Term		CPS now a member of CATSO Technical Committee	CATSO Bylaws
		<ul style="list-style-type: none">• The City should work with neighborhoods to develop a planning process, then develop plans for 2-5 neighborhoods/year				Development of neighborhood planning process	Number of neighborhood plans adopted	 Short-Term		Neighborhood planning process underway	Neighborhood Planning Website
Policy Four: Promote community safety	Identify opportunities to promote community safety through design, community policing and promotion, the siting of public safety facilities, and access to community resources	<ul style="list-style-type: none">• Encourage CPTED (Crime Prevention Through Environmental Design) principles in subdivision and zoning codes	Columbia Public Schools, Developers, Neighborhood Associations, Parks and Recreation Dept., Planning & Zoning Commission, Property Owners, Public Safety Providers, Social Service Providers	To be determined by the Council (policy added post public prioritization)	Policy	Development of CPTED checklist for plan review	Crime statistics	 Medium-Term			
		<ul style="list-style-type: none">• Support defensible neighborhoods through programs such as the Crime Free Housing, Neighborhood Watch, targeted code enforcement and property maintenance assistance programs				Neighborhood support and engagement	Number of neighborhood plans adopted; Number of active neighborhoods; Number of Neighborhood Watch groups	 Short-Term		Neighborhood planning process underway	Neighborhood Planning Website
		<ul style="list-style-type: none">• Facilitate public safety facility and technology placement using population projections and growth management				Siting and development using Columbia Imagined's projections and growth management.	Capital improvement higher in areas of anticipated growth	 Long-Term			
		<ul style="list-style-type: none">• Increase access to community services and resources and promote neighborhood-based solutions to public safety				Location of, and multi-modal access to, community resources and public safety	Percent of neighborhoods with high access to services, resources, and public safety	 Long-Term			
Land Use and Growth Management											
Policy One: Plan for fiscally sustainable growth	New development will pay a fair allocation of infrastructure costs	<ul style="list-style-type: none">• Revise development standards to establish a fair allocation of funds for off-site improvements needed to support the impacts and needs of their development projects	Board of Realtors, Boone County Resource Management, Columbia Public Works, Developers, Energy & Environment Commission, Home Builders Association on, Infrastructure Task Force, developers, REDI	HIGH	Ordinance	Change in allocation of infrastructure costs for new development		 Medium-Term			
		Policy/Tool			Development and use of development scorecard	Percent of public and private investment for infrastructure	 Short-Term		Infrastructure Score Card underway		
	Give funding priority to the maintenance of existing public infrastructure and services	<ul style="list-style-type: none">• Replace and repair aging infrastructure in older neighborhoods• Improve downtown infrastructure—sewers, storm water facilities and alleys• Size replacement infrastructure to meet increased demands from higher-density development	Columbia Public Works, Infrastructure Task Force, developers, Boone County Resource Management, Energy & Environment Commission, neighborhood associations, REDI	MED	Policy	Capacity and condition of existing infrastructure and rate of repair and replacement	Percent of improved capacity and condition of infrastructure; repair and replacement meets density demands	 Medium-Term			
Policy Two: Establish an Urban Service Area	Limit or discourage growth beyond the established area	<ul style="list-style-type: none">• Use watershed boundaries/future land use map as guides for sewer, facilities build out• Establish development review criteria that will utilize Capital Improvement Program Plan programming for infrastructure upgrades and installation	Board of Realtors, Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Conservation Organizations, Consolidated Water Districts, Mid-MO Development Council, Property Owners, REDI, Smart Growth Coalition	LOW	Policy	Relationship between sewer and other facilities build out and the FLUM and CIP	Percent of sewers and other facilities built/ planned in CIP in FLUM/USA area;	 Long-Term			
		<ul style="list-style-type: none">• Coordinate adoption of similar City and County sufficiency-of-services provisions				Development of similar City and County S. of S. policies;	Percent of growth occurring inside the USA	 Long-Term		Infrastructure Score Card underway	
