

Vision Commission Report - May 24, 2011

Draft Recommendations on Vision Implementation Steps

Out of approximately 200 jump starts or recommended steps the Vision Commission identified in the 2007 Visioning Document (listed in the January 2010 Report), we found 43 with little or no action. While we have no authority to compel action on the Vision, we can make recommendations to the community that we hope will start or speed up accomplishing the Vision.

Although our charge comes from City government, our recommendations are not just for city officials, departments and personnel. The Vision cannot be implemented without significant involvement by the business, education, social service and non profit sectors and by committed persons serving on commissions and taskforces, or who work in an individual capacity.

In our survey of community efforts we found four of the 13 Vision Topic areas where there was strong ownership of *all* the Visioning goals by the affected departments, organizations and individuals. Consequently, these areas showed progress on all or most of the recommended steps. These were 1) Arts and Culture, 3) Community Facilities and Services, 6) Downtown and 12) Parks, Recreation, Greenways and Trails. We will continue to monitor efforts in these areas but feel they are currently making good progress on implementation steps.

The other nine Topic areas either did not have advocates with the resources to move forward, or affected parties only focused on some of the goals, or the goals were so large and diffuse it was hard to find an effective starting place. As a result, some (but not all) of the jump starts for these Topics (from the Vision and the 2010 Report) showed no apparent effort being made: 2) Community Character, 4) Community Pride and Human Relations, 5) Development, 7) Economic Development, 8) Education, 9) Environment, 10) Governance, 11) Health, Social Services and Affordable Housing, and 13) Transportation.

Table 1 lists the topic area by number, then by an abbreviated title and then it lists the numbered step from the 2010 report followed by a **specific recommendation in bold**. The recommendation includes a time when the step should be completed and who is primarily responsible for the step. Table 2 lists the officials, departments, personnel, commissions, groups, etc. in alphabetical order and then the implementation steps by their numbers. This is to make it easier for various entities to see where they have a role in moving the Vision forward.

Because the community is currently working on many aspects of the Vision, our evaluation of what has and has not happened is a moving target. We apologize in advance if we have failed to recognize current efforts in any of the areas listed below. Please contact Jan Weaver, Commission Chair, at weaverjc@missouri.edu with any corrections or additions.

Respectfully Submitted

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Table 1. 38 Steps to Continue Moving Forward with the Vision

#	Topic	Recommended Steps
2	Character	2.1.1 City creates a Landscape Board that drafts a streetscape plan preserving existing character or look of neighborhoods - By April 2012, the Historic Preservation Commission will have a recommendation about how to proceed with this step.
2	Character	2.1.5 There is a gateway plan. - By April 2012, Council should direct the Planning and Zoning Commission and the Comprehensive Plan Task Force to include a full gateway plan as part of the city's comprehensive plan.
4	Pride/ Rel	4.1.5 There is a plan for shared youth facility - By April 2012, the Youth Community Coalition should convene youth facility stakeholders to 1) develop a comprehensive directory of available sites for youth activities; 2) identify gaps in youth facilities (what type of facilities are needed, when and by whom - that are not available); and 3) develop a plan to fill the gaps.
4	Pride/ Rel	4.3.1 There is a community champion - By April 2012, the Office of Volunteer Services should consider developing a program to recognize various kinds of "community champions" and report back to Vision Commission with its recommendations. The program can include existing awards
5	Develop	5.2.1 City establishes a land preservation authority with county to develop plan, recommend laws and regulations, acquire land or development rights - By August 2011, the City council should ask Planning and Zoning Commission, the Parks and Recreation Commission and the Vision Commission to convene a broadly representative task force to propose the composition, structure and mission of a city-county Land Preservation Authority by December 2011. Members should be appointed to LPA by February 2011.
5	Develop	5.3.1 City has identified and rated neighborhood districts according to 13 policies in Chapter 4 of Metro 2020 - By April 2012 the Planning Department should use the criteria outlined in Metro 2020 to designate neighborhood districts.
5	Develop	5.3.3 City has policy to allocate resources based on neighborhood ratings, & to encourage rehab over new construction - The Infrastructure Taskforce, Planning Department and other relevant Commissions, Taskforces and Departments should make recommendations for the 2012 CIP plan that explicitly incorporate neighborhood district ratings to some extent
5	Develop	5.4.1 - City has inventoried natural and cultural resources and has worked with community to develop a preservation plan - By June, 2012 the Land Preservation Authority should recommend criteria for a city-county land preservation/green infrastructure plan and request funding for the plan from the city and county.
5	Develop	5.4.5 There are incentives in place for infill development - By April 2012, Planning and Zoning and the Planning Department should draft a list of incentives for Council to consider.
5	Develop	5.4.11 There is an incentive program for buildings that meet LEED standards - By April 2012 the Water and Light Department, Planning and Zoning Commission and Environment and Energy Commission should draft a list of incentives for Council to consider for approval.
7	Econ Dev	7.2.6 There is a travel bank (for airport travel) - By April 2012 the Vision Commission should contact participants in the Economic Development Topic group and request clarification on this action
7	Econ Dev	7.3.1 A "decent wage" and benefits are defined and a plan for accomplishing them is implemented - By October 2012 the Health Department will have convened a meeting of relevant stakeholders from the business and social services sectors to discuss this issue and begin drafting a plan to address it
7	Econ Dev	7.4.4 There is a high tech high school - By April 2012 the Vision Commission should evaluate efforts in this area and be prepared to make a recommendation

