

BILLINGS

Comprehensive Plan



Created by the

SMCOG
Southwest Missouri
COUNCIL OF GOVERNMENTS



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CHAPTER 01

Introduction

INTRODUCTION

The City of Billings contracted with the Southwest Missouri Council of Governments (SMCOG) to update the City's Comprehensive Plan. The comprehensive plan is used to provide the community with an official guide for growth, land use, and development.

Section 89.040 of Missouri Statute requires that zoning regulations "shall be made in accordance with a comprehensive plan". A comprehensive plan is not legally binding, but rather a document used to uphold decisions made by the municipality for community guidance and growth. Development and policy decisions should be consistent to the adopted plan, for it was developed with the citizens' input.

The Billings comprehensive plan is to provide a detailed guide for the City's future based on the community's input, collaboration with the City administration, analysis, and research. This plan serves as a guide for future growth, development of existing infrastructure, and potential future

annexations. The identified goals and objectives aim at enhancing the City of Billings' overall economic status, functionality, sense of place, citizen's quality of life, and creating aesthetics.

Planning Process

Over the course of four months, the Southwest Missouri Council of Governments (SMCOG) worked with City Staff and a community member

Comprehensive Planning Committee (CPC) to create this comprehensive plan.

This comprehensive plan was an update based on a previous Visioning Plan prepared by the Missouri State University Planning Practicum class in Spring of 2018. SMCOG and the CPC was charged with combining the Visioning Plan and community input into the goals, objectives and strategies outline in this plan.



Figure 1. Billings Mural

The first CPC meeting was held on October 24th, 2019. This meeting's purpose was to introduce comprehensive planning, review the 2018 MSU visioning plan, discuss basic demographics, and discuss logistics for the public open house.

The second meeting held on November 14th, 2019 was to conduct a SWOT analysis, and review goals and objectives.

The third meeting held on December 12th, 2019 was to build a future land use map and finalize goals, objectives, and strategies.

The open house was held on February 14th, 2020 in conjunction with a high school basketball game. Public figures, citizens, and City staff were present to provide input on the proposed future land use map and goals and objectives.

TIMELINE

OCTOBER 24

Meeting #1

- Introduction to the Comprehensive Plan
- Demographics Overview
- 2018 Missouri State University Visioning Plan Review

NOVEMBER 14

Meeting #2

- Strengths, Weaknesses, Opportunities, and Threat Analysis
- Review Goals and Objectives from Visioning and Proposed Updates

DECEMBER 12

Meeting #3

- Future Land Use Discussion
- Finalize Goals and Objectives

FEBRUARY 14

Community Open House

Community members participating on the Comprehensive Planning Committee included:

Greg Wilson
Jason Baker
Randall Whitman
Jim Viebrock
Susie Corrie
Time Steinert
Larry Wiles
Nicole Browning
Jennifer Wilson
Cindy Brandt
Jessica Verch
David Kucera
Rev. Bob Long
Aaron Stewart
Mark Jenkins
Jesse Coker
Lisa McClellan

Figure 2 Planning Process Timeline



CHAPTER 02

Community Profile

COMMUNITY PROFILE

History

Billings is in Southwest Missouri in the panhandle of Christian County. Americans first settled in the area in the mid-1830s. By 1860 there were enough settlers in the area that a post office was needed, and one was established and named Elba. This post office closed during the Civil War.

In January of 1871 Joseph Harper platted a town on land he owned because he was aware that the railroad was about to reach the area. He called the town Plymouth, but lot sales were slow and Plymouth would later become part of a new town. In the summer of 1871, the St. Louis and San Francisco Railroad arrived, and in December the railroad platted the town of Billings. It was named after Fredrick Billings, a director of the railroad. The Billings family would donate \$1000 to the new town for the construction of a new Union church. 1871 was busy because also during that year a new post office was

established named Plymouth, and before the year was out changed to Billings.

The new town had slow, but steady growth. The railroad built a hotel in the early 1870s, and the first school was established in 1877. The J. W. Sanders Mercantile was established in 1879, the Catholic Church built in 1883, and the Bank of Billings was established in 1889. In 1908 the Bank of Billings built a new building which now serves as city Hall.

In 1884 the community incorporated as a village with Frank Morris as the first Chairman, C.E. Purdy as City Clerk, and P.M. Laney as the first Marshall.

Today, Billings has grown to a size of 1,035 people (2010 Census). With its proximity to Springfield and other amenities, Billings' residents can live the small-town lifestyle while also enjoying the amenities of an urban center nearby.

Billings has changed since its early days in the 1800s, but it is still home to several of the businesses and organizations that made it the community that it is today. Some of these institutions no longer exist, but their buildings stand today as a reminder of the town's heritage and identity.



Figure 3 Billings City Hall

Demographics

Community demographics such as population, economic characteristics, and employment can assist in conversations during the planning process and in identifying future goals and objectives.

POPULATION PYRAMID

Figure 4 and Figure 5 illustrate the breakdown in age groups in Billings. Two age groups are typically interrelated: 0-9 years and 25-34 years. These age groups reflect the young families in the area, as those in the older age group are more than likely the parents of the younger age group.

These groups were not as prominent in Billings in 2017 as they were in 2010, which can be linked to the decrease in enrollment in the Billings R-IV school system throughout the same time period. Another age group to note is from 50-64, which is the national average age of retirement. A city like Billings, with its rural charm, lower land prices, and proximity to Springfield is an ideal place for retirees.

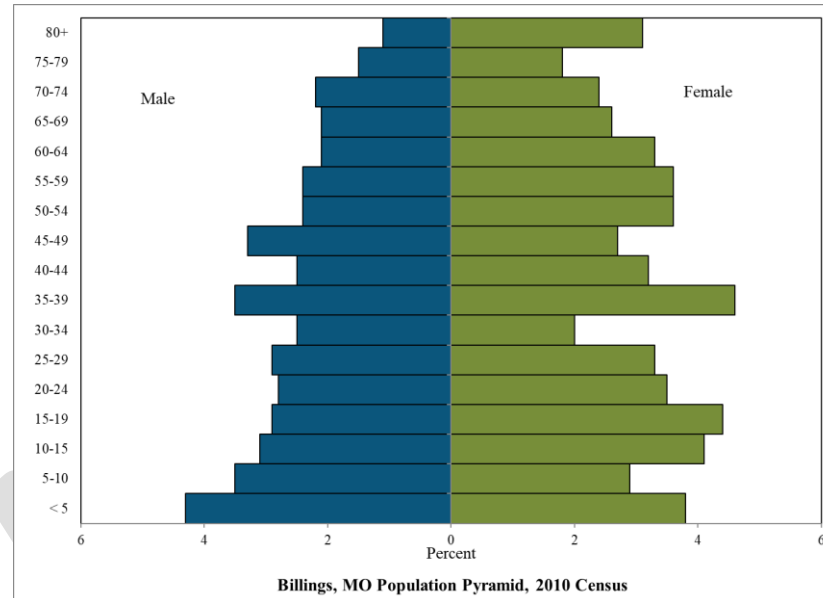


Figure 5. Population Pyramid, 2010 Census Data

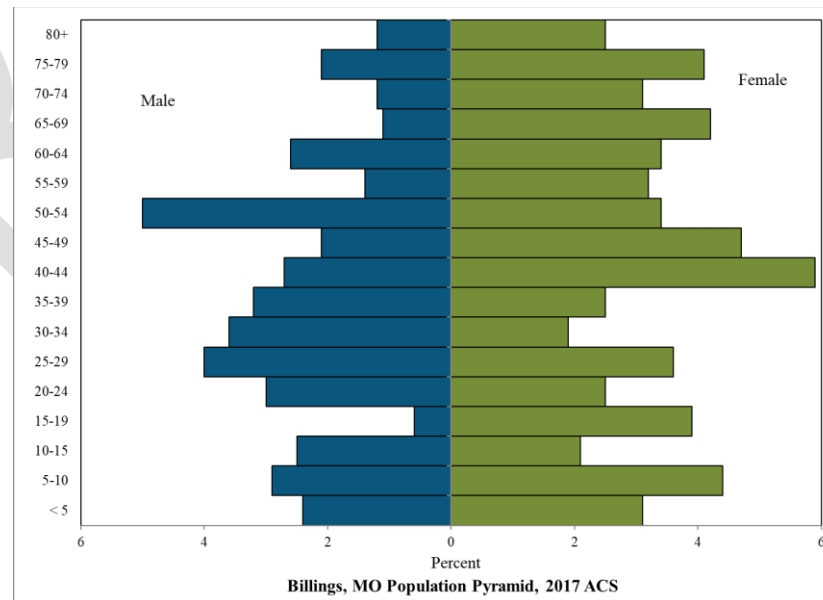


Figure 4. Population Pyramid, 2017 ACS Data

POPULATION PROJECTIONS

Billings has experienced uneven growth over the past five years. As shown in Figure 6, the City experienced a decrease in population from years 2000 to 2010.

Overall, this decrease, if projected into the future would give Billings an estimated declining population. However, when using Decennial Census data from 1960-2010, projections see a small increase in population. By utilizing Census data and future development information, three different population projections have been created.

Figure 6 displays these projections. These calculations, which have been separated into a low, high, and likely, should be utilized when planning.

The low population projection, shown in orange, uses a linear direct formula based off Census data from the past 60 years. This projection should be used when budgeting, as it will ensure economic stability even in the worst-case scenario. The high population projection uses an exponential direct formula based off the same Census data. Shown in maroon, this projection could

be used when planning for infrastructure needs, as it will ensure that the City will be able to support all its potential growth. The likely projection, shown in light green, uses the average of the same Census data from the past 60 years along with future development information.

POPULATION PROJECTIONS

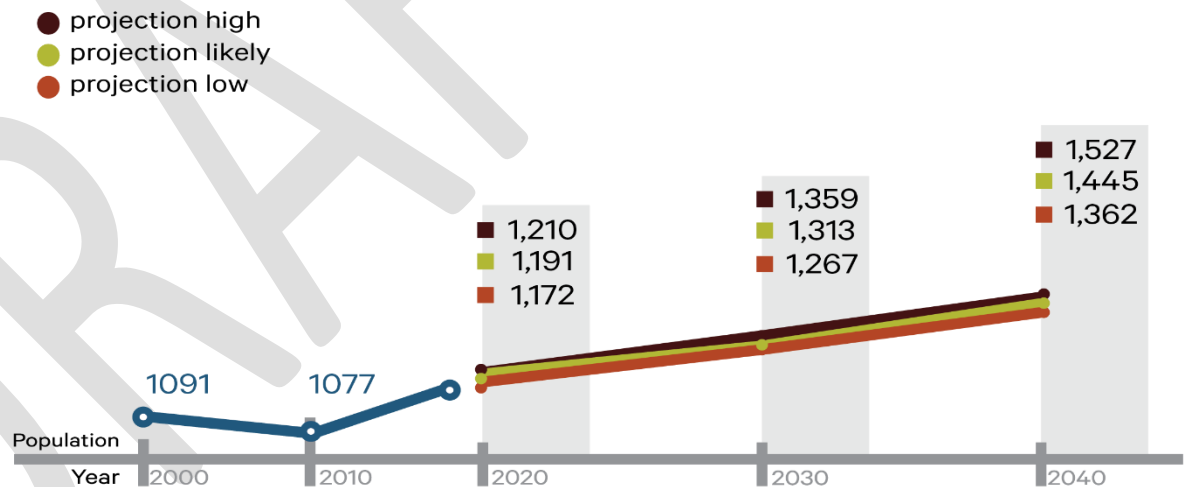


Figure 6. Population Projections, 2020-2040

EDUCATION

Education is an important factor to consider when assessing a community. Education impacts workforce and economic development of a community. Census data shows that Billings has a lower percentage of residents with a college degree than both Christian County and Missouri. See Figure 7. Education Data, 2017 ACS Estimates

This data, coupled with poverty rates and median household incomes, suggests that many of the city's residents work low wage jobs due to their lack of post-secondary education.

