

City of Bowling Green

Envision 2020 Comprehensive Plan

Draft Objectives

*These are the draft objectives for the Envision 2020 Comprehensive Plan. The City would like to have your input on whether you agree or disagree with each proposed objective. In the space provided after each objective, please indicate by a **number** whether you **4-strongly disagree**, **3-disagree**, **2-agree**, or **1-strongly agree**. Thank you for taking the time to provide your opinion to help the City set its future direction.*

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

Objective 9.E 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 narrow, 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 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.