

A. Growth management planning Functional Planning Area Goals and Objectives From Visioning

A.1. Growth Management Planning

GOAL: Columbia, Boone County and the surrounding region will have a well planned, proactive growth strategy that protects the environment and the city character, preserves our heritage and uniqueness as well as addresses the manner in which infrastructure (including but not limited to roads, utilities and other common facilities used by the community) is developed and maintained, and offers a fair and balanced approach regarding how payment for infrastructure is shared. (5.0; 5.1; 5.1.1; 5.1.2; 5.1.3; 5.2; 5.2.3; 5.4; 5.4.1; 5.4.2; 5.4.3; 5.4.4; 5.4.5; 5.4.6; 5.4.8; 5.4.9; 9.1; 9.2; 13.0; 13.1; 13.3; 13.4.3)

OBJECTIVES:

- a) Comprehensive plan will contain a comprehensive growth plan that defines a proactive growth strategy. (5.1.2)
- b) Comprehensive plan will define planning and zoning process that ensures that infrastructure implementation and financing is aligned with the comprehensive growth plan. (5.1.1; 5.1.2)
- c) Establish a process for allocating development and growth costs amongst stakeholders in a fair and balanced way. (5.0; 5.1; 5.1.3; 5.2.3)
- d) Growth strategy will address preservation of natural environment, agricultural areas, and cultural resources and will include options for financing of adequate green infrastructure. (5.2; 5.4)
- e) Growth strategy will promote diverse, mixed-use, walkable and bicycle friendly neighborhoods; and develop in ways that positively contribute to and sustain community culture, heritage, and character. (5.0; 13.0; 13.1; 13.3; 13.4.3)
- f) Encourage infill and redevelopment through the use of a comprehensive list of potential sites, broader public education and attractive developer incentives. (5.4.3)
- g) Implement a program to educate the public about growth management (5.4.4)
- h) Develop a planning process that is comprehensive, coordinated, and cooperative and includes all affected political subdivisions, taxing districts, and other stakeholders. (5.4.5)
- i) Establish a process to use comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form based zoning. (5.4.8)

B. Land Use Functional Planning Area Goals and Objectives From Visioning

B.1 Land use planning

GOALS: Land use planning will incorporate planning for: preservation of natural environment (including, scenic views, natural topographies, rural atmosphere, watersheds, healthy streams, natural areas, native species, wildlife corridors, preservation of green space and the development of greenways, and unique environmentally sensitive areas), agricultural areas, and cultural resources, bike & pedestrian trails, preservation of our heritage and uniqueness, as well as roads, utilities and other common facilities used by the community.

(5.0; 5.2; 5.4; 5.4.9; 9.1; 9.1.2; 9.2; 12.0; 12.1; 12.1.1; 12.1.2; 12.1.5; 12.2; 12.2; 12.2.2; 12.3)

OBJECTIVES:

- a) Comprehensive plan will address land use for both grey (roads, pedways, utilities, etc...) and green infrastructure (natural environmental assets required for a livable community).[this objective is the same as J.1. 2nd objective]
- b) Encourage mixed-use zoning to create walkable communities and expand opportunities to sell and deliver produce, crafts and services (2.3.3²)

B.2 Greenspace and Greenways, Parks

GOAL: An extensive network of greenways will play a significant role in providing transportation options, protecting wildlife corridors, watersheds and floodplains, and increasing public access to natural open spaces. (5.2; 5.2.1; 5.2.2; 5.2.3; 5.4.1; 12.0; 12.1; 12.1.1; 12.1.3; 12.1.5; 12.3; 12.3.1; 12.3.2)

OBJECTIVES:

- a) Create city/county commission that will acquire and develop green space through regular financing and acquisition programs, and conservation (or other appropriate) easements and purchase of development rights. 12.0; 12.1; 12.1.1; 12.1.3; 12.3; 12.3.1; 12.3.2
- b) Create process to set aside parkland and open space in new developments using conservation easements, or other appropriate dedicated zoning categories. (12.1.5)
- c) Establish a city-county land preservation authority that would evaluate potential land preservation areas in Columbia and Boone County and develop funding mechanisms to finance land preservation. (5.2; 5.2.1; 5.2.2; 5.2.3; 5.4.1)