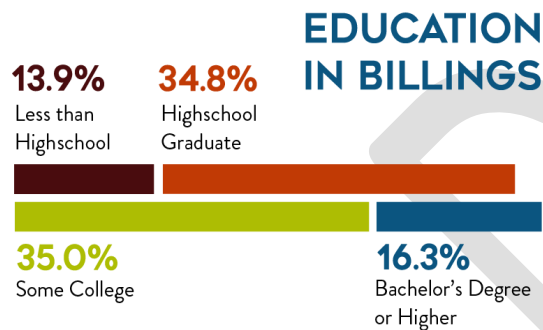


Figure 7. Education Data, 2017 ACS Estimates

INCOME

The median household income for the City of Billings in 2017 was \$36,500 as shown in Figure 8. Median Household Income, 2017 ACS Estimates. This is 5% higher than Springfield but is almost 20% lower than the average of Springfield, Christian County, and Missouri combined. While Billings' median income is slightly higher than Springfield's, it falls short in comparison to Christian County and the State of Missouri.

Since 2010, Billings' median household income has grown at a 0.4% rate, which is much lower than Springfield's, Christian County's, and Missouri's, which are all around 1.5%. It should be noted, however, that data for smaller cities like Billings have a much higher margin of error than their larger counterparts.

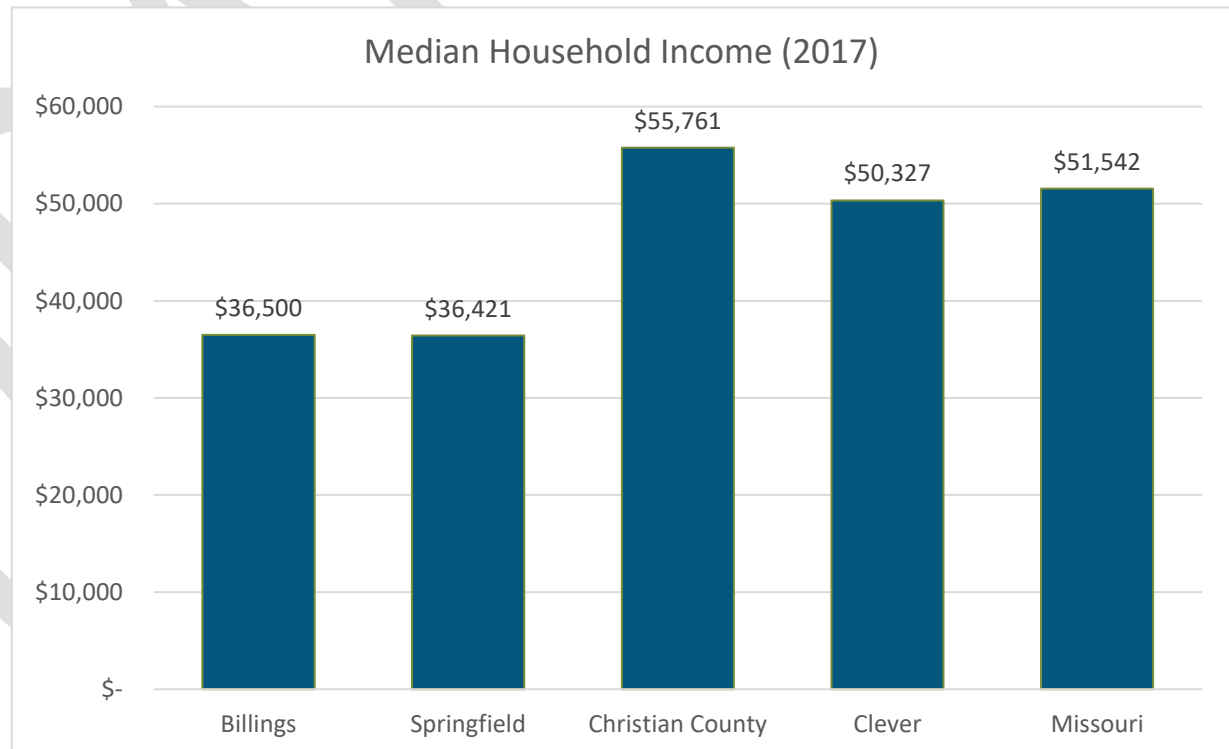


Figure 8. Median Household Income, 2017 ACS Estimates

POVERTY

The U.S. Census Bureau measures poverty by comparing a family's income with a set income based off how many people are in the family, regardless of geographic location. The poverty rate of Billings is 13.6%, which is on pace with the rest of Christian County (13.5%), and lower than the state of Missouri (14.6%).

Since 2010, Billings' poverty rate has decreased by 2.5%, while both Christian County and Missouri's poverty rates rose, by 4.0% and 0.6%, respectively.

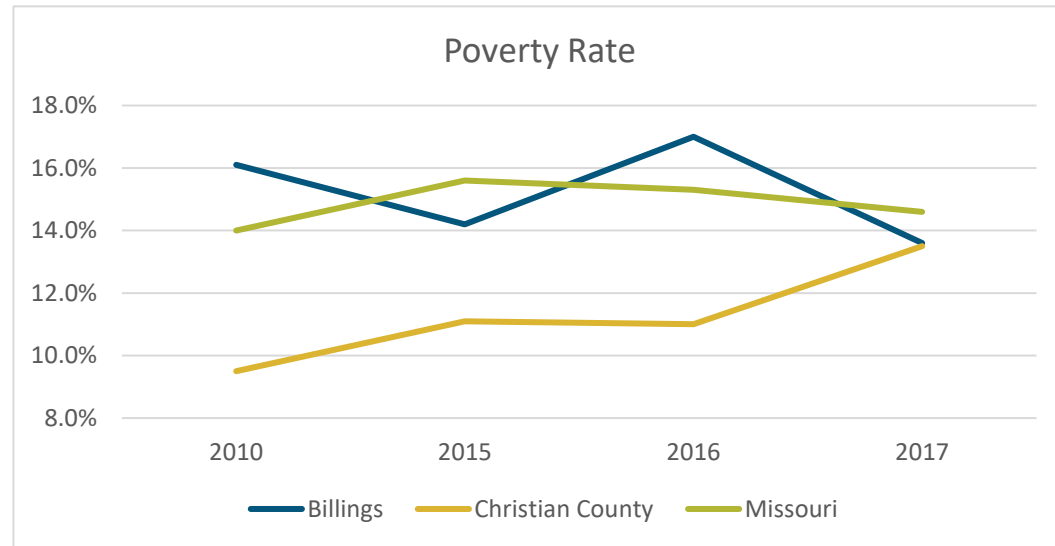


Figure 9. Poverty Rate, U.S. Census and ACS Estimates

EMPLOYMENT

The Billings School District is the largest employer in the community and contributes to the local workforce. Labor in educational services for Billings is almost 25% of the total. The next largest sectors are retail trade and manufacturing, each of which are above 14%.

The mean travel time to work for Billings' residents was just under 30 minutes, according to ACS data. This implies that many residents commute for work, likely to Springfield, Monett, Nixa, Republic, or other larger cities in Southwest Missouri.

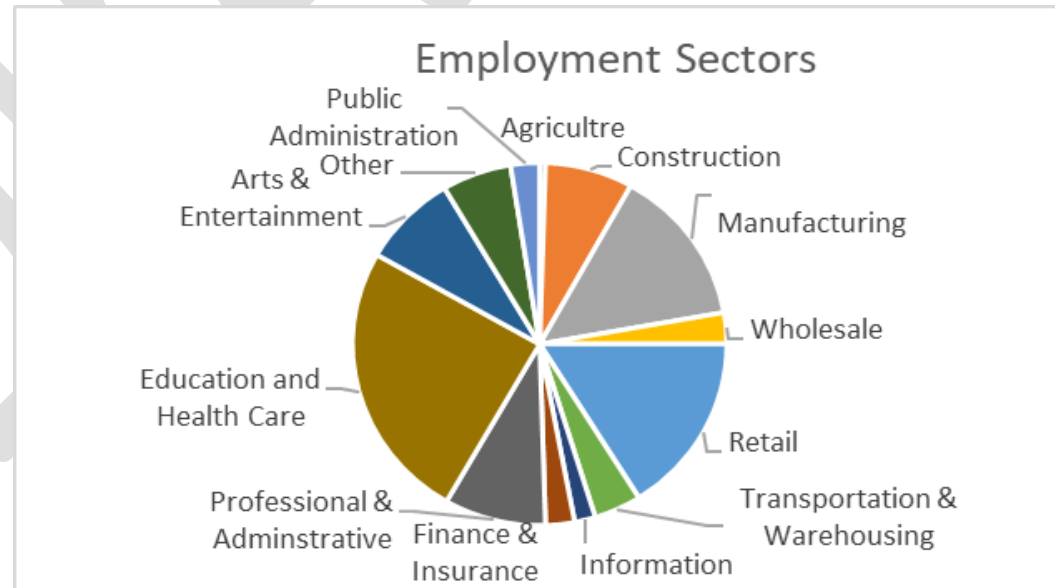


Figure 10. Employment Sectors



CHAPTER 03

Community facilities+
Infrastructure



COMMUNITY FACILITIES

Goals, Objectives, and Strategies

1. Provide and support community services and infrastructure

A. Ensure City Hall and staff are accessible

- Provide staffing levels that ensure residents can contact someone with questions or concerns
- Budget appropriately for necessary improvements to City owned facilities, including any Americans with Disabilities Act compliance upgrades

B. Maintain and expand infrastructure.

- Adjust water and sewer rates as necessary in order to pay for needed infrastructure improvements
- Ensure fire hydrants and pressure are adequate for sufficient protection
- Require new developments to install, expand or pay for new infrastructure in order to accommodate growth

C. Coordinate with local services

- Discuss new development proposals with Billings Fire Protection District, ambulance services, and Police Department to ensure adequate service can be provided
- Participate in information sharing with the Billings Library and continue supporting through general needs.

