BerryDunn

# Community Forum

June 3 - 9, 2026

# What is a Strategic Plan?

**STRATEGIC PLAN**



**WHAT** the City will prioritize and focus on



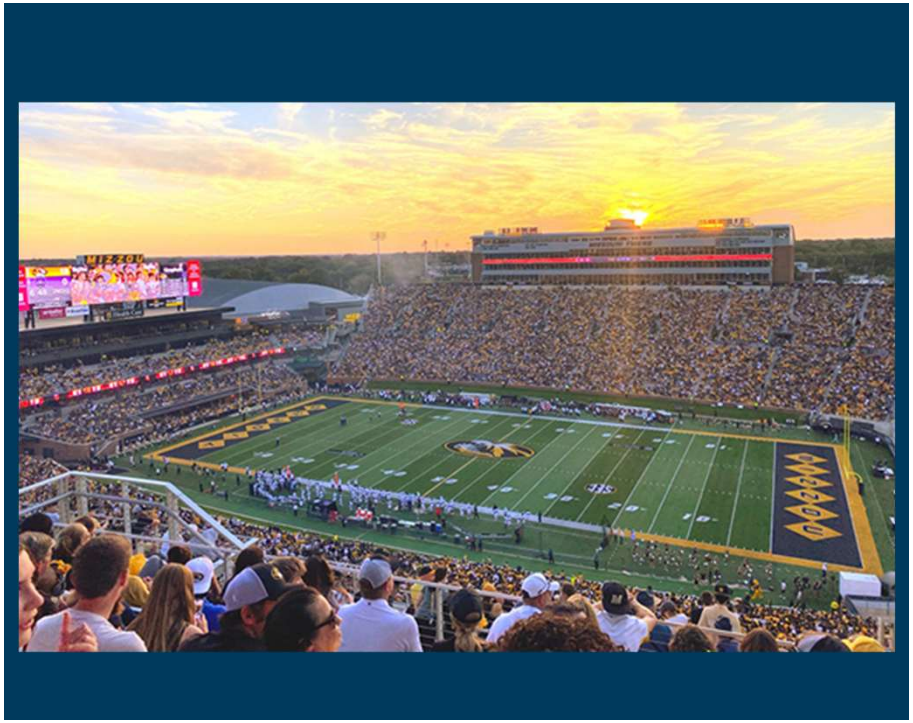
A **LIVING DOCUMENT** that guides decision-making



A **TOOL** for government transparency and accountability

**HOW** the City carries out its strategy to reach the vision, priorities, and goals is defined in the **Implementation Plan**

# Strategic Plan: What does it do?



Strategic plans help municipalities:

- Plan for the future
- Set clear goals and priorities to effectively allocate resources
- Maintain focus to make progress on issues of most importance to community members

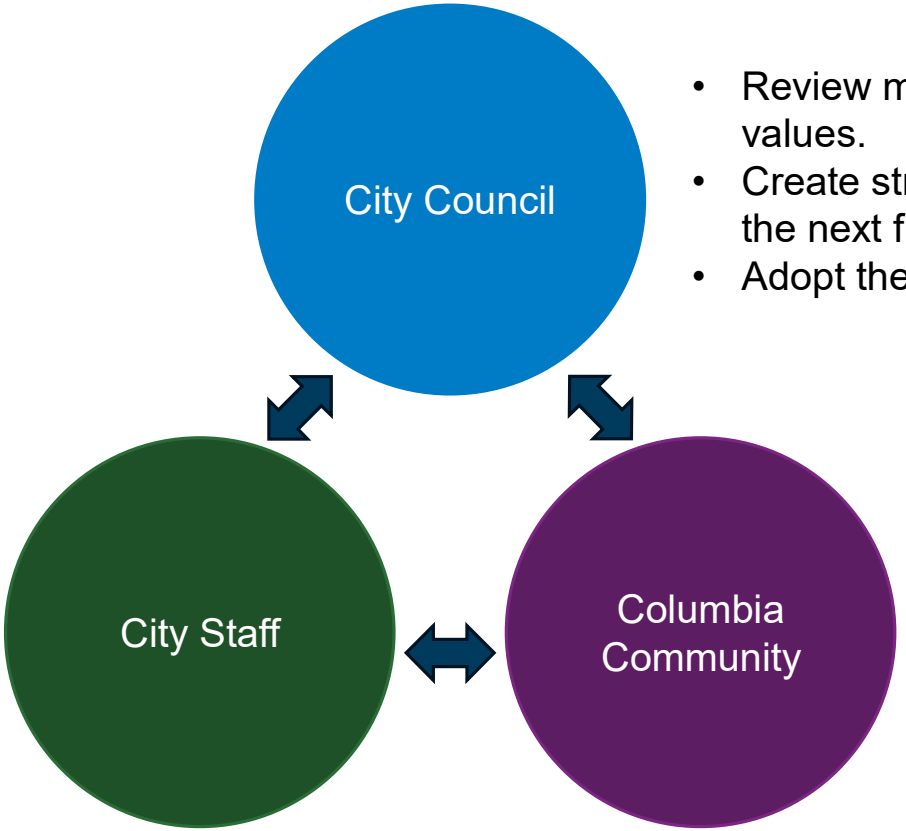
# Strategic Plan: Why is it important?



The City's strategic plan will:

- Help set a clear direction for its future by outlining goals and objectives
- Help prioritize use of resources and help ensure resources are allocated to best meet new goals and objectives
- Focus City efforts on the areas identified as most critical to achieving its desired outcomes and adapt its plans as circumstances change

# Plan Refinement




- Review mission, vision, and core values.
- Create strategic priorities and goals for the next five years.
- Adopt the Strategic Plan.

- Refine the Council's work and create objectives and performance measure.
- Refine an implementation plan.

- Provide ideas for the City Council and staff to consider in the refinement of the Strategic Plan.
- Provide feedback on the draft of the Strategic Plan.

