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STRATEGIC PLANNING FOR THE CITY OF COLUMBIA

Strategic Planning Model for the City of Columbia

Value-based principles that describe
the preferred
future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base
objectives and potential actions for 5
years

PLAN

Map
“The Right Route”

Focus for one year – a work program:
policy agenda for Mayor and City
Council, management agenda for staff;
major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility
of city government and frame the
primary services – core service
businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define
performance standards and
expectations for employees

CORE BELIEFS

Fuel
“The Right People”

COLUMBIA VISION 2034

Columbia Vision 2034

Columbia 2034 is a *HISTORIC COMMUNITY* ^(A)

with *NATURAL BEAUTY* ^(B) and the

***REGIONAL HUB FOR SOUTH CENTRAL TENNESSEE.* ^(C)**

Columbia 2034 has an *ACTIVE DOWNTOWN*, ^(D)

a choice of *LIVABLE NEIGHBORHOODS*, ^(E) and

a *GROWING ECONOMY.* ^(F)

Columbia 2034 has tremendous *COMMUNITY SPIRIT*, ^(G)

and is a *GREAT PLACE TO LIVE!* ^(H)

Columbia Vision 2034

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

COLUMBIA’S CITY GOVERNMENT: MISSION AND SERVICES

Columbia's City Government: Our Mission

**THE MISSION OF THE CITY GOVERNMENT
IS TO OPERATE A**

***LOW COST GOVERNMENT* (1)**

PROVIDING

***MUNICIPAL SERVICES* (2)**

THAT ARE

***RESPONSIVE TO THE CUSTOMERS.* (3)**

Columbia's City Government: Our Mission

PRINCIPLE 1

LOW COST GOVERNMENT

► Means

1. Maintaining low tax rate and fees
2. Maintaining low level of financial reserves
3. Delivering services in an efficient, low cost manner
4. Responding to critical facility and infrastructure problems when they occur
5. Supporting community events with no cost recovery
6. Providing employee compensation at or below 50% of the market
7. Leveraging city resources through grants and outside funding sources
8. Selectively providing matching dollars for grants

PRINCIPLE 2

MUNICIPAL SERVICES

► Means

1. Delivering a minimal acceptable level of municipal services
2. Requiring employees to maintain their knowledge and skills on their own
3. Selectively responding to federal and state mandates and regulatory requirements
4. Responding to critical facility and infrastructure problems when they occur
5. Retaining city employees
6. Providing reliable basic services necessary for daily living
7. Maintaining landscaping and medians at a minimal, acceptable level

PRINCIPLE 3

RESPONSIVE TO THE CUSTOMERS

► Means

1. Providing a timely emergency response
2. Providing quality athletic fields for recreation and tournaments
3. Subsidizing community events or festivals at no cost to the sponsor
4. Solving the customers problem within legal constraints
5. Returning customer phone calls and communications in a timely manner
6. Listening to and giving the customer what they want
7. Providing the customer easy access to city information and services

