

BOLIVAR

Missouri



2020
COMPREHENSIVE
PLAN



Prepared for the City of Bolivar, Missouri
by
Shockey Consulting
with
CFS Engineers &
Robert M. Lewis, FAICP, CEC
July 2021



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LETTER FROM THE MAYOR

Dear Bolivar Residents, Visitors, and Future Community Members:

I wish to present to you the City of Bolivar's Comprehensive Plan: Believe in Bolivar 2040. This document represents the spirit of our residents and embodies our vision for the future of the community. We pride ourselves in quality education, friendly people, and a small-town environment. Believe in Bolivar 2040 sparked an interest in the future of our community and how we see ourselves growing over the next 20 years. I am excited that our High School students engaged with us on this journey. They are the future!

Planning for growth and success does not happen overnight, nor will we be able to do it alone. Strengthening existing partnerships and establishing new ones will help us on our journey to creating a place for people to call home and build their future. This Comprehensive Plan places priority on actions that will help strengthen our neighborhoods, businesses, health, and maintain our identity.

Lastly, I want to thank all the participants and community members that helped shape this plan. Without your continued support, we would not have accomplished as much as we did during the COVID-19 pandemic. While unable to meet and interact in person as much as we had anticipated, you remained involved and committed to believing in Bolivar's future.

I hope through this process people will see past today and look toward the future. Together, we can build a stronger, more resilient community.

Sincerely,

Mayor
Christopher D. Warwick

A handwritten signature in black ink, appearing to read "Chris Warwick", written over a light blue background.

ACKNOWLEDGEMENTS

Mayor

Chris Warwick

Board of Alderman

Ethel Mae Tennis, Ward 1

Steve Skopec, Ward 1

Justin Ballard, Ward 2

Dusty Ross, Ward 2

Mike Ryan, Ward 2

Steve Sagaser, Ward 3

Thane H. Kifer, Ward 3

Alexis Neal, Ward 4

Charlie Keith, Ward 4

Planning & Zoning Commission

Chris Warwick, Mayor

Alexis Neal, Chairman

Nathan Evans

Steve Sagaser

Bill Little

Matthew Rice

Duncan Meadows, Secretary

Dr. Kwasi Ofori-Yeboah

Ed Kurtz

City Staff

Tracy Slagle, City Administrator

Natalie Scrivner, Finance Director

Mark Webb, Police Chief

Brent Watkins, Fire Chief & Emergency
Management Director

Jerry Hamby, Public Works Director

Kyle Lee, Community Development

Supervisor & Building & Fire Code Official

Stephen Rose, MS4 Coordinator & Codes

Lacy Hamby, Planning & Zoning

Paula Henderson, City Clerk

Steering Committee

Mike Cribbs, DCBC LLC

Ed Kurtz, Design Group Architects

Paula Hubbert School Board

Thane Kifer, Pinecone Holdings

Alexis Neal, Planning & Zoning Commission

Rob Partin, Partin Real Estate

Micah Titterington, Community Outreach
Ministries

Nick Seiner, Southwest Electric Cooperative

Wren Hall, Citizens Memorial Hospital

Charlotte Marsch, Southwest Baptist
University

Businesses, Organizations & Individuals

Gail Noggle, Director of Economic

Development & Industrial Development
Authority

Bolivar Chamber of Commerce

Bolivar High School Sentrepact &
SBU Enactus

Lotus Tea Co.

A&M Nutrition

Rocco's Pizza

Creator Delights

Southwest Baptist University

Citizens Memorial Hospital

Bolivar R-1 School District

INTRODUCTION & CONTEXT

Context

Bolivar is in the southwest, Ozark region of Missouri. Centrally located within Polk County, Bolivar serves as the county seat. Built in 1907, the Polk County Courthouse remains a landmark and operates as the 30th Judicial Circuit Court. Bolivar is approximately 8.9 sq. mi. and part of the Springfield Metropolitan Area. Just 25 minutes from Springfield, Bolivar offers access to big city amenities with a small-town atmosphere. The City prides itself on its quality education offerings, state-of-the-art health care facilities, and on being an inviting place to raise a family.

Project and Plan Document

The City of Bolivar is looking to the future and updating its comprehensive plan, which was last adopted in 2010. Bolivar continues to face a changing future driven by fast-paced demographic, economic, social, and industry trends. The city's Comprehensive Plan will responsibly guide Bolivar's future development and re-development for the next 5, 10, and 20 years.

The comprehensive plan is a living document that embodies the community's goals and vision for the future. The comprehensive plan takes elements of everyday life (housing, parks, transportation, etc) and creates a long-term framework of growth. The framework includes goals, objectives, strategies, actions, and local policies established throughout the process. These life elements are always

evolving and need to be reassessed every decade or so. Decision-makers such as the Board of Alderman and Planning and Zoning Commission use the document to make policy decisions that align with the community-minded comprehensive plan. The Strategic Plan is a subcomponent of the Comprehensive Plan and prioritizes actions for the City to address in the next 5 years.

Alignment

The Comprehensive Plan considered the following plans to better align with past planning efforts and city initiatives:

- » Comprehensive Plan 2010
- » Fire Department Annual Report 2019
- » Bolivar PWS – Water Quality Report 2019
- » TEAP Study – Albany 2020
- » Sidewalk Inventory 2017
- » Drury Vision Plan 2012

REGIONAL CONTEXT

Springfield Metro
Missouri Counties



Resting in the southwest region of Missouri, Bolivar is conveniently located close to several major cities and attractions like Kansas City, Springfield, Branson, and Lake of the Ozarks. With easy access to the highway, these landmarks are just a short trip away.



Total Population

10,760

34% of Polk County's Population



Comprehensive Plan accurately reflects community values and addresses community priorities and needs. Additionally, it builds public understanding and ownership of the adopted plan, leading to more effective implementation and community support.



Phase
01
Project
Launch

PHASE 1: Let's Get on the Same Page

Phase One laid the groundwork for planning and engagement throughout the process. Activities included identification and engagement of community stakeholders, process timeline, critical questions for the Comprehensive Plan, and discussing public engagement and social media.



Phase
02
Discovery

PHASE 2: Developing the Story of Bolivar

This phase involved gathering information and creating a foundation of existing data and trends. Working with staff and stakeholders we identified strengths, weaknesses, opportunities, and challenges. Reviewing Bolivar's past planning efforts and plans provided context and recommendations to carry into the Comprehensive Plan.



Phase
03
Engage

PHASE 3: Creating Consensus

This phase focuses on engagement and input from the community. The online engagement webpage included project information, planning context, and opportunities for feedback and online interaction. The project's main tool for public engagement became active in October 2020 and hosted activities through April 2021. Revisiting with City staff, the Steering Committee and elected officials began to create the framework for the plan.



Phase
04
Plan

PHASE 4: Crafting the Plan

Developing the physical plan requires input from the Planning Commission, City Commission, and the public. Working primarily with City Staff, developing the plans fills in context and creates a comprehensive document. The public was also given the opportunity to review and comment on the draft plan before its adoption.



Phase
05
Adopt &
Implement

PHASE 5: Adopting the Plan

Adopting the plan requires several meetings and formalities required by Missouri State Statutes and Bolivar guidelines. The Planning and Zoning Commission must first review the plan and recommend adoption to the Board of Alderman. The Board of Alderman host several readings of the plan until a consensus to pass and adopt the plan is reached. A formal ordinance is drafted and must pass with a majority vote. The Comprehensive and Strategic Plan is then formally adopted into the City Code.

PUBLIC ENGAGEMENT

The COVID-19 pandemic presented a unique opportunity to pivot from the anticipated in-person events typical of community engagement methods and efforts to a fully immersive online engagement platform. This digital approach to community engagement and virtual meetings kept stakeholders safe and followed CDC guidelines related to social distancing while still ensuring an inclusive, meaningful, multifaceted, innovative, and creative process.

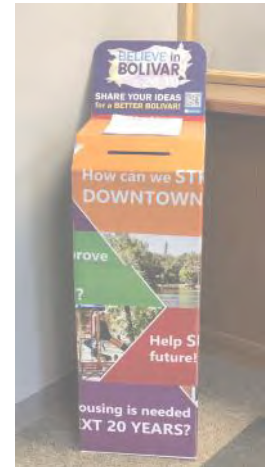
Surveys & Activities

To gain specific insight into different elements of the plan, five surveys were developed. These surveys served as the primary public feedback mechanisms. Online and printed versions of the surveys were made available to increase participation and accessibility of the planning process. Surveys were handed out at meetings and extra efforts were made by stakeholders like Bolivar Sentrepact to reach a younger generation. Emails were sent out to employers, schools, and organizations to increase participation and feedback for the Comprehensive Plan. With one last push, a week-long prize giveaway was advertised. Randomly selected survey participants were selected daily to increase public feedback. This effort yielded more than 350 responses in less than two weeks!

- » **Survey #1:** *Community Identity* 427 respondents
- » **Survey #2** – *Health & Safety* 390 respondents
- » **Survey #3** – *Harmony with Nature* 289 respondents
- » **Survey #4** – *Economy & Education* 292 respondents
- » **Survey #5** – *Housing, Transportation & Infrastructure* 291 respondents

Kiosks & Signage

To accommodate those without access to a computer, physical surveys were provided at three kiosks. These kiosks acted as drop-off stations for engagement materials and survey responses. Kiosks were located at City Hall, Southwest Baptist University, and the Bolivar Recreation and Aquatic Center. Banners, window clings, flyers, and yard signs were created to promote the project and opportunities to be involved. Working with local businesses and employers, the promotional materials were posted around town to reach as many residents and visitors as possible.



Social Media

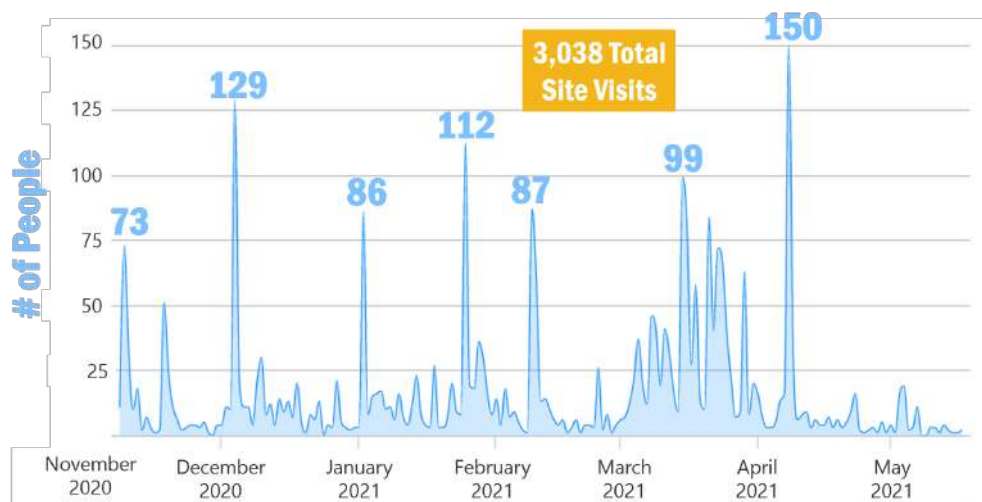
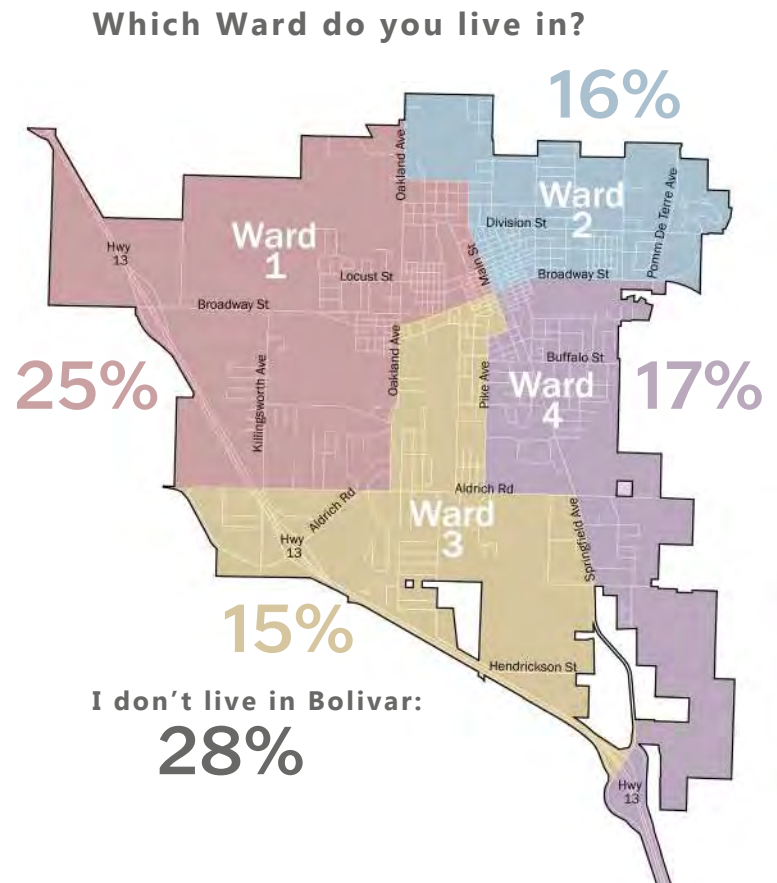
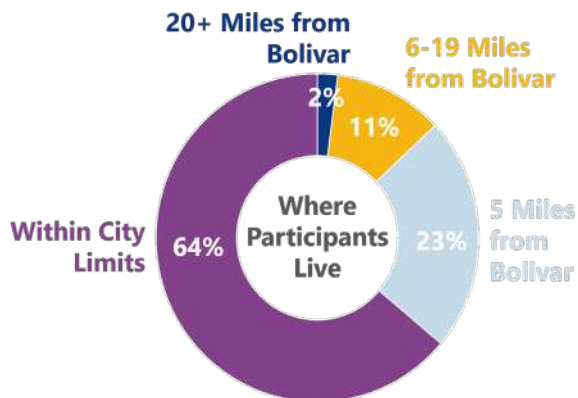
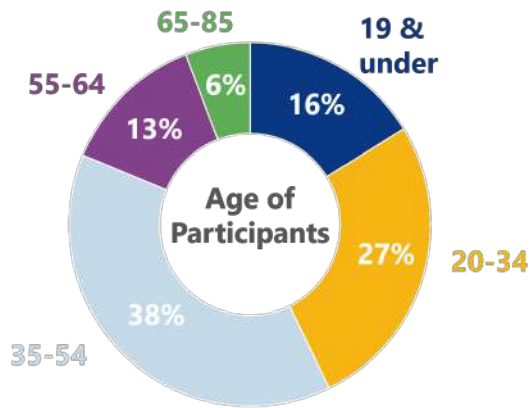
The City's Facebook page was the primary social media platform used to promote the Comprehensive Plan. To reach more people, an official City Instagram was created. Peaks in the chart adjacent displays the effectiveness of the posts. Other peaks represent newsletters, email blasts, and meetings with stakeholders.



Special thanks to our prize contributors: Lotus Tea Co, A&M Nutrition, Rocco's Pizza, and Creator Delights.

See Appendix B for supplemental materials.

SUMMARY OF PARTICIPATION







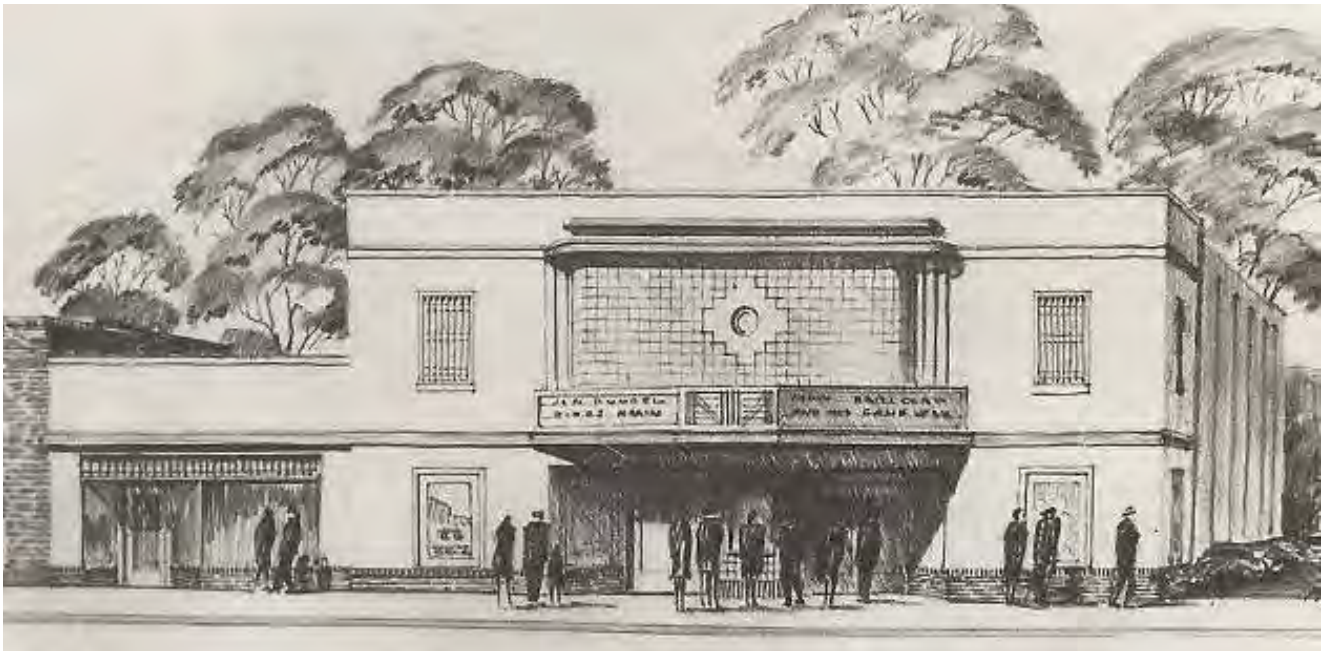
Bolivar is the place to call home & build your future.

In 2040, Bolivar will prioritize prosperity, inclusion, and growth. Bolivar will be incredible because of our community spirit and friendly atmosphere. We will continue to be known for quality education and healthcare. Bolivar will be a community that offers urban amenities with rural charm. Our resilience and caring nature will attract people and businesses for years to come.

COMMUNITY IDENTITY

CHAPTER

01



History & Historic Resources

What history and culture should be preserved?

How do we preserve our cultural and historic assets?

How can Bolivar integrate historic preservation into planning practices?

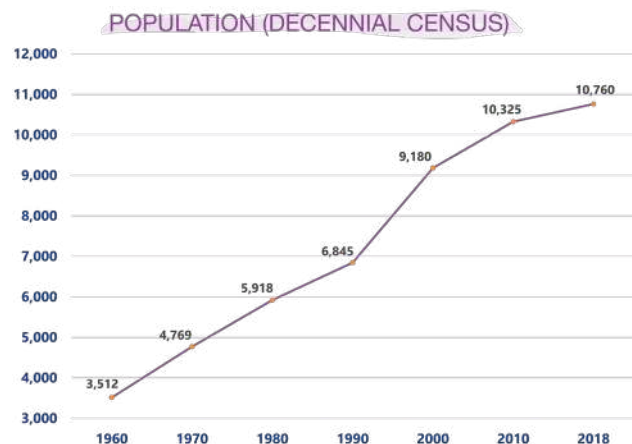
The Story of Bolivar

The Osage and Delaware Native American Tribes initially settled in what is currently Polk County, Missouri. Established in 1835, Bolivar was named the Polk County seat. Settlers, moving primarily from Tennessee, favored its position next to Keeling Spring and a trail used by the Overland Stage Company (Butterfield's Overland Mail Company). The name Bolivar comes from Bolivar, Tennessee, and the famed South American liberator General Simon Bolivar. Simon Bolivar, 'El Libertador,' was also known as 'the George Washington of South America.'

Downtown Bolivar is the oldest and most historic part of town. By 1841 several buildings surrounded the courthouse forming The Square as it stands today. Like many cities, Bolivar experienced a fire in 1893, which wiped out the western block of The Square.

Drawn to the location, the population of Polk County and Bolivar steadily increased in the 1800s. About 800 people resided in Bolivar in 1879 with one bank – Polk County Bank. Bolivar was organized as a fourth-class city in 1881 governed by a mayor and board of alderman. By 1899 the population more than doubled to 2,000 people.

Today, an estimated 10,760 people reside in Bolivar, according to the 2018 American Community Survey (ACS).



Source: Bolivar Annual Budget, 2020

Historic Preservation

Historic preservation is one of the longest-running activist movements in the United States. The modern historic preservation movement focuses on people-centered preservation efforts rather than places. Preserving cultural and historic resources attracts and retains a growing population looking for authentic experiences, affordable housing, a strong sense of community, and improved quality of life.

Benefits of Historic Preservation & Historical Districts

- » **CREATION** of local historic districts can stabilize and increase property values.
- » **INCREASE** in property values for these districts tends to surpass those for the wider community or city at large.
- » **REHABILITATION** of historic buildings creates more jobs and local business than new construction. These projects are more labor-intensive, requiring high-skilled and specialized laborers. Improvements encourage additional neighborhood investment and a higher return on municipal investment.
- » **TOURISM** in the heritage industry is a significant economic driver that typically draws tourists who stay longer and spend more.
- » **INCREASES** the supply of affordable and centrally located housing.

The National Historic Preservation Act (NHPA) of 1966 established the National Register of Historic Places and gave higher authority to state governments by authorizing State Historic Preservation Offices (SHPO). This federal program aims to protect historically significant buildings, districts, sites, structures, and objects. Bolivar currently has three buildings listed for their historical significance: Bolivar Public Library, North Ward School, and the First National Bank.



Ways to Preserve our Heritage

There are many programs that encourage and support community efforts to preserve and enjoy a community's unique cultural and natural heritage. These benefits may include regional and national recognition, grants, awards, and policy direction.

Other organizations and programs that support historic preservation efforts include:

- » Missouri Main Street Connection
- » The Missouri Alliance for Historic Preservation (Missouri Preservation)
- » Polk County Genealogical Society
- » Missouri's State Historic Preservation Office
- » Missouri Arts Council
- » Jefferies Family Foundation
- » Missouri Archaeological Society
- » Missouri Century Farm Program
- » Missouri Department of Natural Resources
- » Missouri Division of Tourism
- » National Preservation Institute
- » National Trust for Historic Preservation
- » Partners for Sacred Places
- » Preserve America
- » Society of American Archeology, Architectural Historian, for Commercial Archeology, Historical Archeology, and Society for Industrial Archeology.

Funding Historic Preservation

Lack of funding for historic preservation remains a significant problem for smaller cities without the resources and staff to apply for grants and consistently fundraise. Creating genuine relationships with people and potential donors helps pull in more funds. While the National Trust Preservation Fund is a good jumping-off point, branching out from traditional funding sources is often necessary to continue historic preservation efforts. Philanthropies, corporations, corporate foundations, family foundations, and community trusts are also sources of partnerships and funding opportunities for historic preservation efforts.

Municipalities implement some of these strategies to protect historic resources:

- » State and federal historic tax credits
- » Local main street programs
- » Neighborhood conservation districts
- » Historic districts
- » Tax abatement
- » Preservation planning and coordination
- » Historic preservation events, education, and outreach
- » Individual designation at the local, state, and national level



Bolivar's Designated Historic Resources

Historic Bolivar Public Library 120 E. Jackson St.

- Other/Current Names: Carnegie Library of Bolivar. Polk County Genealogical Society Library
- Constructed: 1915
- National List Date: 7/17/2003
- Architectural Classification: Other
- Criteria for Significance: A*

Historic North Ward School 201 W. Locust St.

- Other/Current Names: Bolivar High School, Polk County North Ward Museum
- Constructed: 1903
- National List Date: 7/14/2011
- Architectural Classification: Late 19th and 20th century revivals
- Criteria for Significance: A*

Historic First National Bank 103 E. Broadway

- Other/Current Names: Adams & Mosier Real Estate Company
- Constructed: 1907
- National List Date: 10/16/2013
- Architectural Classification: Late 19th and early 20th century revivals/Classical revival
- Criteria for Significance: A & C*

Other historic and cultural resources:

- The Esquire Theatre (Built in 1948 and named the Drake Theater)
- Potential Historic Downtown District
- Historic residential homes (Generally 50+ years old)

*Properties listed on the National Register must fall under one (1) or more of the following criteria:

Criteria A: Property is associated with events that have made a significant contribution to the broad patterns of our history.

Criteria B: Property is associated with the lives of persons significant in our past.

Criteria C: Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.

Criteria D: Property has yielded, or is likely to yield, information important in prehistory or history.



Sense of Community & Unique Attractions

How can we make our community more attractive?

What makes our community unique?

How do we identify ourselves?

What events should we offer or expand?

Bolivar's median age of 28.8 suggests a much younger community with a lower share of older adults and those of retirement age than Polk County, Springfield metro, and Missouri.

Bolivar's schools, the sense of community, and safety are significant draws for residents and businesses. Residents have the benefits of living close to these larger metropolises but enjoy the charming feel of a small Midwest town. Citizens Memorial Hospital and Southwest Baptist University are a major draw and contribute to Bolivar's population and social connections.

Sense of Community

A city's physical environment and social fabric influence a sense of community. Unique architecture, tree-lined streets, historic downtowns, cultural events, and festivals help create desirable places to live, work, and visit. People are attracted to places where they feel connected and accepted. Cities that are welcoming and support cultural amenities and resources draw residents and visitors that support the local economy.

Spirit of Bolivar

Located in the Ozark region of Missouri, Bolivar is a self-sufficient town with access to big city amenities. Conveniently located 25 miles north of Springfield, Missouri, Bolivar remains a quaint community that draws residents and visitors.

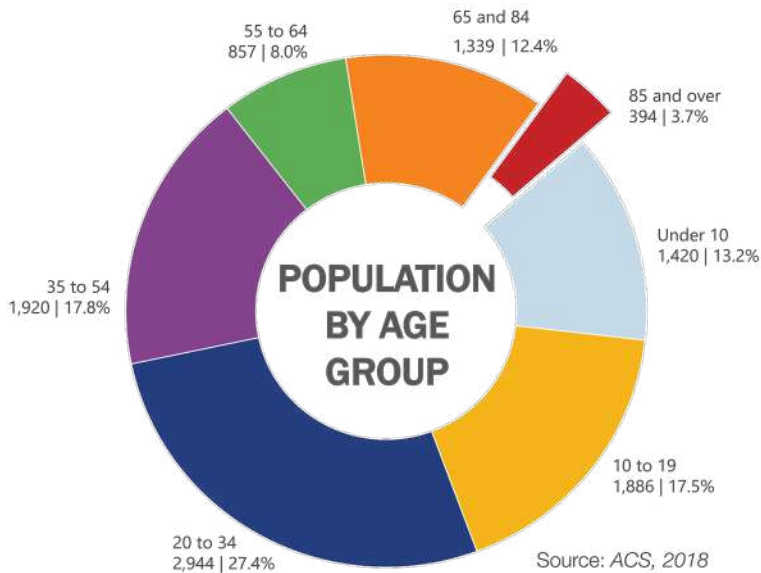
Spirituality and faith are important values within the community. Within Bolivar, there are around 20 places of worship representing different denominations. Southwest Baptist University is a significant contributor to this identity and spirit of giving. This private evangelical Christian university draws in students from around the world. Polk Co. Community Connections resource center is a volunteer effort that unites Ministries and non-profits to meet the needs of the Bolivar Community.

MEDIAN AGE

Bolivar	28.8
Polk County	37.5
Springfield Metro Area	36.8
Missouri	38.5



Source: ACS, 2018



Challenges for Bolivar

The community is not without its own difficulties. Like other smaller towns across the United States, Bolivar struggles to sustain entertainment and eating options, cope with a rising addiction and mental health crisis, and grow existing businesses. Identifying problems is the first step but working with the community and building partnerships will help increase prosperity. While a sense of community ranked high on strengths, comments suggest there needs to be greater coordination and unity between organizations, the City of Bolivar, and the public. More collaboration will help strengthen relationships and break down barriers for social inclusion.



Diversity & Social Inclusion

To attract a diverse group of people, Bolivar will need an inclusive and welcoming environment. America's population is becoming younger, older, and more culturally diverse. The United States population is estimated to expand by more than 100 million over the next 40 years. Immigration will continue to be a significant force in U.S. life. The United Nations estimates that two million people per year will move from poorer nations to developed nations during the next 40 years. More than half of those will come to the United States, the world's preferred destination for educated, skilled migrants.

Identified as Bolivar's top challenges, inclusivity and diversity will become increasingly important for upcoming generations. Inclusive cities value all people regardless of gender, sexual orientation, race, age, and ability. Building a more inclusive community remains a major challenge for cities across the world.

What brought you to Bolivar? (Top 3 Choices)

- 33%** My family moved here
- 21%** I was born here
- 17%** Others responses include: spouse got a job here, retired here, started a business, moved closer to family, etc.

What are Bolivar's biggest Challenges? (Top 3 Choices)

- Addiction & Mental Health
- Restaurant Options
- Business Growth

Attractions & Events

A diverse cultural, artistic, and recreational landscape is imperative when seeking to advance the quality of life in a community. A variety of unique attractions draws outside residents and visitors to a place - cultivating and strengthening its sense of community.

Art, Culture & Attractions

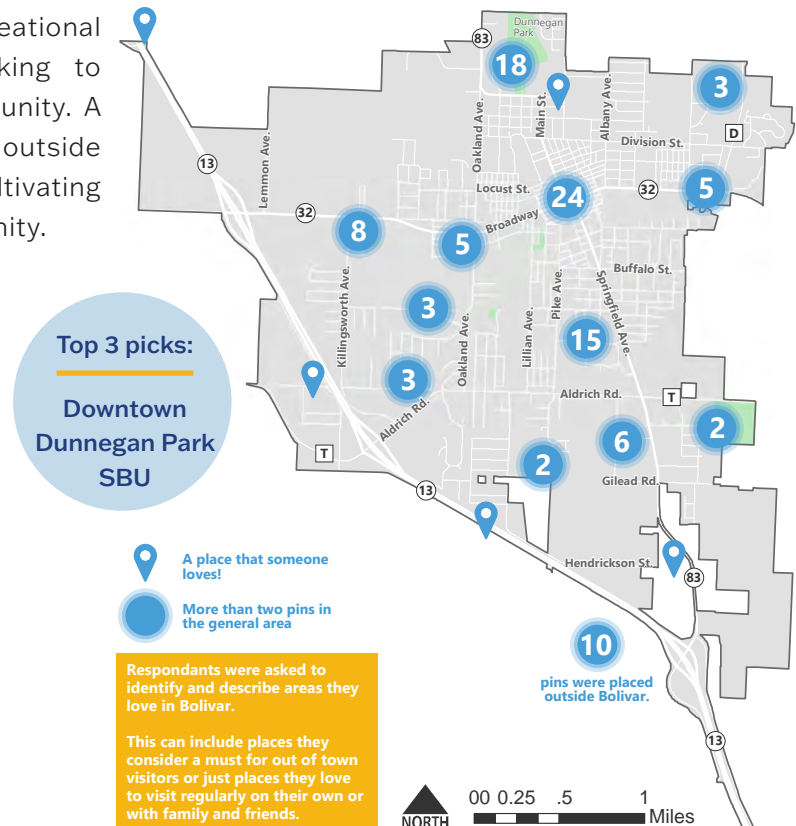
- » Dunnegan Gallery of Art
- » Art Sync
- » Fired Up Pottery
- » Crafters Den
- » Polk County Museum
- » Bolivar Golf Course
- » Bolivar Recreation Center
- » Frisco Highline Trail
- » Dunnegan Memorial Park

Major Events & Festivals

- » Country Days on The Square
- » Lawn and Garden Show
- » 4th July Celebration of Freedom
- » Taste of Bolivar
- » Arts in the Park

Expanding the existing programming in Bolivar that is inclusive, exciting, and celebrates local cultural history is crucial to sustained growth. Leveraging Bolivar's unique attractions is essential for enhancing the community's attractiveness and appeal as a healthy and vibrant place to live, work, and visit. Working with the community and local organizations to organize and promote events that attract a diverse group of people can build a sense of belonging and improve the quality of life for residents.

PLACES PEOPLE LOVE!



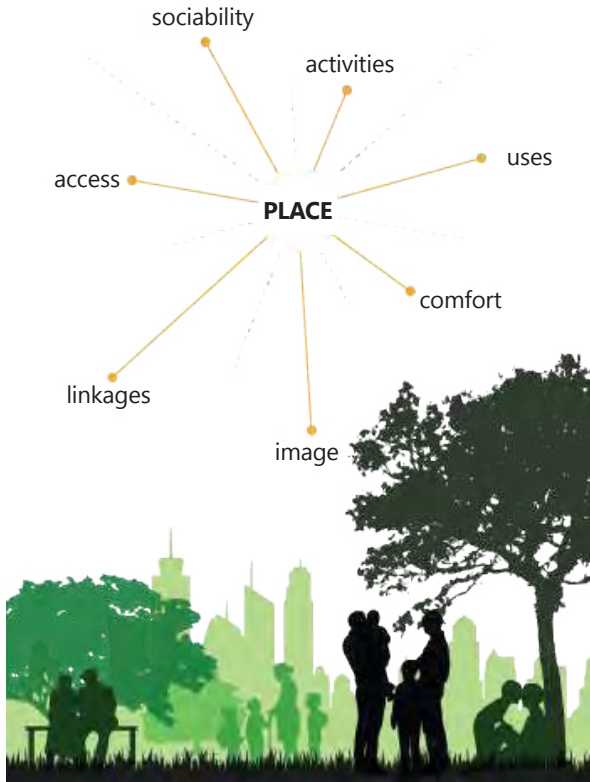
Visual Appearance & Placemaking

A community's character, or appearance, is shaped by both physical and intangible elements such as the feeling of nostalgia. A well-designed and maintained city emphasizing the person improves the quality of life and attracts visitors and business. Placemaking is a community-centered tool and process used to build places rather than developments. Successful Placemaking reinvents public spaces, capitalizes community assets, increases social interaction, connects meaningful spaces throughout cities.

Principles for Great Places

1. The Community is the Expert
2. Create a Place, not a Design
3. Partnerships and Relationships
4. Observation of the Space
5. Have a Vision
6. Make the Space Flexible
7. Triangulate the Space for Social Interaction
8. Accept that Not Everything will Work Out
9. Form Support Functions
10. Focus on Building Enthusiasm, not the Cost
11. The Space is Never 'Done'

Placemaking Elements



Wayfinding and gateway signage is critical to city branding and placemaking. Strategically placing signage at highway entrances, key intersections, historic districts, or attractions can support economic development and improve community character.

Design Guidelines & Standards

Many cities have some degree of design review to control appearance but lack initial public input to reduce push-back. Applied to Downtown, design guidelines instruct business owners in any future repairs or renovations or new development to maintain a similar architectural style and feel to a specific area. An inclusive community-oriented approach to design and standards of development would make design control more acceptable to everyone. Community buy-in, available resources, and desired amount of control help increase the attractiveness and visual appearance of the city range. Refer to Chapter 6: Land Use and Design to read more about zoning overlays to apply greater design control.

What are the visual preferences of a city?

Research shows that the most-liked parts of cities include five elements:

- Nature (*i.e.* trees, vegetation, natural views, etc.)
- Open Space
- Historical Significance
- Sense of Organization and Direction
- Clean and Well-Maintained Buildings & Infrastructure

Most disliked parts of cities had:

- Excess of Parking Lots and Pavement
- Billboards and Overwhelming Signage
- Industrial Uses and Factories
- Traffic Congestion
- Lack of Coherent Building Styles





GOAL A: Preserve Bolivar's history and historic resources for future generations

OBJECTIVE 1: Increase the understanding and appreciation of historic resources.



OBJECTIVE 2: Encourage historic preservation efforts.

STRATEGIES



1. Encourage and promote historic preservation.
2. Create historic districts to improve appearance and sense of place.

LOCAL ACTIONS

Practice Improvements

- Seek out grants and other dedicated funding sources for historic preservation. (Supports Strategy 1, 2)  

Plan Development

- Consider Downtown design guidelines. (Supports Strategy 1, 2)  


Partnerships & Collaboration

- Collaborate with the Downtown Association to revitalize historic buildings. (Supports Strategy 1, 2)
- Communicate with Southwest Baptist University to identify historic properties worth preserving. (Supports Strategy 1)
- Work with Historical Society to promote and produce materials for historic preservation through news, events, and other promotional materials. (Supports Strategy 1, 2)
- Work with historic preservation organizations and programs to help identify and fund historic assets. (Supports Strategy 1, 2)

Inventory, Assessment, or Survey

- Develop a cultural resource survey to identify assets worth saving. (Supports Strategy 2)



Policy & Code Adjustment

- Review codes related to restoration and maintenance of historic properties (Support Strategy 1, 2) 
- Consider the adoption of the property maintenance code. (Supports Strategy 1, 2)

Programs or Services

- Consider funding mechanisms for historic preservation. (Supports Strategy 1)

Facilities or Infrastructure Improvements

- Ensure infrastructure (i.e., signage, lighting, roads, etc.) supports and protects the integrity and character of historic areas and assets. (Supports Strategy 1, 2)  

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



GOAL B: Promote and create an attractive, inclusive, and welcoming community with unique offerings for all residents and visitors.

OBJECTIVE 1: Increase the number of visitors and residents through unique attractions, cultural amenities, and community events.

OBJECTIVE 2: Increase people's sense of belonging in the community.

OBJECTIVE 3: Improve our community's visual appearance.

OBJECTIVE 4: Promote our community identity and unique offerings.

STRATEGIES

1. Provide events and festivals to increase people's sense of belonging.
2. Support and enhance the artistic, innovative, and creative culture.
3. Market and brand Bolivar as a safe and affordable community to draw new residents.
4. Promote Bolivar as a unique community with offerings for all ages and abilities.
5. Improve coordination and communications of events and announcements in Bolivar.
6. Create more places for people to gather and provide opportunities for social interaction and inclusion for all ages and abilities.
7. Improve the attractiveness of corridors, commercial areas, and gateways into the community.

LOCAL ACTIONS

Education & Outreach

- Seek opportunities to promote and encourage art programs for the student populations. (Supports Strategy 1, 2, 4) ● ▲
- Advertise Bolivar through various media outlets to attract residents and visitors. (Supports Strategy 3, 4, 5) ●
- Provide outreach to educational institutions to ensure engagement of all age groups in community-wide events, organizations, and opportunities. (Supports Strategy 4, 5) ●
- Continue to explore city outreach and events such as national night out. (Supports Strategy 1, 4, 5) ●

Practice Improvements

- Promote local art through encouraging the painting of murals throughout the community. (Supports Strategy 2, 4, 7)
- Incorporate art into community facilities projects. (Supports Strategy 2, 7)
- Utilize and increase engagement through social media platforms. (Supports Strategy 4, 5) ●
- Utilize the Dunnegan Art Gallery. (Supports Strategy 2, 6)
- Incorporate green parking lot techniques to improve attractiveness and green space to serve as public gathering spaces. (i.e., permeable pavement, grass and pavement mixture, etc.) (Supports Strategy 1, 2, 6, 7)
- Continue to enhance landmarks such as the Southwest Baptist University, Dunnegan Park, and Citizens Memorial Hospital. (Supports Strategy 7)

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



Denotes inclusion in the 2021-2024 Strategic Plan



Denotes a priority by the Steering Committee



GOAL B: Promote and create an attractive, inclusive, and welcoming community with unique offerings for all residents and visitors.

OBJECTIVE 1: Increase the number of visitors and residents through unique attractions, cultural amenities, and community events.

OBJECTIVE 2: Increase people's sense of belonging in the community.

OBJECTIVE 3: Improve our community's visual appearance.

OBJECTIVE 4: Promote our community identity and unique offerings.

Partnerships & Collaboration

- Partner with downtown businesses, Southwest Baptist University, regional sculpture association, and other organizations to organize and promote community events and art for local businesses, residents, students, and visitors. (Supports Strategy 1, 2, 4, 5) ▲
- Work with property owners to make downtown sidewalks accessible and aesthetically pleasing to enhance the value of the area. (Supports Strategy 7) ● ▲

Inventory, Assessment, or Survey

- Identify gaps in community events and expand opportunities to explore community strengths and resident interests, talents, and cultural backgrounds. (Supports Strategy 1, 2, 4, 5) ●
- Evaluate the need to increase gateways, signage, and wayfinding markers and ensure they are welcoming, prominent, attractive, informative, and represent Bolivar's community identity. (Supports Strategy 3, 4, 5, 7) ●

Policy & Code Adjustment

- Consider commercial overlay districts and design guidelines. (Supports Strategy 7)
- Remove barriers to neighborhood block parties and events. (Supports Strategy 1, 6)

Programs or Services

- Work to establish seasonal art events or fairs to highlight local art and creative culture while strengthening the sense of community. (Supports Strategy 1, 2, 4, 7)

Facilities or Infrastructure Improvements

- Consider establishing a makerspace or rental studios to increase workspaces for local artists and arts education facility to further encourage innovation and creativity. (Supports Strategy 2, 4)
- Seek opportunities to create flexible spaces that can change to provide different activities. (Supports Strategy 4, 6) ● ▲

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



Denotes inclusion in the 2021-2024 Strategic Plan



Denotes a priority by the Steering Committee



DUNNEGAN

MEMORIAL

PARK

601

NO
PARKING
ANYTIME



HEALTH & SAFETY

CHAPTER

02



Public Health & Well-being

How can we support community health?

