

ACKNOWLEDGMENT

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EXECUTIVE SUMMARY

The City of Bowling Green, with an incorporated area of approximately two square miles, is located about 70 miles northwest of the St. Louis Metropolitan Area at the intersection of U.S. Highway 61 and Missouri Highway 54. Bowling Green is the County seat of Pike County.

The present site of “downtown” Bowling Green is located on land once owned by John W. Basye, in 1820. One of his main considerations in locating the town in this area was the presence of natural springs. The community was named after Bowling Green, Kentucky. The City of Bowling Green was incorporated in 1823.

The topography of the City of Bowling Green is generally flat, although the area to the north of the community is gently rolling and to the northeast is marked by more severe hills and valleys. The general elevation of the City is around 892 feet above mean sea level.

On average, the warmest month in Bowling Green is July with an average high temperature of 88 degrees Fahrenheit. On average, the coldest month is January with an average low of 15 degrees Fahrenheit.

The City of Bowling Green has three City Parks; Bowling Green City Park, Visitor Center Park and the 15th Street Park, along with two lakes. The Bowling Green City Park consists of approximately 11 acres and is located on South Court Street. The Visitor Center Park is located near the overpass of Highways 61/161 along the South Outer Road. The 15th Street Park is a small neighborhood park.

Other natural areas within the region include the Forest Preserve; Ranker Conservation Area; Clarence Cannon Dam and Mark Twain Lake; Jack Floyd Memorial Park (East Lake); West Lake; and the Mississippi River which is located 11 miles east of Bowling Green on Highway 54 in Louisiana, Missouri.

The area also includes several golf courses; the Champ Clark House; several historical cemeteries; a war memorial; the Pike County Courthouse; Bowling Green Free Public Library; and the Saint Louis University Lay Center for Education and the Arts/Henry Lay Sculpture Park located on Highway UU between Bowling Green and Louisiana.

The Bowling Green Municipal Airport is located approximately two miles northwest of the City. Also, Pike County contains rail service which traverses the City of Bowling Green. Barge service is not directly accessible to the City. However, it is relatively close to the City and a number of local businesses utilize the Mississippi River to receive and distribute their products.

The Bowling Green R-1 Public School system includes a high school, middle school, and two elementary schools with approximately 1,500 students and 200 faculty/staff. The only private school within the Bowling Green area is the St. Clement Elementary School located on Highway 161. The school has an enrollment of about 110 students. Colleges and universities within the region include Hannibal-LaGrange College in Hannibal, Missouri Baptist University in Moscow Mills, and John Wood Community College in Adams County, Illinois.

There are a number of Christian churches within the area. The nearest hospital to the City of Bowling Green is the Pike County Memorial Hospital located ten miles away in Louisiana, Missouri. There is also the Eastern Missouri Health Services Clinic located in Bowling Green which provides various family healthcare medical services, along with the Pike Medical Clinic and the Hannibal Regional Clinic.

The Northeast Correctional Center is located to the north of Bowling Green. Completed in 1998, the Correctional Center houses 2,000 male inmates on a 112-acre site. The Correctional Center is a major employer within the region.

Municipal facilities include City Hall, Police Department, Public Works and the water and wastewater facilities which provide service to area residents and businesses. City Hall is located at 16 W. Church Street.

The City of Bowling Green has two active newspapers; the Bowling Green Times and the People's Tribune. There is one radio station; 102.1 KJ, an FM radio station. There are no broadcast television stations located within the community.

The population of Bowling Green according to the recently completed 2010 Census was 5,334 persons. This compares with the 2000 Census population of 3,260 persons. This population represents a 34% increase over the last ten years. The total population for Pike County was about 18,500 persons. The number of housing units during the 2010 Census was about 1,500 with an occupancy rate over 89%.

A total of three public participation meetings were held to solicit public input in development of the Comprehensive Plan. This input provided the basis for development of the goals and objectives which are the key component of the Plan. In addition to the three public participation meetings, an official Public Hearing was also held before the Planning and Zoning Commission to gather comments prior to final adoption of the Plan.

From these public participation exercises, a total of 49 goals and over 200 objectives to realize those goals, were developed. These goals and objectives form the basis upon action can be taken to help the City of Bowling Green achieve its shared vision of the future for the community. The Implementation Strategy section of the Plan also discusses a variety of economic development programs available through the State of Missouri which could be used to implement the goals/objectives.

I. EXISTING CONDITIONS

This Section of the City of Bowling Green Comprehensive Plan summarizes the Existing Conditions for the Bowling Green area. This information is useful to set the foundation of the community as a means to build the remainder of the Plan.

CITY OF BOWLING GREEN SETTING AND HISTORY

Setting

The City of Bowling Green, with an incorporated area of 1.9 square miles, is located approximately 70 miles northwest of the St. Louis Metropolitan Area at the intersection of U.S. Highway 61 and Missouri Highway 54. Bowling Green is the County seat of Pike County, Missouri.

Highway 61 is called the Avenue of the Saints. The highway connects St. Louis, Missouri with St. Paul, Minnesota. The highway also serves as a major route between the Cities of St. Louis; Hannibal, Missouri; Quincy, Illinois; and Keokuk, Iowa. The Mississippi River is located about 11 miles to the east of Bowling Green along Missouri Highway 54.

Other nearby communities within Pike County include Curryville, Eolia, Louisiana, Clarksville, Frankfort and the Village of Tarrants.

History

Pike County was organized in 1818, while Missouri was still a territory. Although the County seat was first established in Louisiana, Missouri an Act of the Assembly in December, 1822 appointed David Watson, Jr., Samuel Lewellyn, William Campbell and Philip Orr as Commissioners to locate the most suitable place at, or within, two miles of the center of the County as the permanent seat of justice. The present site of Bowling Green was selected on land owned by John W. Basye, in 1820. One of his main considerations in locating in the area was the presence of natural springs. The community was named after Bowling Green, Kentucky.

In 1823, the courthouse and jail were completed. The City of Bowling Green was incorporated in 1823. During the next several years, various attempts were made to remove the County seat designation from the City and return it to Louisiana, Missouri. The proceedings were stayed in 1829. Levi Pettibone was commissioned for the construction of a new courthouse on the public square in Bowling Green. The construction of this brick structure was followed about five years later by the construction of a new jail. The courthouse stood until 1844 when a new facility was built which served until 1864. Court was held in the Cumberland Presbyterian Church until 1866 when a new courthouse building was started. This project was short-lived, however, as in November of that same year the building was destroyed by a severe storm which also caused widespread damage in the surrounding area.

The western migration within the country brought many settlers from Virginia and Kentucky to Bowling Green. Their descendants still represent a large proportion of the present population. In 1876, James Beauchamp Clark, better known as Champ Clark, moved to Bowling Green from Kentucky. From 1893 to 1921, Clark served as a member of the Congress of the United States, became Speaker of the House of Representatives, and later ran for President of the United States.

In 1894, the population of Bowling Green was approximately 3,000 persons. The town included three banks, eight churches, three hotels and a tobacco pipe factory. Also assisting the economy were the health-giving mineral springs which were utilized by persons from all over the country. Shortly after the turn-of-the-century, interest in the mineral springs waned and the town's population reached a low of 1,855 persons in 1930. Since the early 1900's, the basic economy of Bowling Green has been trade and business for the surrounding agricultural economy of Pike County. Since 1930, the population has increased slowly, but steadily.

PHYSICAL ENVIRONMENT

The information contained herein on the physical environment was taken from a variety of sources, including both the 1968 and 1982 Comprehensive Plans.

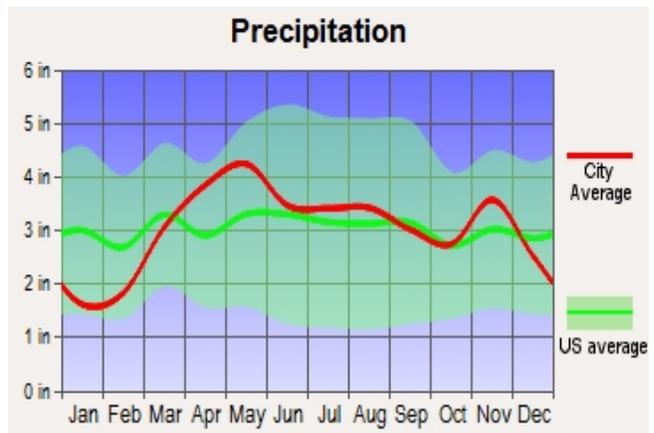
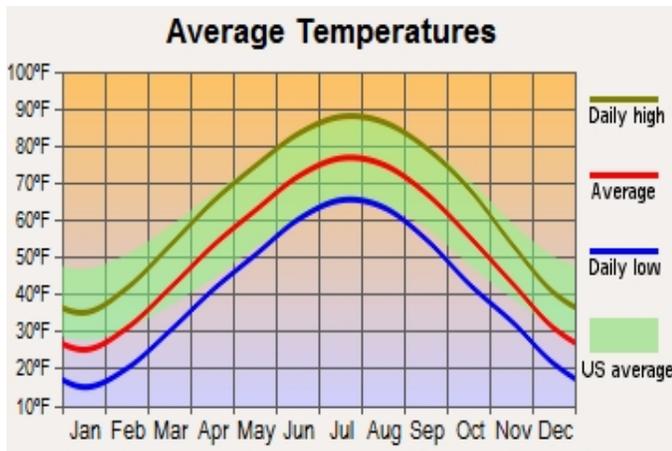
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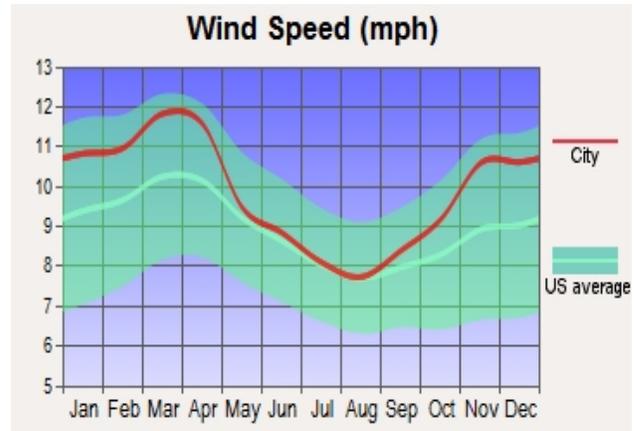
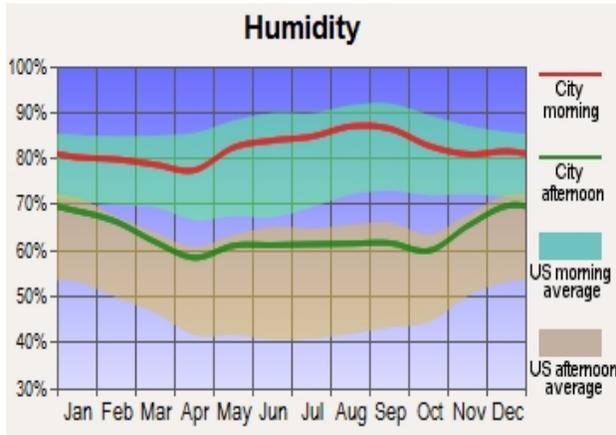
The topography of the area generally consists of steep hills adjacent to the Mississippi River which reach inland to Bowling Green. The remainder of Pike County is level prairie land composed of a rich, black loam. The soil of the prairie is moderately fertile and easily tilled, although much of the land requires artificial drainage. About one-third of the County lies in timberland. The topography of the City of Bowling Green is generally flat, although the ground to the north of the community is gently rolling and to the northeast is marked by more severe hills and valleys. The general elevation of the City is about 892 feet above mean sea level and is characterized by a broad plateau at this elevation that traverses the City in an arc from the northwest to the southeast. Leading minerals produced in the County are limestone, sand and gravel. The latitude is 39.341N. The longitude is -91.195W.

Weather

On average, the warmest month in Bowling Green is July with an average high temperature of 88 degrees Fahrenheit. The highest recorded temperature was 106 degrees Fahrenheit which occurred in 1984. On average, the coldest month is January with an average low temperature of 15 degrees Fahrenheit. The coldest temperature ever recorded in Bowling Green was -26 degrees Fahrenheit in 1979.

The maximum average precipitation occurs during the month of May with 4.25 inches of rainfall. Throughout the year, Bowling Green gets an average of approximately 37 inches of rain. The lowest rainfall average occurs during January.





Tornado/Earthquake Activity

Tornado activity in the Bowling Green area is near the State of Missouri average. This activity is 71% greater than the United States average. The City itself has never experienced a significant tornado. The closest significant tornadic activity occurred on April 24, 1961. A Category 3 tornado located 25 miles away from the City injured three people and caused between \$50,000-500,000 of damage. The following month on May 14, a Category 3 tornado located 27 miles from Bowling Green injured eight people and cause over \$500,000 in damages.

Earthquake activity in the Bowling Green area is significantly below the State of Missouri average and 98% less than the United States average. The nearest significant earthquake activity occurred on July 31, 2005. At a magnitude of 3.3, the epicenter was located 93 miles from Bowling Green. No significant damage was reported in the Bowling Green area.

COMMUNITY FACILITIES AND RESOURCES

Following is a description of the various community facilities and resources available to the citizens of Bowling Green. These facilities and resources serve to enhance the quality-of-life for area residents.

Park Facilities

The City of Bowling Green has three City parks; Bowling Green City Park, Visitor Center Park and the 15th Street Park. A City of Bowling Green City Park Master Plan was completed by 2D Design and H3 Studio in 2004. Several of the improvements identified in the Master Plan have been accomplished in recent years. A new Park Master Plan is currently underway.

The Bowling Green City Park consists of 11.4 acres and was recently renovated. The park includes a walking path, reflection pool, shelter house and picnic/playground areas. Additionally, the park also contains an outdoor swimming pool, lighted baseball and soccer fields, and basketball courts. The park is located on South Court Street.

The Visitor Center Park is located near the overpass of Highways 61/161 on the South Outer Road. The park features a walking path and small lake. The park is envisioned as the future location of the Bowling Green Visitors Center. The 15th Street Park is a small neighborhood park.

Ranacker Conservation Area

The Ranacker Conservation Area is a 1,447 acre area owned and managed by the Missouri Department of Conservation (MDC). Located ten miles north of Bowling Green on Highway 61, the area provides both hunting and fishing opportunities under Statewide regulations. The Ranacker Conservation Area also contains a portion of the Penno Creek, one of the high-quality streams in northern Missouri. The area also contains an outdoor shooting range.