Columbia City Government Municipal Services

NO CHOICE

Govern the City

Manage Public Records

Plan, Manage Storm Water System

Plan for, Respond to and Recover from an Emergency

CHOICE – DAILY LIVING

Enforce Laws and Ordinances

Collect, Treat and Dispose Wastewater

Plan, Build and Maintain Roads and Bridges

Plan for the City’s Future

Regulate Land Uses and Development Quality

Patrol the Community

Prevent and Suppress Fires

Provide First Response to Medical Emergencies

Collect, Dispose Routine Solid Waste

Recycle Solid Waste: Residential and Commercial

Stimulate Economic Growth/Create a Positive Climate for Business Investments

QUALITY OF LIFE – LIVABLE

Manage Traffic Flow and Control

Plan, Build and Maintain Streetscapes and Medians

Review and Approve Plans, Inspect Buildings

Plan, Build and Maintain Sidewalks

Seek Compliance/Enforce Housing and Nuisance Codes

Plan, Build and Maintain Parks: Active and Passive, Community and Neighborhood

Inform The Community: Residents and Businesses

Plant, Trim Trees and Landscaping

Preserve the Environment and Natural Resources

Remove Snow and Control Ice

COMMUNITY ADD ON'S

Provide Special Waste Pick Up: Bulky Items and Landscape Debris

Support and Subsidize Community Events

Plan, Build and Maintain Athletic Fields

Support, Fund Community Organizations

OTHER SERVICE AREAS

Plan, Build and Maintain Trails and Paths

Control Animals and Support Animal Shelters

Maintain and Operate Community and Recreation Centers

Operate and Maintain a Pool

Provide Recreational Classes, Programs and Activities

CITY OF COLUMBIA PLAN 2019 – 2024

City of Columbia

Goals 2024

Financially Responsible City Providing Excellent Services

=====

Upgraded Streets, Improved Transportation System

=====

Growing City Economy

=====

More Attractive, Livable City

=====

Fantastic Downtown

Goal 1

Financially Responsible City Providing Excellent Services

OBJECTIVES

1. Have adequate revenues to support defined City services, service levels and to maintain city facilities and infrastructure
2. Upgrade City infrastructure and facilities with appropriate funding
3. Deliver City services in the most cost effective, efficient manner
4. Have a professional, skilled City workforce dedicated to serving the community
5. Maintain reserves consistent with City policy and nationally recognized standards
6. Maintain or improve “AA+” bond rating
7. Have adequate resources to maintain City facilities and infrastructure

MEANS TO RESIDENTS

1. Value for tax dollars and fees.
2. Reliable delivery of city services necessary for daily living.
3. Timely response to an emergency call for service.
4. Customer friendly city services.
5. Protection of property values.
6. Confidence in the city as a financially responsible steward.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Rising costs of City operations: pensions, healthcare, raw materials, landfill fees
2. Hiring and retention of City employees who are dedicated to serving the Columbia community
3. Defining and prioritizing City services and levels of services
4. Highly competitive environment for City employees
5. Potential economic recession impacting City revenues
6. Funding for major City facility and infrastructure upgrades or replacement
7. Actions by State of Tennessee impacting City finances and services; and reducing revenue sources, and pro county attitude
8. Increasing security threats from internet

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Aging City workforce and potential loss of institutional knowledge
2. Addressing Civil Service Reform
3. Funding for equipment and vehicle replacement
4. Uncertain condition of City facilities needing maintenance, renovation or replacement
5. Less dollars available from grants, lack of matching dollars, and cost of administration reporting
6. Implementing and funding full implementation of the compensation study
7. Willingness to fund maintenance and service growth
8. Limited additional City organization capacity with growing service demands
9. Continuing to meet requirements and benchmarks of EPA

POLICY ACTIONS 2019

- 1. Community Events Policy High Priority
- 2. City Employee Compensation High Priority
- 3. Street Condition Assessment Study

MANAGEMENT ACTIONS 2019

- 1. Major Incident Preparation Top Priority
- 2. Employee Talent Development Program Top Priority
- 3. Legislative Agenda and City Advocacy Top Priority
- 4. Animal Shelter Contract Top Priority
- 5. Emergency Fuel Storage Top Priority
- 6. Vehicle and Equipment Replacement Plan High Priority
- 7. City Social Media Policy High Priority
- 8. Citywide Diversity Report High Priority
- 9. Management and Employee Succession Planning and Program High Priority
- 10. EPA Administrative Consent Decree High Priority
- 11. Wastewater Treatment Plant System
- 12. City Hall Video Security System Funding
- 13. Mobile Device Management (MDM) Funding
- 14. Proactive Communication Position and Strategy
- 15. East 9th/South Main Stormwater Project