What are the health issues and opportunities?

How do we improve access to physical and mental healthcare?

What can Bolivar do to improve opportunities for making healthy lifestyle choices?

Public Health

Community health encompasses physical and mental health and factors in the overall quality of life and healthy living habits of residents. The health of residents is often an indicator of a thriving community. Quality healthcare services are vital to public health and the well-being of a community.

Combating unhealthy behaviors such as physical inactivity and obesity, which often lead to chronic disease, is a widespread challenge. The local government can help reduce the adverse outcomes of chronic illnesses by planning infrastructure, development projects, and recreation programming to support healthy lifestyles. Studies demonstrate that access to nature—parks, open space, or even just trees—positively impacts community health. The ability to walk or bike to parks, gyms, and neighborhood retail and service businesses increases physical activity. Farmers' markets provide access to healthy food—another option that promotes mental wellness by increasing the potential for social interaction with friends and neighbors and strengthening a sense of community.

Healthcare Facilities & Services

Bolivar is a hub for medical services, attracting thousands of residents outside the city limits. Bolivar is home to Citizens Memorial Hospital (CMH) and Citizens Memorial Health Care Foundation, which serves eight rural counties, including Polk County. Built in 1982, CMH operates as a Level III Trauma Center and has a Level II STEMI Center. Helping serve over 100,000 people, the Hospital and healthcare services are a significant draw for non-residents.

Southwest Baptist University (SBU) provides free health services and consultations to SBU students, staff, and their families. The SBU Killian Health Center meets healthcare needs by partnering with the Polk County Health Center. Continuing this partnership ensures the student population has access to healthcare while being away from home.

The Polk County Health Center, located in Bolivar, also provides family health, community resources, and testing for surrounding communities. The health center serves as a resource for various health-related topics, including immunizations, pregnancy testing, restaurant inspections, water testing, blood pressure screening, and more. Additionally, it provides a directory of healthcare services, resources, and emergency hotlines.

Bolivar also has healthcare resources like Ozark Community Health, Mercy Clinic, Alpha House Pregnancy Resource Center, and Burrell Behavioral Health, providing a host of comprehensive services within the community.

CMH at a Glance

Acute care

- » 86-beds including Medical/Surgical, Intensive Care Unit, Telemetry, Birthing Unit, Heart Center, Geriatric Psychiatry, Level II STEMI Center, and outpatient services.

Emergency Services

- » Level III Trauma Center and ambulance services for four counties (Cedar, Polk, Hickory, and St. Clair).

Ambulatory Care

- » Thirty-four physician offices (12 of which are certified Rural Health Clinics).

Bolivar & Polk County Health

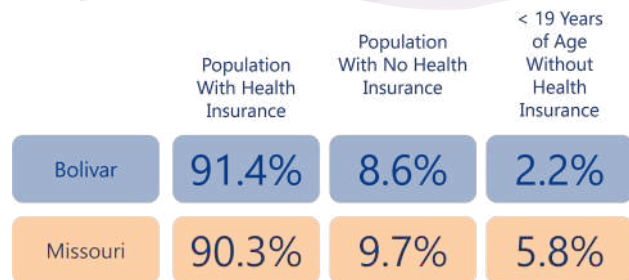
Dashboards such as County Health Rankings provide guidance and examples to build awareness of the multiple factors that influence health and support leaders working to improve community health and increase health equity. These rankings are unique in their ability to measure nearly every county's health in all 50 states.

People without access to medical facilities and services are less likely to receive preventative healthcare. These preventive measures begin with routine medical visits and help to reduce the risks of developing severe health issues and chronic illnesses. The preventable hospitalization rate means the healthcare system effectively treats patients through primary and outpatient care to reduce the need for hospitalization. Bolivar residents are slightly below the median United States Neighborhood preventable hospitalization rate at 41 percent. Existing medical services may help increase the preventable hospitalization rate. Health education and preventive services can help individuals improve their overall health.



Source: AARP, 2018

HEALTH CARE COVERAGE



Source: ACS, 2018

The top health concerns for Bolivar are drug addiction, mental health, and the cost of healthcare. Access to healthy food options is also an essential component to maintaining a healthy lifestyle. Several restaurants and natural grocers in Bolivar provide healthy food opportunities, such as Designed 4 Healing, Oseya Restaurant, Springfield Ave Café, The Mediterranean, and more. Additionally, the Polk County Farmers Market is located near The Square in Downtown Bolivar and is open Tuesdays and Saturdays. With limited hours of services, more widely available options are necessary to increase healthy food choices within the community.

POLK COUNTY OVERALL HEALTH

The County Health Rankings and Roadmaps program provides data, evidence, guidance, and examples to build awareness of the multiple factors that influence health and support community leaders working to improve health and increase health equity. The rankings are unique in their ability to measure the health of nearly every county in all 50 states.



"US Top Performers" refers to counties in the healthiest (75-100%) quartile.

Source: countyhealthrankings.org



Healthcare Trends

Advancements and improved access to technology will change the way we access healthcare. Providers are changing business models to increase convenience, decrease cost, and more effectively engage consumers. Technology has allowed providers to bring health care to consumers and patients via telehealth visits rather than expecting consumers to travel, especially during periods of stay-at-home orders. Bolivar residents already have access to these virtual healthcare visits through Citizens Memorial Hospital.

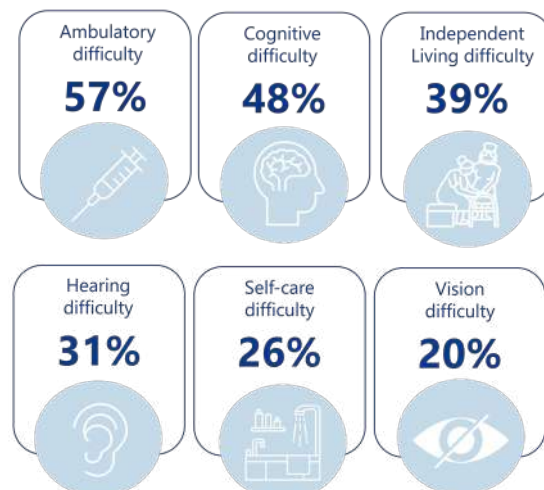
The COVID-19 pandemic has also significantly impacted mental health. Loss of employment, economic uncertainty, isolation related to stay-at-home orders, and fear about the disease have been overwhelming and increase anxiety for many. Young people are struggling most with their mental health. They are more likely than any other age group to have severe symptoms of anxiety and depression. Communities and healthcare providers must reduce barriers to accessing mental health services to ensure people receive needed care and improve their well-being.

Disabilities & Accessibility

While 1,744 people within Bolivar have a disability, an estimated 18,750* people with a disability live within 20 miles of the City. The two most common types of disability in Bolivar are ambulatory and cognitive difficulty. People with ambulatory disabilities have serious difficulty walking or climbing stairs. People with cognitive disabilities suffer from physical, mental, or emotional problems, have difficulty remembering, concentrating, or making decisions. These require a particular need to ensure facilities and services are accessible to all abilities.

**Cities include Aldrich Village, Bolivar, Buffalo, Dadeville Village, Fair Play, Flemington Village, Goodnight Village, Halfway Village, Humansville, Louisburg Village, Morrisville Town, Pleasant Hope, and Walnut Grove.*

TYPE OF DISABILITIES OF PEOPLE LIVING IN BOLIVAR



Source: ACS, 2018



GOAL C: Support community health and well-being of all generations in our community.

OBJECTIVE 1: Enhance access to quality, integrated physical and mental healthcare resources.


OBJECTIVE 2: Improve access to healthy, locally grown foods for all residents.

STRATEGIES




1. Encourage equitable access to health care services available to all.
2. Promote the City's mental health liaison to connect people with healthcare services.
3. Promote healthy lifestyle choices and active living.
4. Support urban agriculture and community gardens to increase people's access to healthy foods.

LOCAL ACTIONS

Education & Outreach

- Consider a City newsletter to provide community-wide education and make residents aware of available healthcare services in Bolivar. *(Supports Strategy 1, 2)*
- Promote the Farmer's Market to increase the number of users. *(Supports Strategy 3)* 
- Encourage schools and institutions to support local farmers and vendors. *(Supports Strategy 3)*

Practice Improvements

- Continue to support life change and recovery programs for those with substance abuse and other issues. *(Supports Strategy 1, 2, 3)*  
- Continue the Opioid Task Force. *(Supports Strategy 1, 2)* 
- Promote existing health care providers and resources through the city website and social media. *(Supports Strategy 1, 2)*

Partnerships & Collaboration

- Work with schools and community organizations to increase access and education to healthy foods and agriculture. *(Supports Strategy 3, 4)*
- Partner with the Farmer's Market to create a community kitchen to increase understanding of cooking with healthy foods. *(Supports Strategy 3)*


Inventory, Assessment, or Survey

- Conduct an annual community health survey to track the health of the community. *(Supports Strategy 1, 2, 3, 4)*

Policy & Code Adjustment

- Reevaluate landscaping requirements to allow for smaller building footprints and increase community gardens. *(Supports Strategy 3, 4)*

Facilities or Infrastructure Improvements

- Improve accessibility to healthcare services and locations. *(Supports Strategy 1, 2)*
- Relocate or improve the existing Farmer's Market to increase visibility and increase the number of customers. *(Supports Strategy 3)* 

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



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Safety & Safety Services

**How do we improve public safety?
How can the City ensure equitable public
safety services?**

**What are the safety concerns and
perception of safety in the community?**

**How do we build the relationship
between public safety services and the
community?**

Public Safety

Public safety is an essential component of a community's overall quality of life. Perception of safety is also essential to the success of a community. People who do not feel safe in their community are less likely to participate in physical and social activities, impacting the community's overall health and well-being.

Bolivar City Fire Department (BCFD)

The Fire Department provides complete firefighting capabilities with 24 mostly career firefighters. The BCFD also provides vehicle extrication and rescue capabilities, medical response with nine National Registry of Emergency Medical Technicians (NREMT's), and ten emergency medical responders. Hazardous materials (HazMat) that are mishandled, or incorrectly transported can pose a substantial health and safety risk. The BCFD has 19 firefighters trained at the Operational level* for HazMat response.

**Operational level personnel play a hands-on role and defensive role in initial HazMat response. The 4 HazMat response levels include Awareness level, Operational level, Technician level, and Specialist level.*

Satisfaction survey results indicate most people are either Very Satisfied or Satisfied with the Bolivar City Fire Department. Under 2% responded Unsatisfied or Very Unsatisfied.

Personnel

- » A-Shift (3) Firefighters + Captain
- » B-Shift (3) Firefighters + Captain
- » C-Shift (3) Firefighters + Captain
- » Part-Time Staff (5)
- » Reserve Staff (8)
- » Captains (3)
- » Fire chief (1)



Facilities & Equipment

Bolivar has two fire stations. These facilities do not have personnel accommodations, which contributes to longer emergency response times. Population growth and annexation without upgrades would further increase the strain on staff and response time. The BCFD will continue to require additional equipment, sufficient training, and new or upgraded fire stations to provide the highest quality of service.

Station 1 — 312 S. Springfield Avenue

Station 2 — 824 S. Killingsworth Avenue

Equipment & Apparatuses:

- » Engine #11 (Year 2014)
- » Ladder #12 (Year 2015)
- » Rescue #14 (Year 2011)
- » Engine #13 (Year 1999)
- » Chief #1 (Year 2004)
- » Engine #22 (Year 1994)

Bolivar City Police Department (BCPD)

The police department is in the Public Safety center next to City Hall. The department has 37 members comprised of 24 commissioned officers, three investigators, and a school resource/DARE instructor. The civilian staff members consist of a program administrator, police services admin, traffic enforcement, animal control officers, police clerks, a mental health liaison, and a project administrator.

Survey respondents provided satisfaction levels for public safety services in Bolivar. Under seven percent said they were unsatisfied or very unsatisfied with the BCPD. Respondents noted improving 911 dispatch response and increasing police presence in neighborhoods.

2 FIRE STATIONS

1 PUBLIC SAFETY CENTER



1,330 TOTAL CALLS

FIRE PROGRAMS & SERVICES

Home Safety Surveys
Fire Code Discussion
Citizen Ride Along
Exploring Post
Fire Extinguisher Training
Smoke Escape Training
Business Safety Survey
Smoke Alarm Installation



19 PATROL VEHICLES

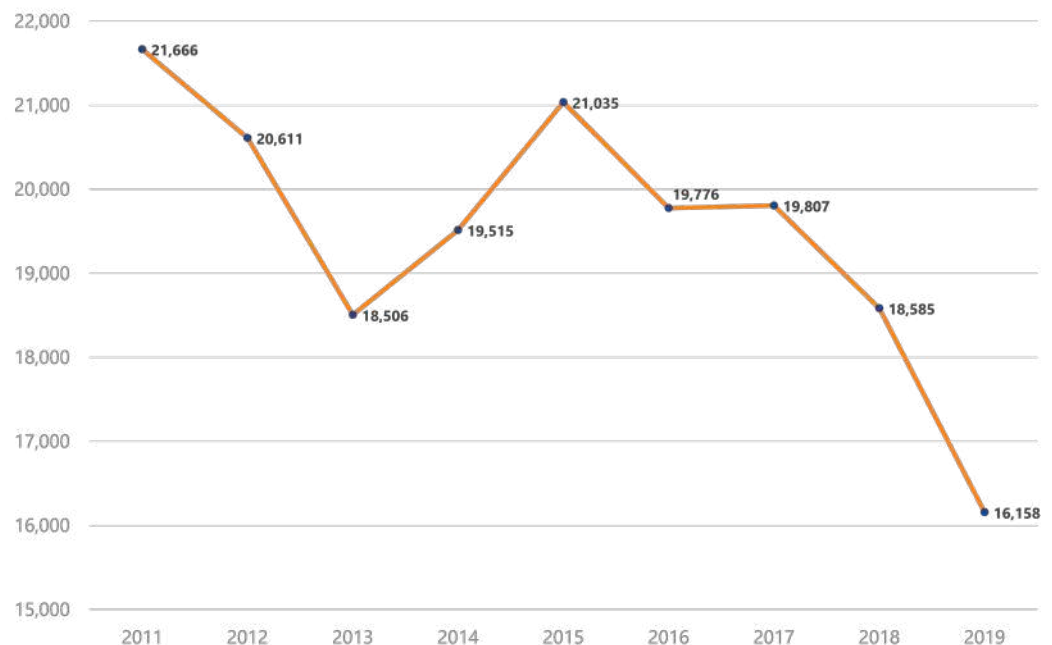
0 SPECIALTY VEHICLES

2 NON-EMERGENCY VEHICLES



Source: Bolivar, GIS 2020

POLICE CALLS FOR SERVICE



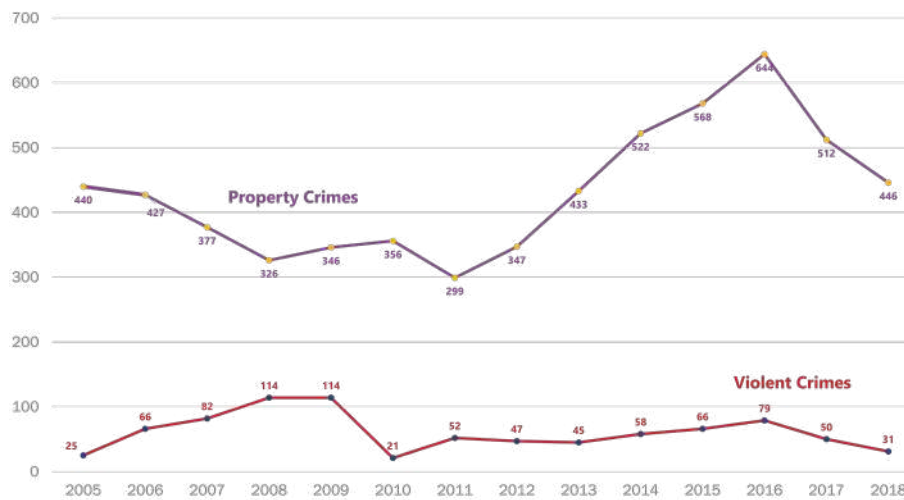
Crime & Perception of Safety

While overall crime is trending down, Bolivar has a much higher property crime rate than Missouri and the United States. While property crime is high, the violent crime rate is much lower. Overall, the community feels a sense of security, but it depends on the time of day. Survey results show an overall feeling of safety during the day to be high, but feelings of safety drop at night. Poor lighting or lack of lighting was the primary reason for feeling very unsafe and unsafe in Bolivar at night. The perception of safety and the fear of crime may not always align with actual crime statistics.

Crime Prevention Through Environmental Design (CPTED) is a multi-disciplinary approach to crime prevention that uses urban and architectural design to deter crime.



Source: Missouri State Highway Patrol



Source: Missouri State Highway Patrol

BOLIVAR		MISSOURI		NATIONAL	
VIOLENT CRIME	PROPERTY CRIME	VIOLENT CRIME	PROPERTY CRIME	VIOLENT CRIME	PROPERTY CRIME
2.9	41.5	5.3	28.4	3.7	21.9
RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000

Property Crime: includes the offenses of burglary larceny-theft, motor vehicle theft, and arson. Property crime are offenses where money or property is taken, but there is no force or threat of force against the victims.

Violent Crime: offenses against people where the force or threat of force is used.

Source: Missouri State Highway Patrol

The Rise of Mental Health Incidents

Nationally, estimates show that between 7–10 percent of police-citizen encounters involve someone with a mental health condition. The crisis intervention team model was created to help police departments more effectively and safely respond to calls for service involving individuals in a mental health crisis.

Bolivar City Police Department responds to some 40 percent of calls regarding mental distress. The BCPD does have a Community Mental Health Liaison on staff to improve outcomes for individuals with behavioral health issues. Community partnerships between Community Mental Health Centers, law enforcement, and courts can save valuable resources and reduce unnecessary jail, prison, and hospital stays for people with behavioral health issues. Law enforcement officers often serve as the first responders to most mental health emergencies. Crisis Intervention Training (CIT) is a community-based approach to improve the outcomes of these encounters. Almost all the BCPD have received CIT training, improving the proper handling of mental health emergencies.

Crisis Intervention Training:

- » Reduces arrests of people with mental illness and increases the likelihood of individuals receiving mental health services
- » Produces cost savings by reducing arrests
- » Increases knowledge of and improves attitude toward mental illness.

Crisis Intervention Training

Fire and police departments across the country are finding it more difficult to attract high-quality recruits. A 2017 study published in the Journal of the NPS Center for Homeland Security and Defense cites generational differences contributing to this perceived issue. Specifically, fire departments have not been successful at recruiting millennial talent. According to the study, outdated marketing, hiring, and testing practices are partially to blame.

The costs of policing have risen dramatically due to rising personnel costs and greater demand for policing services. When asked how to improve health and safety in Bolivar, many responses focused on the need to fund and enhance public safety services and improve inadequate street lighting.

Prioritizing public safety strategies and adapting to changing trends will be increasingly important to ensure a high quality of life for all residents and visitors. Safe cities attract new development and give businesses the confidence to invest in the community. The Police and Fire Department's efforts to engage with residents and businesses positively impact the community's overall perception of safety, which is closely related to a community's health and overall quality of life. Residents who feel safe in their community are more likely to be active, engage in healthy activities like walking and biking, and feel less isolated.





GOAL D: Provide high quality public safety and foster a sense of security for residents and visitors.

OBJECTIVE 1: Improve public safety to provide the highest level of service for Bolivar residents.

OBJECTIVE 2: Make improvements to the physical environment to increase safety.

STRATEGIES

1. Ensure emergency services have adequate facilities, equipment, training, and compensation to improve public safety.
2. Implement programs and community design changes that deter crime and improve safety.

LOCAL ACTIONS

Education & Outreach

- Promote and increase personal safety outreach. (Supports Strategy 1, 2)
- Integrate the criminal justice program at Southwest Baptist University with City Police and Fire Departments to increase interest in first responder positions or community policing. (Supports Strategy 1)
- Promote neighborhood watch programs to increase people's awareness of proactive crime deterrence. (Supports Strategy 2)

Practice Improvements

- Continue to enhance fire and police practices to achieve national standards and accreditations. (Supports Strategy 1)
- Equip public safety with technology to respond better and increase presence in the community. (Supports Strategy 1)

Plan Development

- Create and fund a fleet maintenance plan. (Supports Strategy 1)
- Enhance recruitment and retention of public safety employees. (Supports Strategy 1)

Partnerships & Collaboration

- Continue to support and work with Police Department and Neighborhood Watch programs to proactively manage and prevent crime. (Supports Strategy 2)
- Continue to build trust and work with organizations and neighborhoods. (Supports Strategy 2)

Inventory, Assessment, or Survey

- Equip fire and police with the tools and resources to improve community safety (body cams, gear, SCBA, etc.). (Supports Strategy 1)

Enforcement & Incentives

- Work with business owners to create dynamic safety plans. (Supports Strategy 2)

Policy & Code Adjustment

- Consider adopting and altering Crime Prevention Through Environmental Design policies when feasible. (Supports Strategy 2)
- Reinforce compliance to codes and regulations – use codes to enhance safety. (Supports Strategy 1, 2)

Programs or Services

- Develop an annual fire inspection program. (Supports Strategy 2)
- Continue to utilize and upgrade the storm siren program. (Supports Strategy 1)

Facilities or Infrastructure Improvements

- Prioritize building fire station #1. (Supports Strategy 1)
- Plan and construct a new fire station #2. (Supports Strategy 1)
- Enhance pedestrian level lighting along sidewalks and trails to increase feelings of safety. (Supports Strategy 2)

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



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Parks, Recreation & Leisure

How do we ensure equity in parks and recreation opportunities for all?
What are the parks and recreation needs of the community?
How can we use parks to improve quality of life?
What are our current recreational events and amenities?

Parks, Recreation & Leisure

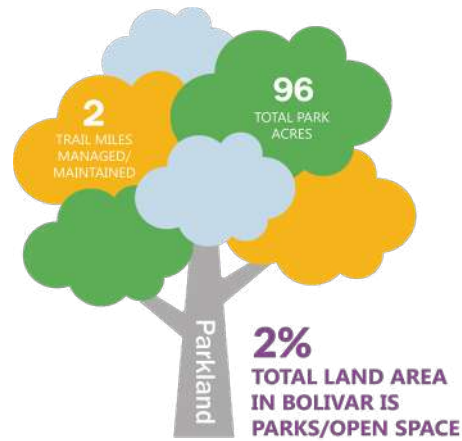
Parks and trails are valued parts of our environment and can promote physical activity and improve mental health. More people are integrating recreation, leisure, and wellness into their lifestyle. Cities that are walkable, bikeable, and provide access to quality recreation amenities create socially and physically connected and mentally healthy and happy communities.

Bolivar has seven parks that account for 96 acres of the City's total land area. The largest park, Dunnegan Memorial Park, opened in 1923 and is a regional pull and community asset for Bolivar and Polk County. The 44-acre park now offers several playgrounds, including areas for children with disabilities, a small lake, a walking trail, a path for cross-country runners, seasonal restrooms, pavilions, picnic tables, and barbecue grills.



Trails and Connections

Trails and Greenways provide community connections to parks, recreation opportunities, neighborhoods, natural resources, and cultural assets. Trail networks provide essential environmental, economic, social, and health benefits for individuals, cities, and regions. The Rails to Trails Program utilizes abandoned or decommissioned railroads into trails. Nationally, there are over 24,000 miles of Rail-Trails.

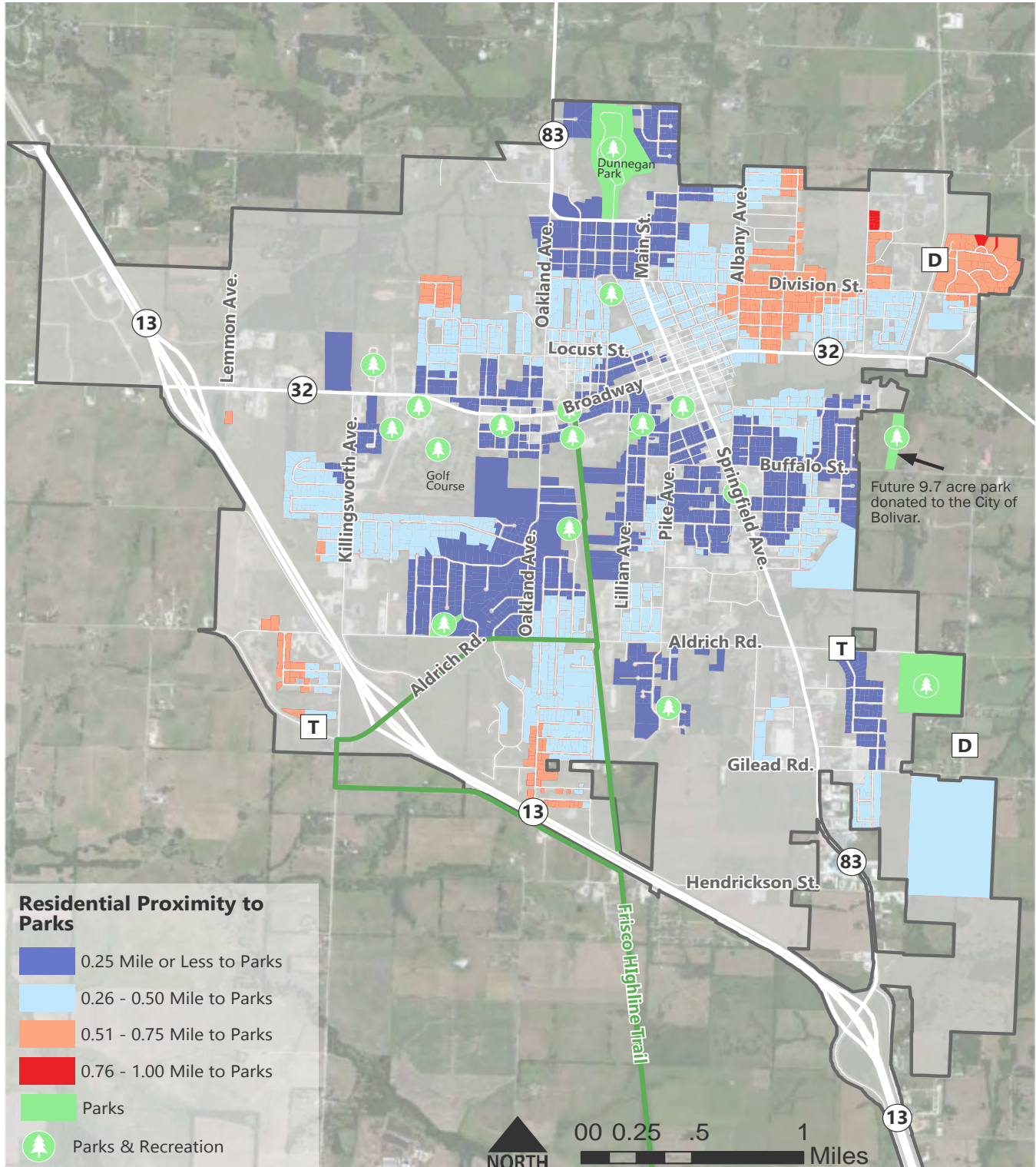


Source: Bolivar GIS, 2020 and The Trust for Public Land

Bolivar is fortunate to have access to the second longest Rail-Trail in Missouri: The Frisco Highline Trail. Named after the St. Louis-San Francisco Railway's former corridor, the 36-mile trail connects Bolivar and Springfield through historic farm towns and Ozark scenery. The trail was designated a National Recreation Trail by the National Park Service and American Trails in 2004. The trail is made possible by donors and members of Ozark Greenways, who own this scenic Rail-Trail. Also, within the region is the widely known Katy Trail spanning 240-miles through the State of Missouri. Linking the Frisco Highline Trail to the Katy Trail would connect Bolivar to the longest rails-to-trail in the United States.



PROXIMITY TO PARKS



Health Benefits

Parks and trails can improve health in several ways, including:

- **Increased physical activity**- walkable access to appropriate sites motivates people to participate in physical activity and to do so more frequently
- **Improved mental health**- parks can serve as a venue for stress reduction
- **Environmental benefits**- parks can reduce air and water pollution, protect hazard areas (e.g., flood plains, unstable slopes) from inappropriate development, and mitigate urban heat islands
- **Community interaction**- parks can provide meeting places for neighbors
- **Reduce injury**- parks, and trails can provide safe spaces for people to play and exercise, away from busy streets and commercial zones

Access to Parks & Trails

Creating more connections to parks throughout the community can improve safety, public health, property values, and economic activity. In today's planning goals for healthy and thriving communities, the national standard is to provide neighborhood parks within a half-mile (10-minute walk) to 85 percent of the population. According to the Trust for Public Land, 53 percent of Bolivar residents live within a 10-min walk of a park. Additional park space will be needed as the community grows to ensure all neighborhoods have equal access to parks and trails.

Some ways for communities to improve residents' access to parks and trails are to:

- » Build parks and trails within walking distance of homes, and help make sure that the routes to these places are safe,
- » Develop and maintain sidewalks, crosswalks, bike racks, and bike paths on routes between parks and trails, and areas where people live, and
- » Control the traffic speed on roads frequented by pedestrians through street design, setting low speed limits, and enforcing traffic laws.

Recreation & Programming

Bolivar residents ranked neighborhood parks and playgrounds as the most important program and service to them and their families. Affordability is a concern for many individuals and families, as affordable recreation options ranked second most important. Dunnegan Memorial Park ranked highest most visited when asked how often residents visit specific parks and recreation amenities. Most people have never used the golf course or Bolivar Recreation and Aquatics Center. Unfamiliarity with facilities and programs and high fees prevents people from using parks and recreation facilities more often. The Bolivar Parks and Recreation Department should continue to work with The Friends of Bolivar Park, Bolivar public schools, religious and nonprofits organizations, and schools to maintain facilities and provide programming for residents and visitors.

53% of Bolivar residents live within a 10 minute walk of a park.

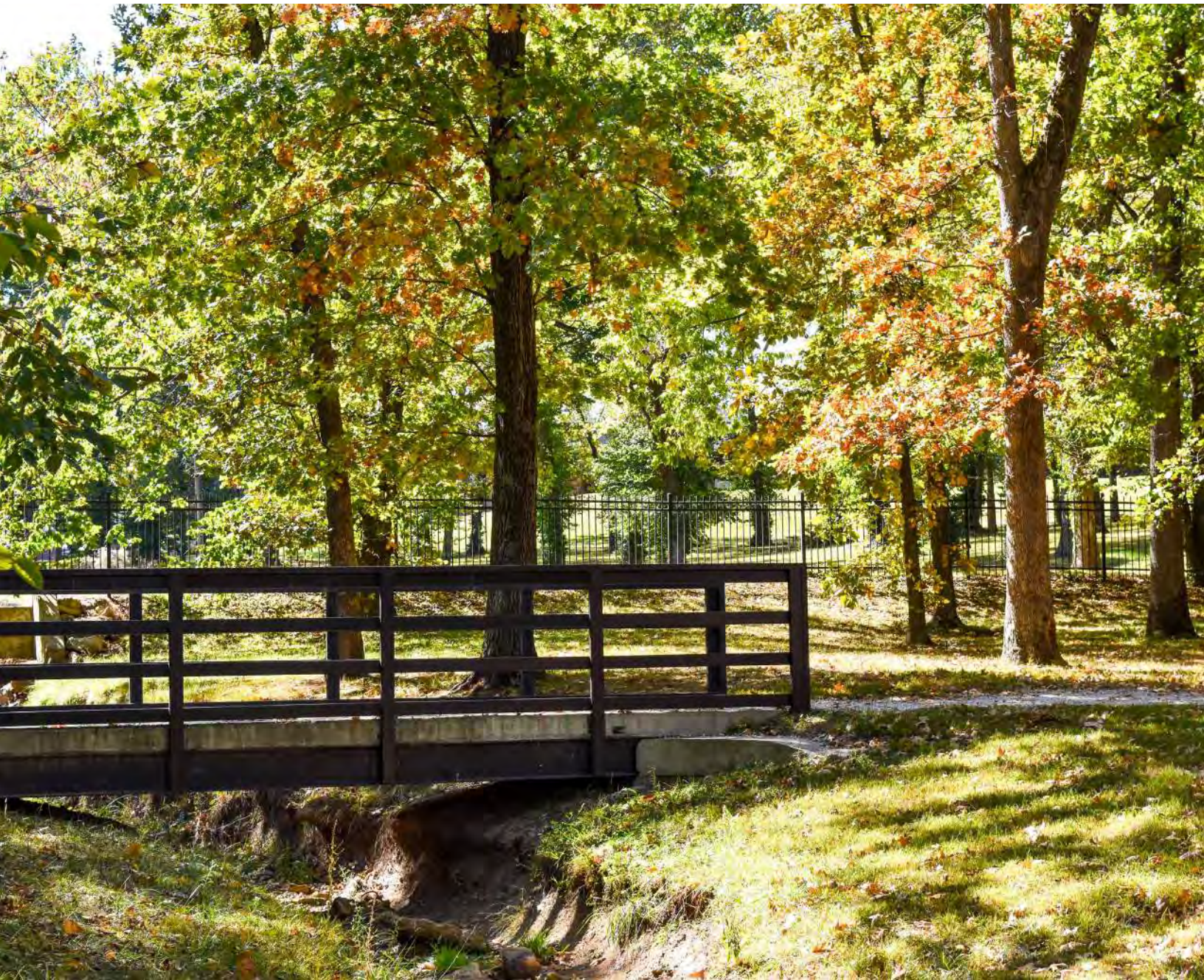


Source: The Trust for Public Land , 10-Minute Walk

Other amenities people would like to see in Bolivar:

- » Batting cages
- » Mini Golf
- » Amphitheater
- » Pickleball courts
- » Conservation areas
- » Outdoor pool
- » Gathering places for activities and events
- » Skate park
- » Adult sports leagues

RECREATIONAL AMENITIES





GOAL E: Bolster parks and recreation amenities

OBJECTIVE 1: Improve the accessibility and equitable distribution of public and recreation facilities for people of all ages and abilities living in all neighborhoods.

STRATEGIES

1. Provide safe, accessible, affordable parks and recreation options to improve quality of life.
2. Enhance trails system, including the Frisco Highline Trail.
3. Expand and promote parks and recreation activities for all ages and abilities.

LOCAL ACTIONS

Education & Outreach

- Utilize the community calendar. (Supports Strategy 3)

Practice Improvements

- Continue to expand adult and youth recreation programs and classes. (Supports Strategy 1, 3)
- Enhance trails around Town Branch Creek and embrace the historical significance of the water source. (Supports Strategy 2)
- Ensure Parks and Recreation Department communicates with public safety personnel to improve safety. (Supports Strategy 1)
- Reduce conflicts between pedestrian and vehicular traffic to improve safety. (Supports Strategy 1)
- Improve accessibility and connections from trails to commercial areas. (Supports Strategy 1, 2, 3)

Plan Development

- Develop a Parks Master Plan. (Supports Strategy 1, 2, 3)

Partnerships & Collaboration

- Partner with the school district to share facilities. (Supports Strategy 3)
- Partner with Southwest Baptist University to increase affordable recreation opportunities for adults. (Supports Strategy 1, 3)
- Work with schools to establish after-school programs. (Supports Strategy 3)
- Work with landowners to increase connectivity to parks and recreation facilities. (Supports Strategy 1, 2, 3)

Inventory, Assessment, or Survey

- Continually assess the need and possible locations of more neighborhood parks and playgrounds with the Parks and Recreation Department. (Supports Strategy 1, 3)

Enforcement & Incentives

- Ensure all residents feel safe at parks and recreation facilities. (Supports Strategy 1)

Policy & Code Adjustment

- Research and prepare a parks funding package to lower the cost of their development. (Supports Strategy 1)

Facilities or Infrastructure Improvements

- Ensure parks are built to comply with ADA standards. (Supports Strategy 1, 2, 3)
- Diversify facilities provided at existing community parks. (Supports Strategy 3)
- Improve signage and wayfinding. (Supports Strategy 3)

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



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HARMONY WITH NATURE

CHAPTER

03



Natural Resources



Sustainability & Resilience

How can we work with nature and mitigate climate change?

How do we plan for the impacts of climate change?

How do we increase energy efficiency?

In what ways can we increase public awareness of our ecological footprints?

How do we maintain our connection to nature as we advance industry and technology?

What are the priority natural resources and how do we preserve and enhance them?

What additional programs and policies are needed to reduce resource consumption and increase waste diversion?

How can we manage the use of land to minimize environmental impacts on human health and priority waterways?

Natural Environment & Sustainability

The natural environment and concept of sustainability are closely linked. Our natural environment is crucial to the health and well-being of our communities - humans, plants, and animals alike. The natural world includes all things naturally occurring on our planet such as water and water systems, air, vegetation, soil, and the animal kingdom. Each of these is closely connected to and affected by the health of the other.

The term sustainability takes on different meanings, but one of the most simplistic and widely used reads:

“meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

- Brundtland Commission

When it comes to protecting the natural environment, systems thinking is key. Sustainability considers the environment, economy, and equity when making decisions. Sustainability is often defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs. Human activity can and does negatively impact the function of our natural environment. As the natural world around us changes, it is unable to provide a safe and healthy environment for humans, animals, and plants including crops that feed our communities and economies. The adverse effects of human activity are often slow compared to the individual life span but are increasingly evident with each generation. We are experiencing more extreme weather and natural disasters such as drought, wildfires, flooding, and hurricanes. Even more severe storms year-round are creating the dire need for resilient infrastructure. In this region particularly, we are seeing growing seasons changing, extreme heat and droughts along with more frequent severe storms causing flooding. Working with the natural world and decreasing our impact on the environment can improve the health and longevity of our children, grandchildren, and so forth.

Protection of the natural environment and practices of sustainability can often seem like insurmountable challenges. However, it takes cumulative action to make a change and every effort by individuals and communities makes an impact.

Water Quality

Bolivar has two watersheds (a land area that channels rainfall and snowmelt to creeks, streams, and rivers, and eventually to outflow points such as reservoirs, bays, and the ocean) to protect: the Pomme De Terre and the Sac River. Town Branch Creek is in the Pomme De Terre watershed and serves as a great asset to Bolivar both environmentally and economically through tourism and potential festivals and events.

Water quality of lakes and streams ranked the second highest priority for survey respondents. To protect Town Branch and other connecting waterways, the natural environment surrounding it must be healthy. A healthy waterway needs healthy vegetation surrounding it to protect it from pollutants.

Native plants have strong and deep root systems that provide filtration and prevent streambank erosion which is harmful to the health of the water and surrounding land as it can lead to flooding. Native plants throughout the community can also attract pollinators like bees, butterflies, and hummingbirds which increase the overall health of the plant and crop community even in your backyard garden. Since this is their natural environment, native plants do not require fertilizer, pesticides, or extra watering making them sustainable and easy to care for.

IMPAIRED WATER BODIES

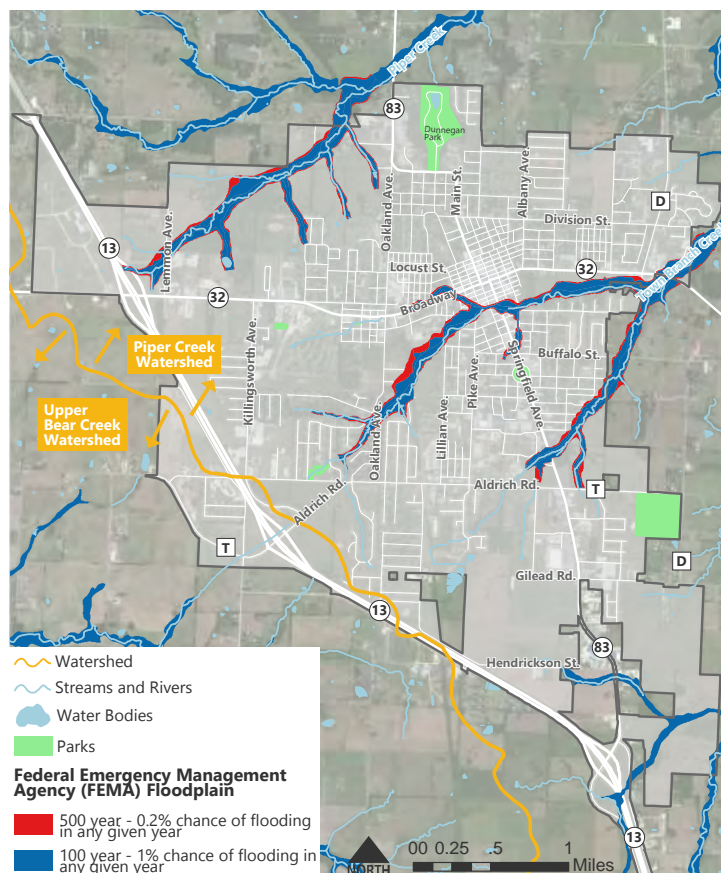
WATER BODY	YEAR	SIZE	IMPAIRED WATER USE	POLLUTANT	SOURCE	TMDL PRIORITY SCHEDULE
Pomme de Terre	2016	69.1		E. Coli	Pathogens	

Source: State Department of Health and Environment Website, 2020

Green Infrastructure

Increasing plant life and natural spaces throughout the community further helps water quality by absorbing rainwater and reducing runoff from impervious surfaces like pavement and roofs. Green Infrastructure is a cost-

WATER RESOURCES



effective, resilient approach to managing wet weather impacts that provide many community benefits. Green infrastructure uses vegetation, soils, and other elements and practices to restore some of the natural processes required to manage water and create healthier city environments.