# Elements of a Strategic Plan



# What Sources Inform This Process?



Community and employee input including a survey, individual interviews, group interviews, written responses, and community forums



Social Point strategic planning website including a survey, ideas wall, and forum



City and regional demographic and economic data



City Council and staff Refinement sessions



Existing City data

# Environmental Scan

# What is an Environmental Scan?

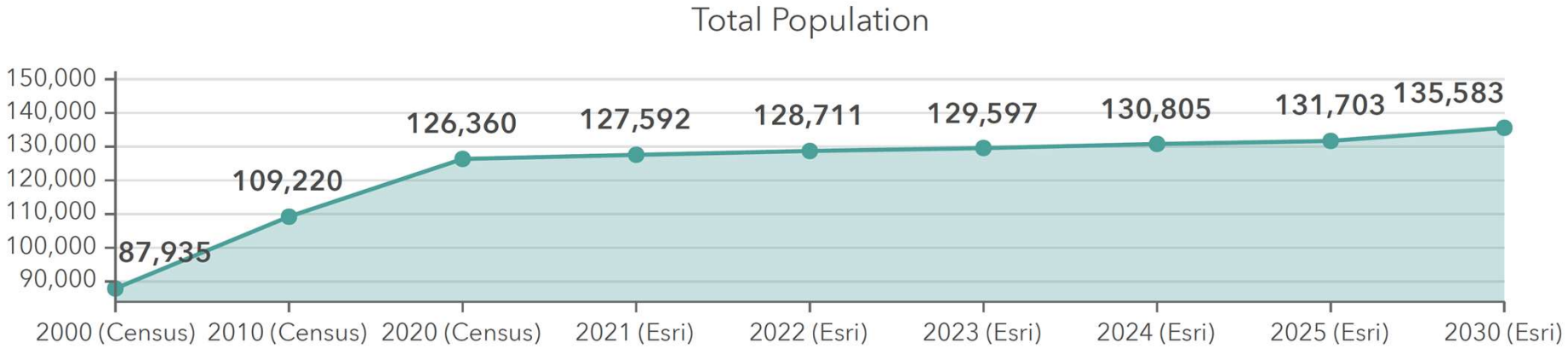


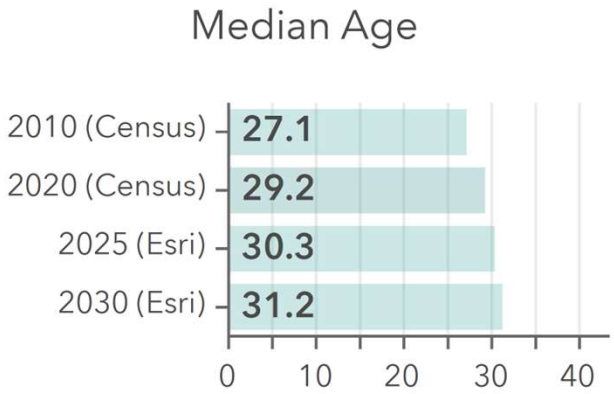
An **environmental scan** presents current and anticipated events and their relationships within an organization's internal and external environments.

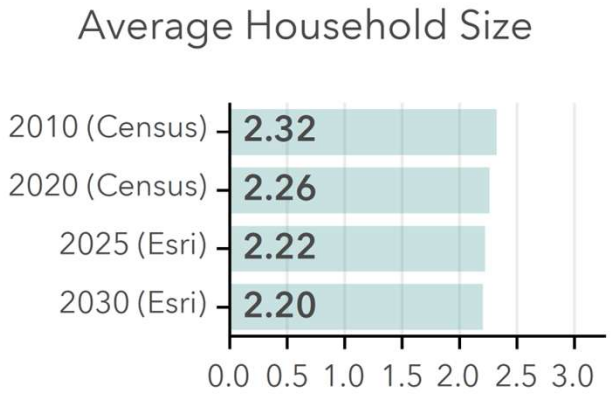
The scan serves as a basis of determining the future direction of the organization.