Clarence Cannon Dam and Mark Twain Lake

Located approximately 45 minutes northwest of Bowling Green, the Clarence Cannon Dam and associated Mark Twain Lake are owned and operated by the U.S. Army Corps of Engineers. About 55,000 acres of land and water are available for public enjoyment. Mark Twain Lake encompasses 18,600 acres and provides various fishing and small boating opportunities.

Other Lakes

The City of Bowling Green owns and maintains two lakes. The Jack Floyd Memorial Lake (East Lake) is a 45-acre lake that features both a boat and fishing docks. The West Lake is a 31-acre lake suitable for canoeing. Both lakes provide excellent fishing opportunities and are stocked by MDC.

Boating

The Mississippi River is located 11 miles east of Bowling Green on Highway 54 in Louisiana, Missouri. A boat ramp is located in Louisiana to provide access to the Mississippi River. A marina, Two Rivers Marina, is located on the Illinois side of the River across the Champ Clark Memorial Bridge.

Golf Courses

There are two public and one private golf course in the vicinity of Bowling Green. The Vandalia Country Club is a 9-hole regulation public course located between Bowling Green and Vandalia, Missouri. The Eagles Bluff Golf Course is located two miles south of Clarksville and is also a 9-hole public course. The Pike County Country Club is a private course located between Bowling Green and Louisiana.

Amish Community

There is a small Amish community located in the Bowling Green area. This community has about 30 businesses which make and sell various products. These products include custom woodworking, furniture, rugs, horse-drawn farm equipment, fabric and various food items. The community is along State Route Y and is southwest of Bowling Green.

Champ Clark House

The Champ Clark House is located at 204 E. Champ Clark Drive and was the residence of the Honorable Champ Clark. Champ Clark was a Congressman from the State of Missouri's Ninth Congressional District who presided as Speaker of the House of Representatives from 1911 to 1919. The Champ Clark house is a National Historic Landmark and has a museum open to the public. The house includes various personal effects and political legacy items of the Clark family. The house was added to the National Register of Historic Places in 1976.

Historical Cemeteries

Pike County was one of the "stepping-off" places of the western migration. The area includes a number of historical cemeteries. Most of these have been cataloged by the Pike County Chapter of the Daughters of the American Revolution. Some of the cemeteries within the vicinity of Bowling Green include the following:

- Bowling Green Cemetery
- Green Lawn Cemetery
- McElwee Cemetery
- Noix Creek Cemetery
- Smith Cemetery
- Gailey Cemetery
- McCunes Cemetery
- Mount Pisgah Cemetery
- Saint Clement Cemetery

War Memorial

A war memorial is located on the Pike County Courthouse grounds. The memorial was dedicated in 1992 and honors Pike County residents who served in World War I, World War II, the Korean Conflict, Vietnam War, and Desert Storm Conflict. The memorial includes the names of 1,300 Pike County residents with special recognition of those wounded, killed, or missing in action.

Pike County Courthouse

The City of Bowling Green is the County seat of Pike County. The existing Pike County Courthouse was built in 1917 and is located in the town square on West Main Street. The building itself is constructed of Bedford stone and trimmed in Carthage marble. A statue of Congressman Champ Clark is located at the south entrance to the Courthouse.

Convention and Visitors Bureau

The Bowling Green Convention & Visitors Bureau promotes activities and community resources for visitors to the region. Their website at www.visitbowlinggreenmo.org lists various resident and visitor attractions, such as:

- Amish community
- Antique stores
- Campground
- Chocolate factory
- Corn maze (seasonal)
- Fishing lakes
- Historic home and museum
- World-renowned smoked meats producer

Bowling Green Free Public Library

The Bowling Green Public Library is located at 201 W. Locust Street. The library provides materials and resources to its patrons and community residents. The library offers books, magazines, and movies, along with services such as sending faxes and assisting with test preparation. The library contains about 12,000 books, 120 audio materials and 800 video materials. A library card is free to all Bowling Green residents. The operating income of the library is \$61,000 per year.

Saint Louis University Lay Center for Education and the Arts/Henry Lay Sculpture Park

This facility is a 350-acre property located on Highway UU between Bowling Green and Louisiana. The Sculpture Park consists of 20 acres with a path that takes guests on a 40-minute walk through a working Maple Grove, past the McElwee Cemetery and through a variety of sculpture pieces. There is also a walking trail through woods, open-fields, and along two lakes highlighted by signage identifying various flora and fauna.

Chamber of Commerce

The Chamber of Commerce includes over 80 members representing business and civic interests in the Bowling Green area. Their website, www.bgchamber.org includes a business directory, along with a calendar of events and other useful information. Each year the Chamber hosts the Annual Home &

Business Expo to showcase business and civic organizations in the community. They also host other events such as the Champ Clark Heritage Festival, and the Christmas Lighting Ceremony on the Square. It is estimated that there are 200 businesses operating in the City of Bowling Green.

Pike County Development Authority

The Pike County Development Authority provides assistance and incentives for developing within the County. The Authority office is located in the Pike County Courthouse in Bowling Green. Incentives offered by the Development Authority are generally those available from the State of Missouri. These include:

- Missouri Quality Jobs Program
- Industrial Revenue Bonds
- Loan Guarantees
- “Action Fund” Loans
- Missouri’s First Linked Deposit for Small Business
- Missouri Capital Access Program
- Microenterprise Loan Program
- Chapter 353 Tax Incentives

Also, the Authority administers programs available through the Small Business Administration (SBA) such as the SBA 504 - Certified Development Company Loan program.

Financial Institutions

The two financial institutions listed by the Federal Deposit Insurance Corporation (FDIC) as being headquartered in Bowling Green are the Community State Bank of Missouri and the CBC Bank.

As of March 2010, the Community State Bank of Missouri located at 117 West Church Street had total assets of \$187.5 million and total deposits of 161.9 million. The bank was established in January 1887 and became an FDIC member in 1936. The bank has two offices.

The CBC Bank, at the northeast corner of Business Loop Highway 61 and Highway 54, had total assets of \$34.2 million and total deposits of \$30.5 million. The bank was established in January 1871 and became an FDIC member in 1934. The bank has four offices.

Other banks with branches in Bowling Green include HNB National Bank; Perry State Bank; Peoples Bank & Trust; and U.S. Bank.

HNB National Bank: Perry State Bank is located at 700 Business Highway 61S. This branch was established in June 1998. The bank had assets of \$355.7 million and \$289.3 million in deposits. The bank is headquartered in Hannibal, Missouri.

Peoples Bank & Trust has a branch at 106 N. Business Highway 61. The bank had assets of \$423.8 million with deposits of \$336.8 million in 2007. The bank has its headquarters in Troy, Missouri with seven offices.

U.S. Bank has a branch at 317 West Main Street in Bowling Green. In 2008, the bank had total assets of \$261,775.6 million and \$171,980.0 million in deposits. The bank is headquartered in Cincinnati, Ohio with 2,849 total offices.

Bowling Green Municipal Airport

The Bowling Green Municipal Airport is located approximately two miles northwest of the City. The airport is owned by the City and consists of one runway (13/31) which is 3,204 feet x 50 feet. The runway is asphalt and is in fair condition. The airport was activated in September 1941. The field is at 886 feet in elevation and contains dusk to dawn lighting. Airport operations average about 32 per week with 80% local general aviation, 17% transient general aviation, 2% air taxi and 1% military. There are seven aircraft housed at the airport. The closest regional airport to Bowling Green is Hannibal Regional Airport at 24 miles.

Rail Service

Pike County contains rail service north/south with the Burlington Northern Railroad and east/west with the Kansas City Southern Railroad. Missouri ranks tenth in the United States in total rail mileage and associated rail traffic.

Barge Service

Barge service is not directly accessible to the City of Bowling Green. However, the Mississippi River is relatively close to the City through access at Louisiana, Missouri. A number of Bowling Green businesses utilize the River for receiving and distributing their products. The Mississippi River provides direct access to the nation's Inland Waterway System.

General Water System Summary

The City of Bowling Green has a potable water system that consists of two (2) raw water reservoirs, four (4) wells, raw water pumps and transmission mains, a treatment plant, high-service pumps, two (2) elevated water storage tanks, and a distribution system that consists of a combination of old cast iron mains and newer PVC mains.

The City of Bowling Green is currently in the construction phase of a Water System Improvements Project. The project includes replacement of several deteriorated and tuberculated cast iron mains with PVC mains, the installation of a 1,000,000 gallon elevated water tank on the south end of town, and a connection to the Clarence Cannon Wholesale Water Commission (CCWWC). The connection to the CCWWC is being made to supplement the City's water supply, which has endured a long history of water shortages derived from droughts. The connection point consists of metering and control piping inside of a booster pump station and a ground storage tank.

Potable Water Treatment Plant Capacity

The water treatment plant was constructed in 1998 at a cost of \$3.0 million. The plant is located about three miles east of Bowling green on County Road 282. The plant has a capacity to treat 2.0 million gallons per day and the connection to the CCWWC will provide an additional 300,000 gallons per day

with a total production capacity of 2.3 million gallons per day. The current average daily production is approximately 500,000 gallons per day which is decreased from previous years. Historical water production peaked in 2005 at approximately 700,000 gallons per day. The historical daily water production peaks have exceeded 1.6 million gallons per day. Based on historical water production and consumption, the City of Bowling Green has adequate water production capacity for future growth. Furthermore, if the City were to exceed current production capacities, the connection to the CCWWC has been designed to allow for future expansion.

Storage Capacity

The total finished water storage capacity includes two (2) elevated storage tanks and a clear well. After the current project is complete, the City will have an additional elevated water storage tank and a ground storage tank. The total finished water storage capacity upon completion of all improvements will be 2,550,000 gallons. Of that total, 1,750,000 gallons will be in elevated storage. The volume of elevated storage provides for two (2) to three (3) days of average water consumption and slightly over one day of storage based on the historical peak usage day. There is also sufficient capacity for fire flow.

Distribution System

As mentioned above, the existing distribution system consists of a combination of old cast iron mains and newer PVC mains. The distribution system is undergoing improvements to replace some of the deteriorated cast iron pipe with newer PVC pipe. In addition, several of the older mains are only four inches in diameter and significantly limit the ability of the mains to provide for fire flow. Several of these mains are being considered for replacement. Overall, the City does not suffer from low pressures in any location.

Much of the northwest portion of the City consists of newer, large diameter PVC mains which serve as a transmission backbone for that area of the City. The distribution system in this area is poised to allow for significant growth.

The southeast portion of town, near the new Walmart and other commercial businesses, is undergoing improvements to allow for continued growth in this area. The 1,000,000 gallon elevated tank currently under construction will significantly improve the available flow and pressure in this area.

Other areas of the community have an adequate distribution network to serve the current demands and will allow for some growth. However, due to some older, small diameter mains, available fire flows can be restricted so an analysis should be performed prior to development.

General Sewer System Summary

The City of Bowling Green has a sanitary sewer system that consists of gravity collection mains and manholes, seven (7) lift stations and related force mains, and a wastewater treatment facility that has a capacity to treat 0.85 million gallons per day (MGD).

Wastewater Treatment Plant

The wastewater treatment plant is located at the north end of Bowling Green, northwest of the Northeast Correctional Center off of County Road 46. The plant was built around 1998 at a cost of \$4.0 million. The plant is an extended air plant with two aeration basins, two clarifiers, and two sludge basins. The treatment plant has the capacity to treat a daily average of 0.85 MGD and also the ability to treat up to 1.25 MGD during short peak periods such as rainfall events. Currently, the wastewater treatment plant treats an average of approximately 0.5 MGD while peak flows can exceed the treatment capacity. The City is able to manage the excess flows using a surge basin which temporarily stores a portion of the wastewater volume. Overall, the wastewater treatment plant has additional capacity for growth, but should a large water user move to town, or should significant growth continue, expansion of the wastewater treatment plant should be considered.

Collection System

The collection system primarily consists of clay-tile gravity sewer mains and brick manholes. Much of the system is in a deteriorated condition and allows significant inflow and infiltration of stormwater during rainfall events. The City has begun replacing manholes and gravity lines with PVC pipe and concrete manholes as the budget allows. The collection system also has seven (7) lift stations. The lift stations collect the wastewater at low points and pump it toward the treatment plant. Six (6) of the seven (7) lift stations are in satisfactory condition. One lift station, identified as lift station “Big A”, is in need of rehabilitation or replacement. Overall, the collection system can accommodate additional growth, but an area should be evaluated first before significant demand is added.

General Storm Sewer System Summary

The City of Bowling Green has a simple storm sewer collection system. Throughout most of the City, with the exception of the central business district and a few areas along Business Highway 61, nearly all stormwater management is in the form of curbs and gutters and open ditches. In the central business district, a small portion of the stormwater is collected through inlet structures and transmitted underground. The water is then released to open drainage ditches a short distance south of the central business district. The curb inlets near the intersection of Business Highway 61 and Main Street transmit the stormwater to the west side of Business Highway 61 and to the south where it is released into open drainage ditches.

General Street System Summary

The City of Bowling Green has a street system which consists of two (2) arterials, Business 61 and Business 54, and two (2) minor collectors, State Highways Y and 161. The remainder of streets were constructed as local streets, although Main Street and Champ Clark Drive are being used as minor collectors even though they were not designed for such use.

Many of the streets are being used to accommodate more traffic than they were designed to handle, both in pavement composition and geometrics. The only streets in the system that are truly of high-type pavement design are the MoDOT routes through town and include the recent construction related to new commercial development in the southeast portion of the City. The remainder of the streets should be evaluated for traffic volumes, vehicular types, and an inventory developed based on existing and potential future conditions to create a maintenance and replacement program.

Street Width

The widths of the streets vary considerably throughout the City. The width of Highway 61 varies depending on location, but the pavement width is generally 40 to 50 feet. Highway Y (transitions to Main Street) has a pavement width of approximately 25 feet in width. Champ Clark Drive is also approximately 25 feet in width. Business Highway 54 varies between approximately 30 feet and 40 feet. All widths described include the shoulders. The streets located around the City Square are approximately 45 to 50 feet in width, but that includes parking. Most other City streets are approximately 20 to 25 feet in width.

Central Business District

Most of the central business district portion of Bowling Green is comprised of a hot-mix asphalt (HMA) surface. Significant patching has been completed in recent years due to pavement failures and work on water and sewer replacement projects. Many of the streets in the central business district could use rehabilitation work.

Residential Streets

Most of the streets in the residential areas are comprised of oil & chip surfacing and many of these streets do not have shoulders or curbs. Several streets are of insufficient width to adequately support the vehicular traffic loadings in combination with pedestrian traffic.