2. Provide recreational infrastructure to encourage and promote community recreation and public health

A. Maintain existing parks while expanding recreational facilities

- Budget for replacement equipment due to potential increased usage
- Work with schools to seek opportunities to combine school/ parks and city parks or resources
- Partner with the school district to make improvements or find alternative to softball and practice fields
- Look into funding new park amenities, such as landscaping or a new walking trail

B. Ensure recreational facilities comply with the Americans with Disabilities Act (ADA)

- Familiarize staff with the requirements of the ADA
- Conduct a self-evaluation of existing facilities' compliance with the ADA
- Budget for and make any necessary improvements to increase accessibility

C. Incorporate pocket parks into existing and future neighborhoods

- Update city code to require new residential developments to include a parcel to be set aside for use as a park
- Purchase vacant, with a focus on undersized, parcels or work with local groups to provide small community open spaces or parks

D. Explore options for a potential park north of the railroad

- Collaborate with developers platting new subdivisions to include park amenities
- Identify potential sites for another large city park

COMMUNITY FACILITIES & INFRASTRUCTURE

The City of Billings provides water and sewer services for residents. Other utilities are provided by external agencies. Electrical service is provided by Liberty Utilities. Republic Services collects trash and recycling. Trash is collected every Thursday, and recycling is collected on the third Thursday of the month.

According to June 2018 FCC data, Billings' residents should have internet access capable of reaching 250mbps download speed and 25mbps upload speed. Major internet providers include Mediacom through cable, ViaSat and Hughes Network through satellite, Total High speed through Fixed Wireless, and AT&T through ADSL.

The Billings Police Department provides public safety services. Fire and EMS services are provided through a special district and agreement with Cox Health.

FIRE

Billings Fire Protection District services the City of Billings, along with 55 square miles of western Christian County, southern Greene County, eastern Lawrence County, and northern Stone County.

There are four fire stations, including one station inside Billings' city limits. The district currently owns and operates 24 different trucks and is responsible for

activating and running all storm sirens throughout the district.

The fire district is currently scored has a Class 5 Insurance Services Office (ISO) Fire Rating; however, due to external factors, the district expects to be downgraded to a Class 6.

EMS

Billings is serviced by Cox Health EMS, with responders coming from either Republic or Crane.

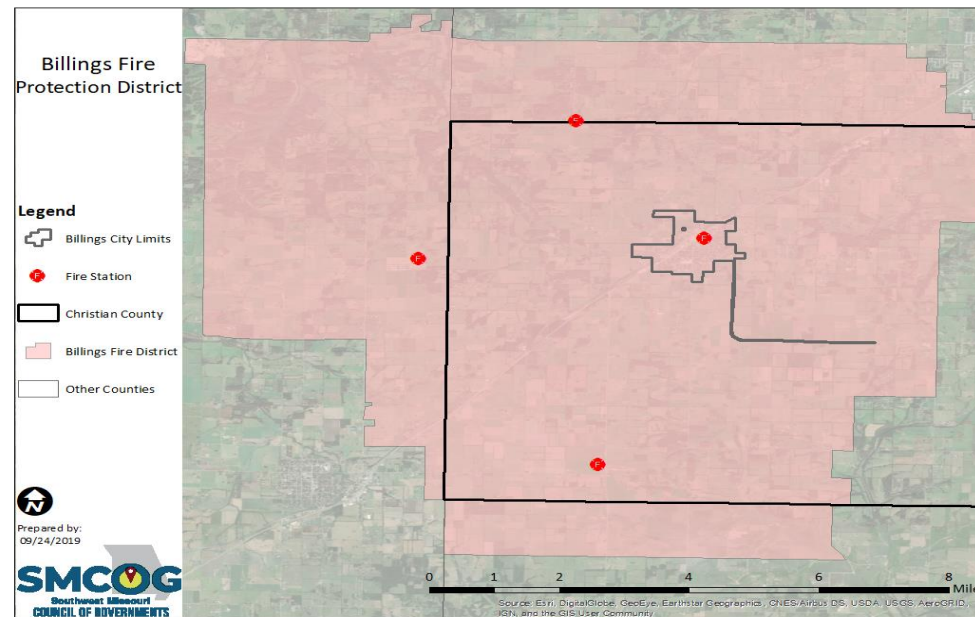


Figure 11 Billings Fire Protection District



CITY HALL

City Hall moved into its current location, the old Bank of Billings building, in 2015. City Hall staff are responsible for collecting payments for water, sewer, and trash services throughout the city. Staff members are the primary citizen contact for electric service concerns. Residents may alert City Hall when a streetlight is out and can pay their electric bills.

POLICE

The City of Billings currently employs three full time officers who operate four police cars. The Police Department is currently co-located with City Hall.

LIBRARY

The current Billings City Library, which is independent of the Christian County library system, was established in 2016.

The current library is fully staffed by volunteers and is managed by a volunteer board. Although the library is an independent organization, the City appoints members of the library's volunteer board and does financial work for the library.

SCHOOLS

Billings R-IV School District services 365 students in almost 40 square miles of western Christian County and northern Stone County, including all the City of Billings. The District operates two schools: Billings Elementary School and Billings Jr. /Sr. High School. Both schools are located on the same campus inside city limits.

Goal 1: Provide and support community services and infrastructure.

While the City of Billings does not have direct control over all local services, it is important that it continues to coordinate with other agencies. New development proposals should be shared with emergency services to ensure that new residents or structures can be serviced at existing levels or will service expansion be required.

Along with public safety services, the City must ensure that infrastructure is maintained and expanded as necessary. As the community experiences new

development, the need for more infrastructure will increase. Requiring new developments to install or pay for expansion is one way to ensure that the City is not bearing the full burden. It will also be important to review water and sewer rates regularly to allow for infrastructure to be maintained in order to guarantee good overall public health. City officials may need to increase rates to cover costs for upgrades or expansions.

City Hall is perhaps the most visual community facility and often the most visited by community members. Billings must maintain an accessible environment at City Hall. Staff should continue to provide high quality services and staffing levels should allow for residents to have contact with a person when trying to reach City Hall. It is also imperative that City facilities are in compliance with the Americans with Disabilities Act. Creating an accessible environment for all residents is not only required by law, but important in reflecting the welcoming nature of the Billings community. It may be necessary to budget for annual improvements.

Objectives

- A. Ensure City Hall and staff are accessible.
- B. Maintain and expand infrastructure.
- C. Coordinate with local services.

PARKS

Billings City Park is a source of pride and a center of activity for the community. The park, located on the southern side of town, consists of a large open grass area, which is used for town events such as the fall carnival and cattle shows. There is a gazebo and picnic tables located at the entrance of the park, along with a walking track, a playground, and a softball field. The park is spacious, but it lacks landscaping, as warm days can quickly turn hot without trees or shade.

The City has recently acquired two new parcels of land near the City Park that are intended for use as a pocket park. Pocket parks are small, usually one parcel, with minimal equipment but provide more opportunities for recreation.

A charrette activity was completed in Billings on March 22, 2018 by students at Missouri State University. During the

activity, residents were shown a series of pictures on a board that displayed a variety of park features in order to see what they visualized as the future of the community park. The features rated the highest on the boards were the addition:

- Trees
- Sitting areas
- Expansion of the current walking track into a trail

Goal 2: Provide recreational infrastructure to encourage and promote community recreation and public health.

Billings currently has only one major park, but additional recreational offerings were a desire of the community. There are plans to add another small park, but no equipment was located on the site at the time of this plan update. Maintenance of existing facilities should continue to be a priority, while looking for opportunity to expand recreational offerings. A partnership with the school district could provide

additional opportunities for improvements or alternatives for sports fields. Billings elected officials and members of the Park Board will want to continue seeking new funding opportunities for park amenities such as a trail or additional landscaping.

Like community buildings and facilities, it is vital that recreational facilities comply with the Americans with Disabilities Act. Park maintenance staff should be familiar with the requirements and current facilities should be evaluated for compliance. Future improvements should be budgeted for and made as a priority, so children and families of all abilities have access to recreation.

New park facilities were a desire of the community. This may be partially accomplished through the requirement of pocket parks in new residential developments. As new houses are constructed the City can work with builders to set aside land for a small, neighborhood park. The City and Park Board may also look at opportunities to purchase currently vacant, unbuildable lots throughout town as opportunities for new parks.

As options for new facilities are reviewed, it is important to look at locations north of the railroad. Children who may live on the north side of the railroad currently have to cross the railroad tracks and Highway 60 to get to the park. Constructing new facilities on the north side of the railroad provides a safer alternative for community youth.

Objectives

- A. Maintain existing parks while expanding recreational facilities.
- B. Ensure recreational facilities comply with the Americans with Disabilities Act (ADA).
- C. Incorporate pocket parks into existing and future neighborhoods.
- D. Explore options for a potential park north of the railroad.



Figure 13. Billings City Park Entrance



Figure 14. Billings City Park



CHAPTER 04

Housing



HOUSING

Goals, Objectives, and Strategies

1. Diversify housing options

A. Allow for high-density single-family homes

- Review minimum lot size requirements
- Compare current requirements to neighboring communities
- Discuss current requirements with developers

B. Update code to enable more multi-family and senior housing

- Allow for more flexibility for multifamily structures, such as an increase in the maximum height
- Review options for minimizing requirements or providing bonus for developments aimed at providing affordable housing for seniors

C. Collaborate with developers to build more economically diverse homes

- Review opportunities for development agreements
- Create incentive opportunities in exchange for density or improved neighborhood design- which may include burying utilities, wider than required sidewalks, street trees, landscaped medians, or variable setbacks

2. Improve quality of existing homes and neighborhoods

A. Enforce property maintenance codes

- Educate residents on property maintenance requirements
- Develop easy complaint reporting system
- Bi-annually review property maintenance code to ensure it is meeting community needs

B. Encourage infill residential development

- Market opportunities to developers
- Explore ways to reduce fees for infrastructure improvements that may be required

C. Continue rental inspection program

- Budget annually for inspectors
- Review licensing fees to ensure the program is generating the revenue necessary to pay for costs

HOUSING

Housing is an important component of any community. Safe and affordable housing is vital to ensure resident satisfaction and overall quality of life.

HOUSING CHARACTERISTICS

According to American Community Survey data, Billings currently has 487 housing units. The median value for a house in 2017 was \$90,900, which is significantly lower than both Christian County (\$154,400) and Missouri (\$145,400). However, the median home value in Billings has risen at a faster rate (6.2%) than Christian County (5.2%) and Missouri by about (5.6%). Over half of the homes in Billings are valued between \$50,000- \$99,999, and almost a quarter of homes are valued from between \$100,000-\$199,999.

Most residents of Billings own their home, with 60% of housing units being owner occupied and 25% being renter occupied. The remaining 15% of homes are vacant, which is higher than Christian County, but on pace with the rest of Missouri.

CONDITIONS

In the spring of 2018, Missouri State University students completed a housing conditions survey in order to assess the current housing stock. At that time, there were 408 single family units and 8 multi-family units, equaling a total of 416 housing units in Billings. The students rated the units either good, fair, or poor based on the structure's condition and deficiencies.