# Community Profile

# Columbia Demographics:
## Population, Median Age, Average Household Size



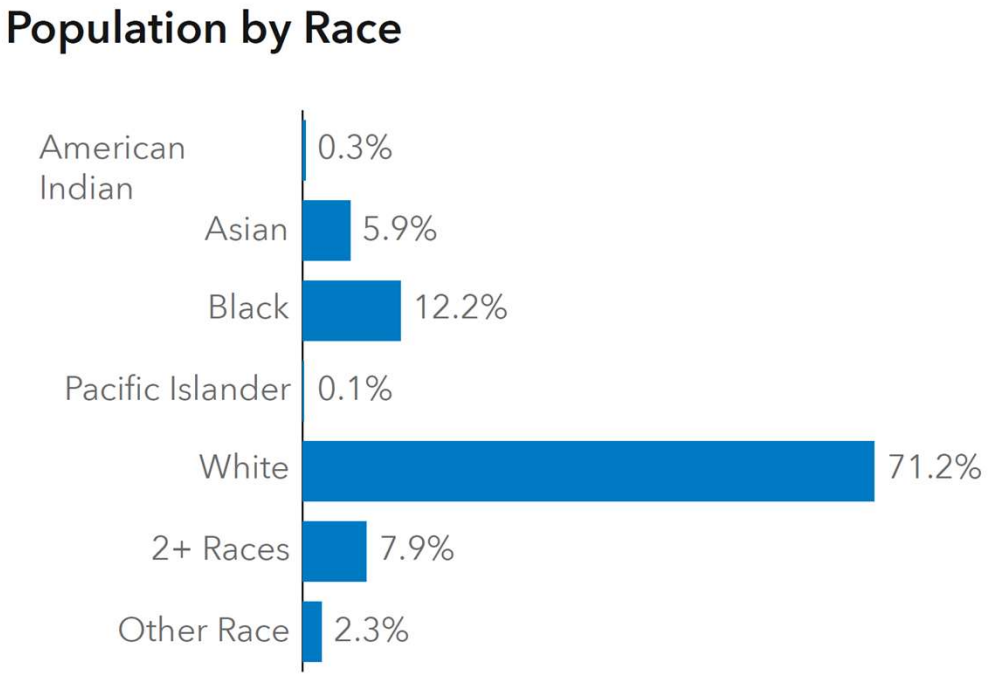



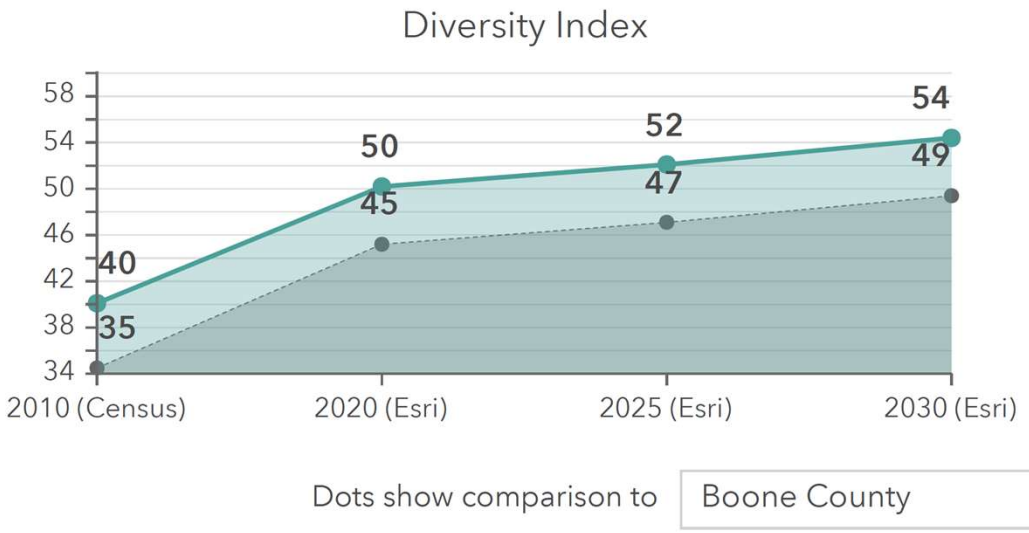




Demographic data includes students

Source: Esri-Data Axle (2025), Esri (2025)

# Columbia Demographics:
## Race and Diversity




Diversity index – the likelihood that two persons, chosen at random from the same area, belong to different races or ethnic groups (ESRI).

Top (solid) line = Columbia
Bottom (dotted) line = Boone County

Source: Esri-Data Axle (2025), Esri (2025)

# Columbia Demographics:
## Economics

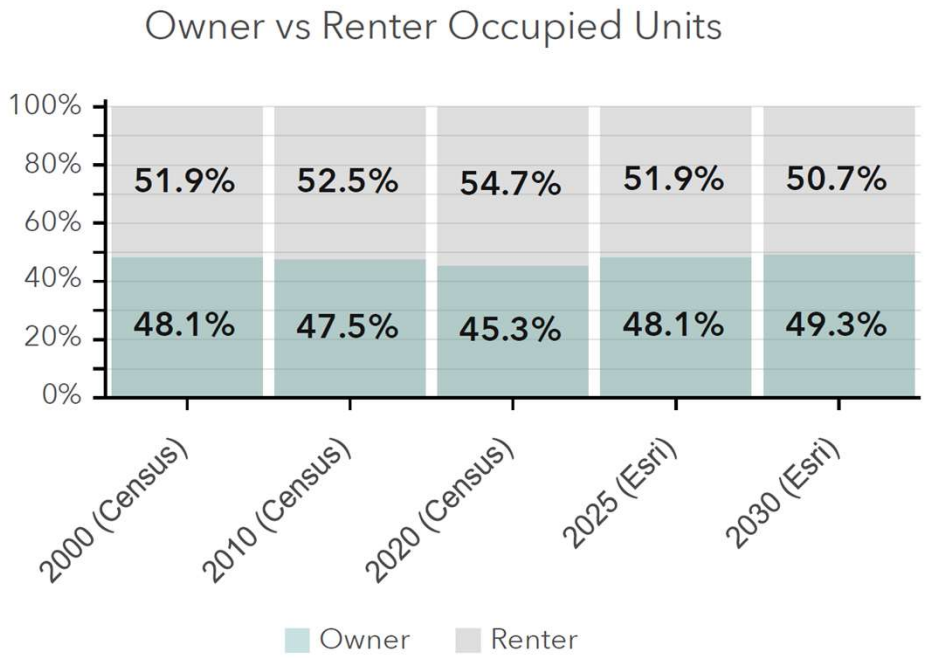
**54,475**
Households

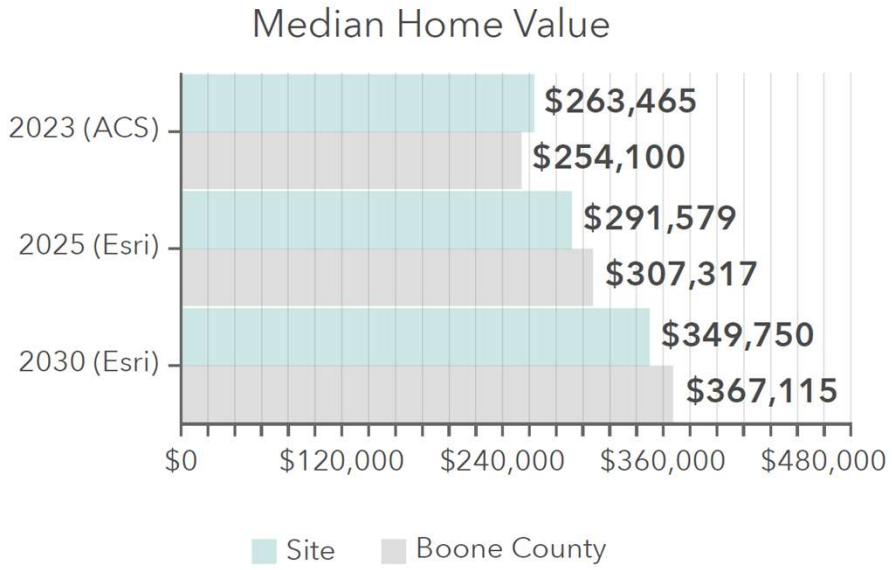
**$291.6K↓**
Median Home Value

21.3% lower than **United States.**

**$67.8K↓**
Median HH Income

16.9% lower than **United States.**




**Site = Columbia**

Source: Esri-Data Axle (2025), Esri (2025)