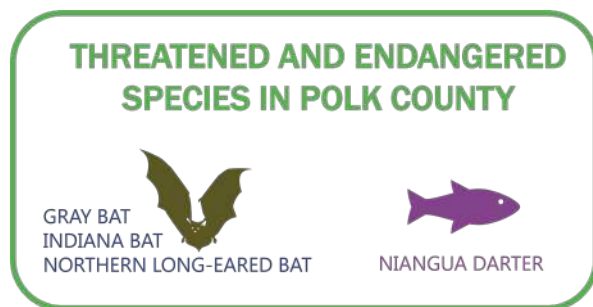
At the city or county scale, green infrastructure is a patchwork of natural areas that provides habitat, flood protection, cleaner air, and cleaner water. Examples include rain gardens, green roofs, bioswales, and permeable pavement which allows precipitation to drain into the ground rather than running off into the water bodies carrying whatever pollutants it picks up along the ground such as fuel and oil from cars.

Air Quality

The health of our natural environment also impacts our air quality which directly impacts human health. Plants provide oxygen and absorb and filter impurities in our air. Bolivar currently has 96 acres of parkland, which is two percent of the total land area. Close to 20 percent of the city is tree covered which contributes to the excellent air quality in Bolivar.

Natural and Open Spaces

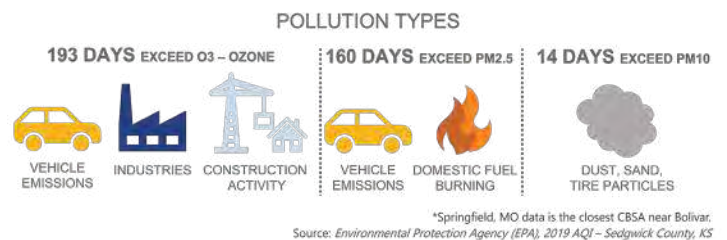
The 2020 COVID-19 pandemic heightened our understanding and appreciation for the value of open space. Dunnegan Park provides open space and trails for exercise and connecting with nature which has been proven to improve mental health. The park and others alike provide habitat for a variety of species including Bolivar's unique swan and peacock populations. Open spaces and parks like this are crucial to maintain and protect as our climate changes. Even small parks provide cool areas and shade for the increasingly hot summer days and can provide habitats for all types of animals from reptiles and amphibians to birds and insects as well as endangered species like the Gray Bat, Indiana Bat, and Northern Long-Eared Bat found in Polk County.



Source: U.S. Fish and Wildlife Services

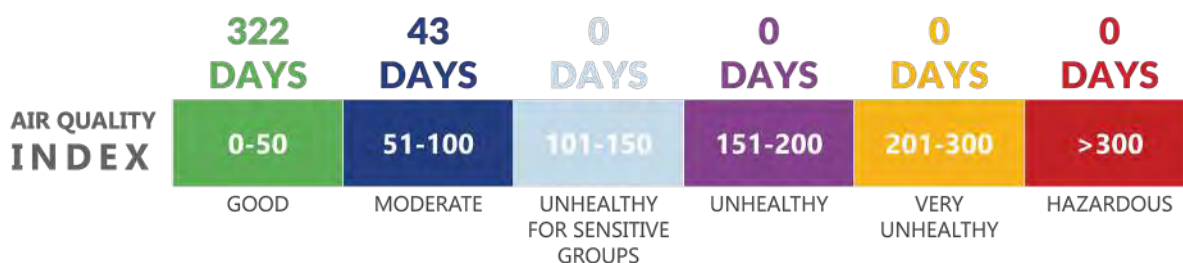
Energy & Emissions

Sustainability also addresses energy consumption and waste management. These areas of human activity create some of the largest impacts on our climate. Greenhouse gases are gases that absorb heat and trap it in our atmosphere. Common examples are Carbon Dioxide (CO₂) and Methane (CH₄). The Greenhouse Effect created by these gases is necessary to keep our planet warm. Increased human activity generates too much greenhouse gases in the atmosphere and affects normal weather patterns, seasons and decreases air quality.



In Bolivar, 98 percent of emissions come from building energy. Efficient buildings also save on energy costs. Sustainable energy efforts in Bolivar have focused on solar power with installations occurring on residential and commercial roofs. The Best Western Plus Bolivar Hotel & Suites has solar panels and the only electric car charging station in town. Renewable energy is becoming increasingly accessible and affordable for individuals and smaller communities, so it will be important to continuously investigate opportunities to incorporate renewable energy into the City's profile. See Infrastructure to read more about renewable energy.

AIR QUALITY INDEX TOTALS BY CATEGORY



Ways to Improve Health and Reduce Emissions:

- Energy & resource efficiency
- Waste reduction
- Pollution prevention
- Encouraging green building designs
- Penalizing excessive greenhouse gas emissions

Waste Management

Waste management ranked third highest sustainability concerns for Bolivar survey respondents.

Sustainable solid and food waste programs also increase energy efficiency. Cities like Lawrence, Kansas and the Kansas City, Missouri and Shawnee Mission School Districts have implemented composting programs. These programs help to decrease landfill waste and reduce Methane emissions (much stronger than Carbon Dioxide). Donation programs are also helpful in reducing wasted food.

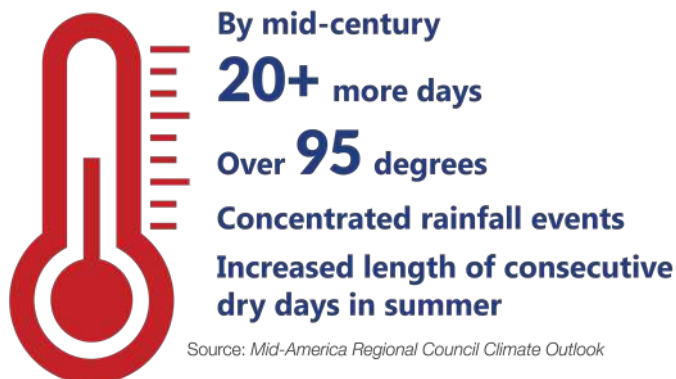
Considering a low commodity price for recycled material and a lack of buyers worldwide, recycling plants are requiring more and more funding from jurisdictions to stay in operation. Alternative waste reduction practices such as composting would help alleviate these costs. Polk County Recycling is open Thursday, Friday, and Saturday and accepts paper, newspapers, cardboard, aluminum cans, metal, plastic, and glass. Electronic appliances such as televisions, computers, and batteries require drop off at a separate location or removal through a haul away service.

Some cities are also updating codes and regulations to incentivize urban agriculture, which transforms yards, roofs, empty lots, and patios into productive green spaces. These repurposed spaces help alleviate the urban heat island effect, absorb rainwater runoff and carbon, and increase food access close to home.

Encouraging urban agriculture and community gardens ranked third preferred method to help ensure Bolivar thrives for generations to come.

Emissions and energy used to create single-use plastics contribute to our changing climate as well. Reducing single-use items and promoting and supporting sustainable and environmentally friendly products that are made from natural materials or made to last can greatly improve our waste production and save on energy and costs associated with waste management.

Midwest Temperature Change



Environmental Organizations

Partnering and gathering resources from environmental organizations can help keep Bolivar sustainable and resilient. The following agencies and organizations provide various

technical assistance, education and learning opportunities, and funding mechanisms to support sustainable practices.

Regional

Environmental Protection Agency (EPA) Region 7

EPA Region 7 protects human health and the environment in Missouri, Kansas, Nebraska, and Iowa. The EPA creates standards, provides education, research, and funding opportunities for environmental projects.

Sierra Club (Missouri Chapter)

A national, member-supported environmental organization that seeks to influence public policy in Washington and state capitals through education and grass-roots political action, and to encourage people to explore wild spaces.

State

Department of Natural Resources (State of Missouri)

Serves all Missouri citizens through involvement in environmental and resource-related issues of the day. The department deals with energy, helps develop mineral resources in an environmentally safe manner, protects Missouri's land, air, and water resources, and works to preserve the state's historic and natural heritage through state parks and state historic sites.

Missouri Department of Conservation

Protects and manages the fish, forest, and wildlife resources of the state and serves the public and facilitates their participation in resource management activities. The department also strives to provide the opportunity for all to use, enjoy and learn about fish, forest, and wildlife resources.

Missouri Coalition for the Environment

With the help of their members and allies, this state-level environmental advocacy organization delivers vital information to thousands of Missourians on issues that affect our water, air, food, health, and environment.

Missouri Environmental Education Association

Provides resources for educators to inspire students to care about, understand, and act for their environment. It also offers an Environmental Educator Certification Program.

Missouri River Bird Observatory

Strives to contribute to the conservation of Missouri's migratory and resident birds through research, outreach, and education. It also gathers information about bird communities and habitats to help state, federal and private natural resource managers implement conservation programs as well as educational opportunities and advocate for conservation policies.

Local

Ozark Natural & Cultural Resource Center

Dedicated to the preservation and responsible use of the natural resources found in the Ozark region and works in cooperation with several government agencies and private organizations.

Ozark Greenways

A land trust that works with public and private landowners to conserve farmland, scenic beauty, water quality, and wildlife habitat while seeking to build a trail system that connects and enhances the community.

Ozark Land Trust

OLT has dozens of projects protecting more than 30,000 acres of land throughout the Ozark region. It has been instrumental in protecting many natural and geological features such as waterfalls, caves, springs, bluffs, forests, prairies, glades, rivers, and wetlands. OLT also preserves urban greenspace, agricultural lands, historic places, and sensitive ecological sites.

Greenbelt Land Trust of Mid-Missouri (Columbia)

Conserve the streams, forests, grasslands, and farmlands that represent the distinctive landscape of mid-Missouri. It utilizes conservation easements to protect the value of natural landscapes. Conservation easements offer great flexibility and can come with tax advantages for landowners who donate them.

Great Rivers Environmental Law Center (St Louis)

Missouri's only public interest law firm focused on environmental issues which provides free and reduced-fee legal services to individuals, organizations, and citizen groups who are working to protect the environment and public health.

GOAL F: Ensure Bolivar is resilient and environmentally sustainable for future generations.



OBJECTIVE 1: Encourage practices to protect the future of our community and its natural resources.

STRATEGIES


1. Prioritize resource efficiency, waste reduction, and pollution prevention.
2. Expand green infrastructure and green spaces throughout the community to improve community health and reduce pollution.

LOCAL ACTIONS


Education & Outreach

- Encourage the transition from single-use plastics to reusable and/or recyclable and compostable cutlery for public events. *(Supports Strategy 1)*

Practice Improvements

- Form a committee to help promote sustainability within the community. *(Supports Strategy 1, 2)*
- Continuously investigate renewable energy options as they become more attainable at an individual and city level. *(Supports Strategy 1)* 

Partnerships & Collaboration

- Collaborate with local organizations and Southwest Baptist University to increase sustainable practices around the community. *(Supports Strategy 1, 2)* 
- Partner with utility providers to provide alternative energy sources (solar, wind, etc.). *(Supports Strategy 1)*

Enforcement & Incentives

- Encourage green building design that prioritizes energy and resource efficiency, waste reduction, and pollution prevention, and occupant health and productivity. *(Supports Strategy 1, 2)*


Policy & Code Adjustment

- Consider adopting nonfinancial incentives (such as requiring fewer parking spaces) for incorporating green infrastructure, energy efficient lighting and thermostats, and other sustainability standards in new developments. *(Supports Strategy 1, 2)*
- Adopt policies that preserve open space and environmentally sensitive lands. *(Supports Strategy 1, 2)*

Programs or Services

- Implement an “Adopt-a-spot” program to encourage people to cleanup areas of the community. *(Supports Strategy 1)*
- Expand the yard waste program. *(Supports Strategy 1)*

Facilities or Infrastructure Improvements

- Consider conducting an energy audit for City buildings to identify cost efficient upgrades to reduce energy consumption. *(Supports Strategy 1)* 

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



Denotes inclusion in the 2021-2024 Strategic Plan



Denotes a priority by the Steering Committee

GOAL G: Protect our community's natural assets and green space.

OBJECTIVE 1: Meet environmental regulations for air, water, and land.



STRATEGIES

1. Promote and enhance Bolivar's natural resources and amenities to attract visitors and retain residents.
2. Improve water quality in lakes, streams, and rivers.

LOCAL ACTIONS

Education & Outreach

- Promote conservation and improvement of existing outdoor recreation spaces in the community including Dunnegan Park and Town Branch. *(Supports Strategy 1, 2)*
- Continue to develop education through our MS4 stormwater policy. *(Supports Strategy 2)* 


Practice Improvements

- Form a committee to help promote sustainability within the community. *(Supports Strategy 1)*
- Support the agricultural community to grow agrotourism. *(Supports Strategy 1)*


Partnerships & Collaboration

- Work with DNR, FEMA, and additional regulatory branches to improve standards. *(Supports Strategy 2)*

Policy & Code Adjustment

- Actively consider the environmental impacts of new development to ensure sustainable development. *(Supports Strategy 1, 2)* 

Programs or Services

- Enhance and protect Town Branch through clean up and restoration efforts. *(Supports Strategy 1, 2)* 

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107

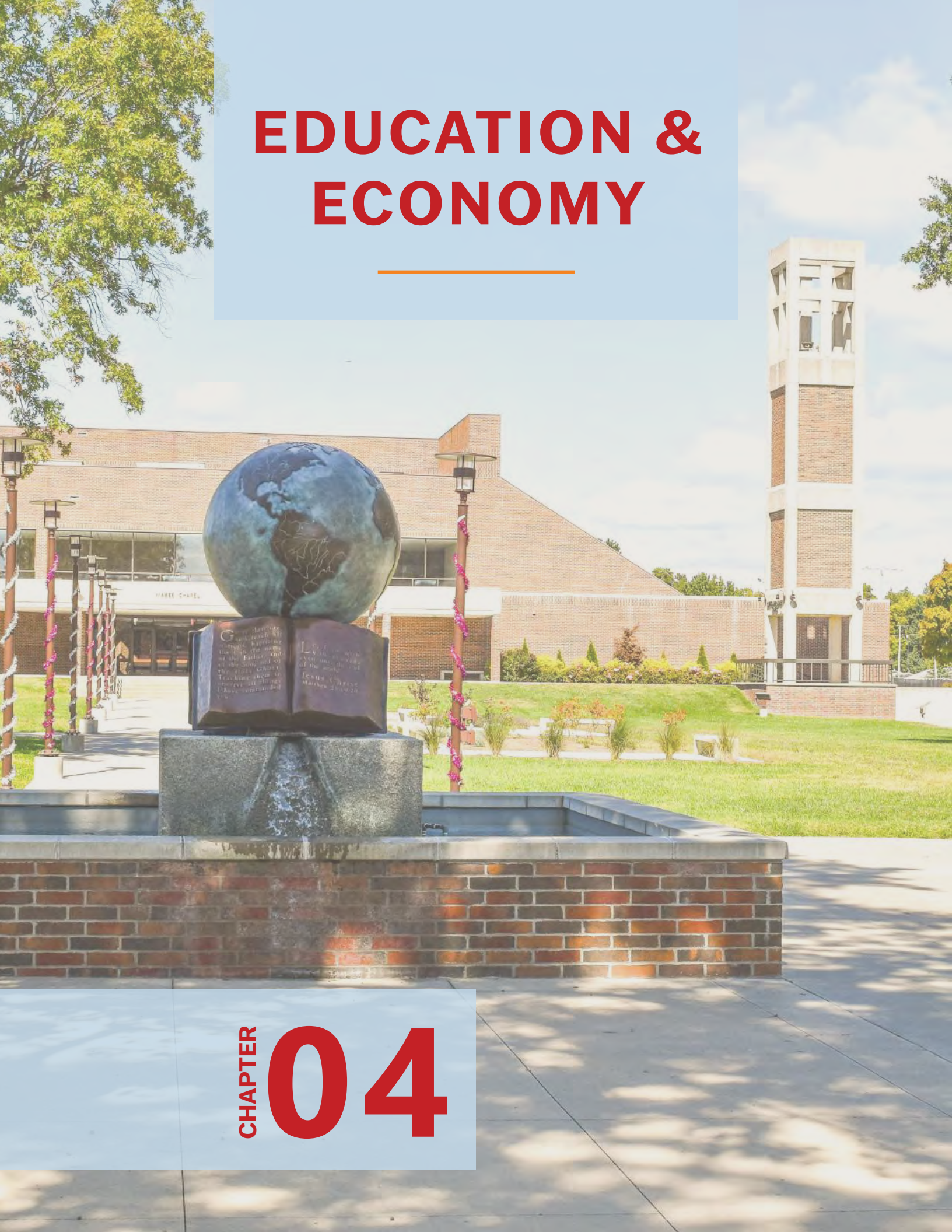


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Denotes a priority by the Steering Committee

EDUCATION & ECONOMY



CHAPTER 04



Education

How can the City partner with Southwest Baptist University and other institutions?

What is needed to provide and support lifelong learning?

How can we strengthen our education opportunities to grow our population and prosperity?

What can the City do to boost student retention?

Education & Economy

Resilient economies can foresee, adapt, and leverage changing economic conditions to their benefit. The COVID-19 pandemic shocked the economy, impacting the workforce and companies across various sectors. The ability to absorb or prevent these shocks to the economy, businesses, and individuals is critical for future success. Now more than ever, creative ways to increase economic activity and educational opportunities are vital.

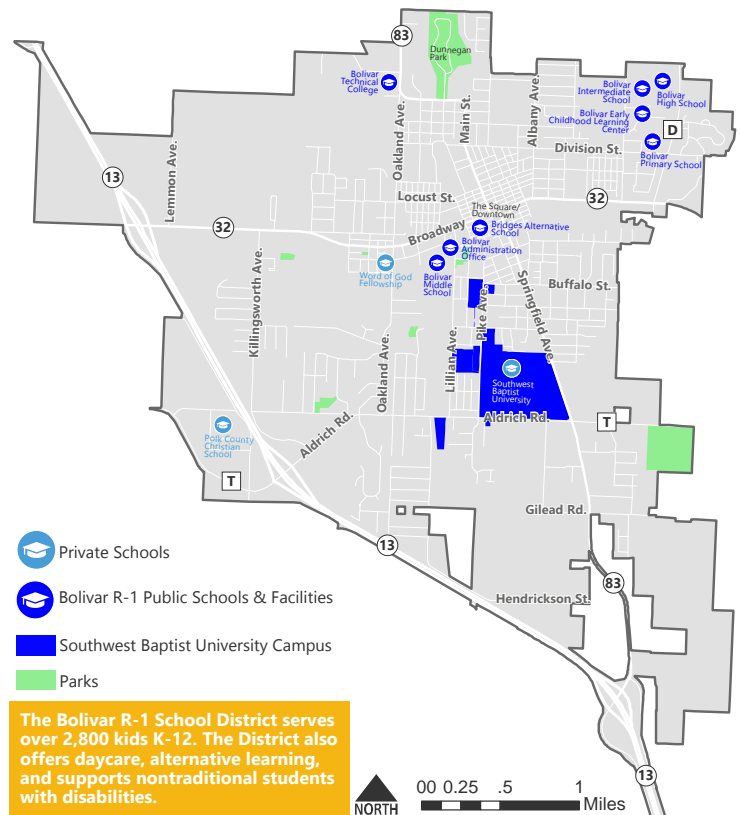
Workforce education impacts how well a city's economy will perform. Educational attainment is closely linked to labor market outcomes. While rural areas are closing the gap with urban areas in high school graduation, there is a

growing gap in college and postgraduate educational attainment. Education often breaks down into three specific levels: primary, secondary, and postsecondary education. Cities with higher levels of educational attainment and opportunities often see faster economic growth.

R-1 Bolivar School District	
ELEMENTARY SCHOOLS	1
MIDDLE SCHOOLS	2
HIGH SCHOOLS	1
ALTERNATIVE SCHOOLS	3
CENTERS	2

Source: Missouri Department of Elementary and Secondary Education

EDUCATIONAL FACILITIES



Primary & Secondary Education

Quality schools and education in Bolivar are a strength for the community and a draw for new families, residents, and businesses. Bolivar R-1 School District is one of six accredited districts within Polk County. The district has a AAA bond rating and features four award-winning schools. The district also has the largest number of students enrolled in K-12 (2,710) and Pre-Kindergarten (144) within the county.

The average ACT Composite score (22.8) for students is higher compared to surrounding districts. Additionally, the average teacher's salary (\$46,644) and three-year retention rate (68.1%) ranks higher than the other Polk County school districts.

The 180 Day Follow-Up shows where students are 180 days after graduation or drop out. While half of Bolivar's students attended a 4-year or 2-year college, 49.4 percent of students entered directly into the workforce in 2018-2019.

Postsecondary & Higher Education

Postsecondary or Post-high school education brings both public and private benefits to a community. Bolivar is home to two higher education institutions that draw students and support job growth.

Southwest Baptist University (SBU) is an accredited a four-year university contributing to the community since 1878. The 1,286 students attending SBU represent 248 Missouri communities, 83 of Missouri's 114 counties, 32 states, 18 countries, and five continents. With over 80 areas of study, the university offers 13 undergraduate and six graduate degrees. In addition to academic majors, SBU provides an abundance of minors and certificates, including teaching. The education job sector is also the second most common job in Bolivar in 2019, right behind healthcare. SBU also offers bachelor and graduate-level nursing and health sciences as well as a doctorate in physical therapy.

A newer addition to Bolivar is the accredited Bolivar Technical College (BTC). Opening in 2005, BTC offers affordable healthcare professional certificates. The healthcare industry is the largest employment sector in Bolivar. Citizens Memorial Hospital is the largest health care employer. BTC helps feed into this growing job sector and keeps graduating students local.

BOLIVAR TECHNICAL COLLEGE

Full-Time Tuition: \$3,870/semester
Programs: Professional Nursing (RN),
Practical Nursing (LPN), Medical Assistant,
CAN, CMT

SOUTHWEST BAPTIST UNIVERSITY

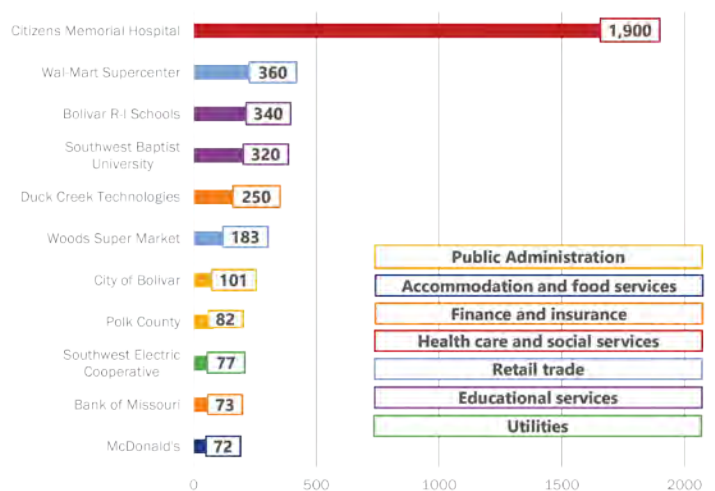
Full-Time Tuition: \$12,250/semester
Undergraduate Degrees: 13
Graduate Degrees: 6
Areas of Study: 80+
Top Majors: Biology, Exercise Science,
Elementary Education, Psychology

Sources: Bolivar Technical College, Tuition and Fees;
Southwest Baptist University, Academic Programs

Student Retention & Attraction

Continuing to attract students from across the country and worldwide is essential to maintaining enrollment numbers and the population. Retaining students after graduation will increase the population and push development. The cost of living, housing, walkability, job opportunities, wages, amenities, and transportation are factors for graduates deciding where to live. Bolivar has a low cost of living, making it an attainable destination for students and postgraduates. Supporting entrepreneurs and startups with small-business programs and assistance is another way to retain students.

MAJOR EMPLOYERS



BOLIVAR HAS 6 EMPLOYERS WITH 100 OR MORE EMPLOYEES

Source: Bolivar - Major Employers





Jobs & Workforce Development

**What types of jobs are needed?
How do we attract a highly skilled and
diverse workforce that serves the needs
of all segments of the community?
How can we adapt to changing job
trends?**

Jobs & Workforce Development

Nationwide, a labor shortage is pushing wages up and employers are unable to fill highly skilled labor. Additionally, the Nation is experiencing a labor shortage as highly skilled Baby Boomers retire.

Improving economic and workforce development requires collaboration and partnerships between the following:

- » Local municipalities
- » Local and regional economic development groups
- » Chambers of Commerce
- » Businesses
- » Educational Institutions & School districts
- » Nonprofits & Foundations
- » Workforce development boards

Healthcare & Social Assistance

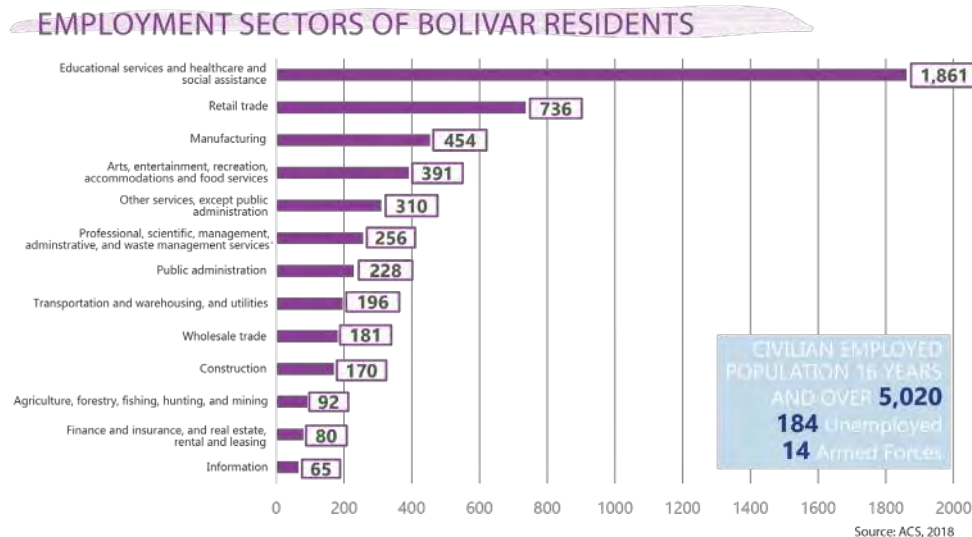
Five of the top seven employment sectors are in health care and social assistance, including:

- » Individual & Family Services
- » Home Healthcare Services
- » Outpatient Care Services
- » Other Personal Services
- » Healthcare Offices

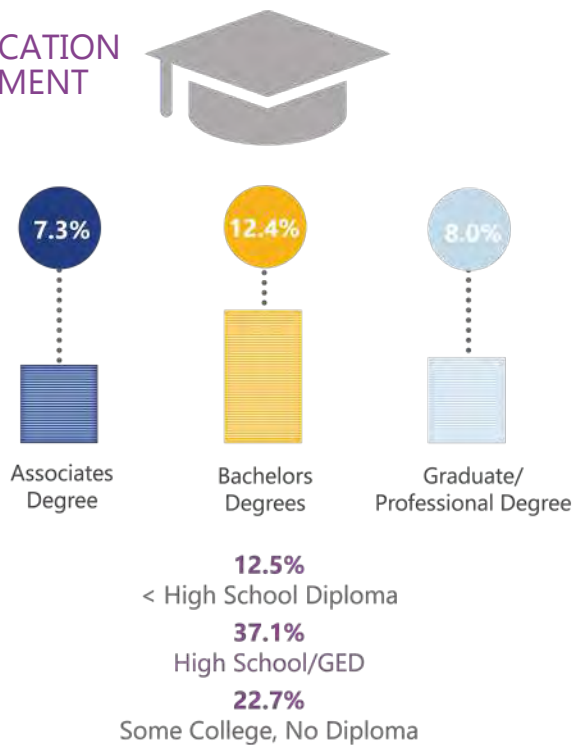
Bolivar's top employment sector is educational services, healthcare, and social assistance. These employment sectors position Bolivar for a stable future workforce.

Career & Technical Education

Traditional education is losing steam among younger generations as the impact of having a formal degree weakens and debt rises. Alternative educational options are increasing in demand and popularity as they provide specific training for a career or job. The U.S. Department of Education defines career schools (vocational, trade, or technical schools) as career-focused training programs that take two years or less to complete. Community colleges provide general education, while vocational schools offer career training. Technical schools, such as BTC, teach students the principles of their field. In contrast, vocational schools concentrate on hands-on skill-building for specific occupations.



2018 EDUCATION ATTAINMENT



Source: ACS, 2018

High-paying trade jobs such as plumbers, electricians, carpenters, and trade supervisors are in high demand. As our workforce becomes more automated, these jobs will experience increased demand. Trade jobs require more skill than a machine can offer, so job security is stable in these professions. Considering the cost of living and the average pay is vital for attracting and retaining qualified, skilled tradesmen.

Access to vocational education can fill gaps to highly skilled positions and provide students with local education options after high school graduation. Collaboration between the City, employers, educational institutions, and the school district can better prepare students and promote local opportunities to support educational attainment in the community.

There are several ways cities and economic development agencies can support startups and entrepreneurs:

- » Cultivate through “Economic Gardening”
- » Ensure codes and regulations are easy to understand and centralized in one area can create a small business-friendly process for startups.
- » Invest in innovations and ideas through local competitions
- » Business incubators to provide temporary space for startups and test out new products.
- » Keep storefront and commercial space affordable.
- » Allow joint-residential and commercial use in one structure (could be temporary)
- » Support an entrepreneurship club or organization to share what’s working and what isn’t.
- » Participate in Entrepreneurship conventions and presentations to follow the latest trends and strategies in other cities.

Entrepreneurship & Business Assistance

Building an established system of local businesses creates the backbone of the strong city. Individuals and companies may need assistance at different phases. Some may need help getting started, while existing companies may benefit from mentorship, business objectives, and other improvements. Providing space, resources, and opportunities to create and grow, local businesses and the community will build a shared investment.

Assisting existing businesses is often different from startups and entrepreneurs. Enhanced support for local businesses applying for small business loans can provide resources for struggling small businesses. Some municipalities offer webinars or videos to communicate critical resources and information that might impact small and local businesses. Other cities have a central, online location for resources, tools, and lead to increased accessibility. Partnerships between local businesses and educational institutions have many benefits, including providing students with opportunities to gain work experience.

Bolivar Workforce & Jobs

U.S. Census job estimates for 2018 show that there were 4,163 residents of Bolivar who had jobs. Of these, 3,042 (73 percent) commuted to jobs outside the City. The other 1,121 job holders (less than 4 percent) both live and work in the City. In 2018, 6,279 individuals were in Bolivar's workforce. Those who commuted into the City accounted for 5,158 (82 percent). This commuting pattern indicates that Bolivar is a crucial job hub for Polk County. Jobs are concentrated in three general locations: Downtown Bolivar, Citizens Memorial Hospital, and Southwest Baptist University. Increasing housing options in these areas could help attract in-commuters to live in Bolivar.

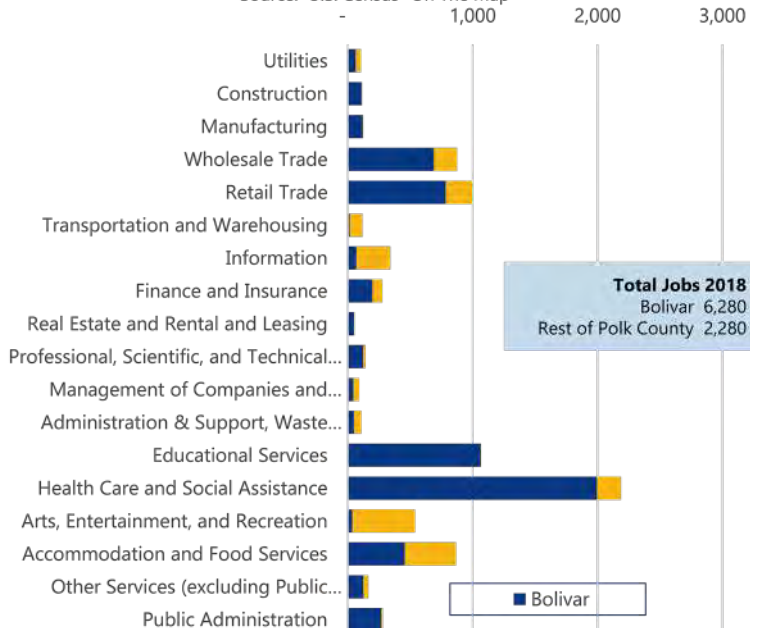
Even as Polk County experiences economic and demographic changes, its top two location quotients are farming (7.0) and education services (2.0). While farming is not a growing sector for jobs, education has been a strongly growing sector in the United States. The employment location quotient helps address population growth potential because employment requires people. Other forms of location quotients (e.g., productivity, revenue, or personal income) are not indicative of population needs. Monitoring local, regional, and national employment trends can increase growth rates and a more resilient economy.

EMPLOYMENT INFLOW & OUTFLOW

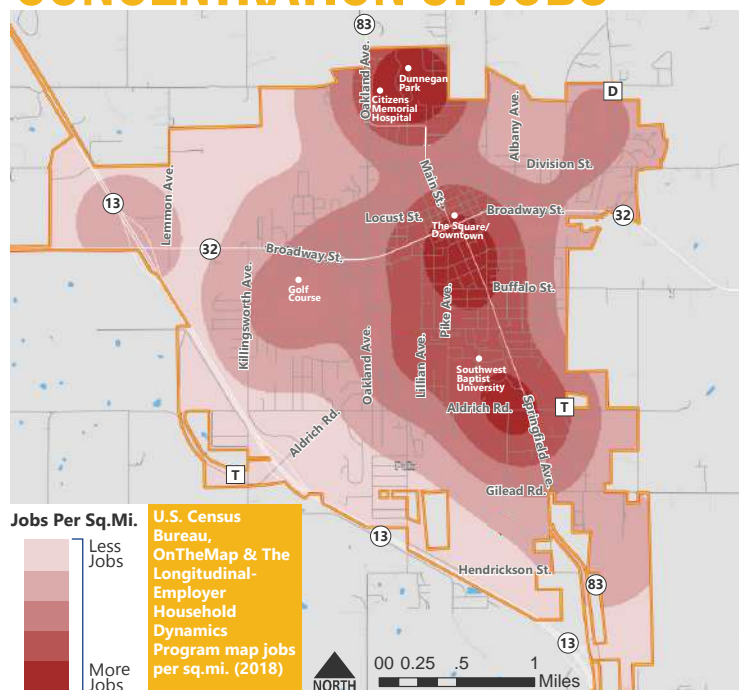


Jobs by Sector in Bolivar and Rest of Polk County 2018

Source: U.S. Census "On The Map"



CONCENTRATION OF JOBS





GOAL H: Enhance education opportunities for all ages and abilities to prepare Bolivar's workforce for the jobs of the future.

OBJECTIVE 1: Improve the skills and abilities of the workforce to support economic development.





OBJECTIVE 2: Attract a skilled and diverse workforce to fill available jobs.

STRATEGIES


1. Encourage apprenticeship opportunities for residents with businesses.
2. Increase trade school and vocational education opportunities.
3. Grow partnerships between the Economic Development Alliance, Southwest Baptist University, Bolivar School District, and Bolivar Technical College to attract and retain a more diverse workforce.

LOCAL ACTIONS

Partnerships & Collaboration

- Continue to partner with Southwest Baptist University and other educational institutions to ensure workforce development matches jobs. (Supports Strategy 2, 3)  
- Continue to encourage and support career days & job fairs. (Supports Strategy 1, 2, 3) 
- Expand and assist vocational educational opportunities. (Supports Strategy 2, 3) 




Inventory, Assessment, or Survey

- Assess opportunity for internships and entrepreneurship (ACT Work Ready Communities) (Supports Strategy 1, 2, 3) 

Enforcement & Incentives

- Work with business owners to create dynamic safety plans. (Supports Strategy 2)

Programs or Services

- Continue to support the ACT Work Ready Communities initiatives. (Supports Strategy 1, 2) 
- Continue to collaborate with the school district and BoMO Works to prepare students for jobs. (Supports Strategy 1, 2, 3) 
- Work with Southwest Baptist University to establish programs to expand the job base. (Supports Strategy 3) 

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107

GOAL I: Attract and retain the student population.

OBJECTIVE 1: Increase the number of students coming to and staying in Bolivar.





STRATEGIES






1. Increase community diversity to attract new students and businesses.
2. Increase workforce and affordable housing options to draw in and keep workers and students.
3. Promote entertainment, restaurant, and recreation options.
4. Collaborate with educational organizations and businesses.

LOCAL ACTIONS


Education & Outreach

- Continue to market Bolivar within the region. (Supports Strategy 1, 2, 3, 4)  
- Promote more residential living spaces near Downtown and Southwest Baptist University. (Supports Strategy 2)

Practice Improvements

- Ensure the number of available housing units aligns with workforce growth in the community. (Supports Strategy 2)  
- Invest in quality of life to retain and attract creative and innovative talent. (Supports Strategy 2, 3) 
- Improve and support outdoor recreational opportunities to attract more highly skilled workers. (i.e., events, festivals, high-quality parks, trails, etc.) (Supports Strategy 3, 4)
- Assist local businesses to fill and align available jobs with workforce. (Supports Strategy 4)
- Connect students with community and local business owners to improve awareness of career and entrepreneurial opportunities. (Supports Strategy 4)  
- Increase accessibility of employment opportunities for people with disabilities. (Supports Strategy 1, 4)

Plan Development

- Assist with development of student recruitment plan for educational institutions. (Supports Strategy 3, 4) 


Partnerships & Collaboration

- Strengthen and support programs and services for people with disabilities. (Supports Strategy 1, 2, 4)
- Work with educational institutions and organizations to broaden student recruitment. (Supports Strategy 1, 2, 3, 4)


Inventory, Assessment, or Survey

- Support surveys and documentation that identify student experiences and preferences to better understand their likes and dislikes. (Supports Strategy 1, 2, 3, 4)

Programs or Services

- Connect individuals, businesses, and organizations to state programs administered at the local or regional level. (Supports Strategy 2, 4) 

Facilities or Infrastructure Improvements

- Continue to make ADA improvements to infrastructure to increase accessibility of facilities and accommodate students and faculty with disabilities. (Supports Strategy 1, 2, 3, 4) 

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



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Economic Activity & Downtown

How do we create mutually beneficial partnerships?

What is our economic growth and diversification strategy to adapt to future trends in retail?

How do we recruit high-quality businesses?

How do we strengthen Downtown as an economic driver?

What else would attract people to our downtown?

Economic Analysis

A driving force affecting economic development is population growth and changes in people who populate Bolivar. With population growth, the labor force expands, enabling more business activity and general prosperity. Population growth also requires means for educating and training the new labor force (e.g., new residents) and the “up-and-coming” labor force (e.g., students of all ages). Growth also generates a need for more housing, more commercial buildings, and even more public facilities.

The effects of the COVID-19 pandemic might have lasting effects that could better favor smaller communities, particularly the edges of metropolitan areas, including Polk County and Bolivar. As more people work from home and broadband investments increase, cities like Bolivar could see slightly higher growth rates.

Commercial Hubs

Changes in consumer spending and shopping preferences significantly impact local, regional, and national retail trends. Malls and strip commercial development have fallen out of favor, replaced by retail that offers experiential shopping and dining in environments with strong character, like downtowns.

Downtown Bolivar, Springfield Avenue, and Broadway Avenue corridors are hubs for visitors and residents. Continuing to support businesses and growth in and around these commercial areas will help keep activity centralized. Traffic congestion is a significant concern that impacts accessibility, quality of life, and the vitality of attractions and entertainment options for visitors and residents. Improving signage and other wayfinding mechanisms can improve accessibility, efficiency, and attractiveness in Bolivar. (Reference Chapter 5 Built environment for more on parking and traffic congestion.)

Entertainment options (movies, bars, live music, family arcades, etc.) ranked as the best way to strengthen downtown and other commercial areas in Bolivar. Providing a greater variety of activities and living options in and around Downtown Bolivar would help sustain businesses and attract residents and visitors. Population growth and tourism is important to maintain these businesses. Exploring flexible spaces to allow multiple businesses within the same building could help minimize cost and maximize the user of space.