Deficiencies were defined as unsafe defects in the structure of the unit, including:

- broken windows
- sunken roofs
- missing siding
- overgrown vegetation onto the structure
- and other similar events

Good units were typically well kept, with no noticeable foundation or structural deficiencies.

Fair units may have had a few minor deficiencies but were mostly well kept.

Poor units had multiple or extreme deficiencies, and desperately required improvements.

Most of the housing units in Billings were in satisfactory condition, as 55.5% of units were rated good and 36.8% rated fair. While the number of units in poor condition was minimal, with only 7.7% of structures being designated by the students, they still need to be addressed. By actively enforcing the property maintenance code, the city can cut down on the number of poor housing units, while also minimizing the safety risks for citizens. Figure 16 displays the condition inventory results.



Figure 15. Duplex in Billings

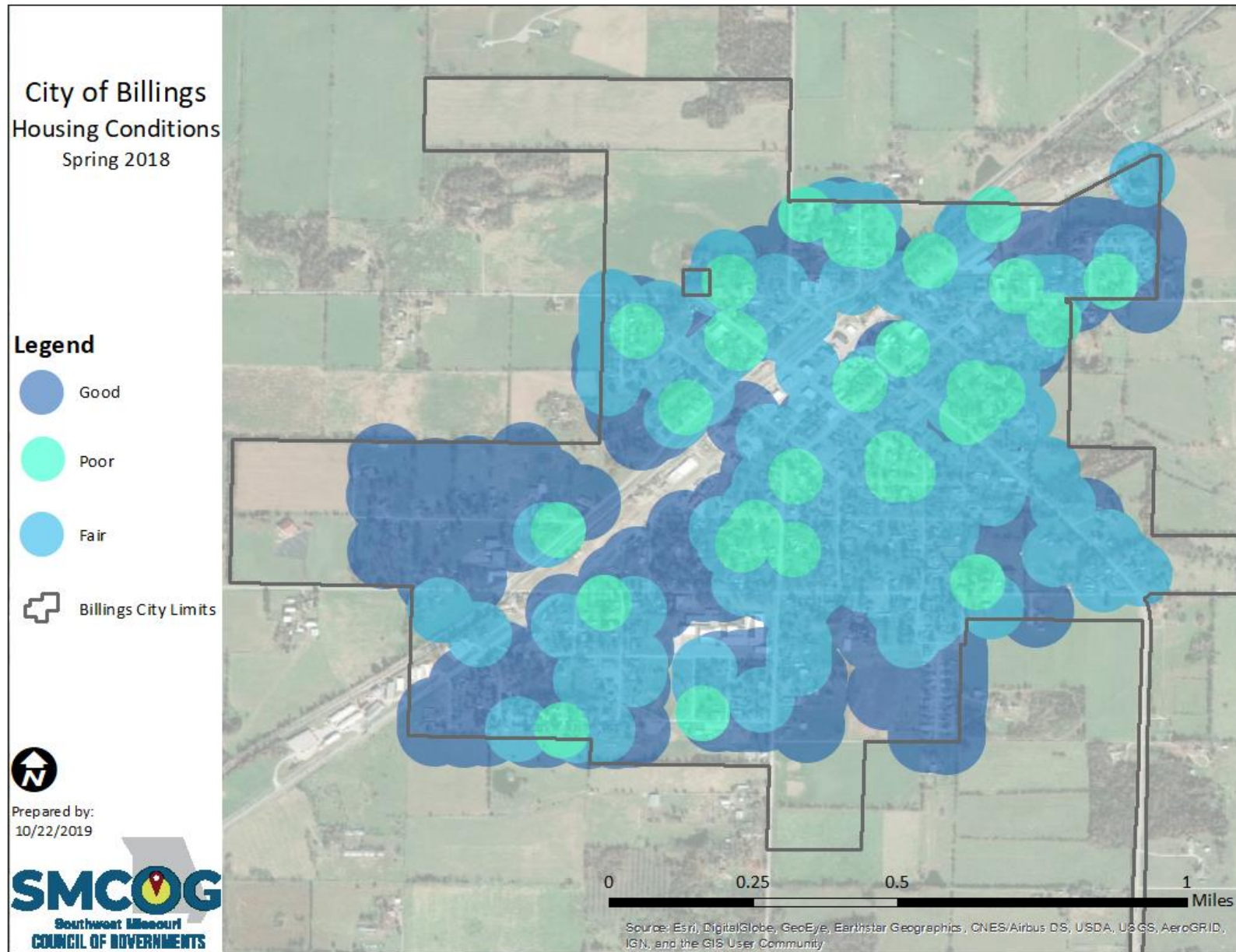


Figure 16. Housing Condition Overview

Goal 1: Diversify housing options.

The focus for Billings going forward should be to diversify its housing stock. The comprehensive planning committee consistently noted that more multi-family homes and quality rental properties would be welcomed by residents.

Currently, only six residential parcels are multi-family structures. The development of duplexes, townhomes, senior living neighborhoods and other multi-family housing options will dramatically diversify Billings' housing stock.

The City may also review the existing code and modify lot size requirements. Reducing minimum lot sizes or allowing for more flexibility in development options could assist in increasing overall housing diversity. Additionally, creating incentive opportunities in exchange for density or improved neighborhood design such as wider sidewalks, street trees, and landscaped medians could

assist in getting higher quality housing developments.

Objectives

- A. Allow for high-density single-family homes
- B. Update code to enable more multi-family and senior housing
- C. Collaborate with developers to build more economically diverse homes

Goal 2: Improve quality of existing homes and neighborhoods.

Actively enforcing the property maintenance code would enable the City to reduce the number of poor housing units, while minimizing the safety risks for citizens. This should include items like non-operational vehicles or debris in yards. The City should also review opportunities for updating the City's building code to ensure that any improvements are done safely.

Billings may likely benefit by continuing to conduct the rental inspection

program. This important tool ensures the citizens have access to high quality rental housing. Budgeting for inspectors and reviewing fees to allow for cost recovery of time spent will be vital for the long-term success of the program.

As Billings grows, its housing stock will have to grow as well. Before pursuing annexable land for new subdivision developments, an emphasis should be put on developing empty lots in existing neighborhoods. The 19 single-family zoned parcels that are currently vacant should be showcased as an opportunity for developers, since services such as water, sewer, and electrical lines already exist in the area. Infill lots would not cost as much to develop, as utilizing existing infrastructure hookups would be much less expensive than installing brand new lines to a new area of town.

Objectives

- A. Enforce property maintenance codes
- B. Encourage infill residential development
- C. Continue rental inspection program

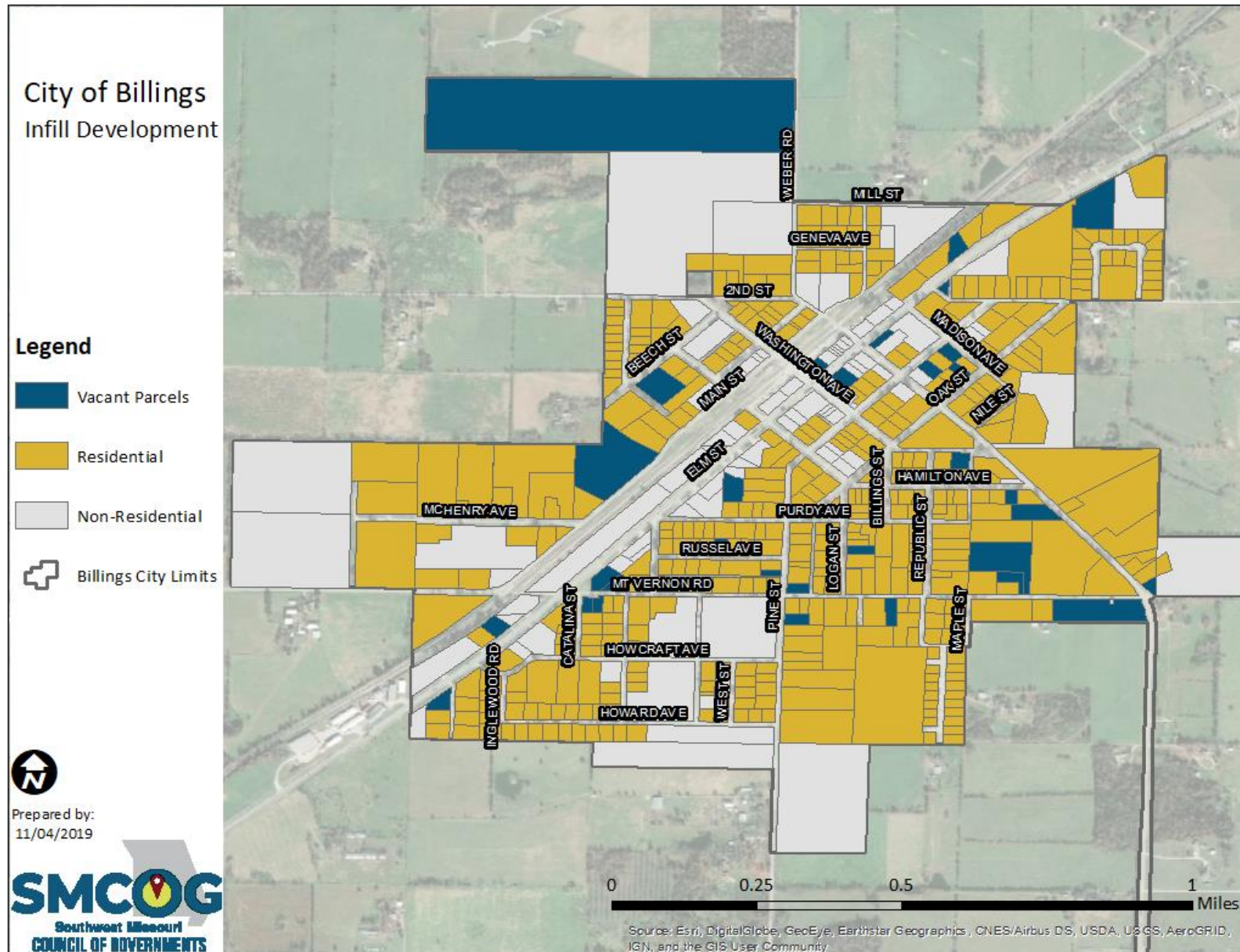


Figure 17. Infill Opportunities



CHAPTER 05

Economic Development



ECONOMIC DEVELOPMENT

Goals, Objectives, and Strategies

1. Attract new businesses

A. Attract businesses that provide residents with easy access to food

- Target businesses that do not operate in surrounding communities
- Market traffic counts of Highway 60

B. Continue utilizing local economic development groups for help recruiting new businesses

- Collaborate with Show Me Christian County to identify market gaps and opportunities
- Work with the Billings Merchant Association and the Billings Betterment Committee to identify what complimentary businesses are important to attract

C. Review options for a tax abatement or small business investment program to incentivize the establishment of new businesses

- Identify what the City is willing to forgo in tax revenue in order to recruit desired new businesses
- Collaborate with local banks for assisting new business in start-up funding
- Consider offering fee reductions for first three years

2. Support existing businesses

A. Continue supporting groups that organize events to encourage citizens to shop at Billings businesses

- Assist in providing and sharing communication for local businesses, groups, and events

B. Review options for creating a Community Improvement District (CID)

- Educate downtown property owners on the CID development process, benefits, and costs.
- Calculate the potential revenue that could be generated from a CID
- Identify what improvements potential revenue could fund, such as street trees along Washington and Highway 60, cohesive signage, or additional landscaping/street lighting.

