

THE CITY OF BOLIVAR, MISSOURI

2010 COMPREHENSIVE PLAN



THE 2010 BOLIVAR COMPREHENSIVE PLAN

CITY OF BOLIVAR, MISSOURI

Adopted by the
City of Bolivar
Planning and Zoning Commission

The 25th day of March, 2010

Adopted by the
City of Bolivar
Board of Aldermen

The __ day of _____, 2010

**RESOLUTION NO. 2010-1 OF PLANNING AND ZONING COMMISSION
CITY OF BOLIVAR, MISSOURI**

**A RESOLUTION ADOPTING THE CITY OF BOLIVAR 2010
COMPREHENSIVE PLAN THAT COMPLETELY AMENDS THE EXISTING
COMPREHENSIVE PLAN OF JUNE 1980 AS AMENDED.**

WHEREAS, pursuant to Sections 89.340 to 89.360 of the Revised Statutes of Missouri ("RSMo"), the city is authorized to make, adopt, amend, and carry out a city plan for the physical development and uses of land and for the general location, character and extent of streets and other public ways within the corporate limits; and

WHEREAS, the Planning and Zoning Commission of the City of Bolivar, Missouri, ("the Commission") adopted a Comprehensive Plan in June of 1980, as the City Plan for the City; and

WHEREAS, said Plan was thereafter amended from time-to-time; and

WHEREAS, Sections 89.340 - 89.360, RSMo, provides that the Commission may adopt and amend a plan for the physical development of the City ("the Plan") from time-to-time; and

WHEREAS, Section 89.380, RSMo, provides that whenever the Commission adopts or amends a Plan, the Commission must first approve the location, extent, and character of public facilities included in the Plan; and

WHEREAS, the Commission has determined that it is appropriate and necessary to amend the entirety of the Plan to update the possible future uses of land within the City and to provide recommendations and proposals for the orderly growth and development of the City, and

WHEREAS, a proposed 2010 Comprehensive Plan has been prepared by City staff and independent contractors through surveys, maps, and studies of existing conditions and probable future growth in the City and were made with the general purpose of guiding and accomplishing a coordinated development of the City which will, in accordance with existing and future needs, best promote the general welfare as well as efficiency and economy in the process of development; and

WHEREAS, the Commission published notice of the time and place of a public hearing to consider the 2010 Comprehensive Plan in the Bolivar Herald Free Press on March 5, and March 10, 2010, and thereafter opened a public hearing on adoption of the Plan on March 25, 2010, at 6:00 p.m. at the Bolivar City Hall at which time the Commission accepted evidence and testimony regarding the proposed amendment; and


WHEREAS, the Commission now desires to approve the 2010 Comprehensive Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING AND ZONING COMMISSION OF THE CITY OF BOLIVAR, MISSOURI, AS FOLLOWS:

1. The 2010 Comprehensive Plan is hereby adopted in accordance with Section 89.340 to 89.360, RSMo, as a complete amendment and restatement of the June 1980 Comprehensive Plan, as heretofore amended.
2. The Chairman and Secretary of the Planning and Zoning Commission are hereby authorized to affix their signatures to the 2010 Comprehensive Plan as adopted pursuant to this Resolution and said Resolution shall be filed in the office of the Commission, shall be certified to the Board of Alderman and the City Clerk and a copy provided to the Recorder of Deeds of Polk County, Missouri, and said Plans shall be available for public inspection during normal office hours at the City Clerk's office at Bolivar City Hall.

Adopted this 25th day of March, 2010.

ATTEST:


Dan Carman, Secretary
Planning & Zoning Commission


Ed Kurtz, Chairperson
Planning & Zoning Commission

ACKNOWLEDGEMENTS

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Parks & Recreation

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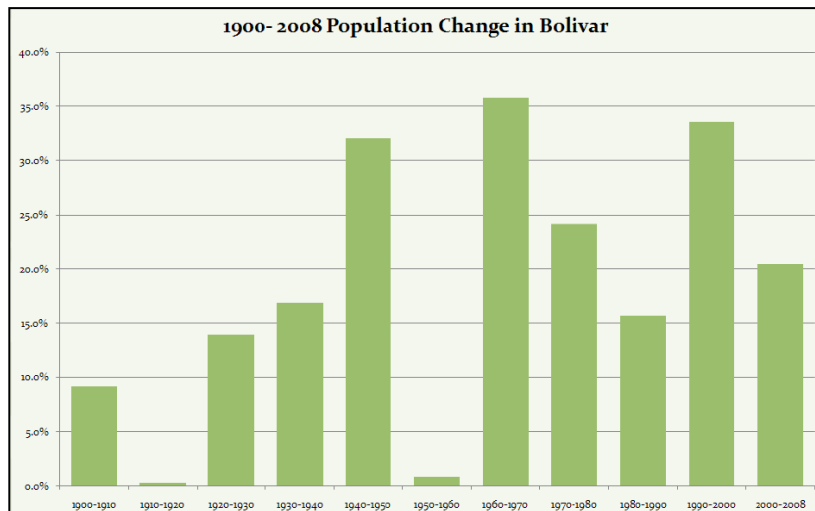
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INTRODUCTION TO THE COMPREHENSIVE PLAN

1.1 PROJECT NEED AND STARTUP

Any municipality within the State of Missouri may “make, adopt, amend and carry out a city plan” (RSMo 89.310) for the purpose of “guiding and accomplishing coordinated development of the municipality” (RSMo 89.350). A driving force in the plan update process was that Bolivar City officials recognized this statutory responsibility of guiding development within the community in the most proper, timely way. City staff also recognized that, as population growth and other changes occurred, a strong, community-owned Plan would ensure that the City developed in the way citizens desired and called for. Because the current comprehensive plan was completed in 1984, the City knew that a coordinated planning, land use and goals assessment process was overdue for the municipality. After issuing requests for proposals and interviewing planning consultants, the Bolivar Comprehensive Plan process was underway.



POPULATION GROWTH 1900-2008

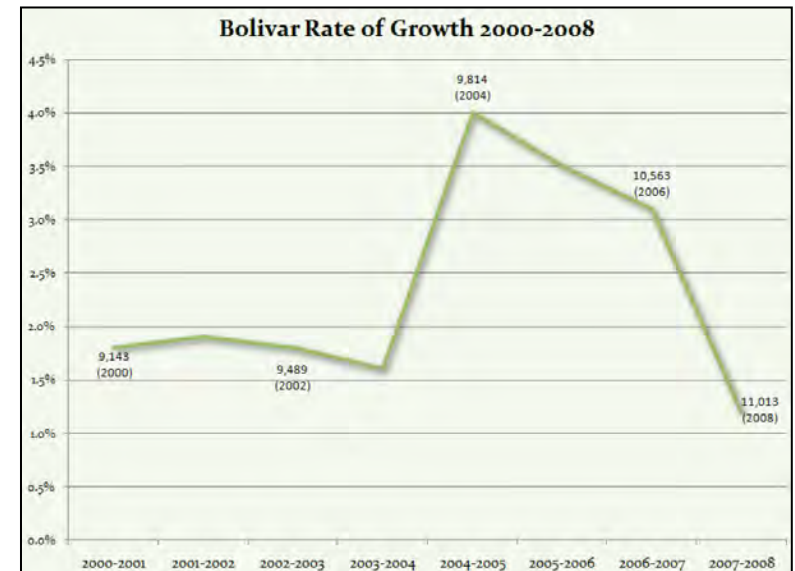
Source: U.S. Census Bureau, Shafer, Kline and Warren, Inc.

POPULATION DEMOGRAPHICS

Population flows are one of the most important indicators of community health, direction and nature of growth or decline. To illustrate the direction of growth, formal statistics were gathered to help consultants and City officials form a catalog of knowledge regarding Bolivar’s unique situation. A more informational, expanded report on statistics can be found in [Chapter Five: Appendix](#) of this Plan document.

The United States Census is completed every 10 years, and the range of data gathered spans many different fields and is used for everything from grant applications to economic development decisions. Population data is a critical resource, and one that the City of Bolivar can use to prepare for the future. In every decennial census period since 1900, Bolivar’s population has grown – a phenomenal statistic for a rural Midwest community. Even during the Great Depression era, Bolivar’s population grew by almost 17 percent. While the large majority of Midwest towns lost a massive amount of population from which they never recovered, Bolivar seems a statistical outlier. That trend continues today, and Census population estimates indicate that the trend of growth in Bolivar is not nearing an end.

From 2000 to 2008, Bolivar’s population grew by 20.5 percent, from 9,143 in 2000 to 11,013 in July of 2008. The line chart at right illustrates the pace of growth during the same time. Note the extreme downward angle of the line between 2006 and 2008; this does indicate that, while Bolivar is still growing in population, the pace is slowing. In all reality, this indicator is good news, especially if Bolivar is to retain its small town, neighborly character. Added population places stress on infrastructure and community services, as well as increases pressure on business development and other activities.



RATE OF GROWTH 2000-2008
Source: U.S. Census Bureau, Shafer, Kline and Warren, Inc.

“Mind takes *form* in the city; and in turn, urban forms condition mind. For space, no less than time, is artfully reorganized into cities: in boundary lines and silhouettes, in the fixing of horizontal planes and vertical peaks, in utilizing or denying the natural site, the city records the attitude of a culture and an epoch to the fundamental facts of its existence. The dome and the spire, the open avenue and the closed court, tell the story, not merely of different physical accommodations, but of essentially different conceptions of man’s destiny...With language itself, it remains man’s greatest work of art.”

-Lewis Mumford, *The Culture of Cities*

1.2 LEGAL BASIS FOR PLANNING

As previously mentioned, any municipality within the State of Missouri may create a comprehensive plan. The plan is not the definitive authority for decisions, but serves as the foundational document for making rational, long-term decisions that further the goals of the community. When a comprehensive plan is adopted, the decision-making body is essentially pledging to make policy and follow strategies that are in accordance with the plan. In addition, adoption of the plan is an important basis for the planning commission to recommend a Capital Improvements Plan.

1.3 THE PLANNING PROCESS

There were many different steps and processes involved in the Bolivar Comprehensive Plan process. The information below breaks each step out and describes the actions taken.

INITIATION

By initiating the planning process, Bolivar’s leaders and citizens recognized the need to establish a shared vision for the future of the community and made a commitment to evaluate its strengths and weaknesses. The parties whom initiated the planning process indicated that the end product of this process would be the 2010 Bolivar Comprehensive Plan.

DISCOVERY

During this phase, community data was compiled and analyzed, and community stakeholders identified key issues. These issues formed the basis for the public meetings.

PUBLIC GUIDANCE

Public meetings and roundtable discussions were held to solicit critical public input, define problem elements and identify community assets. The public guidance is directly reflected in the end product - the Plan itself.

PLAN DEVELOPMENT

Utilizing the wealth of information gathered during discovery and public guidance phases of the process, the future direction for Bolivar was defined and the Plan was written.

IMPLEMENTATION STRATEGIES

The critical component of the comprehensive plan involves defining the specific steps that must be taken to fulfill the goals outlined in the Plan.

PLAN ADOPTION

Before City officials can base decisions on the goals and elements of the updated comprehensive plan, the Bolivar Planning and Zoning Commission and the Board of Aldermen will formally adopt the Plan by resolution.

PLAN IMPLEMENTATION

The goals and strategies of the 2010 Bolivar Comprehensive Plan will be implemented by citizens, decision makers and City staff.

PLAN ASSESSMENT AND UPDATE

As the community changes and goals are fulfilled, it will be necessary to assess the Plan and its goals. New, updated goals should be added, and changes should be made accordingly.



THE VISION

2.1 COMMUNITY VISION

Vision statements are often linked to a business endeavor. Logically, businesses need them for their business plans and their investors. The vision statement communicates the purpose and values of the organization and its stakeholders, as well as the responsibilities and the main objectives in accomplishing that vision.

A vision statement for a community such as Bolivar is just as important. Although Bolivar is not a business, it is, essentially, an organization with stakeholders. In any successful organization, success has been defined. To that end, the citizens of Bolivar created their own vision statement. The vision statement for Bolivar combines the elements that create the foundation of the community and describe how it will be perceived. A strong vision statement includes the organizational core elements of values, vision and mission.

To define the core values of Bolivar, we should ask– *who are we?* Core values are 3-5 terms that describe the forces that drive the community. The core values not only project “who we are” as a community, but also “who we are *not*”. They encompass the principles, ethics and beliefs about the community and its relationship to the world. Core values are immutable; they will most likely remain the same for the life of the community. Through consciously understanding the community’s goals and values, we can articulate what brought Bolivar into existence and how it can contribute to the world it inhabits. Nothing is more compelling or motivating than this fact.

The community vision statement should also project a confident statement on the future and answer the question – *where are we going?*

2.2 VISION STATEMENT

“Bolivar is a community – one of neighbors, character, identity, strong heritage and faith. We are a community of enterprise, rich with opportunities in healthcare, education and business. Now and in the future, we are committed to being a hub of economic growth and diversity with a high quality of life for all.”

This short, strong vision statement is the foundation for the Bolivar of the future as presented in [Chapter Three: The Plan](#).

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THE PLAN



UNDEVELOPED LAND - BOLIVAR

Source: Shafer, Kline and Warren, Inc.



AGRICULTURAL LAND

Source: Shafer, Kline and Warren, Inc.

3.1 FUTURE LAND USE AND PHYSICAL DEVELOPMENT

Land use and physical development decisions made by a community shape its very character – what it’s like to walk/drive through, who lives in it, what kind of jobs and businesses exist within it, how well the natural environment survives and whether or not the community is attractive. Each property that is developed burdens the community with obligations such as education, police and fire protection, recreational and social services. Development also contributes to community revenues, housing stock and even quality of life. Thus, every land use decision inherently implies other decisions for the community. Having a firm, logical grasp on future land uses, their locations and intensity allows Bolivar to physically shape its future and ultimately impact the community’s character.

LAND USE

The Future Land Use Map (page 15) provides a visual description of the desired development pattern in Bolivar. The map should be used by elected officials, City staff and developers in order to make recommendations about the location and type of development that will occur in the community. The Future Land Use Map divides Bolivar into a variety of land uses based on location and characteristics, and the following text describes the different land use classifications in Bolivar. The land use categories, definitions and locations presented herein are meant to be a guide that will be used to determine the general character of an area -- the Future Land Use Map is not a zoning document and does not match City Zoning categories.

AGRICULTURAL AND RURAL RESIDENTIAL

This land use category is intended to provide a rural setting for large-lot/estate and very low density single-family housing development at the City’s edges. In many cases, large portions of the lot remain in an undisturbed state, reinforcing the rural character of this development pattern. Homes typically occur on tracts between 2 and 20 acres in size, but in some cases tracts may exceed 20 acres (especially in the case of agricultural use). These areas may serve as a transition between suburban single-family developments and agricultural uses or natural features. In time, some areas designated rural residential may be modified to a more intense land use as development continues, but until growth and infrastructure reaches these areas, the rural residential land use classification will help to protect the City from leapfrog development. In addition, services will be provided on a rural level including water, septic systems, gravel roads and public safety service. There

should be no expectation of urban service delivery to these lots. The agricultural land use has been combined into this category to include land that is used for the production of food, livestock and poultry; sod, ornamental, nursery or horticultural crops – often land that is used for agricultural purposes also serves a residential purpose for the farm operator or family.

LOW-DENSITY RESIDENTIAL

The majority of Bolivar’s existing single-family residential fabric consists of low density, detached homes. It is likely that much of the community’s new housing development will continue to be single-family low-density subdivision housing. Although the Low-Density Residential designation consists mainly of single-family homes and community facilities like parks, religious institutions and schools, it may be possible to incorporate single-family attached homes, patio homes and townhomes in appropriate situations. These types of single-family homes, which support higher densities, are generally located on the edges of low-density development or near major streets because they may act as a transition area between more intense uses and single-family residential development. In instances where single-family attached homes, patio homes or townhomes are included, it is important to provide adequate open space to ensure the integrity and density of the overall neighborhood is preserved.

MEDIUM-DENSITY RESIDENTIAL

The Medium-Density Residential designation is designed to create opportunities for higher density with the incorporation of a mix of housing types in a neighborhood setting. Housing types may include a combination of small lot single-family homes, duplexes, townhomes, and mid-rise apartments and condominiums. The surrounding land uses and available buffers will influence the type of housing utilized. Densities may range from 5 to 14 dwelling units per acre. Medium-Density Residential should be located close to major streets and may act as a transition between commercial or employment centers and lower density neighborhoods.



**LOW-DENSITY RESIDENTIAL
DEVELOPMENT**

Source: City of Bolivar



MEDIUM-DENSITY RESIDENTIAL

Source: City of Bolivar



DOWNTOWN: MIXED-USE

Source: Shafer, Kline and Warren, Inc.



COMMERCIAL LAND USE

Source: City of Bolivar



INDUSTRIAL LAND USE

Source: City of Bolivar

MIXED-USE

The Mixed-Use designation means exactly what the name suggests: a development composed of many different types of uses. A mixed-use area may consist of a variety of uses in a compact, vibrant setting at a pedestrian-oriented scale. For most mixed-used developments, the layout and appearance of the buildings are more important than what the occupant is using the building for. Such developments should be served by a system of collector and local streets, as well as sidewalks and pedestrian pathways. Bolivar's downtown operates on these principles and is an excellent example of mixed-use development. Efforts should continue to ensure downtown Bolivar continues to grow utilizing the mixed-use ideology.

COMMERCIAL

Commercial land use areas include both retail and office uses, and potentially some limited "flextech" uses. As business and industrial parks started becoming more similar and more uses seemed to fit into either designation, the term "flextech" was used to describe the types of uses and flexible building design that was located in these business-light industrial parks. "Flextech" allows for business parks and standard light industrial uses, including assembly plants, cabinet shops, auto repair, offices, warehouses, and similar uses, with flexibility to shift between different uses. Most commercial areas are located along major transportation routes (Highway 83/Springfield Avenue) and at major street intersections. Because Bolivar's tax structure is dependent on sales tax revenue, commercial users should be encouraged to develop with possible incentives and strategic infrastructure cooperation by the City.

INDUSTRIAL

The Industrial designation is intended to provide locations for manufacturing, warehousing and distribution, flextech, screened outdoor storage, and other industrial services and operations. Today's industrial developments can have a wide variety of uses and building types. Many industrial facilities resemble traditional office buildings and often times have front office facilities integrated into the development. Light industrial uses may typically be located in areas that also contain some highway-oriented commercial uses. As new industrial developments are proposed, the City must evaluate the impact it will have on adjoining properties to determine if the development fits with the surrounding neighborhood and whether buffers and screening are necessary.