B.3 Trail Networks

GOAL: An extensive, safe network of trails will accommodate a variety of users ranging from recreational to non-motorized travelers. This network may include roadway and public transportation infrastructure to connect parks, neighborhoods, schools, and businesses. (12.4; 12.4.1; 12.4.2)

OBJECTIVES:

- a) Develop a planning process that will ensure trail connectivity in new and existing developments. (5.4.8; 12.4, 12.4.1, 12.4.2)

- b) Develop a plan for an extensive, safe network of trails, that provides connectivity in new and existing developments and will accommodate a variety of users ranging from recreational to non-motorized travelers. This network may include roadway and public transportation infrastructure to connect parks, neighborhoods, schools, and businesses. (12.4, 12.4.1, 12.4.2)

B.4 Sustain Community Character

GOAL: Land use decisions will “positively contribute to and sustain community culture, heritage, and character”(5.0, 5.4.2, 5.4.8)

OBJECTIVES:

- a) Implement a growth management plan that incorporates form based zoning to promote diverse mixed use and environmentally sustainable neighborhoods. (5.3.1; 5.4.2; FVR p43, 4th action step)

C: Transportation Functional Planning Area Goals and Objectives From Visioning

C.1. Modern Multimodal Transportation System

Goal: “*Columbia and central Missouri, a growing urban community, will have a **modern transportation system** that allows its citizens to move about freely within the region using whatever means are desired – **automobile, bus, bicycle, walking** – and to do so safely, within a reasonable time frame, and without encountering needless congestion.*” (5.0; 5.1; 5.3; 5.3.1; 6.1; 6.3; 6.3.1; 13.0; 13.1; 13.1.1; 13.1.2; 13.1.3; 13.1.4; 13.1.5; 13.2; 13.2.1; 13.2.3; 13.2.4; 13.3; 13.3.1; 13.3.3; 13.3.4; 13.4; 13.4.1; 13.4.3; 13.4.4)

OBJECTIVES:

- a) Adopt policies that promote safe multimodal transportation: – automobile, bus, bicycle, walking, public transit and wheel chairs. (**Same references as C.1**)
- b) Establish a human services transportation network that allows all residents to live easily in Columbia without a vehicle. (13.4)
- c) Establish a process to tie public transportation service to permits for new developments (13.4.3)
- d) Fairly allocate transportation system development and maintenance costs between stakeholders. (5.0; 5.1; 5.1.3)

C.2. Integration of transportation Network

Goal: “*The roadway, sidewalk, public transit, and trail systems will all tie together into an effective integrated transportation network.*” (5.4.8; 13.1; 13.1.3; 13.2.2; 13.2.3; 13.3; 13.4.3; 13.4.4)

OBJECTIVES:

- a) Adopt policies that will lead to the effective integration of differing modes of transportation and that will promote the interconnection of neighborhoods. (**Same references as C.2**)

C.3. Coordination With Community

Goal: Integrate the timing of all modes of transportation infrastructure with the comprehensive plan. (13.2; 13.2.2; 13.2.3)

OBJECTIVES:

- a) Timing of all modes of transportation infrastructure will be integrated. (13.2, 13.2.3)
- b) Transportation projects will be compatible with adjacent land uses. (13.2)
- c) Transportation rights of ways (roads, pedways, greenways) be maintained during development. (13.2; 13.2.2)

C.4. Transportation System Reflects Community Character

Goal: “Columbia protects and encourages the expression of its historic and natural character, uniting the community with sustainable, healthy planning and design, **beautifying the streets** and lives of its citizens.” (Note. This is 2.0 verbatim)(2.0; 2.1; 2.1.2; 5.0; 12.1.2; 13.1.4; 13.3)

OBJECTIVES:

- a) Implement sustainable healthy planning and design principles into the transportation planning process. (2.0; 2.1; 2.1.2; 5.0; 13.1.4; 13.3)
- b) Establish a streetscape plan through the use of landscape, site amenities, art, and thematic elements to create memorable and attractive boulevards and streetscapes. (12.1.2)