MANAGEMENT IN PROGRESS 2019

- 1. Windows 10: Upgrade
- 2. Health Insurance Annual Review
- 3. City Investment Program: Implementation
- 4. Applicant Track
- 5. City Drones: Report
- 6. Electronic Personnel Action Form
- 7. Fire: Administrative Chief
- 8. ALS Equipment: Improvements
- 9. Moving Cash out of Evidence Lock Up
- 10. Quint Apparatus: Purchase
- 11. Rescue 1 Upgrade
- 12. Employee Files Scanning
- 13. Continuity of Operations Plan
- 14. Tablets/Desktops/Servers Replacement
- 15. Fire Department Software: ESO and Aladtree
- 16. Council Chamber Audio – Visual Upgrades
- 17. Windows Server/Domain Controller: Upgrade
- 18. Receipting Software: Upgrade
- 19. Public Safety Training Facility: Grant
- 20. Property Tax Website
- 21. Financial and Accounting Software: Update
- 22. ADA Assessment and Compliance Plan
 - a. Streets
 - b. Parks
 - c. Sidewalks

MANAGEMENT IN PROGRESS 2019

23. City-owned Property: Direction
24. City Hall Parking Signage
25. Comprehensive Annual Financial Report: Preparation
26. Microsoft Exchange Server
27. Online Application/Online Tax and Fee Payments
28. Paper Free Solutions: Workflow
29. Office Gate: Installation
30. Next Generation Cyber Security

MAJOR PROJECTS 2019

1. City Hall Safety Glass
2. Security Cameras
 - a. Fire Station 4
 - b. Fire Station 5
3. Public Works Facility Back Up Generator
4. GE Main Lift/Santa Fe Pike Pump Station Renovation
5. Sewer Rehabilitation Projects
6. Radio Towers (2) [CPWS]
7. Fire Station #3: Construction
8. City Hall Upgrade

ON THE HORIZON 2020 – 2024

1. Retirement Program: Review and Direction
2. Schools Partnership Projects
3. Future Fire Stations: Direction
4. City Employee Recruitment and Retention
5. Domain Control/eMail Servers: Funding
6. Library: City Role, Facility and Funding
7. City Employee Bonus: Direction
8. Civil Service Reform: Direction
9. Police Hiring Standards: Review and Direction
10. City Hall Upgrades: Direction and Funding
11. East 29th Street/South Main Stormwater Project: Direction and Funding
12. Solar Program: Development
13. Radio Communications Upgrade: Direction and Funding
14. Financial Plan and Projections: Update and Review
15. Proactive City Corporate Communications Strategy: Direction and Funding
16. Fire Facilities Upgrade: Direction and Funding
17. Funding for City Services and Community Investment
18. Broadband: Advocacy
19. Sanitation Services: Evaluation Report and Direction
Water Sheds Study
 - a. Bigby Creek
 - b. Sunnyside
20. Mowing Services Contract: Evaluation and Direction
21. Computer Based Training Program
22. Apparatus Maintenance/Fire Certified Mechanic
23. Police Staffing: Report, Direction and Funding

Goal 2

Upgraded Streets, Improved Transportation System

OBJECTIVES

1. Upgrade condition of streets
2. Improve East – West connectivity
3. Improve sidewalks and connectivity
4. Plan for future growth and development
5. Increase street capacity to improve access management
6. Develop multi-modal public transportation options

MEANS TO RESIDENTS

1. Smoother ride – fewer “potholes.”
2. Acceptable, predictable travel times.
3. Protection of property values.
4. Less frustration through improved traffic flow.
5. Option of public transportation.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for sidewalks
2. Lack of sidewalks and community walkability
3. Signalization on Columbia Rock Road and realignment with Baker Road
4. Funding for road resurfacing/paving/preservation
5. Funding for matching dollars on grant projects
6. Increasing traffic volume and congestion
7. Lack of bike paths, bike lanes and bike routes

LONG TERM CHALLENGES AND OPPORTUNITIES

1. City view vs. Ward view
2. Lack of trolley ridership
3. Tapping into RTA membership and MPO
4. Planning and funding for future transportation needs and projects
5. Lack of intermodal transportation system
6. Intersection improvements, with left turn lanes/right lanes
7. Right-of-way maintenance