PUBLIC/QUASI-PUBLIC

Public/Quasi-Public uses may exist in any of the other land use designations, provided they are compatible with and have a minimal impact on the surrounding area. Public or institutional uses involve an array of public facilities such as schools, government offices, community centers, fire stations, libraries, hospitals, cemeteries and places of worship. It also entails facilities needed for essential public services like electrical substations and water and wastewater treatment facilities.

PARKS, OPEN SPACE AND CONSERVATION AREAS

Some sites have been identified as potential areas of open space for either recreational or flood and stormwater protection. Every open space area is not necessarily a formal park, but rather a portion of the community that is protected from development. The open space corridors that adjoin Bolivar's drainageways represent logical routes for a trail network. Protecting drainage ways from development will provide additional flood protection and a degree of mitigation against deterioration of the City's streams. Passive and active recreational spaces may also be located in the open space area. Parks should be placed to best serve residents and protect scenic locations.



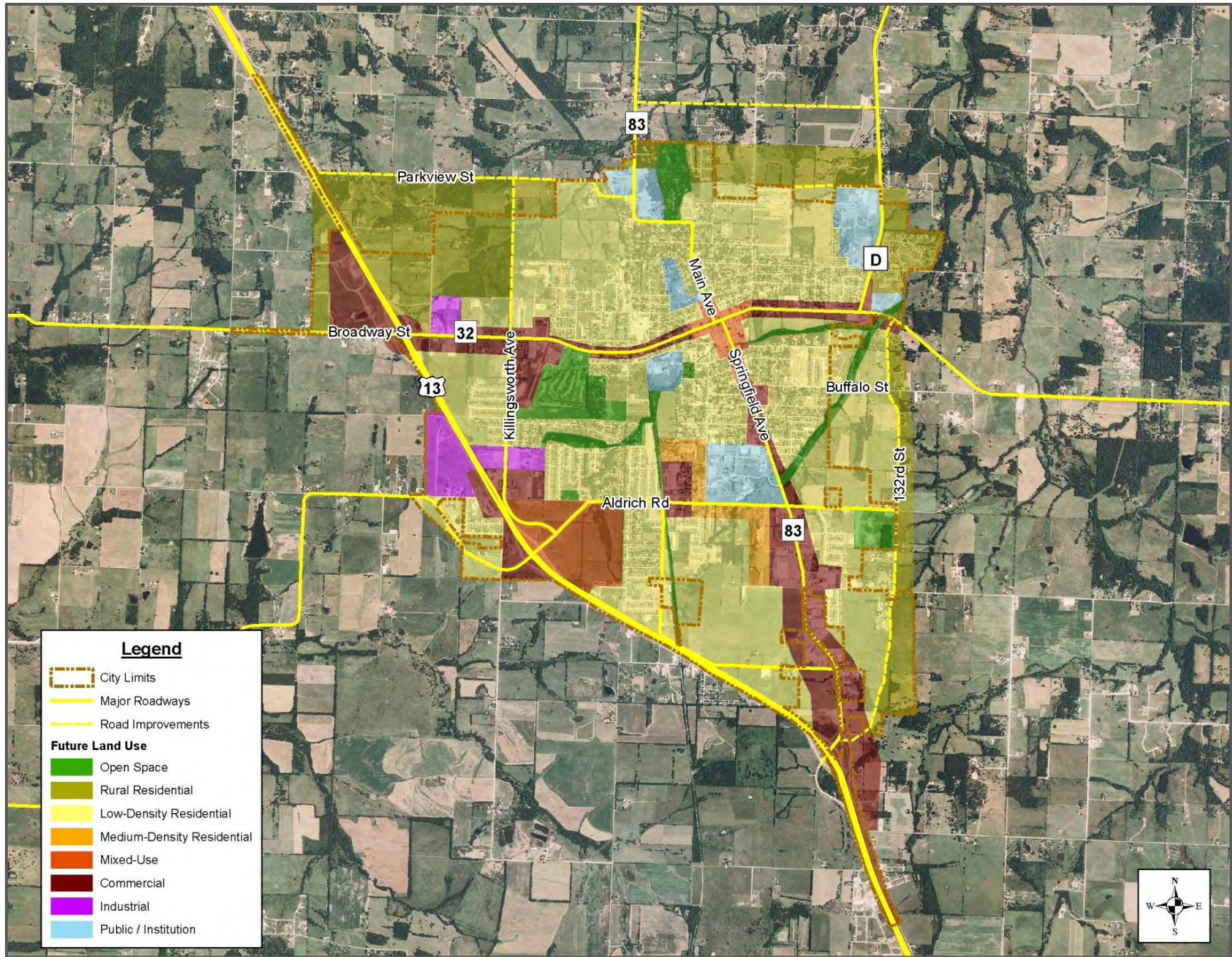
PUBLIC BUILDING

Source: Shafer, Kline and Warren, Inc.



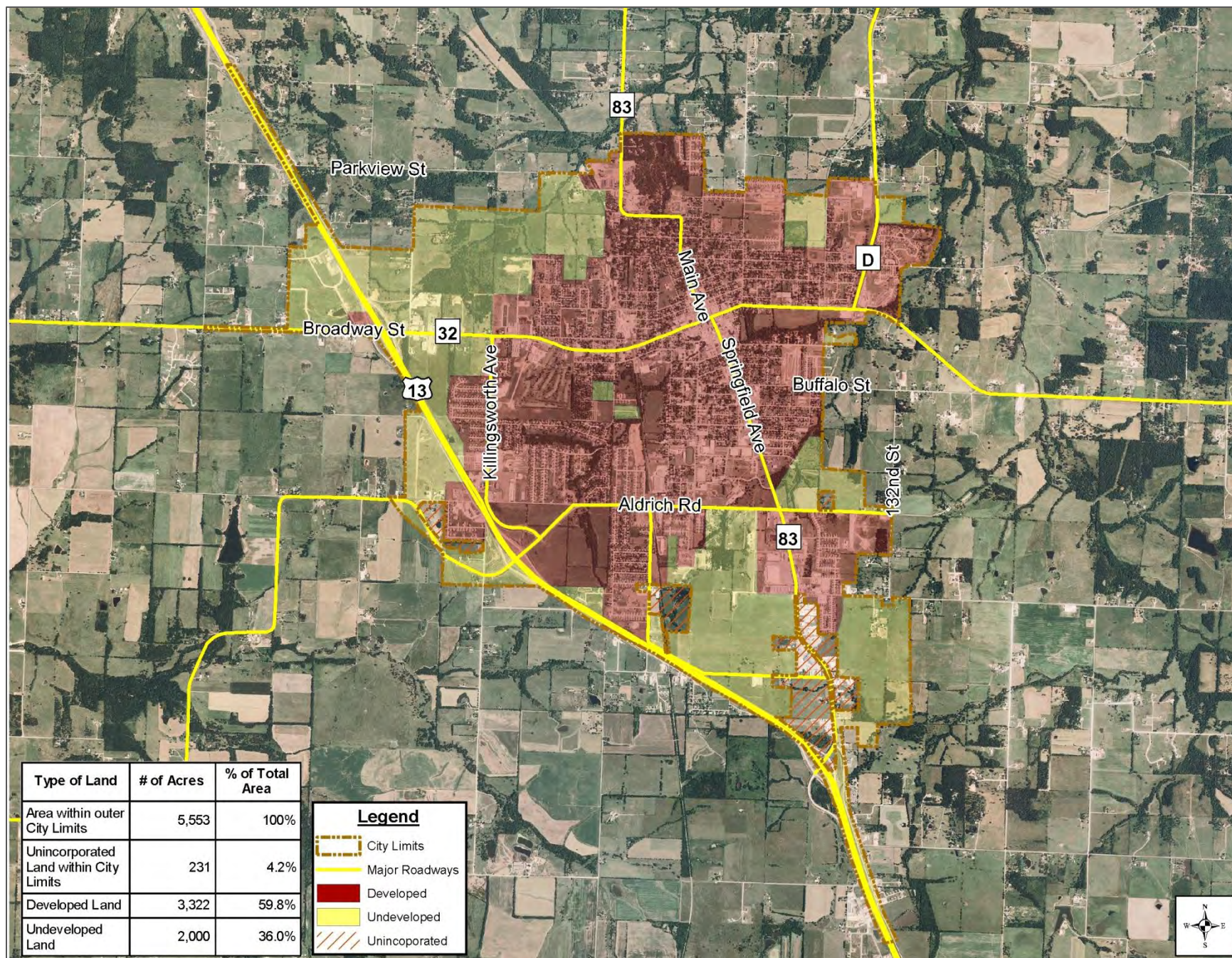
TRAILS AS PUBLIC OPEN SPACE

Source: Shafer, Kline and Warren, Inc.



FUTURE LAND USE MAP

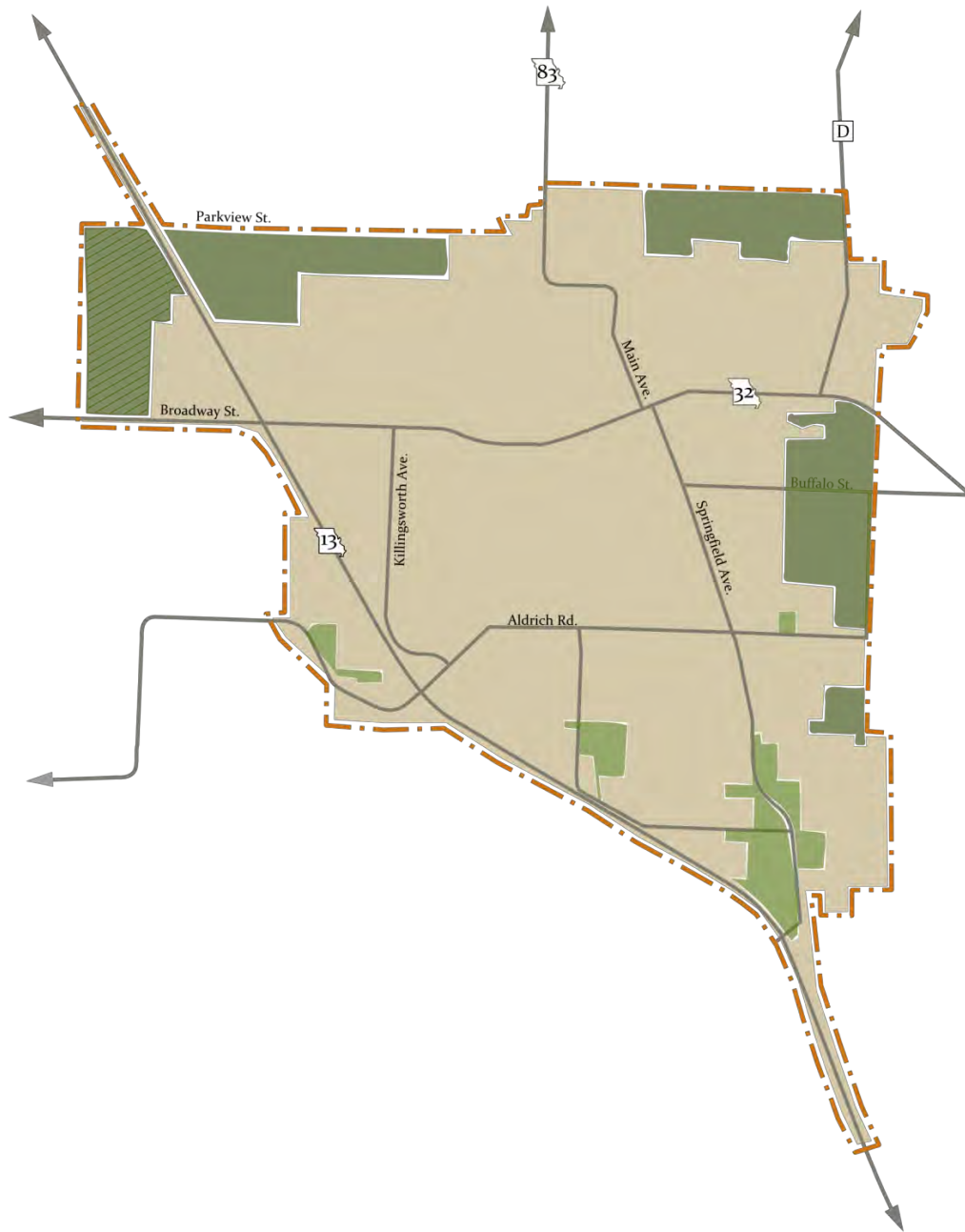
Source: Shafer, Kline and Warren, Inc.



EXISTING DEVELOPMENT PATTERNS MAP

Source: Shafer, Kline and Warren, Inc.

City of Bolivar Future Growth Map



- Current City Limits
- Areas of Annexation
- Sensitive Annexation Area
(feasibility issues)
- Future City Boundary



not to scale

FUTURE GROWTH MAP

Source: Shafer, Kline and Warren, Inc.

PHYSICAL DEVELOPMENT

As the population of Bolivar continues to grow, so do development pressures on the community. The City of Bolivar has upon its shoulders the responsibility of shaping the physical environment of the community in a way that enhances existing development opportunities and responsibly takes on new land. Many times, when communities begin to experience an accelerated trend of development, they are not prepared and thus aid in creating a physical development pattern that can be haphazard and poorly thought out. This physical development section arms the City with the tools to grow in a sustainable, feasible pattern. Some of the guiding principles for physical development in Bolivar include:

- Development that is mindful of geographic/topographic constraints and environmentally sensitive land
- A physical pattern of growth that does not “leapfrog” over undeveloped land to accommodate annexation requests at the request of the City or a landowner
- A city that physically expands in a manner that is financially feasible over a long period of time
- A development pattern that contributes positively to community connectivity and takes into consideration the other goals of the City
- A commitment to infill vacant or blighted lots before allowing greenfield development

AREAS OF NEW GROWTH AND ANNEXATION

Bolivar’s population is continually growing, and statistics for the community indicate that this trend will continue, although at a slower pace than is currently being experienced. The anticipation of growth requires the community to plan ahead. Although it is not possible to predict exactly where and how growth will occur, it is possible to guide growth. Bolivar has the opportunity to grow without dramatically increasing its physical size. Examining the community’s existing development pattern (see “Existing Development Patterns” map, page 16) reveals that there is a significant amount of undeveloped land located inside the City’s existing city limits. Nearly 46 percent of the land inside Bolivar’s outer city limits is either undeveloped (36 percent) or unincorporated (4.2 percent). By encouraging development within the existing city limits Bolivar has the opportunity to grow in a logical and manageable way. A fluid and encapsulated City boundary will ultimately help to shape the physical character of the City more effectively.



NEW CONSTRUCTION IN BOLIVAR

Source: City of Bolivar



NEW CONSTRUCTION – CANCER CENTER

Source: City of Bolivar

The Future Growth Map (page 17) does not indicate a significant amount of new growth, but rather “fills the spaces in between” the existing city boundaries. While there are opportunities to accommodate this growth within current city limits, it is understood that new development may occur on the edges of the City. The Future Growth Map shows the direction of physical city expansion as determined appropriate. Although incorporating additional land is generally discouraged until most of the undeveloped land is developed, there are a few exceptions: unincorporated islands, East Loop/Highway 83 Bypass corridor and Highway 13 development.

Pockets of unincorporated land raise many concerns, the biggest being the provision of emergency services. While the areas are not officially part of the City, they function as part of the community and should be subject to the same regulations as the rest of the community. As Polk County has no zoning regulations, the unincorporated islands within the City have the potential to negatively impact the image of the community. This is particularly important in highly visible areas, such as the Highway 83 Bypass corridor where a substantial amount of incorporated land exists near the Highway 13 interchange.

Two other areas to consider for annexation are the East Loop/Highway 83 Bypass corridor and development areas along Highway 13. Much of the East Loop/Highway 83 Bypass will be built outside the existing city limits. Because the City is leading and financing the project, it should receive the financial benefits of any development that may occur along the road’s corridor. As the project continues to move forward, the City will need to begin the annexation process in order to extend its boundaries beyond the east side of the new road. Incorporating land on each side of the roadway will ensure that major development occurs within the City. Because the County has no land use regulations, it is vital that the City incorporates the land while it is undeveloped. The reasons for annexation along the Highway 13 corridor are similar. Annexation on the west side of town will be far more limited due to topographic restraints (different drainage basin). As the wastewater treatment plant is located in the northeast section of the City, development on the west side of the ridgeline will be more costly and require additional expensive infrastructure. The City does not want to incorporate a significant amount of land on the west side of Highway 13 because providing sewer services will be costly, but Bolivar should focus on securing land around the highway interchanges, as this is where most major development will happen. As development continues along Highway 13, the City should re-evaluate its annexation policies and ability to provide service to areas to the west.

A strategic annexation plan will reinforce efforts to engineer the proper growth for Bolivar in the future. A formally adopted strategic annexation plan that focuses on filling in the current city limits will help to protect the community from haphazard and chaotic development, as well as serve as an additional rational basis for making land use decisions.

AREAS OF INFILL

While the development of “greenfield” lots is often desirable to developers, many communities across the nation are discovering that an alternative to this conventional development pattern is infill development—the creative recycling of vacant or underutilized lands within a city. Every community, including Bolivar, has these types of properties, and their successful redevelopment can provide housing, preserve open space at the community edge, capitalize on community assets such as parks, existing infrastructure and create new community assets. While new development cannot be ruled out, the City of Bolivar needs to work closely with developers to encourage this infill development philosophy.

Infill development makes good common sense from both a financial and an environmental standpoint. Because infill development aims to work with undeveloped (vacant) or underdeveloped (dilapidated) land within the community’s existing built environment, little or no infrastructure must be extended to areas that were not previously served. This development practice benefits the developer as they will not need to build a significant amount of infrastructure. The City benefits as well because it means no new streets, water lines or sewer lines will be taken over for maintenance. Emergency services can also benefit from infill development; the physical size of the service area is not being extended. These monetary savings for the City are particularly important in Bolivar because there is no City property tax. As development extends outward, new infrastructure is constructed and service areas for police and fire grow larger, there is no additional revenue to the City to help off-set the cost of new greenfield development. Infill development is also environmentally sustainable. By looking inward, the untouched natural areas outside of the current development areas will remain in their natural state. Additionally, with less infrastructure to construct, fewer building materials are needed, decreasing the demand for natural resources.