8	Education	8.3.2 City creates a "front door" to early education and better coordination of services - By October 2012 First Chance for Children and Central Missouri Community Action Agency, along with the Boone County Coordinating Board for Early Childhood Education, should create a panel of stakeholders to assist with coordination of early childhood services in Columbia/Boone County. The panel should look at models from other cities or states to see how such diverse needs are being met elsewhere.
8	Education	8.3.3 There is a needs assessment of at-risk kids and their access to high quality programs - By October 2012 the Central Missouri Community Action Agency, First Chance for Children, Columbia Housing Authority and Columbia Public Schools should work together to generate a needs assessment for high-risk children in Columbia. Each agency then should deliver the assessment to qualified families and support the returning of the assessment in order to determine needs. It is also recommended that the needs assessment is reviewed by the Human Development and Family Studies Department and the College of Education at Missouri to ensure the assessment meets current best practice standards.
8	Education	8.3.7 There is a coordinating coalition that organizes an annual conference for all educators to share information - By October 2012 Columbia Public Schools and Child Care Aware should collaborate with the Boone County Early Childhood Coordinating Board and other stakeholders to create the educational event for teachers from pre-K to 12 to share information on an annual basis.
8	Education	8.3.9 CPS makes volunteering or service learning mandatory - By October 2012 Columbia Public Schools should make volunteering/community service a graduation requirement. CPS should form partnerships with local charities organizations in order to provide students with connections for their required volunteer hours.
9	Environ	9.1.2 ICMA (International City/County Management Association) Conference for developers - By October 2012 the Planning Department, REDI and the Chamber of Commerce should have planned a ICMA Conference for developers.
9	Environ	9.1.4 Natural Resources Committee that prepares an annual report on air, water, land and aesthetic qualities - By April 2012 the Council should add Natural Resources Committee responsibilities to the charge of the Environment and Energy Commission.
9	Environ	9.2.1 Environmental curriculum & educational campaign has been implemented - By October 2012 the Sustainability Manager and Storm-water Education Coordinator should convene a group to draft a comprehensive Environmental Education campaign and curriculum
9	Environ	9.2.5 Ordinance requiring bars and restaurants to recycle - By April 2012 the Solid Waste Division will report on the feasibility of such an ordinance.
9	Environ	9.2.6 Incentives for environmentally based businesses - By April 2012 the Water and Light Department and the Environment and Energy Commission should have drafted a list of incentives to for Council to consider.
9	Environ	9.3.2 Chamber uses Annual Economic Outlook conference to educate on energy use - The Chamber should include material on the impact of energy conservation on economic development in its next Annual Economic Outlook Conference
9	Environ	9.3.4 City-wide education program on energy for all sectors - see 9.2.1
10	Gov	10.1.2 City creates publicly accessible system to record, identify and track citizen requests, including who is to respond and/or act on them. - By October 2012 the City Manager should have a plan for creating and implementing a citizen request tracking system and a timeline for its implementation.
10	Gov	10.5.1 City creates an oversight entity to review and make recommendations about communication process among council, boards/commissions and staff, to recommend and implement a task (from council, commissions and boards) tracking system, and to make recommendations about council expansion, compensation, and staff and space resources - By April 2012 the Vision Commission should evaluate the need for this step and if necessary reformulate it
10	Gov	10.6.1 Oversight entity's recommendations on wards and representation are implemented - The City Council should appoint a Task Force to use 2010 Census data and other critical information to review and, if needed, recommend revisions in Columbia's ward boundaries, composition and number in a way consistent with good governance, stewardship and equitability.
10	Gov	10.6.2 Oversight entity's recommendations on staff and space are implemented - See 10.5.1

