

# STRATEGIC PLAN

## 2020 → 2025 → 2035



Columbia, Tennessee  
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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 2035**

# *Columbia Vision 2035*

**Columbia 2035 is a *HISTORIC COMMUNITY* <sup>(A)</sup>**

**with *NATURAL BEAUTY* <sup>(B)</sup> and the**

***REGIONAL HUB FOR SOUTH CENTRAL TENNESSEE.* <sup>(C)</sup>**

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**Columbia 2035 has an *ACTIVE DOWNTOWN*, <sup>(D)</sup>**

**a choice of *LIVABLE NEIGHBORHOODS*, <sup>(E)</sup> and**

**a *GROWING ECONOMY.* <sup>(F)</sup>**

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**Columbia 2035 has tremendous *COMMUNITY SPIRIT*, <sup>(G)</sup>**

**and is a *GREAT PLACE TO LIVE!* <sup>(H)</sup>**

# *Columbia Vision 2035*

## **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 (5<sup>th</sup> 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 21<sup>st</sup> 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 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*** <sup>(1)</sup>

PROVIDING

***MUNICIPAL SERVICES*** <sup>(2)</sup>

THAT ARE

***RESPONSIVE TO THE CUSTOMERS.*** <sup>(3)</sup>

# *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 2020 – 2025**

# *City of Columbia*

## *Goals 2025*

**Financially Responsible City Providing Excellent Services**

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**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. Lack of bike paths, bike lanes and bike routes
2. Planning and funding for future transportation needs and projects
3. Funding for sidewalks
4. Lack of sidewalks and community walkability
5. Funding for road resurfacing/paving/preservation
6. Increasing traffic volume and congestion
7. Developing greenways and blueways
8. Signalization on Columbia Rock Road and realignment with Baker Road

### **LONG-TERM CHALLENGES AND OPPORTUNITIES**

1. Intersection improvements, with left turn lanes/right lanes
2. TDOT control of state roads with lower maintenance
3. Developing mobility options – alternative ways to travel

### **POLICY ACTIONS 2020**

1. City Employee Compensation: Direction and Funding Top Priority
2. Civil Service Reform: Report and Direction Top Priority
3. Solid Waste Services: Report, Direction and Funding High Priority
4. Community Alert System Development: Direction and Funding
5. Water Shed Study: Sunnyside Area

### **MANAGEMENT ACTIONS 2020**

1. Streets Upgrade: Condition Assessment, Report, Direction and Funding Top Priority
2. Wastewater Treatment Plant Expansion: Planning Top Priority
3. City Pensions: Direction and Funding High Priority
4. Legislative Agenda and Advocacy High Priority
5. Text Alerting System: Go Live High Priority
6. Cemeteries: Update Report High Priority
7. Major Incident Planning High Priority
8. City Workforce Diversification: Update Report
9. Animal Shelter Contract: Renewal
10. Emergency Fuel Storage: Direction and Funding
11. Mowing Services Contract: Direction
12. Consent Decree Implementation: Casey Valley Project
13. Mobile Device Management (MDM): Funding

## MANAGEMENT IN PROGRESS 2020

1. 10 GB Switches at City Hall: Installation
2. Health Insurance: Annual Review
3. Health Insurance Plan: Annual Review
4. Automatic Aid Agreement: Spring Hill
5. Columbia 2020 Complete Count
6. Electronic Personnel Action Form
7. Tablets/Desktops/Services Replacement
8. Council Chamber Audio – Visual Upgrades
9. Stormwater Maps Citywide
10. Department of Finance and Administration:  
Reorganization
11. Secondary Server for Disaster Recovery: Installation
12. New Computers (FY 2020)
13. New Employee Orientation
14. Benefits Online for Open Enrollment
15. Administrative Chief: Hired
16. Wellness Committee: Rebrand and Establishment
17. ALS Equipment Improvements
18. Rescue 1: Upgrade
19. Truck Replacements: Funding
  - a. Assistant Fire Marshal
  - b. Training Division
  - c. Assistant Fire Chief

## MANAGEMENT IN PROGRESS 2020

20. Athletic Manager: Addition (Funding)
21. Public Works Facility Site Design for Equipment  
Sheds/Storage (Funding)
22. Sanitation Access Database: Replacement (Funding)
23. Windows 10: Upgrade (Two Cycle by Microsoft)
24. Public Safety Training Facility: Equipment Purchase
25. Comprehensive Annual Financial Report: Preparation
26. Next Generation Cyber Security
27. Internal Audit Projects
28. Fire Tablets on Apparatus: Update
29. Truck Z: Replacement
30. Receipting Software: Upgrade/Refinements
31. Financial and Accounting Software Upgrades:  
Refinements
32. Online Application/Online Tax and Fee Payment
33. ERP: Direction
34. Hazard Mitigation Plan (with TEMA)
35. Network Refresh