INFILL DEVELOPMENT IN BOLIVAR

Source: Shafer, Kline and Warren, Inc.

¹ “greenfield” refers to a piece of land that has not been previously disturbed or developed.

STRATEGIC ANNEXATION PLAN

A strategic annexation plan will reinforce efforts to engineer the proper growth for Bolivar in the future. A formally adopted strategic annexation plan that focuses on filling in the current city limits will help to protect the community from haphazard and chaotic development, as well as serve as an additional rational basis for making land use decisions.

FUTURE LAND USE AND PHYSICAL DEVELOPMENT GOALS

GOAL 1: Update City codes to reflect the desired principles of physical development.

GOAL 2: Annex land in accordance with an official “Strategic Annexation Plan”.

GOAL 3: Plan for successful infill development.

The strategies to implement these goals may be found in *Chapter Four: Implementation Matrix*.

3.2 MOBILITY

The ability of the entire population to get to and from their daily activities is essential in every community. The ideal mobility system in Bolivar accommodates various methods of travel: the vehicular road network, pedestrian and bicycles trails and sidewalks, and public transit.

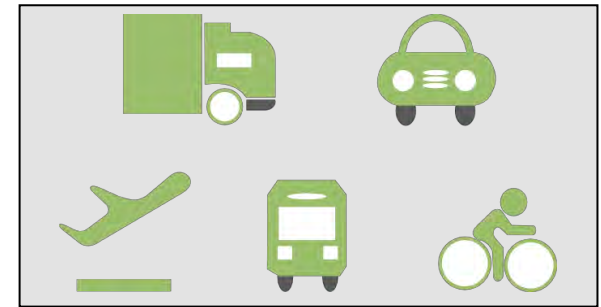
VEHICULAR ROAD NETWORK

Overall, the City has a largely grid-like transportation system. The presence of east-west connectors is decent with connections at regular intervals. However, an additional east-west street connection on the northern end of the City between Highway 83 and D would improve the efficiency of the vehicular road network and potentially open land for development. A bigger priority is improving north-south connections as they are lacking. During the public meetings this item was mentioned several times as a top concern. Highway 83/Springfield Avenue is the main north-south thoroughfare and carries a significant amount of traffic through Bolivar. The development of a Highway 83 Bypass connecting Highway 13 and Route D along the east side of the City is critical, not only for an improved transportation network, but also for development potential. Further, consideration must be given to creating a connection between the East Loop and Killingsworth Avenue. As development pressures move towards the northwest corner of the City, a northern extension of Killingsworth Avenue will need to be evaluated. The future improvements mentioned in this section are displayed on the “Future Road Network” concept map, found on page 25.

As the population of Bolivar continues to grow, there will be a need to anticipate additional traffic patterns and loads on community roads. The development of a Capitol Improvements Plan is important to ensure the maintenance and expansion of the road system.

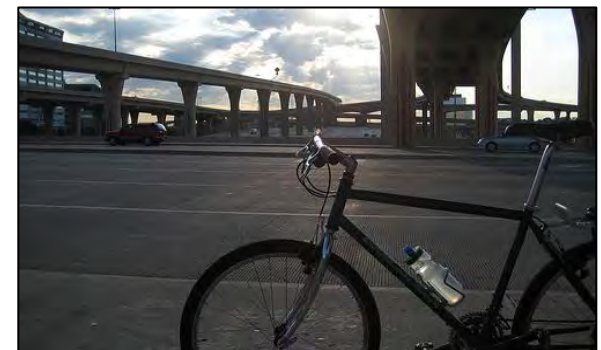
PEDESTRIAN AND BICYCLIST NETWORK

Possession of a personal automobile should not be essential to getting where one needs to be. This is especially important in Bolivar because of the severe lack of alternate transportation options. In Bolivar, the future of the mobility network envisions a completely connected network of sidewalks and connections to trails that ensure pedestrians and bicyclists are afforded the same connectivity as vehicles. Consideration for pedestrian and bike facilities must be incorporated into both public and private development plans. If the City expects



VARIED MODES OF TRANSPORTATION

Source: Shafer, Kline and Warren, Inc.



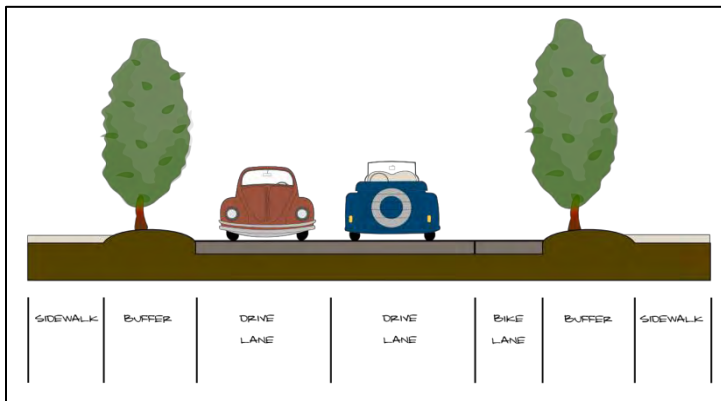
ROAD SHARING WITH BICYCLES

Source: urbanassault.com



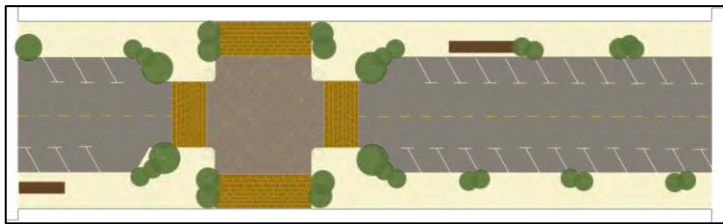
BIKE SHARING PROGRAM

Source: bikenwalk.com



COMPLETE STREET

Source: Shafer, Kline and Warren, Inc.



DOWNTOWN INTERSECTION TREATMENT

Source: Shafer, Kline and Warren, Inc.



BULBOUT ILLUSTRATION

Source: Making Streets That Work Seattle

the development community to install streets/trails, the City must lead by example. Providing the necessary infrastructure to accommodate this mode of travel is a start, but additional elements such as lighting, crossing signals and bicycle racks need to be considered when planning for this future network.

One way to build a stronger bicyclist network in Bolivar may be to start a community bike-sharing program. Community bike sharing programs consist of the City or other entities placing rentable, marked bicycles and racks throughout town and allowing citizens and others to simply pay a small fee or register to use the bicycles and agree to return them when finished. Specifics are outlined in [Chapter 4: Implementation Matrix](#).

COMPLETE STREETS

A complete street is a road that is safe, comfortable and convenient by whatever mode of travel is taken upon it; it is a road that integrates the needs of all users. Some features of a complete street include: sidewalks, bike and bus lanes, wide shoulders, center medians with trees and ground cover, raised crosswalks, audible pedestrian signals and sidewalk bulb-outs. Complete streets will improve the safety of the Bolivar roadway for all users, encourage walking and bicycling, help to reduce carbon emissions by shifting trips to lower-carbon modes and foster strong communities where all people feel safe and welcome on the roadways.

Complete street elements can have real safety benefits as well as aesthetic values that make the transportation network a more pleasurable, comfortable environment for all users. For instance, the use of bulbouts allows the driver to understand that the variation of road treatment ahead signals a change in context. A bulbout is a curb extension that extends the sidewalk or curb line into the street, reducing the street pavement width. Bulbouts also shorten the length of road pedestrians must travel on to cross the street, and can serve as attractive planters that brighten the surrounding environment and add another level of “noise” to alert drivers to the presence of pedestrians. Bulb-outs are a popular element in downtown and mixed-used settings and would work well in Bolivar to both increase the aesthetic value of downtown and encourage a pedestrian-friendly environment.

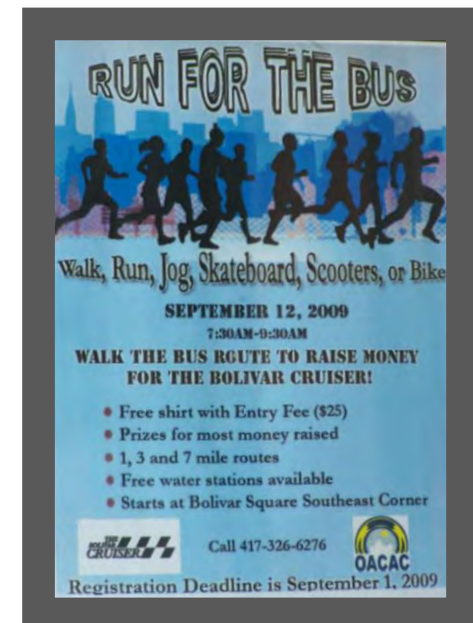
PUBLIC TRANSIT

Because Bolivar occurs in a somewhat low-density development pattern and is not within a larger city context, the cost-effectiveness of mass transit is nearly impossible to achieve on a community level. However, there is a real need to provide transportation options to a population that may not find driving, walking or biking to their destinations feasible for a variety of reasons. The OATS (Older Adult Transportation Service) bus system is not solely for older people, as the name implies, but is truly a public bus system. The OATS bus system is available to anyone and runs on a set schedule that includes monthly and weekly trips to and from Bolivar. The OATS Southwest Region Office that serves Bolivar and surrounding counties is located in Springfield, Missouri. The Southwest Region Office can be reached at (417) 887-9272.



OATS BUS SERVICE IN BOLIVAR

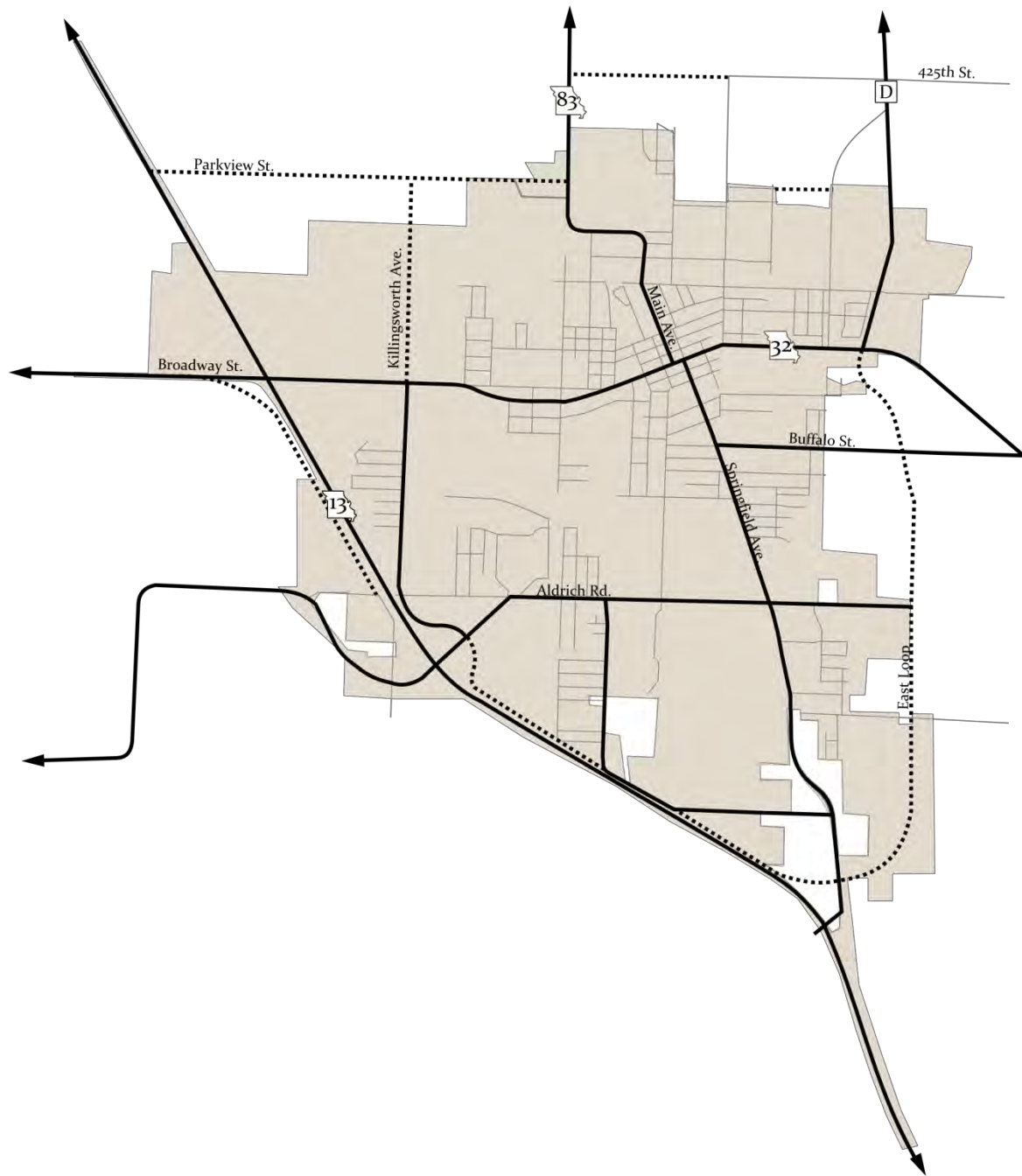
Source: Shafer, Kline and Warren, Inc.



"RUN FOR THE BUS" FLIER

Source: Shafer, Kline and Warren, Inc.

City of Bolivar Future Road Network



- Existing Roads
- Upgraded or Future Roads



FUTURE ROAD NETWORK
Source: Shafer, Kline and Warren, Inc.

MOBILITY GOALS

- GOAL 1: Complete a Mobility Improvements Plan to be included on the City's Capital Improvements Plan.
- GOAL 2: Maximize existing public transit opportunities in Bolivar.
- GOAL 3: The mobility network in Bolivar will become a system of complete streets.
- GOAL 4: Improve north-south and east-west connections that are important for schools, hospitals and emergency vehicles.
- GOAL 5: Construct future roads and mobility systems in a sustainable manner.

The strategies to implement these goals may be found in [Chapter Four: Implementation Matrix](#).

3.3 PARKS, OPEN SPACE AND CONSERVATION

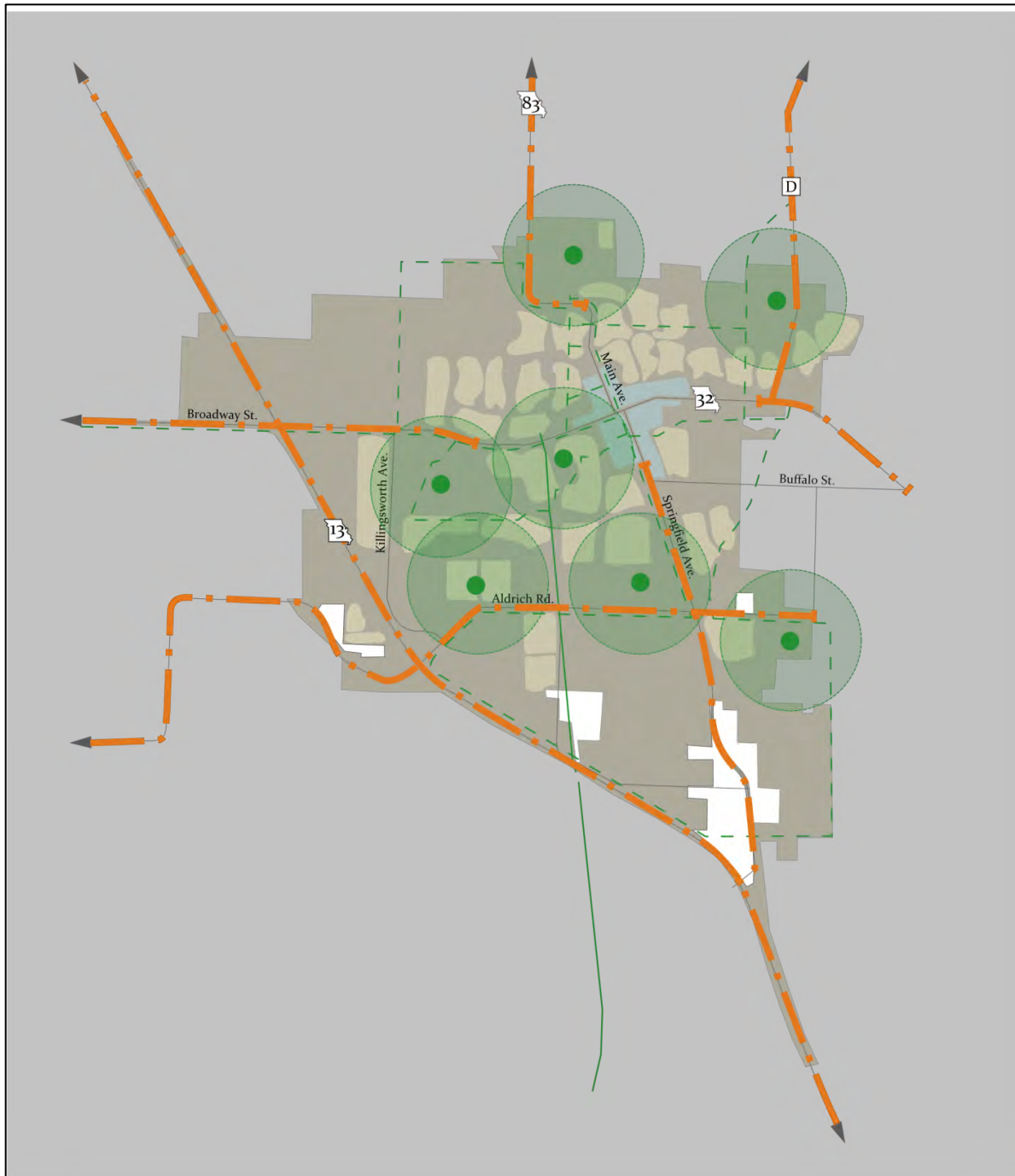
Parks have long been recognized as key contributors to the aesthetic and physical quality of a place and serve as valuable contributors to the community in terms of public health, youth development, social and cultural exchange and community building. Parks and open space can strongly influence a company or individual decision to locate in the community and can even increase ²land values. Building a strong system of parks and trails should be a high priority in Bolivar, both in the immediate and long-term future.


NEIGHBORHOOD PARKS

A neighborhood park provides space and recreation activities for the immediate neighborhood in which it is located; the ideal service area would be a 1/2 mile radius. It is considered an extension of the residents' outdoor use areas. While neighborhood parks can generally be up to 25 acres in size, 1/2 an acre to 5 or 6 acres may sometimes adequately fit the community's needs. The neighborhood park should be centrally located to allow equal pedestrian accessibility. Some amenities ideal for a neighborhood park include bike racks, trail connections, children's play area, small event spaces with tables and benches and a play area of unstructured turf grass.