Pedestrian Walkways and Bike Paths

There are sidewalks located in the central business district and in some other residential areas, such as Main Street, throughout the City. However, many areas lack sidewalks, bike paths, or other walkway surfaces. There is also very little handicapped accessible walkway areas throughout the City with the exception of a few recent sidewalk projects, most notably the Safe Routes to School sidewalk replacement project which connected the high school to the park along Adams Street. In addition, two projects were recently completed to replace the sidewalk along Main Street/ Missouri Highway Y , and Court Street.

Schools - Public/Private

The Bowling Green R-1 Schools are “Home of the Bobcats”. The Bowling Green public school system consists of Bowling Green High School, Bowling Green Middle School, Frankford Elementary and BG Elementary. The school district has a Parents as Teachers (PAT) program and Pre-Kindergarten.

The school system includes 1,413 students and 191 faculty and staff. The District has two campuses. The main campus on West Adams includes the high school, middle school, BG Elementary and central office. The Frankford Elementary campus includes K-5 grades and is located in Frankford. The present bond levy for the District is set at \$3.27 per \$100 of assessed valuation.

The private schools within located within the Bowling Green area include the St. Clement Elementary School located at the St. Clement Catholic Church on Highway 161, Bowling Green Christian School at 14174 Hwy. Y, and the Pike County Christian School at 203 E. Maple Street in Curryville.

Colleges/Universities

Colleges and universities within 40 miles of Bowling Green include Hannibal-La Grange College in Hannibal, Missouri; Missouri Baptist University in Moscow Mills; and John Wood Community College in Adams County, Illinois. Other institutions within approximately 60 miles of Bowling Green include Lindenwood University, the University of Missouri-Columbia and Columbia College.

Hannibal-La Grange College is a liberal arts college affiliated with the Missouri Baptist Convention (Southern Baptist). Major bachelor degree programs are offered in education, business, public administration, protective services and communications.

John Wood Community College is located in Quincy, Illinois. The college started its first classes in August 1975. The college was created to provide quality, affordable programs in higher education. The college offers Associate Degrees in Arts, Fine Arts and Science. They also offer more than 40 career/technical programs.

Churches

There are a number of Christian churches located in the Bowling Green area. These churches include the following:

- First United Methodist Church
- Christian Church - Disciples of Christ
- Church of the Nazarene
- Jehovah's Witness
- Second Baptist Church
- First Presbyterian Church
- Friendship Baptist Church
- New Hartford Baptist Church
- Immanuel Baptist Church
- Providence Concord Presbyterian Church
- Wesley Chapel United Methodist Church
- Good Shepherd Lutheran Church
- White Rose Baptist Church
- Oak Grove Church
- Cyrene Baptist Church
- St. Clement Church
- Mt. Zion Baptist Church
- Grassy Creek Baptist Church
- Edgewood Baptist Church
- Calvary Episcopal Church
- Cornerstone Christian Church
- The Morningstar Fellowship

- Siloam Church
- Curryville Baptist Church
- Antioch Church
- Concord Church
- Living Water Ministries
- Curryville Presbyterian
- Faith Tabernacle

Medical Facilities

The nearest hospital to the City of Bowling Green is the Pike County Memorial Hospital located ten miles away in Louisiana, Missouri. The hospital has provided service to Pike County residents since 1928. Throughout the years the hospital has made numerous changes to keep current and meet the growing demand for services. The hospital is a licensed acute care facility and one of 35 Missouri hospitals with Critical Access Hospital status.

The hospital provides inpatient and outpatient services that include technologies in radiology and vascular services, laboratory testing, surgery and physical therapy. The hospital clinics include services in cardiology, orthopedics, podiatry, pulmonology, gynecology and vascular medicine. The hospital also provides an on-site dialysis department. Inpatient services can accommodate up to 25 patients for extended care due to health conditions or surgical recovery. The Emergency Department is manned 24-hours a day to serve the area. Pike County Memorial Hospital operates the ambulance service for the Pike County area. In addition to the services provided through the hospital, there is an Eastern Missouri Health Services Clinic located in Bowling Green that provides family healthcare medical services to individuals in the community.

The next two closest hospitals/medical centers to Bowling Green are the Lincoln County Medical Center in Troy, Missouri (27 miles) and the Illini Community Hospital in Pittsfield, Illinois (29 miles). The Pike County Medical Clinic is located on Highway 161 in Bowling Green. The clinic provides various health and medical services to area patients.

Northeast Correctional Center

Located to the north in Bowling Green is the Northeast Correctional Center. The Center is a facility which houses 2,000 male inmates. The Correctional Center is built on a 112-acre site. The facility contains ten housing units, a central services building, administration and maintenance building, a power plant, and two recreational facilities. The cost of construction for the facility was about \$70 million. The facility was completed in 1998 and provides employment for a number of Bowling Green residents.

Municipal Facilities

The Bowling Green City Hall is a one-story building located at 16 W. Church Street. The building was constructed in 1990 and is internally divided into three principal areas: the offices and boardroom (2,700 sq. ft.), the building/code enforcement area (820 sq. ft.), and the Fire Department (3,510 sq. ft.).

The Bowling Green Police Department is also a one-story structure located across the street from City

Hall at 15 W. Church Street. The 4,000 square foot building was formerly a municipal building used for various purposes. The building was remodeled in 2005 to accommodate the Police Department functions at a cost of approximately \$160,000.

The Public Works facility is located at 6 Jefferson Drive. The facility has two shops, one of approximately 10,000 square feet and the other at 4,000 square feet. The office area consists of about 800 square feet and is occupied by 13 employees.

Communications/Media

The City of Bowling Green has two active newspapers, the Bowling Green Times and the People's Tribune. These newspapers provide information on news in Pike, Eastern Audrian & Northern Lincoln Counties.

There is one radio station located within Bowling Green, an FM station. Although not located within the City limits of Bowling Green, there are 12 AM stations available for Bowling Green listeners. The FM station, KJ operates at 102.1MHz. Nine other licensed FM stations are located within 30 miles of Bowling Green.

There are no broadcast TV stations located in the community. The two closest television stations to Bowling Green are W49BS, Channel 49 in Quincy, Illinois and W53BP, Channel 53, also in Quincy. Both stations are owned by MS Communications, LLC.

Within the vicinity of Bowling Green are three FCC registered cell towers, 14 registered antenna towers and six registered private land mobile towers. In addition, there are three FCC registered microwave towers, one paging tower and four amateur radio licenses.

There are four companies in Bowling Green which refer to themselves as internet providers; Cellular & Satellite Center, LLC; Localnet Corporation; Socket Internet; and, St. Louis Online. The principal provider of internet service to Bowling Green residents is AT & T.

THE CENSUS AND DEMOGRAPHIC CHARACTERISTICS

Only a limited amount of data was available from the 2010 Census as of the adoption of this Comprehensive Plan. This information is contained in Appendix A. Also contained within this Appendix for reference purposes is the American Community Survey estimates, the detailed 2000 Census information pertaining to Bowling Green, and the 2010 Census summary information for Pike County.

It should be noted that while the 2010 and 2000 Census results indicate a specific point in time, the American Community Survey does not. The American Community Survey estimates are used to develop the community American Fact Finder Fact Sheet which is data that is collected over a five-year period. These averages represent the average characteristics of population and housing between January 2005 and December 2009 (Appendix A).

Population

The population of Bowling Green from the recently completed 2010 Census was 5,334 persons. The 2000 Census results were 3,260 persons with a 1990 population of 2,976 persons. The population increase of 2,074 persons between 2000 and 2010 represents a 34% increase. The previous ten years were much less substantial with only a 9% increase from 1990 to 2000. The Pike County population during the 2010 Census was 18,516 persons. The State of Missouri contains approximately 6 million residents, according to the 2010 Census results.

Ancestry

During the 2000 Census, 26% of Bowling Green residents reported German ancestry and 10% indicated an Irish ancestry.

Demographic Highlights

Category	2000 Census	2010 Census
Population	3,260	5,334
Households	1,290	
Families	798	
% of Married Couples	42.9	
Average Household Size	2.4	
Population Density/sq.mi.	1,677	
Housing Units	1,420	1,474
% of Occupied Housing	60.0	89.3
% Under 18 Years Old	27.2	
% 18-24 Years Old	8.6	
% 25-44 Years Old	26.6	

% 45-64 Years Old	19.3
% 65+ Years Old	18.3
Median Household Income	\$27,287
Median Family Income	\$36,619
Per Capita Income	\$14,670
% of Families Below Poverty Level	10.5
Median House/Condo Value	\$60,800
% High School Degree/Higher	77.9
% Bachelor's Degree/Higher	10.2
% Graduate or Professional Degree	3.4

No information was available from the 2010 Census for the remaining categories as of the date of the adoption of the Comprehensive Plan.

Demographic Comparison To State of Missouri

Based upon the 2000 Census, a comparison to the State of Missouri average indicates that Bowling Green as a City compares to the State as follows (this appears to still hold true for the 2010 Census):

- Median household income is below the State average
- Median house value is below the State average
- Black race population percentage is significantly above the State average
- Hispanic race population percentage is below the State average
- Foreign-born population percentage is significantly below the State average
- Institutionalized population is significantly above the State average
- Number of college students is below the State average
- Percentage of population with a bachelor's degree on higher is significantly below the State average

Building Permits

The number of building permits and average cost are as follows:

Year	Number of Building Permits	Average Cost
2000	9	\$63,300
2001	7	\$62,900
2002	8	\$62,900
2003	13	\$52,200
2004	13	\$54,200
2005	12	\$54,200
2006	26	\$76,300
2007	20	\$76,300
2008	14	\$76,300

The majority of houses in Bowling Green are heated with utility gas (77%), with 21% using electricity and only 2% on bottled, tank or LP gas.

II. NEEDS ANALYSIS

This Section of the City of Bowling Green Comprehensive Plan describes the framework and methodology used to “arrive at” development of the goals and objectives which are contained within the document under the Implementation Strategy section.

PUBLIC PARTICIPATION

A key element of any successful Comprehensive Plan is public participation. It was decided through an discussion with the Planning and Zoning Commission early in the process, that public input would be important to development of the Plan. Following is a description of the public participation utilized by the Commission to gather input from the Bowling Green community.

Appendix B contains a variety of information related to the key first public participation meeting. This information includes the focus topic questions; scribe summaries; a public participation notice used to alert the public to the meeting; an attendance sheet; and, a newspaper article describing the meeting results.

First Public Participation Meeting

The first public participation meeting was held on April 27, 2010 from 7:00 – 9:00 pm at the Bowling Green High School auditorium. The purpose of this first critical meeting was to gather input on six key focus topic areas: Transportation/Other Infrastructure; Economic Development; Parks, Recreation and Open Space; Aesthetics; Land Use; and Civic Improvement.

The meeting was attended by 24 participants, along with members of the Planning and Zoning Commission, elected officials, City staff members and consultant Project Team members. The meeting format involved having each attendee visit a focus topic table on a 15-minute rotational basis. The attendees at each table were asked a series of open-ended questions to solicit their input on a variety of community issues. In addition to the attendees, each table included a facilitator and a scribe. The role of the facilitator was to ask the questions and “facilitate” discussion among the attendees in response to those questions. The scribe served as the “note-taker” and summarized the responses/discussion for later review by the Planning and Zoning Commission members and the consultant Project Team. These questions and the responses are contained in Appendix B.

This first public participation meeting was a key to provide information to develop the draft goals for the Comprehensive Plan. As a direct result of the community input provided during this first meeting, a total of 49 draft goals were developed by the consultant to discuss with the Planning and Zoning Commission members (Appendix C).

Second Public Participation Meeting

The second publication meeting was held on September 16, 2010 at the Bowling Green Public Library/Community Center. The primary purpose of this second meeting was to allow attendees the opportunity to provide their views on the relative importance of the 49 draft goals. These goals had been revised from the original list provided by the consultant through discussions with members of the Planning and Zoning Commission. It should be noted that none of the original 49 draft goals were eliminated. Rather, the goals were revised to provide further clarification based upon the comments received during the first public participation meeting. Also, in addition to offering their input on the 49 draft goals, the attendees were provided with the opportunity to offer suggestions on any additional goals which they believed should be considered by the Commission.

This meeting format was different from that of the first meeting. Each attendee was given 24 “stars” when they entered the room, along with one large green “dot” and one large “red” dot. The stars were used by each attendee to vote on the goals which they felt were the most important for the future of Bowling Green. Given that there were 49 draft goals and only 24 stars, each attendee had to make a conscious decision about which goals they considered to be of the utmost importance.

Additionally, each attendee was given one large green dot and one large red dot. The green dot was to be placed on the one goal, out of all 49, which the attendee considered to be the single-most important goal. Conversely, the red dot was to be placed on the one goal which the attendee considered to be the least important goal.

Following is a summary of the “voting results” for each of the six key focus topic areas:

Transportation/Other Infrastructure

There were thirteen (13) draft goal under this focus topic. Three of the draft goals received strong support from the attendees. These included the following:

Develop and promote Bowling Green as a walkable community.

Review water & sewer rates to ensure that they reflect an accurate cost of service.

Improve the existing street network through enhanced storm drainage, pedestrian access, signalization, and widening (where appropriate).

The two draft goals receiving the least support were the following:

Develop a transportation strategy which promotes a “small-town” community atmosphere.
Explore other alternative transportation options within the region.

It should be noted that the goal of exploring other transportation options within the region was the only goal to receive no star votes. By far, it also received the most number of red least-rated votes (12).

Overall, this key focus topic area received 222 star votes, 4 green top-rated votes, and 15 red least-rated votes. The 15 red least-rated votes received in this category were out of 20 total for all six focus topic areas.

Economic Development

There were seven (7) draft goals under this key focus topic. Two of the draft goals received very strong support from the attendees. These included the following:

Improve the vitality of the Square in attracting and retaining businesses.

Strengthen the City of Bowling Green's commercial and industrial sectors to provide jobs and expanded services.

The draft goal receiving the least support was the following:

Develop an economic development strategy which provides sustainability to the Bowling Green community.

Overall, this key focus topic area received 132 star votes, 5 green top-rated votes, and 0 red least-rated votes.

Parks, Recreation and Open Space

There were also seven (7) draft goals under this key focus topic. Three of the draft goals received very strong support from the attendees. These included the following:

Maintain and further develop the existing parks in the City of Bowling Green.

Evaluate recreational and entertainment opportunities for the City's youth.