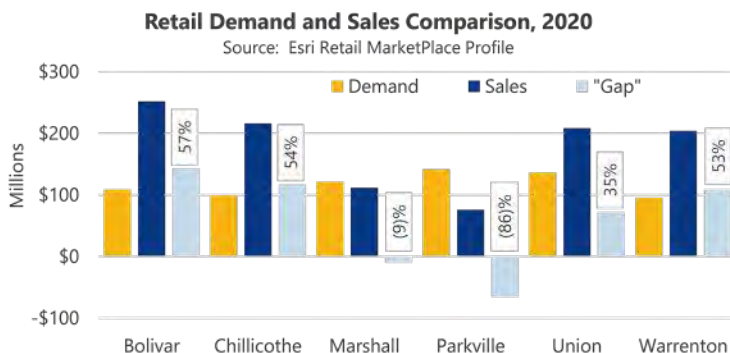
Diversifying Revenue

Fiscal sustainability is a government agency's ability to maintain current spending, tax revenue, and other policies into the future without compromising assets, defaulting on liabilities, or curtailing expenditures on expected services or capital projects. Diversification of revenue sources enhances a community's ability to maintain fiscal sustainability. Most local governments are dependent on property taxes and state revenue sharing to generate revenue.

Allowing for a mix of stable and high-growth revenue sources can increase revenue diversification and help Bolivar address this and future economic storms.



In 2019, sales taxes made up 85 percent of Bolivar's city government revenues. Retailing, therefore, is a crucial component of the City's economy. Bolivar's retail trade sector appears to be performing quite well overall. Local buying power (demand) is much lower than actual sales by retailers and restaurants in the City. This positive "gap" is 57% of actual sales, meaning that more than half of the City's retail sales come from non-resident shoppers.



This "gap" is mainly attributable to Bolivar's position as a center of commerce in the region and its role as the county seat. Maintaining, or even growing, this tax base should be crucial for policymakers and economic developers.

Ways to increase fiscal sustainability:

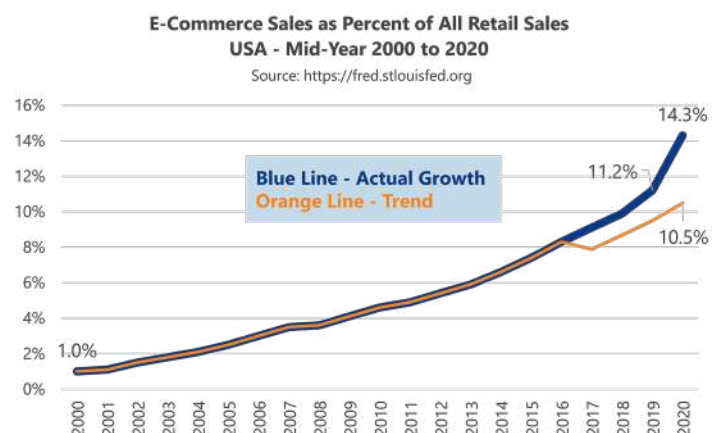
- Implement a Use Tax to capture revenue from online shopping*
- Levy a Property Tax to enhance and expand City infrastructure, public safety, and other capital improvements projects.
- Levy an income tax.
- Create a "rainy day fund" that allows the City to use the money during economic downturns and reduced revenue.

*Almost 40 percent of survey respondents said they were unsure or needed more information on a local use tax.

E-Commerce

Of some concern is the growing impact of e-commerce on brick-and-mortar retail establishments and on sales taxes generated. E-commerce (online shopping) has been rising steadily for two decades. While such data at a local level is almost impossible to identify, national trends are shown here.

Online sales made up one percent of all U.S. retail sales in the year 2000 but rose to 14.3 percent as of mid-year 2020. The peak was 16.1% as of April of 2020, right after the nation's response to the COVID-19 emergency. Some shoppers returned to brick-and-mortar stores as pandemic precautions lifted.





Economy & Changing Retail

The City of Bolivar and Polk County Economic Development, Bolivar Industrial Development Authority, and the Chamber of Commerce form the Economic Development Alliance. This public/private partnership prioritizes existing businesses' needs and opportunities, assists with business expansion, workforce development, and supports entrepreneurship. Missouri is one of seven states selected to implement the Certified Work Ready Communities (CWRC) initiative. Participating in programs such as the Missouri ACT Work Ready Communities will help ensure Bolivar's workforce is prepared for jobs now and into the future. Continued collaboration and creating new ones can help pool resources to encourage economic growth and job creation.

Two of Polk County's four Census tracts were designated as Opportunity Zones by the Missouri Department of Economic Development in 2017. These Opportunity Zones include part of Bolivar city limits. The program seeks to revitalize communities and create jobs in areas that otherwise may not be considered by investors. Investors can invest in projects, such as new and expanding businesses, infrastructure, real estate, and housing within the approved census tracts designated as Opportunity Zones. In turn, investors receive tax incentives to develop in underserved areas. For more information about Bolivar's economy, see the detailed market analysis in Appendix A.

Other Economic Development Partners & Resources

- The Missouri Partnership
- Missouri Economic Development Council
- MoSourcelink
- Cape Area MAGNET
- Central Missouri Economic Development Alliance
- Delta Regional Authority
- MOKAN Partnership
- Kansas City Area Development Council
- Missouri CORE
- Northeast Missouri Development Partnership
- Northwest Missouri Roundtable of Economic Developers
- Springfield Regional Economic Partnership
- St. Louis Regional Chamber
- The University of Missouri Extension
- Missouri Small Business & Technology Development Centers
- Missouri Enterprise
- Missouri Community Betterment
- Kauffman Foundation
- Missouri Community College Association
- Missouri Municipal League
- Missouri Association of Council of Governments
- Missouri Association of Counties
- Missouri Main Street Connection
- U.S. Small Business Administration
- Community Foundations
- Local Workforce Development Boards



GOAL J: Ensure Bolivar's economy is sustainable, resilient, and robust.

OBJECTIVE 1: Diversity the economic base.

OBJECTIVE 2: Continue collaboration with local and regional economic development partners.

OBJECTIVE 3: Increase resident and tourist visits to commercial areas and Downtown.

STRATEGIES

1. Encourage various revenue streams to increase funding for economic development.
2. Leverage local and regional relationships to enhance economic development.
3. Improve connections and efficiency of job centers and commercial areas.
4. Retain and strengthen existing businesses.
5. Assist startup businesses and support entrepreneurs.
6. Adapt to changing retail and industrial trends.

LOCAL ACTIONS

Education & Outreach

- Provide information to the public about a local use tax. *(Supports Strategy 1)*
- Promote more residential living spaces and live/work units Downtown. *(Supports Strategy 3, 4)*

Practice Improvements

- Encourage using local resources in ways that enhance economic opportunities while improving social conditions and supporting locally owned and produced goods and services. *(Supports Strategy 2, 4, 5)*
- Support an atmosphere that allows business to grow and prosper, encouraging entrepreneurs that will provide beneficial goods and services to the local and regional community and improve resident livelihood. *(Supports Strategy 4, 5)*
- Advocate for technology opportunities that enhance small businesses. *(Supports Strategy 3, 4, 5)*
- Consider levying a property tax to fund public safety services, schools, neighborhood revitalization, trail enhancements, and other capital improvement projects. *(Supports Strategy 1)*

Plan Development

- Facilitate a process to monitor and regularly update travel data (i.e., traffic and pedestrian counts). *(Supports Strategy 2, 3, 4)*

Partnerships & Collaboration

- Continue to enhance and expand promotion of Bolivar restaurants and entertainment through the Bolivar Chamber of Commerce and other local economic development organizations. *(Supports Strategy 2, 3, 4, 5)*

Inventory, Assessment, or Survey

- Continue to update a current list of buildings that are for sale within the community. *(Supports Strategy 2, 5)*

Enforcement & Incentives

- Reevaluate codes to allow for ground level residential in Downtown. *(Supports Strategy 4, 5)*
- Incentivize entrepreneurs and start-ups to foster local businesses. *(Supports Strategy 2, 4, 5)*

Programs or Services

- Create a committee to provide a platform for the exchange of ideas amongst retirees and young professionals. *(Supports Strategy 2, 4, 5)*

Facilities or Infrastructure Improvements

- Reconfigure parking and traffic flow of the Downtown Square to improve traffic congestion and efficiency. *(Supports Strategy 2, 3, 4)*

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



Denotes inclusion in the 2021-2024 Strategic Plan



Denotes a priority by the Steering Committee



BUILT ENVIRONMENT

CHAPTER

05



Neighborhoods & Housing

How do we attract, encourage and support diversity in housing choices and price points?

What keeps us from building infill housing?

How do we revitalize neighborhoods?

What are the needs for quality, affordable housing?

Are there alternate housing types that should be considered: accessory dwelling units, tiny homes, etc.?

How do we support aging in place?

Charming, inclusive, and community-minded neighborhoods offer a variety housing choices, price points, and architectural styles. Infrastructure, such as sidewalks, trails, and open space, supports vibrant communities that are walkable and connect people to daily services and amenities. Safe, stable housing is a key determinant of health and quality of life.

Households & Families

The average family size is growing locally and nationally. Bolivar's average family and household size increased in the past decade.

The increase could mean families are having more children and moving to Bolivar, older children are moving back in with their parents, and parents are caring for their aging parents. In 2040, Bolivar survey respondents want housing that attracts families and accommodates all life stages and generations. Sidewalk connections and open spaces such as parks are a draw for young families. Improving the feeling of safety is a key factor in neighborhood success and a priority for all generations. Accessibility and inclusive design of public spaces and neighborhoods can ensure housing for all.



HOUSEHOLDS

	2010 ACS		2018 ACS	
Average Family Size	2.8		3.1	
Average Household Size	2.3		2.4	
Family Households	2,455	62.4%	7,826	67.7%
Nonfamily Households	1,481	37.6%	3,731	32.3%
Total Households	3,936	100%	11,557	100%

Revitalizing Neighborhoods

The most important feature of vibrant, quality neighborhoods for Bolivar survey respondents is clean, well-maintained properties and the overall feeling of safety.

Organizations such as Habitat for Humanity have successfully helped transform neighborhoods through the Quality-of-Life Framework. Building communication and pride within the community can also produce lasting change.

These elements can help build stronger neighborhoods and communities:

- » Sense of community: Identifying with the neighborhood and feeling connected to your neighbor.
- » Social cohesion: Working together and communicating.
- » Collective action: Organizing to advocate change and break down barriers.

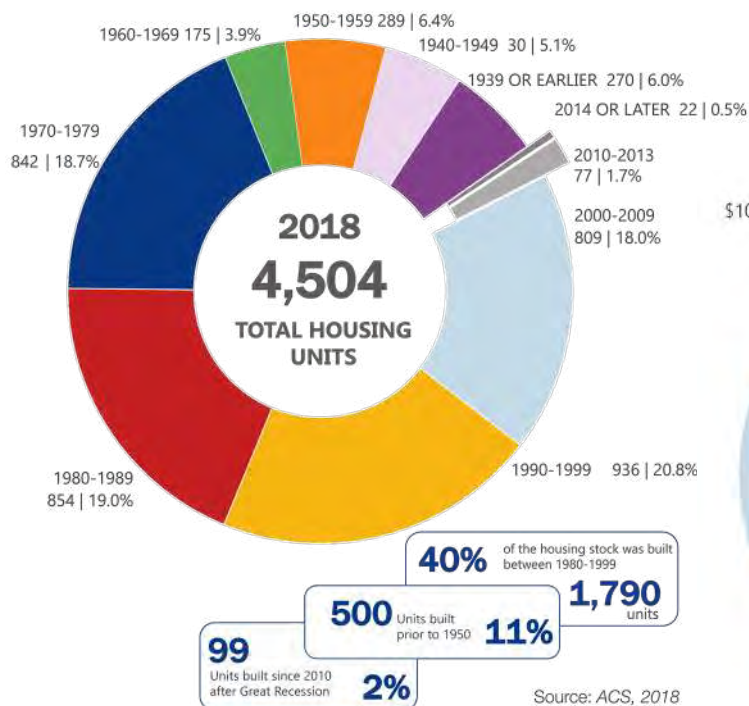
Focusing on these elements can increase motivation and capacity to overcome barriers. Working with local, regional, state, and federal programs and agencies can also help ease the financial constraints of improving homes and neighborhoods.



Existing Housing Stock

Older housing stock and long-established neighborhoods form the foundation for a strong and unique community identity. Market pressures often overlook the importance of older buildings and neighborhoods to meet demands for newer, more energy-efficient homes with contemporary floor plans. Older homes provide great value. They typically offer high structural integrity and architectural styles that reflect the community's identity and history. Most costs associated with older homes relate to upgrades and repairs. These homes' original investment has long been "paid for" and absorbed into the local economy. These costs toward maintenance and improvement are less than costs associated with constructing new housing.

The 2018 American Community Survey reports that only two percent of Bolivar's housing stock, approximately 99 units, is new as of the 2008 Housing Crisis. Over half (59%) of the housing stock was built before 1990, with over one third (37.7%) built between 1970 and 1989. The aging housing stock introduces challenges for many homeowners related to maintenance and renovations.

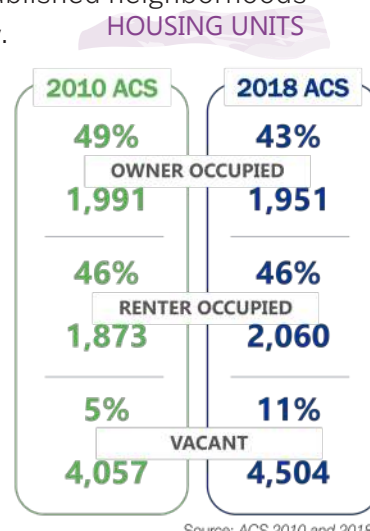


The number of housing units in Bolivar increased only slightly from 2010 to 2018. Single-family detached and attached housing accounts for 73.6 percent of Bolivar's housing stock, according to the 2018 American Community Survey. Multifamily housing makes up 25.5 percent of the housing stock, and mobile homes account for almost one percent.

Occupancy decreased between 2010 and 2018 by approximately six percent. Owner-occupied housing accounts for 43 percent of Bolivar's housing units, a slight decrease since 2010. Renter-occupied housing accounts for 46 percent, which is the same as 2010. This constant in rental occupation increased the rental vacancy rate to 8.2 percent. This data is an estimate and may not reflect current values.

The loss of older housing stock diminishes the integrity of established neighborhoods and unique identity.

It reduces the opportunity to preserve these structures as crucial affordable housing stock. Low vacancy rates for owner-occupied housing units also help maintain healthy neighborhoods.



Infill Development

Infill development is the process of developing vacant, underutilized, or abandoned areas within existing downtown cores or neighborhoods. Infill development is a strategy to mitigate sprawl, employ smart growth policies, and reduce the cost of expanding new infrastructure for new development. By revitalizing vacant lots between existing developed sites, infill development creates more walkable and bikeable communities, and increases core density to provide better access to existing public services and transportation. Developing vacant lots offers a way to diversify housing stock within a community. For more information about infill development see Chapter 6 Land Use & Community Design.

Communities that offer a range of housing types succeed in attracting new residents. The variety of options helps meet their vast and ever-changing needs, including family size, lifestyle, income, and physical ability.

Cost of Living & Affordability

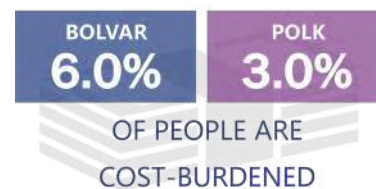
Housing affordability impacts communities throughout the nation. Wages are not keeping pace with increasing rents and homeownership costs. Almost 18 million households in the country pay half, or more than half, of their income on household costs. These statistics show that many Americans are cost-burdened, spending more than 30 percent of their household income for housing expenses, which include rent, mortgage, and utilities. Households that pay 50 percent or greater are severely cost-burdened.

The median home list price and housing value are both below the county, metro area, and state estimates. This more affordable price could attract young families wanting to live close to Springfield, but who are unable to afford housing in the city.

Bolivar has predominantly single-family homes. Nearly 62 percent of housing units have a mortgage. Currently, 6% of Bolivar residents are cost-burdened, spending more than 30 percent of their monthly income on housing. Although median monthly rent increased median monthly rent has increased from \$594 in 2010 to \$684 in 2018, rental unit options increased by 73.3 percent for units below \$1,000 a month.

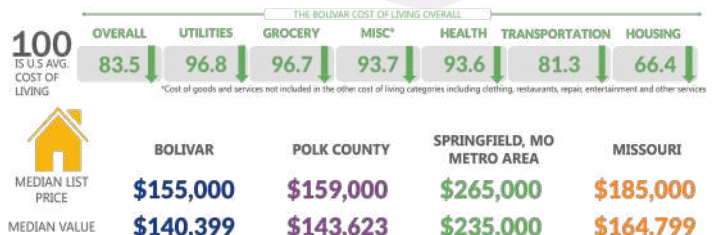
HOUSING AFFORDABILITY

Cost-burdened is described as spending 30% or more of monthly income on housing.



Source: Center for Neighborhood Technology, 2018

COST OF LIVING



Bolivar residents enjoy a low overall cost of living, ranking at 83.5 compared to the U.S. average cost of living of 100. Housing and transportation rank significantly lower than national averages. Higher rankings for factors like health (93.6), groceries (96.7), utilities (96.8), and miscellaneous expenses (93.7),



which include clothing, restaurants, repair, and entertainment, and other services, contribute to increasing the overall cost of living.

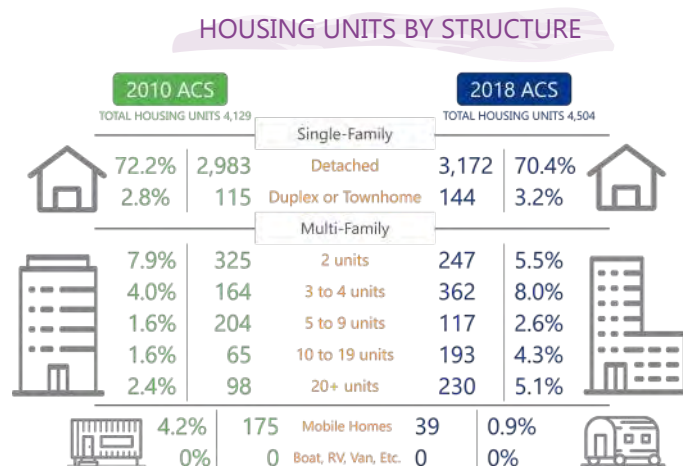
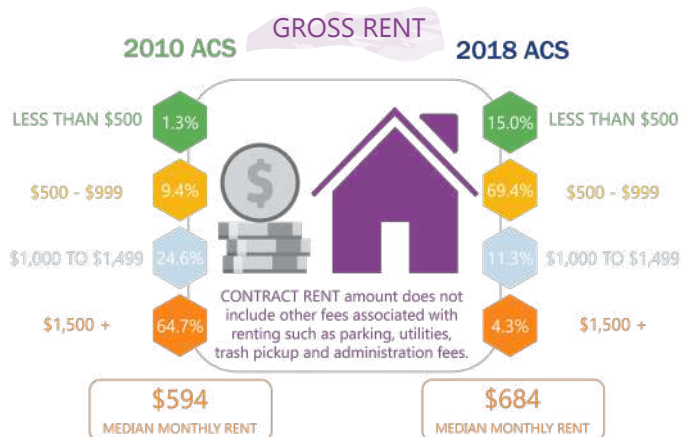
Affordability is not just about low-income housing. Communities must encourage housing options in all price ranges to ensure that housing is attainable for the workforce and residents of all income levels.

Nationally, construction costs continue to increase as labor and material expenses soar. In addition to rising land costs, these expenses impact housing affordability as many developers and home builders across the nation cannot build new homes for less than \$300,000.

Missing Middle

“Missing middle” housing refers to a variety of housing types that suit people at different stages in life. These housing types, such as apartments, townhomes, and small-lot single-family residential homes are often missing in communities but provide more affordable housing options.

From 2010 to 2018, Bolivar increased most housing types, causing single-family detached housing to fall from 72 percent to 70 percent. Multi-family 3- and 4-unit dwellings increased the most to 8 percent.



Source: ACS, 2010 and 2018

Density also improves affordability, especially in suburban communities, because land and utility costs are less per unit. Missing Middle housing helps solve the mismatch between the available housing stock of multi-family apartments and single-family detached homes and shifting demographics with a greater desire for more walkable communities.



Bolivar Market Analysis

A driving force affecting Bolivar's housing demand is population growth and changing demographics. As the population grows, the labor force grows alongside, enabling more business activity and general prosperity. Population growth also generates a need for more commercial buildings and even more public facilities.

Bolivar has benefited from county-wide growth. As shown by the population growth rates, there was an impressive 62 percent increase in the city's population over the 29 years since the 1990 Census (official 2020 Census counts are not yet available). Meanwhile, Polk County as a whole increased 47 percent (up 41 percent outside of Bolivar). But Bolivar's growth has been slowing down. The city's growth in the 2010s was only about one-quarter the rate of the 1990s. The Springfield metro area added 57 percent more people over the 29 years, just a bit slower than Bolivar, and the state of Missouri added just 20 percent.

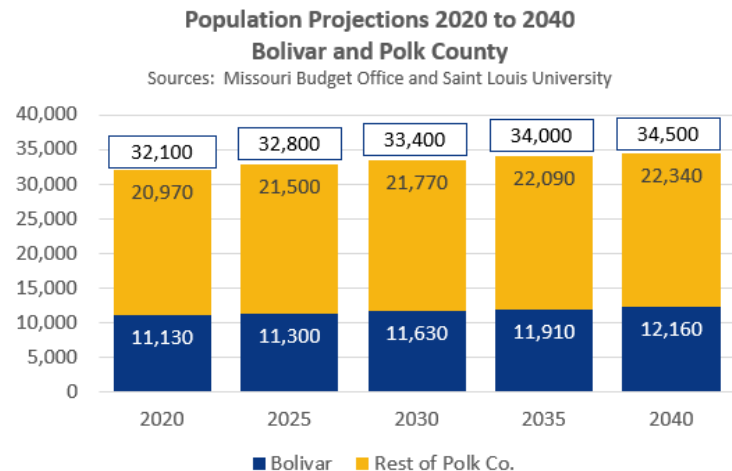
Recent Bolivar Population Growth Rates

1990 to 2000	33.6 percent
2000 to 2010	12.9 percent
2010 to 2019	7.2 percent

The city of Bolivar's 2019 population estimate was 11,070, or 34 percent of the county's 32,150 residents. The growth rate has significantly declined from the very robust expansion in the 1990s to much slower population additions in the 2010s.

Reviewing past growth and change is informative, but planning requires a look into the future. Missouri State government's Office of Administration published the latest available independent projections of the population for all the counties in Missouri.

Using those projections through 2030, historical trends, and comparisons with national projections, a simple model of likely growth in Bolivar emerges.



The population figures represent status quo projections based on available data and do not account for any proactive efforts by the city and region to counteract these anticipated trends. Status quo projections capture a slowly increasing population. Proactive measures and strategic planning implementation put in place by Bolivar and other regional partners can positively impact the population growth.

Bolivar's projections will encompass about 35 percent of the county's population in 2040. This projection means that the city would capture some 43 percent of the county's future growth (assuming no annexations). See Appendix A for detailed population growth analysis.

United States Housing Trends

Sluggish growth is not unique to Bolivar. Census Bureau projects decreasing population growth rates in the entire United States. The 2010s national growth rate was 7.6 percent. Missouri's population, however, grew at only 2.7 percent, about a third as fast as the nation.

Impacts in Polk County & the City of Bolivar

Rural areas have been growing even more slowly, according to annual estimates by the Census Bureau throughout the 2010s (though official 2020 data are not yet available). Unfortunately, these patterns could have important impacts in cities like Bolivar and counties like Polk. Bolivar could see slightly higher growth rates than projected as more people work from home and as infrastructure investment, such as broadband technology, improves.

Implications for Housing Demand

The 2019 Census Bureau estimates the housing vacancy rate in Bolivar was relatively high at 9.3% (440 units). Bolivar currently has 4,700 housing units.

There has been a significant change in the housing inventory since 2020. So, this vacancy rate may not reflect actual 2021 values. The most recent data available did not capture substantial business growth in the past 18 months. Repairs of existing homes and city incentives to increase occupancy would not only function better for Bolivar's housing stock but would create a more vibrant town. The city's vacancy rate was 4.7 percent in 2010. Reducing the current vacancy rate from 9.3 percent to 4.7 percent alone would cut the number of vacant units in half to about 220.

Strategies and actions to improve the quality of the existing housing stock could also promote Bolivar as an attractive place to live. With market opportunities created by the thousands of daily in-commuters, the city's position in the Springfield metropolitan area, and increased work-from-home jobs, population, and housing growth could very well exceed the illustrated projections.

Housing Trends

ADUs & Tiny Homes

Alternative forms of housing implemented throughout communities in the U.S. include accessory dwelling units (ADUs) and tiny homes. These provide housing options to accommodate populations with lower income levels and those looking to downsize while maintaining independent living.

ADUs, also known as granny flats, are secondary structures permitted on existing residential property. They also include dwelling units built above garages.

Tiny homes are typically single units less than 400 square feet. They can be developed in clusters to create a sense of community for residents.

Communities use tiny home developments to:

- » Shelter the homeless,
- » Provide housing options for veterans and other groups like artists, and
- » Create senior citizen villages, reducing maintenance responsibilities while increasing safety and companionship with nearby peers.

**Projected Housing Units for Bolivar's Population
2020 to 2040**

Sources: U.S. Census ACS and Saint Louis University



Alternative housing types increase density, which reduces City pressures related to infrastructure expansion and costs per capita. They also aid in improving the quality and vibrance of neighborhoods.

Other communities adopt policies and programs related to universal design standards for residential development to expand opportunities for people to remain in their homes and age in place. See Chapter 6 for more on ADUs & Tiny Homes.



Aging in Place

As populations age, the Baby Boomer generation will be the largest senior-aged cohort in world history. This increase presents challenges related to where the elderly will live and how they will receive care. Alternative housing types will allow many to reside closer to their children and grandchildren and relieve them of many homeowner responsibilities. The growing aging population, paired with the fact that many younger generations are waiting to have families, results in a reduction in person per housing unit figures.

As an aging population desires to stay in their home as long as possible, it is essential to adapt to meet the changing needs of different life stages, make affordable and attainable housing options available, and connect seniors to the services needed to successfully age in place.

New policies and practices are needed that intentionally cultivate a sense of generational linkage, promote lifelong contribution, and bring resources together to improve the quality of life for community members of all ages.

Housing Tomorrow

Millennials – or generally people born in the early 1980s through 1990s – will continue to drive housing trends as they hit their prime homebuying age. This will lead to increased interest in smaller, more affordable homes.

Impacts of climate change will continue to plague neighborhoods and cities as extreme weather events increase in frequency and intensity. The Midwest has experienced extreme flooding events in recent years, resulting in destroyed family homes and local businesses. Several experts and organizations predict homebuyers and sellers will consider the impacts of climate change when deciding their next housing move.

Larger coastal cities will be unable to meet the demand of price growth and rising interest rates. Smaller cities, such as Bolivar, in “flyover states” may see an increase in demand as people migrate to smaller and more affordable metros.





GOAL K: Create connected, quality neighborhoods.

OBJECTIVE 1: Improve neighborhood appearance and connectivity.

STRATEGIES




1. Replace dilapidated housing with infill housing.
2. Assist property owners with repairs and maintenance to improve the appearance of neighborhoods.
3. Promote green space, parks, and trails in existing and new residential development.
4. Continue usage and enforcement of nuisances and building codes with regular updates.
5. Promote neighborhood revitalization and beautification.

LOCAL ACTIONS


Education & Outreach

- Educate households about the building codes to ensure necessary repairs and maintenance to the housing stock. *(Supports Strategy 2, 4, 5)*

Practice Improvements

- Support pilot projects for housing to determine the viability of innovative solutions. *(Supports Strategy 1, 2, 3, 5)* 
- Review current regulations for barriers to infill development and discretionary items that increase development costs. *(Supports Strategy 1, 3, 4)*  
- Encourage new residential housing construction to be consistent with existing community character. *(Supports Strategy 1, 4)*

Partnerships & Collaboration

- Work with all levels of government to help reduce dilapidated housing through grants and partnerships. *(Supports Strategy 1, 2, 4)* 

Inventory, Assessment, or Survey

- Assess and track number of vacant buildings to identify blighted areas. *(Supports Strategy 1, 5)*

Enforcement & Incentives

- Consider modifying and enforcing the property maintenance code to improve the attractiveness of residential areas. *(Supports Strategy 4)*



Policy & Code Adjustment

- Require a percentage of subdivisions and new residential developments to provide shared amenities such as green space or playgrounds. *(Supports Strategy 3)*

Programs or Services

- Create a demolition fund to raze dilapidated housing as a catalyst to attract new, infill housing. *(Supports Strategy 1)* 
- Establish a housing maintenance program to assist homeowners with repairs. *(Supports Strategy 2, 5)*
- Support the creation of a neighborhood beautification program to improve attractiveness and character of residential areas. *(Supports Strategy 5)*

Facilities or Infrastructure Improvements

- Expand the sidewalk network and fill in sidewalk gaps. *(Supports Strategy 3, 5)*  

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



Denotes Inclusion in the 2021-2024 Strategic Plan



Denotes a priority by the Steering Committee



GOAL L: Support a range of housing types and prices to meet the market demand and resident needs across all life stages and abilities.






OBJECTIVE 1: Increase options that provide a range of housing prices and maintain affordability.
OBJECTIVE 2: Create and maintain a variety of housing types, and styles to increase housing diversity and neighborhood character.

STRATEGIES


1. Explore alternative housing types and living arrangements.
2. Preserve and enhance existing housing stock.
3. Fill gaps in the range of available housing price points to ensure attainable and affordable housing options for all.
4. Provide a range of housing types – size, configuration, tenure, age, and ownership structure – to accommodate changing demands.

LOCAL ACTIONS


Practice Improvements

- Increase the number of quality market-rate (market-rate has no affordability restrictions) rental housing units to attract high-income renters. (Supports Strategy 3, 4)  
- Evaluate opportunities to encourage workforce housing that enables the recruitment and retention of workforce including healthcare, education, and public safety employees. (Workforce housing are households earning between 60 and 120 percent of area median income (AMI).) (Supports Strategy 3, 4)  
- Pursue housing grants and programs that increase the supply of affordable housing (i.e., CDBG, Rural Housing Service Programs, Low-Income Housing Tax Credits, Choice Neighborhoods, HOME Investment Partnership Program, etc.) (“affordable housing” typically has restrictions or subsidies associated with it). (Supports Strategy 3, 4) 

Plan Development


- Conduct a housing needs study periodically to evaluate the number of affordable units currently available to align with future demand. (Supports Strategy 1, 3) 

Partnerships & Collaboration


- Work with non-profits, government agencies, and other local organizations to increase available workforce and affordable housing units. (i.e., Springfield Housing Authority, Habitat for Humanity, etc.) (Supports Strategy 2, 3, 4)
- Encourage the formation of a non-profit housing corporation to increase the quantity and quality of rental housing. (Supports Strategy 2, 3, 4) 

- Collaborate with non-profits, government agencies, and other local organizations to repair and build new housing. (Supports Strategy 1, 2, 3, 4)

Inventory, Assessment, or Survey

- Monitor annual Census Bureau estimates comparing the annual cost of housing occupancy (e.g., rent and mortgage payments, taxes, insurance, utilities, and routine maintenance) to annual household incomes. (Supports Strategy 3, 4) 

Enforcement & Incentives

- Incentivize development that increases the supply of accessible housing (zero-step entry, master on ground floor, etc.). (Supports Strategy 1, 2, 4) 

Policy & Code Adjustment

- Evaluate the accommodation of tiny homes and smaller lot sizes. (Supports Strategy 1, 3, 4)  
- Explore code modifications to encourage Universal Design (zero-step entry, master on ground floor, etc.) for new residential development. (Supports Strategy 1) 
- Reassess the zoning regulations & Special Use Permit. (Supports Strategy 1, 4) 

Programs or Services

- Utilize the Low-Income Housing Tax Credit (LIHTC) program that allows owners or purchasers of multifamily buildings to revitalize older properties in need of renovation. (Supports Strategy 3)
- Explore and consider a first-time homebuyer assistance program to attract young professionals and families. (Supports Strategy 3)

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



Transportation & Mobility

What are the transportation issues and opportunities?

How do we better connect people to where they want to go?

What new funding sources or mechanisms are needed to enhance the multimodal network?

How do we provide more transportation options?

How can the City anticipate and plan for transformative transportation and technology trends?

Transportation & Mobility

Transportation plays a fundamental role in shaping development and the community. Traffic operations of city streets are crucial to the community's vitality and opportunity for productivity. The way people move around shapes social interactions, jobs, family dynamics, health, the environment, and the overall economy.

Good, Quality Transportation Can:

- » Help people access jobs
- » Support innovation, productivity, and economic growth
- » Shape more sustainable places
- » Attract new business & people
- » Connect people to services & amenities

There are many different transportation options, including buses, trains, aircraft, boats, bicycles, walking, and personal vehicles (automobiles, taxis, trucks, motorcycles, etc.). Depending on

the community, some types of transportation may be more available than others. The most common transportation method in the United States is a personal vehicle or automobile.

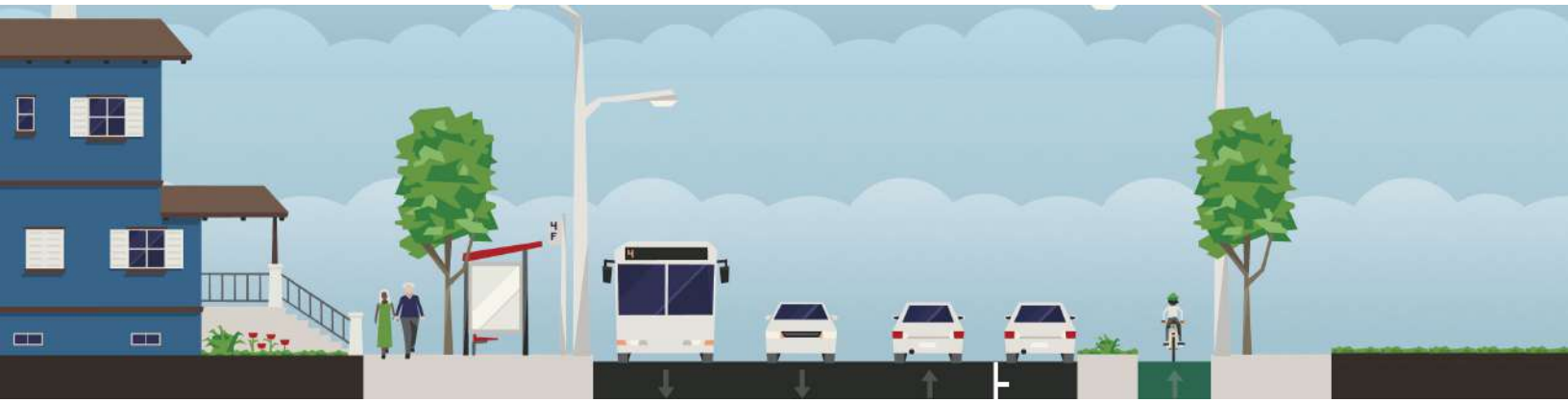
Complete Streets & Transportation Choice

City streets are the largest and most expensive asset to own and maintain. The choice between modes of travel comes down to opportunities for reliability and safety. Roadways without a designated space for walking, biking, and transit will not experience those types of uses.



Expanding Transportation options can:

- Reduce transportation costs (E.g. gas, maintenance)
- Improve overall traffic and network safety
- Reduce vehicle emissions
- Reduce stormwater runoff into waterways (E.g. oil, debris)
- Increase and improve safety and access for vulnerable populations (children, people with disabilities, older adults, and those without access or ability to afford a car)
- Improve Public Health and reduce chronic illnesses
- Improve traffic congestion and frustrations
- Attract customers to businesses
- Increase accessibility and connectivity of amenities and services



The Complete Streets concept transforms the street network to provide better and safer places for people to walk, bike, drive, ride, and move. Regardless of age, ability, access to a car, and socioeconomic status, Complete Streets provide safety, comfort, and access for all people. There is no one singular design for Complete streets, and the product responds to public demand and community context.

Complete Streets can feature:

- » Bus and or bike lanes
- » Wide sidewalks or shared-use path
- » Raised or shortened crosswalks & pedestrian signals
- » Slow traffic speeds
- » Wider street shoulders
- » Tree-line streets or medians

Bolivar's Transportation Options

Personal Vehicles

The rise of the automobile drastically changed the way we build, travel, and consume. Like most cities in the United States, Bolivar residents primarily use personal vehicles to get around and own two (2) cars per household. The automobile is also a source of financial strain for many Americans. Bolivar households spend an estimated \$12,690, 1/3rd of their median household income, on transportation costs every year.



National Average: 2 cars per household

Source: datausa.io

Biking & Walking

Biking and walking represent one of the cheapest transportation options. Still, infrastructure and safety are typically lacking to support this as a standard method of transportation. Poor sidewalk connectivity discourages potential pedestrians from walking to their destination as it is inconvenient and unsafe. Survey respondents ranked a connected sidewalk network as the #1 priority for facilities and infrastructure in 2040.

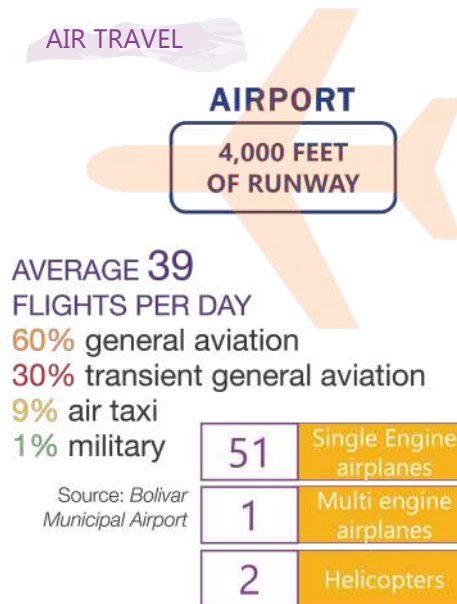
Filling the gaps in the sidewalk network and adding crosswalks would help ensure the safety of pedestrians and enhance Bolivar's connectivity. The City should continue to work with the school district and Southwest Baptist University to advance walkability infrastructure.

OATS Bus

OATS Transit currently operates as the bus service for Bolivar and the surrounding region. As a 501(c)3 nonprofit corporation, OATS Transit offers a shared ride, door-to-door service allowing riders a fair amount of flexibility and accommodations for disabilities. OATS Transit offers trips within Bolivar Monday-Friday. Scheduling a ride requires calling with 2-day advance notice. Trips extend to Halfway, Fair Play, Aldrich, Morrisville, Dunnegan Memorial Park, Pleasant Hope every Monday, Humansville and Huron every Wednesday, and trips to Springfield every third Thursday.

Airport

Bolivar Municipal Airport is a public-use facility 4 miles east of the City. For the year 2019, about 39 aircraft operations were occurring each day. A nonprofit corporation, Service Oriented Aviation Readiness (S.O.A.R.), offers flight instruction and aircraft maintenance instruction. Flight Providers L.L.C., a local business, operates skydiving experiences. With limited expansion capacity for new runways currently, expansion is most likely to occur in the hangar area. There is an ongoing need to investigate additional action items to support airport utilization.



Workforce Access & Commute

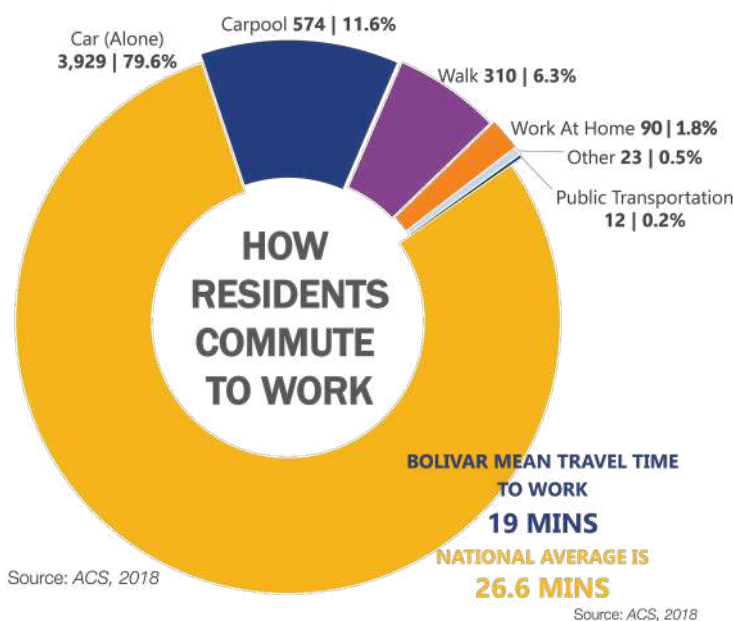
All people need high-quality, reliable, and safe transportation to reach jobs, resources, and services. Over half (54 percent) of Bolivar's workforce live outside the City. In comparison, 34 percent live in Bolivar but work outside the City. The remaining 12 percent live and work in Bolivar. For those living within Bolivar, their mean travel time of 19 minutes is less than the national average of 26.6 minutes. Lower drive time to work could indicate that the workforce travels shorter distances and experiences less traffic congestion than the rest of the country.

