

STRATEGIC PLAN

2011 → 2016 → 2025

EXECUTIVE SUMMARY

Mayor and City Council



Columbia, Tennessee
January 2011



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Columbia Vision 2025

**Columbia 2025 is a *HISTORIC COMMUNITY* ^(A)
with *NATURAL BEAUTY* ^(B) and the *REGIONAL
HUB FOR SOUTH CENTRAL TENNESSEE.* ^(C)**

**Columbia 2025 has an *ACTIVE DOWNTOWN,* ^(D)
a choice of *LIVABLE NEIGHBORHOODS,* ^(E) and
a *GROWING ECONOMY.* ^(F)**

**Columbia 2025 has tremendous *COMMUNITY
SPIRIT,* ^(G) and is a *GREAT PLACE TO LIVE!* ^(H)**

Vision 2025

Guiding Principles

PRINCIPLE A

HISTORIC COMMUNITY

► Means

1. Celebration of Columbia's history
2. Home of President Polk
3. Historic buildings and homes, including pre-Civil War homes
4. Mule Days celebrating the history and heritage of Columbia
5. Destination for historic tourism with multiple venues for walking tours, bus tours
6. Documentation of the entire city history with stories to tell

PRINCIPLE B

NATURAL BEAUTY

► Means

1. Preservation and public access to the Duck River
2. Trees throughout the city
3. Rolling hills with scenic views
4. Open spaces throughout the city
5. Well designed, well maintained streetscapes, medians, parks
6. Clean and attractive city without litter
7. Quality water through stormwater management and drainage system

PRINCIPLE C

**REGIONAL HUB FOR SOUTH CENTRAL
TENNESSEE**

► **Means**

1. Regional destination for medical services and supplies
2. Easy access to Interstate Highway System
3. Rail service link to Florence and Nashville
4. Regional public transportation link to Florence, Nashville, Airport
5. Regional education with Columbia State College (serving 9 counties)
6. Regional entertainment and leisure activities, including events and tournaments
7. Regional retail businesses for basic necessities

PRINCIPLE D

ACTIVE DOWNTOWN

► **Means**

1. Downtown linked to the Duck River Walk
2. Seat of Government: City and County
3. Easy access and convenient parking garages
4. Variety of restaurants and entertainment venues including theater/performing arts
5. Hotel with meeting rooms and restaurant (5th and Main)
6. Successful retail serving residents and visitors
7. People living in second floor lofts
8. Downtown Square for community events drawing residents and visitors
9. Professional services center for attorneys, accountants, etc.

PRINCIPLE E

LIVABLE NEIGHBORHOODS

► **Means**

1. People feeling safe and secure in the neighborhood and at home
2. Pedestrian friendly with walkable streets, sidewalks, trails
3. Convenient access to shopping, parks and leisure opportunities
4. Well maintained city infrastructure
5. Clean and visually appealing neighborhoods and homes meeting codes
6. Mix of quality housing choices: from starter homes to executive level
7. Sense of neighborhood identity and pride

PRINCIPLE F

GROWING ECONOMY

► **Drivers**

- Medical and healthcare services
- Niche manufacturing
- Education – Columbia State College and Technology Center
- Tourism: Historic and Ecology
- Creative Arts, Music and Culture

► **Means**

1. Skilled, trained workforce for 21st century jobs
2. Opportunities for residents to live, and to work in Columbia – allowing more personal time
3. Professional level and technical job opportunities within Columbia
4. Interchange developed as a commercial, industrial, and office hub.
5. Opportunities to start and grow a business

PRINCIPLE G

COMMUNITY SPIRIT

► **Means**

1. Successful community events and festivals bringing residents together
2. Local governments and schools working together
3. Residents and businesses contributing to and taking pride in the community
4. Parents involved with their children
5. Inclusive community with diverse population
6. Strong faith based institutions working together and contributing to the community
7. Community organizations and non profit groups with active participation

PRINCIPLE H

GREAT PLACE TO LIVE

► **Means**

1. Small town, home town feeling
2. Friendly, welcoming community
3. Convenient daily living
4. Availability of recreation and leisure opportunities
5. Family oriented community for all generations
6. Potential for the future
7. Quality schools and educational programs for lifelong learning
8. Residents feeling safe and secure
9. Availability of top quality medical and healthcare services
10. Central location with easy access to Nashville metro area

City of Columbia Goals 2016

Financially Responsible City Providing Excellent Services



Growing City Economy



Upgraded Streets, Improved Transportation System



More Attractive, Livable City



Revitalized Downtown

GOAL 1

FINANCIALLY RESPONSIBLE CITY PROVIDING EXCELLENT SERVICES

► **Objectives**

Objective 1 Have adequate revenues to support defined services, service levels and to maintain city facilities and infrastructure