Investigate construction of a “Rec-Plex” type recreational facility for use by the community.

The goal receiving the least support was the following:

Provide opportunities for additional green space.

Overall, this key focus topic area received 153 star votes, 0 green top-rated votes, and 2 red least-rated votes.

Aesthetics

There were six (6) draft goals under this key focus topic. Two of the draft goals received very strong support from the attendees. These included the following:

Pursue an aggressive code enforcement program of the existing regulations which focuses on improving the appearance of Bowling Green throughout the City.

Focus on visual enhancement of the Square.

It should be noted that the goal of pursuing an aggressive code enforcement program to improve the appearance of Bowling Green was “tied” with the goal of neighborhood stability through code enforcement under the Land Use focus topic (47 star votes for each). Also, the aggressive code enforcement program draft goal received the most green top-rated votes with one-third of the total (10 green top-rated votes out of 31 total).

Clearly, the attendees at the second public participation meeting expressed very strong support for maintaining the aesthetics of the community through an effective code enforcement strategy and program development.

Overall, this key focus topic area received 159 star votes, 13 green top-rated votes (the most of any focus topic), and 0 red least-rated votes.

Land Use

There were seven (7) draft goals under this key focus topic. Two of the draft goals received very strong support from the attendees. These included the following:

Improve neighborhood stability through an effective code enforcement strategy and the provision of various added neighborhood enhancements/amenities.

Improve the vitality and viability of all of the City's commercial districts including Business Highway 54, Business Highway 61 and Downtown.

The draft goal receiving the least support was the following:

Coordinate meeting the needs of both agricultural and urban land use interests.

It is interesting to note that the agricultural/urban land use draft goal received only 5 star votes, but one green top-rated vote. This vote reflects the varied interests which exist within any given community.

Overall, this key focus topic area received 144 star votes, 6 green top-rated votes, and 0 red least-rated votes.

Civic Improvement

There were nine (9) draft goals under this key focus topic. The top draft goal receiving the most support was the following:

Maintain a detailed Capital Improvements Plan to determine both existing and future needs and budget accordingly.

The two draft goals receiving the least support were the following:

Develop cooperative approaches with other communities and institutions to improve services for Bowling Green residents.

Improve government services in a manner which conserves, and yet maximizes the impact of public expenditures.

Overall, this key focus topic area received 130 star votes, 3 green top-rated votes, and 3 red least-rated votes.

For all six key focus topic areas there were a total of 940 star votes, 31 green top-rated votes, and 20 red least-rated votes cast by the attendees. The results of this voting exercise is contained in Appendix C. The draft goals have been re-ordered and placed from the most to least-supported to allow a relative comparison within each focus topic.

In summary, the two most supported draft goals were the following:

Pursue an aggressive code enforcement program of the existing regulations which focuses on improving the appearance of Bowling Green throughout the City.

Improve neighborhood stability through an effective code enforcement strategy and the provision of various added neighborhood enhancements/amenities.

The least-supported draft goal as identified by the attendees was the following:

Explore other alternative transportation options within the region.

Following the second public participation meeting, minor revisions were made to the identified goals. Also, the goals were placed into the Draft Comprehensive Plan from the most-supported to the least-supported goals. These draft goals were formally adopted by the Planning and Zoning Commission as the goals to place into the Comprehensive Plan document. No additional goals were suggested by attendees at the second public participation meeting.

Following formal adoption of the 49 goals for the City of Bowling Green Envision 2020 Comprehensive Plan, the consultant met with the Planning and Zoning Commission to discuss objectives to meet these goals. The consultant offered a number of draft objectives for consideration by the Commission. These objectives were discussed and revised based upon input provided during the first two public participation meetings, as well as Commission member understanding of the community.

Altogether, there were 209 draft objectives proposed for consideration by the community. The draft objectives included 62 for Transportation/Other Infrastructure; 37 for Economic Development; 29 for Parks, Recreation, and Open Space; 26 for Aesthetics; 27 for Land Use; and 28 for Civic Improvement.

These draft objectives were provided during the third public participation exercise to gather community input.

Third Public Participation Meeting

The third public participation meeting was scheduled for the Bowling Green Public Library/Community Center for February 24, 2011. Unfortunately, a major snowstorm occurred on this date and the meeting had to be canceled. The purpose of the meeting was to allow attendees the opportunity to express their support, or lack of support, of the 209 draft objectives.

Because the meeting could not be held due to inclement weather, and not wanting to delay the Comprehensive Plan process, it was decided to distribute the draft objectives questionnaires to various community groups. Also, the draft objectives questionnaire was available to the general public at City Hall. Citizens were informed through various local media outlets that the draft objectives questionnaire was available and that their input was being sought.

The citizens who completed a draft objectives questionnaire were asked to indicate through a numbering system their degree of support for a particular objective. The available range of responses were Strongly Disagree (4), Disagree (3), Agree (2), Strongly Agree (1). Therefore, the closer the responses were to a 1.0, the more agreement there was to that particular objective. Conversely, the closer the responses were to a 4.0, the more the respondents disagreed with that objective. All of the questionnaires which were received were averaged together to create a final averaged response to each of the 209 draft objectives.

Following is a summary of the results for each key focus topic:

Transportation/Other Infrastructure

There were sixty-two (62) draft objectives under this focus topic. The responses ranged from a low of 2.69 to a high of 1.15.

The draft objective most supported under this focus topic was to, **“Investigate placement of a traffic signal, turn lanes or roundabout at the intersection of Business 61 and Court Street”**. Of all 209 draft objectives, this particular objective was the most supported of all.

The draft objective which was the least supported under this focus topic was to, “Evaluate the costs/benefits associated with the City developing its own waste collection and disposal system”. This draft objective was the least supported of all 209 objectives proposed for consideration.

Economic Development

There were thirty-seven (37) draft objectives under this focus topic. The responses ranged from a low of 2.09 to a high of 1.36.

The draft objective most supported under this focus topic was to, **“Work closely with the Missouri Department of Economic Development to alert them to opportunities available in Bowling Green”**.

The draft objective which was the least supported under this focus topic was to, “Attract a college to Bowling Green”.

Parks, Recreation and Open Space

There were twenty-nine (29) draft objectives under this focus topic. The responses ranged from a low of 2.17 to a high of 1.54.

The two draft objectives which were the most supported and “tied” under this focus topic was to, **“Continue to implement the Parks Master Plan for park development”** and **“Continue efforts to link the parks with the community with enhanced pedestrian access such as sidewalks and hiking/biking trails”**.

The two draft objectives which were the least supported and “tied” under this focus topic was to, “Establish another park in the northern portion of the City of Bowling Green” and “Consider passage of an Ordinance requiring dedication of park/green space in conjunction with development in the City”.

Aesthetics

There were twenty-six (26) draft objectives under this focus topic. The responses ranged from a low of 2.23 to a high of 1.38.

The draft objective most supported under this focus topic was to, **“Have the Police and Building Departments work together to keep weeds, derelict vehicles, and other negative images controlled”**.

The draft objective which was the least supported under this focus topic was to, “Pursue funding and volunteer help to assist homeowners with making necessary improvements”.

Land Use

There were twenty-seven (27) draft objectives under this focus topic. The responses ranged from a low of 2.09 to a high of 1.58.

The two draft objectives which were the most supported and “tied” under this focus topic was to, **“Create an inventory of properties along these corridors available for development”** and **“Work closely with the development community to market these properties to commercial, industrial and residential interests”**.

The draft objective which was the least supported under this focus topic was to, “Annex properties

along these corridors which would be beneficial to the City”.

Civic Improvement

There were twenty-eight (28) draft objectives under this focus topic. The responses ranged from a low of 2.15 to a high of 1.46.

The two draft objectives which were the most supported and “tied” under this focus topic was to, **“Maintain up-to-date job descriptions for all employees so that the City and the employee understands the functions of the job being performed”** and **“Establish a policy of maintaining high ethical standards by employees of the City and convey the importance of these standards through the City Administrator”**.

The draft objective which was the least supported was to, “Place benches around the community at strategic locations to encourage people to meet and gather”.

A summary of the results of the draft objective evaluation is contained in Appendix C.

Based upon the results of the completion of the questionnaires, the Planning and Zoning Commission revised the wording on several of the draft objectives and eliminated the following objective because of it being the least supported of all 200+ objectives,

“Evaluate the costs/benefits associated with the City developing its own solid waste collection and disposal program”.

The Planning and Zoning Commission adopted the remaining draft objectives and are contained within the Implementation Strategy portion of this Comprehensive Plan. The goals and objectives are a direct result of the citizen input provided at the first three public participation exercises.

Official Public Hearing

The official Public Hearing was held on August 2, 2011 before the City of Bowling Green Planning and Zoning Commission. The purpose of this meeting was to gather additional public input prior to final adoption of the Comprehensive Plan. The Board of Aldermen passed a Resolution in support of the Plan at their meeting on August 15, 2011. The final City of Bowling Green Envision 2020 Comprehensive Plan was adopted by the Planning and Zoning Commission on August 2, 2011. A final presentation of the Comprehensive Plan was made by The Lang Gang Project Team to the Planning and Zoning Commission at its meeting on August 2.

LAND USE

One of the key tasks associated with development of a Comprehensive Plan is the assessment of land use. The reason that this task is important, is because it provides the framework upon which to make land use decisions affecting the City of Bowling Green.

The first step involved is the preparation of an Existing Land Use map. The Existing Land Use map shows the specific land use which is occurring on each individual parcel located within the Bowling Green City Limits. The existing land use information was compiled by The Lang Gang Project Team and placed on the Existing Land Use map by MECO Engineering Company, Inc.

The major land use categories identified within the City of Bowling Green, as shown on the Existing Land Use map are as follows:

- Quasi-Public/Public
- Commercial
- Industrial
- Low-Density Residential
- Medium-Density/High-Density Residential
- Parks/Open Space

Quasi-Public/Public

This category includes both governmental and non-governmental uses. Quasi-Public includes such facilities as churches, schools, fire stations, and social/civic organizations. Public uses would include City Hall, water towers, and other public works facilities. This category is generally not a revenue source to the City's budget. However, these facilities contribute significantly to the quality-of-life for the residents of the community. There are approximately 387 acres of land used for quasi-public/public functions.

Commercial

This land use category consists of both retail and service commercial activities. Retail commercial would include shopping centers, restaurants, and other shopping opportunities. Service commercial businesses are such uses as hotel/motels, title companies, banks, appraisers, automotive repair, appliance repair and other similar service businesses. There are approximately 166 acres of land in the commercial land use category.

Industrial

The industrial land use category consists of manufacturing, warehousing and storage type facilities either as stand-alone facilities or in industrial parks. Such facilities have the potential to be a significance source of jobs for a community. There are approximately 206 acres of land presently being used for industrial purposes.

Low-Density Residential

This category includes single-family detached or duplex residential housing. This housing can occur on platted lots in developed subdivisions, or be a part of larger tracts of ground. This is the single largest land use category in the City of Bowling Green and consists of 400 acres.

Medium/High-Density Residential

This residential land use category includes multi-family town homes, apartments, condominiums, and mobile/manufactured homes in established parks. Due to the increased volume of traffic, these residential units are usually located near collector and/or arterial roadways. The use is also used as a buffer between lower-density housing and commercial activity. There are approximately 129 acres of this type of land use in the City.

Parks/Open Space

This land use category consists of property specifically set-aside to be used for parks/open space purposes. This would include established parks such as the Bowling Green City Park and Visitor Center Park. Parks/Open Space can also be that owned by a private sports association, homeowner association, State, or Federal agencies. Such space provides recreational opportunities for area residents.

Undeveloped

The remainder of the Existing Land Use map is shown in white. This is land which is presently vacant and may be under active agricultural production. Having vacant ground is a positive attribute in a developing community. It provides opportunities for future growth to occur in a “planned” manner.

The Existing Land Use map is the base information used to create the Future Land Use map.

The Future Land Use map is one of the most important components of the Comprehensive Plan. This map serves as a guide in assisting the City in making future land use decisions. The boundaries shown on the Future Land Use map extend beyond the present City limits. This allows the Planning and Zoning Commission and the Board of Aldermen to make an informed recommendation and decisions on newly annexed areas. It also provides the City with the opportunity to respond to requests made for areas inside the City's future growth area, but located in unincorporated Pike County.

The Future Land Use map also has some other key functions. It allows recommendations and decisions to be made on rezoning requests for areas already within the City of Bowling Green, and for consideration of future infrastructure extensions/improvements to serve areas that will eventually be a part of the City.

One of the goals of the Comprehensive Plan as stated in the Implementation Strategy section is to, “Develop an effective growth management strategy which maintains a sustainable mix of land uses.” Such an approach will likely involve both a voluntary and involuntary annexation effort. The Future Land Use map can be a useful tool to assist in this future annexation effort.

A new land use category of Office has been added to the Future Land use map. This category may include a stand-alone office or an office as part of an office campus environment. There are no such facilities presently located within the City, but an emphasis has been placed on creating several such areas within the City. These potential areas on shown on the Future Land Use map.

It should be noted that all of the areas within the City of Bowling Green's future growth boundary have been shown with some type of land use activity. It is recognized that full-buildout of this area is unlikely to occur through the future planning period. However, since it is unknown which areas will develop, all of the areas have been "colored". Thus, the map can serve as a useful guide for any areas annexed and/or developed over many years.

INFRASTRUCTURE AND MAJOR STREET PLAN

Water System Needs Analysis

The City of Bowling Green is nearing completion of a multiple year water system improvements project. This project will incorporate a second and independent finished water supply to minimize the impact of future droughts which have resulted in the implementation of mandatory water conservation policies several times in the past fifty or so years. In addition to the alternate water supply, the City is constructing supplementary finished water storage to better accommodate future growth in the south and eastern portion of the City. Due to these improvements, most of the major water supply and storage concerns have been addressed. The City still has a water distribution system which largely consists of aging and corroded cast iron pipe. Though several projects completed in the last several years have replaced large sections of the dilapidated cast iron pipe, there is still a great deal of the system that needs replacement.

To address the needs of the water distribution system, the City of Bowling Green is developing a Five Year Owner Supervised Program to address the needs of the distribution system. The Five Year Owner Supervised Program (Program) is administered by the Missouri Department of Natural Resources (the governing authority of public water systems in the State of Missouri). The Program is a document prepared and sealed by a registered engineer in the State of Missouri and outlines the Owner's plans to improve and modify the potable water system in order to address problem areas and to better accommodate anticipated future needs. Once approved by the Department of Natural Resources, the City can implement the improvements as resources are available without the need for further review.