C.5. Greenways as Transportation Corridors

Goal: “An extensive network of greenways will play a significant role in providing transportation options, protecting wildlife corridors, watersheds, and floodplains, and increasing public access to natural and open spaces.” (Note this is 12.3 verbatim) (12.0; 12.1.5; 12.3; 12.3.1; 12.3.2)

OBJECTIVES:

- a) The City of Columbia in conjunction with different interest groups will develop and fund a multi-use trail network that achieves connectivity in new and existing developments using existing or new right of ways; or where appropriate collocated in greenways, or sidewalks where trails are not deemed feasible. (12.0; 12.1.5; 12.3; 12.3.1; 12.3.2)
- b) Acquire greenways through regular financing and acquisitions in current city boundaries and that keep pace with new development. (12.0; 12.1.5; 12.3; 12.3.1; 12.3.2)

C.6. Air Travel

Goal: Regional travelers will be able to take advantage of affordable air travel from Columbia regional airport. (7.2; 7.2.1; 7.2.2; 7.2.3)

OBJECTIVES:

- a) The City of Columbia will promote efficient and cost-effective flights into and out of Columbia regional airport. (7.2; 7.2.1; 7.2.2; 7.2.3)

C: Transportation goals_danrev.doc 10/13/10

D: Community Facilities and Infrastructure Functional Planning Area Goals and Objectives From Visioning

D.1 Community Facilities

GOAL: Columbia will develop and promote central resources such as libraries, schools, recreational facilities, community centers, creating environments that will cultivate responsible citizenship, creative opportunities, and support high quality of life. (1.0; 1.2; 3.0; 3.1.1; 4.1; 5.3; 8.0; 8.1; 8.1.1)

OBJECTIVES:

- a) Increase access to art venues, library services, facilities, and community meeting spaces and establish additional facilities and service points. (1.2.3) (3.1)

D.2 Infrastructure

GOAL: A well planned, proactive growth strategy that addresses the manner in which existing facilities, infrastructure², and public safety services (including but not limited to emergency, police, public works, substances abuse, roads, utilities, and other common facilities such as a multipurpose facility¹ used by the community,) is developed and maintained, is equitable, high level, and comprehensive, offers a fair and balanced method to share payment for infrastructure and service expansion, accommodates change, and provides coordination among all potential stakeholders. (3.0; 3.2.1; 3.2.2; 3.4; 3.4.1; 3.4.2; 3.4.3; 4.1.3; 5.1; 5.3.3; 5.1;)

OBJECTIVES:

- a) Use task force of stakeholders, supported by professionals, to develop a comprehensive master plan that incorporates roads, sewers, storm water management and other infrastructure support mechanisms and establishes a protocol that minimizes future utility conflicts and manages land use. (5.4.8 & action step, FVR p. 49)

Notes:

1. FVR Appendix III, p. 22, E. 5
2. FVR Appendix III, p. 6, c., penultimate bullet point.

D staff # facilities & infrastructure rev.doc 9/14/10

E: Housing Functional Planning Area Goals and Objectives From Visioning

E.1 Downtown Housing

GOAL: Downtown Columbia will have a variety of safe housing options, including new and revitalized units, for all age groups and income levels with access to desirable amenities. Development and design guidelines will be instituted. (6.2)

OBJECTIVES:

- a) Implement strategies to facilitate the development of new housing downtown. (6.2.1)
- b) Access the barriers and opportunities for downtown housing development. (6.2.2)

E.2 Affordable Housing

GOAL: A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of safe, quality, affordable, energy efficient, and accessible housing. (11.0; 11.2; 11.2.1)

OBJECTIVES:

- a) Establish a locally administered Housing Trust Fund with a dedicated revenue source. (11.2; 11.2.1)
- b) Implement Incentive Zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities. (11.2.2)
- c) Support Private Non-profit Organizations that will develop, purchase, and manage affordable housing units in Columbia (11.2.3)



F: Neighborhoods Functional Planning Area Goals and Objectives from Visioning

GOAL: F.1 Columbians will live in well maintained, environmentally sound neighborhoods that include a range of housing options and prices; that are within walking distance of amenities such as schools, places of worship, shopping and recreation facilities; and that are supported by citywide bicycle, pedestrian, and transit systems.(5.3)