ECONOMIC DEVELOPMENT

Reviewing current economic characteristics such as current businesses, labor force, and commuting patterns enables a community to develop opportunities for future economic development.

ECONOMIC CHARACTERISTICS

According to the 2017 ACS Survey, 75% of working residents commute to jobs outside the county, making Billings primarily a bedroom community. This is likely because of the limited middle-income jobs in Billings.

According to *OnTheMap* data from the U.S. Census, 27.9% of jobs in Billings are designated as “middle-income” (between \$15,000-\$40,000 yearly earnings). For reference, these numbers are lower than Clever’s, where 33.7% of jobs are middle-income.

Billings’ lower income jobs (less than \$15,000) accounted for 37.7% of jobs in the city, which is significantly higher than other area communities. Because of this,

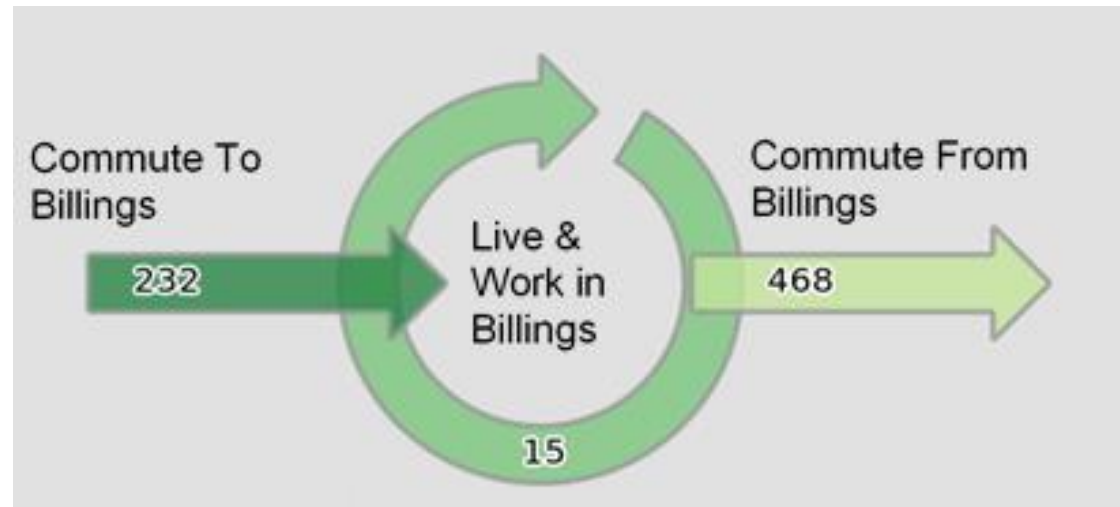


Figure 18. Billings Commuting Patterns, *OnTheMap*

many Billings residents need to commute outside of the city for work. *OnTheMap* data shows that of the 483 workers living in Billings, 468 commute and 15 work in the city limits. The remaining 232 jobs in the City limits are filled by outside commuters.

There are significant differences in the flow of jobs between “workers into Billings” or inflow and between “workers who live in Billings but commute” or outflow. The pay of outflow jobs (or jobs that residents are seeking outside of Billings) is much higher than inflow jobs. Many more workers are leaving Billings for middle-income work than those that

are commuting to Billings for the same work. In total, the City of Billings has a net flow of -236 jobs.

MARKET OVERVIEW

Most Billings businesses are located along or near Highway 60, including The Bank of Billings, City Hall, the Post Office, and numerous antique stores. There are currently eight vacant lots that are zoned for commercial or industrial purposes, along with many vacant buildings available for new businesses to occupy.

Billings lacks diversity in local retail and commercial options. Antique shops are a charming aspect to Billings’ retail, but

Billings would benefit by focusing on finding ways to attract other retail and dining options for its residents. Citizens must leave town and go to Republic, Springfield, or other nearby municipalities to explore a more diverse set of options. Money that could be spent in Billings is often spent in other cities, depriving the City of much needed tax revenue.

ECONOMIC DEVELOPMENT EFFORTS

The City of Billings has three main groups that work to improve the city's economy. The Billings Merchant Association is a group of Billings' business owners that organize events and promotions to support local businesses. This group organizes both the annual Spring Fling and Fall Harvest Fest, each brings around 5,000 people into town.

The Billings Betterment Committee is a partnership between the Bank of Billings and the City that works to bring economic prosperity to the Billings area.

Show Me Christian County is an economic planning and development

organization that serves all Christian County.

Goal 1: Attract new businesses.

Billings is in a very opportunistic location, as it is located at the intersection of Highway 14 and Highway 60. In order to grow the business sector of the economy, the City should market traffic counts of Highway 60. The amount of people that drive through the City each day may be able to support many more businesses than currently exist.

It could also prove advantageous to target businesses that are not present in adjacent communities. Some businesses may have distance requirements between locations, thus seeking stores or restaurants with further locations may make it easier to recruit.

Partnerships with existing organizations will be vital to the attraction of new businesses. Billings has been, and should continue, utilizing the economic development groups and resources in

order to bring more businesses, employers, and tax revenue into the city.

With the current population and median household income of the community, many businesses may find it difficult to make the business model work. The City should review opportunities for incentives, fee reductions, or partnerships with local banks to assist in new business start-up. Often the first three years are the most challenging for a new business but if the City can relieve some of the start-up stress it could make the community more attractive to business owners.

Objectives

- A. Attract businesses that provide residents with easy access to food.
- B. Continue utilizing local economic development groups for help recruiting new businesses.
- C. Review options for tax abatement or small business investment program to incentivize the establishment of new businesses.

Goal 2: Support existing businesses.

It is imperative that existing businesses continue to have support from the City and residents. Billings has a healthy support structure in place with the numerous organizations, but the City should continue to assist in information sharing about events or local shopping days.

With the downtown area serving as the primary economic corridor and targeted tourism area, there is an opportunity for the creation of a community improvement district (CID). An CID must be initiated by property owners but would allow for a special tax to be levied in the designated area which could be used for improvements. CID revenue could assist in adding street trees, cohesive signage, sidewalk repairs and improvements, street lighting, or more. This could allow for the downtown to develop a unique character and increase the desirability for new businesses and visitors.

The City should work with property owners to determine interest in the establishment of a CID. Once there is a group of interested parties, the expected revenue could be calculated, and a list of potential improvements could be developed. The CID would have to be voted on by the property owners but having a list of potential projects would allow individuals to see what the downtown could become.

Objectives

- A. Continue supporting groups that organize events to encourage citizens to shop at Billings businesses.
- B. Review options for creating a Community Improvement District (CID).



Figure 19. City of Billings Existing Businesses



CHAPTER 06

Transportation



TRANSPORTATION

Goals, Objectives, and Strategies

1. Maintain and enhance the current transportation system

A. Develop a formal street maintenance program

- Determine existing street condition for all City streets
- Identify community standards and expectations for street quality
- Estimate necessary annual costs for street improvements
- Plan for improvements on a cycle tied to a dedicated timeline

B. Discourage cul-de-sacs and other dead-end streets in new subdivisions

- Work with developers to promote connectivity
- Adopt policy to prohibit the development of dead-ends

C. Maintain local traffic flow

- Work with MoDOT to review potential impact of relocating traffic signal from Highway 60 and Washington to Highway 60 and 14
- Require transportation impact studies for any new large development
- Require developers to update the infrastructure needed to support development

D. Improve street design

- Work with MoDOT to plant trees along right-of-way to enhance curb appeal on State routes
- Consider road diets in order to install formal bike lanes, wider sidewalks, or streetscaping

2. Provide alternative modes of transportation

A. Work with Christian County to educate citizens about OATS

- Inform the public by hanging flyers around town, posting on social media, and in-person conversations

B. Develop a connected sidewalk system throughout Billings

- Create a city-wide sidewalk system plan for improvements and new connections
- Educate residents on responsibilities for sidewalk maintenance
- Apply for Transportation Alternative Program (TAP) funding to repair damaged sidewalks and expand the current system
- Begin budgeting for sidewalk repairs and expansions
- Review options for a dedicated transportation tax

C. Review opportunities for regional trail connections

- Communicate with Christian County and surrounding communities to discuss planned future trail expansions
- Develop community trails plan to identify local connections to adjacent community trails
- Work with regional partners to help identify and apply for funding to implement identified trails

TRANSPORTATION

There are currently 13.7 miles of road in Billings. U.S. Highway 60 and Missouri Highway 14 are the primary transportation corridors through the community and are maintained by the Missouri Department of Transportation. The remaining 10.8 miles of road are maintained by the City.

SIDEWALKS

The presence and condition of sidewalks vary throughout the city. Downtown has well-connected and well-kept sidewalks, making for an excellent pedestrian network. However, outside of the downtown area the sidewalks became less contiguous and in disrepair. There are long stretches of sidewalks near the school, on Oak Street, and on Pine Street; however, they need substantial improvements in order to allow for safe passage. Throughout the city, only 67.3% of sidewalks were rated as “good” by Missouri State University students in 2018. Sections of paths are no longer walkable due to tree root damage, overgrown vegetation, and natural cracking. A majority of the “good” sidewalks were on the south side of town

and by the school, where it appears installation occurred more recently.

PUBLIC TRANSPORTATION

Billings, like most of Christian County, utilizes OATS transportation for public bus service. While OATS transportation is limited, it provides a valuable service to members of the community who do not have cars or are unable to drive. The second and fourth Wednesday of each month, a bus connects Billings to Nixa, and every third Tuesday of the month, a bus travels from Billings to Springfield. Residents must call the OATS office and schedule a pickup for those specific days in order to ride.

RAILROAD

Historically, the railroad was a major part of Billings’ transportation and culture. While there used to be a depot in the city, it has since been removed. However, the railroad is still a major part of the town and its identity. The railroad is owned and operated by BNSF Railway, and transports freight between Springfield in the east and either Joplin or Tulsa in the west.