Traffic Safety

One of the highest priorities for transportation projects revolves around safety. One interconnected system is needed to enhance safety for all modes and its users. Fatalities and injuries resulting from collisions with vehicles are higher for bicyclists in rural areas than in urban ones. Dedicated infrastructure for biking and walking, including protected bike lanes and pedestrian crosswalks, is essential for ensuring the physical safety of residents living in smaller cities. Identifying and tracking locations of high crash rates can help prioritize and steer upgrades and safety measures. There are various crash mitigation efforts when considering intersections or roadways. The best way to decrease crashes is through engineering design, traffic education, and enforcement of regulations.

Pedestrian Safety & Traffic Calming

Traffic calming uses physical design to encourage safer, more responsible driving while slowing down traffic. Pedestrian crossings and traffic calming go together because of modern solutions that effectively combine them into one project. It's important to note that traffic calming techniques are not a one-size-fits-all and have special considerations to be effective.



Standard Low-Maintenance Solutions include:

- Pedestrian refuge island
- Raised crosswalks and intersections
- On-street parking with curb extensions (bulb-out)
- Street Trees
- Overhead street lighting
- Activated warning lights (i.e., Rectangular Rapid Flashing Beacon & High-Intensity Activated CrossWalk Beacon)
- Tighter corner curbs to slow turn speed and increase pedestrian visibility
- Rumble strips and other material changes (i.e., pavers, bricks)

Roadway Access Management

Roadway Access Management works to increase roadway capacity, manage congestion, and reduce crashes. Local residential roads are allowed full access, while major highways and freeways allow very little. Between these road types, standards help ensure free traffic flow and reduce crashes while allowing access to businesses and other uses along the road.

Access Management addresses and implements the following:

- » Spacing between signals and interchanges
- » Driveway location, spacing, and design
- » Exclusive turn lanes
- » Median treatments (raised medians, trees, two-way left-turn lanes, etc.)
- » Service and frontage roads
- » Land Use policies that limit right-of-way access to highways

Traffic Safety

Traffic congestion results in slower speeds, longer trip times, user stress, and sometimes accidents. Options for traffic congestion relief include modifying traffic signal timing or installing equipment that optimizes traffic

flow in real-time. Roadway widening to add additional lane capacity is not likely to reduce congestion over time since traffic patterns will increase concentration to the new facility.

Springfield Avenue

S. Springfield Avenue/Missouri Route 83 is a major roadway that generates traffic congestion and accidents. Excessive curb cuts, difficulty making turns, and lack of traffic lights add to the issue. Owned by The Missouri Department of Transportation (MoDOT), S. Springfield Avenue would be a great Complete Street project to undertake in coordination with MoDOT. Transforming the streetscapes parallel to MoDOT Routes (Highways 13, 32, 83, D, & T.) and new roads could also relieve traffic congestion and diversify route preference.

ROADS & HIGHWAYS

HIGHWAYS WITHIN
AND NEAR THE
CITY LIMITS
MISSOURI-13
MISSOURI-83
MISSOURI-32

127

MAJOR STREET
MILES IN BOLIVAR

Source: Bolivar GIS, 2020

22,521

AVG HOUSEHOLD
VMT (Vehicle Miles
Traveled)

Source: Center for
Neighborhood Technology, 2018

Parking & Downtown

Parking is a crucial component to efficient and convenient vehicular travel but often sparks conflict within the community. Downtown Bolivar has a traditional square design with the Polk County courthouse centered in the middle. On-street parking and parking lots are available, but Court days reduce parking availability to the immediate businesses facing The Square. Lack of close parking may frustrate customers wishing to park directly in front of businesses and discourage business owners. Other transportation efforts may help ease this conflict. Increasing sidewalk and bike connectivity could encourage fewer people to drive Downtown. Better signage could direct people to additional parking and alleviate frustrated residents and visitors.

Improvements & Extensions

Roadways

Planning for new and upgraded streets is needed to maintain or improve traffic flow and protect local and neighborhood streets from overflow traffic. The City of Bolivar may consider a future roadway extension from the intersection of N. Pomme De Terre Ave/Route D & E. Broadway Street/Route 32 along S. 132nd Street of S. 132nd Street & E. Mt Gilead Road.

The following list of proposed roadway extensions could assist reduce congestion:

- » Killingsworth Avenue
 - 0.50 miles North of Broadway Street/Route 32
 - \$1.7 million
- » Division Street
 - 0.75 miles West of Oakland Avenue
 - \$2.2 million
- » Laird Street
 - 0.75 miles West of Hartford Avenue
 - \$2.4 million
- » S 132rd Road
 - 0.50 miles South of Mt Gilead Road
 - \$1.7 million
- » E 460th Road
 - 0.33 miles East of Springfield Avenue/Route 83
 - \$1.2 million

The Bolivar Business Park is a 72.7-acre site zoned for heavy manufacturing and distribution. With the closest railroad 30 miles to the south, this site does not have a railroad line/spur, a restrictive element supporting certain industrial/commercial land uses. A new connection to the Bolivar Business Park on the western side of Route 13 is desirable. Further analysis is needed to address the economic return of a new roadway through the site or a roadway extension to Hwy 32.

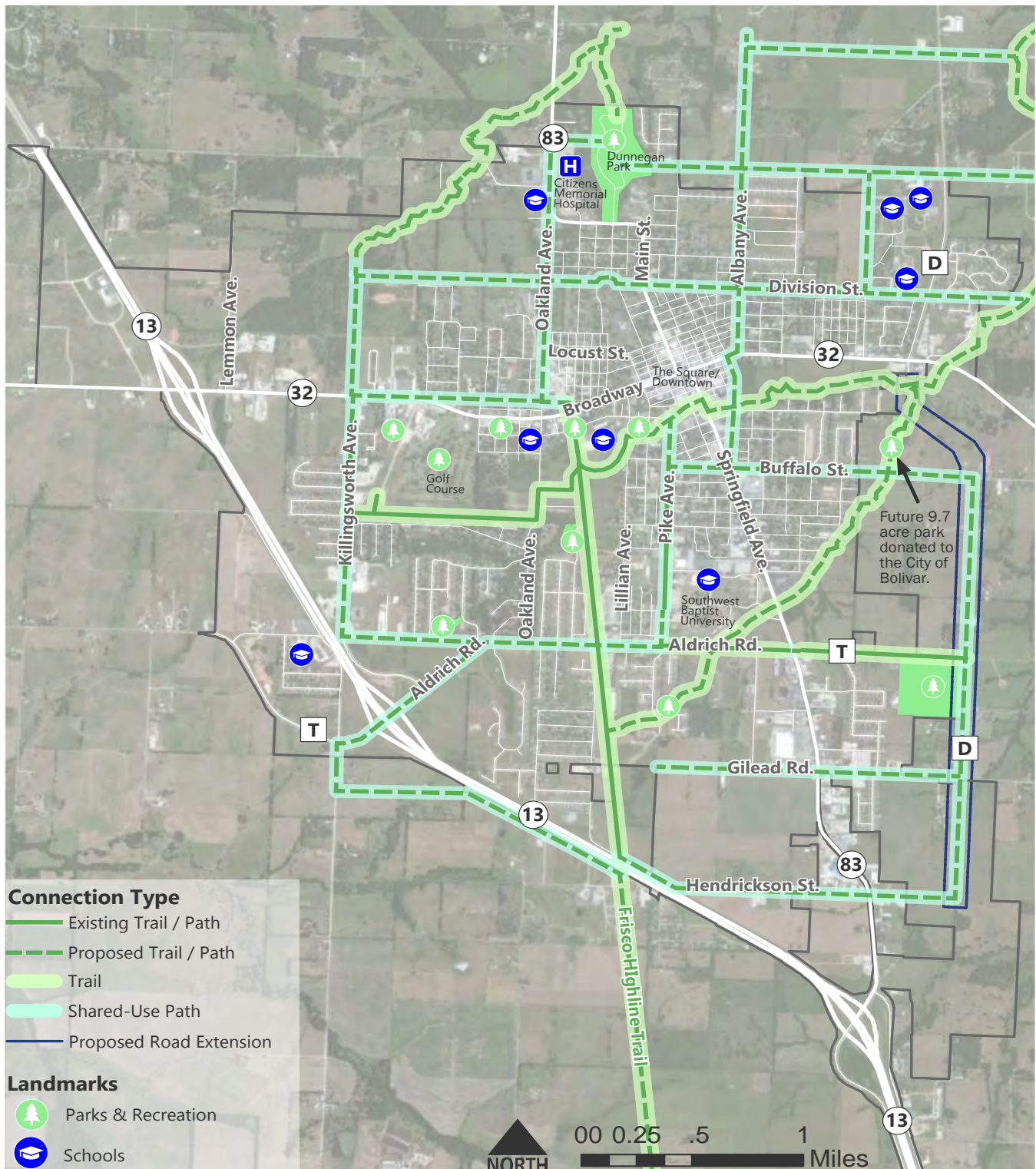


Sidewalks & Recreational Trails

The best use of transportation funding to attract new families is to expand the City's recreational trail network with more direct connections to neighborhoods. The Frisco Highline Trail is a highlight of the community with a direct connection to Springfield. A wide shared-use path along frequented routes would link together existing trail infrastructure.

Advancing the recreational trail system parallel to natural streamways would help connect parks and open spaces in and around the City. Since Bolivar has a trail that extends to Springfield, the City would be well suited as a bicycle hub between Stockton Lake and Pomme De Terre Lake. Combining lake trail expansions with utility connection corridors could decrease construction time and improve trail systems. These proposed trails would connect visitors and residents to natural amenities and attractions.

TRAILS & CONNECTIONS



Transit

Continuing to evaluate and explore public transit options will keep Bolivar's transportation network resilient and increase accessibility for residents and visitors. Bus Rapid Transit (B.R.T.) is a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective services. B.R.T. provides dedicated lanes, off-board fare collection, platform-level boarding, and quick and frequent operations.

Express or Commuter Bus Service runs faster than standard bus services and has a limited number of stops to decrease the travel time. Creating a more direct route from Bolivar to Springfield could reduce traffic congestion and increase access to transportation for those without cars.

As technology develops and funding becomes available to advance public transit, Bolivar could take a phased approach strategy like the one below.

Phase 1

While utilizing OATS Transit, a single Bus-Rapid Transit (B.R.T.) stop could reduce the delay between other communities and major landmarks such as Citizens Memorial Hospital or Downtown.

Phase 2

Advanced B.R.T. system that provides greater flexibility in service in tandem with technology improvements. As the demand for B.R.T. rises, the City of Bolivar should partner with the City of Springfield, Polk County, and OATS Transit to promote multimodal connectivity and transit system interoperability.

Phase 3

Take advantage of Personal Rapid Transit (P.R.T.) electric vehicles. These vehicles would provide service on-demand 24/7, mobile ticketing, lower overhead cost without the cost of a driver, and greater sustainability.

Transportation of Tomorrow

Technology

In anticipation of technological advances, proactive planning can lead to a smooth transition with flexibility built into City policies. The goal is to create a communication system that gets better and better at assisting the safe, efficient movement of goods and people.

The next decade will see widespread use of:

- » Adaptive traffic signals
- » Intelligent Transportation Systems (ITS)
- » Dynamic message signs and variable speed limit signs along highways
- » Highway observation cameras
- » Highway Advisory Radio (H.A.R.)
- » Emergency signal preemption
- » Increases in electric vehicles and charging stations
- » Increases in motor-assist bicyclists
- » Electric scooters
- » Driverless autonomous vehicles
- » Mobility-on-demand services

Autonomous Vehicles

Autonomous vehicles will transform the way we build and move throughout cities. Cars have begun the transition towards driverless features with driver assistance (category level 1 of 5), eventually becoming full automation (level 5). Entirely autonomous vehicles are on the way and will mean a massive shift in jobs. This technology will reduce travel and commute time but has significant implications for the transportation service industry. The need for parking will also decrease as vehicles would be able to provide curb-to-curb service.





GOAL M: Develop a safe, efficient transportation network that connects and accommodates a variety of modes and users.

OBJECTIVE 1: Accommodate a variety of transportation choices, modes, and users.

OBJECTIVE 2: Enhance connections between where people live and where they work and play.









OBJECTIVE 3: Improve the efficiency and safety of the transportation network.

STRATEGIES





1. Improve and expand the sidewalk and pedestrian network.
2. Incorporate strategic, attractive design features to promote walking and biking (bicycle facilities, wayfinding signage, gateway features, etc.).
3. Ensure trails and sidewalks are well-maintained, connected, and safe for all ages and abilities.
4. Collaborate and form partnerships to improve the transportation network and other related capital improvement projects.
5. Enhance connections and transportation options to major destinations.
6. Explore and plan for alternative transportation modes and infrastructure trends.

LOCAL ACTIONS


Practice Improvements

- Continue to apply emerging and adaptive technology to improve traffic flow and safety (LED streetlights, automated traffic signal coordination, adaptive traffic signal technology, etc.). (Supports Strategy 3, 4, 5)  
- Evaluate traffic signal timing to keep up with changing traffic patterns. (Supports Strategy 4, 5) 
- Investigate the cost and implementation of adaptive traffic signal technology to optimize operations for all travel modes. (Supports Strategy 1, 3, 4, 5, 6)
- Consider infrastructure that supports Electric Vehicles (i.e., charging stations) (Supports Strategy 6)  
- Consider Complete Street principles where feasible to improve the safety and efficiency of the transportation network. (Supports Strategy 4, 5, 6)
- Coordinate utility repairs, upgrades, and expansion with transportation improvements and projects when necessary. (Supports Strategy 4) 
- Develop an Access Management Plan to holistically address and improve property access and overall street function. (Supports Strategy 4, 5)
- Update the transportation guidelines to include trails, streets, streetscaping, best management practices, etc. (Supports Strategy 1, 2, 3, 5) 
- Plan for a recreational trail system parallel to natural streamways. (Supports Strategy 1, 2, 3, 4) 

Partnerships & Collaboration

- Continue to work with Southwest Baptist University, educational institutions, and school district to expand sidewalk network. (Supports Strategy 1, 2, 3, 4, 5)  
- Collaborate with major employers to provide transportation amenities and connections to improve customer and employee access to jobs. (Supports Strategy 1, 2, 3, 4, 5) 
- Partner with the City of Springfield, Polk County, and OATS transit to promote multimodal connectivity and transit system interoperability. (Supports Strategy 1, 3, 4, 5, 6)
- Work with Southwest Baptist University's Pre-engineering Program to assist transportation improvements and plans. (Supports Strategy 4)
- Work with public safety employees to address repeated traffic violations and safety concerns (E.g. speeding, traffic collisions). (Supports Strategy 4) 

Plan Development

- Plan to improve traffic safety through traffic calming techniques (pedestrian refuge islands, raised crosswalks, raised intersections, on-street parking with curb extensions, street trees, etc.). (Supports Strategy 1, 2, 4, 5, 6) 
- Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107*



Denotes inclusion in the 2021-2024 Strategic Plan



Denotes a priority by the Steering Committee







GOAL M: Develop a safe, efficient transportation network that connects and accommodates a variety of modes and users.

OBJECTIVE 1: Accommodate a variety of transportation choices, modes, and users.

OBJECTIVE 2: Enhance connections between where people live and where they work and play.

OBJECTIVE 3: Improve the efficiency and safety of the transportation network.




Inventory, Assessment, or Survey

- Evaluate future road construction to alleviate traffic congestion and improve safety. (Supports Strategy 4)  
- Continue to assess public transportation options and trends. (Supports Strategy 2, 6) 
- Continue to monitor sidewalk conditions and replace sidewalks and ramps using Americans with Disabilities Act (ADA) design regulations. (Supports Strategy 1, 2, 3, 4, 5, 6) 
- Assess the need for a city transportation planner to design low-cost transportation improvements, assist with large-scale developments, improve transportation safety, submit transportation grants, etc. (Supports Strategy 1, 2, 3, 4, 5, 6)


Enforcement & Incentives

- Incentivize development that promotes walking and biking. (Supports Strategy 1, 2, 3, 4, 5, 6)




Policy & Code Adjustment

- Consider requiring new commercial businesses to construct sidewalks or roadway connections to fill gaps in the transportation network. (Supports Strategy 1, 3, 4, 5) 
- Continue to monitor and modify codes that relate to Artificial Intelligence (AI). (Supports Strategy 4, 6) 
- Create new policy language to adapt best practices for smart work zones, traffic signal connectivity, traffic data collection systems, emergency signal preemption, incident management response, and vehicle-infrastructure intercommunication. (Supports Strategy 3, 5, 6) 

Programs or Services

- Implement a ride-share program to accommodate bicycle users and expand transportation choice. (Supports Strategy 2, 4, 5, 6)
- Implement an "Adopt-a-spot" along trails to keep pathways to improve cleanliness. (Supports Strategy 3, 4)
- Create a program to address needs in pedestrian infrastructure and gaps in the sidewalk network. (Supports Strategy 1, 2, 3, 4) 

Facilities or Infrastructure Improvements

- Improve streetlighting to increase visibility and safety of users. (Supports Strategy 1, 2, 3, 4, 5) 
- Implement a maintainable transportation improvement fund consisting of community reinvestment and government grants to reconstruct critical infrastructure. (Supports Strategy 1, 2, 3, 4, 5, 6) 
- Update pedestrian crossings with audible pushbuttons, shorter pedestrian crossings, high visibility retroreflective pavement markings and signs, and activated warning lights. (Supports Strategy 1, 2, 3, 4, 5) 
- Incorporate low-maintenance, attractive design features to promote walking and biking (e.g., bicycle facilities, wayfinding signage, gateway features, trailhead parking, pedestrian scale lighting, rest benches, etc.). (Supports Strategy 1, 2, 3, 4, 5, 6)

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



Denotes Inclusion in the 2021-2024 Strategic Plan



Denotes a priority by the Steering Committee

WELCOME TO THE
Frisco Highline Trail

Bolivar Trailhead Parking

Southwest Missouri's Premier Rail-Trail
Springfield to Bolivar - 35 miles



Ozark Greenways





Infrastructure & Utilities



Public Facilities

What are the specific infrastructure goals for the community?

What requires urgent infrastructure investment?

What infrastructure improvements should be made in the next 20 years?

Are there opportunities to improve or expand City services through new infrastructure technologies?

What public facilities improvements need to be made in the next 20 years?

How will new building techniques enhance quality, performance, and sustainability?

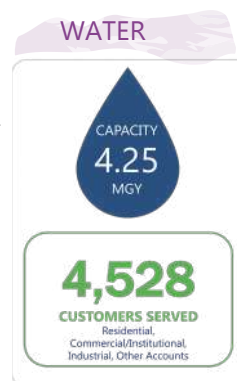
How can we anticipate future public facility needs?

Infrastructure incorporates all structures and the utility connections that establish a city's physical function of resource supply. Public facilities support the community's health, safety, education, recreation, and more. Utilities are the foundation of development and long-term growth for a community. A modern utility conveyance system covers drinking water, stormwater, wastewater, electricity, communication, fiber, natural gas, and other distribution/collection services. Updating existing facilities and infrastructure will be needed to address the demand of a growing city.

Water & Wastewater

Water System

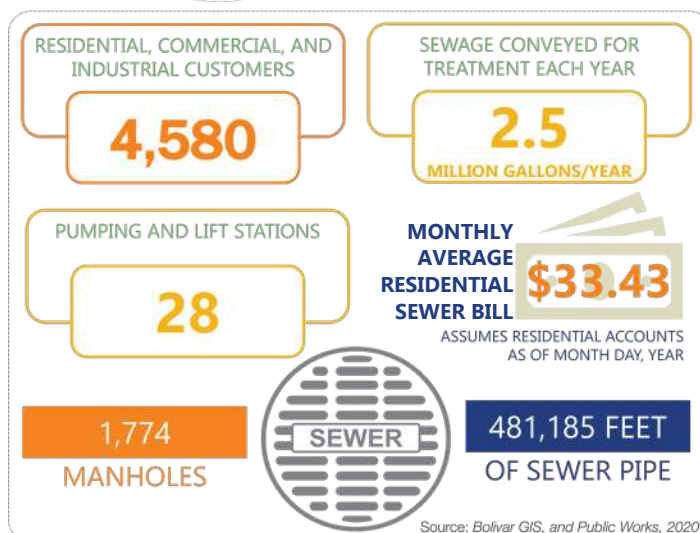
The City's 1.5 million gallons a day water supply comes from multiple wells. Monthly water samples monitor harmful contaminants such as chlorine and fluoride. Several storage tanks keep constant pressure within the pipes to distribute throughout the City.



Wastewater System

Wastewater or sewage is liquid waste produced by a community from toilets, showers, sinks, dishwashers, and more. Designed to flow downhill, sewer lines use lift stations and pump sewage to a higher elevation to continue system flow. Located to the east of Route D at E. Broadway Street, the Wastewater Treatment Facility for Bolivar can treat up to 2.5 million gallons per day. Areas to the west of Highway 13 flow towards the west, so development in this area may require a lift station, a septic system, or possibly an additional treatment facility depending on capacity and demand.

WASTEWATER



Liberty Utilities

In 2020, voters in Bolivar authorized a franchise agreement of the City's water and sewer systems to Liberty Utilities over the next 20 years. The partnership comes from a long battle with the E.P.A. over impaired water sources: Piper Creek and Town Branch Creek. The City of Bolivar was required to upgrade its wastewater treatment and collection system. Due to anticipated utility rate increases and long-term structural changes, the City opted to privatize the water and sewer systems. Selling the system for \$23.5 million funnels additional revenue without raising taxes. \$11.5 million of the funds could pay off the City's \$11.5 million lease debt, leaving \$12 million. The remaining money could fund police and fire, infrastructure projects, emergency relief fund, etc.

Stormwater

Stormwater is any precipitation that runs off a surface from surfaces such as roofs, sidewalks, parking lots, or roads. The water cannot remain on the surface without causing potential damage or diminishing the structural integrity of buildings and other manufactured surfaces. Stormwater Management systems carry the potentially contaminated water through pipes and water basins to specific ponds or lakes.

The City's stormwater system is in fair condition, except along S. Albany Avenue, the recent focus of a planning study. Currently, the City of Bolivar does not have a stormwater management plan. Stormwater management plans guide the design, funding, and implementation of a stormwater program that addresses regulatory requirements. It also helps manage stormwater runoff, flooding problems, and natural resources. The City of Bolivar will have a stormwater management plan in place by December 2021.

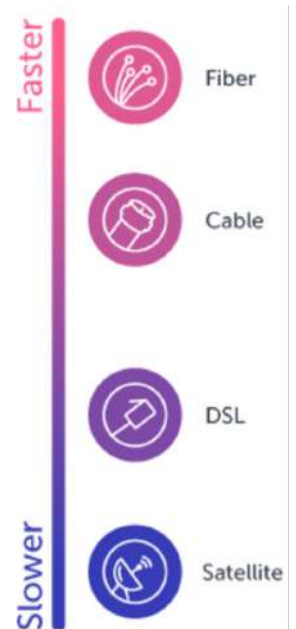
Trash & Recycling

Bolivar residents have their choice of several trash services. Garretson Trash Service has been serving Bolivar and surrounding area residential and commercial customers for over 60 years. They assist in rental/eviction cleanups, repossession cleanouts, and junk removal of furniture, yard waste, tires, construction debris, scrap metal, electronics, and more. Since 2015, Republic Services of the Ozarks also offers curbside recycling and trash services with an annual Fall Curbside Clean-up event. Waste Management is the largest trash and recycling provider in Missouri and is available to most Bolivar neighborhoods. They provide dumpster rentals, business waste pickup, and residential curbside trash and recycling services.

Internet

Broadband availability and reliability affect schools, health care, and access to government services. According to the Federal Communications Commission, 39 percent of rural Americans are without internet access. High-speed internet is critical to business growth and the overall function of a city. As our cities and lives become more dependent on technology, smaller cities like Bolivar will face more challenges. Many survey respondents mentioned internet strength as a weakness and barrier for the City. Lack of Wi-Fi is also driving young people away from rural areas and toward urban life.

FOUR BASIC INTERNET CONNECTIONS



Fiber-optic cables are the fastest internet technology capable of transmitting large amounts of information. Limited availability of fiber is due to the high cost of creating and implementing the infrastructure. Less than 1 percent (43 of 7,964 miles) of Polk County's service lines are fiber.

For rural states, broadband development often comes down to tempting providers to expand through incentives or using government grant money to build out infrastructure. Considering an additional service provider could encourage competition and improve the quality of internet service.

Energy

Southwest Electric Cooperative (SWEC) is part of a 3-tiered system of electric cooperatives that generate, transmit and distribute electricity to the rural residents and businesses in Missouri. Headquartered in Bolivar, SWEC serves 11 counties, including Polk County. SWEC's power supplier, Associated Electric Cooperative (AECI), uses a balanced resource mix including coal, natural gas, wind, hydro and an energy efficiency program to supply electric needs. Natural gas is a clean-burning energy source used for heating, cooling, electricity generation, creating indispensable materials such as steel and concrete.

Bolivar currently lacks natural gas, which will continue to be a limiting factor affecting community growth. An estimated 2.8 percent of Bolivar households use gas to heat their

homes compared to 87.2 percent that uses electricity. Liberty Utilities provides electricity to approximately 273,000 customers including Bolivar. They could also be a source of reliable natural gas for homes, businesses, or industrial properties.

Renewable Energy Resources

Combined with biomass, geothermal, hydropower, and solar, about 11% of the power in the U.S. comes from renewable energy sources, according to the U.S. Energy Information Administration.

In the market of renewable energy production, Missouri produces only 6% of their needs, with wind turbines accounting for around 2/3rds and hydroelectric at about 1/4th. Most wind farming occurs in northwest Missouri, where the wind speeds are generally higher. Southwest Missouri has other opportunities for renewable energy besides traditional wind and solar (*i.e.*, capturing methane from pig farms, using wood pellets for fuel, or use of solar panels.)

Utilities & Energy of Tomorrow

Providing safe, affordable, reliable energy has consistently called for adapting to shifting market and regulatory demands. Transformative technology requires the utility sector to embrace and adjust to new needs. Real-time data collection and analytics offer greater insight and resiliency to utility companies and their users.



New Disruptors:

- » Internet of Things (IoT)
- » Robotic Process Automation (R.P.A.)
- » Machine learning and artificial intelligence (A.I.)
- » More widely available renewable energy
- » Electric Vehicles (E.V.)
- » Distribution Energy Resources (D.E.R.)
- » Organic light-emitting diode (OLED) technology
- » Solid-state lighting technology

Public Facilities

Beyond basic improvements to existing city services and utilities, the City is looking to attract new businesses to the area by updating utility connections in combination with other community property improvements. Building foundations, parking lots, exterior lighting, retaining walls, and on-site stormwater detention are critical infrastructure. These components may be undervalued but play a prominent role in property value and a community's visual profile.

Buildings & Facilities

Population growth usually implies a demand for more services, thus more public facilities. Continuing to maintain, upgrade, and construct new public facilities is vital to City services. Having excessive or unused facility space is a drain on resources, so it's essential to evaluate the efficient use of space continually.

Joint-use facilities can include buildings, parking lots, rooms, recreation fields, and more. The advantages of Joint-use facilities are cost savings and increased efficiency in terms of space and maintenance. Typically, joint-use facility agreements are in partnership with schools, local organizations, and cities.

Some of the most important public facilities are emergency response locations such as fire and police stations. Currently, the Bolivar Fire Department's 24/7 staff is unable to be housed

in the fire station, which poses issues for future population growth. The farther away residential development occurs from existing facilities, the longer the response time gets. Prioritizing and constructing emergency response facilities is imperative to public safety and the City's services.

Parking

Two key trends affecting facility parking lots include permeable pavers and pervious concrete. By capturing stormwater and allowing it to seep into the ground, porous surfaces are instrumental in recharging groundwater, reducing stormwater runoff, and meeting U.S. Environmental Protection Agency (E.P.A.) stormwater regulations. Porous surfaces eliminate the need for retention ponds, swales, and other stormwater management devices to reduce runoff. Bioswales adjacent to parking lots are another way to keep stormwater on-site and recharging the underground aquifers.

Street Lighting

Quality public lighting is an essential City service and improves public safety by reducing crime and traffic accidents. Street lighting is necessary at all intersections, mid-block crossings, and parking lots. Energy-efficient outdoor lighting improvements can also reduce operating costs and maintenance costs. A street lighting system refers to lamps (e.g., L.E.D.s, high-pressure sodium, etc.) and the system that controls and manages the lighting. An automated system can also monitor each lamp, providing information on whether they are working correctly or how each light is consuming power.

As a community's ability to reconstruct critical infrastructure depends on available funding resources, there is a persistent investment challenge. Constant maintenance is the best strategy to limit the need for complete reconstruction projects and extend the service life of community assets.



GOAL N: Provide infrastructure, utilities, and facilities that are flexible, efficient, and support a high quality of life.

OBJECTIVE 1: Enhance existing infrastructure and public facilities while investing in new infrastructure that supports growth.


OBJECTIVE 2: Improve utilities and telecommunications infrastructure.

STRATEGIES



1. Upgrade and maintain existing infrastructure and facilities.
2. Ensure public facilities and services are equitably distributed and meet the demand of the community.
3. Consider joint-use facilities to maximize space and resources.
4. Implement technology to improve infrastructure performance and expand telecommunication utilities.

LOCAL ACTIONS

Education & Outreach

- Promote low-maintenance Best Management Practices (BMPs) as a sustainable alternative to concrete structures. (Supports Strategy 1, 2, 4) 





Practice Improvements

- Implement a proactive approach to addressing potholes and drainage problems to include status updates to citizens. (Supports Strategy 1, 2, 4) 
- Utilize technology monitoring systems for utilities that track performance and notify public works of issues or disruptions. (Supports Strategy 1, 2, 4) 


Plan Development

- Plan to reduce traffic congestion through traffic calming techniques (bump-outs, street trees, etc.) (Supports Strategy 1, 2)
- Invest in smart-technology and infrastructure. (Supports Strategy 1, 4)
- Consider updating guidelines for green infrastructure systems which allow for greater capture of rainwater for ecological restoration with minimal need for post-construction maintenance. (Supports Strategy 1, 2, 4)



Partnerships & Collaboration

- Work with internet providers to increase access, reliability, speed, and internet user experience at a reasonable cost. (Supports Strategy 1, 4)  
- Partner with agencies, local organizations, and property owners to address operational and aesthetic issues with worn-out infrastructure. (Supports Strategy 1, 2, 3) 
- Work with businesses and other stakeholders to create a program that implements street lighting to increase pedestrian safety. (Supports Strategy 1, 2, 4)
- Partner with school district to share resources and facilities. (Supports Strategy 2, 3) 

Inventory, Assessment, or Survey

- Track inventory of buildings and properties with utility, communications, and infrastructure needs to proactively address potential issues. (Supports Strategy 1, 2, 4) 

Policy & Code Adjustment

- Update street design guidelines to minimize conflict areas between motor vehicles, bicycles, and pedestrians. (Supports Strategy 1, 4)
- Develop annual code inspection program. (Supports Strategy 1, 4) 
- Consider new city guidelines for effectively reducing maintenance issues for utilities, reducing waste, and installing pollution prevention mechanisms. (Supports Strategy 1) 

Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107

Facilities or Infrastructure Improvements

- Upgrade public facilities to comply with American with Disabilities Act (ADA) regulations. *(Supports Strategy 1, 4)*
- Regulate and maintain public facilities to ensure they meet demand for usage and space. *(Supports Strategy 1, 2, 3, 4)* 🕒
- Explore trends and techniques to improve cost and efficiency of public facilities. *(i.e., energy efficient lighting, materials, building techniques, etc.). (Supports Strategy 1, 3, 4)* 🕒 ▲
- Provide better pedestrian lighting to increase safety. *(Supports Strategy 1, 4)* ▲
- Explore obtaining rights of expanded sources of water to maintain ample supply of water (e.g., Access rights at regional water sources.) *(Supports Strategy 2)*



Not all actions are taken by the City of Bolivar. See implementation matrix. - pages 101-107



LAND USE & COMMUNITY DESIGN

CHAPTER

06



Growth, Conservation & Design

How do we maintain and promote
human-scale development patterns?
How do we enhance our community's
design and appearance?
How do we develop and plan for
purposeful growth?

Guiding Statement:

Promote strategic development and growth that is sustainable, feasible, supports community identity, and meets the needs of future generations.

Sustainable & Responsible Growth

The City of Bolivar is approximately 8.9 sq. miles with room to grow within its current boundary. The southern and northeast portions of Bolivar are primarily agricultural land and the least developed parts of the City. Concentrating growth and development in key areas or intersections will help reduce sprawl. Sprawl development consists of low-density housing and commercial development on the outskirts of town. This type of development strains public services, infrastructure, and utilities. Activity Centers are a concept to provide a variety of land uses connected by transportation modes such as trails and potential transit stops. Developing within walking distance of residential neighborhoods helps support businesses and services while reducing the need for excessive parking and infrastructure.

Growth is essential to a community's economic and environmental sustainability. Developments should consider infrastructure cost burdens to the community, equitable and accessible facilities and services and preservation of natural spaces. When planning for expansion beyond City boundaries it is essential to plan for the maintenance of existing and future facilities and infrastructure.

Land Use

Land use data provides the city with the designated activity and function of a site and general area. For example, a home would show as residential activity while a grocery store is commercial. Land use is helpful to track compatible development and monitor growth patterns.

A Future Land Use Map is a required map for comprehensive plans. This map is a visual representation of where the community would like to be in the future but is not legally binding. Future land use maps often describe the community's vision of growth and conservation. Developing a future land use map requires a comprehensive look at several elements like natural resources, housing, transportation, community identity, and city services. As a guide for elected officials and city staff, the future land use map can be used to grow and develop in a strategic manner.

The Future Land Use Map is not intended to freeze future development patterns for the next 20 years. The Comprehensive Plan and this map are intended to be a dynamic document that is periodically updated in response to the changing needs of the city. Requests to amend the map can be made by residents, property owners, developers, and the City itself. In all cases, such changes require formal public hearings before the Planning and Zoning Commission and ample opportunities for formal public input. Most often, an amendment to the Future Land Use Map is required when either a private entity or a government agency proposes to change the Zoning Map in a way that does not conform to the adopted Future Land Use Map.

Growth Management Tools

- » Transfer of Development Rights
- » Inclusionary Housing Regulation
- » Tax Increment Financing
- » Adequate Public Facilities Ordinances
- » Impact Fees

Future Land Use Categories

The future land use plan identifies growth and development in the following categories:

Residential 1

Residential 1 includes low density housing options that support most of the existing residential development in Bolivar. Residential uses include conventional single-family or two-family dwelling units. This category also includes existing manufactured housing and allows for potential accessory dwelling units (ADUs) in existing and new neighborhoods, small lot residential developments, and tiny homes, where appropriate. Zoning ordinances further regulate residential uses.

Residential 2

Residential 2 includes multi-family uses that increase density and offer greater housing choices and styles. Types of housing can include apartments, townhomes, and condominiums. Uses are encouraged to incorporate a mix of lot sizes, housing sizes and styles. Developments should be well connected with the inclusion of parks, public spaces, and bicycle and pedestrian connections.

Commercial

Commercial land use areas include both retail and office uses. Most commercial areas are located along major transportation routes (Highway 83/Springfield Avenue) and at major street intersections.

Public / Semi-Public

Public and semi-public land use includes City, County, or State-owned and operated facilities, education facilities, and faith-based institutions. Public/Semi-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. As Bolivar grows, it's important to ensure public facilities are adequately distributed.

Industrial

Industrial land use is intended to provide locations for manufacturing, warehousing and distribution, and flextech. Light industrial uses may typically be 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 the surrounding neighborhood and whether buffers and screening are necessary.

Agriculture

Agriculture remains on the outskirts of the city to support a rural setting. Retaining these uses helps reinforce Bolivar's identity and maintain prime farmland. As the City grows, this land may be recategorized for more intense uses like Residential 1 or Residential 2.

Parks / Open Space

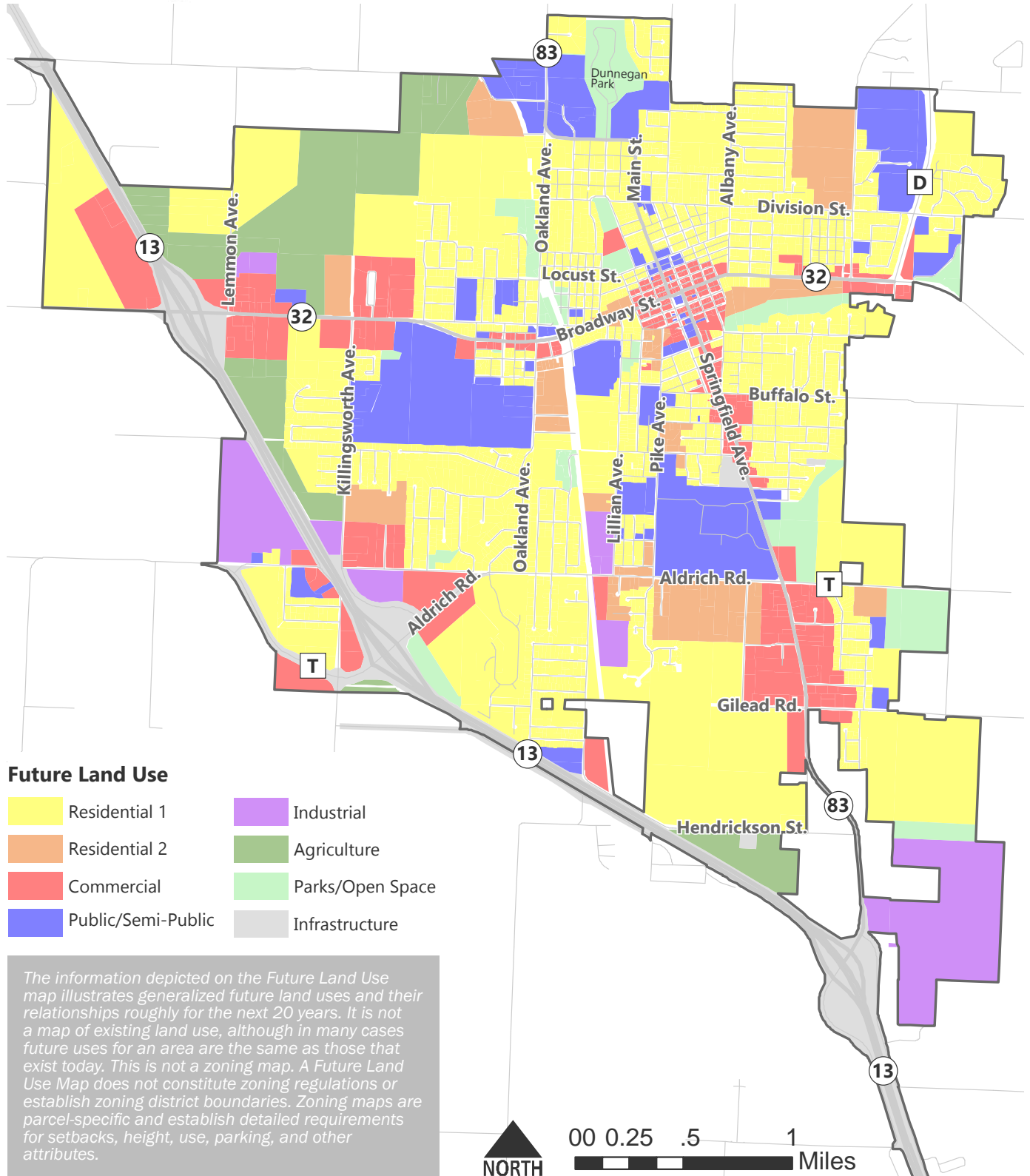
This land use category encompasses areas of natural resources, undeveloped green space, and parks. Additionally, parks should be planned in new residential development to ensure that all residents are within a 10-minute walk of recreation facilities. The City should utilize streams to connect open spaces, parks, and trails while buffering neighborhoods with more intense uses such as commercial or industrial.

Infrastructure

This land use category accounts for a small portion of the city but includes Highway 13. It includes transportation-related land use, utilities, and significant right-of-way.