OBJECTIVES:

- a) Use the city's development planning process to promote socio-economically diverse, mixed-use neighborhoods that are supported by citywide bicycle, pedestrian, and transit systems to reduce the need for automobile commuting.(5.3.1)
- b) Strengthen enforcement of City ordinances that contribute to environmental soundness and sustainability, and those that safeguard neighborhoods against physical decay.(5.3.2)
- c) Direct community resources to encourage maintenance and rehabilitation in neighborhoods where the quality of housing is declining.(5.3.3)
- d) Provide comprehensive transportation planning to direct and support growth and to interconnect neighborhoods that will form as a result of form based zoning. (5.4.8)

F.2. [same as J.3]

Goal: Establish neighborhood areas to feature distinct characteristic "looks," □ guide development and improve property appearance, property appearance, and provide assistance to homeowners in order to foster neighborhood pride. (2.0; 2.1.1; 2.1.2; 2.1.3; 2.3.1)

OBJECTIVES:

- a) Create memorable and attractive boulevards and streetscapes drawing on landscape design, site amenities, art, and thematic elements. (2.1.2)
- b) Assist homeowners in improving property appearance and guide development (2.1.3)
- c) Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings. (2.1.1)
- d) Hold absentee or irresponsible landlords accountable for substandard property and housing.⁵ (2.3.1)

staff # neighborhoods.doc 3/28/11

G: Economic Development Functional Planning Area Goals and Objectives From Visioning

G.1 Economic Development

GOAL: Columbia will attract, retain, and encourage the growth of new businesses by establishing a business friendly climate, enhancing regional economic partnerships, and promoting reciprocal business relationships. (7.0; 7.1)

OBJECTIVES:

- a) Promote positive attitudes toward economic development by modernizing zoning ordinances, supporting economic development incentives, and removing impediments to business development. (7.1.1 & action plan, FVR p. 58)
- b) Leverage Columbia's natural advantages - MU, location, environment, people- in fostering economic development. (7.1.2.& action plan, FVR pp. 58, 59)
- c) Promote entrepreneurialism. (7.1.3 & action plan, FVR p. 59)

G.2 Airport

GOAL: Facilitate efficient and cost effective air travel into and out of Columbia. (7.2)

OBJECTIVES:

- a) Improve the airport's appearance, functionality, and marketing. (7.2.1 & action plan FVR p. 60)
- b) Increase connectivity by flying to major airline hubs and adding other airlines with a variety of flight times. (7.2.2 & action plan FVR p. 60)
- c) Establish a Regional Airport Authority and rename the airport to reflect its regional nature. (7.2.3 & action plan FVR p. 61)

G.3 Jobs and Job Training

GOAL: Encourage an employment base that is trained and qualified to work in a variety of industries with "decent" wages and benefits that provide opportunities for professional development, further education, good health, and quality of life. (7.3)

OBJECTIVES:

- a) Address issues related to pay, living wage, and benefits. (7.3.1 & action plan FVR p. 62)
- b) Offer targeted training and establish a clearinghouse to track and promote training opportunities. (7.3.2)
- c) Develop innovative strategies for connecting the workforce. (7.3.3)

G.4 Science and Technology

GOAL: Produce more than 25 successful new high technology business start ups in Boone County by 2020. (7.4)

OBJECTIVES:

- a) Create a Regional Science and Technology Network (RSTN) with access to the distinctive business and technical competencies needed to identify, develop, and launch entrepreneurial high tech businesses in our area. (7.4.1)
- b) Develop the necessary infrastructure to support emerging technology industries including high tech business parks, community internet access, and a skilled workforce. (7.4.2)
- c) Attract and secure substantial research and venture capital to drive our economic growth. (7.4.3)

staff # Economic Development. doc 8/11/10

H. Environment Functional Planning Area Goals and Objectives From Visioning

H.1. Environmental Quality

GOAL: Columbia and its neighboring communities will be a place where the air, water, land, and natural aesthetic qualities of our environment shall be protected by a combination of conservation strategies including, but not limited to, regulations and ordinances, conservation incentives, education programs, and smart growth planning. (9.1)