		<ul style="list-style-type: none">• Establish standards with which to assess existing and/or needed infrastructure improvements for developments during review processes				Change in development review process to assess existing and needed infrastructure improvements					
	Modify urban service area as necessary to support value added growth	<ul style="list-style-type: none">• Develop criteria to determine the capacity of the urban service area and the benefits of expanded development territories• Conduct periodic review and potential adjustment of the urban service area in light of development trends and existing infrastructure maintenance needs	Board of Realtors, Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Consolidated Water Districts, REDI	LOW	Policy	Capacity of infrastructure within USA; Projected development/land use needs and infrastructure capacity	How often the capacity of USA evaluated and adjusted to meet needs	 Medium-Term			
	Identify potential changes to City annexation policy to promote compact and contiguous growth	<ul style="list-style-type: none">• Consider revising, relaxing or eliminating the annexation requirement where city sewer service extensions are needed for public health reasons but do not serve compact and contiguous growth patterns• Investigate opportunities to provide public sewer service on properties with failing on-site facilities• Explore additional territorial agreements between the sewer utility and the Boone County Regional Sewer District	Boone County Regional Sewer District, Boone Electric Cooperative, Columbia Public Schools, Columbia Public Works, Columbia Water and Light, Consolidated Water Districts, Developers, DNR, Property Owners, REDI	LOW	Policy/Ordinance	Sewer and annexation policies and practices are evaluated while considering public health and service efficiencies	Percent of annexed land that is compact and contiguous and in USA	 Long-Term			

APPENDIX

The Columbia Imagined Report Card

Policy	Strategies	Actions	Participants & Stakeholders	Public Prioritization	Implementation Type	Primary Indicator(s)	Evaluation Criteria	Time Frame/ Progress	PZC Work Program or Community Partners	Milestones/ Work Products to Date	Supporting Documents/ Resources
Policy Three: Prioritize infill development	Incentivize infill	• Explore opportunities to make infill projects more attractive to developers, including regulatory and financial incentives	Banks/Financial Institutions, Boone County, CHA, CID, Columbia Public Works, Developers, Neighborhood Association, REDI, State of Missouri	MED	Policy/Ordinance	Fewer regulatory barriers to infill development; Incentives for infill are developed	Number of infill development projects increases	 Medium-Term			
	Remove incentives that favor suburban sprawl	• Stop spending taxpayer dollars to fund infrastructure extensions that serve only new suburban residential development	Boone County, CHA, CID, Columbia Public Works, Developers, REDI, State of Missouri	MED	Policy	Public investment for new infrastructure for suburban residential development	Reduction in public investment for suburban infrastructure extension	 Medium-Term			
	Develop specific development guidelines and standards that address common concerns related to impacts of infill development, particularly in relation to existing residential neighborhoods	• Promote neighborhood-level land use planning to guide infill development • Engage stakeholder groups in an update to standards for transitions between incompatible land uses such as commercial and residential	Central City Neighborhoods and Associations, CHA, CID, Columbia Public Schools, Developers, Neighborhood Associations, Board of Relators	HIGH	Policy Ordinance	Development of neighborhood plans; Stakeholder engagement in land use transition standards and changes to transition standards (landscaping, noise mitigation, set backs, lighting, etc.-- Development Codes Update)	Number of neighborhood plans; Number of active neighborhoods; Zoning and subdivision code amendments	 Medium-Term		Neighborhood Planning Underway	Neighborhood Planning website; DCU website
Policy Four: Recognize regional opportunities to address growth management	Review new and existing intergovernmental agreements	• Conduct efficiency analyses of existing cooperative agreements • Periodically review and modify service territories/agreements/policies to reflect development trends	Boone County, CATSO, Mid-Missouri RPC, REDI, Sewer & Water Districts, State of Missouri, University of Missouri	MED	Policy	Review of existing agreements and policies	Number of modifications to existing agreements and policies	 Medium-Term			