## **MAJOR PROJECTS 2020**

1. Fire Station #3: Opening
2. Sewer Rehabilitation Projects (Annual)
3. City Hall Security Cameras: Upgrade
4. Public Works Facility Renovation: Security at Points of Entry (Funding)
5. GE Main Lift/Santa Fe Pike Dump Station Renovation
6. Fire Training Center: Completed
7. Radio Towers (2) (CPWS)
8. Radio Tower Replacement/Reconstruction of Equipment Building

## **ON THE HORIZON 2021 – 2025**

1. Water Supply: Report (Long Term)
2. Future Fire Stations: Direction
3. East 9<sup>th</sup> Street/South Main Stormwater Project: Direction and Funding
4. Apparatus Maintenance/Fire Certified Mechanic: Direction and Funding
5. Recycling Program: Report and Direction
6. Relations with Maury County: Key Issues, Direction and City Actions
7. Police Staffing: Report, Direction and Funding
8. New City Revenue Sources: Report and Direction
9. Fire Station 1: Report, Direction and Funding
10. 9-1-1 Organization: Direction and Board Representatives
11. City Facilities Security: Comprehensive Assessment, Report and Direction
12. City Equipment Shelter: Report, Plan with Phasing, Direction, City Actions and Funding
13. Management/Employee Succession Plan and Program: Report and Direction
14. Proactive City Communications Strategy/Plan: Problem Analysis, “Best Practices”, Report, Direction and City Actions
15. Community Events Policy: Guidelines and Fee Adjustment
16. Stormwater Management/Flood Protection: Assessment, Report, Direction and Funding Mechanism

# Goal 2

## Upgraded Streets, Improved Transportation System

### OBJECTIVES

1. Upgrade condition of streets
2. Improve sidewalks and connectivity
3. Plan for future growth and development
4. Increase street capacity to improve access management
5. 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. Lack of bike paths, bike lanes and bike routes
2. Planning and funding for future transportation needs and projects
3. Funding for sidewalks
4. Lack of sidewalks and community walkability
5. Funding for road resurfacing/paving/preservation
6. Increasing traffic volume and congestion
7. Developing greenways and blueways
8. Signalization on Columbia Rock Road and realignment with Baker Road
9. Right-of-way maintenance

### **LONG-TERM CHALLENGES AND OPPORTUNITIES**

1. Intersection improvements, with left turn lanes/right lanes
2. TDOT control of state roads with lower maintenance
3. Developing mobility options – alternative ways to travel

### **POLICY ACTIONS 2020**

- 1. Bear Creek Pike “Four Laning”: Advocacy Top Priority
- 2. East 8th Streetscape: Plan, Direction and Funding Top Priority
- 3. Arts District Streetscape Project: Direction and Funding Top Priority

### **MANAGEMENT ACTIONS 2020**

- 1. Iron Bridge Road: Design Top Priority
- 2. ROW Maintenance: Contract

### **MAJOR PROJECTS 2020**

- 1. Bear Creek/Mt Olive Traffic School Installation
- 2. Trolley Shelters
- 3. East Burt Drive Improvements
- 4. Advanced Traffic Signal Controllers Installation (5)
- 5. Cemetery Avenue/Whatley Intersection Improvements
- 6. ADA Compliance Projects (5)
- 7. 2020 Paving Contract Projects
- 8. Tom Hitch Parkway/RRX Bridge Repairs
- 9. I-65/Bear Creek Pike Interchange re-Alignment Project: Construction
- 10. Bear Creek Pike/Nashville Highway Intersection: Design
- 11. West 7<sup>th</sup> Street Project – Phase 1
- 12. Street Lights to LED: Installation
- 13. Citywide Wayfinding Signage Project