The Program being prepared by Bowling Green has identified the aging and undersized cast iron water mains throughout the City.

Future Development

With completion of the current project, the water system will be well poised for growth and development. However, several areas still suffer from old and undersized mains, and it will take time to address all the waterline replacement needs throughout the City.

During the planning stage of any future developments, the water system should be evaluated to make sure adequate flows and pressures are available and that the proper fire flow capacity exists in order to accommodate the demands of the new development.

Sewer System Needs Analysis

The City of Bowling Green has several sewer system improvements that will be required in the upcoming years. Improvements are needed at the wastewater treatment plant and throughout the collection system.

Wastewater Treatment Plant

The main improvement needed at the wastewater treatment plant is an influent screening device prior to the lift station located at the treatment plant. The large volume of debris entering the lift station results in many problems including clogged pumps, pump failure, shortened pump life, and additional maintenance required to manually remove debris from the lift station.

Collection System

Several collection system improvements are needed. The following items have been identified as needed projects:

- The Big A Lift Station appears to be undersized and has difficulty keeping up with the influent flow during rain events. A flow study is recommended in order to see if the inflow and infiltration of storm water into the collection system can be corrected. The flow study will determine the best course of action to repair and improve the system in this region.
- The D Lift Station is an old lift station with a separate dry well containing flooded suction pumps. The pumps are located in a confined space area and are difficult to maintain. This lift station will have to be replaced in the upcoming years. Approximately 2,000 lineal feet of 6" force main leaving the lift station should also be replaced.
- Approximately 2,000 lineal feet of 8" gravity sewer main on Business 61 between Fairgrounds Road and South Court Street is in need of replacement.
- In general, a survey should be completed of all the manholes in town and each manhole should be labeled according to its condition. Manholes identified as needing repair or replacement should be scheduled for this work as budgets allow.

Future Development

As development occurs, planning of the new development should include an evaluation of the sewer system's capacity to handle the new development. All future improvements should be in accordance with the anticipated development and growth in the particular area.

Storm Sewer System Needs Analysis

As a whole, the City of Bowling Green should consider developing a plan to collect more stormwater through inlet structures and transmit the stormwater through buried piping to creeks and waterways at the edge of the City.

The primary areas identified as needing improved storm drainage includes the area around the Square,

north of the Square, and along Main Street east of Business 61. These areas lack adequate drainage and can cause minor flooding during heavy storms. Even during moderate rain events, the inadequate drainage often leads to ponding and standing water. Presently, the Spring Hollow Creek is considered the most feasible natural waterway for collecting the stormwater in this area of the City and transporting it out of town.

Implementing this system will greatly improve the drainage in this area of the City, reduce the possibility of water damage to houses and businesses, and reduce waterborne pests, such as mosquitoes, that thrive near ponding water. In addition to these benefits, improving the drainage to better convey water out of the City will increase the longevity of roads. This occurs because surface water that ponds on the roads and absorbs into the ground can weaken and damage roads due to ground softening, contracting, expanding, and freezing.

The Missouri Department of Transportation (MoDOT) maintains Business Highway 61 through the City. There are several drainage culverts along this road that should be replaced or repaired. Unfortunately, the City does not have the ability to address these culverts, but must rely on communication with MoDOT to express their concerns.

Finally, the City should carefully consider and review the storm drainage of any future development to ensure that adequate drainage is planned and provided.

Roadway Improvements

Numerous streets, or sections of streets, have been identified as needing improvements. These improvements identified include surface repair, surface replacement, increased roadway width, shoulder improvement and other specific enhancements. Sections of the following roads have been identified for improvements and are shown as such on the Major Street Plan map:

- Adams Street
- Centennial Street
- Champ Clark Drive
- Charnell Drive
- Church Street
- Court Street
- Cuivre Street
- Jefferson Street
- Kincaid Street
- Lee Street
- Locust Street
- Main Cross
- Main Street
- Milfred Drive
- 20th Street
- Science Street

Roadway Realignment

It has been determined that several roads would better serve the community if sections were realigned.

The roads identified for realignment and shown on the Major Street Plan map include:

- The section of Locust Street that crosses the Kansas City Southern Railroad.
- The intersection of Adams Street and 20th Street.
- The section of Martin Street between Court Street and Main Cross.
- The section of Mae Street from Main Cross to the alleyway.
- A section of Bibb Street.
- A section of Champ Clark Drive

Proposed New Roadways

The City has identified several new roads it would like to develop in order to provide safer and more efficient traffic flow. In addition, some proposed roads will help encourage future development. The areas identified for proposed roadways as shown on the Major Street Plan map include the following:

- The development of the gravel Pike County Road 312 and several other proposed interconnecting roads in the southeast portion of the City including a proposed road to connect State Highway 161 to County Road 312.
- A proposed roadway connecting Champ Clark Drive to the existing round-about.
- A proposed road connecting Champ Clark Drive to Business 61 west of the cemetery.
- A proposed road connecting the round-about to State Highway 161.
- A proposed road connecting Business 54 to State Highway 161 around the southwest edge of the City.
- A proposed continuation of 18th Street from West Adams Street to Main Street.

Pedestrian Walkways and Bike Paths (Non-Motorized Pathway)

The Major Street Plan also shows a comprehensive non-vehicular transportation network throughout the City. Development of such a system would provide the opportunity for citizens to travel around the community without the need to utilize a vehicle. It would also provide safer passage throughout the City for all pedestrians. The symbol used on the mapping is identified as a non-motorized pathway.

Major Street Plan

The Major Street Plan is another important component of an approved Comprehensive Plan. The Major Street Plan is specifically addressed in the State of Missouri Revised Statutes, as follows:

89.460. Public improvements, how approved after adoption of major street plan. - Upon adoption of a major street plan and subdivision regulations, the municipality shall not accept, lay out, open, improve, grade, pave or light any street, lay or authorize the laying of water mains, sewers, connections or other utilities in any street within the municipality unless the street has received the legal status of a public street prior to the adoption of a city plan; or unless the street corresponds in its location and lines with a street shown on a subdivision plat approved by the council or planning commission or on a street plan made by and adopted by the commission. The council may locate and construct or may accept any other street if the ordinance or other measure for the location and construction or for the acceptance is first submitted to the commission for its approval and approved by the commission or, if disapproved by the commission, is passed by the affirmative vote of not less than two-thirds of the entire

membership of the council.

89.470. No building permitted on streets not conforming to major street plan. - After the adoption of a major street plan, no building permit shall be issued for and no building shall be erected on any lot within the territorial jurisdiction of the commission unless the street giving access to the lot upon which the building is proposed to be placed conforms to the requirements of section 89.460.

89.480. Establishment of building lines – board of adjustment. - Whenever a plan for major streets has been adopted, the council, upon recommendation of the planning commission, is authorized and empowered to establish, regulate and limit and amend, by ordinance, building or setback lines on major streets, and to prohibit any new building being located within building or setback lines. When a plan for proposed major streets or other public improvements has been adopted, the council is authorized to prohibit any new building being located within the proposed site or right-of-way when the center line or the proposed street or the limits of the proposed sites have been carefully determined and are accurately delineated on maps approved by the planning commission and adopted by the council...

As can be seen from the proceeding statute sections, the adoption of a Major Street Plan is a powerful tool which can be used by a municipality in determining future roadway improvements, extensions, and/or modifications. The accompanying Major Street Plan map was developed by the Planning and Zoning Commission on behalf of the City of Bowling Green in an effort to better regulate the overall transportation network of the community.

The primary purpose of the Major Street Plan map is to develop and identify an integrated street network and to ensure that adequate right-of-way is reserved to allow these transportation improvements to occur. A review of the map illustrates future roadway connections; extensions of existing roadways; and improvements to the existing street network. The street improvement efforts may consist of securing right-of-way to allow widening to occur as development activity may warrant. It should be noted that the proposed new alignments are not necessarily expected to be in the precise configuration shown on the map. Rather, these alignments would likely be integrated into the proposed development pattern, while still maintaining the integrity of the overall transportation system. It should be further noted that any roadway improvements/extensions/or modifications shown on the map in conjunction with a proposed development – are expected to be constructed at the developer's expense. As stated, the configuration of new roadway extensions and realignments as shown on the Major Street Plan are not intended to be precise. It is recognized that some deviations may occur upon the submittal of development plans and other physical characteristics “in the field” such as topography, stream resources and other special environmental factors.

It is expected that any roadway improvements/extensions/realignments shown on the map are primarily the responsibility of the property owner and/or developer. However, it is recognized that the City of Bowling Green may decide to construct some of these improvements themselves based upon the needs of the community. At a minimum, it is expected that property owners will dedicate right-of-way to the City at no cost to allow improvements to be made.

PARKS, RECREATION, AND OPEN SPACE

As indicated in the Existing Conditions Section of this Comprehensive Plan, the City of Bowling Green has two principal parks; Bowling Green City Park and Visitor Center Park. They also allow citizen access to an area known as the forest preserve.

The Bowling Green City Park is the most actively used park within the community and includes a variety of park and recreation resources as identified in the Existing Conditions portion of the Plan. The Visitor Center Park is slated to include a Visitor Center someday in the near future.

A Park Master Plan was completed in 2004. Recently, the City of Bowling Green retained a consultant, SWT Design to update and revise the existing Park Master Plan. Given that a consultant was just hired by the City to actively engage the public in a park and recreation evaluation, this Comprehensive Plan will not evaluate these needs to any great extent.

However, in order to evaluate the adequacy of park facilities, it would be useful to review applicable standards and guidelines developed for this purpose.

In 2001, Northern Arizona University prepared a narrative concerning the applicability of parks, recreation, and open space standards and guidelines which remain appropriate for guidance for the City of Bowling Green. The information is repeated herein for your consideration.

“The Natural Recreation and Park Association (NRPA) recognizes the importance of establishing and using park and recreation standards as:

- A national expression or minimum acceptable facilities for the citizens of urban and rural communities.
- A guideline to determine land requirements for various kinds of park and recreation areas and facilities.
- A basis for relating recreational needs to spatial analysis within a community-wide system of parks and open space areas.
- One of the majoring structuring elements that can be used to guide and assist regional development.
- A means to justify the need for parks and open space within the overall land-use pattern of a region or community.

The purpose of these guidelines is to present park and recreation space standards that are applicable nationwide for planning, acquisition, and development of park, recreation, and open space lands, primarily at the community level.

These standards should be viewed as a guide. They address minimum, not maximum, goals to be achieved. The standards are interpreted according to the particular situation to which they are applied

and specific local needs. A variety of standards have been developed by professional and trade associations which are used throughout the country.

The standard derived from early studies of park acreage located within metropolitan areas was the expression of acres of park land per unit of population. Over time, the figure of ten acres per 1,000 population came to be the commonly accepted standard used by a majority of communities.

Other standards adopted include the “percent of area” approach, needs determined by user characteristics and participation projects, and area use based on the carrying capacity of the land. The fact that some of the standards have changed substantially is not an indication of their obsolescence. Changes are a measure of the growing awareness and understanding of both participant and resource limitations. Parks are for people. Park, recreation, and planning professionals must integrate the art and science of park management in order to balance park and open space resources...”.

The following table was derived from the applicable 1990 Recreation, Park, and Open Space Standards and Guidelines, developed by the National Park and Recreation Association:

Recreation, Park and Open Space Standards/Guidelines

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
Badminton	1620 sq. ft.	Singles – 17'x44' Doubles – 20'x44'	Long axis north-south	1 per 5000	¼ - 1/2 mile	Usually in school, recreation center or church facility. Safe walking or bike access.
Basketball ● Youth ● High School ● Collegiate	2400-3036 sq. ft. 5040-7280 sq. ft. 5600-7980 sq. ft.	46-50'x84' 50'x84' 50'x94' with 5' unobstructed space on all sides	Long axis north-south	1 per 5000	¼ - ½ mile	Same as badminton. Outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings.

Handball (3-4 wall)	800 sq. ft. for 4-wall 1000 for 3-wall	20'x40' – Minimum of 10' to rear of 3-wall court. Minimum 20' overhead clearance	Long axis north-south. Front wall at north end.	1 per 20,000	15-30 minute travel time	4-wall usually indoor as part of multi-purpose facility. 3-wall usually outdoor in park or school setting
Ice Hockey	22,000 sq. ft. including support area	Rink 85'x200' (minimum 85'x185') Additional 5000 sq. ft. support area	Long axis north-south if outdoor	Indoor – 1 per 100,000 Outdoor – depends on climate	½ - 1 hour travel time	Climate important consideration affecting no. of units. Best as part of multi-purpose facility.
Tennis	Minimum of 7,200 sq. ft. single court (2 acres for complex)	36'x78'. 12' clearance on both sides; 21' clearance on both ends.	Long axis north-south	1 court per 2000	¼-1/2 mile	Best in batteries of 2-4. Located in neighborhood/community park or adjacent to school
Volleyball	Minimum of 4,000 sq. ft.	30'X60'. Minimum 6' clearance on all sides	Long axis north-south	1 per 5000	¼ - ½ mile	Same as other court activities (e.g. badminton)
Baseball ● Official ● Little League	3.0-3.85 A minimum 1.2 A minimum	Baselines – 90' Pitching distance 60 ½' foul lines – min. 320' Center field – 400'+ Baselines – 60' Pitching distance – 46' Foul lines – 200' Center field – 200' – 250'	Locate home plate to pitcher throwing across sun and batter not facing it. Line from home plate through pitchers mound run east-north-east.	1 per 5000 Lighted 1 per 30,000	¼ - ½ mile	Part of neighborhood complex. Lighted fields part of community complex.
Field Hockey	Minimum 1.5 A	180' x 300' with a minimum of 6' clearance on all sides.	Fall season – long axis northwest to southwest. For longer periods north-south	1 per 20,000	15-30 minutes travel time	Usually part of baseball, football, soccer complex in community park or adjacent to high school.
Football Soccer	Minimum 1.5 A 1.7 – 2.1 A	160' x 360' with a minimum of 6' clearance on all sides. 195' to 225'x330' to 360' with a minimum 10' clearance all sides.	Same as field hockey. Same as field hockey.	1 per 20,000 1 per 10,000	15-30 minutes travel time 1-2 miles	Same as field hockey. Number of units depends on popularity. Youth soccer on smaller fields adjacent to schools or neighborhood