# Columbia Demographics:
## Economics (Cont'd.)

### Key Statistics

**5,892**
Total Businesses

**133K**
Total Employees

**$16.3B**
Total Sales

**4.0%**
Unemployment Rate

### Daytime Population



**131,703**
Total Population



**160,737**
Total Daytime Population

Ratio of daytime to total population:

**1.22**

Values > 1.0 mean that more people come to the area during the day than live there.



**32.2**
Avg Number of Employees



**87**
Total Businesses Per Square Mile

Source: Esri-Data Axle (2025), Esri (2025)

# Columbia Demographics:
## Workforce



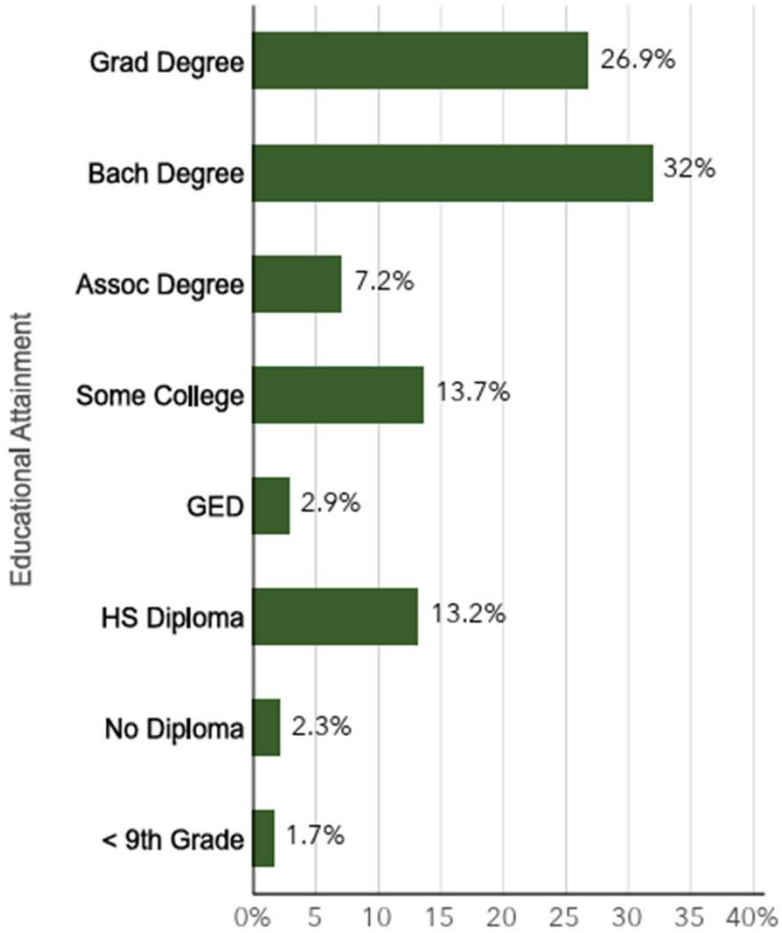
**18.0%**
Services



**11.5%**
Trades/Skilled Labor



**70.5%**
Office Based



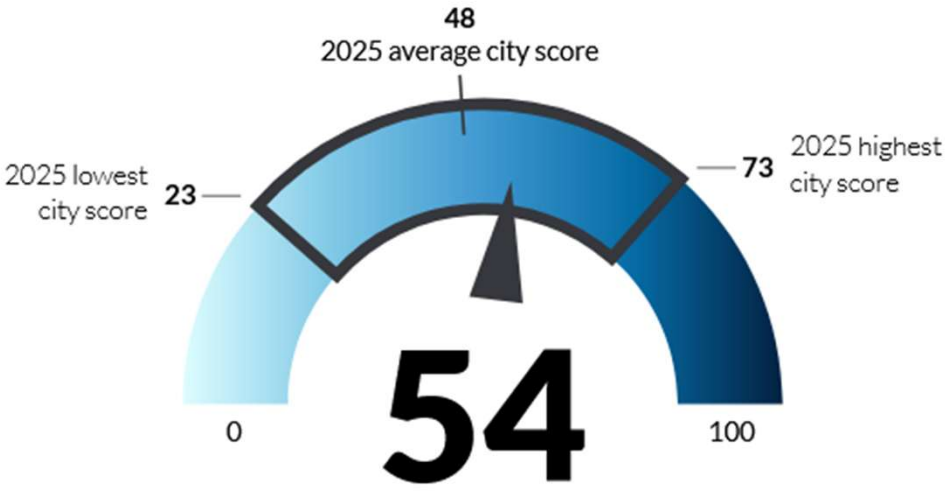

Source: Esri-Data Axle (2025), Esri (2025)

# Columbia Cost of Living Indicators

| | | | |
|---|---|---|---|
| $281,300 | $62,972 | $1,506 | 26,138 out of 57,998<br>45.1% |
| Median Home Value | Median Household Income | Median Monthly Housing Costs for Mortgage Units | Owner-occupied Housing Units |
| $1,118 | 95.2% | 4.0% (City)<br>4.4% (National) | 18.3% (City)<br>12.1% (National) |
| Median Gross Rent | High School Graduate or Higher 25+ | Unemployment Rate | Residents in Poverty |

Source: American Community Survey 2023, Bureau of Labor Statistics 2026, ESRI 2025