## **ON THE HORIZON 2021 – 2025**

1. Highway 99/Highway 31 Intersection Alignment
2. Baker Road/Columbia Rock Road Alignment and Signals: Direction
3. Sidewalk Policy and Program: Review, Direction and Funding
4. Tom Hitch and Highway 50 Signal: Funding
5. North – South Alternative Route
6. West 7<sup>th</sup> Street Project – Phase 2
7. Mass Transit Options to Nashville: Study and Direction
8. Sidewalk Condition Assessment, Connectivity, Report
9. Traffic Management Plan: Signal Synchronization
10. City Walkability Master Plan: Development 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. Potential for tourism expansion: sports, historic, recreational and arts
2. Perception: City is “business friendly” – codes and regulations
3. Quality of life amenities attractive to businesses and their employees
4. Future of retail and the mall
5. Marketing industrial park
6. Lack of workforce with basic and industrial skills
7. Perception of education system, improving schools – financial management, low scores and school performance
8. Low unemployment rate and workforce availability

### **LONG-TERM CHALLENGES AND OPPORTUNITIES**

1. Attracting “high end” fast foods
2. Columbia State College coordinating program expansion linked to current job opportunities and needs with Technical School
3. Working with Maury Alliance, State Economic & Community Development Department and TVA
4. Implementing and funding the James Campbell Corridor Master Plan
5. Potential attraction of automotive suppliers
6. Northern residents going north: jobs, shopping, sports
7. Determining incentives for restaurants and retail businesses
8. Future economic recession impacting business investments

### **POLICY ACTIONS 2020**

1. Arts District Master Plan: Projects High Priority
2. Retail, Restaurant and Commercial Business Attraction Strategy: Goals, Report, Direction, Incentives and Funding

### **MANAGEMENT ACTIONS 2020**

1. Columbia Industrial Rail Site: Business Attraction Top Priority
2. Presidential Park: Design Top Priority

### **MANAGEMENT IN PROGRESS 2020**

1. Points of Interest Map
2. Customer Service Training for Hospitality Partners

### **MAJOR PROJECTS 2020**

1. Visitor Center: Open
2. Marriott Courtyard Hotel Development

### **ON THE HORIZON 2021 – 2025**

1. Next Industrial Park: Advocacy
2. Train Depot: Direction
3. High End “Fast Food”/Quality National Restaurants Business Attraction Strategy: Goals and Development
4. Comprehensive Tourism Development Strategy: Assessment, “Best Practices”, Report and Direction
  - Historic
  - Sports
  - Arts and Culture
  - Mules
5. James Campbell Corridor Boulevard Plan: Direction and Funding
6. Mule Days Enhancement/Expansion: Goals, Direction and City Actions
7. Hotel Development: Downtown/Arts District
8. I-65 Interchange Business Development
9. Columbia Marketing Expansion: Direction and Funding
10. Entertainment Business Attraction Strategy Goals and Development
11. Hotel and Conference Center Development: Direction and City Actions
12. Food Truck Policy: Review and Direction
13. Ward 1 Business Development: Direction and City Actions (e.g. grocery store)
14. Eastside Revitalization Plan: Goals and Development
15. Mall: Next City Actions



# 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 8<sup>th</sup> 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. Poor quality rental properties with irresponsible property owners
3. Culture of litter and trash: others will pick it up
4. Deteriorating bridges entering critical phase: Railroad Crossing by Armory, Iron Bridge
5. Aging recreational facilities: Macedonia and Fairview (50 + years); Armory (75+ years)
6. Affordable housing for workforce – definition and actions

### **LONG-TERM CHALLENGES AND OPPORTUNITIES**

1. Replacing playgrounds for use by all
2. Improving processes and legal approach with code enforcement and compliance
3. Funding for capital projects: upgrade or replacement
4. Aging, deteriorating apartments
5. Defining the City's role and commitment to degree of regulation
6. Open space preservation for parkland
7. Corporations buying single-family homes and becoming rental units
8. Competitive travel teams vs. recreational program
9. State control of rental registration and inspections
10. Apartments vs. mixed use development
11. Impacts of short-term rentals
12. Change attitudes toward single-family home ownership

### **POLICY ACTIONS 2020**

1. Community Recreation Centers: Direction 

Top Priority
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2. Goal – “Cleanest City in Tennessee”: Goals, Report, Direction and City Actions 

Top Priority
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3. Fairview Park Upgrades: Direction and Funding 

High Priority
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4. Library: Report and Direction 

High Priority
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5. Woodland Park Expansion: Land Acquisition 

High Priority
---------------
6. Morton Funeral Home: Direction 

High Priority
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7. Tennis Courts at Woodland Park: Direction and Funding 

High Priority
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### **MANAGEMENT ACTIONS 2020**

1. City Litter Reduction and Community Clean-up: Task Force Report and Direction 

Top Priority
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2. Zoning Ordinance Revision: Completion and Adoption 

High Priority
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3. Pop Geers Historic Marker: Installation

