



# Columbia COMPASS

Envision 2036

# Priority Investment

The priority investment section is essentially Columbia's to-do list; it's a summary of programs, policies, and projects that are recommended for implementation over the next 10 years. While strategies presented tonight are located with each specific element, these strategies will work together to build the Columbia we have envisioned for our 250th anniversary in 2036.



**ENVISION  
COLUMBIA GOALS**

5

**ELEMENT TOPICS**


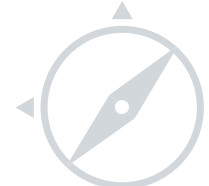






8

**YEARS TO  
COMPLETE**

10

## PRIORITY BASED BUDGETING

By setting relating our guiding principles to the goals of Envision Columbia, we can help ensure that the strategies recommended by Columbia Compass align with the City's priorities. The City of Columbia's Office of Budget & Program Management is currently working to implement priority based budgeting. This budgetary approach will allow Council and City administration to:

-  **Prioritize Services:**  
Evaluate the relative importance of individual programs and services rather than entire departments.
-  **Do the important things well:**  
With limited funding available, the priority-driven approach identifies the services that offer the highest value and ensures those are funded, while reducing funding or improving efficiency in lower value service areas.
-  **Question Past Patterns of Spending:**  
The priority-driven budget process puts all the money on the table to encourage more creative conversations about services.
-  **Spend Within the City's Means:**  
This budgetary approach starts with the funds available, rather than last year's expenditures, as the basis for decision making.
-  **Know the True Cost of Doing Business:**  
By identifying the full cost of each program, we ensure that funding decisions are based on accurate numbers.
-  **Provide Transparency of Community Priorities:**  
When budget decisions are based on a well-defined set of priorities, the budget is more transparent and accessible to citizens.
-  **Provide Transparency of Service Impact:**  
This budgetary approach focuses on the results each service produces in relation to achieving community priorities.
-  **Demand Accountability for Results:**  
Instead of focusing on staying within the spending limits, this approach demands accountability for the results that were the basis of a service's allocation.

-Toledo, Ohio Finance Department





## Priority Investment



### HOW WOULD YOU PRIORITIZE?

For each of the questions below, place a sticker in the box indicating the answer(s) you would select.

# 1

Recognizing funding is limited, what types of projects should we dedicate funding to over a 10-year period?

A. Fewer but larger-scale projects.

B. More but smaller-scale projects throughout the City.

C. A combination of both, knowing both will take longer.

# 2

Rank the following statements in order of importance by placing a dot for each statement.

A. The implementation of projects and programs should be focused in the core of the City and along corridors.

B. The implementation of projects and programs should be balanced equally across Council Districts.

C. The implementation of projects and programs should be equitable - identify areas that have been left behind or suffered greater hardships first.

Least important

Somewhat Important

Most Important

Least Important

Somewhat Important

Most Important

Least Important

Somewhat Important

Most Important

# 3

How should the City increase funding in order to fund its top priorities? (place a dot in all that apply)

Increase property taxes

Fees for new development (such as impact fees)

Fees for non-taxable properties

Leverage other options for area-specific improvements (such as tax increment financing districts)

Leverage City property to increase investment

Seek grant / philanthropic funding

Increase enforcement efforts

Issue municipal bonds / increase debt

Other (place a dot & leave a sticky note)

Is there an option we forgot to ask about in question three above? Please write it on a sticky note and attach it to the board.







**Columbia**  
COMPASS

Envision 2036

# Priority Investment

**OF THE STRATEGIES PRESENTED TONIGHT,  
THE MOST IMPORTANT ONE FOR COLUMBIA TO  
ACCOMPLISH IN THE NEXT TEN YEARS IS...**

The most important  
thing for Columbia to  
accomplish in the next 10  
years is...