	Acknowledge the impact of school siting on growth and development within and adjacent to the urban service area	• Collaborate with Columbia Public Schools and Boone County to identify potential school sites based on projected growth and infrastructure • Encourage CPS budgeting practices that will permit cost sharing for necessary infrastructure with the City and County	Boone County, CATSO, Columbia Public Schools, Mid-Missouri RPC, REDI, State of Missouri	MED	Policy	Potential school sites evaluated based upon FLUM, USA and Columbia Imagined growth projections; Change in CPS budgeting	Location of new schools in areas with infrastructure and high growth projections; Percent of infrastructure costs for new schools by agency	 Long-Term		CPS representative added to CATSO Technical Committee	
Environmental Management											
Policy One: Adopt alternative development regulations	Adopt a conservation zoning district	• Establish a zoning district to delineate regulated natural preservation areas where disruption of natural landscape features is minimized and a connected, uninterrupted network of streams, parks, trails, and wildlife corridors (i.e. green infrastructure) is maximized	Boone County, Columbia Parks and Recreation, Conservation Groups, Developers & Builders, State of Missouri DNR	MED	Ordinance	Development of a conservation zoning district	Adoption of conservation zoning district; Acres of property zoned for conservation	 Medium-Term		DCU underway	DCU website
Policy Two: Prepare a "green infrastructure" plan	Acknowledge opportunities for environmental preservation and enhancement within the City	• Create and implement a plan governing preservation, restoration, and linkage of existing natural areas, identify habitat requirements for indigenous plants and animals, and provide guidelines for future development • Prepare an urban forestry plan	Boone County, City Arborist, Columbia Parks and Recreation, Conservation Groups, Greenbelt Land Trust of Mid-Missouri, State of Missouri DNR	HIGH	Plan/Ordinance	Development of a green infrastructure plan; Development of an urban forestry plan	Adoption of green infrastructure plan and urban forestry plan; Condition of natural resources improves; Acres for preservation and restoration increase	 Medium-Term			
	Preserve environmentally sensitive areas	• Maintain and preserve open space along major stream corridors, specifically including floodplains; this may be by private action or public acquisition	Boone County, City Arborist, Columbia Parks and Recreation, Conservation Groups, Greenbelt Land Trust of Mid-Missouri, State of Missouri DNR	HIGH	Ordinance	Preservation of open space in sensitive areas	Number of acres of open space among environmentally sensitive areas holds steady	 Long-Term		Development Codes Update underway	DCU website
Policy Three: Implement agricultural land preservation techniques	Encourage preservation of sensitive natural areas and prime agricultural land	• Establish zoning protections designed to preserve the current agricultural uses in these areas • Establish policies to maintain existing farmland for future use through mechanisms such as the purchase of development rights (PDR) or transfer of development rights (TDR) • Create a TDR and/or PDR program, with areas sending their development rights to receiving areas that are permitted to build with increased densities to protect environmentally sensitive areas such as forested lands, steep slopes, and riparian corridors and buffers	Boone County, Columbia Center for Urban Agriculture, Greenbelt Land Trust of Mid-Missouri, Missouri Farm Bureau, State of Missouri, USDA	HIGH	Policy Ordinance	Change in zoning and policies to preserve sensitive areas and prime agricultural areas Development of a TDR or PDR program	Zoning and policy adoption; number of acres of zoned for preservation or agriculture Use of TDR or PDR program (number of acres)	 Medium-Term  Long-Term	 	Development Codes Update underway	DCU website
Policy Four: Coordinate land disturbance and development permits	Strengthen land disturbance regulations	• Create City steep slopes ordinance to discourage excessive cut & fill, which results in "table-topping" of sites, loss of natural landscape features • Strengthen tree preservation regulations; enhance policies regarding the percentage of climax forest and tree preservation required for lots or developments, revamp City regulations to consider developments as a whole instead of individual lots, and encourage cross-development preservation in support of the green infrastructure concept	Boone County, City Arborist, Columbia Community Development, Columbia Public Works, Developers, EPA, State of Missouri DNR	LOW	Ordinance	Development of a steep slopes ordinance Change in tree preservation regulations and policies; Develop mechanisms focusing on larger/more comprehensive sites	Adoption of a steep slopes ordinance Adoption of ordinance and policy changes; Acres of climax forest and tree preservation	 Short-Term  Medium-Term	 	PZC work session topic Development Codes Update Underway	 DCU Website