						parks.
Golf-driving Range	13.5 A for minimum of 25 tees	900'x690' wide. Add 12' width for each additional tee.	Long axis south-west-northeast with golfer driving toward northeast.	1 per 50,000	30 minutes travel time.	Part of a golf course complex. As separate unit may be privately owned.
¼ Mile Running Track	4.3 A	Overall width – 276' Length – 600.02' Track width for 8 to 4 lanes is 32'.	Long axis in sector from north to south to north-west-south-east with finish line at northerly end.	1 per 20,000	15-30 minutes travel time	Usually part of high school, or in community park complex in combination with football, soccer, etc.
Softball	1.5 to 2.0 A	Baselines – 60' Pitching distance- 46' min. 40' women. Fast pitch field Radius from Plate – 225' Between foul Lines. Slow Pitch – 275'(men) 250'(women)	Same as baseball	1 per 5,000 (if also used for youth baseball)	¼ - ½ mile	Slight differences in dimensions for 16" slow pitch. May also be used for youth baseball.
Multiple Recreation Court (basketball, volleyball, tennis)	9, 840 sq. ft.	120' x 80'	Long axis of courts with <i>primary</i> use is north-south	1 per 10,000	1-2 miles.	
Trails	N/A	Well defined head maximum 10' width, maximum average grade is 5% not to exceed 15%. Capacity rural trails – 40 hikers/day/mile. Urban trails – 90 hikers/day/mile.	N/A	1 system per region	N/A	
Archery Range	Minimum 0.65 A	300' Length x Minimum 10' wide between targets. Roped clear space on sides of range minimum 30', clear space behind targets minimum of 90'x45' with bunker.	Archer facing north = or – 45 degrees.	1 per 50,000	30 minutes travel time	Part of regional or metro park complex.
Combination Skeet and Trap Field (8 Stations)	Minimum 30 A	All walks and structures occur within an area approximately 130' wide by 115' deep. Minimum cleared area is	Center line of length runs northeast-southwest with shooter facing northeast.	1 per 50,000	30 minutes travel time	Part of regional/metro park complex

		contained within 2 superimposed segments with 100-yard radii (4 acres). Shot-fall danger zone is contained within 2 superimposed segments with 300-yard radii (36 acres).				
Golf <ul style="list-style-type: none"> ● Par 3 (18 hole) ● 9-hole standard ● 18-hole standard 	50-60 A Minimum 50 A Minimum 110 A	Average length vary 600-2700 yd. Average length –2250 yards Average length 6500 yards	Majority of holes on north-south axis	-- 1/25,000 1/50,000	½ to 1 hour travel time	9 hole course can accommodate 350 people/day. 18 hole course can accommodate 500-550 people/day. Course may be located in community or district park, but should not be over 20 miles from population center.
Swimming Pools	Varies on size of pool and amenities. Usually ½ to 2 A site.	<i>Teaching</i> - minimum of 25 yards x 45' even depth of 3 to 4 ft. <i>Competitive</i> – minimum of 25 m x 16 m. Minimum of 27 square feet of water surface per swimmer. Ratios of 2:1 deck vs. water.	None-although care must be taken in siting of lifeguard stations in relation to afternoon sun.	1 per 20,000 (Pools should accommodate 3 to 5% of total population at a time.)	15 to 30 minutes travel time	Pools for general community use should be planned for teaching, competitive and recreational purposes with enough depth (3.4m) to accommodate 1m and 3m diving boards. Located in community park or school site.
Beach Areas	N/A	Beach area should have 50 sq. ft. of land and 50 sq. ft. of water per user. Turnover rate is 3. There should be 3-4 A supporting land per A of beach.	N/A	N/A	N/A	Should have sand bottom with slope maximum of 5 % (flat preferable). Boating areas completely segregated from swimming areas.

III. IMPLEMENTATION STRATEGY

This Section of the City of Bowling Green Envision 2020 Comprehensive Plan is by far the most important of the Plan. This Section details the 49 goals and over 200 objectives necessary to assist the community achieve its desired vision for the future. These goals and objectives is the culmination of a sixteen month effort involving three public participation meetings, an official Public Hearing, and many hours of discussion between the consultant Project Team, the Planning and Zoning Commission, and City Staff. The goals and objectives are categorized under the six key focus topic areas identified early in the Comprehensive Plan process. The goals and objectives are identified as follows:

TRANSPORTATION/OTHER INFRASTRUCTURE

1. Develop and promote Bowling Green as a walkable community.

Objective 1.A Establish a network of pedestrian walkways, bicycle trails/lanes, and sidewalks as an integrated part of the City's transportation system to link neighborhoods with community facilities.

Objective 1.B To the extent possible, separate pedestrian traffic from vehicular traffic.

Objective 1.C Utilize utility and drainage corridors (where safely possible) to establish a system of walkable trails throughout the Bowling Green community.

Objective 1.D Enhance the pedestrian experience through the use of streetscape improvements, enhanced lighting, and amenities such as benches.

Objective 1.E Connect the City's parks, forest preserve, and recreation areas to the neighborhoods and the community at-large.

Objective 1.F Continue to enhance the trail system in the City parks and forest preserve.

Objective 1.G Construct sidewalks along all arterial and collector roadways in the City.

2. Review water & sewer rates to ensure that they reflect an accurate cost of service.

Objective 2.A Conduct a yearly review of the water and sewer system to determine what

operational aspects of the systems could be improved to reduce or “hold” costs.

Objective 2.B Establish user rates which maintain a high level-of-service, while still meeting the expenses of operating and maintaining the systems.

Objective 2.C Review the rates of other “local” water and sewer providers to establish a comparative analysis.

Objective 2.D Thoroughly investigate all opportunities for grants, cost-sharing, and other funding mechanisms to reduce the overall cost to system users.

3. Improve the existing street network through enhanced storm drainage, pedestrian access, signalization, and widening (where appropriate).

Objective 3.A Conduct an inventory of the drainage problems occurring throughout the City of Bowling Green.

Objective 3.B Prioritize the storm drainage problems and develop a funding strategy through the use of grants, loans, or the Capital Improvements Plan to correct these deficiencies.

Objective 3.C Include sidewalks and bicycle paths as part of any street improvement project, and create a priority system to link new sidewalks with the existing pedestrian network.

Objective 3.D Investigate placement of a traffic signal, turn lanes or roundabout at the intersection of Business 61 and Court Street.

Objective 3.E Utilize the Major Street Plan map in making decisions about roadway improvements, realignments, extensions, or new construction.

Objective 3.F Incorporate telecommunication service considerations into all roadway improvements, realignments, extensions, or new construction.

4. Review off-street parking options around the Square.

Objective 4.A Conduct an assessment of the adequacy of parking around the Square.

Objective 4.B Should the assessment indicate inadequate parking, consider techniques such as more narrow parking stall widths, use of compact car spaces, and the provision of additional off-street parking areas.

Objective 4.C Work with merchants, the County, and other Square tenants on a signage program to direct users to off-street parking facilities.

Objective 4.D Improve off-street parking facilities.

5. Ensure that the public safety demands of Bowling Green are adequately met.

Objective 5.A Maintain an active building maintenance inspection program to identify

inadequate structures, and either have those structures removed or improved to meet public safety standards.

Objective 5.B Maintain an up-to-date Emergency Operations manual for the City of Bowling Green to be prepared to respond to emergencies in the community.

Objective 5.C Cooperate with Pike County and other area communities on a mutual aid agreement to provide joint assistance during an emergency.

Objective 5.D Work with the Fire Protection District, ambulance service and other emergency responders to ensure that the citizens of Bowling Green receive adequate and timely safety services.

Objective 5.E Work on mechanisms to improve the City's ISO rating.

Objective 5.F Publicize emergency procedures to the Bowling Green community so that they can respond appropriately during an emergency event.

6. Provide an adequate supply of clean, good-quality water for the Bowling Green community.

Objective 6.A Establish a policy of placing the burden of water infrastructure development on the developer or property owner benefiting from the improvement.

Objective 6.B Establish a policy that requires developers to help pay for system upgrades which are necessary as a direct result of their development.

Objective 6.C Ensure that employees receive adequate training to keep them informed on the latest technologies and processes involved in water distribution and treatment.

Objective 6.D Adopt a source water protection plan for the City of Bowling Green.

7. Create a transportation program(s) which will keep the streets safe and adequately maintained for the future.

Objective 7.A Complete a street inventory of the streets in Bowling Green to assess their condition and develop a funding strategy to make improvements based upon the priority of needs.

Objective 7.B Partner with Federal, State, County, and local agencies/organizations to obtain the maximum funding possible to support roadway improvements.

Objective 7.C Develop an aggressive street maintenance program to repair damage to public streets.

Objective 7.D Investigate incorporating newer design elements such as roundabouts, and traffic

calming techniques into roadway improvements, as appropriate.

Objective 7.E Establish a policy requiring property owners and/or developers to dedicate right-of-way and construct roadways consistent with the City's adopted Major Street Plan.

Objective 7.F Work with postal officials on mailbox drop locations.

8. Recognize and acknowledge the value of the airport to the region.

Objective 8.A Work with airport users to create an additional demand for airport facilities.

Objective 8.B Cooperate with Federal and State officials to obtain funding for airport improvements.

Objective 8.C Market the airport to encourage additional business related travel and cargo transfer opportunities.

Objective 8.D Meet with regional pilots to develop a strategy for additional airport usage.

Objective 8.E Seek economic development opportunities at the airport.

9. Maintain an exceptional solid waste program for trash service and recycling within the community.

Objective 9.A Develop a strong marketing campaign to alert citizens to existence of the City's recycling and eco-friendly program.

Objective 9.B Aggressively pursue markets for recyclables and expand the amount and diversity of material accepted.

Objective 9.C Work with the City's waste hauler to explore strategies to reduce waste hauling costs and as a result maintain the rate paid for solid waste management by residents/businesses.

Objective 9.D Keep apprised of the newest technologies in solid waste management.

10. Provide an appropriate wastewater management system to meet current and projected demand.

Objective 10.A Ensure that employees receive adequate training to keep them informed on the latest technologies and processes involved in wastewater management and treatment.

Objective 10.B Establish a policy to oversize water and sanitary sewer lines leading to areas “slated” for future development.

Objective 10.C Conduct video camera inspections of the sanitary sewer lines to determine where problems exist and develop a strategy to correct those deficiencies.

Objective 10.D Conduct a wastewater management study to determine what improvements will be necessary to handle future development demands.

Objective 10.E Review the Capital Improvements Plan budget and allocate monies to repair or replace inadequate sewer lines.

Objective 10.F Work with surrounding communities on a regional approach to wastewater treatment.

11. Develop a comprehensive stormwater management system for the community.

Objective 11.A Enhance overall stormwater management through improved erosion control measures.

Objective 11.B Investigate the creation of regional stormwater basins to “capture” excess stormwater during rainfall events.

Objective 11.C Consider the use of retention basins in areas where the facility could serve as a community amenity.

Objective 11.D Conduct an inventory of stormwater management challenges and develop both short-term and long-term strategies to meet those challenges.

Objective 11.E Explore the use of in-stream detention techniques to enhance stormwater management control.

12. Develop a transportation strategy which promotes a “small-town” community atmosphere.

Objective 12.A Develop alley utilization and alleyway standards for the community.

Objective 12.B Designate various new and/or existing streets to be more tree-lined streets with sidewalks.

13. Explore other alternative transportation options within the region.

Objective 13.A Explore the possibility of a vanpool service along Highway 61 to access employment centers in the region.

Objective 13.B Work with MODOT to develop commuter lots in the region.

ECONOMIC DEVELOPMENT

1. Improve the vitality of the Square in attracting and retaining businesses.

Objective 1.A Encourage and promote the use of historic tax credits for older downtown buildings.

Objective 1.B Support the development, adoption, and implementation of a downtown redevelopment plan.

Objective 1.C Work with the newly created downtown merchants association to establish goals, policies, and programs which will make the Square a viable commercial district.

Objective 1.D Investigate the creation of a facade improvement program for businesses on the Square.

Objective 1.E Evaluate the possibility of improving the exterior facade of all municipal buildings to create a complementary appearance to other buildings located around the Square.

Objective 1.F Develop and adopt architectural guidelines for buildings around the Square.

2. Strengthen the City of Bowling Green's commercial and industrial sectors to provide jobs and expanded services.

Objective 2.A Work closely with the Missouri Department of Economic Development to alert them to development opportunities available in Bowling Green.

Objective 2.B Cooperate with development interests to pursue additional commercial development near the Walmart center.

Objective 2.C Expand the industrial base near the airport.

Objective 2.D Coordinate with the Northeast Correctional Facility to expand services and job opportunities associated with this facility.

Objective 2.E Meet with the railroad to determine how additional rail-related jobs can be brought to the Bowling Green area.

Objective 2.F Survey local existing businesses to determine how the City can assist them in providing additional job opportunities.

Objective 2.G Identify and pursue “targeted” businesses in the commercial and industrial sectors.

Objective 2.H Develop a strategy for Business 54 and Business 61.

3. Develop an appropriate approach of utilizing various economic development incentives

to attract development.

Objective 3.A Utilize, as deemed appropriate, the various financing strategies available from Missouri legislation such as Tax Increment Financing (TIF), Neighborhood Improvement District (NID), Community Improvement District (CID), and Transportation Development District (TDD) techniques.

Objective 3.B Work cooperatively with the school district and other taxing entities to educate them about the use of these financing tools.

Objective 3.C Develop public-private partnerships to expand infrastructure as a means to attract further development.

4. Increase both the diversity and quality of employment opportunities within the region.

Objective 4.A Maintain an active inventory of available industrial and commercial properties to promote development opportunities and associated employment.

Objective 4.B Continue to work closely with businesses in the region to promote both retention and expansion opportunities.

Objective 4.C Work with the school district and local colleges/universities to provide education and training to maintain an adequate employment “pool” of skilled workers.

Objective 4.D Attempt to create an office market in the local economy.

Objective 4.E Support and encourage programs such as skill assessments, job training, and worker retention.

Objective 4.F Work to promote the establishment of a small business incubator or other strategies to promote start-up businesses.

5. Expand tourism and “welcoming” efforts to promote the City of Bowling Green as a great place to live and to visit.

Objective 5.A Continue efforts to establish a Welcome Center in Bowling Green.

Objective 5.B Investigate various financing strategies to promote and enhance tourism in Bowling Green.

Objective 5.C Develop a marketing campaign with a consistent theme, and produce marketing materials which utilize that theme.

Objective 5.D Work closely with the Missouri Department of Tourism in promoting the Bowling Green area.

Objective 5.E Integrate the Amish community into the marketing strategy for Bowling Green.

6. Foster economic development that works.

Objective 6.A Investigate the possibility of hiring a Community Development Director to focus on the planning and economic development needs of Bowling Green.

