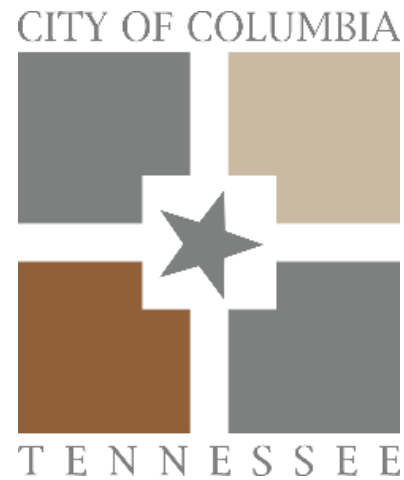


STRATEGIC PLAN

2017 → 2022 → 2032



Columbia, Tennessee
September 2017



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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 2032

Columbia Vision 2032

Columbia 2032 is a *HISTORIC COMMUNITY* ^(A)

with *NATURAL BEAUTY* ^(B) and the

REGIONAL HUB FOR SOUTH CENTRAL TENNESSEE. ^(C)

Columbia 2032 has an *ACTIVE DOWNTOWN*, ^(D)

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

a *GROWING ECONOMY.* ^(F)

Columbia 2032 has tremendous *COMMUNITY SPIRIT*, ^(G)

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

Columbia Vision 2032

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 2017 – 2022

City of Columbia

Goals 2022

Financially Responsible City Providing Excellent Services



Growing City Economy



Upgraded Streets, Improved Transportation System



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 workforce dedicated to serving the community
5. Maintain reserves consistent with City policy and nationally recognized standards
6. Maintain “AA+” bond rating
7. Have adequate resources to maintain existing 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
2. Addressing Civil Service Reform
3. Rising cost of healthcare and impact to retirees and employee benefits
4. Actions by State of Tennessee impacting City finances and services; and reducing revenue sources
5. Competitive environment for City employees – compensation, benefits
6. Increasing challenges involving security and threats from internet
7. Lack of qualified applicants
8. Unfunded programs and regulations by federal and state agencies
9. Growing demands for City services and limited City organization capacity, including increased use of overtime

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for major City facility and infrastructure upgrades or replacement
2. Uncertain condition of City facilities needing maintenance, renovation or replacement
3. Less dollars available from grants, lack of matching dollars, and cost of administration reporting
4. Implementing and funding full implementation of the compensation study
5. Funding for equipment and vehicle replacement
6. Aging City infrastructure needing maintenance or replacement
7. Older City employees with “heavy” labor responsibilities
8. Low skill level: basic computer training
9. Retention of City employees who are dedicated to serving the Columbia community
10. Defining and prioritizing City services and levels of services
11. Continuing to meet requirements and benchmarks of EPA
12. Aging workforce and the potential loss of institutional knowledge
13. Employee benefits and degree of City subsidy
14. Improving dispatch with Maury EMS, Police and Fire

POLICY ACTIONS 2017 – 2018

1. Employee Training and Development Top Priority
2. Employee Compensation Study Policy and Annual Salaries Top Priority
3. Personnel/Human Resources Organization Evaluation Report Top Priority
4. Parks Maintenance Service Levels and Staffing Top Priority
5. City Emergency Management Plan Top Priority
6. Community Events Policy and Fees High Priority
7. Civil Service Reform
8. Public Works Organization Evaluation Report
9. Veterans Day

MANAGEMENT ACTIONS 2017 – 2018

1. Online Building Permits Top Priority
2. Facilities Tax Top Priority
3. Legislative Agenda and Advocacy High Priority
4. EPA Administrative Consent Decree High Priority

MANAGEMENT IN PROGRESS 2017 – 2018

(Continued)