### **MANAGEMENT IN PROGRESS 2020**

1. Ridley Sports Complex: Alternative Exit, Funding
  - a. Temporary
  - b. Funding (Budget FY '21)
  - c. Railroad Agreement
2. Local Lighting Detection: Donation/City Funding
3. Police Memorial: Concept/Costs
4. Crime Mapping
5. NSP New Homes (3)
6. Active Shooter Training (2)

### **MAJOR PROJECTS 2020**

1. Fairview Community Center Auditorium: Renovations
2. Cox Softball Improvements
  - Baseball Field
  - Soccer/Football Fields
3. Cox Park at Bear Creek Trail and Nature Center
4. “Welcome to Columbia” Entrance Signs
5. Fairview Mule Town Baseball Drainage Ditch

## **ON THE HORIZON 2021 – 2025**

1. Occidental Park Development
2. Parks Upgrade Plan: Direction and Funding
3. Armory: Evaluation Report and Direction
4. Rental Registration and Inspection: Direction
5. Skate Park: Direction
6. Property Maintenance Code Compliance: Report and Direction
7. Youth Baseball: Evaluation Report, Direction and Funding
8. College Hill School K-4 Magnet School: Direction and City Actions
9. Development Standards: Review, Report and Direction
10. Riverwalk/Pioneer Park: Report, Direction, City Actions and Funding
11. Short-term Rental Ordinance: Revision and Direction, Legislative Changes
12. Major Northside Park: Direction and Funding
13. Splash Pad at Woodland Park: Direction
14. Recreation Facility Plan: Goals, Development, Direction and Funding
15. Civil Rights Historical Markers: Direction and Funding
16. River Access Plan: Location for Launch and Funding
17. Sports/Athletic Manager: Direction and Funding
18. Homeless Strategy: Assessment, Report with Options, Direction and City Actions
19. Affordable Housing Strategy: Definition, Goals, Report, Direction and City Actions
20. Municipal Golf Course: Report, Direction and City Actions
21. Quality Education Initiative/Strategy: Goals, Issues, Direction and Actions
22. Safe Community Technology Plan: Goals, Report, Direction and Funding
23. Eva Gilbert Little League Lighting and Parking: Direction and Funding
24. East 8<sup>th</sup> Street Preservation District

# 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 (6<sup>th</sup> 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. Relations with Maury County
2. Tapping the full potential of Duck River Walk
3. Expanding residential opportunities
4. Lighting in Downtown
5. Trees block lights
6. Construction dumpster in front
7. Direction for Main Street

### **LONG-TERM CHALLENGES AND OPPORTUNITIES**

1. Expanding Downtown community events and festivals
2. Lack of wayfinding signs
3. Uncertain condition of buildings due to lack of code, maintenance and inspections
4. Variety of retail stores
5. Differing visions and goals for Downtown
6. County maintenance facility in Downtown
7. Opportunity with community theater

### **POLICY ACTIONS 2020**

1. Main Street: Direction
2. Downtown Beautification Plan: Direction and Funding

High Priority

### **MANAGEMENT ACTIONS 2020**

1. Firefighters Park: Statue and Mural

### **MAJOR PROJECTS 2020**

1. Jack-n-Jill Building: Completion
2. Downtown Street Lights (LED): Installation

### **ON THE HORIZON 2021 – 2025**

1. Downtown Parking Garage Maintenance: Condition Assessment, Report and Direction
2. Polk Theater Rehabilitation: Direction
3. Parking Structure: Feasibility Report and Direction
4. First Friday Block Off: Direction
5. Parking Solutions: Implementation
6. Downtown Greenspace/Park: Report and Direction
7. “Save the Polk Theatre” – Cultural Center