² National Homebuilders Association claims that park and recreation areas may enhance the value of land up to 20 percent.

City of Bolivar Existing Parks System



-  Mixed-Use Areas
-  Residential Areas
-  Access Barriers
-  Existing Park/Recreation Area
-  1/2 Mile Radius Park Service Area
-  Future Trails
-  Existing Trails



EXISTING PARKS SYSTEM MAP
Source: Shafer, Kline and Warren, Inc.



DUNNEGAN PARK – COMMUNITY PARK

Source: Shafer, Kline and Warren, Inc.

COMMUNITY PARKS

Usually more than 25 acres in size, a community park provides space and recreation activities that serve the entire city. A central location ensures the proper accessibility for the entire service area, and the park would ideally be located on or near a street or system of streets that provides community-wide vehicular access. Like neighborhood parks, desirable qualities of a community park include trail connections, bike accessibility and open space. Other elements appropriate for a community park include:

- Off-street parking
- Community recreation center
- Children's play area
- Soccer fields
- Tennis courts
- Jogging trails
- Restrooms
- Group picnic shelters
- Pool/water feature
- Softball/baseball fields
- Basketball courts
- Volleyball courts

LINEAR PARKS

Linear parks often occur as a system of trails and sidewalks that link the system of neighborhood and community parks within a community. The provision of adequate trails in a community is actually considered to be an indicator of a high quality of life and raises residual values in the community. The Missouri Department of Natural Resources Statewide Comprehensive Plan indicates that Bolivar needs at least 11 miles of trail to serve the current population. A system this extensive will take time to complete, but nonetheless, the City should place this particular need at the top of their parks and open space goals. In addition, trails make up the critical element of access within the larger park system in Bolivar, so concentrating on trails adds much strength to the system of parks and open space in the City.



FRISCO HIGHLINE TRAIL - BOLIVAR

Source: Shafer, Kline and Warren, Inc.

AREAS OF CONSERVATION

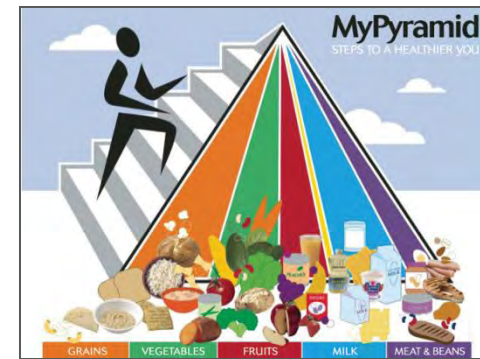
As our urban areas become increasingly larger and develop on land that may be ecologically sensitive or prime agricultural land, it is necessary to put in place a plan that protects these areas from further harm or improper development. These areas can often become areas of urban preserve, open space and conservation. Specifically, conservation of stream corridors is an important issue and can serve many functions. Establishing a stream corridor buffer helps protect the stream from erosion, provides additional natural area and helps filter water runoff. All of this improves water quality, provides aesthetic value and can potentially

be used for linear parks. In Bolivar, a complete system of parks should bear in mind how areas of conservation will best serve the community.

COMMUNITY HEALTH

The United States is known as one of the most overweight nations in the world – 2/3 of the population is overweight or obese. In 2005, the Centers for Disease Control and Prevention estimated that 365,000 deaths annually are attributable to poor diet and lack of physical activity. Obesity is not just a condition that affects adults; skyrocketing rates of childhood obesity, early onset diabetes, high blood pressure and heart disease are on the rise. Improving the physical health of all Bolivar citizens should be a top priority for both the immediate *and* long-term future. The following points help to illustrate the depth of the issue:

- 62 percent of Missouri adults are overweight or obese and 32 percent of children grades 6-8 are overweight or at risk of becoming overweight.
- Visitation to Missouri parks and use of trails has severely declined in recent years.
- Increasing access to and use of attractive and safe locations for engaging in physical activity and requiring sidewalks and crossing signals in neighborhoods to make them more pedestrian friendly is important in supporting healthy lifestyles, because they benefit a greater number of people than programmatic approaches that aim to change individual behavior one person at a time.
- People are less willing to walk in their neighborhoods when there is traffic congestion, noise and threat of violence.
- Healthy, active children learn more effectively and achieve more academically than those with poor diets and a sedentary lifestyle.
- Accessibility to fruits and vegetables increases consumption of them.
- Obesity rates increase as the distance to grocery stores increases. Children and adolescents should be getting one hour of physical activity every day.



USDA FOOD PYRAMID

Source: USDA



BOLIVAR FARMER'S MARKET

Source: Shafer, Kline and Warren, Inc.

FACILITY	STATEWIDE FACILITY GOALS (unit / # persons)	BOLIVAR FACILITY GOALS
Parkland acres	1 acre / 47	234.32 acres
Walking trail	1 mi. / 4,446	2.48 mi.
Bicycle trail	1 mi. / 2,624	4.2 mi.
Equestrian trail	1 mi. / 4,854	2.27 mi.
Nature trail	1 mi. / 4,814	2.29 mi.
Swimming pool	1 pool / 6,500	2
Picnic tables	1 / 128	86
Picnic pavilion	1 / 1,356	8/9
Golf courses	1 / 25,674	< 1
Ball diamonds	1 / 1,545	7/8
Playgrounds	1 / 7,886	8
Tennis	1 / 333	33
Volleyball	1 / 1,659	3
Basketball	1 / 4,410	3
Football/soccer	1 / 3,274	3/4
Horseshoe court	1 / 2,810	4
Skateboard park	1 / 34,435	< 1

RECREATION FACILITIES GOALS

Source: 2008-2012 Missouri Statewide Comprehensive Outdoor Recreation Plan

Although the rate of obesity in the United States is slowing, there is still much work to be done to stop the epidemic. There are many ways to help decrease obesity, increase physical activity and foster healthy environments within Bolivar, and everyone should work aggressively toward establishing and maintaining a fantastic level of community health.

EXISTING PARKS AND RECOMMENDATIONS

The City of Bolivar has ten official City park facilities, including: Dunnegan Memorial Park, Girl Scout/Swimming Pool Park, Elmwood Park, Airport Park, Burlington Heights Park, Neuhart Park, the Bolivar Sports Complex, Spring Park, the Frisco Highline Bolivar Greenway and the recently constructed Playter Park (see map, page 34). Other recreational opportunities which are not operated by the City include the YMCA and facilities at both Southwest Baptist University and Bolivar schools; all are great assets to the community's overall recreational system.

Dunnegan Park, the Bolivar Sports Complex and Airport Park are the largest facilities available to the community and are located in places that serve surrounding neighborhoods, the community at large, and could possibly even serve a regional purpose. Dunnegan Park is geared toward a more passive recreational environment with opportunities for playground activity, while the Bolivar Sports Complex and Airport Park are more specialized facilities for organized games and competitive play.

The community has a pool at the Girl Scout/Swimming Pool Park which is located in the downtown vicinity. The site is small, the pool is not ADA compliant, and the park itself is in need of general landscaping and aesthetic improvements. Technically, the park could be classified as a neighborhood park. The one linear park (trail) in the community is the Frisco Highline Bolivar Greenway and is a great place for local and regional users to access the Frisco Highline Trail and even includes a nice parking area with a restroom facility. Neuhart Park and City Spring Park are two ceremonial parks in the community. Neuhart Park includes no areas for active recreation, and City Spring Park is currently more of a landmark than a park. Playter Park provides a wonderful memorial to the community's military veterans along with a small trail and picnic area.

Although Bolivar's parks system seems to provide a diversity of amenities, the community is lacking in some key areas, especially regarding parks placement and access. For appropriate future goal-setting, City officials and citizens need to assess what facilities are currently

available, who they serve, and in what areas they are lacking. The map on page 28 illustrates the situation of current parks within the community, the trail connections and barriers that make pedestrian access difficult. Surrounding each park is a 1/2 mile radius service area, which indicates a comfortable walking distance. Based on the map, certain areas of the community are underserved. Residential areas located north of Broadway have limited options due to the access barriers which make Dunnegan Park hard to reach by walking or biking. Further, portions of Broadway act as barriers, so reaching parks to the south can also be difficult. Consideration for a neighborhood park should be given to the area southeast of downtown, especially considering the residential growth this area has seen in recent years. Although residents located south of Aldrich Road and east of Springfield Avenue have easy access to the Bolivar Sports Complex, there are limited amenities on the site.
















While the “Recreation Facilities Goals” table (page 31) provides current targets for the City, the Master Plan for City of Bolivar Parks Department explains current facility and amenity inventories in depth.

PARKS, OPEN SPACE AND CONSERVATION GOALS

- GOAL 1: Foster environments and activities that support healthy eating and active living.
- GOAL 2: Develop a sufficient number of neighborhood parks to serve the community.
- GOAL 3: Diversify facilities provided at existing community parks.
- GOAL 4: Become a community with a completely linked system of trails.
- GOAL 5: Hold in conservation the areas of land that are best suited for agriculture or are environmentally sensitive.
- GOAL 6: Prepare and implement a Parks Master Plan.
- GOAL 7: Research and prepare a parks funding package to lower the cost of their development.

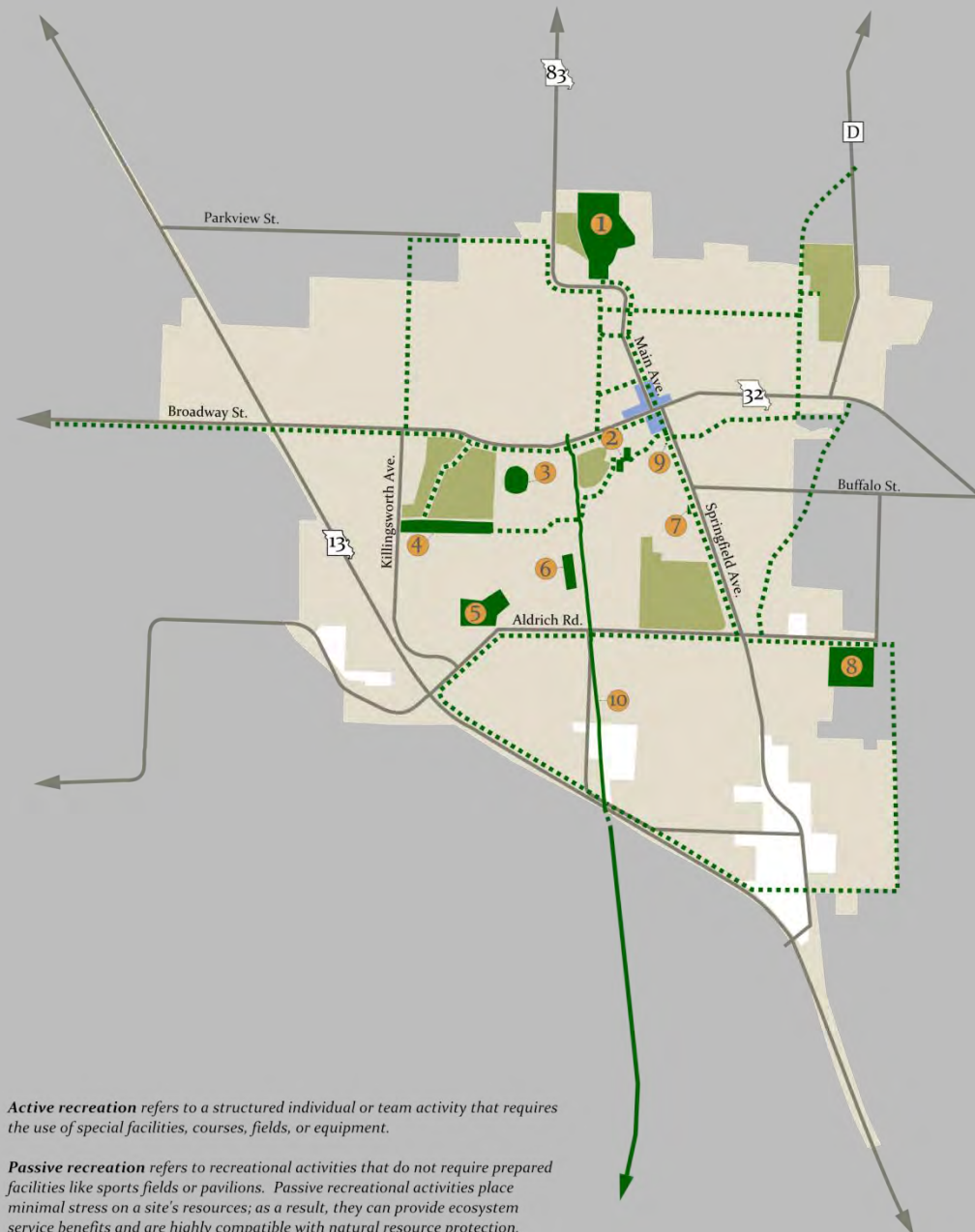
The strategies to implement these goals may be found in [Chapter Four: Implementation Matrix](#).

City of Bolivar Future Trails Map

-  Downtown Bolivar
-  Parks
 -  **Dunnegan Memorial Park**
(active recreation)
 -  **Girl Scout/Swimming Pool Park**
(active recreation)
 -  **Elmwood Park**
(active recreation)
 -  **Airport Park**
(passive recreation)
 -  **Playter Park**
(active recreation)
 -  **Burlington Heights Park**
(passive recreation)
 -  **Neuhart Park**
(passive recreation)
 -  **Bolivar Sports Complex**
(active recreation)
 -  **Spring Park**
(passive recreation)
 -  **Frisco Highline Bolivar Greenway**
(active recreation)
-  Other Community Amenities
(areas not in the Bolivar park system but available for use of recreational amenities)
-  Existing Trail System
-  Future Trail System



not to scale



Active recreation refers to a structured individual or team activity that requires the use of special facilities, courses, fields, or equipment.

Passive recreation refers to recreational activities that do not require prepared facilities like sports fields or pavilions. Passive recreational activities place minimal stress on a site's resources; as a result, they can provide ecosystem service benefits and are highly compatible with natural resource protection.

FUTURE PARKS, TRAILS AND OPEN SPACE

Source: Shafer, Kline and Warren, Inc.



CITY OF BOLIVAR, MISSOURI

CAPITAL IMPROVEMENTS PLAN

CAPITAL IMPROVEMENTS PLAN

Source: Shafer, Kline & Warren, Inc.

3.4 COMMUNITY SERVICES

Community services in Bolivar include the systems that provide basic services to the community, such as water distribution, wastewater treatment, stormwater management, street network and police and fire protection. To help ensure these systems are properly maintained and upgraded, many communities adopt an official Capital Improvements Plan. Such plans have been shown to be an essential part of any planning process. A Capital Improvements Plan, also known as a CIP, is a short-range plan of generally five years that:

- 1) Identifies significant and infrequent capital projects and equipment purchases. Examples of capital projects can include a new police station, major road work, key updates to the wastewater treatment plant and new fire trucks.
- 2) Provides a planning schedule for both the many projects and the different phases (such as planning, design and construction) of specific projects.
- 3) Identifies options for financing the needed elements of the Plan.

The CIP will often aim to anticipate and meet future demand for capital facilities based on current and expected population increases and the community's use of public services. A Capital Improvements Plan also serves as an advisory document that can effectively serve a number of purposes, including:

- Aiding elected officials, appointed committees and department heads in the prioritization, coordination and sequencing of municipal improvements
- Ensuring that policy makers are responsible to the community regarding expenditure of City funds for capital projects
- Informing residents, developers and business owners of needed and planned improvements;
- Providing a legal basis for development and administration of impact and other fees to be levied by the community

WATER

Bolivar's potable water is provided via 5 wells. The wells provide high quality water and are consistently tested to ensure quality and cleanliness. These water sources are anticipated to meet the community's water demands for the near future, but there are concerns regarding the capacity of the wells if population growth continues as it has in the past. As Bolivar's population continues to grow, the community may need to consider other nearby water sources, such as Stockton Lake. Obtaining water from sources other than the local wells will require a significant amount of coordination and planning.

WASTEWATER TREATMENT

Wastewater treatment (also known as sewage treatment) is the process of removing contaminants from wastewater and household sewage. Its objective is to cleanse the wastewater to a point that it is suitable for discharge or reuse back into the environment. Bolivar's wastewater treatment plant is located on the northeast side of the city. The plant currently processes approximately 1.0 million gallons per day (mgd), but has the capacity to handle 2.5 mgd. Considering these numbers, plant capacity is not an immediate concern in regards to growth. This is particularly true for the area east of Highway 13 as this portion of the City is located within the same drainage basin and is easily served by the existing plant. However, nearly all of the land on the west side of Highway 13 is in a different basin, which drains to the west. Due to the different drainage areas, growth and development on the west side of the city will require additional infrastructure in the form of either lift stations or a new treatment plant. Because either treatment option creates additional expenses for the City, proposed development in this area should be carefully examined. Further, the City already maintains nine lift stations that were necessary due to the area's topography and development patterns.

Sludge storage is an issue that needs to be addressed in the near term. At current sludge production rates, the plant is rapidly approaching maximum capacity. The City must evaluate the availability of land in order to accommodate additional tanks or earthen basins for extra sludge storage.

Additional environmental requirements for the treatment of wastewater are another item the City must keep in mind as it prepares a Capital Improvements Plan. Based on past trends, it is highly likely that more stringent requirements will be mandated by the EPA and

the Missouri Department of Natural Resources. It is also likely that the local entity treating the wastewater will be responsible for implementing and paying for any necessary improvements in order to meet the requirements. In the future, the City may have to figure out ways to pay for the completion of these improvements.

The City is aware of the issues related to wastewater treatment and is working to balance the costs of maintaining and operating a sanitary sewer system. Water and sewer rates within the City have remained relatively low even though three rate increases have occurred in recent years. Additionally, a sewer impact fee was recently approved. The fee is assessed at the time a building permit is issued and is a flat rate of \$300. Both the rate increases and the impact fee are steps in the right direction to better maintain and operate the sanitary sewer system. As the community continues to progress, the next steps will be to:

- 1) Conduct a rate study to determine the appropriate rates to cover costs;
- 2) Consider implementing a tiered impact fee structure so that larger uses that have a larger impact pay a larger portion of the costs. For example, a new hotel has a significantly larger impact on the sewer system than a single-family house.