POLICY ACTIONS 2019

- | | |
|--|---------------|
| 1. Bear Creek Pike “Four Laning”: Advocacy | Top Priority |
| 2. Street Lights to LED | High Priority |

MANAGEMENT ACTIONS 2019

1. Iron Bridge Road: Funding

MAJOR PROJECTS 2019

1. North Gateway Sign and Landscaping
2. Bear Creek Pike/Nashville Highway Intersection: Design
3. Fire Station 3 Traffic Signal: Design and Installation
4. 2019 Paving Contract Projects
5. West 7th Street Streetscape: Phase 1
6. West 6th Street Project

ON THE HORIZON 2020 – 2024

1. Street Paving: Funding
2. Baker Road/Columbia Rock Road: Alignment, Signals and Direction
3. Highland Park Elementary After School Pick Up: Report and Direction
4. ROW Maintenance: Direction and Funding
5. Wayfinding Signage (Citywide): Direction
6. Sidewalk Policy and Program: Direction and Funding
7. Highway 50/Highway 412 Right Turn Lanes: Direction
8. Left Turn Lane at Armory Expansion: Direction
9. Trees/Flowers on Street: Direction and Funding
10. Tom Hitch Parkway/RRX Bridge Repairs: Direction and Funding
11. 6th Street to Tom Hitch Connector: Direction and Funding
12. Trolley Service (1st Friday)
13. Shady Brook Drive (to James Campbell Boulevard)
14. East/West Connector to I-65
15. Tom Hitch and Highway 50 Signal: Funding
16. North-South Alternative Route
17. West 7th Street Project: Phase 2
18. Mass Transit Options to Nashville: Study and Direction

Goal 3

Growing City Economy

OBJECTIVES

1. Develop tourism opportunities: sports, history, ecotourism
2. Expand quality retail and restaurant businesses: James Campbell Corridor, Highway 31 North, I-65 Interchange
3. Continue to develop Columbia’s reputation as a “business-friendly” City
4. Revitalize the James Campbell Corridor
5. Increase the number of quality, targeted businesses located within the City
6. Retain and expand medical and healthcare businesses
7. More professional and higher paying quality job opportunities for residents
8. Develop viable “Arts District”

MEANS TO RESIDENTS

1. Opportunities to start and grow a business.
2. Opportunities to live near work resulting in more personal time.
3. More diverse tax base reducing the tax burden on homeowners.
4. Greater retail choices and convenience in daily living.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Defining the City’s role and tools for economic development: TIF, fee structure
2. Potential for tourism expansion: sports, historic, recreational and arts
3. Working with Maury Alliance, State Economic Development Commission and TVA
4. Developing industrial park
5. Attracting “high end” fast foods
6. Columbia State College coordinating program expansion linked to current job opportunities and needs with Technical Schools and Northfield, and shifting resources and administration north
7. Lack of workforce with basic and industrial skills

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Implementing and funding the James Campbell Corridor Master Plan
2. Changing retail business: internet sales, store reductions, store model with less square feet
3. Potential attraction of automotive suppliers
4. Low unemployment rate and workforce availability
5. Perception of education system, improving schools
6. Northern residents going north: jobs, shopping, sports
7. Expanding interest of international businesses

POLICY ACTIONS 2019

- | | | |
|---|--|--------------|
| 1. Presidential Park Development | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Arts District Master Plan/Project | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Next Industrial Park: Advocacy | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 4. Visitor Center: Operations and Funding | | |

MANAGEMENT ACTIONS 2019

- | | | |
|---|--|--------------|
| 1. Marriott Courtyard Hotel Development | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Presidential Pathway | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |

MANAGEMENT IN PROGRESS 2019

1. Arts Council Strategic Plan: Update
2. Maury Alliance Performance Report
3. Mule Day Economic Impact Study
4. Point of Interest Map
5. IDB Annual Performance Report