Objective 6.B Develop a business plan to respond to the needs identified by the local business community.

Objective 6.C Maintain a database of interested builders and developers who could partner with out-of-town interests in creating economic development opportunities.

Objective 6.D Work with the local business community to encourage them to incorporate the City's marketing strategy into their advertising efforts.

Objective 6.E Pursue partnerships with other public and private groups/agencies to showcase the community as “the place” to do business in the region.

7. Develop an economic development strategy which provides sustainability to the Bowling Green community.

Objective 7.A Continue to foster a pro-business approach in City government which facilitates opportunities for business development and enhancement.

Objective 7.B Balance the needs of the community for a high quality-of-life with economic development interests.

Objective 7.C Work closely with the school district and area colleges/universities to teach skills which employers can use to maintain a well-educated and trained workforce.

Objective 7.D Continue to work with the local media outlets to promote a sustainable economic base for the community.

Objective 7.E Attract a college to Bowling Green.

PARKS, RECREATION, AND OPEN SPACE

1. Maintain and further develop the existing parks in the City of Bowling Green.

Objective 1.A Continue to implement the Parks Master Plan for park development.

Objective 1.B Periodically review and update the Parks Master Plan, as necessary, to be responsive to the parks/recreation needs of the community.

Objective 1.C Investigate possible funding sources/strategies to implement the Parks Master

Plan more quickly.

Objective 1.D Continue efforts to link the parks with the community with enhanced pedestrian access such as sidewalks and hiking/biking trails.

2. Evaluate recreational and entertainment opportunities for the City's youth.

Objective 2.A In cooperation with the school district, undertake a survey of Bowling Green youth to determine their perceived needs for parks and recreational resources.

Objective 2.B Determine where deficiencies exist and develop a strategy to meet those needs.

Objective 2.C Work closely with the school district and other public/private recreational providers to create additional recreational and entertainment opportunities.

Objective 2.D Utilize technology to allow youth to access information on these opportunities.

3. Investigate construction of a “Rec-Plex” type recreational facility for use by the community.

Objective 3.A Survey Bowling Green citizens to determine their interest in such a facility, and what recreational elements they would want to see in the building.

Objective 3.B Identify a potential site for a facility.

Objective 3.C Discuss with the school district, Pike County and other neighboring communities their possible interest in partnering on construction/operation of a recreational facility.

Objective 3.D Develop a funding strategy, such as TIF/GO bonds to construct a facility.

Objective 3.E Develop a funding strategy, such as user/pass fees to operate a facility.

4. Enhance existing, and explore the creation of new, park facilities to serve Bowling Green residents.

Objective 4.A Inventory existing land uses in the City of Bowling Green and identify potential location(s) for placement/creation of additional park areas.

Objective 4.B Establish another park in the northern portion of the City of Bowling Green.

Objective 4.C Consider passage of an Ordinance requiring dedication of park/green space in conjunction with development in the City.

Objective 4.D Work with Pike County, State of Missouri, and Federal officials to establish a regional park near the City of Bowling Green.

Objective 4.E Investigate placement of wellness stations along established trails in the City to

further enhance recreational opportunities.

Objective 4.F Develop an overall Hiking, Biking, and Walking Master Plan for the community, with the goal of a comprehensive pedestrian system.

5. Enhance existing, and explore the creation of new, recreational programs to serve Bowling Green residents.

Objective 5.A Develop a matrix of recreational programs and services offered throughout the area by both public and private providers.

Objective 5.B Determine where gaps in recreational programs and services exist.

Objective 5.C Develop a strategy on how to best meet those unfulfilled needs.

Objective 5.D Investigate the creation of a Parks and Recreation Department for the City.

6. Preserve and protect special green space resources such as floodplains, wetlands, and stream corridors.

Objective 6.A Identify special green space resources which exist throughout the community.

Objective 6.B Adopt an Ordinance which protects these resources, including not allowing development within 50 feet of a special stream corridor.

Objective 6.C Establish a mechanism whereby special green space resources can be dedicated to the City of Bowling Green.

7. Provide opportunities for additional green space.

Objective 7.A Identify potential land on the City's adopted Future Land Use map which could be set-aside for green space.

Objective 7.B Work with a land trust to establish a mechanism whereby green space can be placed in a trust for perpetual preservation.

Objective 7.C Work with developers upon submission of a development plan to set-aside green space as part of their development proposal.

AESTHETICS

1. Pursue an aggressive code enforcement program of the existing regulations which focuses on improving the appearance of Bowling Green throughout the City.

Objective 1.A Conduct a visual inspection of the exterior of every structure in the City of Bowling Green and work with owners to correct noted deficiencies.

Objective 1.B Pursue funding and volunteer help to assist homeowners with making necessary improvements.

Objective 1.C Design and maintain governmental facilities in a manner which reflects a commitment to high-quality.

Objective 1.D Investigate the possibility of establishing an extensive and routine street-sweeping program in the City of Bowling Green.

Objective 1.E Discuss among community leaders the appropriateness of establishing architectural design guidelines for non-residential development in the City.

Objective 1.F Have the Police and Building Departments work together to keep weeds, derelict vehicles, and other negative aesthetic images controlled.

2. Focus on visual enhancement of the Square.

Objective 2.A Work with the newly formed downtown merchant's association to determine their interests in enhancing the architectural appearance of buildings on the Square.

Objective 2.B Coordinate establishment of a facade easement program to improve the appearance of buildings on the Square.

Objective 2.C Consider the use of banners around the Square to promote businesses and add color and vitality to the area.

Objective 2.D Restripe the Square.

Objective 2.E Add landscaping elements to the Square, such as planters, and develop a regular upkeep and maintenance program.

3. Support the preservation of historic structures and landmarks throughout the City of Bowling Green.

Objective 3.A Establish a historic structure and landmark identification program in the City.

Objective 3.B Add “markers” to identified historic structures and landmarks.

Objective 3.C Incorporate the identification and location of these resources into the City's marketing materials.

Objective 3.D Explore funding strategies to assist in renovating, restoring, and maintaining these cultural resources.

4. Develop a signage program which identifies Bowling Green and directs residents and visitors throughout the community.

Objective 4.A Develop a unified and thematic approach to signage in the City.

Objective 4.B Add directional signage throughout the City to identify major points of interests such as the Square and Champ Clark house.

Objective 4.C Work with the Missouri Department of Transportation (MODOT) to identify all major access points from Highway 61 into the City of Bowling Green.

Objective 4.D Should a banner program be established, work with the business community to sponsor such a program.

5. Develop a coordinated program of visual enhancement throughout the community.

Objective 5.A Establish a street tree program along the City's principal thoroughfares.

Objective 5.B Work with the utility companies to locate utility service underground for better aesthetics and more reliable service.

Objective 5.C Develop a visual enhancement plan for the Highway Business 61 corridor.

Objective 5.D Undertake a unified street light and parking lot lighting program throughout the community.

Objective 5.E Create a landscape enhancement plan at the principal Highway 61 interchanges.

6. Review the type of building materials, and their applicability in various areas of the City.

Objective 6.A Work with the business community to determine what type of building materials should not be acceptable in Bowling Green.

Objective 6.B Rewrite the City's development code to restrict/limit the use of identified materials and establish a review procedure for the appearance of non-residential structures.

LAND USE

1. Improve neighborhood stability through an effective code enforcement strategy and the provision of various added neighborhood enhancements/amenities.

Objective 1.A Pursue a program to link neighborhoods to community facilities through the provision of sidewalks, bicycle paths, and trails.

Objective 1.B Establish a strong Neighborhood Watch program in the City.

Objective 1.C Assess the need for any enhanced lighting in neighborhoods.

Objective 1.D Work with developers and neighborhood associations to provide park/open space opportunities.

Objective 1.E Make land use decisions which will strengthen neighborhoods.

2. Improve the vitality and viability of all of the City's commercial districts including Business Highway 54, Business Highway 61 and Downtown.

Objective 2.A Create an inventory of properties along these corridors available for development.

Objective 2.B Work closely with the development community to market these properties to commercial, industrial and residential interests.

Objective 2.C Make the necessary infrastructure improvements to support development activities along these corridors.

Objective 2.D Annex properties along these corridors which would be beneficial to the City.

Objective 2.E Discuss the possibility of establishing a Corridor Overlay District along these corridor(s) to place higher-quality design requirements for future development.

Objective 2.F Work with the existing businesses along these corridors to “get their thoughts” about what would help improve their business success.

3. Create an appropriate balance and placement of industrial, commercial, office, and residential land uses.

Objective 3.A Utilize the City's Future Land Use map as a guide in making land use decisions.

Objective 3.B Minimize conflict between residential and non-residential land uses through the use of effective mitigation measures.

Objective 3.C Undertake a yearly review of the City's adopted Future Land Use map to determine if changes appear warranted based upon changing conditions.

Objective 3.D Coordinate with Pike County on development occurring within the City's identified future growth area.

4. Maintain the “small-town” atmosphere of Bowling Green through development of a coordinated residential program.

Objective 4.A Require new subdivisions to meet high-quality standards with regard to green space and pedestrian accessibility.

Objective 4.B Investigate the establishment of an Occupancy Permit program for the City.

Objective 4.C Require new subdivisions to provide subdivision restrictions which help to maintain the “small-town” atmosphere.

Objective 4.D Review the City's subdivision and zoning codes to determine ways to preserve and enhance the “feel” of Bowling Green.

5. Evaluate City boundaries to better guide future land use activities.

Objective 5.A Plan for future development outside of the City's current corporate boundaries.

Objective 5.B Identify key development parcels within this identified future land use area.

Objective 5.C Work with property owners to annex these parcels into the City of Bowling Green.

6. Develop an effective growth management strategy which maintains a sustainable mix of land uses.

Objective 6.A Utilize the City's adopted Future land Use map as a means to ensure that adequate land area exists to meet future development needs.

Objective 6.B Work with developing projects to size infrastructure to serve the future needs of the community.

Objective 6.C Promote an annexation strategy which provides a mix of housing, job opportunities, and services for the population served.

7. Coordinate meeting the needs of both agricultural and urban land use interests.

Objective 7.A Cooperate with agricultural interests in the region to meet their immediate needs while planning for alternative land uses in the future.

Objective 7.B Attempt to prevent a “leap-frogging” of agricultural areas when urban development occurs.

CIVIC IMPROVEMENT

1. Maintain a detailed Capital Improvements Plan to determine both existing and future needs and budget accordingly.

Objective 1.A Establish a minimum 5-year Capital Improvements Plan (CIP) and review on an annual basis.

Objective 1.B Develop standards for replacement of vehicles and equipment.

Objective 1.C Investigate funding strategies to help maintain a viable CIP.

2. Encourage on-going community support and involvement through implementation of the Comprehensive Plan.

Objective 2.A Adopt the Envision 2020 Comprehensive Plan with support from the Board.

Objective 2.B Review and update the Comprehensive Plan, as appropriate, on a five-year interval.

Objective 2.C Direct the City Administrator to actively work on implementation of the goals and objectives contained within the Plan.

Objective 2.D Prepare a yearly summary for the Planning & Zoning Commission and Board of Aldermen updating them on which goals and objectives have been met.

3. Encourage and promote public participation on City boards, commissions, and committees.

Objective 3.A Advertise to the community the various boards, commissions, and committees established by the City of Bowling Green and encourage people to participate.

Objective 3.B Maintain an up-to-date list of those citizens interested in serving.

Objective 3.C Appoint citizens whose qualifications best meet the needs of the City.

4. Create additional opportunities for area residents to gather together.

Objective 4.A Work with various community groups, churches, and civic organizations to develop a comprehensive “events calendar” for the community.

Objective 4.B Publicize the “events calendar” on the City's website and alert citizens to its availability.

Objective 4.C Promote a City-wide festival for the Square and limit access immediately around the Square for pedestrian-only use.

Objective 4.D Place benches around the community at strategic locations to encourage people to meet and gather.

5. Attract and retain qualified professional City employees with high-ethical standards and exceptional customer service skills to provide quality service to the citizens.

Objective 5.A Provide specific training opportunities for City Staff to keep them current in

their knowledge of the jobs they perform on behalf of the City.

Objective 5.B Maintain up-to-date job descriptions for all employees so that both the City and the employee understands the functions of the job being performed.

Objective 5.C Establish a policy of maintaining high ethical standards by employees of the City and convey the importance of these standards through the City Administrator.

Objective 5.D Create a reward system which recognizes those employees who perform an exceptional job to meet the needs of the citizens of the community.

6. Seek cost-effective strategies which utilize technology to improve government services in the community.

Objective 6.A Investigate the use of such technologies as remote meter reading, green-light technology for emergency vehicles, use of GIS for infrastructure mapping, and reverse 911.

Objective 6.B Develop a procedure whereby the most cost-effective strategy can be utilized to deliver exceptional service to the citizens of Bowling Green.

Objective 6.C Maintain the City's website to provide a "one-stop-shop" location for people to be able to access information and download forms.

7. Develop a user-friendly City Hall responsive to the needs of the citizens.

Objective 7.A Provide customer training for employees who have regular dealings with the public.

Objective 7.B Develop a standardized citizen concern system which responds to concerns within 72 hours.

8. Develop cooperative approaches with other communities and institutions to improve services for Bowling Green residents.

Objective 8.A Work with Pike County officials and other nearby communities to determine what regional issues exist which could best be addressed through joint cooperation.

Objective 8.B Closely cooperate with the school district to determine how the needs of area youth can be managed.

9. Improve government services in a manner which conserves, and yet maximizes the impact of public expenditures.

Objective 9.A Investigate methods to supplement existing funds through the use of grants, tax incentives, tax credits, and other viable funding sources.

Objective 9.B Evaluate all City services and determine an acceptable and achievable level of performance.

Objective 9.C Evaluate the use of Leadership in Energy and Environmental Design (LEED) “green” applications which can reduce energy costs to the City.

ECONOMIC DEVELOPMENT PROGRAMS/FUNDING

Following is a brief summary of the various tax incentive programs offered by the State of Missouri through the Missouri Department of Economic Development (DED) and local communities as indicated on the State of Missouri website. Several of these programs could be used by the City to assist in implementing the goals and objectives contained within this Comprehensive Plan. These potential funding sources are as follows:

Business Facility Tax Credit Program

Provides tax incentives to facilitate the expansion of new or existing businesses in Missouri which occurred prior to January 1, 2005.