# Columbia Livability Index



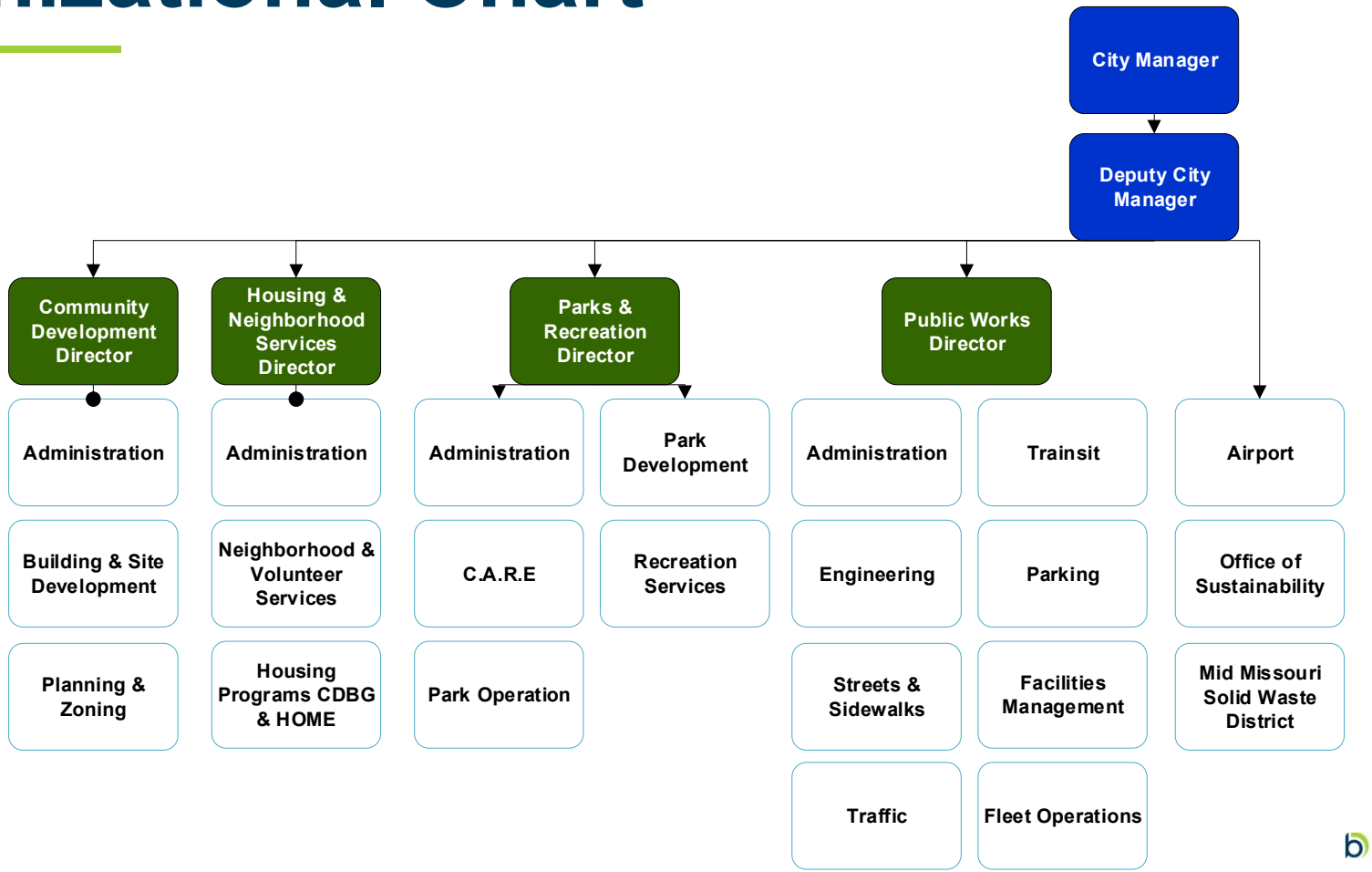

The factors that determine this score include

- Housing – affordability and access (57)
- Neighborhood – proximity and security (48)
- Transportation – safety and convenience (45)
- Environment – clean air and water (65)
- Health – prevention, access, and quality (49)
- Engagement – civic and social involvement (59)
- Opportunity – inclusion and possibilities (51)

