

# STRATEGIC PLAN

## 2015 → 2021 → 2030



Columbia, Tennessee  
August 2015



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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 2030**

# ***Columbia Vision 2030***

**Columbia 2030 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 2030 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 2030 has tremendous *COMMUNITY SPIRIT*,<sup>(G)</sup>  
and is a *GREAT PLACE TO LIVE!*<sup>(H)</sup>**

# *Columbia Vision 2030*

## **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: 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

# *City of Columbia* *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 2015 – 2021**

# *City of Columbia*

## *Goals 2021*

**Growing City Economy**

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**Financially Responsible City Providing Excellent Services**

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**More Attractive, Livable City**

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**Upgraded Streets, Improved Transportation System**

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**Fantastic Downtown**

# Goal 1

## Growing City Economy

### OBJECTIVES

1. Expand retail businesses: James Campbell Corridor, Highway 31 North, I-65 Interchange, Highway 412 (Bear Creek Pike)
2. Continue Columbia’s reputation as a “business friendly” City
3. Increase the number of quality, targeted businesses located within the City
4. Retain and expand medical and healthcare businesses
5. More professional and higher paying quality and diversified job opportunities for residents
6. Develop tourism opportunities: sports, history, ecotourism and arts
7. Revitalize the James Campbell Corridor

### MEANS TO RESIDENTS

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

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Defining the City’s role and tools for economic development: TIF, fee structure
2. Potential for tourism expansion: sports, historic, recreational and arts
3. Columbia State College coordinating program expansion linked to current job opportunities and needs with Technical Schools and Northfield
4. City incentives and tools for economic development: limited by state laws
5. Lack of workforce with basic and industrial skills
6. Working with Maury Alliance, State Economic Development Commission and TVA
7. Perception of education system

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

1. Attracting new businesses “right” for Columbia
2. Economic recovery and increasing business investment
3. Diversifying the local economy
4. Tapping the potential of the Industrial Development Board (IDB)
5. Expanding interest of international businesses
6. Changing retail business: internet sales, store reductions, store model with less square feet
7. Cost of land in Columbia

### **POLICY ACTIONS 2015 – 2016**

1. City Tourism Marketing Plan
2. Presidential Park Development
3. Mall Redevelopment/TIF
4. Sports Commission: Development
5. Guidelines for Historic District Development
6. Marketing Program for Columbia
7. Polk Home: Future Funding

#### **PRIORITY**

Top Priority
Top Priority
High Priority
High Priority

### **MANAGEMENT ACTIONS 2015 – 2016**

1. Sports Tournaments Attraction Strategy

#### **PRIORITY**

Top Priority
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### **MANAGEMENT IN PROGRESS 2015 – 2016**

1. Maury Alliance: Performance Report
2. IDB Annual Performance Report

### **ON THE HORIZON 2016 – 2021**

1. Retail/Restaurant Attraction Strategy and Action Plan
2. I-65 Interchange Development Strategy (Retail/Offices)
3. I-65 Industrial Park Development
4. Hotel and Conference Facility
5. James Campbell Corridor Plan: Review
6. Historic Marker Program: Development
7. Arts District: Establishment
8. Arts/Music Expansion Strategy
9. Yanali Recreation Area Development

# Goal 2

## 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<sub>2</sub>” bond rating
7. Have adequate resources to maintain City facilities and infrastructure

### MEANS TO RESIDENTS

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

## **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Rising costs of City operations: fuel, pension, healthcare, raw materials
2. Retention of City employees who are dedicated to serving the Columbia community
3. Funding for basic maintenance for City facilities and infrastructure
4. Exploring alternative service delivery mechanisms, including partnerships, collaboration with other governments, contracts with private sector
5. Uncertain condition of City facilities needing maintenance, renovation or replacement
6. Implementing and funding full implementation of the compensation study
7. Less dollars available from grants, lack of matching dollars, and cost of administration reporting
8. Defining and prioritizing City services and levels of services

## **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Funding for major City facility and infrastructure upgrades or replacement
2. Funding for equipment and vehicle replacement
3. Limited abilities to raise revenues to cover the costs of service delivery
4. Respond to and funding for mandated programs and projects (federal and state)
5. Willingness to fund maintenance and service growth
6. Funding for training and employee development
7. Actions by State of Tennessee impacting City finances and services