Objective 2 Upgrade city infrastructure and facilities with appropriate funding

Objective 3 Deliver city services in the most cost effective, efficient manner

Objective 4 Have a professional, skilled workforce dedicated to serving the community

Objective 5 Maintain reserves consistent with city policy and nationally recognized standards

Objective 6 Maintain “A1” bond rating

► **Short-Term Challenges and Opportunities**

1. Federal and state mandates and regulations impacting the city
2. Rising costs in delivery of city services: fuel, pension, healthcare, utilities, raw materials
3. Council willingness to increase taxes or generate revenues to support services and service delivery
4. Compensation and the City’s ability to attract and retain quality employees dedicated to serving Columbia
5. Balancing services today and investing in the future

► **Actions 2011**

PRIORITY

Policy Agenda

- | | |
|---|---------------|
| 1. Retirement System: Evaluation of Options, Direction, Funding | Top Priority |
| 2. Sewer Rates: Direction | Top Priority |
| 3. Storm Water Funding Mechanism | High Priority |
| 4. Financial Policies: Development, Adoption (including Reserves, Debt) | High Priority |
| 5. Compensation: Evaluation, Direction, Funding | High Priority |

Management Agenda

- | | |
|--|---------------|
| 1. MIS Replacement: Schedule, Funding, (including Microsoft Exchange Update) | Top Priority |
| 2. Public Safety Communications System: Direction, Funding <ul style="list-style-type: none"> • Audio System • CAD | High Priority |
| 3. GIS: Direction, Funding | High Priority |

Management in Progress

1. New Permitting and Code Enforcement Tracking System: Evaluation, Direction and Funding
2. Credit and Debt Card for Fees: Direction, Implementation
3. Continuity of Operations Plan: Development
4. General Ledger Software Program (Beta Site)
5. Energy Grant Projects
 - LED Lights
 - HVAC
6. Performance Evaluation System: Development
7. Personnel Policies and Procedures: Development

► **Major Projects 2011**

1. City Hall: Remodel and Relocation
2. Police Reaccreditation

GOAL 2

GROWING CITY ECONOMY

► **Objectives**

Objective 1 Expand retail businesses: James Campbell Corridor, Highway 31 North, I-65 Interchange, Highway 412 (Bear Creek Pike)

Objective 2 Enhance Columbia’s reputation as a “business friendly” city

Objective 3 Increase the number of businesses located within the city

Objective 4 Retain and expand medical and healthcare businesses

Objective 5 More professional and higher paying quality job opportunities for residents

Objective 6 Develop tourism opportunities: sports, history, ecotourism

► **Short-Term Challenges and Opportunities**

1. Workforce with basic and industrial skills
2. Incentives for economic development
3. High unemployment rate in the City of Columbia
4. Perception of the city and community
5. Uncertain future for the General Motors Plant

► **Actions 2011**

PRIORITY

Policy Agenda

1. I-65 Interchange and Bear Creek Master Plan: Revision (including Tom Hitch)

Management Agenda

1. Hotel and Conference Facility Attraction Strategy: Development City's Role

Top Priority

Management in Progress

1. James Campbell Corridor Revitalization Plan: Completion

GOAL 3

**UPGRADED STREETS, IMPROVED
TRANSPORTATION SYSTEM**

► **Objectives**

Objective 1 Upgrade condition of streets

Objective 2 Improve East-West connectivity

Objective 3 Expand and improve sidewalks

Objective 4 Plan for future growth and development

Objective 5 Increase street capacity to improve access management

Objective 6 Develop multi-modal public transportation options

► **Short-Term Challenges and Opportunities**

1. Funding for road resurfacing (\$1 million annual need) and sidewalks
2. Funding for matching dollars on grant projects
3. Rising gas prices resulting in declining revenues to the city, changes in driving patterns
4. Lack of sidewalks and community walkability
5. Lack of intermodal transportation system and limited connectivity, automobile dependent
6. Lack of public transportation system

► **Actions 2011**

PRIORITY

Policy Agenda

1. Existing Sidewalks: Policy, Plan, Funding
2. I-65/Bear Creek Pike Interchange Improvements: Lobbying

Management Agenda

1. Annual Paving Program: Projects, Funding

Top Priority

Management in Progress

1. Highway 31 Corridor Study: Phase II
2. Sign Rating and Log
3. Sidewalk Replacement Program: Direction, Funding

► **Major Projects 2011**

1. Safe Routes to School: Hampshire Pike Project
2. Cayce Lane Paving Project

GOAL 4

MORE ATTRACTIVE, LIVABLE CITY

► **Objectives**

Objective 1 Improve the visual appearance of neighborhoods and major corridors

Objective 2 Revitalize the East Hill Neighborhood

Objective 3 Preserve historic buildings and homes

Objective 4 Have future developments and buildings reflecting plans, regulations and standards