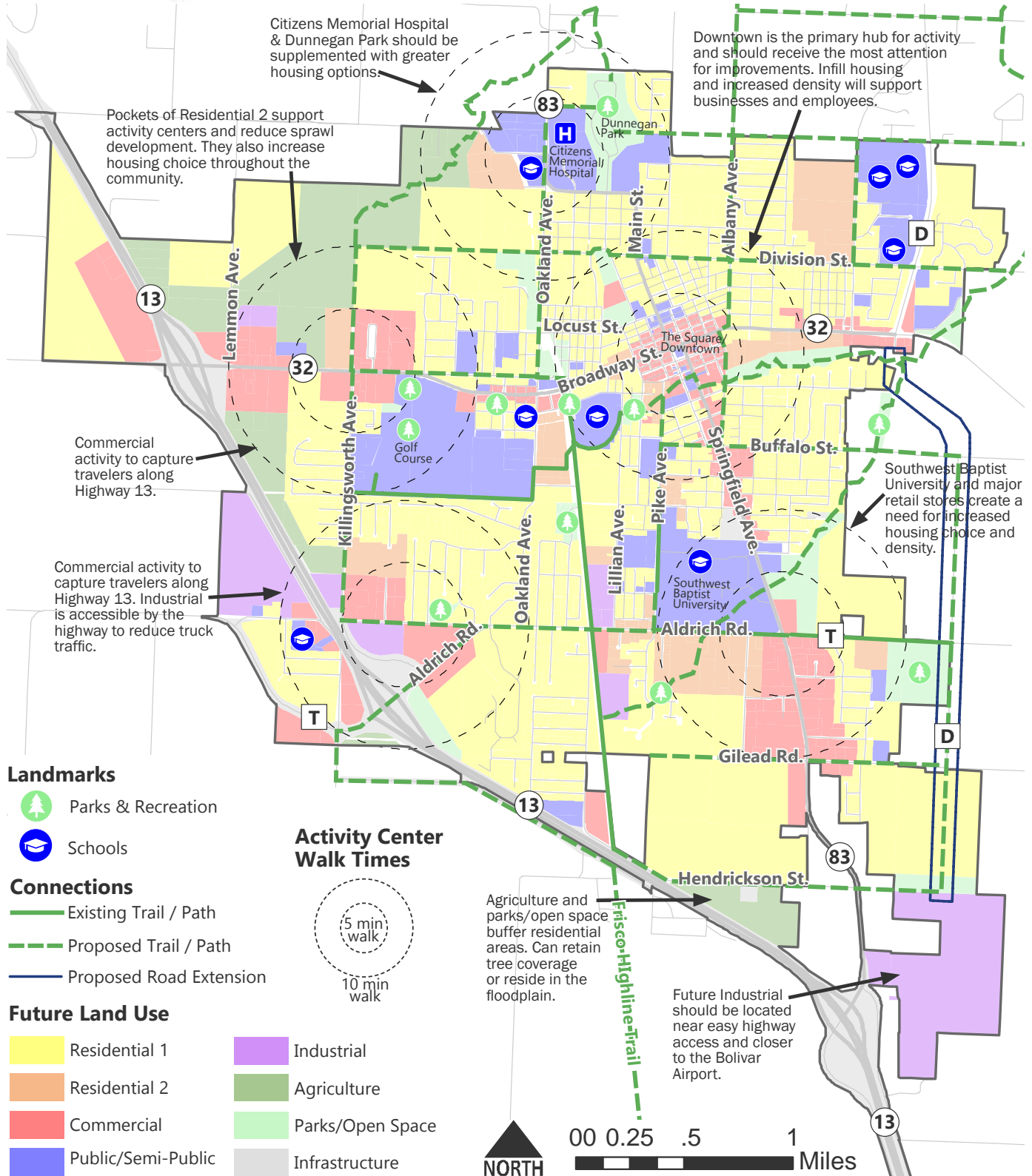


FUTURE LAND USE





ACTIVITY CENTERS & CONNECTIONS



Land Use Trends & Best Practices

As needs and demands of residents continue to change, communities are using land use to address these changes and ensure services and resources for future generations.

Several trends in land use planning include:

- » Develop in a pattern that is cost-effective to maintain excellent City services and protect a high quality of life. The amount of land consumed to accommodate population and housing growth greatly impacts the cost to provide City services. If long-term revenue from development is not enough to cover costs, City services must be reduced to balance the budget.
- » Provide more choice for housing. Residents want more housing choice, residential lot sizes, and housing price points. Implementing transitions in land use between incompatible or more intense uses helps protect residential developments and maintains quality neighborhoods. Accessory dwelling units (ADUs) and missing middle infill housing that maintains the neighborhood character provide a range of housing choice and price.
- » Create quality, authentic places for local, daily livability and visitor attraction. This form of placemaking increases property values and tourism dollars collected. Increasing this type of development throughout all areas of the community provides access to all residents.
- » Promote retail and employment success by concentrating people and housing options within walking distance to jobs, shopping, and entertainment. The more people who are within walking distance of commercial development, the more likely it will be sustainable and resilient over time.
- » Transition land use patterns and intensity to make sure uses are compatible and complementary maintaining community character. Land uses, scale of buildings, architecture, and design will all be compatible and complimentary with each other with transitions. The intensity of development transitions from more intense to less intense, commercial to residential.
- » Protect and increase natural green infrastructure and open space. These land uses provide places for recreation, preserve important environmental and ecological functions, sustain wildlife corridors, and enhance quality of life.

Valid reasons to amend the Future Land Use Map:

- A change in land use designation will contribute to the implementation of a specific adopted goal, objective, or policy.
- Environmental conditions (on the site) make the proposed designation more appropriate than the adopted designation.
- The proposed use would provide a better transition between less compatible uses than the adopted designation.
- Recent development patterns preclude the area from developing as designated on the adopted Future Land Use Map.
- Major development is planned that impacts or changes the Future Land Use Map.
- Significant population growth or decrease shifts development to a larger or smaller scale than the current Future Land Use Map has planned for.

Land Use Policies & Code Adjustments

Community Identity:

- » Review codes related to restoration and maintenance of historic properties.
- » Consider the adoption of the property maintenance code.
- » Consider commercial overlay districts and design guidelines.
- » Allow and remove barriers to neighborhood block parties and events.

Public Health & Safety:

- » Reevaluate landscaping requirements to allow for smaller building footprints and increase community gardens.
- » Consider adopting and altering Crime Prevention Through Environmental Design policies when feasible.
- » Reinforce compliance to codes and regulations – use codes to enhance safety.
- » Research and prepare a parks funding package to lower the cost of their development.

Natural Environment:

- » Consider adopting non-financial incentives (such as requiring fewer parking spaces) for incorporating green infrastructure, energy efficient lighting and thermostats, and other sustainability standards in new developments.
- » Adopt policies that preserve open space and environmental sensitive lands.
- » Actively consider the environmental impacts of new development to ensure sustainable development.

Economy & Education:

- » Reevaluate codes to allow for ground level residential in Downtown.

Built Environment:

- » Consider modifying and enforcing the property maintenance code to improve the attractiveness of residential areas.
- » Require a percentage of subdivisions and new residential developments to provide shared amenities such as green space or playgrounds.
- » Evaluate the accommodation of tiny homes and smaller lot sizes.
- » Explore code modifications to encourage Universal Design (zero-step entry, master on ground floor, etc.) for new residential development.
- » Reassess the zoning regulations & Special Use Permit.
- » Consider requiring new commercial businesses to construct sidewalks or roadway connections to fill gaps in the transportation network.
- » Continue to monitor and modify codes that relate to Artificial Intelligence (AI).
- » Create new policy language to adapt best practices for smart work zones, traffic signal connectivity, traffic data collection systems, emergency signal preemption, incident management response, and vehicle-infrastructure intercommunication.
- » Update street design guidelines to minimize conflict areas between motor vehicles, bicycles, and pedestrians.
- » Develop annual code inspection program.

Annexation

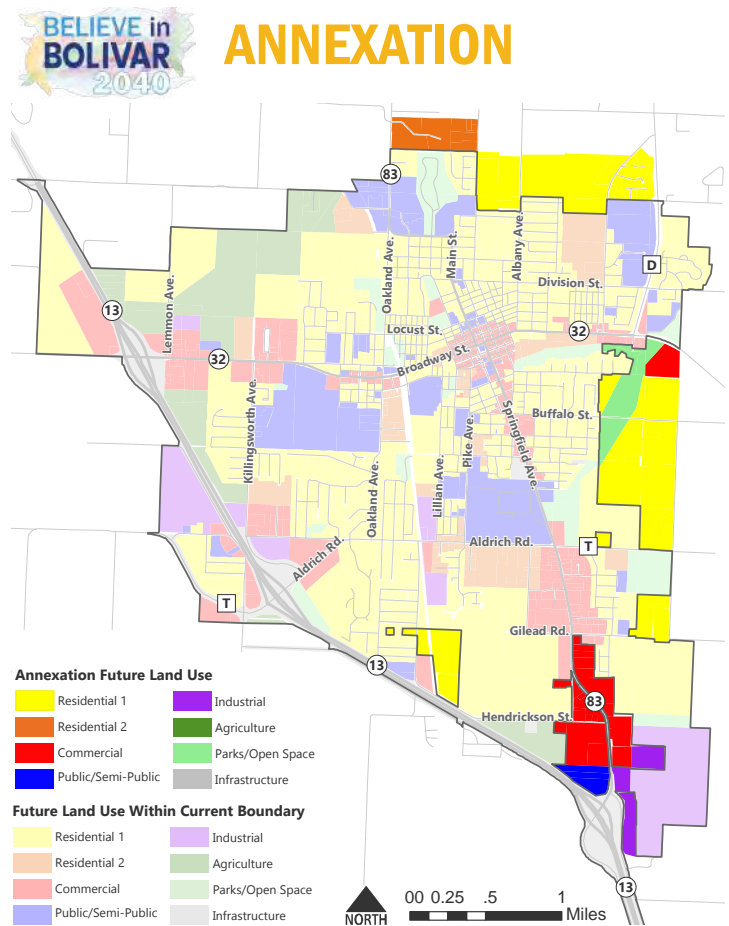
Annexation is the means of extending city boundaries to incorporate additional land and properties within that land. Annexation should consider population, city services, environmental hazards, road capacity, and infrastructure implications. Bolivar should fully develop within city limits before annexing additional land and extending the boundary. Without a property tax, adding additional households does not benefit the City. Annexation strategy for Bolivar capitalizes on the possible extension of Highway D, Dunnegan Park, existing businesses in pockets of South Bolivar, and additional housing in the north to attract families close to schools.

Annexation is advised in the following scenarios:

- » The growth area promotes the continued growth and prosperity of Bolivar
- » All infill or developable area within City boundaries have been developed and redeveloped.
- » Surrounding areas provide land for public service facility planning to ensure water and sewer systems, transportation infrastructure and parks maintain service levels.
- » The growth area is subject to protective and/or health sanitary regulations and receives city services.

Annexation Process

Landowners can petition for voluntary annexation. The process includes a request for establishing a zoning classification district to the area that is submitted for annexation. Establishing a zoning district requires a public hearing before the Board of Aldermen and a review and recommendation of appropriateness from the Planning and Zoning Commission.



Annexation comes with advantages and disadvantages for the city, residents and property owners. Residents and property owners of potential annexed property can utilize emergency municipal services, increase access to civic institutions, access to water and wastewater services which may include a reduction in current rates, and participation in municipal government. The city can benefit from increased growth and establishment of increased commercial uses and availability of jobs. The growth also comes with added costs for the city to expand municipal services. Initial costs may be recouped over time and an analysis of the costs and benefits to annex property should be included in any annexation petition review.

Zoning

Zoning is a legal tool to control where land uses are allowed and prohibited. For example, if an area is zoned for conservation and a developer wants to develop a strip mall, they have to go through a lengthy and often expensive process to change the zoning to allow for such a use. This could be denied by elected officials in charge of approving such a request.

Conventional or “Euclidean” Zoning

Conventional zoning is the traditional twentieth century zoning used by most U.S. cities including Bolivar. Conventional zoning regulates the uses and dimensions of development including:

- » Type and mix of land uses
- » Size and dimension of lots
- » Type, size, and height of buildings
- » Distance of front, side, and rear setbacks
- » Width and length of streets and sidewalks
- » Number and size of off-street parking spaces

This zoning is familiar and long established, but often inflexible and lacks creative design. This has led to variances, conditional uses, special exceptions, bonuses, incentives, and planned unit developments.

Other Zoning Techniques:

- » Floating Zones
- » Incentive Zoning
- » Performance Zoning
- » Unified Development Ordinances

Form-Based Zoning

Whereas conventional zoning focuses on what uses go where, form-based zoning prioritizes building design and density. Form-based codes transitions density call “the transect”. These density zones can range based on the community but follow a few guiding principles like walkable streets, mixed uses, transportation options, and housing diversity. These kinds of codes have generally been applied in specific districts, such as downtown or in commercial corridors, rather than citywide. Form-based zoning requires a design-focused community process in advance of writing and altering existing zoning. For more information and guidance, visit the Form-Based Codes Institute.

Mixed-Use Zoning

Mixed-use zoning allows complementary uses in a single district. Mixed-use zoning can be vertical (a building with commercial uses on the first floor and residential uses on additional floors) or horizontal (allowing for a variety of uses on separate parcels). Mixed-use zoning is beneficial in creating walkable neighborhoods.

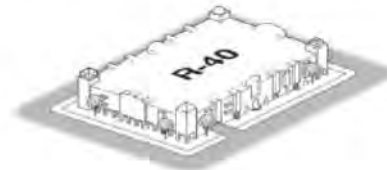
Conventional Zoning

Density use, FAR (floor area ratio), setbacks, parking requirements, maximum building heights specified



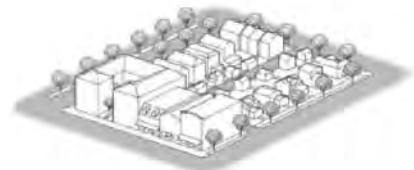
Zoning Design Guidelines

Conventional zoning requirements, plus frequency of openings and surface articulation specified



Form-Based Codes

Street and building types (or mix of types), build-to lines, number of floors, and percentage of built site frontage specified.



Variances

In some cases, cities may choose to grant a development or specific project a variance to ignore certain zoning rules. This typically happens when the project provides a benefit to the community such as building affordable housing units, increasing green space, mixed-use buildings in neighborhood zones, allowing alternative housing (*i.e.*, ADUs, tiny homes), cleaning up polluted sites, and more.

Zoning Overlay

A zoning overlay is applied over an area with one or more previously established zoning districts. The overlay can establish additional or stricter standards and criteria for properties within the district. Communities often use overlay zones to protect special features such as historic buildings, wetlands, steep slopes, and waterfronts. They can also be used to promote specific development projects, such as mixed-used developments, waterfront developments, housing along transit corridors, or affordable housing.

Community Design Overlay (CDO)

A CDO is mechanism to amend and/or augment existing zoning based on a community's vision and desires relating to design, form, and character of a particular place. It is distinct from an ordinary zoning overlay due to its stronger emphasis on building size, form, shape, architecture, and façade design.

Corridor Overlays are common zoning overlays that usually place emphasis on design guidelines for major commercial roads. Guidelines are decided by municipalities, but often include regulations on building architecture (facades, materials, etc.), orientation and setbacks, landscaping, signage, utilities, waste storage, and driveways. Springfield Avenue and Broadway Street are examples of applicable roads for corridor overlay zones. This provision would help improve community appearance of major thoroughfares.

Zoning Overlay districts can...

- Create a walkable community by connecting pathways
- Encourage street furniture (benches, flowers, unique street lights, bike racks etc.)
- Preserve/enhance a special district (arts or historic district)
- Encourage economic development (incentives)
- Preserve/enhance rural character and farmlands
- Protect quality of surface water
- Protect groundwater quality and quantity
- Manage stormwater
- Preserve forestry and wildlife habitats
- Manage building and site design to improve visual appearance.



Zoning, Codes & Alternative Housing

Most of the country's building codes use the International Residential Code (IRC). These codes specify minimum size for rooms and minimum ceiling heights. Zoning regulations often include minimum square footage for construction on a single parcel (plot of land). These barriers exclude tiny homes within many cities without a variance or special permit. The state of Missouri classifies a tiny house on wheels as a "travel trailer" and limits its location. Some Missouri cities have specifically permitted site-built tiny homes on foundations, but they have individual zoning restrictions and construction guidelines. These cities include Saint Charles, Branson, St. Louis, Jefferson City, Kansas City, Columbia, and Springfield.

Tiny Homes & Accessory Dwelling Units (ADU)

There are two types of tiny homes: a tiny house on wheels, legally considered a recreational vehicle (RV), and a tiny house on a foundation, legally considered an accessory dwelling unit, or ADU. Tiny homes are typically 100 to 400 square feet. Small homes are typically 400 to 1,000 square feet.

ADUs can be allowed by right or by special permit, regulating unit design, ownership, tenure, parking requirements, etc., to ensure compatibility with local planning objectives. ADUs go by many different names throughout the U.S., including accessory apartments, secondary suites, and granny flats. Many cities and counties adopt zoning regulations that permit ADUs in low-density residential areas. Common ADU ordinance provisions include minimum lot sizes and limits on the number of occupants or bedrooms. While some codes also include occupancy restrictions that stipulate that ADUs can only house family members or domestic employees, this type of restriction can severely limit the potential for ADUs.

A guide to crafting a local ADU ordinance can be found through AARP's Accessory Dwelling Units Model State Act and Local Ordinance.

Shared-Green Space & Development

Communities can require developers to allocate shared green space within a development. Shared green space may include cottage homes, the addition of community trails, and neighborhood parks and recreation spaces.

Cottage housing developments are smaller footprint homes that are built as a cluster around common space. Typically, cottage homes will have a shared yard and designated parking area. Cottage homes generally are around 1,000 square feet and allow multiple dwellings to be built in the same area as traditional single-family homes.

A guide to crafting a local open space development ordinance can be found through the Environmental Protection Agency (EPA) Open Space Development Model Ordinance.



City of Ashland Cottage Housing Ordinance



IMPLEMENTATION

The Board of Aldermen & Planning and Zoning Commission

The Comprehensive Plan guides the Board of Aldermen and Planning & Zoning Commission in the decision-making processes related to community growth and development to achieve the overall vision and goals outlined in the document. The policies and actions serve as the implementation tools.

Alignment

The Strategic Plan and the City's Budget serve as implementation tools supporting the overall Comprehensive Plan framework. Alignment between existing City planning efforts and processes helps ensure progress in achieving the community vision. Goals and strategies for investment established in the Comprehensive Plan often set the priorities for investment in facilities and infrastructure over the next several years.

Funding Identification

City Staff should research financial resources, as necessary, for implementation. These resources may include City funds, external grants, or private dollars. Identification of funding sources helps influence the annual budget planning process.

Interagency & Organizational Cooperation

The Comprehensive Plan intends to enhance coordination, support, and encouragement between the City and external agencies and organizations' activities and schedules. Encouraging these external partners to reference and utilize the City's Comprehensive Plan will increase implementation effectiveness and leverage resources for achieving local and regional planning goals.

Evaluation & Continued Success

The Comprehensive Plan is a living document. An annual evaluation by the Planning Commission provides the City of Bolivar with the opportunity to make necessary adjustments to the goals, strategies, priorities, and future land use map. This evaluation allows the community to meet changing conditions, targets, and demands over the next 20 years. The Planning Commission must approve any amendments, extensions, or additions made to the Comprehensive Plan.

This regular reporting ensures accountability and provides a means to keep the residents, businesses, and development community informed about the Comprehensive Plan

implementation progress. The evaluation addresses accomplishments from the previous year and identifies priorities and next steps for the upcoming year.

Continued Success

Working internally, City staff should regularly meet to discuss progress on the comprehensive framework and identify potential partnerships. A planner or point person should lead the implementation progress and check-in with departments to ensure actions are being taken.

Implementation Matrix

The matrix establishes timeframe, and the City's role in implementing the plan. To prioritize, City staff identified actions to focus on in the next 5 years (Short-term). To further the likelihood of implementing the plan, the City identified their role for addressing actions.

The City's Roles:

Owner — the City is responsible for implementation.

Partner — the City works with others & has some responsibility for implementation.

Convener — the City is not responsible for implementation but brings together the people who are responsible.

CHAPTER 1: Community Identity

History & Historic Resources

GOAL A: Preserve Bolivar's history and historic resources for future generations.

OBJECTIVE 1: Increase the understanding and appreciation of historic resources.

OBJECTIVE 2: Encourage historic preservation efforts.

		Strategies
		1. Encourage and promote historic preservation.
		2. Create historic districts to improve appearance and sense of place.
Short. Long.	City Role	Actions
✓	Convener	* 1. Support grants and other dedicated funding sources for historic preservation.
✓	Partner	* 2. Consider Downtown design guidelines.
✓	Convener	3. Collaborate with the Downtown Association revitalize historic buildings.
✓	Convener	4. Communicate with Southwest Baptist University to identify historic properties worth preserving.
✓	Convener	5. Work with the Historical Society to promote and produce materials for historic preservation through news, events, and other promotional materials.
✓	Partner	6. Work with historic preservation organizations and programs to help identify and fund historic assets.
✓	Convener	7. Develop a cultural resource survey to identify assets worth saving.
✓	Owner	8. Review codes related to restoration and maintenance of historic properties.
✓	Owner	9. Consider the adoption of the property maintenance code.
✓	Convener	10. Consider funding mechanisms for historic preservation.
✓	Owner	* 11. Ensure infrastructure (i.e., signage, lighting, roads, etc.) supports and protects the integrity and character of historic areas and assets.

Sense of Community & Unique Attractions

GOAL B: Promote and create an attractive, inclusive, and welcoming community with unique offerings for all residents and visitors.

OBJECTIVE 1: Increase the number of visitors and residents through unique attractions, cultural amenities, and community events.

OBJECTIVE 2: Increase people's sense of belonging in the community.

OBJECTIVE 3: Improve our community's visual appearance.

OBJECTIVE 4: Promote our community identity and unique offerings.

		Strategies:
		1. Provide events and festivals to increase people's sense of belonging.
		2. Support and enhance the artistic, innovative, and creative culture.
		3. Market and brand Bolivar as a safe and affordable community to draw new residents.
		4. Promote Bolivar as a unique community with offerings for all ages and abilities.
		5. Improve coordination and communications of events and announcements in Bolivar.
		6. Create more places for people to gather and provide opportunities for social interaction and inclusion for all ages and abilities.
		7. Improve the attractiveness of corridors, commercial areas, and gateways into the community.
Short. Long.	City Role	Actions:
✓	Convener	* 1. Seek opportunities to promote and encourage art programs for the student populations.
✓	Partner	2. Advertise Bolivar through various media outlets to attract residents and visitors
✓	Partner	3. Provide outreach to educational institutions to ensure engagement of all age groups in community-wide events, organizations, and opportunities.
✓	Owner	4. Continue to explore city outreach and events such as national night out.
✓	Convener	5. Promote local art through encouraging the painting of murals throughout the community.
✓	Partner	6. Incorporate art into community facilities projects.
✓	Partner	7. Utilize and increase engagement through social media platforms.
✓	Convener	8. Utilize the Dunnegan Art Gallery.
✓	Partner	9. Incorporate green parking lot techniques to improve attractiveness and green space to serve as public gathering spaces (i.e., permeable pavement, grass and pavement mixture, etc.)
✓	Partner	10. Continue to enhance landmarks such as the Southwest Baptist University, Dunnegan Park, and Citizens Memorial Hospital.
✓	Convener	* 11. Partner with downtown businesses, Southwest Baptist University, regional sculpture association, and other organizations to organize and promote community events and art for local businesses, residents, students, and visitors.
✓	Convener	* 12. Work with property owners to make downtown sidewalks accessible and aesthetically pleasing to enhance the value of the area.
✓	Partner	13. Identify gaps in community events and expand opportunities to explore community strengths and resident interests, talents, and cultural backgrounds.
✓	Owner	14. Evaluate the need to increase gateways, signage, and wayfinding markers and ensure they are welcoming, prominent, attractive, informative, and represent Bolivar's community identity.
✓	Owner	15. Consider commercial overlay districts and design guidelines.
✓	Partner	16. Allow and remove barriers to neighborhood block parties and events.
✓	Partner	17. Work to establish seasonal art events or fairs to highlight local art and creative culture while strengthening the sense of community.
✓	Partner	18. Consider establishing a makerspace or rental studios to increase workspaces for local artists and arts education facility to further encourage innovation and creativity.
✓	Partner	* 19. Seek opportunities to create flexible spaces that can change to provide different activities.

* Denotes a priority by the Steering Committee

CHAPTER 2: Health & Safety

Public Health & Well-Being

GOAL C: Support community health and well-being of all generations in our community.

OBJECTIVE 1: Enhance access to quality, integrated physical and mental healthcare resources.

OBJECTIVE 2: Improve access to healthy, locally grown foods for all residents.

		Strategies:
		1. Encourage equitable access to health care services available to all.
		2. Promote the City's mental health liaison to connect people with healthcare services.
		3. Promote healthy lifestyle choices and active living.
		4. Support urban agriculture and community gardens to increase people's access to healthy foods.
Short. Long.	City Role	Actions
✓	Partner	1. Consider the City newsletter to provide community-wide education and make residents aware of available healthcare services in Bolivar.
✓	Convener	2. Promote the Farmer's Market to increase number of users.
✓	Owner	3. Encourage schools and institutions to support local farmers and vendors.
✓	Partner	*4. Continue to support life change and recovery programs for those with substance abuse and other issues.
✓	Partner	*5. Continue the Opioid Task Force.
✓	Convener	6. Promote existing health care providers and resources through the city website and social media.
✓	Partner	7. Work with schools and community organizations to increase access and education regarding healthy foods and agriculture.
✓	Convener	8. Partner with the Farmer's Market to create a community kitchen to increase understanding or cooking with healthy foods.
✓	Convener	9. Conduct annual community health survey to track the health of the community.
✓	Owner	*10. Reevaluate landscaping requirements to allow for smaller building footprints and increase community gardens.
✓	Partner	11. Improve accessibility to healthcare services and locations.
✓	Partner	12. Relocate or improve the existing Farmer's Market to increase visibility and increase the number of customers.

Safety & Services

GOAL D: Provide high quality public safety and foster a sense of security for residents and visitors.

OBJECTIVE 1: Improve public safety to provide the highest level of service for Bolivar residents.

OBJECTIVE 2: Make improvements to the physical environment to increase safety.

		Strategies:
		1. Ensure emergency services have adequate equipment, training, and compensation to improve public safety.
		2. Implement programs and community design changes that deter crime and improve safety.
Short. Long.	City Role	Actions:
✓	Owner	1. Promote and increase personal safety outreach.
✓	Partner	2. Integrate the criminal justice program at Southwest Baptist University with City Police and Fire Departments to increase interest in first responder positions or community policing.
✓	Partner	3. Promote neighborhood watch programs to increase people's awareness of proactive crime deterrence.
✓	Owner	4. Continue to enhance fire and police practices to achieve national standards and accreditations.
✓	Owner	5. Equip public safety with technology to respond better and increase presence in the community.
✓	Owner	6. Create and fund a fleet maintenance plan.
✓	Owner	7. Enhance recruitment and retention of public safety employees.
✓	Partner	8. Continue to support and work with Police Department and Neighborhood Watch programs to proactively manage and prevent crime.
✓	Owner	9. Continue to build trust and work with organizations and neighborhoods.
✓	Owner	*10. Equip fire and police with the tools and resources to improve community safety (body cams, gear, SCBA, etc.).
✓	Partner	11. Work with business owners to create dynamic safety plans.
✓	Partner	12. Consider adopting and altering Crime Prevention Through Environmental Design policies when feasible.
✓	Owner	13. Reinforce compliance to codes and regulations – use codes to enhance safety.
✓	Owner	14. Develop an annual fire inspection program.
✓	Owner	15. Continue to utilize and upgrade the storm siren program.
✓	Owner	*16. Prioritize building fire station #1.
✓	Owner	17. Plan and construct a new fire station #2.
✓	Owner	*18. Enhance pedestrian level lighting along sidewalks and trails to increase feelings of safety.

CHAPTER 2: Health & Safety

Parks, Recreation & Leisure

GOAL E: Bolster parks and recreation amenities

OBJECTIVE 1: Improve the accessibility and equitable distribution of public and recreation facilities for people of all ages and abilities living in all neighborhoods.

Strategies:

1. Provide safe, accessible, affordable parks and recreation options to improve quality of life.
2. Enhance trails systems, including the Frisco Highline Trail.
3. Expand and promote parks and recreation activities for all ages and abilities.

Short. Long. City Role

Actions:

✓	Partner	1. Utilize the community calendar.
✓	Owner	2. Continue to expand adult and youth recreation programs and classes.
✓	Partner	* 3. Enhance trails around Town Branch Creek and embrace the historical significance of the water source.
✓	Owner	4. Ensure Parks and Recreation communicates with public safety personnel to improve safety.
✓	Partner	5. Reduce conflicts between pedestrian and vehicular traffic to improve safety.
✓	Partner	6. Improve accessibility and connections from trails to commercial areas.
✓	Owner	* 7. Develop a Parks Master Plan.
✓	Partner	8. Partner with the school district to share facilities.
✓	Partner	9. Partner with Southwest Baptist University to increase affordable recreation opportunities for adults.
✓	Partner	10. Work with schools to establish after school programs.
✓	Partner	11. Work with landowners to increase connectivity to parks and recreation facilities.
✓	Partner	12. Continually assess the need and possible locations of more neighborhood parks and playgrounds with the Parks and Recreation Department.
✓	Owner	13. Ensure all residents feel safe at parks and recreation facilities.
✓	Partner	14. Research and prepare a parks funding package to lower the cost of their development.
✓	Owner	15. Ensure parks are built to comply with ADA standards.
✓	Owner	16. Diversify facilities provided at existing community parks.
✓	Partner	* 17. Improve signage and wayfinding.

CHAPTER 3: Harmony with Nature

Sustainability & Resilience

GOAL F: Ensure Bolivar is resilient and environmentally sustainable for future generations

OBJECTIVE 1: Encourage practices to protect the future of our community and its natural resources.

Strategies:

1. Prioritize resource efficiency, waste reduction, and pollution prevention.
2. Expand green infrastructure and green spaces throughout the community to improve community health and reduce pollution.

Short. Long. City Role

Actions:

✓	Partner	1. Encourage the transition from single-use plastics to reusable and/or recyclable and compostable cutlery for public events.
✓	Partner	2. Form a committee to help promote sustainability within the community.
✓	Partner	3. Continuously investigate renewable energy options as they become more attainable at an individual and city level.
✓	Partner	* 4. Collaborate with local organizations and Southwest Baptist University to increase sustainable practices around the community.
✓	Partner	5. Partner with utility providers to provide alternative energy sources (solar, wind, etc.).
✓	Partner	6. Encourage green building design that prioritizes energy and resource efficiency, waste reduction, and pollution prevention, and occupant health and productivity.
✓	Owner	7. Consider adopting nonfinancial incentives (such as requiring fewer parking spaces) for incorporating green infrastructure, energy efficient lighting and thermostats, and other sustainability standards in new developments such as fewer parking spaces.
✓	Owner	8. Adopt policies that preserve open space and environmental sensitive lands
✓	Partner	9. Implement an "Adopt-a-spot" program to encourage people to cleanup areas of the community.
✓	Owner	10. Expand the yard waste program.
✓	Partner	11. Consider conducting an energy audit for City buildings to identify cost efficient upgrades to reduce energy consumption.

Natural Resources

GOAL G: Protect our community's natural assets and green space

OBJECTIVE 1: Meet environmental regulations for air, water, and land.

Strategies:

1. Promote and enhance Bolivar's natural resources and amenities to attract visitors and retain residents.
2. Improve water quality in lakes, streams, and rivers.

Short. Long. City Role

Actions:

✓	Owner	1. Promote conservation and improvement of existing outdoor recreation space in the community including Dunnegan Park and Town Branch.
✓	Owner	2. Continue to develop education through our MS4 stormwater policy.
✓	Owner	3. Form a committee to help steer sustainability within the community.
✓	Support	4. Support the agricultural community to grow agrotourism.
✓	Owner	5. Work with DNR, FEMA, and additional regulatory branches to improve standards.
✓	Owner	6. Actively consider the environmental impacts of new development to ensure sustainable development.
✓	Partner	* 7. Enhance and protect Town Branch through clean up and restoration efforts.

* Denotes a priority by the Steering Committee

CHAPTER 4: Economy & Education

Education, Jobs & Workforce

GOAL H: Enhance education opportunities for all ages and abilities to prepare Bolivar's workforce for the jobs of the future

OBJECTIVE 1: Improve the skills and abilities of the workforce to support economic development.

OBJECTIVE 2: Attract a skilled and diverse workforce to fill available jobs.

		Strategies:
		1. Encourage apprenticeship opportunities with residents and businesses.
		2. Increase trade school and vocational education opportunities.
		3. Grow partnerships between the Economic Development Alliance, Southwest Baptist University, Bolivar School District, and Bolivar Technical College to attract and retain a more diverse workforce.
Short. Long.	City Role	Actions:
✓	Partner	* 1. Continue to partner with Southwest Baptist University and other educational institutions to ensure workforce development matches jobs.
✓	Partner	2. Continue to encourage and support career days & job fairs.
✓	Convener	* 3. Expand vocational educational opportunities.
✓	Partner	4. Assess opportunity for internships and entrepreneurship (ACT Work Ready Communities).
✓	Partner	5. Continue to support the ACT Work Ready Communities initiatives.
✓	Partner	6. Continue to collaborate with the school district and BoMO Works to prepare students for jobs.
✓	Partner	7. Work with Southwest Baptist University to establish program to expand the job base.

GOAL I: Attract and retain the student population

OBJECTIVE 1: Increase the number of students coming to and staying in Bolivar.

		Strategies:
		1. Increase community diversity to attract new students and businesses.
		2. Increase workforce and affordable housing options to draw in and keep workers and students.
		3. Promote entertainment, restaurant, and recreation options.
		4. Collaborate with educational organizations and businesses.
Short. Long.	City Role	Actions:
✓	Partner	* 1. Continue to market Bolivar within the region.
✓	Convener	* 2. Ensure the number of available housing units aligns with workforce growth in the community.
✓	Convener	3. Invest in quality of life to retain and attract creative and innovative talent.
✓	Partner	4. Improve and support outdoor recreational opportunities to attract more highly skilled workers. (i.e., events, festivals, high-quality parks, and trails).
✓	Partner	5. Assist local businesses to fill and align available jobs with workforce.
✓	Partner	* 6. Connect students with community and local business owners to improve awareness of career and entrepreneurial opportunities.
✓	Convener	7. Increase accessibility of employment opportunities for people with disabilities.
✓	Partner	8. Assist development of student recruitment plan for educational institutions.
✓	Convener	9. Strengthen and support programs and services for people with disabilities.
✓	Partner	10. Support surveys and documentation that identify student experiences and preferences to better understand their likes and dislikes.
✓	Partner	11. Work with educational institutions and organizations to broaden student recruitment.
✓	Partner	12. Connect individuals, businesses, and organizations to state programs.
✓	Owner	13. Continue to make ADA improvements to infrastructure to increase accessibility of facilities.

Economic Activity & Downtown

GOAL J: Ensure Bolivar's economy is sustainable, resilient, and robust

OBJECTIVE 1: Diversify the economic base.

OBJECTIVE 2: Continue collaboration with local and regional economic development partners.

OBJECTIVE 3: Increase resident and tourist visits to commercial areas and Downtown.

		Strategies:
		1. Encourage various revenue streams to increase funding for economic development.
		2. Leverage local regional relationships to enhance economic development.
		3. Improve connections and efficiency of job centers and commercial areas
		4. Retain and strengthen existing businesses.
		5. Assist startup businesses and support entrepreneurs.
		6. Adapt to changing retail and industrial trends.
Short. Long.	City Role	Actions:
✓	Owner	* 1. Provide information to the public about the benefits of a local use tax.
✓	Partner	2. Promote more residential living spaces and live/work units Downtown.
✓	Partner	3. Encourage using local resources in ways that enhance economic opportunities while improving social conditions and supporting locally owned and produced goods and services.
✓	Partner	4. Support an atmosphere that allows business to grow and prosper, encouraging entrepreneurs that will provide beneficial goods and services to the local and regional community and improve resident livelihood.
✓	Convener	5. Advocate for technology opportunities that enhance small businesses.
✓	Owner	6. Consider levying a property tax to fund public safety services, schools, neighborhood revitalization, trail enhancements, and other capital improvement projects.
✓	Partner	7. Facilitate a process to monitor and regularly update travel data (i.e., traffic and pedestrian counts).
✓	Convener	8. Continue to enhance and expand promotion of Bolivar restaurants and entertainment through the Bolivar Chamber of Commerce and other local economic development organizations.
✓	Convener	9. Continue to update a current list of buildings that are for sale within the community.
✓	Owner	10. Reevaluate codes to allow for ground level residential in Downtown.
✓	Convener	11. Incentive entrepreneurs and start-ups to foster local businesses.
✓	Convener	12. Create a committee to provide a platform for the exchange of ideas amongst retirees and young professionals.
✓	Partner	* 13. Reconfigure parking and traffic flow of the Downtown Square to improve traffic congestion and efficiency.

* Denotes a priority by the Steering Committee

CHAPTER 5: Built Environment

Neighborhoods & Housing

GOAL K: Create connected, quality neighborhoods

OBJECTIVE 1: Improve neighborhood appearance and connectivity.

Strategies:

1. Replace dilapidated housing with infill housing.
2. Assist property owners with repairs and maintenance to improve the appearance of neighborhoods.
3. Promote green space, parks, and trails in existing and new residential development.
4. Continue usage and enforcement with regular updates of nuisances and building codes.
5. Promote neighborhood revitalization and beautification.

Short. Long. City Role Actions:

✓	Owner	1. Educate households about the building codes to ensure necessary repairs and maintenance to the housing stock.
✓	Partner	2. Support pilot projects for housing to determine the viability of innovative solutions.
✓	Owner	*3. Review current regulations for barriers to infill development and discretionary items that increase development costs.
✓	Partner	4. Encourage new residential housing construction to be consistent with existing community character.
✓	Owner	*4. Work with all levels of government to help reduce dilapidated housing through grants and partnerships.
✓	Owner	6. Assess and track number of vacant buildings to identify blighted areas.
✓	Owner	7. Consider modifying and enforcing the property maintenance code to improve the attractiveness of residential areas.
✓	Owner	8. Require a percentage of subdivisions and new residential developments to provide shared amenities such as green space or playgrounds.
✓	Owner	9. Create a demolition fund to raze dilapidated housing as a catalyst to attract new, infill housing.
✓	Partner	10. Establish a housing maintenance program to assist homeowners with repairs.
✓	Partner	11. Support the creation of a neighborhood beautification program to improve attractiveness and character of residential areas.
✓	Partner	*12. Expand the sidewalk network and fill in sidewalk gaps.

GOAL L: Support a range of housing types and prices to meet the market demand and resident needs across all life stages and abilities.

OBJECTIVE 1: Increase options that provide a range of housing prices and maintain affordability.

OBJECTIVE 2: Create and maintain a variety of housing types, and styles to increase housing diversity and neighborhood character.

Strategies:

1. Explore alternative housing types and living arrangements.
2. Preserve and enhance existing housing stock.
3. Fill gaps in the range of available housing price points to ensure attainable and affordable housing options for all.
4. Provide a range of housing types – size, configuration, tenure, age, and ownership structure – to accommodate changing demands.

Short. Long. City Role Actions:

✓	Convener	*1. Increase the number of quality market-rate (market-rate has no affordability restrictions) rental housing units to attract high-income renters.
✓	Partner	*2. Evaluate opportunities to encourage workforce housing that enables the recruitment and retention of workforce including healthcare, education, and public safety employees. (workforce housing are households earning between 60 and 120 percent of area median income (AMI))
✓	Partner	3. Pursue housing grants and programs that increase the supply of affordable housing (i.e., CDBG, Rural Housing Service Programs, Low-Income Housing Tax Credits, Choice Neighborhoods, HOME Investment Partnership Program, etc.). ("affordable housing" typically has restrictions or subsidies associated with it)
✓	Partner	4. Conduct a housing needs study periodically to evaluate the number of affordable units currently available to align with future demand.
✓	Partner	5. Work with non-profits, government agencies, and other local organizations to increase available workforce and affordable housing units. (E.g., Springfield Housing Authority, Habitat for Humanity).
✓	Convener	6. Encourage the formation of a non-profit housing corporation to increase the quantity and quality of rental housing.
✓	Partner	7. Collaborate with non-profits, government agencies, and other local organizations to repair and build new housing.
✓	Partner	8. Monitor annual Census Bureau estimates comparing the annual cost of housing occupancy (e.g., rent and mortgage payments, taxes, insurance, utilities, and routine maintenance) to annual household incomes.
✓	Owner	9. Incentivize development that increases the supply of accessible housing (zero-step entry, master on ground floor, etc.).
✓	Owner	*10. Evaluate the accommodation of tiny homes and smaller lot sizes.
✓	Owner	11. Explore code modifications to encourage Universal Design (zero-step entry, master on ground floor, etc.) for new residential development.
✓	Owner	12. Reassess the zoning regulations & Special Use Permit.
✓	Convener	13. Utilize the Low-Income Housing Tax Credit (LIHTC) program that allows owners or purchasers of multifamily buildings to revitalize older properties in need of renovation.
✓	Partner	14. Explore and consider a first-time homebuyer assistance program to attract young professionals and families.

* Denotes a priority by the Steering Committee

CHAPTER 5: Built Environment

Transportation & Mobility

GOAL M: Develop a safe, efficient transportation network that connects and accommodates a variety of modes and users

OBJECTIVE 1: Accommodate a variety of transportation choices, modes, and users.