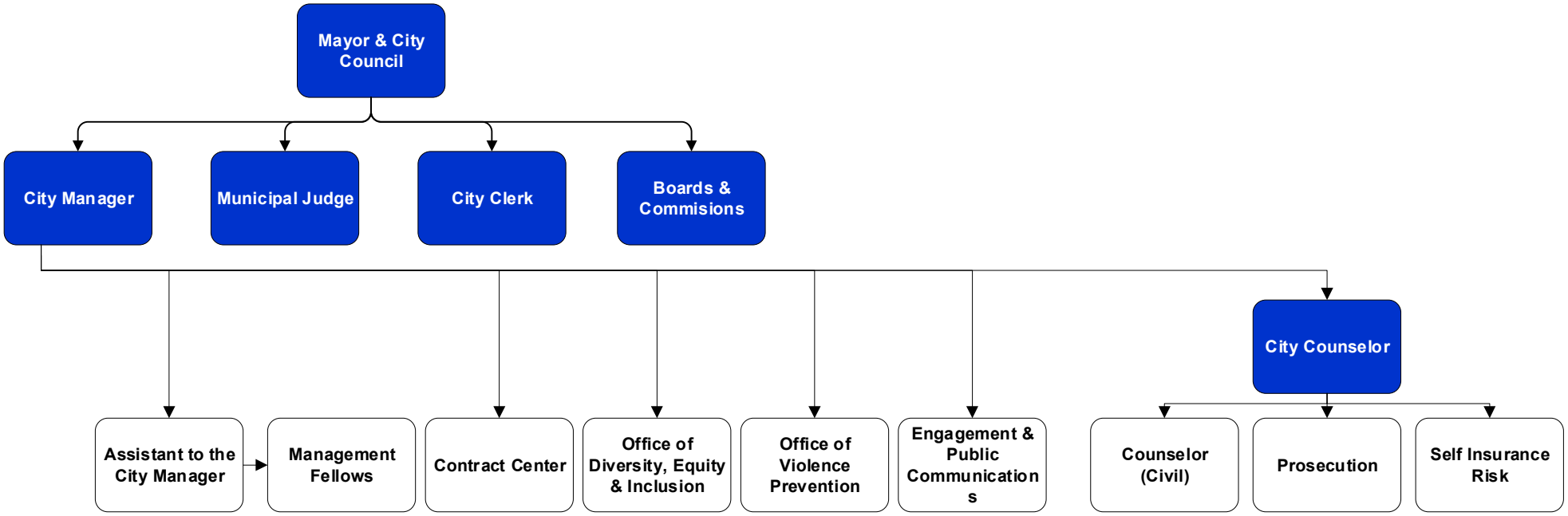
Source: AARP Livability Index 2025

# City Government

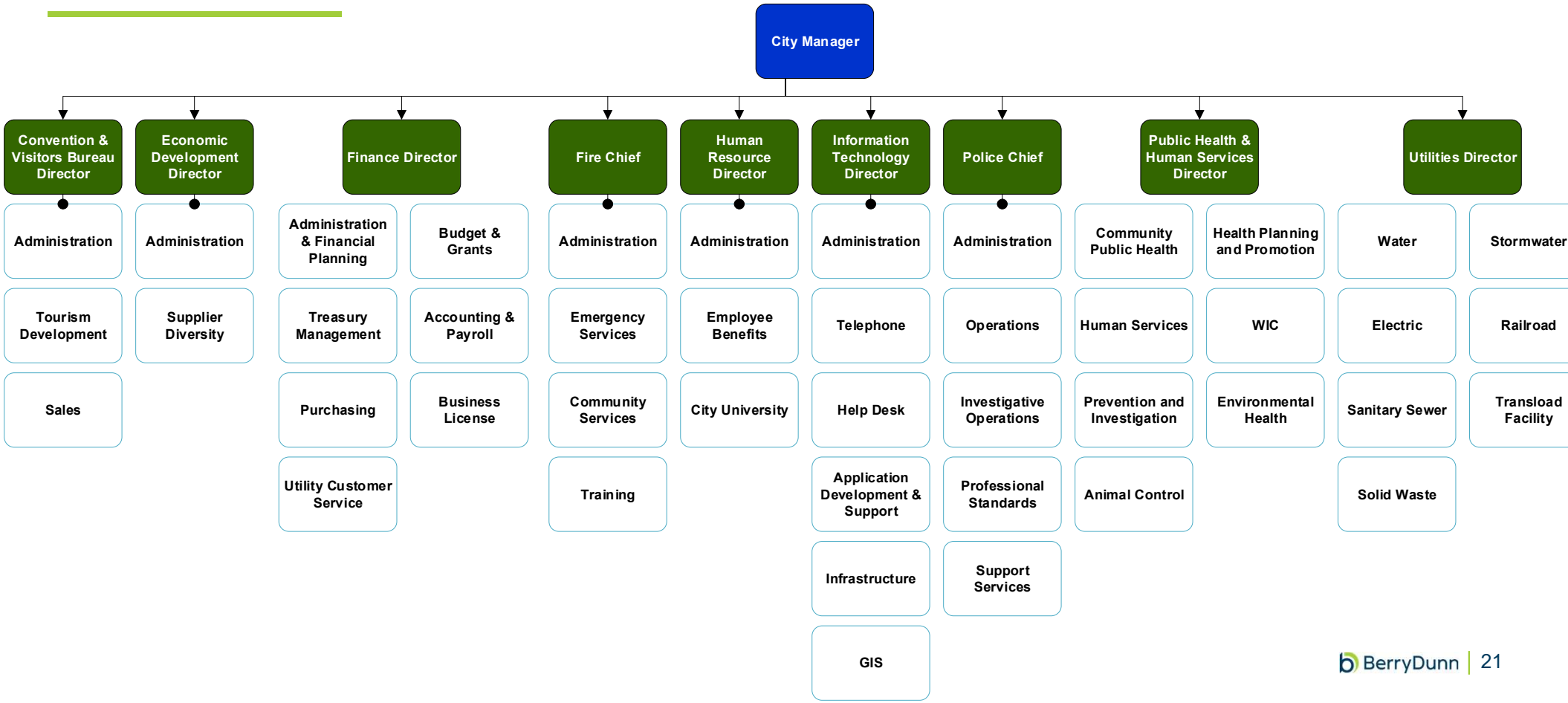