OBJECTIVES:

- a) Develop an environmental protection plan that includes stormwater management; (9.1.1 & action steps, FVR p. 73)
- b) Preserve open space, farmland, natural beauty, and critical environmental areas using techniques promoted by the International City/County Management Association's publication, coproduced with the U.S. Environmental Protection Agency, "Getting to Smart Growth: 100 Policies for Implementation." (9.1.2)
- c) Form a Natural Resources Committee. (9.1.3)

H.2.Resource Conservation

GOAL: Columbia will be a model community where residents and businesses work cooperatively to conserve the community's natural resources and intrinsic beauty for future generations. (9.0; 9.2)

OBJECTIVES:

- a) Implement best management practices and renewable energy use in order to approach zero waste of all primary and secondary forms of energy and goods. (9.0; 9.2)
- b) Foster and encourage a life-long understanding of the value of environmental stewardship through incentives and education in energy conservation, renewable energy resources, climate change, and economic implications of energy uses. (9.2.1; 9.3.2)
- c) Increase recycling and reduce consumption throughout Columbia to attain zero waste. (9.2.2)
- d) Create opportunities for businesses that practice sound and responsible conservation and recycling habits. (9.2.3; action step FVR, p. 76)

H. 3. Energy Efficiency

GOAL: Focus on renewable energy building and retrofitting as integral to urban development and restoration. Offer incentives for adhering to LEEDS standards. Implement a variety of programs to achieve maximum energy efficiency in both city government and the community and transition to renewable energy sources. (2.3.2; 2.3.3; 5.4.7; 9.3. & action steps, FVR p. 77)

OBJECTIVES:

- a) Invest in energy efficiency and renewable energy to protect Columbia's economy from energy dollar outflow. (e.g. implement a Public Benefits Fund, increase renewable energy targets, expand the use of energy efficient technologies, etc.) (9.3.1)
- b) Enact regulations and adopt policies to implement better, more efficient technologies (e.g. create a city Department of Energy Efficiency and Environmental Quality, adhere to LEED principles, etc.) 9.3.3. & FVR p. 80.)

H staff # environment goals rev.doc 9/22/10

I. Parks, Recreation, and Greenways Functional Planning Area Goals and Objectives From Visioning

I. 1. Parks

GOAL: A variety of attractive, well maintained parks throughout Columbia including neighborhood parks, regional parks, nature parks, and urban parks will ensure all residents have access to a full range of outdoor and indoor recreational opportunities. (12.1)

OBJECTIVES:

- a) Identify gaps of the different defined types of parks in existing parks networks (neighborhood, regional, nature, and urban.) (12.1.1)
- b) Develop an overall plan to meet park needs without unnecessary duplication; work with county to coordinate parks and recreation planning.. (12.1.2 & action steps FVR p. 93)
- c) Provide incentives to encourage public and private cooperation/collaboration to acquire and develop additional parks and facilities. (12.1.3)
- d) Expand the program of volunteers to help support the parks (e.g. Adopt-a-Park). (12.1.4)
- e) Establish a land dedication ordinance that includes incentives to set aside parkland and open space in new developments. (12.1.5)
- f) Expand the program of volunteers to help support the parks (e.g. Adopt-a-Park). (12.1.4)

I. 2. Subtopic: Recreation

GOAL Columbia's recreational needs and desires will be met through effective public and private partnerships that provide outstanding, exciting, and diverse recreational facilities such as, but not limited to, an ice skating rink, golf courses, tennis courts, soccer fields, ball fields, ball parks, and swimming pools. These facilities will be placed appropriately throughout the city to allow easy access for everyone.

OBJECTIVES:

- a) Facilitate the marriage of private and public interest groups to build expand recreational facilities as Columbia grows. (12.2.1)
- b) Adopt strategies to expand facilities as Columbia grows. (12.2.2)

I. 3. Greenways

GOAL: An extensive network of greenways will play a significant role in providing transportation options, protecting wildlife corridors, watersheds, and floodplains, and increasing public access to natural and open spaces.