Figure 20. Billings Good Condition Sidewalk



Figure 21. Road into town



Figure 22. Railroad

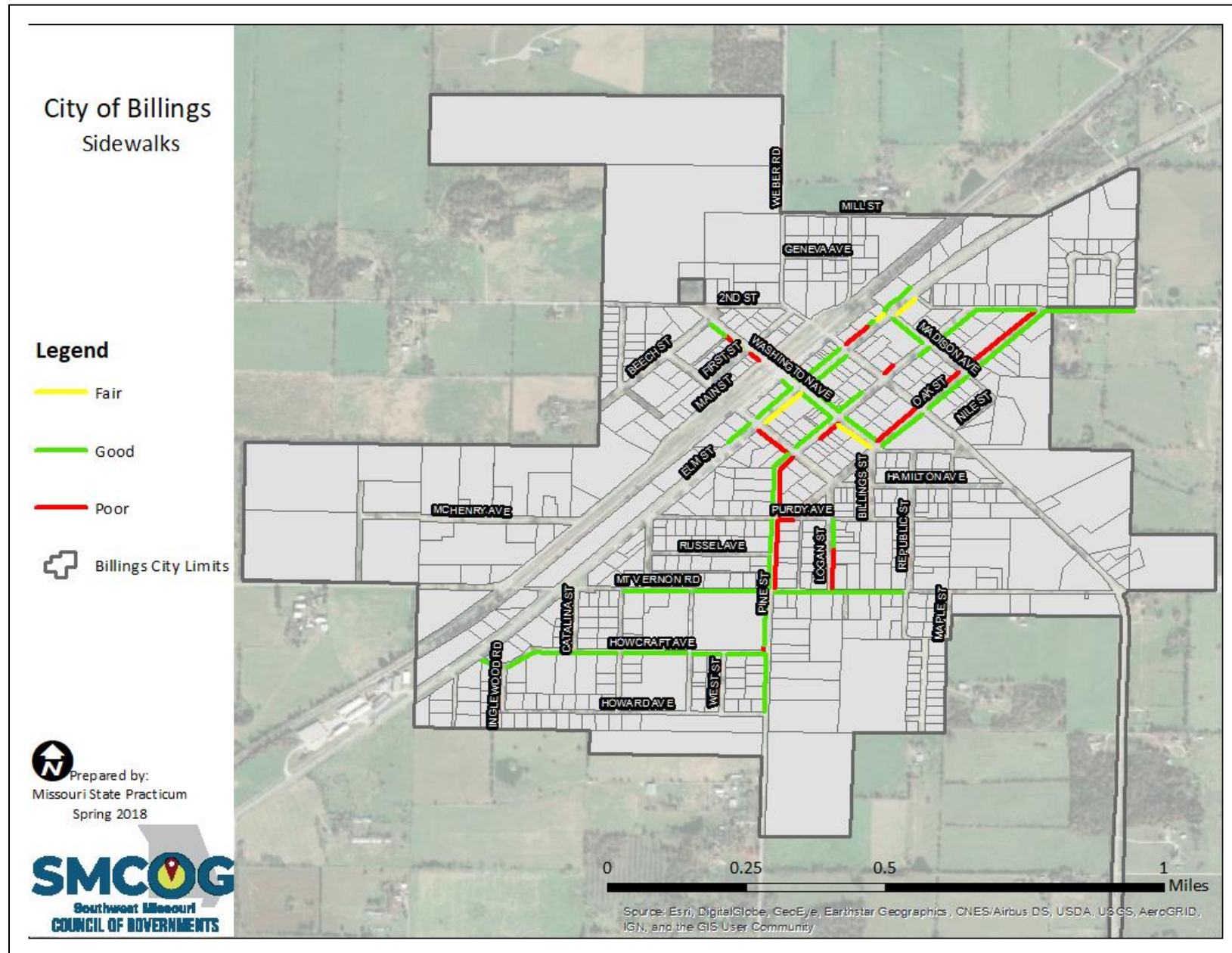


Figure 23. City of Billings Sidewalks

Goal 1: Maintain and enhance the current transportation system.

Billings is well positioned along highways, with Highway 60 and Highway 14 running directly through town. Highway 60 presents a major opportunity, as the highly traveled corridor brings many commuters and travelers through city limits every day. However, with opportunity comes concern. Throughout the planning process, citizens voiced concerns over the safety of the current transportation network.

While road conditions did not seem to be a top concern, it would be beneficial for the City to develop a formal street maintenance program. This would require the City to determine the current condition of each street and plan for future improvements in future years.

In addition to ensuring quality roads, it is important that traffic flow and accessibility be maintained. One thing the city can continue to do is discourage

the development of dead-end streets and cul-de-sacs and continue to advocate for a connected street network. Connected streets are a safer option than cul-de-sacs, as they allow for easier emergency access and are not as impacted when a fire, accident, flood, or construction blocks road access.

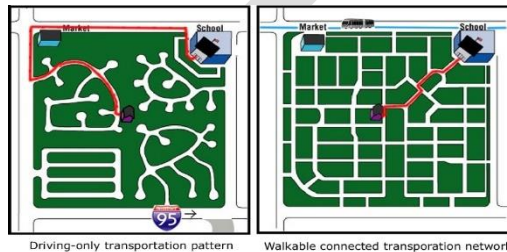


Figure 24. Connected Street Network, Source: CNU

Connected streets also allow for easier multi-modal transportation, as they allow for more straight-lined paths to be taken by people walking or biking to their destination.

Adopting formal policies and requiring transportation impact studies for new large development can help to prohibit undesirable infrastructure and ensure easy access. The City Code could also be updated to require developments be required to install or pay for transportation improvements required to support the development.

The City may also choose to update requirements for improved street design. Reviewing opportunities for road diets that would allow for wider sidewalks and more streetscaping could contribute to increased walkability and pedestrian safety.

Citizens are uneasy about the high amounts of traffic and are less inclined to walk or bike, specifically near the highways. There is also citizen concern about the lack of stoplight at the intersection of Highway 14/Jefferson Ave and Highway 60. Much of these concerns will need to be addressed in partnership with the Missouri Department of Transportation.

Objectives

- A. Develop a formal street maintenance program
- B. Discourage cul-de-sacs and other dead-end streets in new subdivisions
- C. Maintain local traffic flow
- D. Improve street design

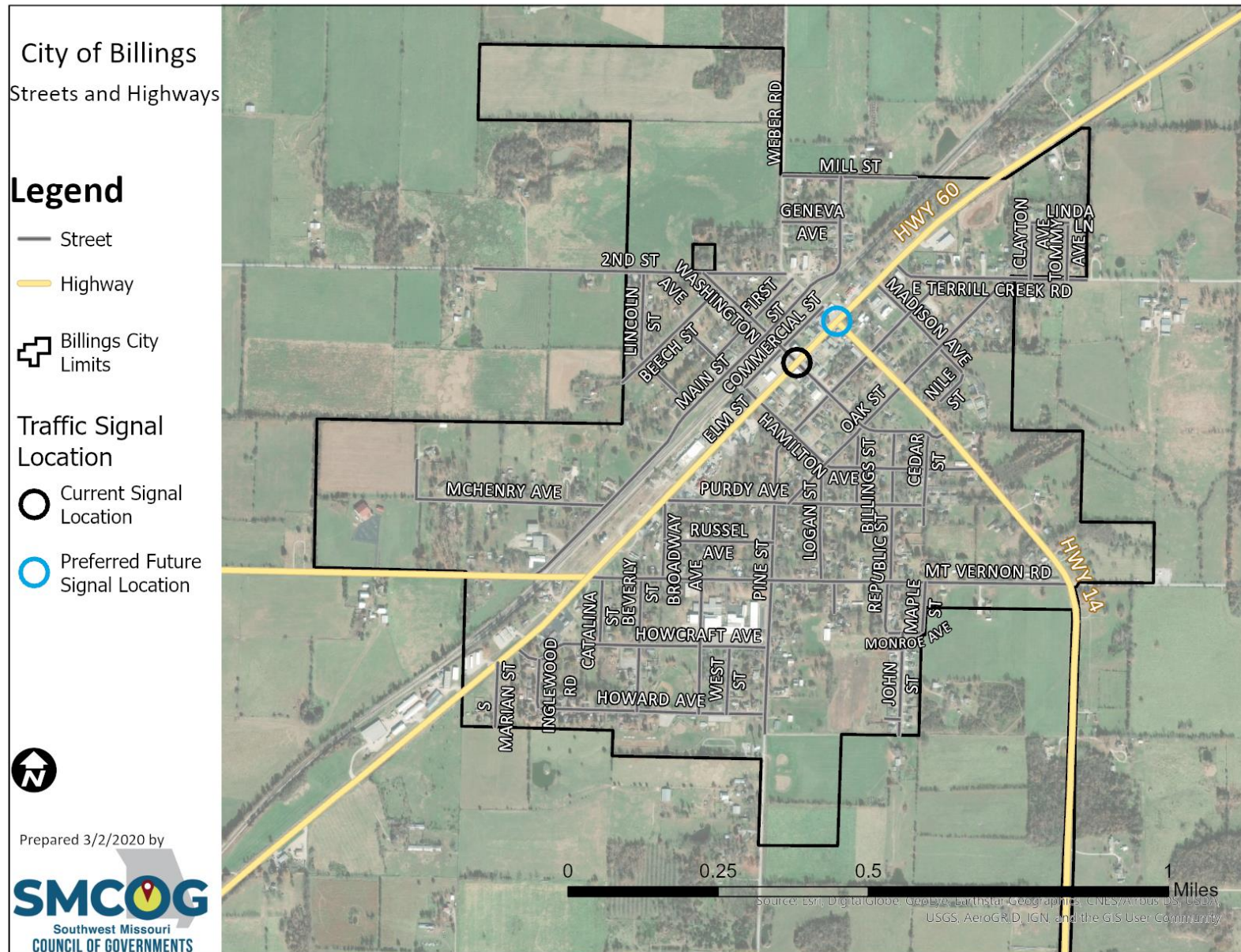


Figure 25. Billings Streets & Highways/ Traffic Signal Current & Future Locations

Goal 2: Provide alternative modes of transportation.

Providing citizens transportation options is important to ensuring equity for all persons. Some residents may not own a car or have access to a personal vehicle, thus having other options becomes vital.

Billings should continue to work with OATS and Christian County to educate residents on existing routes and any changes. This is a valuable service that many residents may be unaware exists. Providing the opportunity to publish schedules and information at City facilities and events could greatly improve citizen knowledge.

One of the highest desires of the community was a connected sidewalk system. Billings City Code currently requires that developers install sidewalks on any new construction, which is vital to ensure that residents have a safe pedestrian path. City officials should build upon the inventory conducted by the Missouri State University students in 2018 and develop a plan for future improvements and

system expansion. Replacing poor conditioned sidewalk should be a high priority, as well as extending the sidewalk network along commercial corridors. The new Dollar General and Casey's along Highway 60 are a destination for residents, but it is currently difficult to walk to those locations. Adding sidewalks would increase accessibility to these highly visited locations.

In order to ensure a well-connected and well-maintained sidewalk system, Billings will need to review options to pay for improvements. While some grant funds are available, most require at least some portion to be funded by the local municipality. Elected officials will have to decide whether a new tax or fee is necessary to help fund expanding the system.

The City will also want to increase communication to citizens in terms of sidewalk maintenance. Billings City Code states property owners are responsible for maintaining sidewalks after installation.

Another opportunity to enhance transportation is through trails. Billings is located outside of the greater Springfield metropolitan area and the Ozarks Transportation Organization boundaries but is close enough to benefit from regional trails. The City will want to work with Christian County and surrounding communities to identify where it might make sense to connect trails. Working collaboratively as a region to develop an extensive network of trails for transportation and recreation could substantially increase the desirability of the community and resident quality of life.