# Organizational Chart



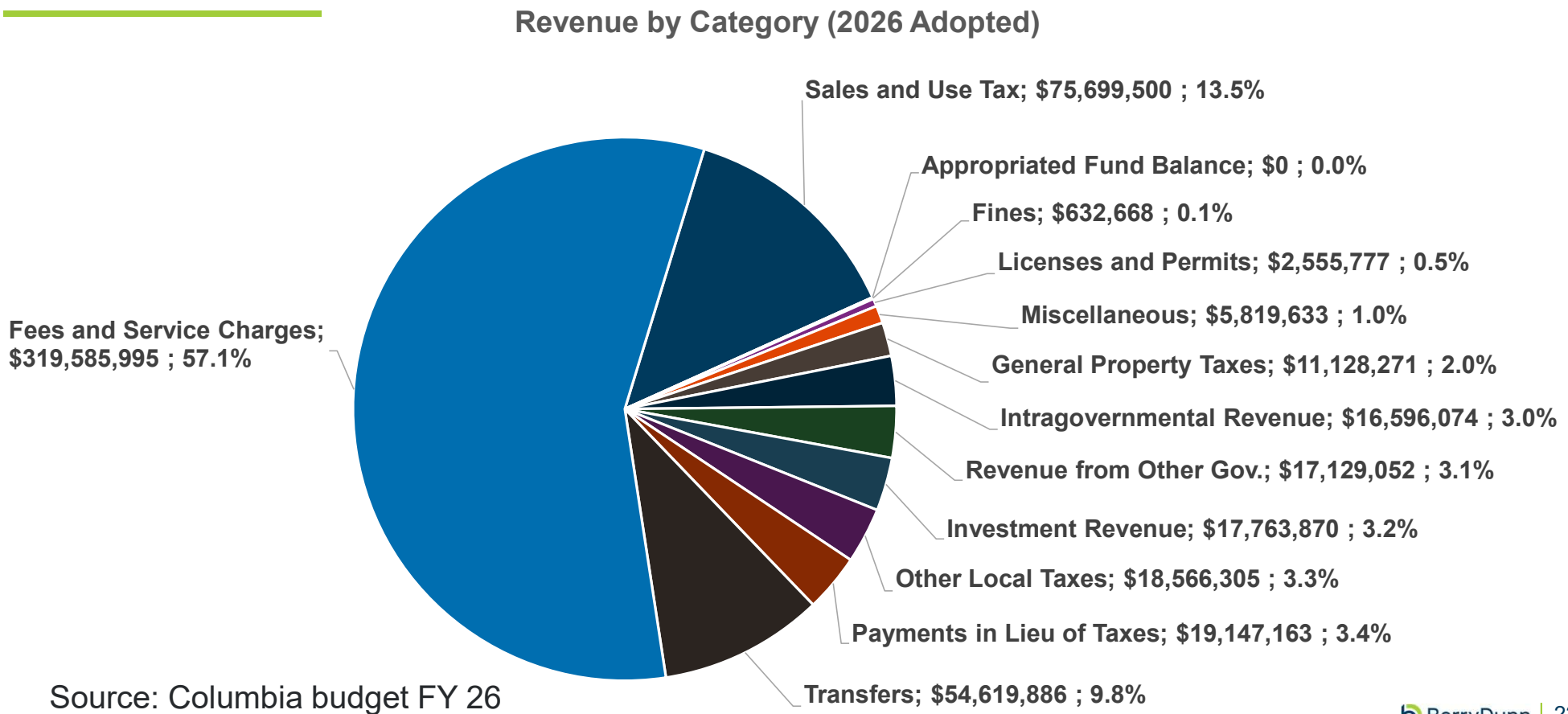
# Organizational Chart (1)