Policy Five: Enhance tree preservation standards and invasive species management	Encourage land preservation	• Reduce ambiguities in the subdivision and zoning codes by refining language to be more specific in its intent and implementation; encourage preservation of usable/accessible open space in planned unit developments (PUDs) • Establish policies in City and County code encouraging the preservation of common open space in subdivisions through the adoption of conservation (cluster) subdivision standards	Boone County, City Arborist, Columbia Parks and Recreation, Developers, Greenbelt Land Trust of Mid-Missouri	LOW	Ordinance	Change in subdivision and zoning codes	Adoption of DCU; Increased open space percentage of development	 Medium-Term		Development Codes Update underway	DCU website
	Implement conservation subdivision standards		Boone County, City Arborist, Columbia Parks and Recreation, Developers, Greenbelt Land Trust of Mid-Missouri, Volunteer Services	HIGH	Policy/Ordinance	Development of conservation subdivision standards	Adoption of conservation subdivision standards	 Medium-Term			

Policy	Strategies	Actions	Participants & Stakeholders	Public Prioritization	Implementation Type	Primary Indicator(s)	Evaluation Criteria	Time Frame/ Progress	PZC Work Program or Community Partners	Milestones/ Work Products to Date	Supporting Documents/ Resources
Mobility, Connectivity, and Accessibility											
Policy One: Accommodate non-motorized transportation	Encourage interconnectivity between neighborhoods, commercial districts, and employment centers using non-motorized transportation networks	<ul style="list-style-type: none"> Prioritize greenway trail projects that connect neighborhoods to commercial and employment centers Enforce the ordinance that requires landowners to maintain public sidewalks adjacent to their properties 	Bicycle and Pedestrian Commission, Bike and Track Clubs, CID, Columbia Parks and Recreation, Columbia Public Works, Disabilities Community, DLC, Neighborhood Associations, PedNET	HIGH	Policy	Prioritization and development of greenway trail projects between neighborhoods and commercial and employment centers	Miles of new greenway trails	Medium-Term			
					Ordinance	Change in enforcement policies	Maintenance and condition of sidewalks	Medium-Term			
Policy Two: Improve transit service	Support and promote the public transportation system	<ul style="list-style-type: none"> Connect bus routes with trails and greenways Pursue new technologies and efficiencies to enhance the system Encourage compact development near transit corridors and commercial hubs to support transit feasibility 	Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Columbia Transit, CoMET, MACC, OATS, Services for Independent Living	HIGH	Policy	Change in bus routes to connect to trails and greenways	Number of connection points	Medium-Term		COMO Connect Route Redesign fall 2014;	COMO Connect website
						Use of technology and changes leading to efficiency	Service efficiency and technology metrics increase	Medium-Term		AVLs on buses and GPS technology apps	
						Incentives for transit-oriented development	Density of transit and commercial corridors increases	Long-Term			
	Expand the existing transit system to meet ridership needs	<ul style="list-style-type: none"> Evaluate the existing transit system and opportunities for system improvements based upon ridership surveys Evaluate different route designs and models 	Boone County Center on Aging, Boone County Family Resources, Bicycle and Pedestrian Commission, Columbia Public Works, Columbia Transit, CoMET, Disabilities Commission, MACC, OATS, Services for Independent Living	MED	Policy	System changes are based upon ridership surveys	Ridership satisfaction increases; Ridership increases	Medium-Term		COMO Connect Route Redesign fall 2014;	COMO Connect website
						Evaluate routes and system model	Routes and system model changes reflect evaluation; Ridership increases	Complete		AVLs on buses and GPS technology apps	
						Change in funding sources	Funding sources become more diverse/ or funding model changes	Medium-Term			
	Support and promote affordable and efficient air travel into and out of Columbia Regional Airport	<ul style="list-style-type: none"> Explore diversification of funding sources Recruit nearby communities to support Columbia Regional Airport 	Airport Advisory Commission, Airline Industry, Central MO Municipalities, Chamber of Commerce, Columbia Public Works, MU & Colleges, Private Business, REDI, State of MO	LOW	Policy	Develop incentives for support of the airport; Increase the ROI via efficiency and cost	Number of communities/amount of support for COU increases	Medium-Term			
