

STRATEGIC PLAN

2007 → 2012 → 2022

EXECUTIVE SUMMARY

*Mayor and
City Commission*



*Bowling Green, Kentucky
January 2007*



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Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for the City of Bowling Green	1
Bowling Green Vision 2022	2
Plan 2007 - 2012	8
Action Agenda 2007	15

STRATEGIC FRAMEWORK

VISION 2022

“Desired Destination for Bowling Green”

PLAN 2012

“Map to Bowling Green’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Bowling Green”

BELIEFS

“How Bowling Green Should Operate”

BOWLING GREEN VISION 2022

The City of

BOWLING GREEN

is a *DYNAMIC URBAN CENTER*,^(A)

which is a *HOMETOWN FOR FAMILIES*^(B)

and

*HOME OF THE NATIONALLY RECOGNIZED
WESTERN KENTUCKY UNIVERSITY*^(C)

Our City has a *VIBRANT DOWNTOWN AND
RIVERFRONT*^(D)

and a *STRONG, GROWING ECONOMY*.^(E)

Our *DIVERSE BOWLING GREEN RESIDENTS*^(F)

have access to *TOP QUALITY EDUCATION*,^(G)

can enjoy an *ACTIVE LIFESTYLE WITH CULTURAL,
RECREATIONAL AND LEISURE*

OPPORTUNITIES^(H)

and live in *SAFE, LIVABLE NEIGHBORHOODS*.^(I)

We take *PRIDE IN OUR GREAT COMMUNITY*.^(J)

"THE BEST CITY IN KENTUCKY"

Vision 2022

Guiding Principles

PRINCIPLE A

DYNAMIC URBAN CENTER*

► Means

1. Economic and employment center
2. Medical and healthcare center
3. Education center
4. Recreational, leisure and arts center
5. Retail and shopping center

* Expanding Region and Raise the Quality of Life in Surrounding Counties

PRINCIPLE B

HOMETOWN FOR FAMILIES

► Means

1. Safe and secure community
2. Recreational opportunities for family generations
3. Quality of education
4. Keeping young talent in our community
5. Housing and employment opportunities
6. Community of interconnected neighborhood

PRINCIPLE C

HOME OF WESTERN KENTUCKY UNIVERSITY

► **Means**

1. National recognition for the community
2. Attracting new people and businesses
3. Developing future leaders
4. Federal dollars coming to our community
5. Support for economic development through the University
6. Partnering with City on Westside neighborhood development

PRINCIPLE D

VIBRANT DOWNTOWN AND RIVERFRONT

► **Means**

1. Livable and safe 24/7
2. Historic architectural heritage
3. People living in quality residences
4. Major place(s) to work
5. Access and ease of movement
6. Niche retail and professional offices
7. Hotel and entertainment venues

PRINCIPLE E

STRONG, GROWING ECONOMY

► **Means**

1. Diversified economic base
2. Prepared workforce with job and lifelong training opportunities
3. High per capita income
4. Employment opportunities for diverse population
5. Technology based businesses and job opportunities
6. Retaining talent pool and Western Kentucky University graduates with meaningful job opportunities

PRINCIPLE F

DIVERSE BOWLING GREEN RESIDENTS

► **Means**

1. Open-minded with tolerance for differences
2. Educational opportunities to learn about cultures
3. Diverse restaurants and cultural events
4. Global perspective, link to global markets
5. City workforce reflecting the community
6. City services responsive to differing cultural needs
7. Functional level of English among our population

PRINCIPLE G

TOP QUALITY EDUCATION

► **Means**

1. Support workforce development
2. Technical and trade schools in community
3. Recruiting tool for business and industry
4. Raising regional educational level
5. Lifelong learning opportunities

PRINCIPLE H

**ACTIVE LIFESTYLE WITH CULTURAL, RECREATIONAL
AND LEISURE OPPORTUNITIES**

► **Means**

1. Personal choices for your leisure time
2. Well maintained, updated park system and greenway
3. Healthy lifestyle
4. Expanding arts opportunities
5. Alternative recreational activities for children and adults
6. Well maintained greenway