OBJECTIVE 2: Enhance connections between where people live and where they work and play.

		Strategies:
		1. Improve and expand the sidewalk and pedestrian network.
		2. Incorporate strategic, attractive design features to promote walking and biking (e.g., bicycle facilities, wayfinding signage, gateway features, etc.)
		3. Ensure trails and sidewalks are well-maintained, connected, and safe for all ages and abilities.
		4. Collaborate and form partnerships to improve the transportation network and other related capital improvement projects.
		5. Enhance connections and transportation options to major destinations.
		6. Explore and plan for alternative transportation modes and infrastructure trends.
Short. Long.	City Role	Actions:
✓	Owner	* 1. Continue to apply emerging and adaptive technology to improve traffic flow and safety (LED streetlights, automated traffic signal coordination, adaptive traffic signal technology, etc.).
✓	Owner	2. Evaluate traffic signal timing to keep up with changing traffic patterns.
✓	Owner	3. Investigate the cost and implementation of adaptive traffic signal technology to optimize operations for all travel modes.
✓	Partner	4. Consider infrastructure that supports Electric Vehicles (i.e., charging stations)
✓	Owner	5. Consider Complete Street principles where feasible to improve the safety and efficiency of the transportation network.
✓	Partner	6. Coordinate utility repairs, upgrades, and expansion with transportation improvements and projects when necessary.
✓	Partner	7. Plan to improve traffic safety through traffic calming techniques (pedestrian refuge islands, raised crosswalks, raised intersections, on-street parking with curb extensions, street trees, etc.).
✓	Owner	8. Develop an Access Management Plan to holistically address and improve property access and overall street function.
✓	Owner	9. Update the transportation guidelines to include trails, streets, streetscaping, best management practices, etc.
✓	Owner	10. Plan for a recreational trail system parallel to natural streamways.
✓	Partner	* 11. Continue to work with Southwest Baptist University, educational institutions, and school district to expand the sidewalk network.
✓	Partner	12. Collaborate with major employers to provide transportation amenities and connections to improve customers and employee access to jobs.
✓	Partner	13. Partner with the City of Springfield, Polk County, and OATS transit to promote multimodal connectivity and transit system interoperability.
✓	Partner	14. Work with Southwest Baptist University's Pre-engineering Program to assist transportation improvements and plans.
✓	Owner	15. Work with public safety employees to address repeated traffic violations and safety concerns (e.g. speeding, traffic collisions).
✓	Owner	* 16. Evaluate future road construction to alleviate traffic congestion and improve safety.
✓	Partner	17. Continue to assess public transportation options and trends.
✓	Partner	18. Continue to monitor sidewalk conditions and replace sidewalks and ramps using Americans with Disabilities Act (ADA) design regulations.
✓	Partner	19. Assess the need for a city transportation planner to design low-cost transportation improvements, assist with large-scale developments, improve transportation safety, submit transportation grants, etc.
✓	Owner	20. Incentivize development that promotes walking and biking.
✓	Owner	21. Require new commercial businesses to construct sidewalks or roadway connections to fill gaps in the transportation network.
✓	Owner	22. Continue to monitor and modify codes that deal with Artificial Intelligence (AI).
✓	Owner	23. Create new policy language to adapt best practices for smart work zones, traffic signal connectivity, traffic data collection systems, emergency signal preemption, incident management response, and vehicle-infrastructure intercommunication.
✓	Convener	24. Implement a ride-share program to accommodate bicycle users and expand transportation choice.
✓	Partner	25. Implement an "Adopt-a-spot" along trails to keep pathways to improve cleanliness.
✓	Partner	* 26. Create a program to address needs in pedestrian infrastructure and gaps in the sidewalk network.
✓	Owner	27. Improve streetlighting to increase visibility and safety of users.
✓	Owner	* 28. Implement a maintainable transportation improvement fund consisting of community reinvestment and government grants to reconstruct critical infrastructure.
✓	Partner	29. Update pedestrian crossings with audible pushbuttons, shorter pedestrian crossings, high visibility retroreflective pavement markings and signs, and activated warning lights.
✓	Partner	30. Incorporate low-maintenance, attractive design features to promote walking and biking (e.g., bicycle facilities, wayfinding signage, gateway features, trailhead parking, pedestrian scale lighting, rest benches, etc.).

* Denotes a priority by the Steering Committee

CHAPTER 5: Built Environment

Infrastructure & Public Facilities

GOAL N: Provide infrastructure and facilities that are flexible, efficient, and support a high quality of life.

OBJECTIVE 1: Enhance existing infrastructure and public facilities while investing in new infrastructure that supports growth.

OBJECTIVE 2: Improve technology and telecommunications infrastructure.

		Strategies:
		1. Upgrade and maintain existing infrastructure and facilities.
		2. Ensure public facilities and services are equitably distributed and meet the demand of the community.
		3. Consider joint-use facilities to maximize space and resources.
		4. Implement technology to improve infrastructure performance and expand telecommunication utilities.
Short. Long.	City Role	Actions:
✓	Partner	1. Promote low-maintenance Best Management Practices (BMPs) as a sustainable alternative to concrete structures.
✓	Owner	2. Implement a proactive approach to addressing potholes and drainage problems to include status updates to citizens.
✓	Owner	3. Utilize technology monitoring systems for utilities that track performance and notify public works of issues or disruptions.
✓	Owner	4. Plan to reduce traffic congestion through traffic calming techniques (bump-outs, street trees, etc.)
✓	Partner	5. Invest in smart-technology and infrastructure.
✓	Owner	6. Consider updating guidelines for green infrastructure systems which allow for greater capture of rainwater for ecological restoration with minimal need for post-construction maintenance.
✓	Partner	* 7. Work with internet providers to increase access, reliability, speed, and internet user experience at a reasonable cost.
✓	Partner	8. Partner with agencies, local organizations, and property owners to address operational and aesthetic issues with worn-out infrastructure.
✓	Owner	9. Update street design guidelines to minimize conflict areas between motor vehicles, bicycles, and pedestrians.
✓	Owner	10. Develop annual code inspection program.
✓	Owner	11. Consider new city guidelines for effectively reducing maintenance issues for utilities, reducing waste, and installing pollution prevention mechanisms.
✓	Partner	12. Work with businesses and other stakeholders to create a program that implements street lighting to increase pedestrian safety.
✓	Partner	13. Partner with school district to share resources and facilities.
✓	Partner	14. Track inventory of buildings and properties with utility, communications, and infrastructure needs to proactively address potential issues.
✓	Owner	15. Upgrade public facilities to comply with American with Disabilities Act (ADA) regulations.
✓	Owner	16. Regulate and maintain public facilities to ensure they meet demand for usage and space.
✓	Owner	* 17. Explore trends and techniques to improve cost and efficiency of public facilities. (i.e., energy efficient lighting, materials, building techniques, etc.)
✓	Owner	* 18. Provide better pedestrian lighting to increase safety.
✓	Owner	19. Explore obtaining rights of expanded sources of water to maintain ample supply of water (e.g., Access rights at regional water sources.)

* Denotes a priority by the Steering Committee



BOLIVAR_{Missouri}

STRATEGIC PLAN 2021-2026





Bolivar is the place to call home & build your future.

In 2040, Bolivar will prioritize prosperity, inclusion, and growth. Bolivar will be incredible because of our community spirit and friendly atmosphere. We will continue to be known for quality education and healthcare. Bolivar will be a community that offers urban amenities with rural charm. Our resilience and caring nature will attract people and businesses for years to come.

Community IDENTITY



History & Historic Resources



Sense of Community & Unique Attractions



GOAL A: Preserve Bolivar's history and historic resources for future generations

OBJECTIVE 1: Increase the understanding and appreciation of historic resources.

OBJECTIVE 2: Encourage historic preservation efforts.

STRATEGIES

1. Encourage and promote historic preservation.
2. Create historic districts to improve appearance and sense of place.

LOCAL ACTIONS

Practice Improvements

- Seek out grants and other dedicated funding sources for historic preservation. (Supports Strategy 1, 2) ▲

Plan Development

- Consider Downtown design guidelines. (Supports Strategy 1, 2) ▲

Policy & Code Adjustment

- Review codes related to restoration and maintenance of historic properties. (Supports Strategy 1, 2)

Facilities or Infrastructure Improvements

- Ensure infrastructure (*i.e.*, signage, lighting, roads, etc.) supports and protects the integrity and character of historic areas and assets. (Supports Strategy 1, 2) ▲



Denotes a priority by the Steering Committee



GOAL B: Promote and create an attractive, inclusive, and welcoming community with unique offerings for all residents and visitors.

OBJECTIVE 1: Increase the number of visitors and residents through unique attractions, cultural amenities, and community events.

OBJECTIVE 2: Increase people's sense of belonging in the community.

OBJECTIVE 3: Improve our community's visual appearance.

OBJECTIVE 4: Promote our community identity and unique offerings.

STRATEGIES

1. Provide events and festivals to increase people's sense of belonging.
2. Support and enhance the artistic, innovative, and creative culture.
3. Market and brand Bolivar as a safe and affordable community to draw new residents.
4. Promote Bolivar as a unique community with offerings for all ages and abilities.
5. Improve coordination and communications of events and announcements in Bolivar.
6. Create more places for people to gather and provide opportunities for social interaction and inclusion for all ages and abilities.
7. Improve the attractiveness of corridors, commercial areas, and gateways into the community.

LOCAL ACTIONS

Education & Outreach

- Seek opportunities to promote and encourage art programs for the student populations. *(Supports Strategy 1, 2, 4)* ▲
- Advertise Bolivar through various media outlets to attract residents and visitors. *(Supports Strategy 3, 4, 5)*
- Provide outreach to educational institutions to ensure engagement of all age groups in community-wide events, organizations, and opportunities. *(Supports Strategy 4, 5)*
- Continue to explore city outreach and events such as national night out. *(Supports Strategy 1, 4, 5)*

Practice Improvements

- Utilize and increase engagement through social media platforms. *(Supports Strategy 4, 5)*

Partnerships & Collaboration

- Work with property owners to make downtown sidewalks accessible and aesthetically pleasing to enhance the value of the area. *(Supports Strategy 7)* ▲

Inventory, Assessment, or Survey

- Identify gaps in community events and expand opportunities to explore community strengths and resident interests, talents, and cultural backgrounds. *(Supports Strategy 1, 2, 4, 5)*
- Evaluate the need to increase gateways, signage, and wayfinding markers and ensure they are welcoming, prominent, attractive, informative, and represent Bolivar's community identity. *(Supports Strategy 3, 4, 5, 7)*

Facilities or Infrastructure Improvements

- Seek opportunities to create flexible spaces that can change to provide different activities. *(Supports Strategy 4, 6)* ▲



Safe & Healthy COMMUNITY



Public Health & Wellbeing



Safety & Safety Services



Parks, Recreation & Leisure

GOAL C: Support community health and well-being of all generations in our community.



OBJECTIVE 1: Enhance access to quality, integrated physical and mental healthcare resources.

OBJECTIVE 2: Improve access to healthy, locally grown foods for all residents.

STRATEGIES

1. Encourage equitable access to health care services available to all.
2. Promote the City's mental health liaison to connect people with healthcare services.
3. Promote healthy lifestyle choices and active living.
4. Support urban agriculture and community gardens to increase people's access to healthy foods.

LOCAL ACTIONS

Education & Outreach

- Promote the Farmer's Market to increase the number of users. (*Supports Strategy 3*)

Practice Improvements

- Continue to support life change and recovery programs for those with substance abuse and other issues. (*Supports Strategy 1, 2, 3*) ▲

GOAL D: Provide high quality public safety and foster a sense of security for residents and visitors.



OBJECTIVE 1: Improve public safety to provide the highest level of service for Bolivar residents.

OBJECTIVE 2: Make improvements to the physical environment to increase safety.

STRATEGIES

1. Ensure emergency services have adequate facilities, equipment, training, and compensation to improve public safety.
2. Implement programs and community design changes that deter crime and improve safety.

LOCAL ACTIONS

Education & Outreach

- Promote and increase personal safety outreach. (*Supports Strategy 1, 2*)

Practice Improvements

- Continue to enhance fire and police practices to achieve national standards and accreditations. (*Supports Strategy 1*)
- Equip public safety with technology to respond better and increase presence in the community. (*Supports Strategy 1*)

Plan Development

- Create and fund a fleet maintenance plan. (*Supports Strategy 1*)
- Enhance recruitment and retention of public safety employees. (*Supports Strategy 1*)

Partnerships & Collaboration

- Continue to build trust and work with organizations and neighborhoods. (*Supports Strategy 2*)

Inventory, Assessment, or Survey

- Equip fire and police with the tools and resources to improve community safety (body cams, gear, SCBA, etc.). (*Supports Strategy 1*) ▲

Policy & Code Adjustment

- Reinforce compliance to codes and regulations – use codes to enhance safety. (*Supports Strategy 1, 2*)

Programs or Services

- Continue to utilize and upgrade the storm siren program. (*Supports Strategy 1*)

Facilities or Infrastructure Improvements

- Prioritize building fire station #1. (*Supports Strategy 1*)



Denotes a priority by the Steering Committee



GOAL E: Bolster parks and recreation amenities

OBJECTIVE 1: Improve the accessibility and equitable distribution of public and recreation facilities for people of all ages and abilities living in all neighborhoods.

STRATEGIES

1. Provide safe, accessible, affordable parks and recreation options to improve quality of life.
2. Enhance trails system, including the Frisco Highline Trail.
3. Expand and promote parks and recreation activities for all ages and abilities.

LOCAL ACTIONS

Education & Outreach

- Utilize the community calendar.
(Supports Strategy 3)

Practice Improvements

- Continue to expand adult and youth recreation programs and classes. (Supports Strategy 1, 3)
- Ensure Parks and Recreation communicates with public safety personnel to improve safety.
(Supports Strategy 1)

Plan Development

- Develop a Parks Master Plan.
(Supports Strategy 1, 2, 3) ▲

Partnerships & Collaboration

- Partner with the school district to share facilities.
(Supports Strategy 3)
- Work with schools to establish after-school programs. (Supports Strategy 3)

Enforcement & Incentives

- Ensure all residents feel safe at parks and recreation facilities. (Supports Strategy 1)

Facilities or Infrastructure Improvements

- Ensure parks are built to comply with ADA standards. (Supports Strategy 1, 2, 3)
- Diversify facilities provided at existing community parks. (Supports Strategy 3)
- Improve signage and wayfinding.
(Supports Strategy 3)



Harmony with NATURE



Natural Resources



Sustainability & Resiliency

GOAL F: Ensure Bolivar is resilient and environmentally sustainable for future generations.



OBJECTIVE 1: Encourage practices to protect the future of our community and its natural resources.

STRATEGIES

1. Prioritize resource efficiency, waste reduction, and pollution prevention.
2. Expand green infrastructure and green spaces throughout the community to improve community health and reduce pollution.

LOCAL ACTIONS

Practice Improvements

- Continuously investigate renewable energy options as they become more attainable at an individual and city level. *(Supports Strategy 1)*

GOAL G: Protect our community's natural assets and green space.



OBJECTIVE 1: Meet environmental regulations for air, water, and land

STRATEGIES

1. Promote and enhance Bolivar's natural resources and amenities to attract visitors and retain residents.
2. Improve water quality in lakes, streams, and rivers.

LOCAL ACTIONS

Education & Outreach

- Continue to develop education through our MS4 stormwater policy. *(Supports Strategy 2)*



Denotes a priority by the Steering Committee

Education & ECONOMY



Education



Jobs & Workforce

Economic Activity
& Downtown

GOAL H: Enhance education opportunities for all ages and abilities to prepare Bolivar's workforce for the jobs of the future.

OBJECTIVE 1: Improve the skills and abilities of the workforce to support economic development.

OBJECTIVE 2: Attract a skilled and diverse workforce to fill available jobs.

STRATEGIES

1. Encourage apprenticeship opportunities for residents with businesses.
2. Increase trade school and vocational education opportunities.
3. Grow partnerships between the Economic Development Alliance, Southwest Baptist University, Bolivar School District, and Bolivar Technical College to attract and retain a more diverse workforce.

LOCAL ACTIONS

Partnerships & Collaboration

- Continue to partner with Southwest Baptist University and other educational institutions to ensure workforce development matches jobs. *(Supports Strategy 2, 3)* ▲
- Continue to encourage and support career days & job fairs. *(Supports Strategy 1, 2, 3)*

Inventory, Assessment, or Survey

- Assess opportunity for internships and entrepreneurship (ACT Work Ready Communities) *(Supports Strategy 1, 2, 3)*

Programs or Services

- Continue to support the ACT Work Ready Communities initiatives. *(Supports Strategy 1, 2)*
- Continue to collaborate with the school district and BoMO Works to prepare students for jobs. *(Supports Strategy 1, 2, 3)*
- Work with Southwest Baptist University to establish programs to expand the job base. *(Supports Strategy 3)*

GOAL I: Attract and retain the student population.

OBJECTIVE 1: Increase the number of students coming to and staying in Bolivar.

STRATEGIES

1. Increase community diversity to attract new students and businesses.
2. Increase workforce and affordable housing options to draw in and keep workers and students.
3. Promote entertainment, restaurant, and recreation options.
4. Collaborate with educational organizations and businesses.

LOCAL ACTIONS

Education & Outreach

- Continue to market Bolivar within the region. *(Supports Strategy 1, 2, 3, 4)* ▲

Practice Improvements

- Ensure the number of available housing units aligns with workforce growth in the community. *(Supports Strategy 2)* ▲
- Invest in quality of life to retain and attract creative and innovative talent. *(Supports Strategy 2, 3)*
- Connect students with community and local business owners to improve awareness of career and entrepreneurial opportunities. *(Supports Strategy 4)* ▲

Plan Development

- Assist with development of student recruitment plan for educational institutions. *(Supports Strategy 3, 4)*

Programs or Services

- Connect individuals, businesses, and organizations to state programs administered at the local or regional level. *(Supports Strategy 2, 4)*

Facilities or Infrastructure Improvements

- Continue to make ADA improvements to infrastructure to increase accessibility of facilities and accommodate students and faculty with disabilities. *(Supports Strategy 1, 2, 3, 4)*



▲ Denotes a priority by the Steering Committee

GOAL J: Ensure Bolivar's economy is sustainable, resilient, and robust.



OBJECTIVE 1: Diversity the economic base.

OBJECTIVE 2: Continue collaboration with local and regional economic development partners.

OBJECTIVE 3: Increase resident and tourist visits to commercial areas and Downtown.

STRATEGIES

1. Encourage various revenue streams to increase funding for economic development.
2. Leverage local and regional relationships to enhance economic development.
3. Improve connections and efficiency of job centers and commercial areas.
4. Retain and strengthen existing businesses.
5. Assist startup businesses and support entrepreneurs.
6. Adapt to changing retail and industrial trends.

LOCAL ACTIONS

Education & Outreach

- Provide information to the public about a local use tax. *(Supports Strategy 1)*
- Promote more residential living spaces and live/work units Downtown. *(Supports Strategy 3, 4)*

Practice Improvements

- Support an atmosphere that allows business to grow and prosper, encouraging entrepreneurs that will provide beneficial goods and services to the local and regional community and improve resident livelihood. *(Supports Strategy 4, 5)*
- Consider levying a property tax to fund public safety services, schools, neighborhood revitalization, trail enhancements, and other capital improvement projects. *(Supports Strategy 1)*

Plan Development

- Facilitate a process to monitor and regularly update travel data (i.e., traffic and pedestrian counts). *(Supports Strategy 2, 3, 4)*

Partnerships & Collaboration

- Continue to enhance and expand promotion of Bolivar restaurants and entertainment through the Bolivar Chamber of Commerce and other local economic development organizations. *(Supports Strategy 2, 3, 4, 5)*

Inventory, Assessment, or Survey

- Continue to update a current list of buildings that are for sale within the community. *(Supports Strategy 2, 5)*

Enforcement & Incentives

- Reevaluate codes to allow for ground level residential in Downtown. *(Supports Strategy 4, 5)*
- Incentivize entrepreneurs and start-ups to foster local businesses. *(Supports Strategy 2, 4, 5)*



Built ENVIRONMENT



Neighborhoods & Housing



Transportation & Mobility



Infrastructure & Utilities



Public Facilities



GOAL K: Create connected, quality neighborhoods.

OBJECTIVE 1: Improve neighborhood appearance and connectivity.

STRATEGIES

1. Replace dilapidated housing with infill housing.
2. Assist property owners with repairs and maintenance to improve the appearance of neighborhoods.
3. Promote green space, parks, and trails in existing and new residential development.
4. Continue usage and enforcement of nuisances and building codes with regular updates.
5. Promote neighborhood revitalization and beautification.

LOCAL ACTIONS

Education & Outreach

- Educate households about the building codes to ensure necessary repairs and maintenance to the housing stock. (*Supports Strategy 2, 4, 5*)

Practice Improvements

- Review current regulations for barriers to infill development and discretionary items that increase development costs. (*Supports Strategy 1, 3, 4*) ▲

Programs or Services

- Create a demolition fund to raze dilapidated housing as a catalyst to attract new, infill housing. (*Supports Strategy 1*)

Facilities or Infrastructure Improvements

- Expand the sidewalk network and fill in sidewalk gaps. (*Supports Strategy 3, 5*) ▲



Denotes a priority by the Steering Committee



GOAL L: Support a range of housing types and prices to meet the market demand and resident needs across all life stages and abilities.

OBJECTIVE 1: Increase options that provide a range of housing prices and maintain affordability.

OBJECTIVE 2: Create and maintain a variety of housing types, and styles to increase housing diversity and neighborhood character.

STRATEGIES

1. Explore alternative housing types and living arrangements.
2. Preserve and enhance existing housing stock.
3. Fill gaps in the range of available housing price points to ensure attainable and affordable housing options for all.
4. Provide a range of housing types – size, configuration, tenure, age, and ownership structure – to accommodate changing demands.

LOCAL ACTIONS

Practice Improvements

- Increase the number of quality market-rate (market-rate has no affordability restrictions) rental housing units to attract high income renters. *(Supports Strategy 3, 4)* ▲
- Evaluate opportunities to encourage workforce housing that enables the recruitment and retention of workforce including healthcare, education, and public safety employees. (workforce housing are households earning between 60 and 120 percent of area median income (AMI)) *(Supports Strategy 3, 4)* ▲
- Pursue housing grants and programs that increase the supply of affordable housing (i.e., CDBG, Rural Housing Service Programs, Low-Income Housing Tax Credits, Choice Neighborhoods, HOME Investment Partnership Program, etc.). (“affordable housing” typically has restrictions or subsidies associated with it) *(Supports Strategy 3, 4)*

Plan Development

- Conduct a housing needs study periodically to evaluate the number of affordable units currently available to align with future demand. *(Supports Strategy 1, 3)*

Partnerships & Collaboration

- Encourage the formation of a non-profit housing corporation to increase the quantity and quality of rental housing. *(Supports Strategy 2, 3, 4)*

Inventory, Assessment, or Survey

- Monitor annual Census Bureau estimates comparing the annual cost of housing occupancy (e.g., rent and mortgage payments, taxes, insurance, utilities, and routine maintenance) to annual household incomes. *(Supports Strategy 3, 4)*

Enforcement & Incentives

- Incentivize development that increases the supply of accessible housing (zero-step entry, master on ground floor, etc.). *(Supports Strategy 1, 2, 4)*

Policy & Code Adjustment

- Evaluate the accommodation of tiny homes and smaller lot sizes. *(Supports Strategy 1, 3, 4)* ▲
- Explore code modifications to encourage Universal Design (zero-step entry, master on ground floor, etc.) for new residential development. *(Supports Strategy 1)*
- Reassess the zoning regulations & Special Use Permit. *(Supports Strategy 1, 4)*





GOAL M: Develop a safe, efficient transportation network that connects and accommodates a variety of modes and users.

OBJECTIVE 1: Accommodate a variety of transportation choices, modes, and users.

OBJECTIVE 2: Enhance connections between where people live and where they work and play.

OBJECTIVE 3: Improve the efficiency and safety of the transportation network.

STRATEGIES

1. Improve and expand the sidewalk and pedestrian network.
2. Incorporate strategic, attractive design features to promote walking and biking (e.g., bicycle facilities, wayfinding signage, gateway features, etc.).
3. Ensure trails and sidewalks are well-maintained, connected, and safe for all ages and abilities.
4. Collaborate and form partnerships to improve the transportation network and other related capital improvement projects.
5. Enhance connections and transportation options to major destinations.
6. Explore and plan for alternative transportation modes and infrastructure trends.

LOCAL ACTIONS

Practice Improvements

- Continue to apply emerging and adaptive technology to improve traffic flow and safety (LED streetlights, automated traffic signal coordination, adaptive traffic signal technology, etc.). (Supports Strategy 3, 4, 5) ▲
- Evaluate traffic signal timing to keep up with changing traffic patterns. (Supports Strategy 4, 5)
- Consider infrastructure that supports Electric Vehicles (i.e., charging stations) (Supports Strategy 6)
- Coordinate utility repairs, upgrades, and expansion with transportation improvements and projects when necessary. (Supports Strategy 4)

Plan Development

- Plan to improve traffic safety through traffic calming techniques (pedestrian refuge islands, raised crosswalks, raised intersections, on-street parking with curb extensions, street trees, etc.). (Supports Strategy 1, 2, 4, 5, 6)
- Update the transportation guidelines to include trails, streets, streetscaping, best management practices, etc. (Supports Strategy 1, 2, 3, 5)
- Plan for a recreational trail system parallel to natural streamways. (Supports Strategy 1, 2, 3, 4)

Partnerships & Collaboration

- Continue to work with Southwest Baptist University, educational institutions, and school district to expand sidewalk network. (Supports Strategy 1, 2, 3, 4, 5) ▲
- Collaborate with major employers to provide transportation amenities and connections to improve customer and employee access to jobs. (Supports Strategy 1, 2, 3, 4, 5)
- Work with public safety employees to address repeated traffic violations and safety concerns (i.e. speeding, traffic collisions, etc.). (Supports Strategy 4)

Inventory, Assessment, or Survey

- Evaluate future road construction to alleviate traffic congestion and improve safety. (Supports Strategy 4) ▲
- Continue to assess public transportation options and trends. (Supports Strategy 2, 6)
- Continue to monitor sidewalk conditions and replace sidewalks and ramps using Americans with Disabilities Act (ADA) design regulations. (Supports Strategy 1, 2, 3, 4, 5, 6)

Policy & Code Adjustment

- Consider requiring new commercial businesses to construct sidewalks or roadway connections to fill gaps in the transportation network. (Supports Strategy 1, 3, 4, 5)
- Continue to monitor and modify codes that relate to Artificial Intelligence (AI). (Supports Strategy 4, 6)
- Create new policy language to adapt best practices for smart work zones, traffic signal connectivity, traffic data collection systems, emergency signal preemption, incident management response, and vehicle-infrastructure intercommunication. (Supports Strategy 3, 5, 6)

Facilities or Infrastructure Improvements

- Improve streetlighting to increase visibility and safety of users. (Supports Strategy 1, 2, 3, 4, 5)
- Update pedestrian crossings with audible pushbuttons, shorter pedestrian crossings, high visibility retroreflective pavement markings and signs, and activated warning lights. (Supports Strategy 1, 2, 3, 4, 5)





GOAL N: Provide infrastructure, utilities, and facilities that are flexible, efficient, and support a high quality of life.

OBJECTIVE 1: Enhance existing infrastructure and public facilities while investing in new infrastructure that supports growth.

OBJECTIVE 2: Improve utilities and telecommunications infrastructure.

STRATEGIES

1. Upgrade and maintain existing infrastructure and facilities.
2. Ensure public facilities and services are equitably distributed and meet the demand of the community.
3. Consider joint-use facilities to maximize space and resources.
4. Implement technology to improve infrastructure performance and expand telecommunication utilities.

LOCAL ACTIONS

Education & Outreach

- Promote low-maintenance Best Management Practices (BMPs) as a sustainable alternative to concrete structures. *(Supports Strategy 1, 2, 4)*

Practice Improvements

- Implement a proactive approach to addressing potholes and drainage problems to include status updates to citizens. *(Supports Strategy 1, 2, 4)*
- Utilize technology monitoring systems for utilities that track performance and notify public works of issues or disruptions. *(Supports Strategy 1, 2, 4)*

Partnerships & Collaboration

- Work with internet providers to increase access, reliability, speed, and internet user experience at a reasonable cost. *(Supports Strategy 1, 4)* ▲
- Partner with agencies, local organizations, and property owners to address operational and aesthetic issues with worn-out infrastructure. *(Supports Strategy 1, 2, 3)*
- Partner with school district to share resources and facilities. *(Supports Strategy 2, 3)*







Appendix A

BOLIVAR R-1
School Division Building

Market Analysis



April 2021

Robert M. Lewis, FAICP, CEcD

Assistant Professor, Urban Planning & Development
 Director, Community Planning Lab
 School of Social Work
 Saint Louis University

Summary

This analysis is a crucial element of Bolivar's future. While the retail sector appears to be in all-around good health, population, housing, and employment projections are less robust. Retail clearly services a large "hinterland," but Bolivar is not participating equally (yet) in larger growth trends.

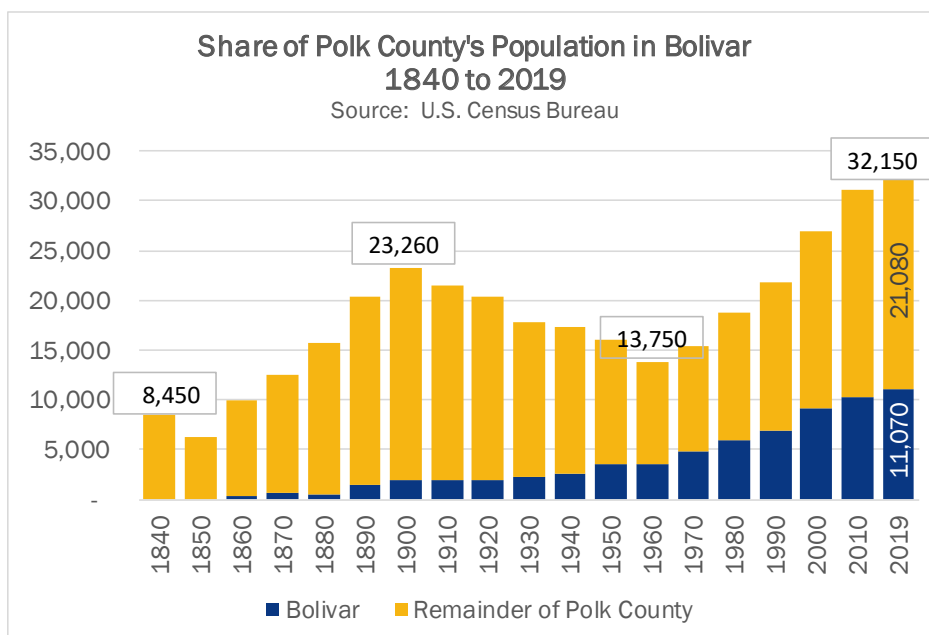
Some of this is due to generally depressed population growth rates in southwest Missouri and, to a large extent, throughout much of the United States. Census projections past mid-century for the nation demonstrate the slowest population growth rates in American history. For places like Bolivar (and Missouri, more generally), more vigorous population growth would have to come from movement of people from other places. But the same census reports indicate that Americans are moving far less often than in decades past.

Overcoming such slow-moving forces may require more aggressive branding and marketing, as well as assuring that the quality of life in Bolivar exceeds expectations of alternative places. An advantage is that Bolivar is part of a relatively large metropolitan area, and Americans are increasingly becoming metropolitan residents—at the expense of rural areas. But Bolivar is also on the edge of rural population declines.

The Springfield area has long had strong economic development leadership, especially through its regional chamber of commerce. Bolivar leaders should make sure that they continue to be part of regional initiatives that can lead to more growth and prosperity in Bolivar—if growth is, indeed, a goal. In any event, the City needs to be deeply involved in regional economic development efforts to ensure that new opportunities for jobs, income, and prosperity are part of Bolivar's future, even if net population or job growth is not.

Population Projections – At a Glance

- Census data from 1990 to 2019 (29 years) shows that Bolivar’s population increased by 4,222.
- Bolivar’s population growth rate has shown signs of slowing down compared to the 1990’s.
- The state of Missouri’s population grew more slowly and less robustly than earlier projections anticipated.
- 2019 population estimates for Polk County and surrounding counties fell short of 2020 projections.
- The United States is on a downward slope for population growth. Over the next 40 years, data projections predict that population growth rates will be less than half the historic pattern. (Historic highs in the 1990’s attributed mostly to Baby Boomers)
- Smaller areas such as Bolivar could benefit from proximity to metropolitan growth and job diversity.
- Increased broadband funding for smaller towns and rural America could help position Bolivar to attract remote workers that don’t have to live in a city to work.



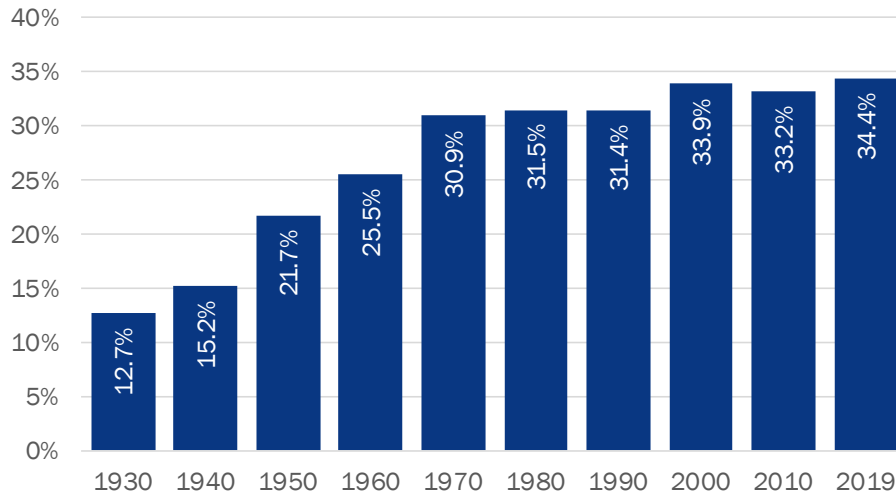
Polk County has had a relatively sizeable population since its first census in 1840 with 8,450. Bolivar’s first population count began with the 1860 U.S. Census when there were 410 residents, or 4.1% of the county’s then 10,000 residents.

Polk County has had a volatile population experience since then. Its population grew to 23,260 by 1900, but dropped steadily as agricultural mechanization and other factors depleted the need for larger families. By 1960, population had dropped by almost 10,000 to 13,750.

Since then, steady growth in both the city and the county has been the norm as Polk County adapted to changing economic opportunities.

Share of Polk County's Population in Bolivar 1930 to 2019

Source: U.S. Census Bureau

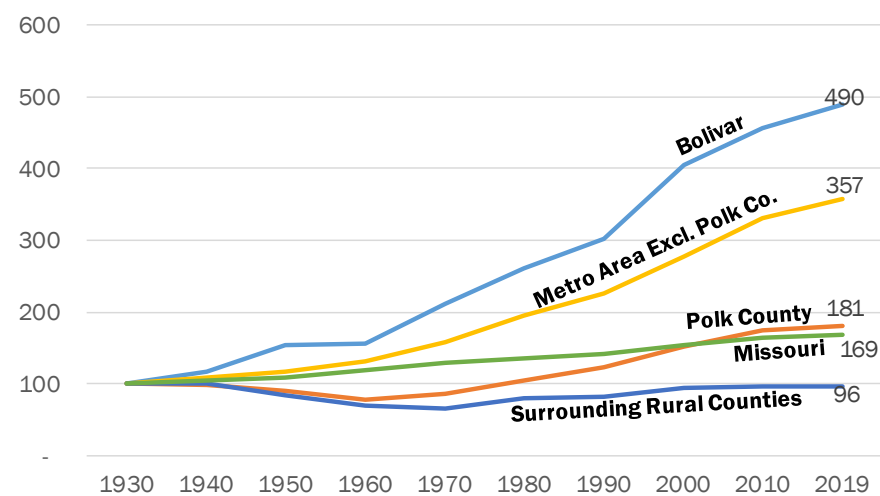


Bolivar now makes up one third of the county's population, up from less than 13% at the county's nadir in 1930. But Bolivar's share has not changed much over the last fifty years. Still, the city has grown 132% since 1970 (now with 11,070 residents) while the rest of the county has grown 98% (now with 21,080 residents).

As of the Census population estimates for 2019, Polk County is the 36th largest county of Missouri's 115 counties.

Comparison of Population Growth Rates 1930 to 2019 Bolivar and Surrounding Counties (1930 = 100)

Source: U.S. Census Bureau



Over the last 90 years, the city of Bolivar has a notably faster population growth rate within its geographic context. Since 1930, when the national and, in particular, rural economies were about to enter very uncertain waters, the city has almost six times the population while Polk County has almost tripled in size. Indeed, Bolivar has grown faster than the metropolitan area of which Polk County is a part.* So Bolivar is part of a very rapidly growing metro area.

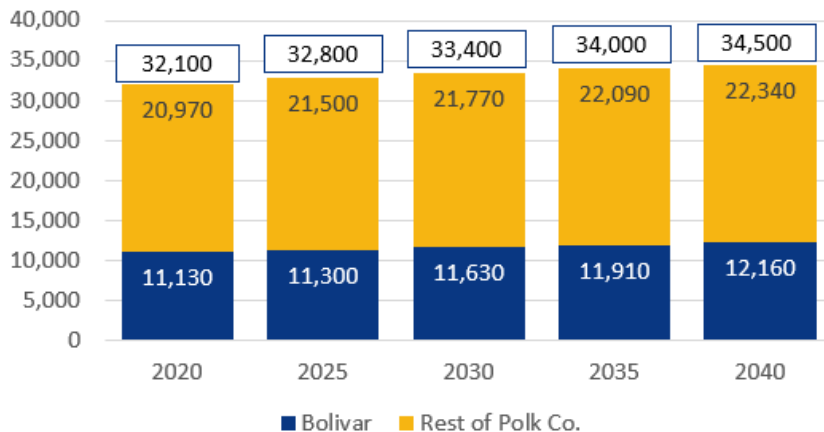
Bolivar and Polk County have also grown faster over the long run than the state as a whole and than the four adjacent rural counties** not part of the Springfield metro area. Since 1930, in fact, those rural counties have slightly downsized.

* Metropolitan Springfield includes Polk County and the counties of Greene, Christian, Webster, and Dallas.

** The surrounding rural counties include Dade, Cedar, St. Clair, and Hickory.

Population Projections 2020 to 2040 Bolivar and Polk County

Sources: Missouri Budget Office and Saint Louis University



Independent projections of population for all the counties in Missouri are published by the Missouri state government's Office of Administration. Using those projections through 2030, historic trends in the counties, cities, and metropolitan areas, and comparisons with national projections, a simple model of likely growth in Bolivar emerges. Results are shown here.

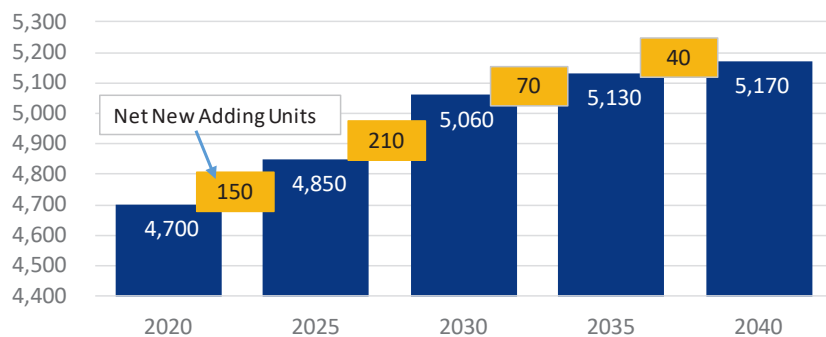
Notable is that growth is not likely to be very robust. Bolivar and Polk County are both rural and part of the Springfield metropolitan area. While metro areas have stronger growth projections than rural areas, this graph combines both forces due to Bolivar's distance from the center of the metro area.

Bolivar's city population is projected to add just over 1,000 net new residents over the next 20 years (11,130 to 12,160), or about 9.3%. The rest of Polk County would grow by 6.5% but would add 1,370 residents. Bolivar is estimated to encompass about 34.7% of the county's population in 2020, rising slightly to 35.2% by 2040. This means that the city would capture some 43% of the county's future growth.

Additional Housing Needed in Bolivar

Projected Housing Units for Bolivar's Population 2020 to 2040

Sources: U.S. Census ACS and Saint Louis University



Reducing the current vacancy rate from 9.3% to 4.7% would cut the number of vacant units in half to about 220. With future growth requiring 470 more units, occupancy of 220 existing units would reduce the need for net new units between 2020 and 2040 to just 250.