OBJECTIVES:

- a) Use easements and development rights to promote the preservation of green space and the development of greenways. (12.3.1)

- b) Acquire green space and expand greenways through regular financing and acquisitions. (12.3.2)

I. 4. Trails

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

OBJECTIVES:

- a) Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible. (12.4.1)

- b) Achieve trail connectivity in new and existing developments. (12.4.2)

- c) Coordinate efforts of different interest groups to develop and fund a multi-use trail network, using sidewalks where trails are not feasible. (12.4.1)

J: Urban Design and Historic Character Functional Planning Area Goals and Objectives From Visioning

J.1. Urban Design

Goal: Columbia will utilize, encourage, reward and enforce best practice urban design, aesthetics, and environmentally friendly planning to increase a spirit of community, and preserve its existing character. (1.2.2; 2.1; 2.3¹)

OBJECTIVES:

- a) Adopt planning and design standards that promote walking and visiting, screen for noise and lights, preserve and restore historic areas both green and civic. (2.3)
- b) Encourage mixed-use zoning to create walkable communities and expand opportunities to sell and deliver produce, crafts and services (2.3.3²)

J.2. Historic Character

Goal: Historic areas will be identified, valued, and preserved through education, enforcement, and incentives such as tax abatement and tax credits. (2.0,2.2,1.2.2, 2.2.3)

OBJECTIVES:

- a) Seek and utilize local, state, and federal financial historic preservation incentives.³ (2.2.2)
- b) Implement a program to educate residents about their neighborhood's historic importance and available preservation incentives. (2.2.1)

J. 3. Distinct Neighborhoods

Goal: Establish neighborhood areas to feature distinct characteristic "looks," □ guide development and improve property appearance, property appearance, and provide assistance to homeowners in order to foster neighborhood pride. (2.0; 2.1.1; 2.1.2; 2.1.3; 2.3.1)

OBJECTIVES:

- a) Create memorable and attractive boulevards and streetscapes drawing on landscape design, site amenities, art, and thematic elements. (2.1.2)
- b) Assist homeowners in improving property appearance and guide development (2.1.3)
- c) Establish a landscape/tree board to develop and implement landscaping policies, provide outreach and education, and promote sustainable native and edible plantings. (2.1.1)
- d) Hold absentee or irresponsible landlords accountable for substandard property and housing.⁵ (2.3.1)

Notes:

1. 2.3 also applies to F. Neighborhoods
2. 2.3.3 also applies to B. Land Use and F. Neighborhoods
3. 2.2.2 incentives apply only to for-profit projects. How do we encourage not for profits to participate in historic preservation?
4. 2.1.3 also applies to F. Neighborhoods
5. 2.3.1 also applies to F. Neighborhoods

staff # urban design historic preserv rev.doc 3/28/11

K. SPECIAL AREAS: Goals and Objectives From Visioning

K. 1. Downtown Revitalization

GOAL: Significant investments in the physical, community, and business environment, as well as the tools to leverage economic strength, will bring vibrancy and diversity of culture, professions, and businesses, and lead to major attractions and exciting destinations. (6.0; 6.1)

OBJECTIVES:

- a) Create a new management organization through public-private partnerships whose core purpose is to make downtown a compelling city center in which to live, work, play, shop, study, and invest. (6.1.1)

- b) Create an enhanced economic development strategy that acknowledges the link between economic prosperity and the central city, promoting Columbia as a “cultural, business, entertainment, and educational center” for the region while attracting jobs, people, and opportunities. (6.1.2)

- c) Create a climate where catalytic projects are financially feasible using appropriate incentives and funding sources. (6.1.3)

K.2 Downtown Mobility

GOAL: People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area. (6.0; 6.3)

OBJECTIVES:

- a) Establish a baseline of existing traffic information including the mobility of vehicles, bicyclists, pedestrians, buses, delivery trucks, and the use of existing parking assets. Develop recommendations based upon findings. (6.3.1)

- b) Research similar cities with respect to efficient use of assets (alleyways, walkways, bike paths, parking spaces, etc.) for consideration for plans for Columbia. (6.3.2)

K staff # downtown goals & objectives 10/13/10