**POLICY ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1. Hotel/Motel Revenue Guidelines	Top Priority
2. Employee Compensation Policy and Funding	Top Priority
3. Corporate Communications Position and Plan	High Priority
4. Dispatch Center Evaluation, Direction	
5. Retiree Healthcare Reform, Funding (over 65)	
6. Rose Hill and Rose Mount Cemeteries	

**MANAGEMENT ACTIONS  
2015 – 2016**

	<b>PRIORITY</b>
1. Solid Waste Collection: Evaluation Report	Top Priority
2. Website: Upgrade	Top Priority
3. Capital Equipment Replacement Plan and Funding	High Priority
4. EPA Administrative Consent Order	High Priority
5. Fats-Oils-Grease Ordinance	
6. Succession Plan and Training: Funding	

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. Assistant City Manager: Hiring
2. NIMS Training Plan
3. Basic Emergency Operations Plan Update: Training, Exercise
4. Automatic Mutual Aid with Maury County: Guidelines
5. Health Insurance: Annual Review, Modifications
6. Fire Standards Operating Guidelines: Development
7. Supervisory Training: Leadership
8. City – Maury County Strategy

**MAJOR PROJECTS 2015 – 2016**

1. Wastewater Pump Station Telemetry
2. SCADA System: Upgrade
3. Woodland and 9<sup>th</sup> to 10<sup>th</sup> Street Storm Sewer Reconstruction: Phase 2
4. Sewer Rehabilitation Projects
  - A. Royal Oaks
  - B. Stevens Bottom
  - C. West 1<sup>st</sup>

## **ON THE HORIZON 2016 – 2021**

1. Regional Public Safety/Fire Training Facility, Direction, Funding
2. Storm Water Management Funding Mechanism and Projects (including Utility)
3. Civil Service Reform: Charter Change
4. Budget: Services, Service Levels, Staffing, Funding
5. “Best Practices” by Department
6. Centralized GIS Development
7. Police Services and Staffing Plan
8. Mobile Video/Body Cameras: Evaluation, Direction
9. Recycling Program Next Step
10. Spay – Neuter Program
11. Fire Engine #5: Funding
12. Employee Training and Development: Funding
13. Community Events: Policy Direction and Cost Recovery
14. Fire Station on Bear Creek Pike
15. City Facilities Property Condition Assessment and Master Plan
16. Funding for Non-Profit Organizations: Policy and Process
17. Continuity of Operations Plan: Funding

# Goal 3

## More Attractive, Livable City

### OBJECTIVES

1. Improve the visual appearance of neighborhoods and major corridors
2. Revitalize the East Hill Neighborhood
3. Have future developments and buildings reflecting plans, regulations and standards
4. Improve the community appearance and “curb appeal” clean and beautiful
5. Upgrade sewer system and services
6. Upgrade, replace recreation and leisure facilities

### 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. Empty buildings and commercial centers
5. Current ordinances not focusing on “attractive” or “livability”
6. Improving processes and legal approach with code enforcement and compliance
7. Changing recreational and leisure patterns by family generations

## **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Aging recreational facilities: Macedonia and Fairview (35 + years); Armory (75+ years)
2. Funding for capital projects: upgrade or replacement
3. Phone call driven enforcement: inconsistent message to community and staff
4. Deteriorating bridges entering critical phase: Railroad Crossing by Armory, Iron Bridge
5. Defining the City’s role and commitment to degree of regulation
6. Personal property rights and profit vs. community benefit and protection of property values
7. State control of rental registration and inspections

**POLICY ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1. West 7 <sup>th</sup> Street Project	Top Priority
2. Ridley Park Soccer Fields: Funding	Top Priority
3. Zoning Violations: Evaluation, Direction	High Priority
4. Trailer Parks	High Priority
5. Citywide Lighting	High Priority
6. City Beautification Plan and Organization	Mod Priority

