

# *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](mailto: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* <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 2031 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 2031 has tremendous  
*COMMUNITY SPIRIT*, <sup>(G)</sup>  
and is a **GREAT PLACE TO LIVE!** <sup>(H)</sup>**

**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 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*** <sup>(1)</sup>

PROVIDING

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

THAT ARE

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

**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**

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**Upgraded Streets, Improved Transportation System**

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**Growing City Economy**

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**More Attractive, Livable City**

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**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. 150<sup>th</sup> 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 9<sup>th</sup> Storm Water Project



<b>GOAL 2</b>	<b>UPGRADED STREETS, IMPROVED TRANSPORTATION SYSTEM</b>
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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

<p>► <b>Actions 2016 – 2017</b></p>	<b>PRIORITY</b>
<div style="border: 1px solid black; padding: 2px; display: inline-block;"><i>Policy Agenda</i></div>	
1. Street Paving Plan and Funding	Top Priority
<div style="border: 1px solid black; padding: 2px; display: inline-block;"><i>Management Agenda</i></div>	
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 6<sup>th</sup> Street Streetscape
5. Bi-Annual Paving Program

<b>GOAL 3</b>	<b>GROWING CITY ECONOMY</b>
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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 7<sup>th</sup> – Bethel Hotel
  - Train depot

<b>GOAL 4</b>	<b>MORE ATTRACTIVE, LIVABLE CITY</b>
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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 8<sup>th</sup> 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**

*Policy Agenda*

1. Connect Columbia
2. Trailer Parks

**PRIORITY**

High Priority

High Priority

*Management Agenda*

1. Plan for a Crisis Event
2. Safe Multi-Family Crime Reduction Plan/Program
3. Zoning Ordinance

High Priority

High Priority

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 7<sup>th</sup> Street Streetscape Project

<b>GOAL 5</b>	<b>FANTASTIC DOWNTOWN</b>
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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 (6<sup>th</sup> 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

<b>► Actions 2016 – 2017</b>	<b>PRIORITY</b>
<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

## Management in Progress 2016 – 2017

1. Fire Station 1 Apparatus Door Replacement
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4. Budget 2016 – 2017 Amendments
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17. Supervisory Training: Leadership
18. Turf Management Intern Program
19. Onboarding Program
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28. IDB Annual Performance Report
29. Alarm Permit Ordinance
30. Animal Ordinance
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**

1. Worthington Culvert Replacement
2. Blyth Circle Storm Sewer Improvements
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