Chapter 353 Tax Abatement

Tax abatement is available to for-profit urban redevelopment corporations organized pursuant to the Urban Redevelopment Corporation Law. Tax abatement under this law is extended to real property which has been found to be a “blighted area” by the City.

Enhanced Enterprise Zone

Provides State of Missouri tax credits to new or expanding businesses in a Missouri Enhanced Enterprise Zone.

Enterprise Zone Tax Benefit Program

Provides tax incentives to facilitate the expansion of new or existing businesses in Missouri which occurred prior to January 1, 2005.

Film Production Tax Credit Program

Provides a State of Missouri tax credit to qualified film production companies up to 50% of the company's expenditures in Missouri for production or production related activities necessary to make the film (not to exceed \$1 million in tax credits per project).

Loan Guarantee Fee Tax Credit Program

Provides State of Missouri tax credits to an “eligible small business” for the amount of a guarantee fee paid to either to the U.S. Small Business Administration or the U.S. Department of Agriculture for a small business loan.

Mutual Fund Tax Apportionment

Assists in stimulating the mutual fund industry in the State by allowing those certified by the DED to

utilize a more favorable State income apportionment method for tax purposes.

Quality Jobs Program

Facilitates new quality jobs by targeting various business projects.

Rebuilding Communities Tax Credit Program

Helps to stimulate eligible business activity in Missouri's "distressed communities" by providing State tax credits to eligible businesses that locate, relocate, or expand their businesses within these identified "distressed communities".

Sales Tax Exemption

Machinery and equipment used to establish a new manufacturing facility, or to expand an existing manufacturing facility, is exempt from local and State sales /use taxes, provided that such machinery/equipment is used directly to manufacture a product ultimately intended for sale.

Small Business Incubator Tax Credit Program

The DED may issue a 50% State of Missouri tax credit to a taxpayer who makes a contribution to an approved incubator sponsor in Missouri.

Wine and Grape Tax Credit Program

Assists vineyards and wine producers with the purchase of needed new equipment and materials by granting a State tax credit for a portion of the purchase price.

In addition to State tax credits, the State of Missouri also has various public infrastructure programs to provide economic enhancement to a project. Following is a brief summary of those programs:

Brownfield Program

Provides financial incentives for the redevelopment of commercial or industrial sites that are contaminated with hazardous substances and have been abandoned or underutilized for at least three years.

Industrial Development Bond

Cities or Counties may purchase or construct various types of projects with bond proceeds, and sell or lease the project to a private company. Costs which may be eligible are the purchase, construction, extension, and improvements to warehouses, distribution facilities, or industrial plants.

Industrial Infrastructure Grant

Assists local governments with the development of public infrastructure which allows industries to locate new facilities, expand existing facilities, or prevent the relocation or closing of a facility. Grants must be made in cooperation with a City or County sponsor. Priority projects include manufacturing, processing, and assembly companies.

Tax Credit for Contribution Program

This program grants a tax credit equal to 50% of the monies contributed by a taxpayer to one of three "funds" established by the Statutes including the "industrial development and reserve fund", "infrastructure development fund", or the "export finance fund".

The Missouri Department of Economic Development, and other State and Federal agencies have resources available to facilitate capital development for new and expanding high-growth businesses in the State of Missouri. Following is a brief description of some of those available financial resources:

Seed Venture Capital

Venture capital is called equity financing and therefore involves no direct obligation for the business to repay the fund. As such, the investor usually has a stake in the business and is concerned about the long-term success and profitability of the enterprise.

New Enterprise Creation Act

This Act is intended to generate investment in new start-up Missouri businesses that have not developed to the point where they can secure conventional financing or significant venture capital.

Certified Capital Companies (CAPCO)

A CAPCO may invest in an eligible business, which is in need of venture capital but is unable to secure conventional financing. The eligible business must derive their revenue primarily from manufacturing, processing, or assembling of products; conducting research and development; or service businesses which derive more than 33% of their revenue from outside the State of Missouri.

U.S. Small Business Administration

The Small Business Administration has a venture capital program available to businesses from around the United States which may have applicability to local projects.

The State of Missouri also offers various financing programs as further described herein:

Action Fund Loan

Manufacturing, processing, and assembly companies located in a non-entitlement area may be eligible for a loan that may be used for the purchase of new machinery and equipment or working capital. The loan must have a City or County sponsor.

Industrial Development Bonds

Cities or Counties may purchase or construct certain types of projects with bond proceeds and then sell or lease the project to a company. Costs which may be eligible are for the purchase, construction, extension, and improvement of warehouses, distribution facilities, and/or industrial plants.

Urban Enterprise Loan Program

This program assists small business owners only in the St. Louis and Kansas City urban areas by offering low-interest loans and would not be available to the City of Bowling Green.

In addition to the programs described above, the State of Missouri offers various workforce initiatives. The Missouri Department of Economic Development can provide details of these resources to interested business owners.

In addition to assisting business enterprises, there are a number of revenue sources which are available to Missouri municipalities. These revenue sources include six sales taxes, including: general revenue;

capital improvements; economic development; transportation; storm water/parks; and, fire protection. All of these sales taxes are applied to the receipts from retail sales within the City limits. Following is a brief description of each of these sales taxes as highlighted in an article in the *Missouri Municipal Review* magazine published by the Missouri Municipal League:

General Revenue Sales Tax

Municipalities may impose a general revenue sales tax of one-half of one percent, seven-eighths of one percent, or one percent as approved by voters. The revenue can be used for any City purpose.

Capital Improvements Sales Tax

The capital improvements sales tax can be used for the funding, operation, or maintenance of a capital improvement and/or the repayment of bonds to finance a capital improvement. The tax may be at a rate of one-eighth, one-fourth, three-eighths, or one-half of one percent.

Economic Development Sales Tax

This tax allows municipalities to enact a sales tax of up to one-half of one percent. The revenue can be used for acquiring land, installing and improving infrastructure and/or public facilities relating to a long-term economic development project. Only retail development located in a historic district or as part of a downtown redevelopment project is eligible. Funds may also be used for a marketing program.

Transportation Sales Tax

The transportation sales tax can be up to one-half of one percent and is to be used for transportation purposes. This would include such things as public mass transit systems; the construction, repair, and maintenance of streets, bridges and airports; and the acquisition of land and/or right-of-way for these purposes. The revenue can also be used to pay off bonds used for transportation purposes.

Storm Water/Parks Sales Tax

This sales tax may also be up to one-half of one percent to be used for either or both stormwater control and parks as indicated by the ballot language.

Fire Protection Sales Tax

While very few municipalities have their own Fire Department, the State Statutes do allow Cities to enact a sales tax of as much as one-fourth of one percent for fire protection purposes. The funds generated from this tax must be deposited in a special trust fund and used only for the operation of a municipal Fire Department.

Local Use Tax

Another type of tax is the local use tax which can be applied in lieu of the local sales tax on sales transactions that both individuals and businesses conduct with out-of-state vendors. The rate to be applied is at the same rate as the local sales tax. This tax, along with each of those previously described, must be approved by voters.

Other Revenue Sources

Besides for sales taxes, there are other revenue sources which are available to Cities to fund various aspects of the elements contained within this Comprehensive Plan. These funding sources provide a means to assist the City with those aspects of the Plan requiring financial support in order to be

successfully implemented. These additional funding sources are described, as follows. Some are already being used by the City as a means to “run” City government:

Municipal Property Taxes

Property tax rates are set each year by the municipality. The upper limits are set by the State Constitution and State Statutes. The State Auditor is mandated to set the maximum levy through a complicated formula. Municipalities can increase the maximum levy only through a vote of the citizens. The revenue can be used for any legitimate governmental purpose.

General Operating Levy

The general operating levy may be imposed at a rate of up to \$1.00 per \$100 of assessed valuation. Also, the municipality may impose an additional levy of as much as \$0.30 per \$100 of assessed valuation over the maximum for a period not to exceed four years if approved by a two-thirds majority of the voters. This revenue is used for general operation of City government.

Parks/Recreation Levy

The Missouri State Statutes authorize a tax levy of up to \$0.20 per \$100 of assessed valuation to be used for park and recreation purposes. This levy also requires two-thirds voter approval. The revenue can also be used for the purchase and maintenance of park land if approved by a majority of voters. The monies are to be administered by a nine-member administrative park board who have control over how funds are spent.

Health/Solid Waste/Museum Levy

Municipalities are also authorized to establish a levy not to exceed \$0.20 per \$100 of assessed valuation for hospital, public health, solid waste, and/or museum purposes.

Library Levy

While libraries are many times a part of a separate library district, Cities do have the authority to start and maintain their own public libraries. The tax rate levy is included in a petition from at least 5% of the qualified voters and must be approved through a majority vote on the issue.

Municipal Motor Vehicle License Tax

A municipality can establish a motor vehicle license tax either as a flat tax or based upon the horsepower of the vehicle. The tax rate must be approved by a majority of voters.

Business License

The Missouri State Statutes provides a listing of businesses which may be subjected to a license tax. These occupations, merchants, and manufacturers' licenses may be based upon a percentage of gross receipts, number of employees, square footage of the business, or a flat tax based upon the type of business.

Liquor License

Municipalities may charge up to one and one-half times the rate charged by the State of Missouri to license liquor providers.

Municipal Utility Gross Receipts Taxes

Missouri municipalities can levy a utility tax on the basis of either gross receipts or as a flat tax. The most common rate is five percent of gross receipts. City-owned utilities can transfer from the utility fund to the general fund in-lieu-of-taxes.

Municipal Court Revenue

Third and fourth-class Cities in Missouri are authorized to collect fines up to \$500 for violations of the Municipal Code. In addition, they can impose a court fee of \$12.00-15.00; incarceration reimbursement charges; a \$2.00 law enforcement training fee; and, a charge to recoup the costs for alcohol or drug related traffic arrests.

Motor Vehicle Fuel Tax

All municipalities in the State (over 100 persons) share in 15 percent of the State Highway Fund which includes revenues from the motor fuel tax, license and registration fees, and one-half of the State sales tax on the purchase of automobiles. These funds may only be used for transportation purposes.

Hotel/Motel Tax

The State of Missouri recently adopted legislation granting municipalities which meet certain criteria the ability to adopt a hotel/motel tax.

Lastly, there are a number of other programs and/or funding techniques established by the Missouri State Statutes which may be appropriate to achieve the goals and objectives set forth in this Comprehensive Plan. These funding programs/techniques include Chapter 100 financing; Neighborhood Improvement District (NID); Transportation Development District (TDD); Tax Increment Financing (TIF); and Chapter 353 financing. Following is a brief description of these programs:

Chapter 100

Chapter 100 of the Missouri Revised Statutes provides a financing mechanism which is sometimes used for manufacturing and industrial development. This provision provides for the relocation or expansion of a business with a higher number of employees. It can be used to finance property improvement or major equipment acquisition.

The City of Bowling Green could issue revenue bonds under Chapter 100 to purchase property. During the bond period, Bowling Green would hold title to the property. A business would enter into a lease for the property. If the property is equipment rather than real estate, the property would be acquired under Bowling Green's sales tax extension certificate.

At the end of the bond term, the property is deeded from the City of Bowling Green to the business enterprise. A common practice in some areas of the State is to provide payments in-lieu-of-taxes to the local school district. These payments are usually negotiated between the City and appropriate school district.

Neighborhood Improvement District (NID)

Another financing technique to encourage business development is the creation of a Neighborhood Improvement District, which is used to make public improvements. Although the NID does not contribute directly to the relocation or expansion of a business, the improvements funded by the NID bonds could serve as a supplement for development.

As an example, a Neighborhood Improvement District could be used for road construction or utility extensions into an area which might require significant capital contributions for infrastructure. This technique can also be used to fund a parking garage or other public facility.

Under a Neighborhood Improvement District, the City could issue bonds which are repaid through special assessments on the benefited property. This would allow the private sector to finance the improvements through the City of Bowling Green, while “spreading” the payment of essential infrastructure over a period of years. The financing could be future enhanced by the City through repayment of the bonds from general fund revenue. Those additional contributions could lessen the amount of individual payments made by the development.

Transportation Development District (TDD)

A Transportation Development District is generally used to fund transportation facilities such as roads and bridges. The process would begin with a petition filed with the Franklin County Circuit Court by either registered voters, property owners, or the local government. The petition would identify all qualified voters or property owners within the District; District boundaries; a description of the project; the name of the District; the number of Board members and their proposal terms within the District; and the proposed funding method.

The Circuit Court would then hear the petition without a jury and determine any legal issues relative to formation of the District. If the petition were filed by the City of Bowling Green or voters, the Circuit Court would order an election to be held. If the petition was filed by property owners, the Court could declare the District organized and certify the appropriate funding mechanism.

Projects under a Transportation Development can be financed through a variety of methods, such as a special assessment, property levy, business license tax, tolls, or a sales tax levy of up to one percent on certain retail sales. The revenue bonds may not exceed a period of 40 years.

Tax Increment Financing (TIF)

Under Tax Increment Financing, any increase in tax which results from the development/redevelopment of land is determined to be an “increment” and is paid by the developer. In addition, the TIF “captures” 50 percent of the economic activity taxes generated at the site such as sales, earnings, and utility taxes. Those monies are available for financing bonds or reimbursing eligible project costs to the developer.

To qualify for Tax Increment Financing, a development plan must be approved. The project area must be proven to be a blighted, conservation, or economic development area. Additionally, the developer must have sufficient data demonstrating that the process would not proceed without the TIF. This process is commonly referred to as the “but-for” test. Also, some pass-through to the school district or other tax entities can be provided. However, it should be realized that this decreases the amount of money available to fund the project.

Chapter 353

Under Chapter 353 of the Missouri Revised Statutes, a developer can receive the power of the condemnation and tax abatement on a project. From a tax standpoint, the value of the land is “frozen” for up to ten years. Once the ten year period expires, taxes are paid at a level of 50 percent of the land and improvements for a second duration of time (not to exceed 15 years).

As in the case of Tax Increment Financing, a development plan must be approved, and the land blighted, to qualify under a 353. Also, the project developer is limited to eight percent on earnings determined over the life of the project (not to exceed 25 years).

Other Development Assistance Programs

Since 1977 when the Neighborhood Assistance Tax Credit was created by the Missouri Legislature, over 60 programs for funding methods to assist projects have been created. These programs have included tax credits, general revenue appropriations for grants and loans, tax diversion, tax apportionment, exemptions, abatements, and new taxes on assessments. These programs are administered by various Missouri State agencies and other political subdivisions.

Appendix A

Demographic Characteristics

Appendix B

Public Participation Materials

Appendix C

Draft Goals/Objectives and Voting Results