**MANAGEMENT ACTIONS  
2015 – 2016**

	<b>PRIORITY</b>
1. Parks and Recreation Master Plan	Top Priority
2. Comprehensive Plan: Update	High Priority
3. Disk Golf Development	High Priority
4. NPDES Stormwater Permit: Ordinance Update, Project Funding	
5. Annexation: Tom Hitch/I-65 Areas	

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. CDBG: East Columbia Neighborhood Revitalization Plan Presentation
2. Sewer Capacity Plan and Assessment Initial Report
3. Arts Council District Creation: Annual Report
4. HOME Grant: Rehabilitating Homes (20)
5. NSP: Single Family Homes (2)
6. Hydraulic Investigation and Plan Development (for Flood prone Aras)

**MAJOR PROJECTS 2015 – 2016**

1. Farmers Market: Parking Lot
2. Fairview Park: Fence Replacement
3. Ridley Park: Parking Lot
4. Gateway Improvements for Highway 31/Neapolis (TDOT Roadscape Grant)

## **ON THE HORIZON 2016 – 2021**

1. Sidewalk Plan
2. Skate Park Development
3. Splash Pad: Next
4. Special Events on Duck River
5. Rental Property Registration and Inspection
6. North Park/Soccer Complex
7. Affordable Housing Plan
8. Property Maintenance and Appearance Code
9. Sign Ordinance: Review
10. Urban Farming/Backyard Hens Policy
11. Bigby Creek Areas/James Campbell Corridor Storm Water Study
12. Anti-Litter Program: Direction, Funding
13. Zoning Ordinance: Design Standards
14. Abatement Process for Neglected Properties
15. Vacant, Abandoned Buildings: Strategy
16. Citation for Leaving Out Trash Cans: Direction

# Goal 4

## 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 road resurfacing/paving
2. Funding for sidewalks
3. Lack of sidewalks and community walkability
4. Planning and funding for future transportation needs and projects
5. City view vs. Ward view
6. Reduced federal and state funding for transportation projects

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

1. Funding for matching dollars on grant projects
2. Lack of intermodal transportation system
3. Lack of bike paths, bike lanes and bike routes
4. Columbia – auto dependent community
5. Lack of trolley ridership

### **POLICY ACTIONS 2015 – 2016**

1. Bi-Annual Paving Program: Service Level, Funding Mechanism, Project Priority System
2. Iron Bridge Road: Direction, Funding
3. One Lane Bridge Safety Report

#### **PRIORITY**

Top Priority

### **MANAGEMENT ACTIONS 2015 – 2016**

1. Transportation Master Plan

#### **PRIORITY**

Top Priority

### **MAJOR PROJECTS 2015 – 2016**

1. Campbell Pike/Highland Intersection Improvements
2. West 8<sup>th</sup> Street and Garden to High School Sidewalk Replacement
3. North Point Industrial Park/Highway 31 Project (TDOT)
4. Bear Creek and Patterson to Lasea Intersection Alignment Project (TDOT)
5. I-65/Bear Creek Pike Interchange: Advocacy, Design/Construction (TDOT)

### **ON THE HORIZON 2016 – 2021**

1. Traffic Signal Interconnections
2. East 6<sup>th</sup> (to City Property)
3. Access Management Policy for Arterial Collector Roads
4. Shady Brook Drive (to James Campbell Boulevard)
5. Ridley Park (STP)
6. East-West Connector to I-65
7. Tom Hitch and Highway 50 Signal: Funding
8. Sidewalk Program Expansion
9. Service Road Policy
10. South Main and Depot to Garden Sidewalk Replacement

# 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. Attract a hotel with meeting rooms
5. Maintain Downtown as the seat of government

### 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. Addressing and managing parking for downtown
2. Tapping the full potential of Duck River Walk
3. Lack of night time activity to draw people to Downtown
4. Lighting in Downtown
5. Uncertain condition of buildings due to lack of code, maintenance and inspections
6. County maintenance facility in Downtown
7. Managing expectations of Downtown

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

1. Expanding Downtown community events and festivals
2. High rents for Downtown space
3. Poor condition of buildings
4. Lack of wayfinding signs
5. Maury County's government presence and resistance to change
6. Expansion of Downtown boundary
7. Variety of retail stores