MAURY ALLIANCE 2019

1. Industrial Park: Business Development
2. Automotive Business Recruitment

MAJOR PROJECTS 2019

1. Visitors Center: Construction

ON THE HORIZON 2020 – 2024

1. Customer Service Training for Hospitality Partners
2. Railroad Depot: Next Steps
3. Mall: Next Steps
4. James Campbell Corridor Development
5. I-65 Interchange Development

Goal 4

More Attractive, Livable City

OBJECTIVES

1. Continue to improve the visual appearance of neighborhoods and major corridors
2. Revitalize East Columbia – College Hill and East 8th Street
3. Have future developments and buildings reflecting Connect Columbia, other plans, regulations and standards
4. Improve the community appearance and “curb appeal” – clean and beautiful
5. Upgrade, replace recreation and leisure facilities
6. Expand culture and arts

MEANS TO RESIDENTS

1. Protection of property values.
2. More attractive city with less visual blight and litter.
3. Predictable land use and developments.
4. Choices of leisure and recreational activities near home.
5. Reliable sewer service.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Unattractive major corridors: streetscape and signage
2. Culture of litter and trash: others will pick it up
3. Empty buildings and commercial centers
4. Poor quality rental properties with irresponsible property owners
5. Deteriorating bridges entering critical phase: Railroad Crossing by Armory, Iron Bridge
6. Aging recreational facilities: Macedonia and Fairview (50 + years); Armory (75+ years)
7. Replacing playgrounds for use by all

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Improving processes and legal approach with code enforcement and compliance
2. Phone call driven enforcement: inconsistent message to community and staff
3. Defining the City's role and commitment to degree of regulation
4. Open space preservation for parkland
5. Affordable housing for workforce
6. Funding for capital projects: upgrade or replacement
7. Lack of adequate youth practice facilities
8. Outside use of fields
9. Competitive travel teams vs. recreational program
10. State control of rental registration and inspections

POLICY ACTIONS 2019

- | | | |
|--|---|---------------|
| 1. East 8 th Street Preservation District | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Occidental Park: Acquisition | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Greenways/Trails/Bikeways Master Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Dog Park | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 5. River Access Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 6. Zoning Ordinance: Revision/Update | | |
| 7. Burn Ban Ordinance | | |

MANAGEMENT ACTIONS 2019

- | | | |
|--------------------------------|---|---------------|
| 1. Historic Ordinance | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. International Building Code | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. International Fire Code | | |
| 4. Short Term Rental Ordinance | | |

MANAGEMENT IN PROGRESS 2019

1. Active Shooter Training
2. Building Permit Software: Installation
3. Street Cut Manual
4. Police Appreciation Day
5. Stormwater Mapping
6. Police Memorial: Concept Definition/Design
7. Crime Mapping
8. ADA Parks and Recreation Plan: Completion
9. Local Lightning Detection
10. NSP New Homes (3)
11. Ridley Sports Complex – Sports Tourism Program (STP)

MAJOR PROJECTS 2019

1. Woodland Park Restrooms Remodel
2. Championship Field A1 Scoreboard
3. 500 General Roberts Drive Stormwater Improvements
4. Pop Geers Historic Marker
5. Riverwalk Park Outdoor Fitness Pad
6. Entrance Signs “Welcome to Columbia”
7. Train Depot: Historic Marker
8. Fitness Center Flooring Upgrades
9. Playground Safety Replacement Plan
10. North Cayce Stormwater Rehabilitation
11. Eva Gilbert Park Shelters Roof
12. Fairview Mule Town Baseball Drainage Ditch
13. Fairview Community Center Auditorium Renovations
14. Fairview Park Baseball Field Improvements
15. Playground Safety Surface: Upgrade
16. Field Equipment Storage
17. Cox Park at Bear Creek: Trails and Nature Center

