

STRATEGIC PLAN

2016 → 2021 → 2031

EXECUTIVE SUMMARY

Mayor and City Council



Columbia, Tennessee
August 2016



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

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STRATEGIC FRAMEWORK

VISION 2031

“Desired Destination for Columbia”

PLAN 2021

“Map to Columbia’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Columbia’s City Government”

BELIEFS

“How Columbia’s City Government Should Operate”



Columbia Vision 2031

**Columbia 2031 is a *HISTORIC COMMUNITY* ^(A)
with *NATURAL BEAUTY* ^(B) and the *REGIONAL
HUB FOR SOUTH CENTRAL TENNESSEE.* ^(C)**

**Columbia 2031 has an *ACTIVE DOWNTOWN*, ^(D)
a choice of *LIVABLE NEIGHBORHOODS*, ^(E) and
a *GROWING ECONOMY.* ^(F)**

**Columbia 2031 has tremendous
COMMUNITY SPIRIT, ^(G)
and is a **GREAT PLACE TO LIVE!** ^(H)**

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: 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⁾

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

City of Columbia Goals 2021

**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 “Aa2” bond rating
7. Have adequate resources to maintain City facilities and infrastructure

► **Short-Term Challenges and Opportunities**

1. Retention of City employees who are dedicated to serving the Columbia community
2. Defining and prioritizing City services and levels of services
3. Funding for major City facility and infrastructure upgrades or replacement
4. Actions by State of Tennessee impacting City finances and services; and reducing revenue sources
5. Rising costs of City operations: pensions, healthcare, raw materials
6. Uncertain condition of City facilities needing maintenance, renovation or replacement

► **Actions 2016 – 2017**

PRIORITY

Policy Agenda

1. Annual Employee Compensation
2. Community Events Policy and Fees
3. Civil Service Reform
4. Public Safety Workforce Diversification

Top Priority

High Priority

High Priority

High Priority

Management Agenda

1. City Legislative Agenda/Lobbying
2. Police Mobile Video/Body Cameras
3. Bond Rating: Review
4. Online Permitting

Top Priority

High Priority

High Priority

High Priority

Management in Progress

1. Fire Station 1 Apparatus Door Replacement
2. Recreation Reservation and Calendar System
3. Internal Control Policy Manual
4. Budget 2016 – 2017 Amendments
5. Online Property Tax Payment Module
6. Parks Website
7. Reuse to ALS Status
8. CareHere: Annual Report
9. Police Accreditation (CALEA)
10. Fire Car Replacement
11. Fire TVA Energy Savings (Station 4)
12. Parks Strategic Plan
13. Parks Mapping and Virtual Tours
14. Basic Emergency Operations Plan: Update
15. Health Insurance: Annual Review
16. Fire Uniform Purchasing Program
17. Supervisory Training: Leadership
18. Turf Management Intern Program
19. Onboarding Program
20. Paylocity/Performance Review
21. Replacement Hose for New Apparatus
22. Quint Purchase
23. Fire SCBA Replacement
24. 150th CFD Anniversary
25. Fire Administrative Offices

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Major Projects

1. Worthington Culvert Replacement
2. Blyth Circle Storm Sewer Improvements
3. Carters Creek Pike Pump
4. Dixie Pump Station
5. Two Radio Towers (CPWS)
6. Televising/Smoke Test: Sewer System
7. East 9th Storm Water Project

GOAL 2	UPGRADED STREETS, IMPROVED TRANSPORTATION SYSTEM
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- 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

- Short-Term Challenges and Opportunities**
1. Funding for road resurfacing/paving
 2. Funding for sidewalks
 3. Funding for matching dollars on grant projects
 4. Lack of sidewalks and community walkability
 5. Reduced federal and state funding for transportation projects
 6. Interconnection of traffic signals
 7. City view vs. Ward view

► Actions 2016 – 2017	PRIORITY
<i>Policy Agenda</i>	
1. Street Paving Plan and Funding	Top Priority
<i>Management Agenda</i>	
1. RTA: Membership	Top Priority
2. City LED Street Lighting	Top Priority

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Management in Progress

1. Traffic Studies on New Development: Engineering Contract (Council Award)

Major Projects

1. Columbia Works Project
2. Campbell Pike/Highland Intersection Improvements
3. North Point Industrial Park/Highway 31 Project (TDOT)
4. West 6th Street Streetscape
5. Bi-Annual Paving Program

GOAL 3	GROWING CITY ECONOMY
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► 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 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

► 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. Focusing on development: North 31 and Bear Creek
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, State Economic Development Commission and TVA
6. Perception of education system, improving schools
7. Implementing funding the James Campbell Corridor Master Plan
8. Northern residents going north: jobs, shopping, sports