1. Records Management System: Upgrade
2. Emergency Management Truck (Four Wheel Drive)
3. Window 10 Upgrade
4. Fire Truck Upgrade to ALS Status
5. Turf Management Intern Program
6. Fire Position
 - a. Emergency Management Position
 - b. Assistant Chief Administrative Position
 - c. Administrative Assistant Position
7. VOIP Hardware Upgrade
8. Training on Newer Operating Systems
9. Windows Server 2016/Domain Controller Upgrade
10. CFD Medical Audit: Finalization
11. Yard Sale Ordinance: Revision
12. Burning Ordinance: Direction
13. Next Generation Cyber Security
14. Health Insurance: Annual Review
15. Police Mobile Video/Body Cameras
16. Parks Mapping and Virtual Tours
17. Supervisory Training: Leadership Funding (Council Decision)
18. Continuity of City Operations Plan

MANAGEMENT IN PROGRESS 2017 – 2018

(Continued)

19. Tablet/Desktop/Server Replacement
20. Mobile Device Management: Centralized Management Tool (Council Decision: Budget 2018 – 2019)
21. Groundbreaking behind Fire Station #2
22. IT Succession: Funding for Position
23. Paycity/Performance Review: Time and Attendance, Applicant Track
24. 150th CFD Anniversary
25. Paper Free Solutions: Workflow
26. Quint Purchase
27. ADA Assessment and Compliance Plan
28. City Hall Security

MAJOR PROJECTS 2017 – 2018

1. Old Sunnyside Drive Storm Sewer
2. Depot Street Sidewalk
3. Iron Bridge Stormwater Project
4. City Hall Infiltration Problem Resolution
5. Two Radio Towers (CPWS)
6. Playground Equipment Replacement (2)
7. Fire Station #3: Design and Construction

ON THE HORIZON 2019 – 2022

1. Public Safety Workforce Diversification Citywide
2. Maury County Strategy: Issues, Direction and Actions
3. Social Media Policy
4. City “Corporate” Communications Position and Plan
5. Police Services Levels and Staff: Direction, Funding
6. Management/Employees Succession Plan and Training: Funding
7. Sanitation Services: Evaluation Report with Options, Direction
8. Customer Service: Evaluation Report with Findings, Direction, Actions
9. New City Revenues: Study, Direction
10. Stormwater Management Program, Projects and Funding Mechanism
11. Water Sheds Study
 - a. Bigby Creek
 - b. Sunnyside
12. Emergency Fuel Storage: Study
13. Contract for Mowing Services: Evaluation Report with Options, Direction
14. Computer Based Training Programs
15. Electronic Internal Personnel Action Form
16. Surplus Properties: Direction
17. City Facilities Study for New Residential Development
18. E. 9th Street/South Main Stormwater Project
19. Preparation for Major Incident: Best Practice, Report with Options, Detailed Plan

Goal 2

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, Highway 412 (Bear Creek Pike)
3. Continue 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

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. Potential for tourism expansion: sports, historic, recreational and arts
2. Focusing on development: North 31 and Bear Creek
3. Changing retail business: internet sales, store reductions, store model with less square feet
4. Columbia State College coordinating program expansion linked to current job opportunities and needs with Technical Schools and Northfield, and shifting resources and administration north
5. Working with Maury Alliance, Tennessee Economic and Community Development Department and TVA
6. Lack of workforce with basic and industrial skills

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Defining the City's role and tools for economic development: TIF, fee structure
2. Perception of education system, improving schools
3. Implementing and funding the James Campbell Corridor Master Plan
4. Northern residents going north: jobs, shopping, sports

POLICY ACTIONS 2017 – 2018

1. Hotel and Conference Center Development

Top Priority

2. Presidential Park Development

Top Priority

3. Industrial Park: Location, Land Acquisition

Top Priority

4. Arts District Master Plan

High Priority

5. Visitor Center Development

High Priority

MANAGEMENT ACTIONS 2017 – 2018

1. Marketing Program

Top Priority

2. President Polk Home

Top Priority

3. Historic District Guidelines
4. North Point Industrial Park: Next Steps

MANAGEMENT IN PROGRESS 2017 – 2018

1. Maury Alliance: Goals, Performance Report
2. IDB Annual Performance Report
3. Ridley Sports Complex – Sports Tourism Program (STP)
4. Sports Tournaments Attraction (“0” Weekends) Longer Tournaments
5. Mule Day Economic Impact Study