Objectives

- A. Work with Christian County to educate citizens about OATS
- B. Develop a connected sidewalk system throughout Billings
- C. Review opportunities for regional trail connections



CHAPTER 07

Land Use



LAND USE

Goals, Objectives, and Strategies

1. Encourage future growth that maintains the qualities of small-town life

A. Identify areas for growth and annexation that fit future land use goals

- Establish that new annexations should be contiguous to land already in city limits
- Conduct annexations as needed for proposed developments

B. Zone future growth areas to balance residential and commercial growth

- Future annexations along commercial corridors should be zoned as such
- Future annexations in residential areas should align with adjacent land-use designations or identified housing priority needs

C. Maintain historic nature of Downtown

- Investigate creation of a historic district
- Enforce design codes on historic buildings
- Review options to become a Certified Local Government

2. Enforce sustainable land use regulations

A. Encourage new development where infrastructure is already present

- Prioritize development along existing infrastructure
- Require developers to fund infrastructure expansions when not already present

B. Update code and subdivision regulations to promote a sustainable and efficient use of resources

- Require sustainable site design which may include native tree species, narrower streets, sidewalks a minimum of five feet wide, and necessary public improvements
- Prohibit use of identified invasive species for landscaping
- Allow for flexible mixed uses in the designated areas
- Prioritize infill development wherever possible

LAND USE

Land use is a required component of a comprehensive plan, as it lays out the blueprint of what a city could look like in the future. Land use is different than zoning. Zoning is the designation of a parcel by the city, whereas land use is the parcel under its current usage. For example, a parcel may be zoned as commercial, but the use is single-family.

CURRENT LAND USE

In order to determine current land use in Billings, GIS data from the Christian County Assessor was combined with data gathered in a windshield survey done by the 2018 Missouri State University Students to create a map. The current land use map was then updated by SMCOG staff and city officials. Land uses were grouped into eight categories:

1. Agricultural
2. Commercial
3. Government/Institutional
4. Industrial/Manufacturing
5. Parks and Open Space
6. Single-Family Residential
7. Multi-Family Residential
8. Vacant

Agricultural land uses account for roughly 118 acres or 21.3% of property in Billings. Property is designated as agriculture if there is evidence of farming, cropping, tilling, or cultivating of products, such as the bailing of hay.

Commercial land uses account for about 24 acres or 4.4% of property. Commercial designation includes office space, stores, gas stations, restaurants, and more. Most commercial units are located along Highway 60 or the historic downtown.

Government/Institutional land uses make up nearly 50 acres of land, or 9% of property. This category consists of land owned by the City or County, schools, churches, or non-profits. This land use can pose a challenge, as these parcels do not pay property taxes, but still utilize services.

Industrial/ Manufacturing land uses make up almost 16 acres of land, or 2.9% of property. These properties are located along both sides of the railroad.

Parks and Open Space land uses make up 12 acres of land, or 2.1% of property. This

includes two parcels that make up the Billings City Park, a parcel used for water drainage on the southwest side of town, and two parcels just south of the school.

Single-Family Residential is by far the largest land use, as it makes up over 271 acres of land, or 49.1% of all parceled property.

Multi-Family Residential is the smallest land use, as it makes up just under 9 acres of land, or 1.5% of all property.

Vacant land uses make up just over 54 acres of land, or 9.8% of all parceled property. Parcels are listed as vacant if there are not currently any structures or agricultural uses on the property. Vacant parcels appear sporadically throughout the City, in both residential and non-residential areas.

Figure 26 displays the current land use of parcels through the city limits. These are the uses as of fall 2019 and are not reflective of the zoning.

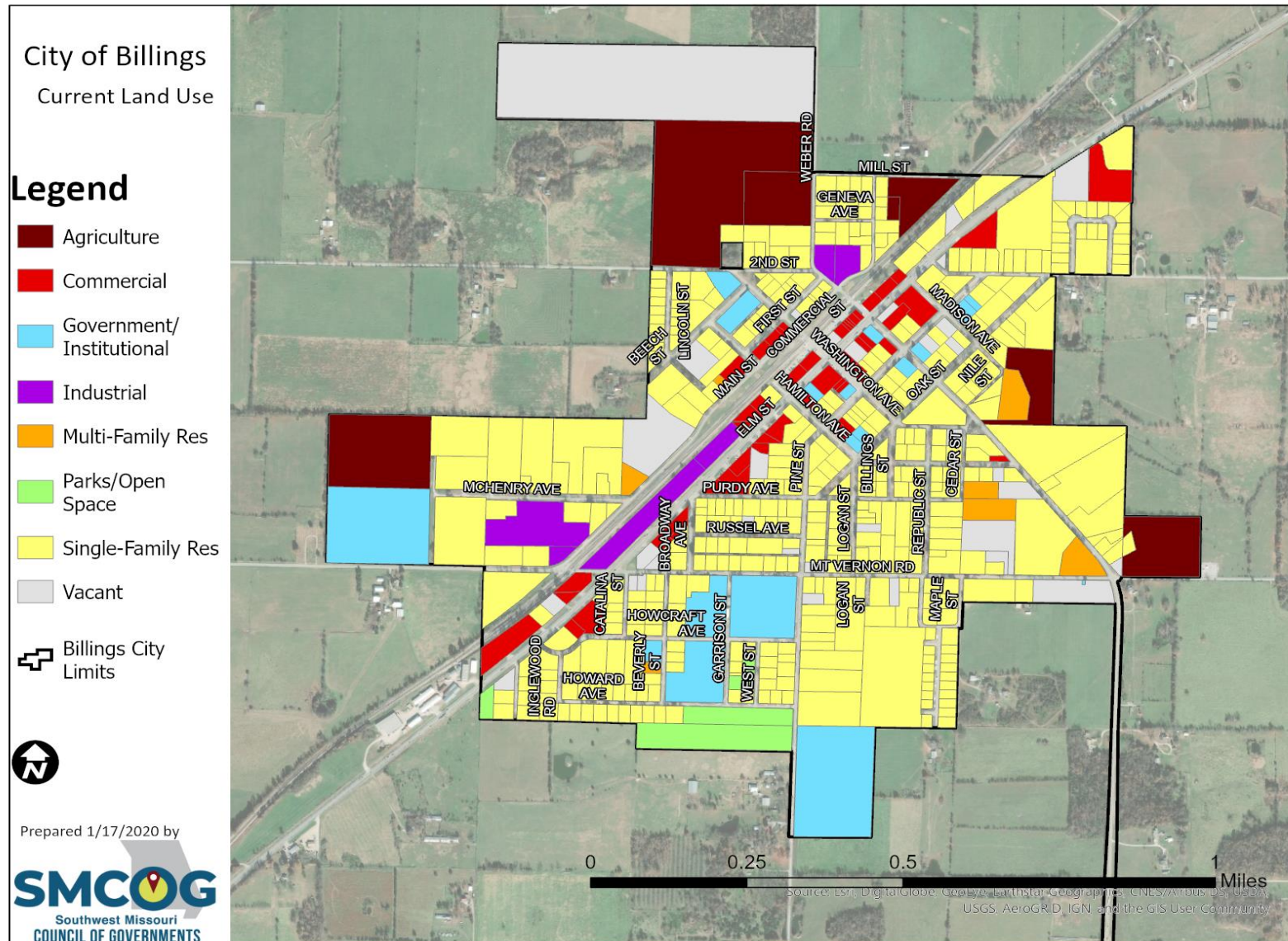


Figure 26. Billings Current Land Use

Goal 1: Encourage future growth that maintains the qualities of small-town life.

Billings has seen a renewed interest in new development. The City has been approached by developers inquiring about many of the agriculture parcels, eyeing these areas for future housing development. As new growth and development occurs, the City must ensure that the small-town qualities are maintained.

Identifying areas for potential annexation that are immediately adjacent to the existing city boundaries is a good first step when planning for future growth. Ensuring those annexations are contiguous to the city limits and that annexations are done when the development is ready to occur can help keep pressures on infrastructure to a manageable level.

As annexation does occur, properties should be zoned in alignment with identified goals. New parcels along commercial corridors should be zoned

commercial if it meets the character of adjacent properties. Similarly, future annexations in residential areas should align with adjacent land-use regulations or identified priority needs.

Figure 28 displays future land use designations for parcels currently in the City limits, while Figure 29 displays future land use designations for parcels currently in the city and properties immediately adjacent. While Billings does not have direct control over land use of parcels outside of current boundaries, this map can help to identify those that might be appropriate for annexation and the potential future use.

Preservation of the historic downtown character will be important to maintain in the future. With new development or growth, the downtown area may experience pressure to redevelop. New investment would be beneficial, but the historic nature should be preserved. The City may want to investigate the creation of a historic district to ensure preservations of historic structures. It could also be beneficial to adopt design codes on historic buildings that require improvements to meet certain criteria.

Objectives

- A. Identify areas for growth and annexation that fit future land use goals
- B. Zone future growth areas to balance residential and commercial growth
- C. Maintain historic nature of downtown