NATURAL GAS

Currently, the City of Bolivar is not served by natural gas. The lack of natural gas not only limits the service choices of citizens and businesses, but can have a significant impact on the marketability of the community for economic development purposes. For many industries/businesses, access to natural gas is key to their operations. The City understands the importance of access to natural gas and has taken steps to move forward with the granting of a natural gas franchise. On February 12, 2009, the Board of Alderman passed an ordinance authorizing the City to enter into a franchise agreement with Missouri Gas Utility, Inc. In accordance with the franchise agreement, substantial steps will be taken towards the design and implementation of and will actually begin construction and installation of the natural gas distribution system within 3 years from the effective date of the agreement. Additionally, the agreement states that within 5 years 25% of potential customers will have immediate access to natural gas, 75% within 8 years and 90% within 10 years.

SOLID WASTE DISPOSAL

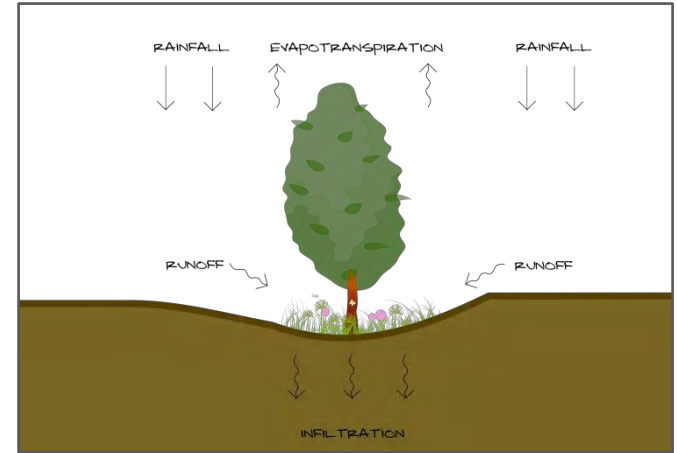
Throughout Bolivar, solid waste/trash disposal is handled by a private company and has operated this way for several years. The City does partner with the company by including the trash fee on the water and sewer bill. In return, the City receives 10 percent of the assessed fee. The setup appears to operate smoothly and a good relationship has been established between the City and service provider. Although there is a desire for this mutually beneficial relationship to continue, it is still important for the City to place the trash disposal services out to bid every few years to ensure a competitive rate level. Placing the services out to bid will not preclude the current provider from submitting a bid and winning the contract.

RECYCLING

Bolivar and Polk County residents are fortunate to have a government operated drop-off recycling center. The center is located at the wastewater treatment plant near the intersection of MO-32 and Route D and is open from 9:00 a.m. to 2:00 p.m. Thursday through Saturday. Currently, the center accepts a variety of recyclable materials including paper, plastic, colored glass, electronics, batteries, aluminum cans and appliances. Additionally, drop-off bins for paper and plastic products are available at Enterprises Unlimited Sheltered Workshop located at 1259 E. Wollard Street. As sustainability continues to gain importance, efforts should be made to expand recycling opportunities. The City could place additional drop-off centers at City parks, businesses such as Wal-Mart and educational institutions such as Southwest Baptist University.

STORMWATER

Stormwater drainage systems are designed to drain excess precipitation from paved streets, parking lots, sidewalks, roofs and other impervious surfaces. For many years, stormwater systems were simply concerned with handling the quantity of stormwater. Focus was placed on the swift capture and removal of the water in order to prevent or reduce flooding possibilities. Today, there are concerns for both the quantity and quality of stormwater. Within any community, stormwater may be contaminated from urban runoff such as lawn chemicals, motor oil, synthetic compounds and other potentially dangerous byproducts. Many communities are exploring more sustainable and less harmful stormwater management techniques, called Best Management Practices (BMPs). Best Management Practices involve managing the amount of stormwater and treating it to reduce the number of pollutants present when it enters the natural system. Examples of Best Management Practices include:



BIOSWALE AS STORMWATER MANAGEMENT

Source: Shafer, Kline & Warren, Inc.

WHAT IS A BIOSWALE?

A bioswale is modeled after the biological and physical characteristics of an upland terrestrial forest or meadow ecosystem. These systems use vegetation such as trees, shrubs and grasses to remove pollutants from stormwater runoff. Another advantage to using bioswale systems is that it may be constructed directly in a drainage channel or swale.

- 1) Preserving stream corridors
- 2) Encouraging smart growth strategies
- 3) Using bioretention systems
- 4) Implementing pervious pavement systems
- 5) Using bioswales
- 6) Building raingardens

Bolivar does have streams throughout the community. One stream runs through and under the downtown area. Because portions of these streams are in close proximity to existing development, flooding, erosion and pollution are possible. The implementation of Best Management Practices will help preserve the streams and can reduce the likelihood of the flooding and erosion problems. Providing additional natural areas around the stream in downtown Bolivar is particularly important. Such alterations would provide a connection to the suggested Keeling Springs Park (see section 3.5- Community Development), improve aesthetics of the area, reduce erosion and improve stormwater quality.

STREETS

Overall, the City has a largely grid-like transportation system. The presence of east-west connectors is decent with connections at regular intervals. Providing a connection on the north side of the City between Highway 83 and Highway D would improve the efficiency of the system and potentially open additional land for development. Unlike the east-west connectors, north-south routes are lacking. Highway 83/Springfield Avenue is the main north-south thoroughfare and carries a significant amount of traffic through Bolivar. Creating a connected, flowing transportation system should be a top priority in Bolivar's Capital Improvement Plan. Streets are discussed in more depth in Section 3.2 - Mobility.

POLICE AND FIRE PROTECTION

The Fire Department in Bolivar needs particular attention. The community's ISO rating of 3 is incredibly impressive considering the resources dedicated to the fire department. Currently, Bolivar has a volunteer fire department with four full time staff members, three fire stations and five trucks. Cities the size of Bolivar generally have a full-time fire department including at least one station that is manned 24 hours a day. Dedicating resources to fund additional fire staff should be a top priority.

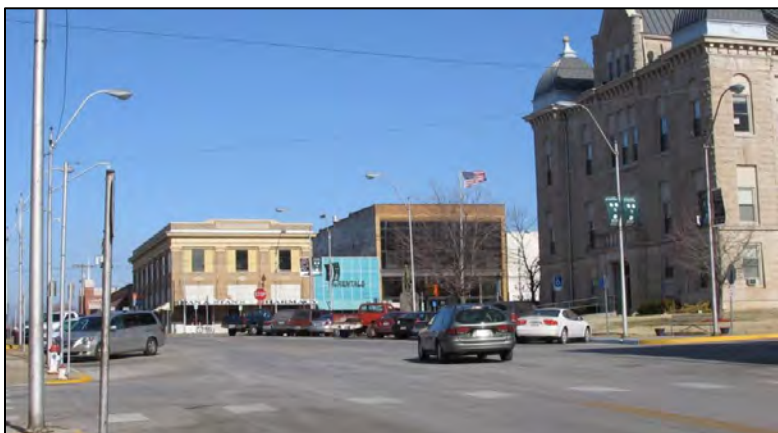
An alternative that smaller communities often utilize is to cross-train fire and police staff, thus creating a public safety department. This is not a long-term fix, but could be a possibility until additional funding can be found.

The police department is also struggling with a growing population. Although obtaining money for additional officers is a priority, the department’s immediate needs call for a better facility. An increasing number of detainees coupled with increased security regulations have caused the existing facility to be outdated.

COMMUNITY SERVICES GOALS

- GOAL 1: The City of Bolivar will develop and adopt a Capital Improvements Plan.
- GOAL 2: Future elements of community services will be planned and built in the most sustainable and economically feasible manner possible.
- GOAL 3: Bring fees and rates in-line with operating costs for public utilities.
- GOAL 4: Expand public safety services and capacities.
- GOAL 5: Obtain grants, low-interest loans and other types of funding that will help to offset expensive infrastructure investments.
- GOAL 6: Incorporate art into community facilities projects.
- GOAL 7: Ensure that all contracted services are properly obtained, legally defined and cost-efficient.
- GOAL 8: Construct an additional north-south arterial road within City limits.

The strategies to implement these goals may be found in [Chapter Four: Implementation Matrix](#).



DOWNTOWN BOLIVAR - CURRENT

Source: Shafer, Kline and Warren, Inc.



DOWNTOWN BOLIVAR – WITH IMPROVEMENTS

Source: Shafer, Kline and Warren, Inc.

3.5 COMMUNITY DEVELOPMENT

The people, history, traditions and quality of life that represent Bolivar are the elements that truly make a community unique. During the planning process, public input and ideas were gathered to form Bolivar's vision statement:

"Bolivar is a community – one of neighbors, character, identity, strong heritage and faith. We are a community of enterprise, rich with opportunities in healthcare, education and business. Now and in the future, we are committed to being a hub of economic growth and diversity with a high quality of life for all."

This vision statement is a driving force behind many ideas of the Comprehensive Plan but is most strongly tied to the community development element.

DOWNTOWN BOLIVAR

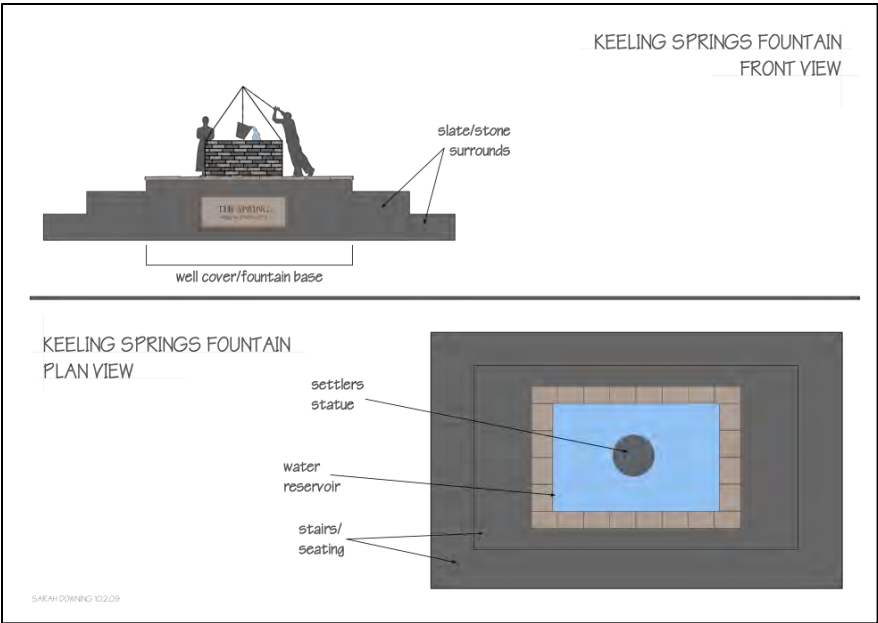
Downtown Bolivar represents the beginning of the city, as well as the historic heart of the community. The heart of downtown is the square, but downtown also encompasses several blocks radiating out from this center. Within this relatively small area, a variety of uses and amenities exist or has the potential to exist. Located on the square are office, retail and governmental uses; close by are historic, natural and cultural amenities. The combination of history, natural features, buildings, government and cultural assets downtown all project the very essence of Bolivar. Downtown, specifically the square, should hold a special place in the heart of all Bolivar citizens, and because of that, downtown should be treated differently than the rest of the community.

DOWNTOWN AESTHETICS AND IMPROVEMENTS

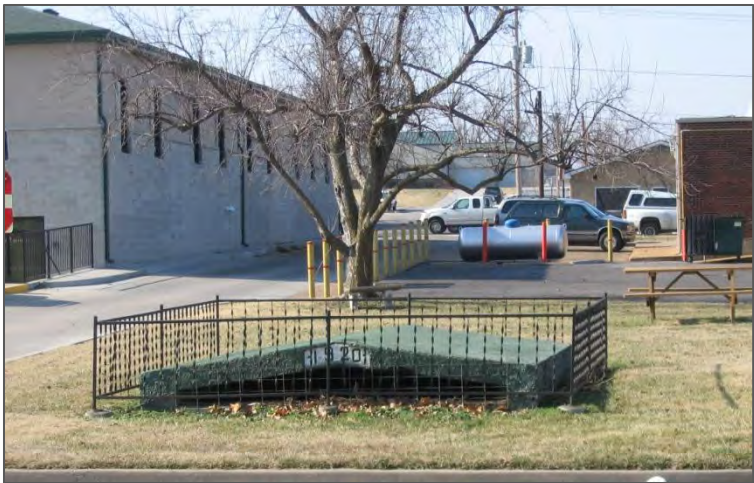
While City officials recognize that improvements on many levels are needed, downtown aesthetics has a very large impact on the community, both to citizens and visitors. One of the community development goals

recommended within this Plan includes developing Downtown Bolivar into a more unique and historical center for the community.

Though there are many ways to improve the visual impact of Downtown Bolivar, the redevelopment of Spring Park, restoration of the creek, and streetscape improvements would all be very worthwhile. On pages 41 and 42 are several concepts and examples of possibilities for both park and streetscape improvements. Spring Park, located just south of the square, is a historic gem for Bolivar as it the location where the community was founded. By redeveloping the park it could be utilized as a great gateway into downtown Bolivar. The site of the spring itself presents several possibilities, and strategies to complete the concepts are described in detail in **Chapter Four: Implementation Matrix**.



SPRING PARK FOUNTAIN CONCEPT
Source: Shafer, Kline and Warren, Inc.



SPRING PARK - CURRENT
Source: Shafer, Kline and Warren, Inc.



SPRING PARK WITH IMPROVEMENTS
Source: Shafer, Kline and Warren, Inc.

RANKING	SITE SELECTION FACTORS	QUALITY OF LIFE FACTORS
1	Highway accessibility	Low crime rate
2	Labor costs	Ratings of public schools
3	Energy availability and costs	Housing availability
4	Availability of skilled labor	Housing costs
5	Occupancy or construction costs	Health facilities

CORPORATE SURVEY-BUSINESS LOCATION

Source: "Area Development" Magazine

ECONOMIC DEVELOPMENT

Economic development is one of the most important subjects in any community, and for the future of Bolivar, a crucial path to survival. While attracting new business is a top priority, the community should simultaneously retain existing business and foster entrepreneurship. During the planning process, Bolivar citizens as a whole readily agreed that attracting industrial business falls at the top of the list of economic development desires. In order for economic development to occur, the community, as well as the specific business site, must be a desirable place to locate. The table at left illustrates how industrial businesses make location decisions.

As shown in the table, highway accessibility is a top factor when locating an industrial business. Considering this, Bolivar should strongly promote its Highway 13 accessibility and proximity to other major transportation networks like Interstate 44. Additionally, other community assets must be promoted and maintained. Such items include, an educated/skilled workforce, lack of a City property tax, and commercial amenities like the Bolivar Airport. Local educational institutions will need to work with the business community to ensure the local labor force has the opportunity to gain necessary training. Additionally, the community should follow the recommendations of the recently completed Airport Master Plan to help maintain the appeal of this business amenity. Having the desired components in place will allow Bolivar to be a contender for business investment.

There are many existing businesses within Bolivar, and the community must make a concerted effort to do "economic gardening". Economic gardening means growing the economy from within a community; it can be as simple as City officials meeting with existing businesses to discuss issues such as infrastructure needs or more in-depth projects like installing fiber-optic cable, or the City and County working together to achieve economic development goals on a more regional level. The important thing is

keeping communication open between businesses and the City and understanding that working together improves the entire community.

Entrepreneurial business is another great way to grow the economy in Bolivar. Fostering environments of creativity and allowing home-grown talent to find its place in the community will be an essential element to economic development for the future of Bolivar. The community and its existing businesses should strive to allow young citizens to shadow at different businesses, allow work/learn days in partnerships with schools and provide business incubator space in the community.

PARTNERSHIPS

Partnerships are important in Bolivar for economic, political and social reasons. Most importantly, partnerships among and between different community and political groups can help to achieve the community's shared goals. Partnerships allow for communication on all levels, keep everyone informed of the goals and directions of different groups and organizations, and help to curb any misunderstandings that may arise along the way. During the planning process for the Bolivar Comprehensive Plan, many needed partnerships were identified, and the following partnerships represent the "Top 5" partnerships needed in Bolivar.

- Private sector/ Developers
- Clubs / Organizations / Faith community (ie. YMCA, Citizen's Memorial Hospital, etc.)
- Public school system and Southwest Baptist University
- Polk County and the City of Bolivar
- Chamber of Commerce / Other business interests

COMMUNITY DEVELOPMENT GOALS

- GOAL 1: Hire a full time economic development director for the City.
- GOAL 2: Strengthen existing partnerships between the City and identified entities.
- GOAL 3: Create partnerships between the City and identified entities.
- GOAL 4: Develop Downtown Bolivar as a unique, historical and vibrant center of activity for the community and the surrounding region.
- GOAL 5: Retain and expand existing businesses as an important element to Bolivar's economy.
- GOAL 6: Promote home-grown, entrepreneurial business in Bolivar.
- GOAL 7: Recruit high-quality businesses.
- GOAL 8: Market Bolivar to gain visibility and inform its citizens.

The strategies to implement these goals may be found in [Chapter Four: Implementation Matrix](#).

4

IMPLEMENTATION MATRIX

4.1 IMPLEMENTATION MATRIX

The Implementation Matrix is the action piece of the Bolivar Comprehensive Plan. In **Chapter Three: The Plan**, Bolivar’s current situation regarding each element of the Plan was analyzed and given recommendations and specific goals that should be pursued. In **Chapter Four: Implementation Matrix**, each goal is given specific steps that City officials and other responsible parties should be involved in, along with a timeline these specific duties should be performed.

The Implementation Matrix outlines the “near term”, “long-term” and “ongoing” priorities for each strategy. The near-term priority can be defined as a period of five years or less. The long-term is described as five years and longer, and an ongoing priority is self explanatory – this is something that should continually be implemented and monitored for its performance. The Matrix also defines Responsible Parties for each strategy. Responsible Parties is defined as any individual, group, or organization that should be involved in implementing identified strategies. The acronym key for responsible parties is as follows:

- *CB = City of Bolivar
- YMCA = Young Men’s Christian Association (*local and national*)
- SBU = Southwest Baptist University
- CC = Chamber of Commerce
- SD = School District
- PC = Polk County
- DB = Downtown Bolivar

The following matrix is color-coded as well. The light green shaded areas indicate a single goal, while the white is an action step. The darker gray shaded rows are suggestions to help complete an action step and are not assigned a responsible party.