ON THE HORIZON 2020 – 2024

1. City Litter Reduction and Community Clean Up
2. Fairview Park Upgrades
3. Community Recreation Center: Report and Direction
4. Woodland Park Expansion: Land Acquisition, Direction and Funding
5. Major Park Northside: Direction and City Actions
6. Parks Upgrade Plan: Projects, Direction and Funding
7. Armory: Evaluation Report and Direction
8. Splash Pad: Woodland Park/Riverwalk Park
9. Growth Management Plan: Development
10. Short Term Rental Regulations: Direction
11. Rental Registration and Inspection: Direction
12. Little League Fields Upgrade: Direction and Funding
13. Entrance Signs “Welcome to Columbia”: Direction and Funding
14. Community Cameras: Report, Direction and Funding
15. Affordable Housing: Definition, Outcomes, Direction, Partners, City Role and Direction

ON THE HORIZON 2020 – 2024 (Continued)

16. Graffiti Prevention and Removal: Report, Direction and City Actions
17. Burn Ban Ordinance: Direction
18. Youth Activities Expansion: Report, Direction and City Actions
19. College Hill School K-4 Magnet School: Direction and City Actions, Recreational Requirement
20. East Community Action Plan: Update
21. Youth Baseball: Evaluation Report, Direction, City Actions
22. Facilities/Planning for Future Park Development: Use Agreement and Funding
23. Rosemont/Rose Hill Cemetery
24. Property Maintenance Code: Compliance
25. Green Space Inventory
26. History of Civil Rights Plan
27. Skate Park: Direction and Funding
28. Citywide Mural Program: Report and Direction
29. Sports/Athletic Director: Direction and Funding
30. Food Truck Ordinance: Review

Goal 5

Fantastic Downtown

OBJECTIVES

1. More successful businesses in Downtown
2. Enhance the visual appeal of Downtown: buildings, public spaces
3. Link Downtown as the “Gateway to the Duck River”: activities, physical development (6th Street), residents thinking as “one destination”
4. Expand Downtown boundaries (link to Arts District)

MEANS TO RESIDENTS

1. More reasons to go Downtown.
2. Entertainment and dining in Downtown.
3. Downtown that is accessible and visually appealing.
4. Community gathering place for events.
5. Downtown is the “heart” of the city.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Expanding Downtown community events and festivals
2. Addressing and managing parking for downtown
3. Tapping the full potential of Duck River Walk
4. Lack of wayfinding signs
5. Relations with Maury County
6. Trees block lights
7. Uncertain condition of buildings due to lack of code, maintenance and inspections
8. Expanding residential opportunities

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Downtown sidewalk use and access
2. Variety of retail stores
3. Construction dumpster in front
4. Differing visions and goals for Downtown
5. Lighting in Downtown
6. County maintenance facility in Downtown
7. Opportunity with community theater
8. Conflict between historic preservation and modernization of buildings

POLICY ACTIONS 2019

1. Funeral Home: Acquisition and Future Plan Top Priority
2. Firefighters Park: Next Steps High Priority
3. Downtown Parking Study: Direction

MANAGEMENT ACTIONS 2019

1. Downtown Wayfinding Signs Study: High Priority
Direction

MAJOR PROJECTS 2019

1. Downtown Intersections (3): Advanced Traffic Controller
2. Fire Station #1: Mural #2
3. Jack-n-Jill Building Construction: Visitor Center/Police Investigative Office

ON THE HORIZON 2020 – 2024

1. First Friday Block Off: Direction
2. Mural Program: Direction and Funding
3. Downtown Parking Garage Maintenance: Condition Assessment, Direction and Funding
4. Downtown Street Lights: Direction
5. Camden Street Project (North to Bridge)
6. Polk Theater Rehabilitation

CITY OF COLUMBIA ACTION AGENDA 2019

City of Columbia *Policy Agenda 2019*

TOP PRIORITY

Bear Creek Pike “Four Laning”: Advocacy
Presidential Park Development
East 8th Street Preservation District
Occidental Park: Acquisition
Arts District Master Plan/Project
Next Industrial Park: Advocacy
Funeral Home: Acquisition and Future Plan