Objective 5 Upgrade sewer system and services

Objective 6 Develop effective storm management system and funding mechanism

► **Short-Term Challenges and Opportunities**

1. Current ordinances not focusing on “Attractiveness” or “Livability”
2. Variances and lack of support for standards
3. Funding for stormwater management
4. Lack of awareness of other approaches to development and building
5. National developers vs. local builders: different outlooks and expectations of the City and costs
6. Process and legal approach with code enforcement and compliance

► **Actions 2011**

PRIORITY

Policy Agenda

1. Zoning Ordinance: Development
2. Subdivision Standards and Regulations: Development
3. Greenlick Sewer Rehabilitation: Funding
4. East Columbia Redevelopment Plan: Review, Adoption

Top Priority

Top Priority

Top Priority

Management Agenda

1. Surface Transportation Program (STP) Projects
2. Sewer Corrosion and Rehabilitation Study (GM Service): Update, Funding
3. Storm Water Project: Identification, Prioritization

Top Priority

Management in Progress

1. Gangs and Crime Strategy: Actions
2. Youth Empowerment Center: Development
3. Neighborhood Stabilization Program: Direction, Funding for Redevelopment Projects in Targeted Areas (with Columbia Housing)
4. Recycling Program: Promotion

► **Major Projects 2011**

1. Ridley Park: Opening
2. Farmers Market
3. Santa Fe Pike Sanitary Sewer Force Main

GOAL 5

REVITALIZED DOWNTOWN

► Objectives

Objective 1 More successful businesses in Downtown

Objective 2 Enhance the visual appeal of Downtown: buildings, public spaces

Objective 3 Link Downtown as the “Gateway to the Duck River”

Objective 4 Attract a hotel with meeting rooms

Objective 5 Maintain Downtown as the seat of government

► Short-Term Challenges and Opportunities

1. High rents for space
2. Poor condition of buildings
3. Adequate, convenient parking
4. Business hours: closing before or at 5 pm., closed Saturdays
5. Lack of night time activity to draw people to Downtown
6. Lack of a major business anchor

► **Actions 2011**

PRIORITY

Policy Agenda

1. Downtown Façade Incentive and Ordinance: Direction
2. Support County Justice Center: Lobbying (Center and Associated Parking)

High Priority

High Priority

► **Major Projects 2011**

1. Duck River Walk Project

City of Columbia Policy Agenda 2011

TOP PRIORITY

Retirement System: Evaluation of Options, Direction, Funding

Sewer Rates: Direction

Greenlick Sewer Rehabilitation: Funding

Zoning Ordinance: Development

Subdivision Standards and Regulations: Development

HIGH PRIORITY

Storm Water Funding Mechanism: Direction

Compensation: Evaluation, Direction, Funding

**Support County Justice Center: Lobbying (Center and
Associated Parking)**

Downtown Façade Incentive and Ordinance: Direction

**Financial Policies: Development, Adoption
(including Reserves, Debt)**

City of Columbia Management Agenda 2011

TOP PRIORITY

Annual Paving Program: Projects, Funding

Surface Transportation Program (STP) Projects

MIS Replacement: Schedule, Funding, (including Microsoft Exchange Update)

HIGH PRIORITY

GIS: Direction, Funding

Hotel and Conference Facility Attraction Strategy: Development, City's Role

Public Safety Communications System: Direction, Funding

City of Columbia Management in Progress 2011

- 1. New Permitting and Code Enforcement Tracking System: Evaluation, Direction and Funding**
- 2. Credit and Debt Card for Fees: Direction and Implementation**
- 3. Continuity of Operations Plan: Development**
- 4. General Ledger Software Program (Beta Site)**
- 5. Energy Grant Projects**
- 6. Performance Evaluation System: Development**
- 7. James Campbell Corridor Revitalization Plan: Study and Completion**
- 8. Highway 31 Corridor Study: Phase II Improvements and Developments**
- 9. Sign Rating and Log**
- 10. Gangs and Crime Strategy: Actions**
- 11. Youth Empowerment Center: Development**
- 12. Recycling Program: Promotion**
- 13. Sidewalk Replacement Program: Direction, Funding**
- 14. Neighborhood Stabilization Program: Direction, Funding for Redevelopment Projects in Targeted Areas (with Columbia Housing**
- 15. Personnel Handbook Updates: Development**

City of Columbia Major Projects 2011

- 1. City Hall: Remodel and Relocation**
- 2. Police Reaccreditation**
- 3. Safe Routes to School: Hampshire Pike Project**
- 4. Cayce Lane Paving Project**
- 5. Ridley Park: Opening**
- 6. Farmers Market**
- 7. Santa Fe Pike Sanitary Sewer Force Main**
- 8. Duck River Walk Project**

City of Columbia Our Mission

The mission of the City of Columbia is

to deliver *EXCELLENT MUNICIPAL SERVICES* ⁽¹⁾

in a *FINANCIALLY RESPONSIBLE MANNER.* ⁽²⁾