**The City of Bolivar includes all City employees, staff, decision makers, boards and commissions within.*

ACTION	NEAR-TERM	LONG-TERM	ONGOING	RESPONSIBLE PARTIES
GENERAL GOALS				
GG.1 Place the Vision Statement on prominent display in Board of Aldermen Chambers.				
GG.2 Print the Vision Statement on the meeting agendas of the Board of Aldermen and Planning and Zoning Commission.				
FUTURE LAND USE AND PHYSICAL DEVELOPMENT				
FLU.1 Update City codes to reflect the desired principles of physical development.	X			CB
FLU.1.1 Lower parking requirements in mixed-use developments and districts.	X			CB
FLU.1.2 Prohibit single-use development in mixed-use zones such as downtown Bolivar.	X			CB
FLU.1.3 Update subdivision regulations to increase minimum size of lot required for properties not serviced by public sewer to be 2 ½ acres.	X			CB
FLU.2 Annex land in accordance with an official “Strategic Annexation Plan”.			X	CB
FLU.2.1 Develop and adopt a Strategic Annexation Plan that expands city limits in a manner that forwards environmental stewardship, community connectivity, economic development and realistic advancements of community service extension.	X			CB
FLU.2.2 Define official “areas of growth and annexation” to include currently unincorporated land within the larger context of the City of Bolivar.	X			CB
FLU.2.3 Review and update the Strategic Annexation Plan every 5 years or as needed.			X	CB
FLU.2.4 Define and adopt an official “Urban Service Area” that effectively limits land from being developed in a “leapfrog”, sprawling pattern.	X			CB
FLU.2.4.a Work with Polk County to ensure cooperation on a regional level.			X	CB
FLU.3 Plan for successful infill development.			X	CB
FLU.3.1 Create and maintain a dialog about annexation with Bolivar property owners.			X	CB
FLU.3.1.a Initiate public education and outreach on annexation, its process and advantages such as potential City sales tax revenue and improvement of emergency services and response.	X			CB
FLU.3.2 Prioritize sustainable infill development over new or “greenfield” development at every opportunity.			X	CB
FLU.3.2.a Create a listing of parcels within the community that should be	X			CB

redeveloped as infill before new development may occur.				
FLU.3.2.b Work with developers to exhaust all possibilities to create infill development before Greenfield development may be allowed.			X	CB
FLU.3.2.c Provide a “Density Bonus” for infill development in appropriate areas.			X	CB
FLU.3.2.d Purchase parcels that need redeveloped and sell for a reduced price to developers that will agree to City-specified development ideals.	X		X	CB
FLU.3.3 Explore funding options that will help to curb costs of infill development.			X	CB
FLU.3.3.a Seek funds from the “Historic Preservation” program to gain tax credits for the redevelopment of commercial and residential historic structures within Bolivar.	X			CB
FLU.3.3.b Research the possibility of “Chapter 353 Tax Abatement” PILOT program.	X			CB
MOBILITY				
M.1 Complete a Mobility Improvements Plan to be included in the City’s Capital Improvements Plan.	X			CB
M.1.1 Include sidewalks, bridges, streets, lighting and signals.	X			CB
M.1.2 Define each project and outline projected costs.	X			CB
M.1.3 Determine a timeline and priorities for the needed improvements.	X			CB
M.1.4 Create a special “infrastructure committee” to define mobility priorities.	X			CB
M.2 Maximize existing public transit opportunities in Bolivar.			X	CB/CC
M.2.1 Publicize the OATS bus system schedule with newspaper announcements, public announcements and radio advertisements.	X		X	CB/CC
M.2.1.a Seek out free advertising spots from radio, tv and newspaper outlets to maximize benefit without having to spend money.	X		X	CB/CC
M.3 Transform the mobility network in Bolivar into a system of complete streets.			X	CB
M.3.1 Coordinate with the Parks Master Plan efforts to identify a completely linked system of linear parks that merges with the on-street pedestrian system in Bolivar.		X		CB
M.3.2 Require all new streets to include sidewalks.			X	CB
M.3.3 Encourage collector lanes to include a “share the road” bicycle lane or a separate lane.			X	CB
M.3.4 Encourage a grid street pattern by limiting the use of cul-de-sacs for instances of unusual circumstances such as extreme topography.			X	CB
M.3.5 Begin a “Bike Bolivar” campaign to encourage the use of bicycles and	X			CB/YMCA/SBU

community bike-sharing as an alternate mode of transportation within the community.				
M.3.5.a Partner with the YMCA and other community groups to generate interest in the campaign.	X			CB/YMCA/SBU/CC
M.3.5.b Require development of new public facilities to provide bike racks.	X		X	CB
M.3.5.c Provide special “Bike Bolivar” bikes at the racks placed strategically throughout the community with “deposit boxes” so that people can rent the bicycles.		X		CB/YMCA/SBU/CC
M.3.5.c.1 Kick off the “Bike Bolivar” program by installing bike racks at City Hall, downtown, parks and other points of interest or high activity within Bolivar.				
M.3.5.c.2 Solicit businesses and organizations such as YMCA, SBU, Wal-Mart and others to help co-sponsor the program by paying for and installing bike racks.				
M.3.5.c.3 Requiring users to register at City Hall before they may rent a bicycle will deter theft and make the program more financially feasible in the long-term future.				
M.3.5.d Research funding for the “Bike Bolivar” program.	X			CB/YMCA
M.3.5.e Require or strongly promote the placement of bicycle racks in all multi-family and commercial development areas.	X			CB
M.3.6 Create and implement a public marketing campaign that ensures public knowledge and interest in the availability and benefit of biking and walking in Bolivar.	X			CB/YMCA/SBU/CC/SD
M.3.7 Implement safety improvements to existing pedestrian crossings and require new crossings to implement the same.			X	CB
M.3.7.a Encourage crosswalks with unique paving / brickwork / elevations.				
M.3.7.b Consider integrating audible signals into crosswalk signage and signals.				
M.3.8 Add or improve street lighting to assist the safe travel of pedestrians and bicyclists at night.			X	CB
M.3.9 Implement a highly visual signage system throughout Bolivar that clearly indicates pedestrian and bicyclist travel routes.			X	CB/YMCA
M.4 Improve north-south and east-west connections that are important for schools, hospitals and emergency vehicles.			X	CB
M.5 Construct future roads and mobility systems in a sustainable manner.			X	CB
M.5.1 Incorporate elements such as porous pavement, roundabouts and raingardens.			X	CB
M.5.2 Design roadways and paths that will enhance the connectivity of the entire system.			X	CB
M.5.3 Research funding options for street construction.			X	CB

M.5.4 Research implementation of a transportation impact fee for new development/major redevelopment and discuss transportation sales tax to couple with the impact fee.		X		CB
M.5.4.a Obtain assistance from legal counsel well-versed in impact fees.				
M.5.4.b Analyze the City's street network to identify necessary improvements.				
M.5.4.c Establish an overall cost for the improvements, which will help to determine the tax and fee amounts.				
PARKS, OPEN SPACE AND CONSERVATION				
P.1 Foster environments and activities that support healthy eating and active living.			X	CB/YMCA/SD
P.1.1 Partner with the YMCA to host an "America On the Move Week". This YMCA program is a week of events and activities to motivate people to take small steps to get active and increase the number of daily steps they take.	X		X	CB/YMCA/SBU/ CC/SD
P.1.2 Partner with the YMCA and schools to host a "Healthy Kids Day" in the community. This program is an interactive special event that encourages children and families to adopt behaviors that support a healthy lifestyle.	X		X	CB/YMCA/SBU/ CC/SD
P.1.3 Implement the Community Healthy Living Index Program. The Community Healthy Living Index Program is a set of 5 tools that measure opportunities for physical activity and healthy eating in areas that impact an individual's daily life. These tools also facilitate discussion on how to improve the community environment to increase opportunities for healthy living.		X		YMCA/SD
P.1.4 Host community races such as a bike race, 5k, "dog n' jog", mini marathon and others.	X		X	CB/YMCA/CC/ SBU/SD
P.1.4.a Find sponsors to pay for advertising / officials / marking race routes / traffic diversion routes / water pit stops, etc.	X		X	YMCA/CC
P.1.4.a.1 Wal-Mart				
P.1.4.a.2 Southwest Baptist University				
P.1.4.a.3 YMCA				
P.1.4.a.4 Other businesses – chains and local				
P.1.5 Build a community garden in order to stimulate social interaction, production of nutritious food, reduce family food budgets, conserve resources, create opportunities for recreation, exercise, therapy and education.	X			YMCA/SD/SBU/ CB
P.1.5.a Become a member of the ACGA (American Community Gardening Association) for program creation assistance.	X			YMCA
P.1.5.b Form steering committee to accomplish tasks such as funding,	X			YMCA/CB

budgeting and resource development, start-up strategies, youth activities, construction and more. After initial start-up, the steering committee may serve as the decision-making body for the program.				
P.1.5.b.1 Initial Community Garden set up could possibly be completed by the City of Bolivar Parks and Recreation Department.				
P.1.5.b.2 Staffing possibilities include summer help, schoolchildren, volunteers, interns from area schools and regional universities, as well as farmers.				
P.1.5.c Identify a site location for the community garden.	X			YMCA/SD/SBU
P.1.5.d Obtain a sponsor for the program.	X			YMCA
P.1.5.e Hold an annual “Under the Harvest Moon” community celebration dinner at Dunnegan Park (or other appropriate sites) and use food grown in the community garden that is prepared in a healthy manner.			X	YMCA
P.1.6 Promote the Bolivar Farmer’s Market.			X	CB/CC
P.2 Develop a sufficient number of neighborhood parks to serve the community.			X	CB
P.2.1 Explore options for funding, including competitive and foundation grants.			X	CB/YMCA
P.2.2 Create and implement a “Neighborhood Parks Grant” Program. Neighborhood and homeowner’s associations may apply to the City for funding through this competitive grant.		X		CB
P.2.3 Develop maintenance agreements with neighborhood or homeowner’s associations to eliminate the strain on the City Parks and Recreation Department. Maintaining numerous small parks in a widespread geography increases city costs and lessens Department performance ability.	X			CB
P.2.4 Consider requiring developers to either donate parkland to the City for parks use or pay a fee-in-lieu.	X			CB
P.3 Diversify facilities provided at existing community parks.			X	CB
P.3.1 Inventory existing facilities at community parks and define deficiencies.	X			CB
P.3.2 Develop a set of desired additional facilities such as tennis courts, shuffleboard, horseshoe, volleyball courts and others at each park.	X			CB
P.3.2.a A community survey could be a useful tool to gather this information.	X			CB
P.3.3 Research funding options available for facility expansion and addition.	X			CB/YMCA
P.3.4 Perform a walkability assessment of the community.	X			CB/YMCA

P.4 Become a community with a completely linked system of trails.			X	CB
P.4.1 Complete a trails plan that includes on and off-road trails as part of a Master Plan for parks and open space.		X		CB
P.4.2 Partner with the Rails-to-Trails Conservancy and the Rivers, Trails and Conservation Assistance (RTCA) Program of the National Park Service to obtain technical assistance.	X			CB
P.4.3 Require all new development to include sidewalks that will link to the larger system of trail and existing sidewalks in the community.	X			CB
P.5 Hold in conservation the areas of land that are best suited for agriculture or are environmentally sensitive.			X	CB
P.5.1 Complete a land assessment to determine any lands in Bolivar City Limits or Bolivar Urban Reserve that should be classified as “Areas of Conservation”.	X			CB
P.5.2 Once “Areas of Conservation” are identified, city ordinances regarding development in this land use/zoning category shall be updated and policies put in place to disallow further or future development in these areas.	X			CB
P.5.3 Create “conservation easements” that dedicates land as undevelopable.	X			CB
P.6 Prepare and implement a Parks Master Plan.		X		CB/YMCA
P.7 Research and prepare a parks funding package to lower development costs.		X		CB
P.8 Adopt specific policies on tree placement/replacement and maintenance plans for development.	X			CB
P.8.1 Require a ratio of trees to the amount of impervious area on the development site.	X			CB
P.8.2 Require trees that are native to or acclimated to Bolivar’s climate.	X			CB
COMMUNITY SERVICES				
CS.1 Develop and adopt a Capital Improvements Plan. Transportation improvements will be critical elements within the Plan.	X		X	CB
CS.1.1 Establish a steering committee charged with guiding the process of creating a Capital Improvements Plan.	X			CB
CS.1.2 Create an inventory of capital improvements projects that need to be completed, such as streets, water lines, sewer improvements, parks, City buildings, and others.	X			CB

CS.1.3 Create an inventory of needed major equipment purchases/repairs.	X			CB
CS.1.4 Obtain cost estimates for projects and equipment purchases/repairs.	X			CB
CS.1.5 Prioritize capital improvements projects.	X			CB
CS.1.6 Identify funding sources for capital improvements projects.	X			CB
CS.1.7 Establish a timeline for project completion.	X			CB
CS.2 Plan and construct community infrastructure in the most sustainable and economically feasible manner possible.			X	CB
CS.2.1 Incorporate LEED building principles into any new City buildings.			X	CB
CS.2.2 Raingardens			X	CB
CS.2.3 Porous Pavements			X	CB
CS.2.4 Bioretention systems for stormwater runoff			X	CB
CS.2.5 Utilize recycled materials such as tires and glass to construct trails.			X	CB
CS.3 Bring fees and rates in-line with operating costs for public utilities.			X	CB
CS.3.1 Conduct a rate study to determine appropriate utility rates for Bolivar.	X			CB
CS.3.2 Evaluate tiered sewer impact fees so larger impact users of the system are assessed accordingly.	X			CB
CS.4 Expand public safety services and capacities.			X	CB
CS.5 Obtain grants, low-interest loans and other types of funding that will help to offset expensive infrastructure investments.			X	CB
CS.5.1 Investigate funding sources such as Community Development Block Grants to pay for essential community infrastructure.			X	CB
CS.6 Incorporate art into community facilities projects.			X	CB/SD/SBU
CS.6.1 Work with schools, the University and local organizations to supply volunteers and talent for public art.				
CS.7 Ensure that all contracted services are properly obtained, legally defined and cost-efficient.			X	CB
CS.7.1 Place all services to be contracted out for bid.				
CS.7.2 Ensure that contracts are approved and completely executed.				
CS.7.3 Place time limits on contracted services when appropriate.				
CS.8 Construct an additional north-south arterial road/East Loop within Bolivar City		X		CB

limits.				
CS.8.1 Incorporate the East Loop arterial road construction into the Capital Improvements Plan.	X			CB
CS.8.2 Research potential funding sources for the East Loop such as MoDOT, Federal and State funds, SAFETEA-LU and others.	X		X	CB
COMMUNITY DEVELOPMENT				
CD.1 Hire a full-time economic development director for the City.		X		CB
CD.2 Strengthen existing partnerships between the City and identified entities.			X	CB
CD.2.1 Identify existing groups or interests that the City currently has strong partnerships with.				
CD.2.2 Work with existing partnerships to identify areas of strength and areas of improvement.				
CD.2.3 Develop a working plan of action involving the City and identified groups to accomplish prioritized goals of partnerships.				
CD.3 Create partnerships between the City and identified entities.	X		X	CB
CD.3.1 Identify entities that would benefit from a partnership with the City.				
CD.3.2 Develop a working plan of action involving the City and identified groups to accomplish prioritized goals or partnerships.				
CD.4 Develop Downtown Bolivar as a unique, historical and vibrant center of activity for the community and the surrounding region.		X		CB/DB
CD.4.1 Rebuild Keeling Springs in Spring Park. The revitalized park and fountain will serve as a unique and highly identifiable community gateway feature.		X		CB/DB/CC
CD.4.1.a Prepare a site development plan for the park and explore opportunities to expand the park's size.				
CD.4.1.b Hold a community contest to design the new Keeling Springs. Winning designer could receive a key to the city or a mention on a dedication plaque.				
CD.4.1.c Hold community fundraising events such as concerts, races, or special dinners to gain philanthropic interest in the project and build a funding bank.				
CD.4.2 Prepare and implement a City-funded façade restoration program (such as a low-interest loan or matching grant) to restore older buildings to their original state of repair, incent downtown revitalization and complete aesthetic improvements.		X		CB/DB
CD.4.2.a Utilize community professionals such as architects, engineers and planners to guide in the development of the program and its goals.				
CD.4.2.b Research funding options at federal, state and foundation level to help offset the cost of the program.				

CD.4.2.c Discuss possibility of implementing a self-imposed tax on downtown properties to pay for improvements to downtown.				
CD.4.3 Ensure that Downtown Bolivar is an attractive, walkable area with transportation connections to the surrounding areas.			X	CB/DB
CD.4.3.a Install pedestrian paths that are made of a different material/color/texture than the rest of the roadway. Red brick/cobblestone/stamped concrete treatments that are raised help to visually and physically define the separation of uses within the context of the area.				
CD.4.3.b Consider the use of “bulb-outs” at intersections. These traffic-calming curb extensions reduce crossing width for pedestrians and can further define the pedestrian environment. The extra pavement may even be used as a raingarden or to display flowers or other landscaping.				
CD.4.3.c Consider integrating audible crossing signals at pedestrian intersections. Audible signals help when there is a bright glare from the sun, alert motorists to slow down and stop and assist individuals with hearing disabilities.				
CD.4.4 Place electrical wires underground.		X		CB
CD.4.5 Incorporate civic art and historically accurate signage into the downtown district.	X			CB/DB/CC
CD.4.5.a Select a downtown building as a canvas for a community mural and host a design contest within the community. Solicit sponsors or donations from area and chain businesses to supply the paint and other materials needed for the mural itself.				
CD.4.5.b Engage community youth and adults in the painting of the winning mural. Solicit community businesses to provide lunch/snacks/water for the volunteers during the painting process.				
CD.4.6 Reach 100% occupancy in Downtown Bolivar.			X	CB/DB/CC
CD.4.7 Develop varied residential opportunities in the downtown.		X		DB
CD.4.7.a Determine the type and amount of residential demand that exists for Downtown Bolivar.				
CD.4.7.b Develop housing options for young households looking for unique housing options not available elsewhere in the City.				
CD.4.7.b.1 Work with SBU to offer upper classmen downtown loft apartments.				
CD.4.7.c Calculate potential residential downtown housing demand.				
CD.4.7.d Inventory vacant and other possible buildings for potential residential development.				
CD.4.7.e Develop a variety of financing options for downtown residential and commercial development.				
CD.4.7.e.1 Private/public partnerships				
CD.4.7.e.2 Tax abatement, TIF and Special Taxing Districts				
CD.4.7.e.3 Federal and State Affordable Housing Tax Credits				
CD.4.7.e.4 Historic Tax Credits				

CD.4.7.e.5 New Market Tax Credits				
CD.4.7.e.6 City-owned land sold below market rate				
CD.4.8 Add downtown structures to the National Register of Historic Places.		X		CB/DB
CD.5 Retain and expand existing businesses as an important element to Bolivar's economy.			X	CB/CC
CD.5.1 Continue to support the downtown business association in Bolivar.			X	CB/CC
CD.5.2 Encourage downtown businesses to keep the same business hours in an effort to create an open, convenient and inviting environment for all patrons and visitors.	X			CC
CD.5.3 Work with the Chamber of Commerce to create an existing business outreach and retention program.	X			CB/CC
CD.5.4 Consider holding a yearly contest in the manner of AOL "Best of" City Search restaurants, etc.	X			CC
CD.5.5 Practice economic gardening.			X	CB/CC
CD.5.6 Encourage community recognition of existing businesses that contribute positively to Bolivar.	X			CC
CD.5.7 Help to increase competitiveness of local businesses.			X	CC
CD.5.8 Apply for funding to help offset the prohibitive cost of expansion and location of businesses.			X	CB/CC
CD.5.8.a "BUILD" incentive program				
CD.5.8.b "Industrial Infrastructure Grant"				
CD.6 Promote home-grown, entrepreneurial business in Bolivar.			X	CB/CC
CD.6.1 Work with schools and businesses in Bolivar to create an apprenticeship program for students who may gain high school credit for participating.	X			SD/SBU/CC
CD.6.1.a Get students involved in local politics and processes.	X			SD/SBU/CB
CD.6.2 Provide incentives that will support the business development efforts of entrepreneurs in Bolivar.			X	CB/CC
CD.6.2.a Help entrepreneurs apply for low-interest loans and grants.	X		X	CB/CC
CD.6.2.a.1 The "Alternative Loan Program" and the "Beginning Farmer Loan Program" are potential funding sources for agricultural entrepreneurs.				
CD.6.2.a.2 Explore the "Certified Capital Companies" program for new or growing small businesses.				

