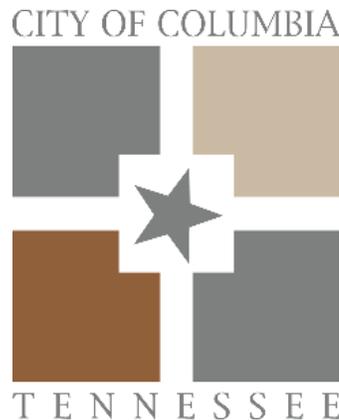


STRATEGIC PLAN

2015 → 2021 → 2030

EXECUTIVE SUMMARY

Mayor and City Council



Columbia, Tennessee
August 2015



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STRATEGIC FRAMEWORK

VISION 2030

“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 2030

**Columbia 2030 is a *HISTORIC COMMUNITY*^(A)
with *NATURAL BEAUTY*^(B) and the *REGIONAL
HUB FOR SOUTH CENTRAL TENNESSEE.*^(C)**

**Columbia 2030 has an *ACTIVE DOWNTOWN*,^(D)
a choice of *LIVABLE NEIGHBORHOODS*,^(E) and
a *GROWING ECONOMY.*^(F)**

**Columbia 2030 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

Growing City Economy

**Financially Responsible City Providing
Excellent Services**

More Attractive, Livable City

Upgraded Streets, Improved Transportation System

Fantastic Downtown

GOAL 1	GROWING CITY ECONOMY
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- 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

- 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

► Actions 2015 – 2016	PRIORITY
<i>Policy Agenda</i>	
1. City Tourism Marketing Plan	Top Priority
2. Presidential Park Development	Top Priority
3. Mall Redevelopment/TIF	High Priority
4. Sports Commission: Development	High Priority
5. Guidelines for Historic District Development	

► **Actions 2015 – 2016** (*Continued*)

PRIORITY

Management Agenda

1. Sports Tournaments Attraction Strategy

Top Priority

Management in Progress

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

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

► 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

► **Actions 2015 – 2016**

PRIORITY

Policy Agenda

1. Hotel/Motel Revenue Guidelines
2. Employee Compensation Policy and Funding
3. Corporate Communications Position and Plan
4. Dispatch Center Evaluation, Direction
5. Retiree Healthcare Reform, Funding (over 65)

Top Priority

Top Priority

High Priority

Management Agenda

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

Top Priority

Top Priority

High Priority

High Priority

Management in Progress

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

Major Projects

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

GOAL 3	MORE ATTRACTIVE, LIVABLE CITY
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- 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

- 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

► Actions 2015 – 2016	PRIORITY
<i>Policy Agenda</i>	
1. West 7 th 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
<i>Management Agenda</i>	
1. Parks and Recreation Master Plan	Top Priority
2. Comprehensive Plan: Update	High Priority
3. Disk Golf Development	High Priority

► **Actions 2015 – 2016** (*Continued*)

PRIORITY

Management in Progress

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

Major Projects

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)

GOAL 4	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. 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

- Actions 2015 – 2016** **PRIORITY**
- Policy Agenda*
1. Bi-Annual Paving Program: Service Level, Funding Mechanism, Project Priority System Top Priority
 2. Iron Bridge Road: Direction, Funding
 3. One Lane Bridge Safety Report
- Management Agenda*
1. Transportation Master Plan Top Priority

► **Actions 2015 – 2016** (*Continued*)

PRIORITY

Major Projects

1. Campbell Pike/Highland Intersection Improvements
2. West 8th 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)

GOAL 5

FANTASTIC DOWNTOWN

► Objectives

1. More successful businesses in Downtown
2. Enhance the visual appeal of Downtown: buildings, public spaces
3. Link Downtown as the “Gateway to the Duck River”: activities, physical development (6th Street), residents thinking as “one destination”
4. Attract a hotel with meeting rooms
5. Maintain Downtown as the seat of government

► 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

► Actions 2015 – 2016

PRIORITY

Policy Agenda

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

High Priority

Management in Progress

1. Riverwalk Litigation: Resolution

City of Columbia Policy Agenda 2015 – 2016

TOP PRIORITY

**City Tourism Market Plan
Hotel/Motel Revenue Guidelines
West 7th 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

1. Maury Alliance: Performance Report
2. IDB Annual Performance Report
3. Assistant City Manager: Hiring
4. NIMS Training Plan
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7. Health Insurance: Annual Review, Modifications
8. Fire Standards Operating Guidelines: Development
9. Supervisory Training: Leadership
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16. Hydraulic Investigation and Plan Development (for Flood prone Aras)
17. Riverwalk Litigation: Resolution

City of Columbia Major Projects 2015 – 2016

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