MAJOR PROJECTS 2017 – 2018

1. Historic Signs: Installation (3)
 - a. Bethel Hotel/Princess Theater
 - b. Train Depot
 - c. Fire Department: 150th Celebration
2. Ridley Sports Complex: Fields Development

ON THE HORIZON 2019 – 2022

1. Pay Day Loan/Check Casing Businesses Policy
2. Mall Redevelopment
3. James Campbell Corridor Development
4. I-65 Interchange Development
5. “The Mule” and Muletown Brand and Proactive Marketing Program, Sculpture
6. Historic Tourism Development Strategy, City Actions
7. Comprehensive Retail Expansion Strategy: Strategy, City Actions
8. Entrepreneurs Development: “Best Practices”, Report with Options, Direction, Retention Strategy

Goal 3

Upgraded Streets, Improved Transportation System

OBJECTIVES

1. Upgrade condition of streets
2. Improve East – West connectivity
3. Expand and improve sidewalks
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 street resurfacing/paving
2. Increasing traffic congestion and volume
3. Funding for sidewalks
4. Funding for matching dollars on grant projects
5. Planning and funding for future transportation needs and projects
6. Lack of sidewalks and community walkability
7. Reduced federal and state funding for transportation projects
8. Lack of bike paths, bike lanes and bike routes

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. City view vs. Ward view
2. Lack of intermodal transportation system
3. Right-of-way maintenance

POLICY ACTIONS 2017 – 2018

1. Street Paving Program: Service Level and Funding High Priority
2. “Street Cut” Policy High Priority
3. I-65/Bear Creek Pike “Four Laning” High Priority

MANAGEMENT ACTIONS 2017 – 2018

1. City Street Lights Top Priority
2. RTA Membership

MANAGEMENT IN PROGRESS 2017 – 2018

1. South Main and Depot to Garden Sidewalk Replacement: MPO Grant Request

MAJOR PROJECTS 2017 – 2018

1. North Point Industrial Park/Highway 31 Project (TDOT)
2. Columbia Works Project
3. East 6th Street Streetscape
4. West 7th Street Project: Phase 1
5. Highway 412 (Bear Creek Pike) Highway 31 Intersection Improvement Project
6. I-65/Bear Creek Pike Interchange Project Design, Construction

ON THE HORIZON 2019 – 2022

1. Shady Brook Drive (to James Campbell Boulevard)
2. East/West Connector to I-65
3. Tom Hitch and Highway 50 Signal: Funding
4. North/South Alternative Route
5. West 7th Street: Phase 2
6. North Highway 31 Traffic Management: Plan, Direction, Projects, Funding
7. Sidewalk Program and Funding
8. Iron Bridge Road Improvement
9. City Walkability Plan: Development, Direction, Funding
10. Four Laning Bear Creek Pike
11. Safe Route to Schools: Review, Projects, Status, Next Steps
12. Mass Transit Options to Nashville: Study, Direction
13. I-65 Six Laning Project: Advocacy
14. Traffic Enforcement and Safety: Assessment Report with Options, Direction, Funding

Goal 4

More Attractive, Livable City

OBJECTIVES

1. Continue to improve the visual appearance of neighborhoods and major corridors
2. Revitalize East Columbia – East Hill and East 8th Street
3. Have future developments and buildings reflecting 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. Culture of litter and trash: others will pick it up
2. Unattractive major corridors: streetscape and signage
3. Poor quality rental properties with irresponsible property owners
4. Open space preservation for park land on the north side and ability to grow existing parks
5. Aging recreational facilities: Macedonia and Fairview (50 + years); Armory (75+ years)
6. State control of rental registration and inspections
7. Will residential development pay for itself?