CD.7 Recruit high-quality businesses.			X	CB/PC/CC
CD.7.1 Work with the Economic Development officer to develop recruitment plans for businesses that will compliment and not compete with existing businesses in Bolivar.	X			CB
CD.7.1.a Work to ensure that new businesses provide a fair wage rate to their employees.				
CD.7.1.b Seek out businesses that will provide employees with benefits such as affordable health and dental insurance.				
CD.7.2 Support technology, research and development and other emerging sectors of business.			X	
CD.7.2.a Explore funding options such as the Big Missouri Linked Deposit Program and MORESA to help start up renewable fuel production facilities.				
CD.7.3 Support efforts to locate and expand little-known businesses in Bolivar.			X	CB/CC
CD.7.3.a Apply for Action Fund Loans on behalf of eligible companies that need start-up or expansion funds.				
CD.7.3.b Assist eligible small businesses in applying for the “Certified Capital Companies” program.				
CD.7.4 Ensure that the proper infrastructure is in place to support the desired business location and growth in Bolivar.			X	CB
CD.7.4.a Include infrastructure expansions in the Capital Improvements Plan.				
CD.7.4.b Apply for an “Industrial Infrastructure Grant” to fund expansion projects.				
CD.8 Market Bolivar to gain visibility and inform citizens.			X	CB/CC
CD.8.1 Create a City website that is updated regularly and includes a City events calendar, meeting minutes and a document center.	X			CB
CD.8.2 Create and disseminate a “Citizen’s Newsletter” that can be mailed out with water bills and is made available on the City’s website.	X			CB
CD.8.3 Initiate a weekly radio call-in talk show where citizens can call in and voice their concerns or questions to the mayor or other appropriate City official.	X			CB
CD.8.4 Work with the Economic Development Director and the Bolivar Herald-Free Press to run feature stories about the community and its development/economic development efforts.			X	CB
CD.8.5 Capitalize on Bolivar’s close proximity to Kansas City, Springfield and other metropolitan areas.			X	CB/CC

5

APPENDIX

5.1 PUBLIC MEETINGS AND SUMMARIES

Because a comprehensive plan is citizen-driven, a series of public meetings were held throughout the process to gauge citizen reactions to issues, goals and plan direction. These meetings were held to ensure that the resulting Plan reflected the wishes of the community.

PHASE ONE

Approximately 25 people participated in three stakeholder meetings which were held between October 10th and 11th, 2007. The participants included individuals from community organizations, associations, businesses, institutions and municipal establishments. The stakeholder groups focused on Bolivar's assets and areas of concern. The complete information regarding these stakeholder meetings can be found in the "Understanding the Issues" section of the Interim Report.

Stakeholder Meeting One – October 10, 2007

The first of three stakeholder meetings was held on October 10, 2007 in the conference room at Commerce Bank. There were nine participants, mainly representing the business and development community.

Stakeholder Meeting Two – October 11, 2007

The second of the three stakeholder meetings was held on October 11, 2007 at City Hall. There were eight participants, mainly representing different community organizations and institutions. The group discussed Bolivar's assets and areas of concern.

Stakeholder Meeting Three – October 11, 2007

The last of three stakeholder meetings was held on October 11, 2007 at City Hall. The group consisted mainly of City staff and their discussion focused on areas of concern and ways to improve the City. All participants were engaged in the conversation and many important issues were presented.

PHASE TWO

During Phase 2 of the planning process, 4 public meetings were held. The meetings were held to solicit input and participation to determine the direction for Bolivar's Comprehensive Plan.

Public Meeting One – June 16, 2009

The first public meeting for the Bolivar Comprehensive Plan Phase Two was held on June 16, 2009. Twenty five citizens attended this meeting to hear an overview of the planning process to date and participate in the next phase of the Bolivar Comprehensive Plan Update.

The first exercise of the evening involved a roundtable discussion of possible vision statements for Bolivar. Each of four groups held discussions on the elements of a powerful vision statement and reported to the larger group after 15-20 minutes. Common themes in each group's vision statement included: friendly and neighborly atmosphere, a tradition of honoring the past while looking to the future and strong elements of medical and educational opportunities. The group vision statements are below:

"Bolivar is a community of neighbors striving to [keep/grow/build/improve] a prosperous and [healthy/thriving] future while honoring [the/our] [history/ heritage/ past] while also focusing on the future. A strong sense of community will be reinforced by an active exchange of ideas and collaboration towards a future where neighbors find an exceptional [environment/ community/ place/ region] to live, learn, work and play."

"Bolivar seeks to be a friendly community with growing opportunities rich in healthcare, education, higher learning, technology and business."

"Bolivar is a family-oriented city with a vision to preserve our hometown past while looking forward to the future to further develop our educational opportunities, medical industry, business climate, while preserving our cultural and recreational assets."

"Bolivar will [flourish/ prosper/ grow/ thrive] by a proactive approach to enhance the environmental, human and cultural assets that lead to opportunity, diversity and a high quality of life for all. This will build upon our proud heritage, excellent education, recreation, health care and strong faith."



ISSUES AND ASSETS IDENTIFICATION

Source: Shafer, Kline and Warren, Inc.



ROUNDTABLE DISCUSSIONS

Source: Shafer, Kline and Warren, Inc.

Bolivar Assets		
Topic	Agree	Disagree
Hospital, Medical Hub	19 (95%)	1 (5%)
Southwest Baptist University	20 (100%)	0 (0%)
Recreational/Cultural	19 (95%)	1 (5%)
Low Cost of Living	14 (70%)	7 (35%)
Proximity to Metro Areas	18 (90%)	2 (10%)
Opportunity for Growth	18 (90%)	2 (10%)
High Quality of Life	16 (80%)	4 (20%)
Senior Center	19 (95%)	1 (5%)

COMMUNITY ASSETS

Source: Public meeting conducted by Shafer, Kline and Warren, Inc.

Bolivar Areas of Concern			
Topic	Agree	Disagree	No Reply
Infrastructure	16 (80%)	2 (10%)	2 (10%)
Transportation	16 (80%)	1 (5%)	3 (15%)
Sewer System	14 (70%)	2 (10%)	4 (20%)
Additional City Personnel	11 (55%)	6 (30%)	3 (15%)
Utilize Design Standards	11 (55%)	5 (25%)	4 (20%)
Partnerships	16 (80%)	1 (5%)	3 (15%)
Recreational Opportunities	17 (85%)	2 (20%)	1 (5%)
Educational Investment	18 (90%)	1 (5%)	1 (5%)
Increase Marketing	13 (65%)	5 (25%)	2 (10%)

COMMUNITY CONCERNS

Source: Public meeting conducted by Shafer, Kline and Warren, Inc.

After the vision statement exercise, the groups again broke into separate table discussions on planning topics. Each group discussion resulted in a report of the top five planning issues that Bolivar is facing today. Infrastructure needs, land use and development, economic development and transportation were strong issues on the groups' lists.

The final discussion of the evening centered around Bolivar's community assets and concerns. The assets and concerns which were listed for consideration had been identified during Phase One of the Bolivar Comprehensive Plan. The purpose of this exercise was to confirm or deny the findings of the previous phase. Each of the individual meeting attendees were to complete an assessment on their own and then report back to their group to discuss and formalize a "top five" list of each subject. Of the individual answers received, the rankings indicated that infrastructure, transportation and sewer system were the top three concerns. Partnerships with county and other level of governments, recreational opportunities and educational investment rounded out the individual list of concerns for Bolivar.

The group consensus results confirmed that transportation and infrastructure were top concerns for the community. Assets which were consistently listed as most important included the hospital, strong education and quality of life.

Public Meeting Two: June 30, 2009

The second public meeting for the Bolivar Comprehensive Plan- Phase Two was held on June 30th, 2009. Sixteen citizens attended the meeting. The objectives of the meeting were to finalize a vision statement and discuss existing conditions, goals and strategies related to 3 topics: partnerships, economic development and recreational opportunities/natural environment.

At the first public meeting of Phase Two, the meeting attendees split into 4 separate groups to develop a vision statement for Bolivar. These vision statements were combined using common themes and key words to create two possible vision statements for the community. After reading the prepared options, the meeting goers voted to move forward with the vision statement below, but with a few changes.

Original Vision Statement

“Bolivar is a community of neighbors- a community with character, a community with identity and strong heritage. Bolivar is a community of enterprise, rich with opportunity in healthcare, education and technology. Now and in the future, Bolivar is committed to being a hub of economic activity, diversity and a high quality of life for all.”

Revised Vision Statement

“Bolivar is a community -- one of neighbors, character, identity, strong heritage and faith. We are a community of enterprise, rich with opportunities in healthcare, education and business. Now and in the future, we are committed to being a hub of economic growth, diversity and a high quality of life for all.”

Some thought that the term “technology” was really “a way to get there”, not an end in itself, so the term was dropped. Listing faith as a community identifier was added during the public meeting and there were no objections. Meeting attendees thought that “rich with opportunity” should be “opportunities” instead, and the use of “we” instead of naming Bolivar repeatedly suggests ownership of the vision statement.

Public meetings set for city’s comprehensive plan

The city of Bolivar has scheduled three public meetings during which residents can provide input toward an updated comprehensive plan for the city.

The meetings will be from 6:30 to 8:30 p.m. Tuesdays, June 15 and 30 and July 14, in Community Room No. 3 at Citizens Memorial Hospital. Residents are invited to all three sessions, as each will cover a different topic such as transportation, housing, downtown and others.

Contact Jackie Carlson with Shafer, Kline and Warren Inc. at (913) 307-2584 or carlson@skw-inc.com or Sarita Cain, city of Bolivar planning and zoning administrator, at 326-2489 or zoningadmin@bolivar.mo.us.

NEWSPAPER ANNOUNCEMENTS

Source: Charlotte Marsch, Bolivar Herald-Free Press



GROUP BRAINSTORMING

Source: Shafer, Kline and Warren, Inc.



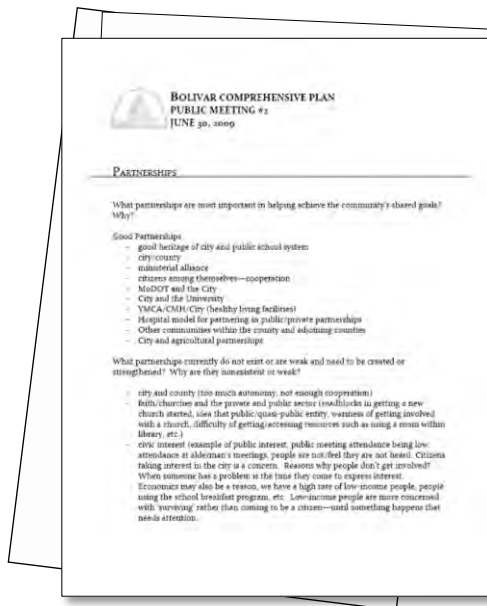
ROUNDTABLE DISCUSSIONS

Source: Shafer, Kline and Warren, Inc.

The first topic of group discussion centered around partnerships that the City has with different entities that could help achieve the community's goals. City partnership relationships mentioned included: public school system, MoDOT, Polk County, the hospital and agriculture. The partnerships needing strengthening or formation were: private sector, developers, clubs and organizations, public school system, Polk County, the faith community, the Downtown Business Coalition and the Chamber of Commerce. When asked how to go about creating or strengthening partnerships, the citizens mentioned the importance of having common goals and developing a cooperative relationship. More specifically, the citizens were asked to identify goals for each partnership. It was mentioned that the City of Bolivar and Polk County should cooperate on zoning and that communication was important among all entities in a partnership with the City. Economic development should be involved in every partnership, and all the groups that the City partners with should cooperate and develop an overall priority list.

The second discussion on economic development was a large part of the evening's meeting content. Meeting attendees commented on what economic development means, how to keep and maintain existing businesses, and obstacles to economic development. Some of the key responses included:

- The maintenance of existing businesses within Bolivar is a principal issue.
- Economic development should be handled by a City employee, with a commission or board to approve and oversee their efforts. The individual should be given the appropriate amount of time to achieve the expressed goals. This will help Bolivar to understand what they do well and develop a marketing strategy for it.
- There is a real need to foster and build home-grown enterprises in Bolivar.
- The industrial park needs improvement—that includes physical/operative changes and image changes.
- The use of tax or other incentives to attract business may be unavoidable, but Bolivar should continue to be responsible when offering these incentives.



GROUP DISCUSSION RESULTS

Source: Shafer, Kline and Warren, Inc.

Recreation and natural environment was the final topic of the meeting. The meeting attendees identified the elements that Bolivar's system was lacking and developed a series of parks and recreation goals for the community. The entire group agreed that Bolivar is in great need of an overall parks and recreation Master Plan. The citizens noted that their vision of parks and recreation in Bolivar was a complete and connected system with plenty of opportunities for all types of users and needs. Specific goals included:

- Connecting parks and green spaces to points of interest and to other trail systems on a regional level
- Working with MoDOT on a "complete streets" program
- Expansion of sidewalks as a complete mode of transportation in a safe manner
- Development of neighborhood parks
- Become a national model for the "community healthy living index" that addresses childhood obesity and physical inactivity

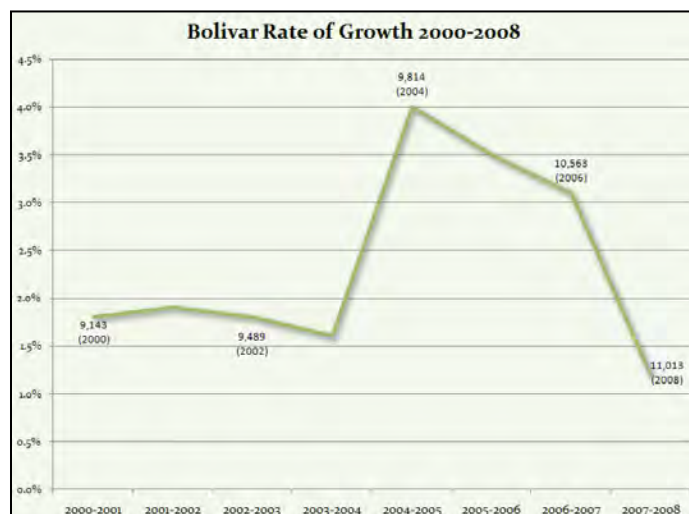
The citizens also touched on the issue of private developers and land donation. Most citizens agreed that developers should be required to donate land for public parks or contribute to a parks fund in conjunction with residential development, but it was noted that many of Bolivar's greatest assets have been gifted to the community and not at all required.

Map Exercise Recreation and Natural Environment



PUBLIC MEETING TWO -- MAP EXERCISE

Source: Shafer, Kline and Warren, Inc., USGS



POPULATION TRENDS

Source: Shafer, Kline and Warren, Inc., United States Census Bureau

Item	Unit	Cost/Unit	Cost for 1/4 mile
Street (3 lane collector)	1 linear foot	\$350	\$462,000
12" Water Line	1 linear foot	\$65	\$85,800
18" Sewer Line	1 linear foot	\$80	\$105,600
4" Force Main	1 linear foot	\$25	\$33,000
Item	Unit	Cost	
Lift Station	1 station	\$150,000	
Treatment Plant	1 Plant	\$6-\$8/treated gallon	\$1.5-\$2 million (serves a population of 2,000)

INFRASTRUCTURE COSTS

Source: Shafer, Kline and Warren, Inc.

Public Meeting Three: July 14, 2009

The third public meeting for the Bolivar Comprehensive Plan- Phase Two was held on July 14th, 2009. The intent of the meeting was to discuss existing conditions, goals and strategies related to infrastructure/transportation and land use and to establish priority growth areas for the community. The meeting turnout was higher than expected-- 28 people were officially accounted for on the meeting sign-in sheets. The planning consultant team started the meeting with a brief presentation of past meetings, vision statement development to date and Bolivar demographic statistics. The final vision statement for Bolivar that will be included in the Plan is:

“Bolivar is a community – one of neighbors, character, identity, strong heritage and faith. We are a community of enterprise, rich with opportunities in healthcare, education and business. Now and in the future, we are committed to being a hub of economic growth and diversity with a high quality of life for all.”