Policy Three: Promote a mobility management public transportation system	Promote public transportation system expansion with regional considerations	<ul style="list-style-type: none"> Focus on developing a transit system between Columbia, the Columbia Regional Airport, Jefferson City, and the Jefferson City Amtrak Station 		LOW	Plan/Policy	Development of regional transportation	Service area expansion	Medium-Term			
	Identify funding to support regional transit development and create partnerships between regional stakeholders to produce an integrated transportation system	<ul style="list-style-type: none"> Coordinate with MU, Columbia College, Stephens College, social service agencies, major employment centers, and Boone County 	Boone County, Boone County Center on Aging, Boone County Family Resources, Columbia Transit, CoMET, MACC, OATS, REDI, Services for Independent Living, State of MO, Surrounding Counties and Communities	LOW	Plan/Policy	Identify funding for regional transportation integration	Development of commuter or other regional transportation	Medium-Term		Mid-MO RPC moving forward with application for Mobility Management Funding Grant Application	Mid-MO RPC Website http://www.midmorc.org/
Economic Development (includes Inter-Governmental Cooperation)											
Policy One: Foster opportunities for economic growth partnerships	Promote cooperation within the multi-jurisdictional political system to minimize cost, maximize efficiency, and ensure adequate support of community services that support all citizens	<ul style="list-style-type: none"> Coordinate with CPS to select future school sites Coordinate with CPS to prepare for education system demands resulting from population growth Coordinate public transit service with MU Coordinate student housing needs with MU 	Boone County, Boone County Family Resources, Columbia College, Columbia Transit, CPS, DLC, MACC, MU, REDI, Stephens College, State of Missouri	MED	Policy	Population and other projection metrics are shared between jurisdictions	New schools are sited in areas of anticipated growth	Long-Term			
						Multi-jurisdictional coordination for public transit and student housing increases	Percent of student housing served by transit increases; student housing needs are met	Long-Term			
Policy Two: Promote Columbia's strengths and address its weaknesses	The City's planning and development processes will be transparent and predictable so that developers and residents understand review criteria	<ul style="list-style-type: none"> Audit existing processes and modify as necessary to facilitate early engagement, informed citizens, and meaningful stakeholder involvement in development matters 	Community Development, Developers, Neighborhood Associations, The Public	HIGH	Ordinance	Evaluation process (with public surveys) held to identify areas of development process issues	Planning and development processes change; level of satisfaction and engagement increases	Short-Term		Community Dashboard Developed; Development Codes Update Underway	City Maps website; DCU website
	Connect Columbia to the world by the most reliable and most equitable communications technologies	<ul style="list-style-type: none"> Work with communications providers to install the best wireless and fiber networks and emerging technologies 	ABC Labs, CenturyLink, Chamber of Commerce, Charter Communications, DLC, Mediacom, MU, REDI, State of Missouri, Socket	HIGH	Policy	Support wireless and communication technology installation and innovation	Level of communication technology access increases	Medium-Term			
		<ul style="list-style-type: none"> Pursue grants that bridge the digital divide 				Identify needs and pursue grant opportunities	Percentage of community with access to digital communication; digital literacy rates increase	Medium-Term			
Policy Three: Promote high quality job-producing developments	Recruit clean industry to Columbia	<ul style="list-style-type: none"> Identify funding sources and partnerships for development of new facilities and expanded programs 	Boone County, Chamber of Commerce, Energy and Environment Commission, MU, REDI, State of Missouri	MED	Policy	Develop incentives and support for clean industry	Number of clean industry companies/ jobs increases	Medium-Term			
	Support local entrepreneurial ventures	<ul style="list-style-type: none"> Evaluate tax incentives for entrepreneurial/small businesses 	Boone County, Centennial Investors Angel Network, Chamber of Commerce, CID, Columbia College, Developers, DLC, MACC, MO Innovation Center, MU, REDI, SCORE, State of Missouri, Stephens College, University Center for Innovation & Entrepreneurialism	HIGH	Policy	Development of incentives for entrepreneurial/small businesses	Number of small businesses increases; number of jobs created	Medium-Term			

APPENDIX