PRINCIPLE I

SAFE LIVABLE NEIGHBORHOODS

► **Means**

1. Sustained and increasing property values
2. Pedestrian friendly with sidewalks
3. Roads and sidewalks designed for neighborhood integrity and safety
4. Open spaces with neighborhood parks
5. Increased homeownership
6. Neighborhood connectivity

PRINCIPLE J

PRIDE IN OUR GREAT COMMUNITY

► **Means**

1. Active, participating citizens
2. Clean and beautiful
3. Sense of community
4. Events pulling community together
5. People want to live here
6. Healthy living environment
7. Citizens taking responsibility
8. Inclusive, open community that has eliminated discrimination

Bowling Green Goals 2012

More Jobs, More Diverse Economy



Improved Traffic Flow



Thriving Downtown and Riverfront



Sustainable City Government



Strong Neighborhoods

GOAL 1	MORE JOBS, MORE DIVERSE ECONOMY
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- **Objectives**
- Objective 1** Increase Personal Income
 - Objective 2** Retain Current Business, More New Businesses
 - Objective 3** Transpark Developed with New Businesses, Located and Operating
 - Objective 4** Retain and Attract More Young, Diverse Professionals
 - Objective 5** More Diverse Job Opportunities

- **Actions 2007**
- | | PRIORITY |
|--|-----------------|
| <i>Policy Agenda</i> | |
| 1. Transpark Development: Financial Structure Revision | Top Priority |
| 2. Comprehensive Plan: Development | Top Priority |
| 3. Transpark: One Business | High Priority |
| 4. LEEDS: Designation (Green City) | |
| <i>Management Agenda</i> | |
| 1. Development and Building Application Process: Evaluation and Streamlining | High Priority |
| 2. Urban Abandoned Properties Legislation: Adoption | |

GOAL 2	IMPROVED TRAFFIC FLOW
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- **Objectives**
- Objective 1** Improve Traffic Patterns and Flow
 - Objective 2** Maintain Quality Streets
 - Objective 3** Reduce Traffic Accidents, Safer Streets
 - Objective 4** More Pedestrian-Friendly Communities
 - Objective 5** Reduce, Congestion on Major Thoroughfares
 - Objective 6** Increase Community Involvement in Reducing Traffic Congestion

- **Actions 2007** **PRIORITY**
- Policy Agenda**
 - 1. Public Transit Strategy: Service Hours and Ridership Increase
 - Management Agenda**
 - 1. Old Morgantown Road Plan (3 Lanes): Design Top Priority
 - 2. Smallhouse Road Project: Feasibility Analysis Top Priority
 - 3. Broadway Curve Project: Design Top Priority
 - 4. Next Major Road Project: Direction

- **Major Projects 2007**
- 1. Shive Lane (Middle Bridge to Lover’s Lane)
 - 2. Fields Drive Extension (Phase II)
 - 3. Modern Way/Industrial Drive: Construction
 - 4. Parker Bennett Street Rehabilitation

GOAL 3	THRIVING DOWNTOWN AND RIVERFRONT
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- **Objectives**
- Objective 1** More Jobs in Downtown through Commercial Development
 - Objective 2** Increase Entertainment Options
 - Objective 3** More Owner-Occupied Housing Units
 - Objective 4** More Investment in Downtown
 - Objective 5** More Retail Choices

- **City Actions 2007** **PRIORITY**
- Policy Agenda***
- | | |
|---|---------------|
| 1. DRA: Defined Expectations and Commitment to Deliver | Top Priority |
| 2. Downtown TIF State Legislation and Policy Direction | High Priority |
| 3. Master Developer: Direction and Funding | High Priority |
| 4. Comprehensive Downtown Strategy for City | High Priority |
| 5. Riverfront (Across from Park): Development Direction | |