► Actions 2016 – 2017

PRIORITY

Policy Agenda

1. Presidential Park Development
2. Marketing Program for Columbia: Development, Implementation
3. Industrial Park: Location, Land Acquisition

Top Priority

Top Priority

Top Priority

Management Agenda

1. Arts District Development/Arts Master Plan
2. Ridley Sports Complex: Development

Top Priority

Top Priority

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Management in Progress

1. Maury/Alliance
 - Goals/Focus
 - Performance Reports
2. IDB Annual Performance Report

Major Projects

1. Historic Signs: Installation (2)
 - West 7th – Bethel Hotel
 - Train depot

GOAL 4	MORE ATTRACTIVE, LIVABLE CITY
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- **Objectives**
1. Continue to improve the visual appearance of neighborhoods and major corridors
 2. Revitalize East Columbia – College Hill and Historic 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

- **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. Deteriorating bridges entering critical phase: Railroad Crossing by Armory, Iron Bridge
 5. Empty buildings and commercial centers
 6. Improving processes and legal approach with code enforcement and compliance
 7. Aging recreational facilities: Macedonia and Fairview (50 + years); Armory (75+ years)
 8. State control of rental registration and inspections

► Actions 2016 – 2017	PRIORITY
<i>Policy Agenda</i>	
1. Connect Columbia	High Priority
2. Trailer Parks	High Priority
<i>Management Agenda</i>	
1. Plan for a Crisis Event	High Priority
2. Safe Multi-Family Crime Reduction Plan/Program	High Priority
3. Zoning Ordinance	High Priority

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Management in Progress

1. Alarm Permit Ordinance
2. Animal Ordinance
3. HOME Grant: Rehabilitation Homes (9)
4. Temporary Vendor
5. NSP: Single-Family (3)
6. CDBG: Demolition Grant

Major Projects

1. Gateway Improvements for Highway 31/Neapolis (TDOT Roadscape Grant)
2. Fairview Park: Facility Roof (Phase 3)
3. West 7th Street Streetscape Project

GOAL 5	FANTASTIC DOWNTOWN
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- 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

- Short-Term Challenges and Opportunities**
1. Addressing and managing parking for downtown
 2. Tapping the full potential of Duck River Walk
 3. Lack of wayfinding signs
 4. Downtown sidewalk use and access
 5. Lighting in Downtown
 6. Uncertain condition of buildings due to lack of code, maintenance and inspections
 7. Poor condition of buildings

► Actions 2016 – 2017	PRIORITY
<i>Policy Agenda</i>	
1. Funeral Home Plan/Grant	Top Priority
2. Fireman’s Park: Completion	Top Priority
3. Historic Markers/Wayfinding Signs	High Priority
<i>Management Agenda</i>	
1. Jack-n-Jill Building/Visitor Center	Top Priority
2. Downtown Sidewalks Policy: Enforcement	High Priority
<i>Major Project</i>	
1. Fire Station #1 Mural	

City of Columbia Policy Agenda 2016 – 2016

TOP PRIORITY

Street Paving Plan and Funding
Funeral Home Plan/Grant
Annual Employee Compensation
Presidential Park Development
Marketing Program for Columbia: Development, Implementation
Industrial Park: Location, Land Acquisition
Fireman’s Park: Completion

HIGH PRIORITY

Connect Columbia: Comprehensive Plan, Transportation Master Plan, Parks and Recreation Master Plan
Trailer Parks
Historic Markers/Wayfinding Signs
Community Events Policy and Fees
Civil Service Reform
Public Safety Workforce Diversification

City of Columbia Management Agenda 2016 – 2017

TOP PRIORITY

RTA: Membership

Jack-n-Jill Building/Visitor Center

City Legislative Agenda/Lobbying

Arts District Development/Arts Master Plan

Ridley Sports Complex: Development

City LED Street Lighting

HIGH PRIORITY

Police Mobile Video/Body Cameras

Downtown Sidewalks Policy: Enforcement

Plan for a Crisis Event

Bond Rating: Review

Online Permitting

Safe Multi-Family Crime Reduction Plan/Program

Zoning Ordinance

City of Columbia

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16. Fire Uniform Purchasing Program
17. Supervisory Training: Leadership
18. Turf Management Intern Program
19. Onboarding Program
20. Paylocity/Performance Review
21. Replacement Hose for New Apparatus
22. Quint Purchase

23. Fire SCBA Replacement
24. 150th CFD Anniversary
25. Fire Administrative Offices
26. Traffic Studies on New Development: Engineering Contract (Council Award)
27. Maury/Alliance: Goals/Focus, Performance Reports
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31. HOME Grant: Rehabilitation Homes (9)
32. Temporary Vendor
33. NSP: Single Family (3)
34. CDBG: Demolition Grant

City of Columbia Major Projects 2016 – 2017

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