### **POLICY ACTIONS 2015 – 2016**

1. Jack-n-Jill Building
2. Funeral Home: Demolition, Project
3. Historic Marker/Wayfinding Signs
4. Park/Greenspace in Downtown

#### **PRIORITY**

High Priority

### **MANAGEMENT IN PROGRESS 2015 – 2016**

1. Riverwalk Litigation: Resolution

### **ON THE HORIZON 2016 – 2021**

1. Downtown Residential Development
2. Arts Center in Downtown
3. Downtown Property Owners and Building Conditions
4. Garden Street Project (north to Bridge)
5. Downtown Events and Street Closing Policy
6. Polk Theater Rehabilitation
7. Downtown Master Plan: Update
8. Downtown Street Lights
9. 8<sup>th</sup> Street Historic District Designation
10. Downtown Building Strategy
11. Additional Festivals in Downtown
12. Downtown Retail Development Strategy
13. Special Events on the Duck River

# **CITY OF COLUMBIA ACTION AGENDA 2015 – 2016**

# *City of Columbia*

## *Policy Agenda 2015 – 2016*

### **TOP PRIORITY**

**City Tourism Market Plan**

**Hotel/Motel Revenue Guidelines**

**West 7<sup>th</sup> Street Project**

**Presidential Park Development**

**Employee Compensation Policy and Funding**

**Ridley Park Soccer Fields**

**Bi-Annual Paving Program**

## **HIGH PRIORITY**

**Mall Redevelopment/TIF**

**Jack-n-Jill Building**

**Corporate Communications Position and Plan**

**Zoning Violations**

**Trailer Parks**

**Sports Commission: Development**

**Citywide Lighting**

## **MODERATE PRIORITY**

**City Beautification Plan and Organization**

# *City of Columbia*

## *Management Agenda 2015 – 2016*

### **TOP PRIORITY**

**Solid Waste Collection: Evaluation Report**

**Transportation Master Plan**

**Sports Tournaments Attraction Strategy**

**Website: Upgrade**

**Parks and Recreation Master Plan**

### **HIGH PRIORITY**

**Capital Equipment Replacement Plan and Funding**

**Comprehensive Plan: Update**

**EPA Administrative Consent Order: Implementation**

**Disk Golf Development**

# *City of Columbia*

## *Management in Progress 2015 – 2016*

**Maury Alliance: Performance Report**

**IDB Annual Performance Report**

**Assistant City Manager: Hiring**

**NIMS Training Plan**

**Basic Emergency Operations Plan Update: Training, Exercise**

**Automatic Mutual Aid with Maury County: Guidelines**

**Health Insurance: Annual Review, Modifications**

**Fire Standards Operating Guidelines: Development**

**Supervisory Training: Leadership**

**City – Maury County Strategy**

**CDBG: East Columbia Neighborhood Revitalization Plan Presentation**

**Sewer Capacity Plan and Assessment Initial Report**

**Arts Council District Creation: Annual Report**

**HOME Grant: Rehabilitating Homes (20)**

**NSP: Single Family Homes (2)**

**Hydraulic Investigation and Plan Development (for Flood prone Aras)**

**Riverwalk Litigation: Resolution**

# ***City of Columbia***

## ***Major Projects 2015 – 2016***

**Wastewater Pump Station Telemetry**

**SCADA System: Upgrade**

**Woodland and 9<sup>th</sup> to 10<sup>th</sup> Street Storm Sewer Reconstruction: Phase 2**

**Sewer Rehabilitation Projects**

**Farmers Market: Parking Lot**

**Fairview Park: Fence Replacement**

**Ridley Park: Parking Lot**

**Gateway Improvements for Highway 31/Neapolis (TDOT Roadscape Grant)**

**Campbell Pike/Highland Intersection Improvements**

**West 8<sup>th</sup> Street and Garden to High School Sidewalk Replacement**

**North Point Industrial Park/Highway 31 Project (TDOT)**

**Bear Creek and Patterson to Lasea Intersection Alignment Project (TDOT)**

**I-65/Bear Creek Pike Interchange: Advocacy, Design/Construction (TDOT)**