- **DRA Actions 2007** **PRIORITY**
- Policy Agenda***
- | | |
|--|--------------|
| 1. Circus Square Park: Completion | Top Priority |
| 2. Entertainment Overlay District: Ordinance Development | |
| 3. Quick Lincoln Mercury Building Renovation 601 | |
| 4. Circus Square Development | |
| 5. Downtown Hotel Development | |
| 6. Business Improvement District Development | |

GOAL 4	SUSTAINABLE CITY GOVERNMENT
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- **Objectives**
- Objective 1** Adequate and Appropriate Revenues and Resources
 - Objective 2** Resources to Support Current Services, Infrastructure and Facilities
 - Objective 3** Top-Quality City Workforce: Motivated, Professional, Fair with Competitive Compensation
 - Objective 4** Cost-Effective Delivery of Core Services
 - Objective 5** Well Informed Citizens
 - Objective 6** More Diverse Workforce

- **Actions 2007**
- | | PRIORITY |
|---|-----------------|
| <i>Policy Agenda</i> | |
| 1. Retirement/Healthcare: Policy Direction | Top Priority |
| <i>Management Agenda</i> | |
| 1. Internal Auditor: Implementation and Performance Reports | High Priority |
| 2. City Hall Evaluation and Plan | High Priority |
| 3. Fire Management Study | High Priority |
| 4. City Personnel Review (Citywide) | High Priority |
| 5. City-County Service Consolidation Evaluation and Plan | |
| 6. Diversity Workforce Program | |
| 7. Direct Deposit: Direction | |
| 8. Phone System Upgrade: Evaluation and Direction | |
| 9. Consolidated Financial Policies: Revision | |
| 10. Comprehensive Disaster Recovery Plan: Development | |
| 11. Stormwater Management (NPDES) | |

► **Major Projects 2007**

1. New Fire Station (Scottsville)
2. Lampkin Park Restroom
3. Pedigo Park Baseball Field Renovation
4. Fairview Cemetery Development
5. Kereiakes Park Tennis Complex Renovation
6. Police Annex Design and Construction

GOAL 5

STRONG NEIGHBORHOODS

► **Objectives**

Objective 1 Enhance Code Enforcement

Objective 2 Improve Connectivity and Walkability

Objective 3 Improve Neighborhood Infrastructure

Objective 4 Increase Homeownership

Objective 5 Strengthen Neighborhood Associations

► **Actions 2007**

Policy Agenda

1. Westside Neighborhood Development: Strategy and Actions High Priority
2. Burnouts: Policy Direction

Management Agenda

1. Code Enforcement Enhancement Strategies Top Priority
2. Sidewalk Policy: Plan, Funding and Implementation Top Priority
3. Homeownership Program: Development

Policy Agenda 2007

Targets for Action

TOP PRIORITY

Transpark Development: Financial Structure Revision
Comprehensive Plan Development
Circus Square Park: Completion
Retirement/Healthcare: Policy Direction
DRA: Defined Expectations and Commitment to Deliver

HIGH PRIORITY

Transpark: One Business
Westside Neighborhood Development: Strategy and Actions
Comprehensive Downtown Strategy for City
Downtown TIF State Legislation and Policy Direction
Master Developer: Direction and Funding

Management Agenda 2007

Targets for Action

TOP PRIORITY

Old Morgantown Road Plan (3 Lanes): Design
Broadway Curve Project: Design
Code Enforcement Enhancement Strategies
Smallhouse Road Project: Feasibility Analysis
Sidewalk Policy: Plan, Funding and Implementation

HIGH PRIORITY

City Personnel Review (Citywide)
City Hall Evaluation and Plan
Fire Management Study
Internal Auditor: Implementation and Performance Reports
Development and Building Application Process:
Evaluation and Streamlining

Major Projects 2007

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- 9. Kereiakes Park Tennis Complex Renovation**
- 10. Police Annex Design and Construction**