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Competition among baseball organizations
2. Deteriorating bridges entering critical phase: Railroad Crossing by Armory, Iron Bridge
3. Empty buildings and commercial centers
4. Phone call driven enforcement: inconsistent message to community and staff
5. Lack of adequate youth practice facilities

POLICY ACTIONS 2017 – 2018

1. East 8th Street Historic District Development
2. Kayaking on the Duck River
3. Connect Columbia
 - a. Comprehensive Plan
 - b. Transportation Master Plan
 - c. Parks and Recreation Master Plan
4. New Unified Development Ordinance
5. Short Term Rental Regulations
6. Rental Registration and Inspection
7. Food Truck Regulation (Mobile Vendors)
8. Noise Ordinance: Revision
9. Splash Pad at Woodland Park
10. One Community Recreation Center

PRIORITY

High Priority

High Priority

MANAGEMENT ACTIONS 2017 – 2018

1. Litter Abatement Program

MANAGEMENT IN PROGRESS 2017 – 2018

1. NSP (New): Homes (2)
2. Columbia Arts Council Strategic Plan
3. HOME Grant: Rehabilitation Homes (4)
4. CDBG: Demolition: 5
5. In House ADA Master Plan

MAJOR PROJECTS 2017 – 2018

1. Gateway Improvements for Highway 31/Neapolis (TDOT Roadscape Grant)
2. Fairview Parks: Upgrade – Kitchen, Remodeling Outdoor Fitness
3. Rainey House: Building Stabilization, ADA Accessibility
4. Cox Park Development
5. Woodland Park: Restroom, Connection to Parking Lot
6. Cook Soccer Park: Restroom, ADA Accessibility
7. Riverwalk: Fitness

ON THE HORIZON 2019 – 2022

1. Citywide Historic Markers: Direction
2. Columbia Clean Up Short Term Action Plan: Direction, Funding
3. Animal Ordinance: Direction Animal Control
4. Property Maintenance Code: Direction and Compliance
5. East Columbia Action Plan: Projects, City Actions, Funding
6. Green Space: Inventory, Goals, Plan with Opportunities, Direction, Projects, Funding
7. Armory: Evaluation Report, Direction
8. History in Civil Rights: Plan, Direction, City Actions
9. Skate Park: Direction, Funding
10. Seniors: Needs Assessment/Current Programs, Goals, City Role, Direction
11. Youth Baseball: Evaluation, City Role, Direction and City Actions
12. Dog Park: Direction, Location
13. Park without Barriers for Special Needs: Concept Direction, Project, Funding
14. Teen Activities and Places: Assessment Report, Direction
15. Citywide Mural Program: “Best Practices”, Report with Options, Direction, City Actions
16. Facilities, Planning for Future Park Development: Use Agreement
17. Greenway/Trails/Blueway Master Plan: Development
18. Sports/Athletic Director: Direction, Funding

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. Attract a hotel with meeting rooms

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. Tapping the full potential of Duck River Walk
2. Downtown sidewalk use and access
3. Addressing and managing parking for downtown
4. Variety of retail stores
5. Uncertain condition of buildings due to lack of code, maintenance and inspections
6. Expanding Downtown community events and festivals

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Lack of wayfinding signs
2. Lighting in Downtown
3. Poor condition of buildings
4. County maintenance facility in Downtown

POLICY ACTIONS 2017 – 2018

1. Funeral Home: Direction

MANAGEMENT ACTIONS 2017 – 2018

1. Historic Markers
2. Jack-n-Jill Building

Top Priority

Top Priority

MANAGEMENT IN PROGRESS 2017 – 2018

1. Fire Station #3: Side 2 Mural

MAJOR PROJECTS 2017 – 2018

1. Firefighter’s Park

ON THE HORIZON 2019 – 2022

1. Garden Street Project (North to Bridge)
2. Downtown Residential Development: Inventory
3. Downtown Parking Garage Maintenance
4. Parking on Downtown Square
5. Polk Theater Rehabilitation
6. Downtown Street Lights
7. Downtown Master Plan: Update
8. Downtown Parking Assessment Report and Plan
9. Downtown Mobility “Golf Carts”: Evaluation Report, Direction, City Action
10. Downtown Hotel Development Project
11. ADA Access to Downtown