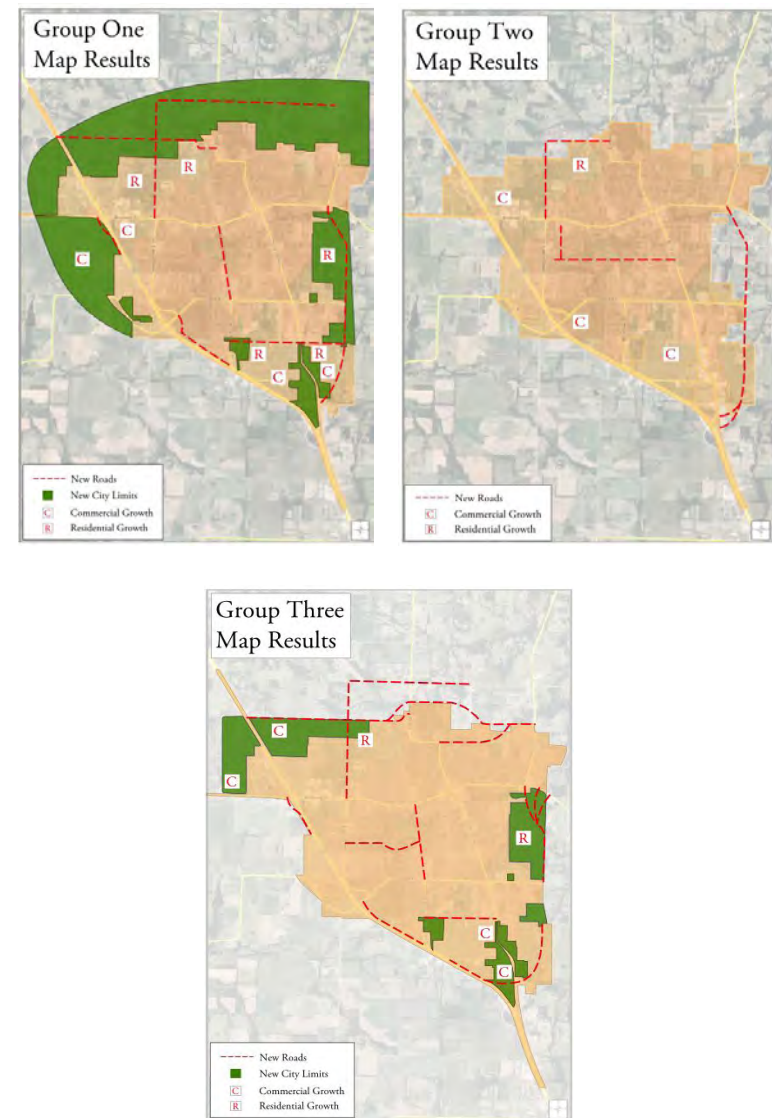
Next, the demographic makeup of Bolivar was addressed in order to prepare the meeting-goers for the upcoming physical growth discussion. Bolivar has consistently grown over the years, and the rate of growth has, at times, been astronomical. For instance, between the years of 1960 and 1970, the community saw its population increase at a rate of 35.8% -- their highest on record. The years between 1990 and 2000 are a close second, at a 33.6% growth rate. The growth rate, though still positive, has been showing signs of slowing down. This fact was pointed out to the meeting attendees in order to prepare them for the upcoming discussion about the physical growth of Bolivar and the need to accommodate additional population.

Following the discussion on demographics was a presentation on infrastructure and development. The two topics have a direct correlation as the availability of infrastructure directly impacts development. Infrastructure is costly to build and maintain and is one of the most visible assets of the community. The table at right was presented to illustrate cost per unit for common infrastructure investments. In particular, the Bolivar wastewater treatment plant was discussed during the presentation. Currently, the existing Bolivar wastewater treatment plant has a 2.5 million gallon per day capacity and uses 1.2 million

gallons (80% of full operating capacity). This means that Bolivar could accommodate another 13,000 persons in population before the wastewater treatment plant could no longer fulfill all its use demands. Although the capacity of the wastewater treatment plant is a vital aspect in accommodating new growth, the community's drainage patterns have a bigger impact. West side of Highway 13 drains away from the plant. Should this area ever be developed, lift stations or potentially a new plant would need to be installed to handle wastewater.

The final exercise of the evening centered around Bolivar's development patterns. Currently, 36% (2,000 acres) of the land inside City Limits is not developed, and 4% (231 acres) of land within City Limits is unincorporated. Considering the presented information, each of the three tables of citizens mapped their desired future direction for Bolivar in terms of transportation, growth and development. The results are illustrated at right.

The group exercise results will be used to help form the future transportation network and growth/development priorities for the Bolivar Comprehensive Plan. Many of the ideas show a similar intent within each of the topic areas. Future roads that create a better system of connectivity are indicated on the east and northwest sides of the community, and the future growth shown may be easily serviced by the existing wastewater treatment plant. Commercial growth is commonly near the highway and residential growth is near the hospital.



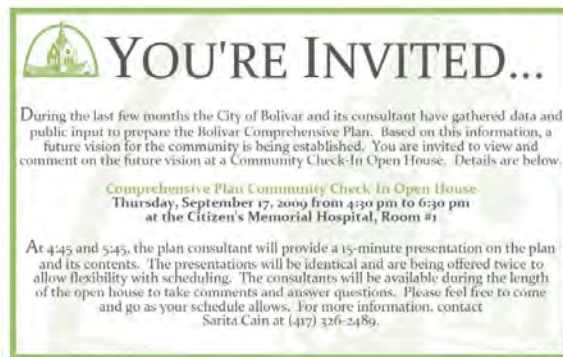
PUBLIC MAPPING EXERCISE RESULTS

Source: Shafer, Kline and Warren, Inc.



INFORMATION STATIONS

Source: Shafer, Kline and Warren, Inc.



MEETING INVITATIONS

Source: Shafer, Kline and Warren, Inc.



DESCRIPTIVE DISPLAYS

Source: Shafer, Kline and Warren, Inc.

Public Meeting Four: September 17, 2009

The fourth and final public meeting for Phase Three of the Bolivar Comprehensive Plan was held on September 17, 2009. A total of thirty people attended the open house to view and comment on the future vision for Bolivar. The meeting was held in a “come and go” format to allow for flexible scheduling. The plan consultants gave two identical presentations on the plan and its contents so that all who attended would be able to understand the theories and evidence which led to the presented future vision.

The consultants introduced the elements to the Plan and discussed the philosophies behind them. The elements of the Bolivar Comprehensive Plan included:

- Future Land Use and Physical Development
(*where and how to use land*)
- Mobility
(*getting where we need to be*)
- Parks and Open Space
(*community spaces, trails system and community health*)
- Community Services
(*the “nuts and bolts” we need to keep the community running*)
- Community Development
(*preserving Bolivar’s heritage, forming partnerships and building a strong economy*)

The Open House meeting set the stage for Phase Four of the Bolivar Comprehensive Plan – drafting the Plan itself. Public comment, suggestions and concerns were reviewed and the correct changes were made in order to ensure the Bolivar Comprehensive Plan was a truly community-owned Comprehensive Plan.


Below are “shapshots” of the different Plan elements as presented at the Open House. The final Plan was approved and adopted in March 2010.

MOBILITY

Philosophy: The ability to get to and from places is essential in every community. The ideal mobility system in Bolivar accommodates various methods of travel: the vehicular road network, pedestrian and bicycle trails and sidewalks, and public transit.

Goals for Mobility

- Complete a Mobility Improvements Plan and incorporate the elements into the Capital Improvement Plan
- Evolue Bolivar's mobility network to become a system of complete streets
- Improve road connections that are important for schools, hospitals, emergency vehicles and general transportation flow
- Build future roads and mobility systems in a sustainable manner
- Maximize existing public transit opportunities within Bolivar



complete streets public transit opportunities community bike sharing

PARKS, OPEN SPACE AND CONSERVATION

Philosophy: A strong system of parks, trails and areas of conservation will positively contribute to a high quality of life and a healthy lifestyle for Bolivar citizens.

Goals for Parks, Open Space and Conservation

- Create a completely linked system of trails;
- Foster environments and activities that support healthy eating and active living;
- Develop a sufficient number of small neighborhood parks to serve the community;
- Diversify facilities provided at existing community parks;
- Hold in conservation those areas of land that are best used as agricultural land or urban reserve



community events and activities park and trail opportunities will be needed partner with organizations such as YMCA to get kids and adults active and encourage community participation

COMMUNITY DEVELOPMENT

Philosophy: The people, traditions and quality of life in Bolivar are elements that make the community unique. True community development aims to preserve heritage, build on existing and home-grown businesses and form partnerships to ensure our City will overcome any challenge and become stronger through the process.

Goals for Community Development


- Strengthen existing partnerships
- Create essential partnerships
- Develop Downtown Bolivar as a unique, historical and vibrant center of activity for the community and the surrounding region
- Retain and expand existing businesses as an important element to Bolivar's economy
- Promote home-grown, entrepreneurial business in Bolivar
- Recruit high-quality businesses that will benefit the community
- Attract development interest by "spreading the word" about the City of Bolivar and its opportunities
- Inform Bolivar residents about community events, issues and opportunities to create an involved citizenry

COMMUNITY SERVICES

Philosophy: Community services in Bolivar include the different systems of infrastructure and emergency services. The City should, at all times, be aware of potential problems, anticipate repair and expansion needs, and plan for the appropriate actions to ensure a stellar reputation for providing community services to its residents.

Goals for Community Services

- Construct an additional N/S arterial road (east loop) to improve community connectivity and access
- Develop and adopt a Capital Improvements Plan
- Plan and build new elements of community services in the most sustainable and economically feasible manner possible
- Upgrade the sanitary sewer collection system
- Expand public safety capacities in the police and fire departments
- Obtain grants or low-interest loans to aid in funding expensive infrastructure investments



CITY OF BOLIVAR, MISSOURI FIRE DEPARTMENT CONSTRUCTION

OUR VISION STATEMENT

"Bolivar is a community – one of neighbors, character, identity, strong heritage and faith. We are a community of enterprise, rich with opportunities in healthcare, education and business. Now and in the future, we are committed to being a hub of economic growth and diversity with a high quality of life for all."

OUR VISION

- Building strength from within
- Practicing shared responsibility
- A community that provides diverse opportunities for all its citizens
- Careful, measured development decisions
- Reaching beyond immediate needs

OUR PLAN

Future Land Use and Physical Development *(where and how to use land)*
The City of Bolivar will shape its physical environment in a way that enhances existing development opportunities and responsibly takes on new land to grow in a sustainable, feasible pattern.

Mobility *(getting where we need to be)*
The ability to get to and from places is essential in every community. The ideal mobility system in Bolivar accommodates various methods of travel: the vehicular road network, pedestrian and bicycle trails and sidewalks, and public transit.

Parks and Open Space *(community spaces, trail system and community health)*
A strong system of parks, trails and areas of conservation will positively contribute to a high quality of life and a healthy lifestyle for Bolivar citizens.

Community Services *(the "nuts and bolts" we need to keep the community running)*
Community services in Bolivar include the different systems of infrastructure and emergency services. The City should, at all times, be aware of potential problems, anticipate repair and expansion needs, and plan for the appropriate actions to ensure a stellar reputation for providing community services to its residents.

Community Development *(heritage, partnerships and economic development)*
The people, traditions and quality of life in Bolivar are elements that make the community unique. True community development aims to preserve heritage, build on existing and home-grown businesses and form partnerships to ensure our City will overcome any challenge and become stronger through the process.

FUTURE LAND USE AND PHYSICAL DEVELOPMENT

Philosophy: The City of Bolivar will shape its physical environment in a way that enhances existing development opportunities and responsibly takes on new land to grow in a sustainable, feasible pattern. Guiding principles include:

- Development that is mindful of geographic/topographic constraints and environmentally sensitive land;
- A physical pattern of growth that does not "leapfrog" over undeveloped land;
- A city that physically expands in a manner that is financially feasible over a long period of time;
- A development pattern that contributes positively to community connectivity and takes other goals into consideration;
- A commitment to infill vacant or underdeveloped lots

Goals for Future Land Use and Physical Development

- Annex land in accordance with an official "Strategic Annexation Plan"
- Plan for successful infill development
- Update City codes to reflect the desired principles of physical development
- Increase enforcement of building and development regulations

**NOTICE OF PUBLIC HEARING
ADOPTION OF THE PROPOSED 2010 BOLIVAR
COMPREHENSIVE PLAN**

The City of Bolivar, Missouri, by and through its Planning and Zoning Commission, will consider the adoption of the 2010 Bolivar Comprehensive Plan.

Prior to its adoption, a public hearing on the Plan will be held at Bolivar City Hall, 345 S. Main Ave, Bolivar, MO 65613, as follows:

Planning and Zoning Commission Meeting
Aldermen Chambers

MONTH, DATE, TIME

The proposed 2010 Bolivar Comprehensive Plan may be inspected by the public at Bolivar City Hall between the hours of 8:00 A.M. and 5:00 P.M. weekdays, up to and including the day of the hearing.

Interested parties are encouraged to appear at this hearing and provide comments regarding the proposed 2010 Bolivar Comprehensive Plan.

APPEAL: NECESSITY OF RECORD

Notice is given that if any person desires to appeal any action taken by the Commission at the above hearing, a verbatim record of the proceedings may be necessary. The Commission assumes no responsibility for furnishing said record, however, the hearing will be audio-recorded by the Commission for public use.

SAMPLE PUBLIC NOTICE

Source: Shafer, Kline and Warren, Inc.

5.2 THE ADOPTION PROCESS

While the comprehensive plan itself does not constitute a legal zoning document or ordinance, it is the nexus and framework on which the zoning and subdivision ordinances are enacted and amended. Until such time that the 2010 Plan is adopted, the Planning and Zoning Commission should be making recommendations that are consistent with the 1984 Plan. In order for Bolivar to implement the 2010 comprehensive plan, the appropriate steps must be taken to formally adopt the document.

THE PUBLIC HEARING

In the State of Missouri, a comprehensive plan may only be officially adopted³ after the planning commission holds at least one public hearing. In order to do this, a notice of public hearing must be published in at least one newspaper having general circulation within the municipality. This notice must be published at least fifteen days prior to the date of the hearing. The notice should outline the intent of the public hearing, as well as the date, time, and address where the hearing is to be held. In addition, a copy of the proposed 2010 Bolivar Comprehensive Plan must be made available for public inspection at City Hall between the hours of 8:00 A.M. and 5:00 P.M. weekdays, up to and including the day of the public hearing.

³ RSMo 89.369 The commission may adopt the plan as a whole by a single resolution...Before the adoption, amendment or extension of the plan or portion thereof the commission shall hold at least one public hearing thereon.

PLANNING AND ZONING COMMISSION RESOLUTION

After the public hearing, the planning commission may do one of several things:

- 1) Adopt the Plan as a whole
- 2) Adopt one or several parts of the Plan
- 3) Order changes to the Plan

Bolivar's Planning and Zoning Commission may adopt the plan by a resolution. The adoption of the plan requires a majority vote of the full membership of the Commission. The resolution shall refer to the maps, descriptive matter and other matters that form the whole or part of the plan. The secretary of the commission must sign the resolution, and the resolution should be recorded on the plan. The adopted plan should be filed in the office of the Planning Commission and a copy of the plan should be certified to the Board of Aldermen and the City Clerk. In addition, a copy shall be available at the City Clerk's office for public inspection during normal office hours.

BOARD OF ALDERMEN AFFIRMATION

After the Planning and Zoning Commission formally adopts the 2010 Bolivar Comprehensive Plan, the Board of Aldermen should formally accept it at their next regular meeting.

A RESOLUTION OF THE PLANNING AND ZONING COMMISSION OF THE CITY OF BOLIVAR, MISSOURI ADOPTING THE 2010 BOLIVAR COMPREHENSIVE PLAN

WHEREAS, the City of Bolivar is a growing city within Polk County, Missouri.

WHEREAS, it is considered to be in the best interest of the citizens of the city to adopt and maintain a Comprehensive Plan to positively guide future development.

WHEREAS, the Planning and Zoning Commission is authorized under Chapter 89 of the Revised Statutes of the State of Missouri to make and adopt such a plan.

WHEREAS, the 2010 Bolivar Comprehensive Plan shall become effective upon adoption by all parties.

WHEREAS, a public hearing was conducted by the Planning and Zoning Commission on **MONTH, DAY, 2010** regarding said Plan.

WHEREAS, a notice for said public hearing was published in the Bolivar Herald-Free Press, a newspaper having general circulation within the city of Bolivar, Missouri on **MONTH, DAY, 2010**.

NOW, THEREFORE, BE IT RESOLVED, that the Planning and Zoning Commission of the City of Bolivar, Missouri does hereby approve and adopt the 2010 Bolivar Comprehensive Plan including all text, maps and graphics included within the Plan.

BE IT FURTHER RESOLVED, that said Plan shall be filed in the Office of the Planning and Zoning Commission, and a copy of said Plan shall be certified to the Board of Aldermen and the City Clerk, and a copy of said Plan shall be available in the Office of the Bolivar Recorder of Deeds for public inspection during normal office hours, as required in Section 89.360 of the Revised Statutes of the State of Missouri.

DULY PASSED by a majority of the full membership of the Planning and Zoning Commission this **DAY** of **MONTH, 2010**.

Attest: _____
NAME, Secretary

PLANNING AND ZONING COMMISSION RESOLUTION OF ADOPTION
Source: Shafer, Kline and Warren, Inc.

5.3 PLAN REVIEW AND UPDATE

The previous Comprehensive Plan for Bolivar was done in 1984, leaving more than a 25 year lag between the most recent measures of community needs on a wide-scale level. Bolivar City officials and citizens alike must recognize that communities change on a daily basis, and a situation constantly in flux needs constant attention. For this reason, the Bolivar Comprehensive Plan should be reviewed every three years. This ensures that the study data, planning maps and other timely information reflects current status. Changes and amendments can be made with discretion. However, this process should not go on for an extended period of time; a plan's value can be diminished through too frequent or capricious changes.

5.4 ON THE HORIZON

The 2010 Bolivar Comprehensive Plan is a tool that will bring Bolivar into the new century and ensure that community needs are not only met, but anticipated and improved before a situation deteriorates. The largest focus of this Plan centers on the “must haves” of the community, such as solid infrastructure and provision of adequate community services. The Plan recognizes that, in order to provide the community the more “luxury” items such as parks improvements, City gateway enhancements, and community arts and culture, there must exist a solid foundation upon which to build from. As the community moves forward with ensuring necessary infrastructure and community services, the Plan recommends the City consider evaluating how “luxury” items can be incorporated into the community's improvement plans.



Forming Partnerships. Delivering Results.