10	Gov	10.8.2 City Council takes more active role in the audit process - By April 2012 the Vision Commission should have ascertained the extent to which the Council does and/or should make itself a part of the audit process
10	Gov	10.8.3 City Council to take control of its own agenda, work flow, and work load - By April 2012 the Vision Commission should have ascertained the extent of Council's control of its agenda, work flow and work load
10	Gov	10.8.4 Council makes itself a part of the search committee to work with the City Manager in recruiting and hiring all department heads - By April 2012 the Vision Commission should have ascertained the extent to which the Council does and/or should make itself a part of the search committee
10	Gov	10.8.5 Develop and implement a plan to ensure racial and ethnic diversity within City administration - By April 2012 the Personnel Advisory Board should draft a recommendation about how to proceed with this step. The recommendation should include specific actions and a timeline
10	Gov	10.8.6 City Manager to solicit input from City Council members on the performance of all Department Heads as part of the City Manager's annual performance evaluation of all Department Heads - By April 2012 this should be added as part of the procedure for evaluating Department Heads if it is not already done.
10	Gov	10.9.1 An annual summary of high-level interactions between City and County is published - As part of the city Manager's Annual Report, there should be a summary of high-level interactions
11	H, SS, AH	11.3.3 There is a Diabetes education and prevention program in place - By April 2012 the Health Department should provide a portal on its homepage to all existing Diabetes information, programs and resources in Columbia/Boone County
13	Trans	13.2.4 Large traffic generators are identified and a plan for minimizing impacts on flow is implemented - By April 2012 the Vision Commission should have feedback from CATSO on specific steps taken to address this step and recommendations about how to proceed.
13	Trans	13.3.3 There is a city-county partnership to identify a comprehensive list of funds and to secure funds for transportation systems - By April 2012 the Vision Commission should have feedback from CATSO on specific steps taken to address this step and recommendations about how to proceed.
13	Trans	13.4.2 There is a protocol for evaluating connections and gaps in services and the information is incorporated into decision making - By April 2012 the Vision Commission should have feedback from CATSO on specific steps taken to address this step and recommendations about how to proceed.

Table 2. Lead Entities and the Implementation Steps in Which they Have a Role

Lead Entities	Implementation Steps by Topic								
	2	4	5	7	8	9	10	11	13
Boone Co Coordinating Board for Early Education					8.3.2				
Central MO Community Action Agency					8.3.2 8.3.3				
Chamber of Commerce						9.1.2 9.3.2			
Child Care Aware					8.3.7				
City Council	2.1.5		5.2.1 5.4.5 5.4.11				9.1.4	10.6.1	
City Manager							10.1.2 10.9.1		
Columbia Housing Authority	8.3.3				8.3.3				
Columbia Public Schools					8.3.3 8.3.7 8.3.9				
Comprehensive Plan Task Force	2.1.5								
Environment and Energy Commission			5.4.11			9.1.4			
First Chance for Children					8.3.2 8.3.3				
Health Department				7.3.1				11.3.3	
Historic Preservation	2.1.1								
Infrastructure Task Force			5.3.3						
Land Preservation Authority			5.4.1						
Office of Volunteer Services		4.3.1							
Parks Recreation Commission			5.2.1						
Personnel Advisory Board							10.8.5		
Planning Zoning Commission	2.1.5		5.2.1 5.4.2 5.4.5 5.4.11						
Planning Department			5.3.1 5.3.3 5.4.5			9.1.2			
REDI						9.1.2			
Solid Waste Division						9.2.5			
Storm-Water Education Coordinator						9.2.1 9.3.4			
Sustainability Manager						9.2.1 9.3.4			
Vision Commission			5.2.1 5.4.2	7.2.6			10.5.1 10.6.2 10.8.2 10.8.3 10.8.4		13.2.4 13.3.3 13.4.2
Water and Light Department			5.4.11						
Youth Community Coalition		4.1.5							