CITY OF COLUMBIA ACTION AGENDA 2017 – 2018

City of Columbia *Policy Agenda 2017 – 2018*

TOP PRIORITY

Employee Training and Development

Employee Compensation Study Policy/Annual Salaries

Personnel/Human Resources Organization Evaluation

Hotel and Conference Center Development

Parks Maintenance Service Levels and Staffing

City Emergency Management Plan

Presidential Park Development

Industrial Park: Location, Land Acquisition

HIGH PRIORITY

Arts District Master Plan

Visitor Center Development

Street Paving Program: Service Level and Funding

Street Cut Policy

I-65/Bear Creek Pike “Four Laning”

East 8th Street Historic District Development

Kayaking on the Duck River

Community Events Policy and Fees

City of Columbia

Management Agenda 2017 – 2018

TOP PRIORITY

Online Building Permits

Facilities Tax

Marketing Program

President Polk Home

City Street Lights

Historic Markers

Jack-n-Jill Building

HIGH PRIORITY

Legislative Agenda and Advocacy

EPA Administrative Consent Decree

Historic District Guidelines

North Point Industrial Park

RTA Membership

Litter Abatement Program

City of Columbia

Management in Progress 2017 – 2018

Records Management System: Upgrade
Emergency Management Truck
Window 10 Upgrade
Fire Truck Upgrade to ALS Status
Turf Management Intern Program
Fire Position
VOIP Hardware Upgrade
Training on Newer Operating Systems
Windows Server 2016/Domain Controller Upgrade
CFD Medical Audit: Finalization
Yard Sale Ordinance: Revision
Burning Ordinance: Direction
Next Generation Cyber Security
Health Insurance: Annual Review
Police Mobile Video/Body Cameras
Parks Mapping and Virtual Tours
Supervisory Training: Leadership Funding
Continuity of City Operations Plan

Tablet/Desktop/Server Replacement
Mobile Device Management: Centralized Management Tool
Groundbreaking behind Fire Station #2
IT Succession: Funding for Position
Paylocity/Performance Review: Time and Attendance, Applicant Track
150th CFD Anniversary
Paper Free Solutions: Workflow
Quint Purchase
ADA Assessment and Compliance Plan
City Hall Security
Maury Alliance: Goals, Performance Report
IDB Annual Performance Report
Ridley Sports Complex – Sports Tourism Program
Sports Tournaments Attraction (“0” Weekends) Longer Tournaments
Mule Day Economic Impact Study
South Main and Depot to Garden Sidewalk Replacement: MPO Grant Request
NSP (New): Homes (2)
Columbia Arts Council Strategic Plan
HOME Grant: Rehabilitation Homes (4)
CDBG: Demolition: 5
In House ADA Master Plan
Fire Station #3: Side 2 Mural

City of Columbia

Major Projects 2017 – 2018

Old Sunnyside Drive Storm Sewer

Depot Street Sidewalk

Iron Bridge Stormwater Project

City Hall Infiltration Problem Resolution

Two Radio Towers

Playground Equipment Replacement (2)

Fire Station #3: Design and Construction

Historic Signs: Installation (3)

Ridley Sports Complex: Fields Development

North Point Industrial Park/Highway 31 Project

Columbia Works Project

East 6th Street Streetscape

West 7th Street Project: Phase 1

Highway 412 (Bear Creek Pike) Highway 31 Intersection Improvement Project

I-65/Bear Creek Pike Interchange Project Design, Construction

Gateway Improvements for Highway 31/Neapolis

Fairview Parks: Upgrade – Kitchen, Remodeling Outdoor Fitness

Rainey House: Building Stabilization, ADA Accessibility

Cox Park Development

Woodland Park: Restroom, Connection to Parking Lot

Cook Soccer Park: Restroom, ADA Accessibility

Riverwalk: Fitness

Firefighter's Park