HIGH PRIORITY

Community Events Policy
Greenways/Trails/Bikeways Master Plan
City Employee Compensation
Dog Park
River Access Plan
Firefighters Park: Next Steps
Street Lights to LED

City of Columbia

Management Agenda 2019

TOP PRIORITY

Major Incident Preparation
Employee Talent Development Program
Legislative Agenda and City Advocacy
Animal Shelter Contract
Emergency Fuel Storage
Historic Ordinance
Marriott Courtyard and Hotel Development
Presidential Pathway

HIGH PRIORITY

International Building Code
Vehicle and Equipment Replacement Plan
City Social Media Policy
Citywide Diversity Report
Downtown Wayfinding Study
Succession Planning and Program
EPA Administrative Consent Decree

City of Columbia

Management in Progress 2019

Windows 10: Upgrade

Health Insurance Annual Review

City Investment Program: Implementation

Applicant Track

City Drones: Report

Electronic Personnel Action Form

Fire: Administrative Chief

ALS Equipment: Improvements

Moving Cash out of Evidence Lock Up

Quint Apparatus: Purchase

Rescue 1 Upgrade

Employee Files Scanning

Continuity of Operations Plan

Tablets/Desktops/Servers Replacement

Fire Department Software: Update

Council Chamber Audio – Visual Upgrades
Windows Server/Domain Controller: Upgrade
Receipting Software: Upgrade
Public Safety Training Facility: Grant
Property Tax Website
Financial and Accounting Software: Update
ADA Assessment and Compliance Plan
City-owned Property: Direction
City Hall Parking Signage
Comprehensive Annual Financial Report: Preparation
Microsoft Exchange Server
Online Application/Online Tax and Fee Payments
Paper Free Solutions: Workflow
Office Gate: Installation
Next Generation Cyber Security
Active Shooter Training
Building Permit Software: Installation
Street Cut Manual
Police Appreciation Day
Stormwater Mapping

Police Memorial: Concept Definition/Design
Crime Mapping
ADA Parks and Recreation Plan: Completion
Local Lightening Detection
NSP New Homes (3)
Ridley Sports Complex – Sports Tourism Program (STP)
Arts Council Strategic Plan: Update
Maury Alliance Performance Report
Mule Day Economic Impact Study
Point of Interest Map
IDB Annual Performance Report

City of Columbia

Major Projects 2019

City Hall Safety Glass
Security Cameras
Public Works Facility Back Up Generator
GE Main Lift/Santa Fe Pike Pump Station Renovation
Sewer Rehabilitation Projects
Radio Towers (2) [CPWS]
Fire Station #3: Construction
City Hall Upgrade
Woodland Park Restrooms Remodel
Championship Field A1 Scoreboard
500 General Roberts Drive Stormwater Improvements
Pop Geers Historic Marker
Riverwalk Park Outdoor Fitness Pad
Entrance Signs “Welcome to Columbia”
Train Depot: Historic Marker
Fitness Center Flooring Upgrades

Playground Safety Replacement Plan
North Cayce Stormwater Rehabilitation
Eva Gilbert Park Shelters Roof
Fairview Mule Town Baseball Drainage Ditch
Fairview Community Center Auditorium Renovations
Fairview Park Baseball Field Improvements
Playground Safety Surface: Upgrade
Field Equipment Storage
Cox Park at Bear Creek: Trails and Nature Center
Visitors Center: Construction
Downtown Intersections (3): Advanced Traffic Controller
Fire Station #1: Mural #2
Jack-n-Jill Building Construction: Visitor Center/Police Investigative Office
North Gateway Sign and Landscaping
Bear Creek Pike/Nashville Highway Intersection: Design
Fire Station 3 Traffic Signal: Design and Installation
2019 Paving Contract Projects
West 7th Street Streetscape: Phase 1
West 6th Street Project