Bolivar's population presently utilizes approximately 4,700 housing units, based on patterns of growth through the last decade as reported by the U.S. Census Bureau. As of the 2019 estimates by the Census Bureau, the housing vacancy rate in Bolivar was a relatively high 9.3%. Applying that to 4,700 homes, there could be as many as 440 vacant units in the city.

Given some near-term reductions in average household size with some gains in the 2030s, based on larger geographic trends and projections, Bolivar would need about 470 additional housing units between 2020 and 2040 to satisfy population growth.

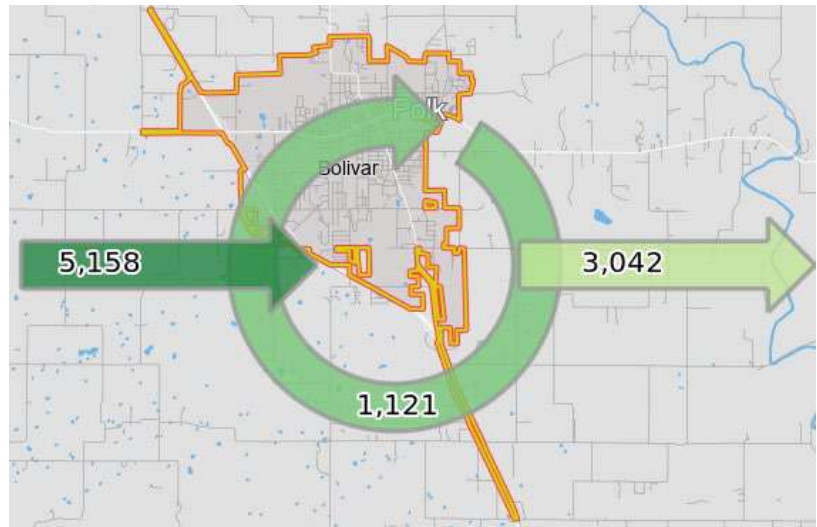
But that assumes a similar vacancy rate as today. If there are some 440 vacant units today, and 470 more housing units are needed, the net new additions of housing could be considerably less. As of the 2010 Census, for instance, the vacancy rate was 4.7%.

Bolivar as an Employment Center

U.S. Census data show commuting patterns for cities around the nation. Latest data are for calendar year 2018. More commuters enter Bolivar for work on an average daily basis than leave the city to work elsewhere.

Using the numbers on the graph (which are likely an undercount given the nature of the data), there are 4,163 residents of Bolivar ($1,121 + 3,042$) who had jobs on an average basis in 2018. Of these, 3,042 (73%) commuted to jobs outside the city.

There were also 6,279 jobs in Bolivar in 2018 ($1,121 + 5,158$). Of these, 5,158 (82%) were held by outsiders who commuted into the city. The other 1,121 job holders both live and work in the city.

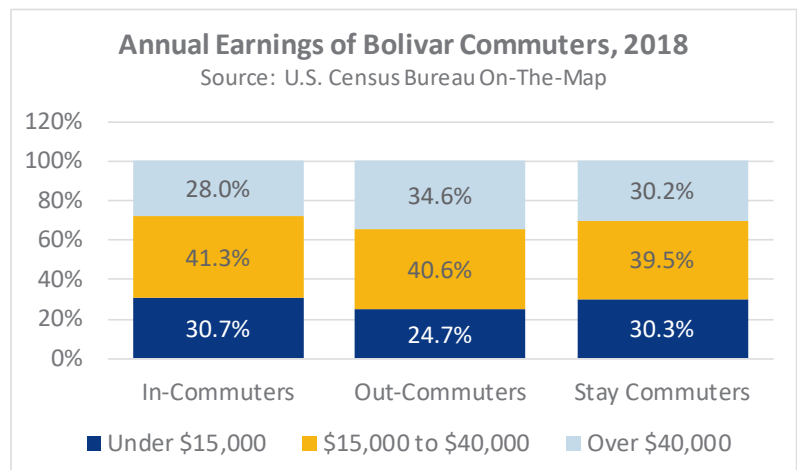


Annual Earnings of Commuters

Bolivar residents who commute outside the City for work tend to bring home higher earnings than those who remain and work in Bolivar.

Over a third (34.6%) of out-commuters earn more than \$40,000 per year, the highest earnings category of the On-The-Map data. Of those who stay and work in Bolivar, 30.2% earn in the highest category, while 28.0% of the in-commuters are in the highest category.

Moreover, out-commuters have the lowest percentage in the under \$15,000 category.



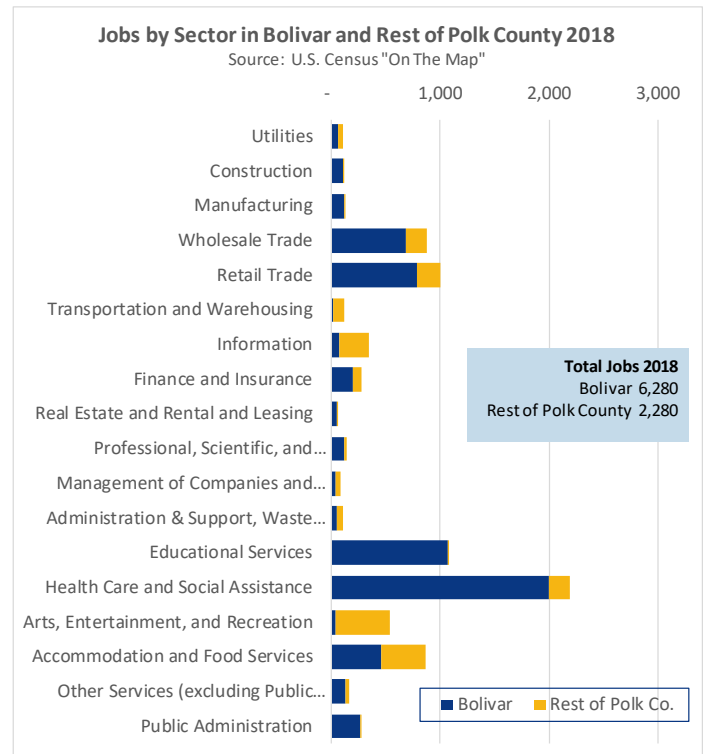
Jobs by Sector in Bolivar 2018

There were 6,280 jobs located in Bolivar in 2018 according to the U.S. Census Bureau's "On-The-Map" series. This was 370 more than in 2002 for a 13-year growth rate of 6.2%. By comparison, 650 jobs were added in the rest of Polk County for a growth rate of 40%. The Springfield metro area grew 30% and the state of Missouri added 12% more jobs.

Still, Bolivar encompasses almost three quarters of all jobs in the county (73.4%, down from 78.4% in 2002).

The largest single job sector in 2018 was health care and social assistance with 1,995 jobs in Bolivar. Educational services followed with 1,066 jobs, then retail trade with 784 jobs and wholesale trade with 690.

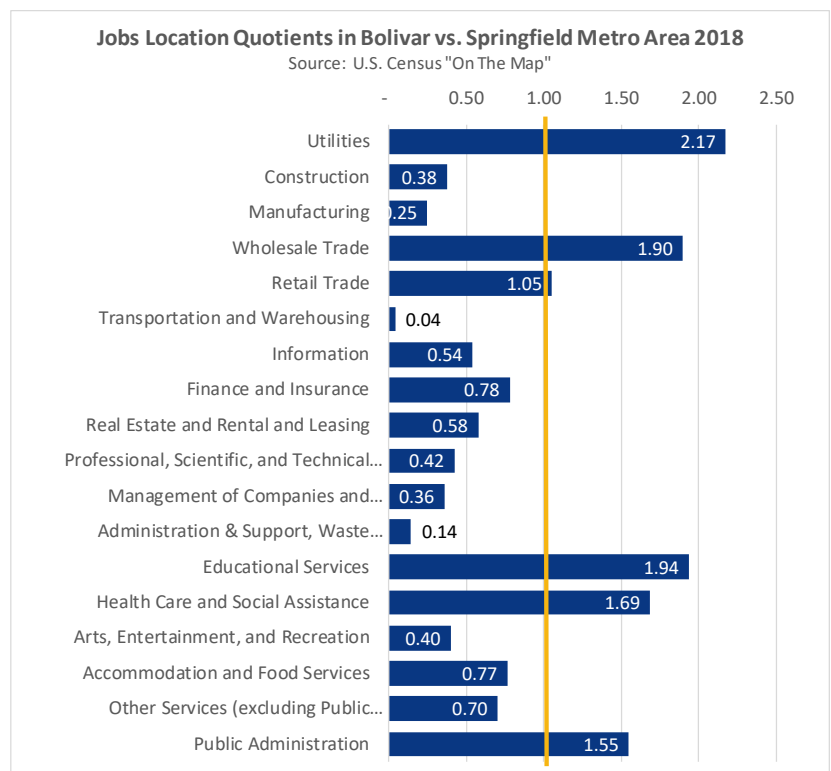
Bolivar's strengths are clearly rooted in "eds and meds" which is not uncommon across the U.S.



Job Location Quotients 2018

A location quotient is a comparison of the percentages of jobs in each sector of Bolivar with the same sectors in a larger economy, in this case, the Springfield metro area. Sectors with the same percentage of jobs would give Bolivar a LQ of 1.0. LQs higher than 1.0 suggest "export industries" while less than 1.0 suggests "support industries."

Educational services and health care have very strong LQs, as should be expected in light of Southwest Baptist University and Citizens Memorial Hospital. The utilities sector is also quite prominent as a LQ, but not in numbers of jobs. Wholesale trade is very important in Bolivar as is public administration as the county seat.

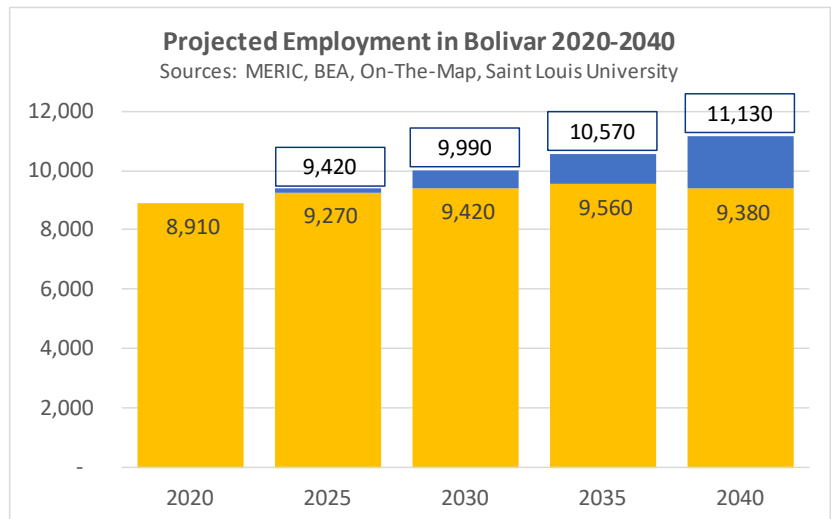


Bolivar Data.xls "OnTheMap" tab

Projections in Bolivar Employment: 2040

Independent projections of employment that suggest possible scenarios for Bolivar result in a range of outcomes over the next 20 years. This graph relies on trends and projections from the Missouri Economic Research & Information Center (MERIC), the U.S. Bureau of Economic Analysis, the U.S. Census, Bureau, and statistical analysis by Saint Louis University. "Hard projections" by MERIC cover the period 2018 to 2028. The graph is an extrapolation of those.

In a high projection scenario, Bolivar would add 2,200 jobs (up 25%). In the low projection, the city would add a net of 470 jobs, up five percent from 2020, but would lose 180 jobs between 2035 and 2040 based on the city's possible share of all jobs in the Ozark Region of Missouri (Polk, Greene, Dallas, Christian, Taney, Stone, and Webster Counties).



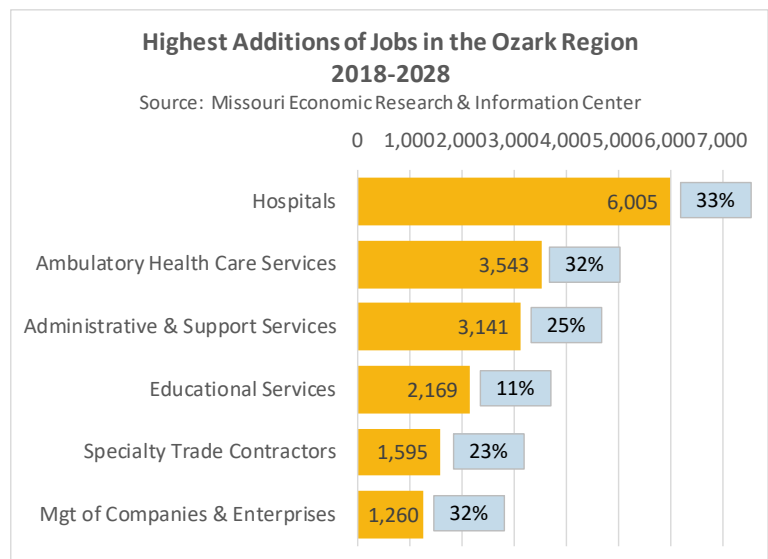
In any event, jobs in the Ozark region are projected to grow more than three times as fast as the entire state from 2020 to 2040.

Fastest Growing Job Sectors, Ozark Region

Bolivar's job base is relatively small and there are no independent projections of job growth by economic sector for Bolivar. So this graph depicts the fastest growing sectors in the Ozark Region, of which Polk County is a part.* The projections by an office within the Missouri Department of Economic Development indicate quite rapid growth in health care kinds of jobs—the first two bars on the graph. Together, they would add almost 10,000 jobs to the seven-county region for a 33% growth rate (3.3% per year).

As of 2018, Bolivar has 4.7% of the region's health care jobs. If the city maintains that share, it could gain 450 more health care jobs over ten years.

Other major sectors adding 1,000 jobs or more over ten years are administrative and support services, educational services, specialty trade contractors (in the construction sector), and management of companies and enterprises.



* Also includes Greene, Dallas, Taney, Stone, Webster, and Christian Counties.

Missouri Top Grade Jobs 2018 - 2028

	ANNUAL OPENINGS	2018-2028 Growth Rate	Average Wages
Careers Now <i>Typically requires short-term on-the-job training, little to no expertise, and/or high school diploma.</i>			
1. Combined Food Preparation and Serving Workers, Including Fast Food	15,919	15%	\$21,110
2. Personal care aides	12,217	33%	\$23,020
3. Waiters and Waitresses	9,479	3%	\$21,420
4. Customer service representatives	6,985	5%	\$31,360
5. Laborers and freight, stock, and material movers, handlers	6,723	0.2%	\$27,470
Careers Next <i>Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate-to long-term training.</i>			
1. Nursing Assistants	5,871	5%	\$45,070
2. Heavy and Tractor-Trailer Truck Drivers	5,176	9%	\$25,930
3. Cooks, Restaurant	4,985	18%	\$25,180
4. First-Line Supervisors of Retail Sales Workers	3,169	8%	\$34,010
5. Maintenance and Repair Workers, General	2,990	4%	\$38,200
Careers Later <i>Typically requires a bachelor's degree or higher.</i>			
1. Registered nurses	5,525	16%	\$65,130
2. General and operations managers	4,613	6%	\$105,280
3. Accountants and auditors	2,866	5%	\$70,240
4. Elementary School Teachers, Except Special Education	1,943	2%	\$54,280
5. Secondary School Teachers, Except Special and Career/Technical Education	1,871	2%	\$49,860

Sources: Bureau of Labor Statistics (BLS) and the Division of Occupational Employment Statistics (OES). Occupational projections developed by the Missouri Economic Research and Information Center (MERIC). Burning Glass Technologies, Labor/Insight tool. Major occupation group totals in Top Outlook Occupation Groups table is the sum of published employment.

Retail MarketPlace Profile of Bolivar

Source: Esri (2020)*

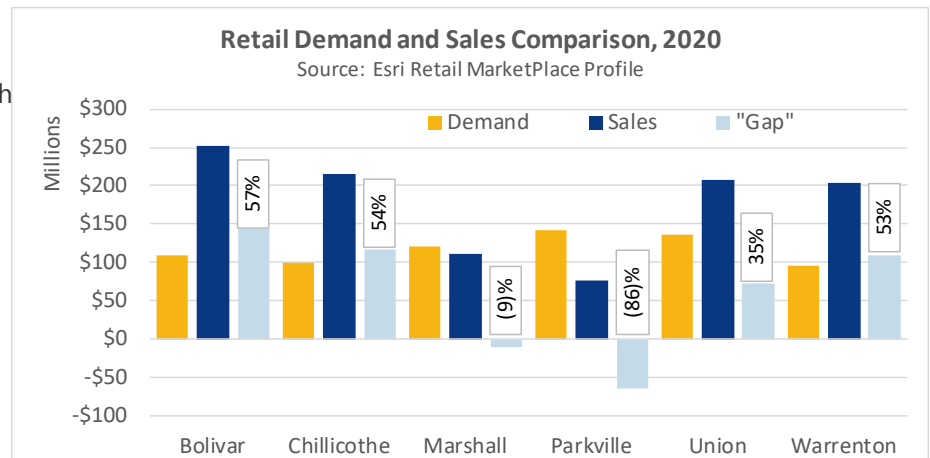
- ▶ Esri's "Retail MarketPlace Profiles" quantify and compare:
 - ▶ Local annual purchasing power for retail goods and for dining out.
 - ▶ Local annual sales of merchants in these categories.
- ▶ Where purchasing power ("demand") exceeds sales ("supply")
 - ▶ There is room for additional merchants, or at least for more sales.
- ▶ Where sales exceed purchasing power
 - ▶ There is little justification to attract more merchants other than to replace others.

* Esri is an independent, private company specializing in estimating a wide range of demographic and economic information for all levels of geography in the United States.

The Overall Retail Picture in Bolivar

Bolivar retail trade sector appears to be performing quite well overall. Local buying power (called "demand") is much lower than actual sales by retailers and restaurants in the city. The positive "gap" is 57% of actual sales, meaning that more than half of the city's retail sales are effectively coming from non-resident shoppers.

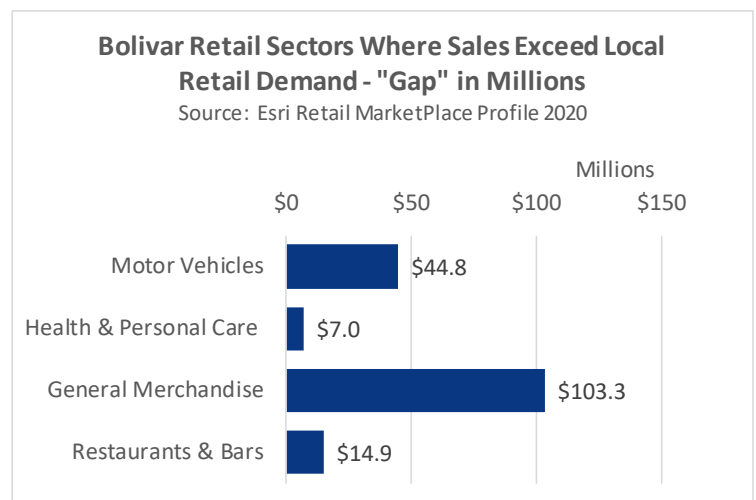
This puts Bolivar in good company with similar gaps in Chillicothe and Warrenton, Missouri, and higher than the 35% gap in Union. Marshall and Parkville, also cities of similar scale, do not have enough sales to match local demand.



Over-Supplied Retail Sectors in Bolivar

While retail, in general, is strong in Bolivar, some sectors are extraordinarily strong, attracting customer buying power in relatively large amounts. Four retail sectors in particular have annual sales exceeding the buying power of Bolivar residents:

1. Sales at general merchandise stores (e.g., Super Walmart) exceed demand by \$103 million per year, about five times the amount of money that Bolivar residents themselves spend in such stores.
2. Motor vehicle sales in the city exceed resident demand by \$45 million per year, and amount equivalent to twice that of demand. In other words, motor vehicle and related sales are three times what Bolivar residents, alone, spend.
3. Lesser "gaps" are being realized in health and personal care stores (the gap is about 1.2 times local demand) and in restaurants and bars where the gap is 1.5 times what Bolivar residents spend.



Under-Supplied Retail Sectors in Bolivar

While mostly not a significant importance, a few retail sectors in Bolivar generate more buying power among residents than there are sales among city merchants.

The most significant is probably the food-away-from home (or groceries) sector. Esri finds that some \$14.4 million in grocery purchases by Bolivar residents have to be made outside the city. This is almost nine out of ten grocery dollars spent by residents. Theoretically, attracting more stores into the city could be in order.

Lesser dollar amount gaps exist for the next three largest under-supplied sectors. Sales at Bolivar furniture stores are only about one-fifth the local buying power, sales at miscellaneous small shops (frequent tenants downtown or small strip centers) are about one-third of local demand, and sales at sporting goods, hobby, and music stores are only about half of what Bolivar residents would pay for.

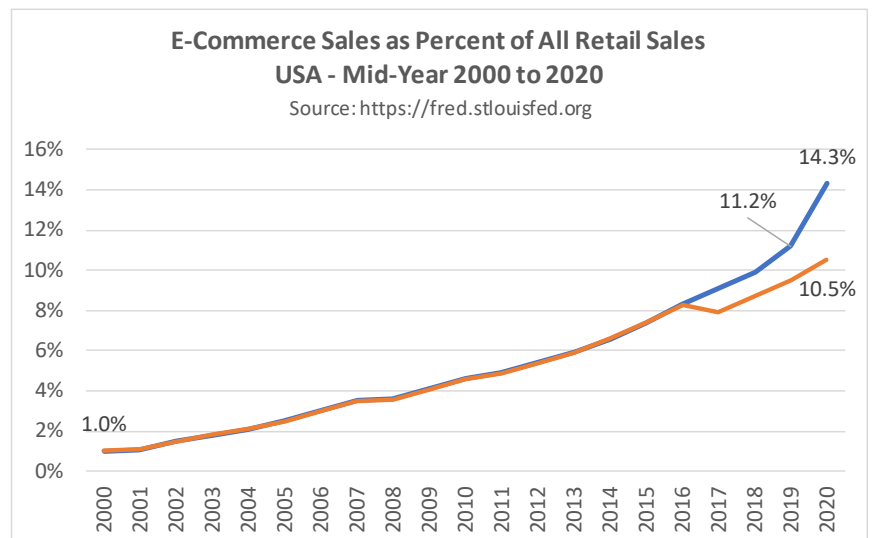


The Continuing Rise of E-Commerce

E-commerce (online shopping) has been rising steadily for two decades. While such data at a local level is almost impossible to identify, national trends are shown here.

Online sales made up one percent of all retail sales in the year 2000, but have risen to 14.3% as of mid-year 2020. Actually, the peak was 16.1% as of April of 2020, right after the nation's response to the COVID-19 emergency. Shoppers returned to brick and mortar stores as precautions were implemented.

The pandemic, however, accelerated e-commerce sales above "trend line." Had the nation not been affected by the pandemic in 2020, e-commerce would have reached about 10.5% of national retail sales. Once the economy returns to more normal operations, e-commerce may return to this upward trend growth, but it might drop quickly back to the historic trend line before continuing upward.



Projections Explained...

County	2019 Population Estimate as Percent of 2020 Projection
Polk	89%
Cedar	106%
Christian	83%
Dade	104%
Dallas	84%
Greene	96%
Hickory	102%
St. Clair	100%
Webster	86%
Springfield Metro Area	91%
Missouri	96%

Projections were not quite as skewed for the entire state of Missouri. The 2010 population of the state was almost precisely as projected (slightly higher), but the 2019 estimate was only four percent lower than the 2020 projection. Still, the state's population grew more slowly than earlier anticipated.

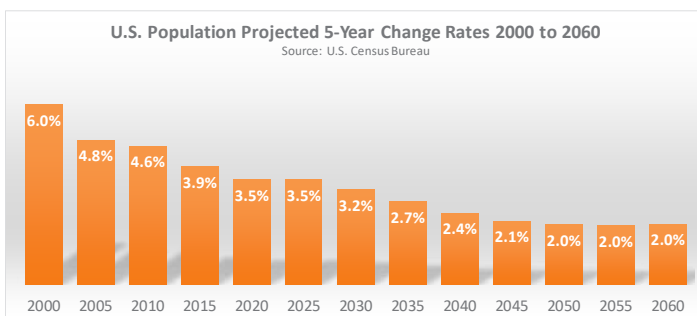
Some of this longer-term variation is surely attributable to inevitable inaccuracies of the mathematical modeling when looking far into the future. But the pattern also suggests that growth is not as robust as earlier anticipated. The experience of Polk County's nearby counties is exemplary, as shown on the adjacent table. For instance, Polk County's 2019 population was estimated at just 89% of the number projected back in 2003.

Four of the above nine counties (Cedar, Dade, Hickory, and St. Clair counties) met or exceeded the projections for 2020 (assuming 2019 is a close proxy), while five fell below (Polk, Christian, Dallas, Greene, Webster). The average for those meeting or exceeding the projections was about three percent above. The average of those below projections was 12% below. Both the metropolitan area and the state fell below. Based on these trends, it was important to tone down potentially more aggressive future growth for Bolivar and Polk County.

United States Population Trends

Moreover, official Census Bureau projections of the rate of population change in the entire United States added to the need to lower future rates of growth.

This graph shows five-year rates of national population change to the year 2060. For instance, the 2000 rate of change of 6.0% is the amount of growth the nation experienced between 1995 and 2000. The 1990s was, as noted earlier for Polk County, also a relatively strong growth period for the U.S., totaling 12.7% growth for the decade. This was the decade of highest growth since the Baby Boomer period of the 1950s. For the most part, the 1990's population growth was driven by the Boomers, too, as they started families—albeit at somewhat higher ages than their parents had started.



The Census projections, left, are founded in the 2010 Census count and reflect anticipated lower fertility rates and immigration rates, even though death rates will also be lower. Still, with the number of aging Boomers, a low death rate will mean a high number of deaths in the coming couple of decades.

More importantly from the graph is that the U.S. has entered a period of slow population growth rates never before experienced except during the Great Depression of the 1930s. But the projected growth rates from 2030 to 2060 are even lower than the Great Depression. Historically, the U.S. has averaged about 10 percent growth every decade since the first Census in 1790. Not so over the next 40 years or so when the rates will be less than half that historic pattern.

Projections Explained...

Local, Regional, and State Population Trends

Bolivar Population

1990	6,845
2000	9,143
2010	10,325
2019 (estimate)	11,067
Increase, 1990-2019	4,222

Bolivar Population Growth Rate

1990 to 2000	33.6%
2000 to 2010	12.9%
2010 to 2019	7.2%

This was an impressive 62% increase in 29 years. Meanwhile, Polk County's population increased 47% (up 41% outside of Bolivar). So, Bolivar's share of the county went from 31% to 34% in 29 years. There is no way of telling whether the city's strong population growth was influenced by annexations over those years. Bolivar's growth has been slowing down. The city's growth in the 2010s was only about one-quarter the rate of the 1990s. The Springfield metro area added 57% more people and the state of Missouri added 20% over those 29 years.

Unfortunately, the latest available independent population projection data is from 2003 and prepared by the Missouri Office of Budget and Planning. These are based on the 2000 Census, after a rather robust decade of growth for both Bolivar (33.6%) and Polk County (23.7%). Perhaps because of this 1990's pattern, the 2003 projections (which are county-based only) anticipated 31,470 residents in Polk County by 2010 and 36,170 by 2020. As it turned out,

- Polk County's 2010 population was pretty close—31,140—to the projection, though a little lower (by 330—only 1.5% below the projection).
- But the 2019 population *estimate* for the county (we still await official 2020 Census counts), was 32,150, about 4,020 less than earlier projected for 2020—or about 11% lower than projected.

Impacts to Polk County & City of Bolivar

While the Census Bureau does not produce projections at the county level, it is also well-documented that Midwestern and Great Plains states almost never grow as fast as the nation. And rural areas grow even more slowly. Unfortunately, this national pattern could have sharp impacts on cities like Bolivar and counties like Polk. Broadly speaking, it is best not to plan for relatively high rates of growth.

That said, America has become, and is projected to become, more “urban.” That is, metropolitan areas should experience stronger rates of growth than rural areas. Since the Great Recession (2008-10), however this pattern has greatly favored only a few metropolitan areas, and these tend to be the Big Ones like New York, Los Angeles, Dallas, and Miami. Moreover, large Midwest metro areas are not sharing in the recent national population growth like their large counterparts on the coasts or in the south. While costs of living are being forced dramatically upward in those faster growing metro areas because of this growth, it will take quite a long time for people to react to that trend by moving into less expensive and “less crowded” metro areas to achieve more of an equilibrium throughout the country.

Impacts to Polk County & City of Bolivar

The effects of the COVID-19 pandemic might have lasting effects that could better favor smaller areas, particularly the edges of metropolitan areas, which could include Polk County and Bolivar. As more people work from home and as infrastructure investment in broadband technology (among other improvements) extends further into less-densely populated areas, places like Bolivar could see slightly higher growth rates than otherwise projected, assuming that their local economies are tied strongly enough to the metropolitan economies. Adding to the strain for Polk County is that its largest employment location quotient is in farming. That location quotient is just over 7.0, based on 2018 data. The next highest location quotient is in educational services (2.0) because of Southwest Baptist University. Education has been a strongly growing sector in the U.S., but farming is not a strong employment (thus population) growth sector.

All this is to say that recent growth in Bolivar and Polk County is not necessarily a prelude to future growth. But there are forces and trends that might be better exploited by cities like Bolivar to increase growth rates—not to where they were before, but higher than broader trends and projections might suggest. This will require close monitoring of economic advantages at the local level and how these can be promoted in the metropolitan and national economies. Among those advantages will be proximity to the socio-economic diversity of the metropolitan economy (variety of jobs, good health care, ample entertainment and shopping, etc.) and a high quality of life in “small town” atmospheres where families can thrive.

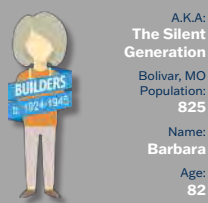
- Recent patterns, however, appear to favor urban and suburban components of metropolitan areas as more favorable for growth than exurban or rural parts of metropolitan counties.
- The employment location quotient is useful in addressing population growth potential because employment requires people. Other forms of location quotients (e.g., productivity, revenue, or personal income) are not as indicative of population needs.



Appendix B

Generation Profiles

Builders



A.K.A:
The Silent
Generation

Bolivar, MO
Population:
825

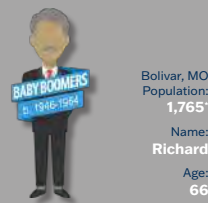
Name:
Barbara

Age:
82

Barbara, age 82, moved to Bolivar in 1960 with her late husband, Howard, and their four children. Barbara and Howard were high school sweethearts and married after graduating from high school. Three out of her four children now live on the coasts. One of her sons lives in Springfield. Barbara still resides in the home that she raised her family in, but it has seen better days. Barbara, living alone at her age and on a fixed monthly income, has a difficult time keeping up with the responsibilities of owning a 2,300 square foot split-level house. She still drives her car, but her eyesight is declining. She wants to remain independent and continue to stay active in her church, do her own grocery shopping and play bridge at the community center twice a week.

- wealthiest generation
- fastest growing age demographic is 85+
- coming of age during post-war happiness
- focused on careers rather than activism
- seen and not heard
- youngest of generations to marry and have children
- social marker: World War II (1939-1945)
- marketing: print (traditional)

Baby Boomers



Bolivar, MO
Population:
1,765*

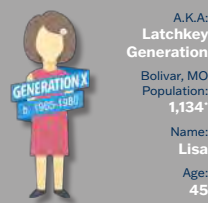
Name:
Richard

Age:
66

Richard, age 66, moved with his wife, Sherry, from Saint Louis to Bolivar five years ago to be closer to their daughter's family and newly born grandbaby. They were attracted to Bolivar because of the high quality of life and more affordable housing options compared to the West Coast. Richard and Sherry wanted a smaller house near shopping and services, so they rent a 2-bedroom/1-bath house. Richard is a retired military computer programmer who works as a consultant for a local logistics company. Richard wants to start cutting back on his work hours so he and Sherry can do more traveling. They are wanting to purchase a maintenance-free townhome in a neighborhood with lots of amenities that is near local shops and activities.

- grew up during dramatic social change
- biggest spenders (70%) of consumer goods & services
- pushing up rental costs
- desire age-in-place options
- enjoy walkable, urban areas
- spend more time providing for their families
- amount may strain Medicare
- social marker: moon landing (1969)
- marketing: broadcast (mass)

Generation X



A.K.A:
Latchkey
Generation

Bolivar, MO
Population:
1,134*

Name:
Lisa

Age:
45

Lisa, age 45, started her own business, an interior lighting shop in Bolivar after graduating from college in 1998. She is losing sales to online stores in recent years. Lisa's parents have health issues and struggle to live on their own, so they are moving in with Lisa's family. She has cut back her hours to take care of her parents but struggles to find employees to work at her shop. Lisa has a full house and full plate with her parents moving in with her and her husband. Their daughter graduated college but is now also back home with Lisa because she can't afford to move out on her own even with a job. Lisa wants to give her parents their own space, but she doesn't have a first-floor bedroom with a bath.

- founders of 55% of start-ups
- 82% are homeowners
- generate 31% of U.S. income
- greatest purchasing power
- 25% are primary financial support for 1 Millennial child
- 23% of workforce in 2030
- more time on social media than Millennials
- highest education attainment level to-date
- social marker: stock market crash (1987)
- marketing: direct (targeted)

Generation Y



A.K.A:
Millennials

Bolivar, MO
Population:
2,132*

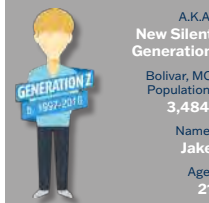
Name:
Emily

Age:
30

Emily, age 30, rents an apartment near the school where she teaches. She's struggling to pay the rent. Her teacher's salary barely covers her housing costs, large student loan debt, and car payment even with a roommate. Emily wants to live downtown where there are shops and restaurants, but live close to the school she teaches at to keep her transportation costs low. She loves to ride her bike, but often feels unsafe. To make ends meet, she sells essential oils on social media, plays piano for events and makes and sells jewelry.

- high student debt, difficulty building wealth
- half rent / half own homes
- most educated generation to-date
- 32% of workforce in 2030
- most diverse to-date (Gen X predominantly white)
- \$1.3 trillion in buying power
- postponing marriage & kids
- seeking smaller homes / condos with proximity to amenities & services
- spreading urban lifestyles to the suburbs
- social marker: September 11 (2001)
- marketing: online (linked, hyper-connectivity)

Generation Z



A.K.A:
New Silent
Generation

Bolivar, MO
Population:
3,484*

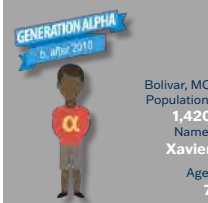
Name:
Jake

Age:
21

Jake, age 21, struggles with the financial and time pressures of going to college and working part-time. Not having a clear career direction and stressing about the high cost of college negatively impacts his mental health. He suffers from anxiety and moved back home to live with his parents. Rather than taking classes for college credit, he is learning graphic design on his own by taking online non-credit training courses. He works retail at the local mall, but sales are declining. He will need to get a full-time job but doesn't have any job training or education beyond the high school level. Jake is thinking of starting his own business doing graphic design, TikTok videos and managing social media for businesses.

- largest generation, will be 40% of U.S. consumers, dominant trend influencers
- never been without internet
- will be most educated, alternate education means
- more likely to save, concerned about debt
- 34% of workforce in 2030
- want job security
- socially & ethically conscious
- social marker: global financial crisis (2008)
- marketing: digital (social)

Generation Alpha



Bolivar, MO
Population:
1,420

Name:
Xavier

Age:
7

Xavier, age 7, is a first generation American. His parents, sister, brother, uncle and grandma all moved to Springfield ten years ago from Venezuela. He lives with his grandmother, his mother who is a physician, his father who is a professor and his uncle who is a petroleum engineer. To Xavier, technology is not a tool but an integrated part of his life. He commands Alexa in multiple languages to tell him about the weather and sports scores, to tell him jokes, to play music and even order online groceries for his grandmother. When asked what he wants to be when he grows up, Xavier answers a soccer star or a marketing mogul. He watches kids his age making millions of dollars reviewing toys and other products on YouTube and wonders why he can't be a star too.

- technology fully-integrated
- will be the wealthiest & most formally educated generation
- 11% of workforce in 2030
- will live longer but have more health problems due to sedentary lifestyles
- will live with parents longer, have children later in life
- social marker: COVID-19 (2020)
- marketing: in situ (real-time)

Condensing the population of Bolivar, MO into six profiles requires significant generalizing and does not include many experiences common to every resident. This is not meant to provide a comprehensive picture of every resident in Bolivar or even a statistically representative sample. It is meant to show a representative story from each generation to guide discussion about future community needs.

Sources: McCrindle Research, 2018 ACS 5-Year Estimate
*population figures for these generations approximate due to one-year overlap in ACS age breakdown

Labor Profiles

Meet Jack:

Jack is a junior at Bolivar High School. He recently started working part-time as a cashier to start saving money for college. He is considering attending Southwest Baptist University after graduating, which will allow him to live with his family while he completes his degree.



Gender: Male
Age: 17
Race / Ethnicity: White
Residence: Bolivar, MO
Education Attainment: In High School
Occupation: Cashier
Employment Sector: Retail
Employer: Walmart Super Center
Location: Bolivar, MO
Employment Status: Part-Time
Hourly Wage: \$9.00
Commute: 3 miles (5-10 minutes), one-way by car

Meet Cynthia:

Cynthia has lived in Bolivar her entire life. She and her husband enjoy the many community amenities, such as Dunnegan Memorial Park and Dunnegan Gallery of Art, which she is looking forward to enjoying more of with grandchildren once she retires. She has her own shop downtown, which she started once her children graduated from high school.



Gender: Female
Age: 58
Race / Ethnicity: White
Residence: Bolivar, MO
Education Attainment: Bachelor's Degree
Occupation: Downtown Business Owner
Employment Sector: Small Business Retail
Employer: Self - Employed
Location: Bolivar, MO
Employment Status: Full-Time
Annual Wage: \$41,847
Commute: 3 miles (5-10 minutes), one-way by car

Meet Myles:

Myles just graduated from Bolivar Technical College as a Medical Assistant and still lives with his family. His high student loan debt has made it a challenge for him to live on his own. He works at Citizens Memorial Hospital and hopes to be able to afford the move to St. Louis or Kansas City in a year.



Gender: Male
Age: 24
Race / Ethnicity: White
Residence: Polk County, MO
Education Attainment: Associates Degree
Occupation: Medical Assistant
Employment Sector: Healthcare
Employer: Citizens Memorial Hospital
Location: Bolivar, MO
Employment Status: Full-Time
Annual Wage: \$23,576
Commute: 27 miles (30-40 minutes), one-way by car

Meet Jessica:

Jessica has lived in Central Missouri since she graduated with a Master's degree in Business Administration from the University of Missouri. She now lives outside of town with her husband, but commutes to Bolivar to work at Duck Creek Technologies. She enjoys connecting with people from all around the world at work while living in her close-knit small-town community.



Gender: Female
Age: 35
Race / Ethnicity: Black / African American
Residence: Polk County
Education Attainment: Master's Degree
Occupation: Solution Consulting
Employment Sector: Finance and Insurance
Employer: Duck Creek Technologies
Location: Bolivar, MO
Employment Status: Full-Time
Annual Wage: \$43,670
Commute: 7 miles (15-20 minutes), one-way by car

Meet Doug:

Doug recently moved to Bolivar with his wife and two daughters when relocating for work. While his job is outside of town, they chose to purchase a home in Bolivar because of the quality of schools and community events. His wife is a teacher and enjoys the school and community spirit that Bolivar presents.



Gender: Male
Age: 61
Race / Ethnicity: White
Residence: Bolivar, MO
Education Attainment: Associates Degree
Occupation: Maintenance Technician
Employment Sector: Manufacturing
Employer: NorthStar Battery Company
Location: Springfield, MO
Employment Status: Full-Time
Annual Wage: \$38,126
Commute: 33 miles (30-40 minutes), one-way by car

Meet Beverly:

Beverly grew up in Springfield, where she returned to after completing her Graduate Degree in Performing Arts to be near her family. She was fortunate to get a job at Southwest Baptist University where she is an Assistant Professor in the Theatre. The COVID-19 pandemic has presented challenges to teaching but she is appreciative classes are still partially in-person.



Gender: Female
Age: 49
Race / Ethnicity: White
Residence: Springfield, MO
Education Attainment: Bachelor's Degree
Occupation: Assistant Professor
Employment Sector: Education
Employer: Southwest Baptist University
Location: Bolivar, MO
Employment Status: Full-Time
Annual Wage: \$58,630
Commute: 31 miles (30-40 minutes), one-way by car

Condensing the Bolivar workforce into six profiles requires significant generalizing and does not include many experiences common to every working individual. This is not meant to provide a comprehensive picture of every working individual or even a statistically representative sample. It is meant to show a representative story of several employment sectors to guide discussion about future community needs.

Sources: U.S. Census, www.datausa.io, www.indeed.com, www.salary.com