# **CITY OF COLUMBIA ACTION AGENDA 2020**



# *City of Columbia*

## *Policy Agenda 2020*

### **TOP PRIORITY**

**City Employee Compensation: Direction and Funding**

**Civil Service Reform: Report and Direction**

**Solid Waste Services: Report, Direction and Funding**

**Bear Creek Pike “Four Laning”: Advocacy**

**East 8th Streetscape: Plan, Direction and Funding**

**Arts District Streetscape Project: Direction and Funding**

**Community Recreation Center: Muletown, Direction**

**Goals – “Cleanest City in Tennessee”: Goals, Report, Direction and City Actions**

## **HIGH PRIORITY**

**Arts District Master Plan: Projects**

**Fairview Park Upgrades: Direction and Funding**

**Morton Funeral Home: Direction**

**Tennis Courts at Woodland Park: Direction and Funding**

**Library: Report and Direction**

**Woodland Park Expansion: Land Acquisition**

**Main Street: Direction**

# *City of Columbia*

## *Management Agenda 2020*

### **TOP PRIORITY**

**Streets Upgrade: Condition Assessment, Report, Direction and Funding**

**Wastewater Treatment Plant Expansion: Planning**

**Iron Bridge Road: Design**

**Presidential Park: Design**

**City Litter Reduction and Community Clean-up: Task Force Report and Direction**

**Columbia Industrial Rail Site: Business Attraction**

### **HIGH PRIORITY**

**City Pensions: Direction and Funding**

**Cemeteries: Update Report**

**Major Incident Planning**

**Text Alerting System: Go Live**

**Legislative Agenda and Advocacy**

**Zoning Ordinance Revision: Completion and Adoption**

# *City of Columbia*

## *Management in Progress 2020*

**10 GB Switches at City Hall: Installation**

**Health Insurance: Annual Review**

**Health Insurance Plan: Annual Review**

**Automatic Aid Agreement: Spring Hill**

**Columbia 2020 Complete Count**

**Electronic Personnel Action Form**

**Tablets/Desktops/Services Replacement**

**Council Chamber Audio – Visual Upgrades**

**Stormwater Maps Citywide**

**Department of Finance and Administration: Reorganization**

**Secondary Server for Disaster Recovery: Installation**

**New Computers (FY 2020)**

**New Employee Orientation**

**Benefits Online for Open Enrollment**

**Administrative Chief: Hired**

**Wellness Committee: Rebrand and Establishment**

**ALS Equipment Improvements**  
**Rescue 1: Upgrade**  
**Truck Replacements: Funding**  
**Athletic Manager: Addition (Funding)**  
**Public Works Facility Site Design for Equipment Sheds/Storage (Funding)**  
**Sanitation Access Database: Replacement (Funding)**  
**Windows 10: Upgrade (Two Cycle by Microsoft)**  
**Public Safety Training Facility: Equipment Purchase**  
**Comprehensive Annual Financial Report: Preparation**  
**Next Generation Cyber Security**  
**Internal Audit Projects**  
**Fire Tablets on Apparatus: Update**  
**Truck Z: Replacement**  
**Receipting Software: Upgrade/Refinements**  
**Financial and Accounting Software Upgrades: Refinements**  
**Online Application/Online Tax and Fee Payment**  
**ERP: Direction**  
**Hazard Mitigation Plan (with TEMA)**  
**Network Refresh**  
**Points of Interest Map**  
**Customer Service Training for Hospitality Partners**

**Ridley Sports Complex: Alternative Exit, Funding**  
**Local Lighting Detection: Donation/City Funding**  
**Police Memorial: Concept/Costs**  
**Crime Mapping**  
**NSP New Homes (3)**  
**Active Shooter Training (2)**

# ***City of Columbia Major Projects 2020***

**Fire Station #3: Opening**  
**Sewer Rehabilitation Projects (Annual)**  
**City Hall Security Cameras: Upgrade**  
**Public Works Facility Renovation: Security at Points of Entry (Funding)**  
**GE Main Lift/Santa Fe Pike Dump Station Renovation**  
**Fire Training Center: Completed**  
**Radio Towers (2) (CPWS)**  
**Radio Tower Replacement/Reconstruction of Equipment Building**  
**Bear Creek/Mt Olive Traffic School Installation**  
**Trolley Shelters**  
**East Burt Drive Improvements**  
**Advanced Traffic Signal Controllers Installation (5)**  
**Cemetery Avenue/Whatley Intersection Improvements**  
**ADA Compliance Projects (5)**  
**2020 Paving Contract Projects**  
**Tom Hitch Parkway/RRX Bridge Repairs**

**I-65/Bear Creek Pike Interchange Re-Alignment Project: Construction**

**Bear Creek Pike/Nashville Highway Intersection: Design**

**West 7<sup>th</sup> Street Project – Phase 1**

**Street Lights to LED: Installation**

**Citywide Wayfinding Signage Project**

**Visitor Center: Open**

**Marriott Courtyard Hotel Development**

**Fairview Community Center Auditorium: Renovations**

**Cox Softball Improvements**

**Cox Park at Bear Creek Trail and Nature Center**

**“Welcome to Columbia” Entrance Signs**

**Fairview Mule Town Baseball Drainage Ditch**

**Jack-n-Jill Building: Completion**

**Downtown Street Lights (LED): Installation**