# Organizational Chart (2)

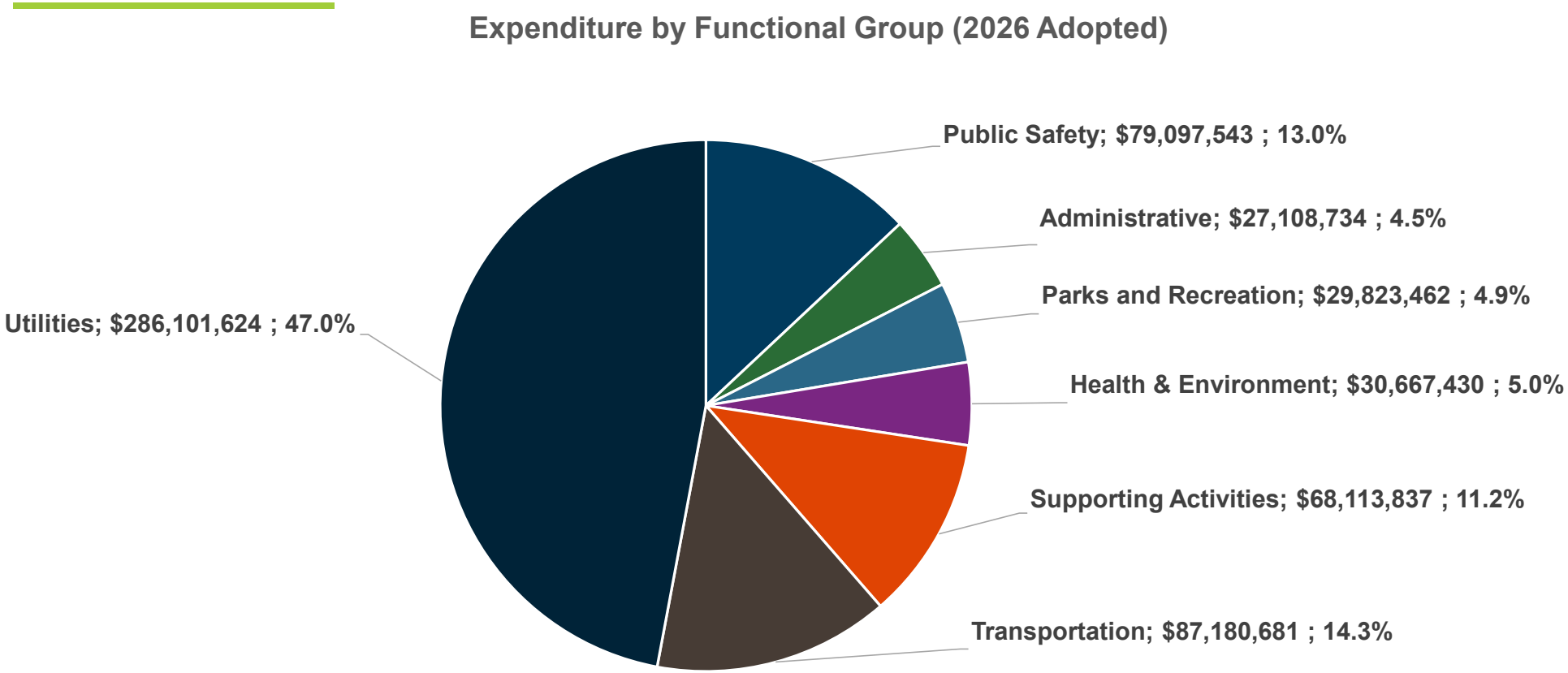


# Revenues




Source: Columbia budget FY 26

# Expenditures




Source: Columbia budget FY 26

# Next Steps




Project Initiation and Management

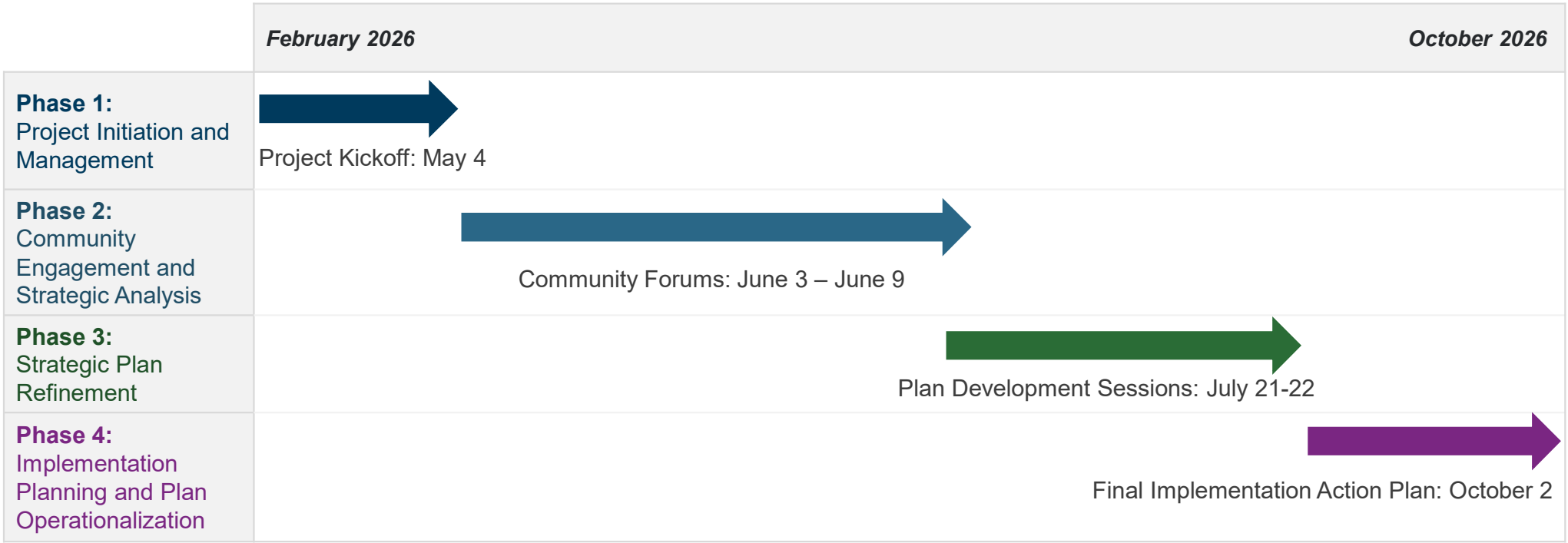
Community Engagement and Strategic Analysis

Strategic Plan Refinement

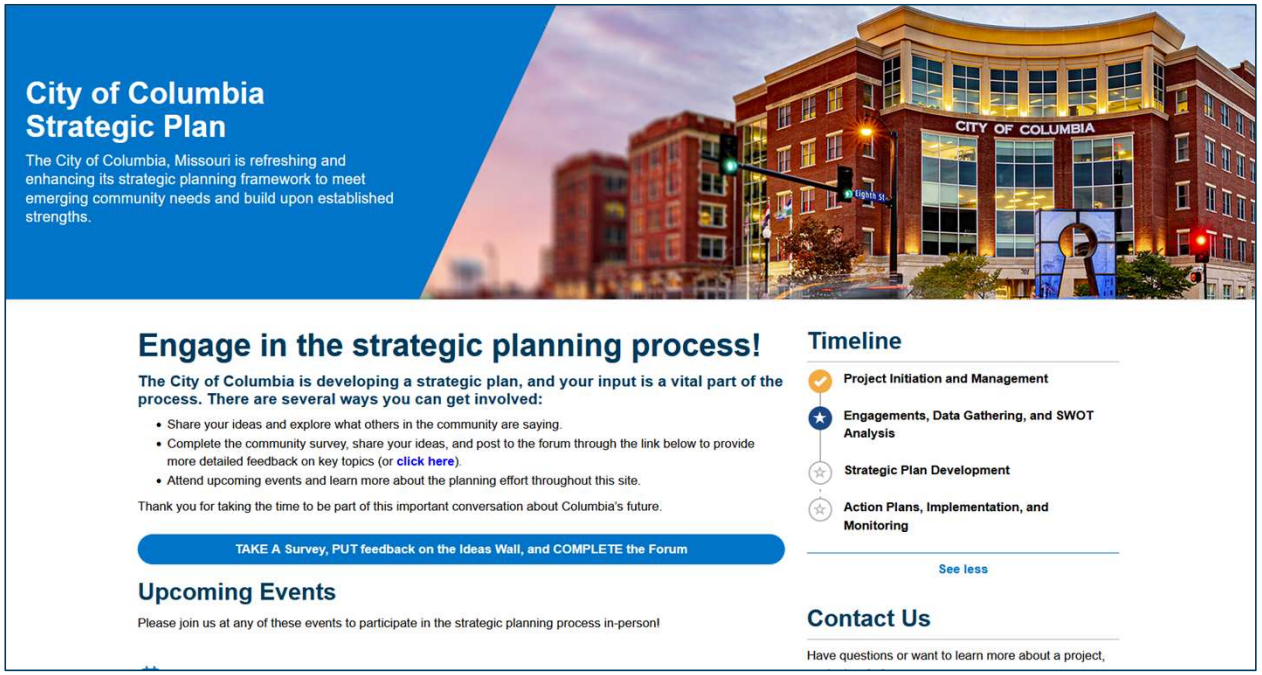
Implementation Action Planning

1. Update Environmental Scan
2. Conduct plan Refinement sessions with Council and staff
3. Create the draft of the Strategic Plan
4. Final adoption of the Strategic Plan by Council

# Anticipated Timeline



# Stay Engaged in the Strategic Planning Process!




https://engageberrydunn.mysocialpinpoint.com/columbia-missouri-strategic-plan