Figure 27. Downtown Structures

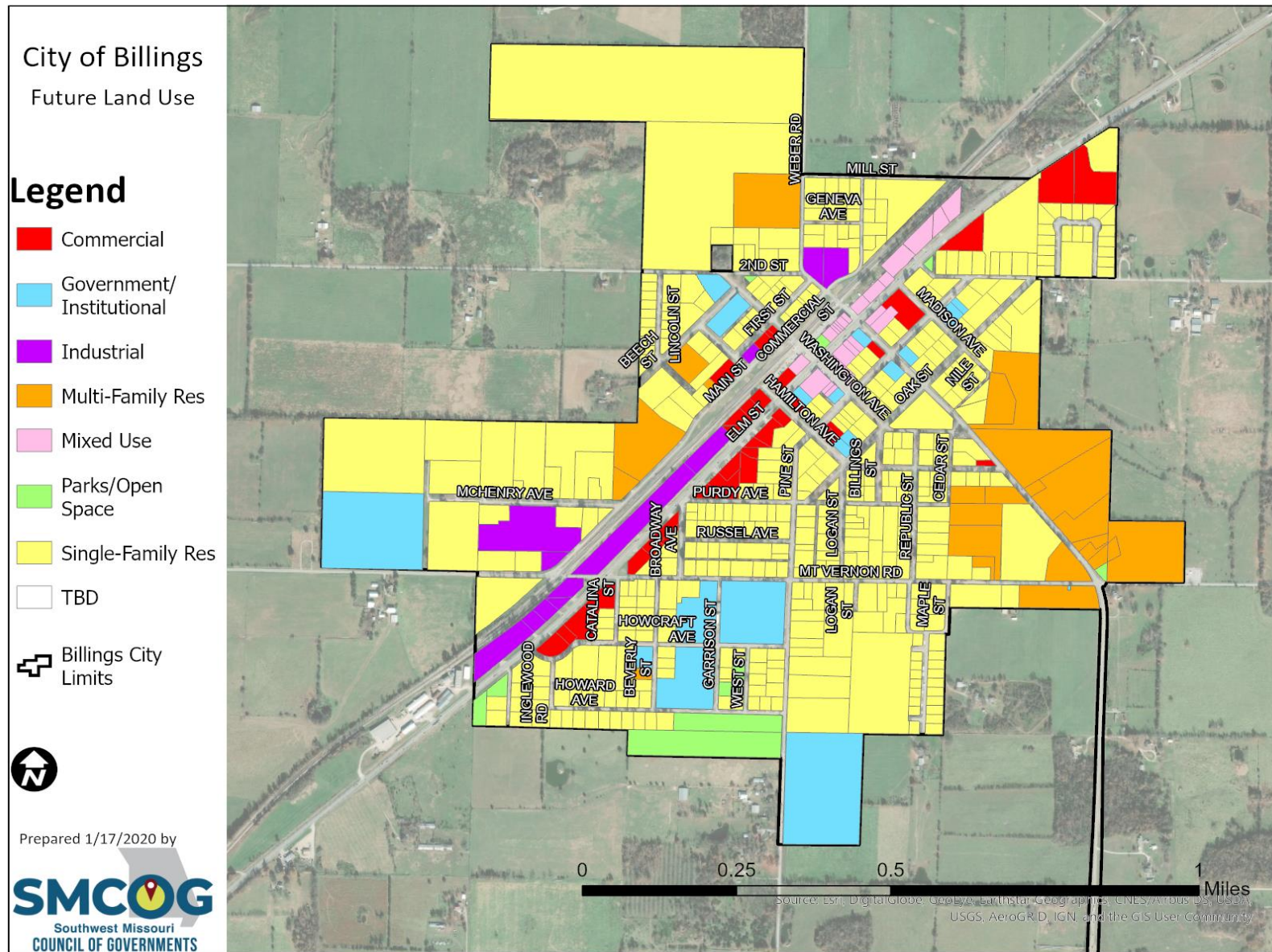


Figure 28. Future Land Use Designations

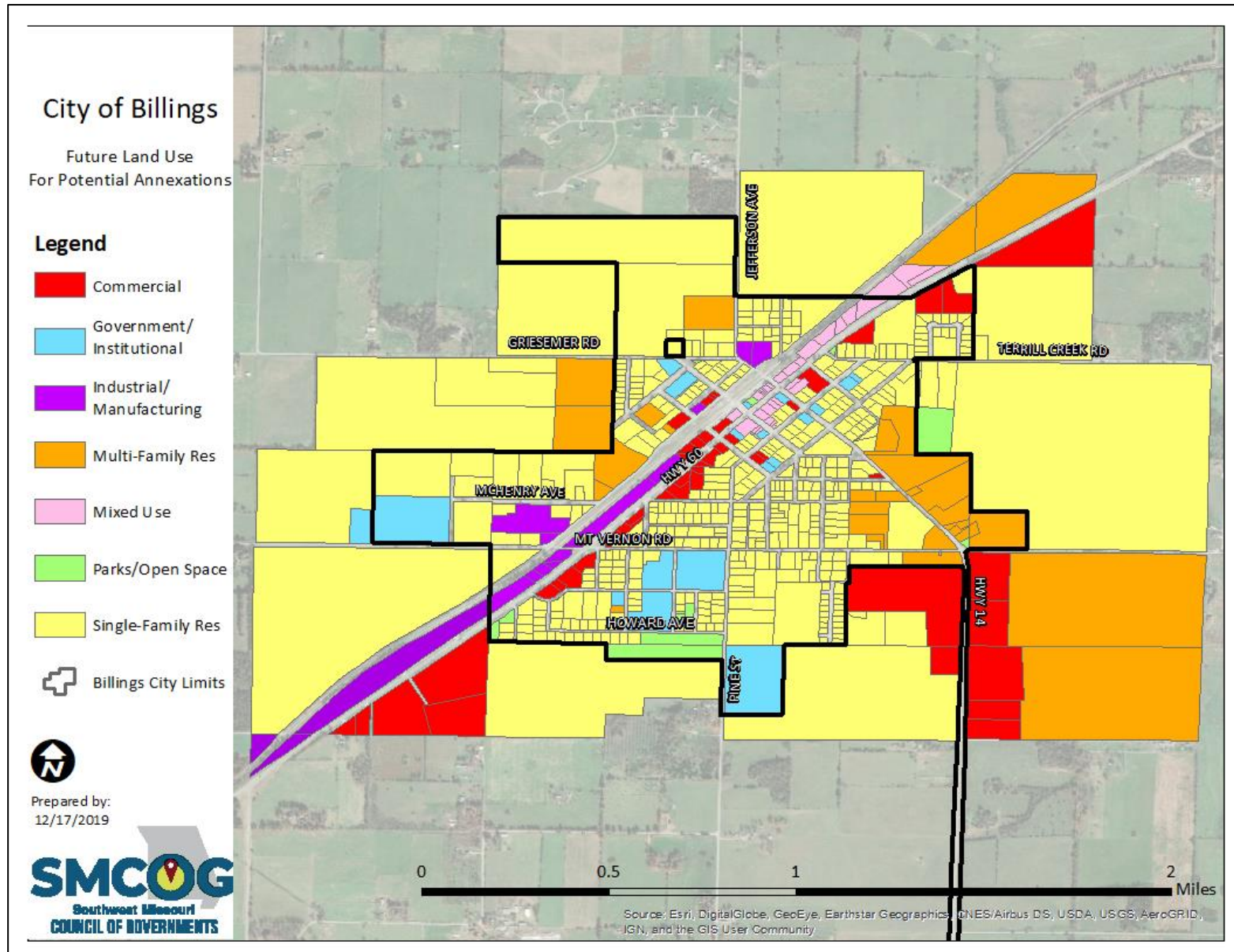


Figure 29. Future Land Use, potential annexations

Goal 2: Enforce sustainable land use regulations.

As the community grows and new development occurs, sustainable land use regulations will become even more important. Sustainable in this context does not necessarily only mean environmentally sustainable, but also economically for the City.

The priority for new development should be to encourage it where infrastructure is already present. This reduces the amount of investment required from the City to expand infrastructure. Constructing new businesses or houses when infrastructure such as roads, water, sewer, gas, and electric are already provided lowers the costs for both the private property owner and required public investment.

Billings currently has several vacant parcels with access to services. Many of these vacant properties are being eliminated, as the City continues to prioritize infill development. Keeping a focus on infill helps to ensure sustainable

growth and prioritize where services and infrastructure are already present.

There will be times when new development will need infrastructure to be installed or expanded. In this case, the City should work with the property owner to fund the infrastructure expansion. The full burden of cost in installing new infrastructure that will benefit a new development should not fall to the City. Rather, the property developer should fund the necessary improvements. It is also important to ensure any new development retains stormwater runoff onsite so that adjacent or down watershed properties are not negatively impacted.

City leaders will want to review the current codes and subdivision regulations and update to promote a more sustainable and efficient use of resources. This could include site design regulations which include native tree species and prohibit invasive species, narrower streets, sidewalks a minimum of five feet wide-with a preferred wider width, and any other necessary public improvements.

The City will also want to update the current zoning regulations to allow for more flexible mixed uses in designated areas. Allowing for a variety of uses to be co-located or near other complementary uses helps to promote walkability and a stronger sense of community. Allowing residents to live near commercial or retail centers enables individuals to walk to work and to walk to purchase goods or services.

The downtown area is a prime opportunity for mixed-use. Currently, zoning allows for some variety in uses, but the City could expand the options and update the code to incentivize a mixture of uses.

Objectives

- A. Encourage new development where infrastructure is already present
- B. Update code and subdivision regulations to promote a sustainable and efficient use of resources



CHAPTER 08

Community Identity



COMMUNITY IDENTITY

Goals, Objectives, and Strategies

1. Increase overall sense of community

A. Develop and implement a community brand

- Host community workshops to identify what citizens feel is the Billings Brand- railroad, German-Swiss heritage, rural Missouri, schools, etc.
- Work with regional partners to design a new logo and public information based on identified brand
- Create new community banners that reflect updated brand
- Update code to require identified unique characteristics be represented in new developments

B. Sponsor additional events

- Host community clean-up events
- Partner with school district to host homecoming parade or community pep-rally
- Review opportunities for picnics in the park or summer movie nights
- Publicize events through City sources

C. Expand community programs

- Continue community policing model with patrol officers building relationships with residents
- Encourage members of the Neighborhood Watch to act as welcome committee when new residents move into the area
- Host annual ice cream socials to build on relationships among public safety personnel, city staff, elected officials, and residents
- Review options for low-cost programs such as a community lending library for tools or sports equipment

COMMUNITY IDENTITY

The citizens of Billings are proud of their community. Many of the unique characteristics that makes Billings great cannot be captured only in the physical aspects of the city, but instead are found within the intangibles provided by the people and sense of community.

SMALL TOWN LIFESTYLE

The characteristic many residents of Billings take the most pride in is the small-town lifestyle they enjoy in Billings. With a population around 1,000 people and a land area of just over one square mile, Billings exemplifies small town character. People know their neighbors, have kids who all attend the same school, and feel connected with everybody else in the city. This creates a sense of community that is difficult to create in many larger cities.

SCHOOL

Billings residents have a great relationship with the school system, routinely supporting the local sports

teams, graduating seniors, and other events put on by the school. When the volleyball team went to state in November 2019, members of the community lined the streets to give their bus a sendoff.

Billings High School's homecoming basketball game is always a big draw, as it unites the city, while also reuniting past and present students. The school serves all the children in Billings, along with much of the surrounding area, which extends this sense of community past city limits and across the rural farmland all over western Christian County.

HISTORY

Billings has a rich history, from the early days of the railroad, to the German-Swiss people that originally settled the town. The City of Billings does a great job of honoring its history, from the mural of the train painted on the side of the City Hall building, to the preservation of its German-Swiss style buildings.

Many different families have lived in Billings for multiple generations, which is rare to have. These people are usually

very involved because they care about their community and can offer a unique perspective to many issues that arise.

DOWNTOWN

Downtown captures the image of Billings. The architecture of the buildings still standing draw from traditional 1800's American and traditional German-Swiss styles, reflecting the history of the city. Downtown Billings is also in an advantageous location, as it is centrally located in town, and near both the railroad tracks and Highway 60, allowing it to perfectly encapsulate the city.

NEIGHBORHOOD WATCH

While not unique to the City of Billings, the local Neighborhood Watch program provides an excellent opportunity for current residents to give back to their community, and for new residents to get to know the more established community members.

CITIZEN ENGAGEMENT

The City of Billings has several events put on by either the City or local economic development groups, such as the annual fair, the Spring Fling, and the Fall Fling.

Goal 1: Increase overall sense of community.

Billings has a well-developed sense of community. This is evident in the more established families and long-time residents. However, there is always room for improvement and especially if the City would like to attract new families to the community.

One of the first goals that Billings should work towards is developing and implementing a true community brand. Some residents feel the City is a rail town that grew up around the railroad, others might identify more with the German-Swiss heritage, and newer residents might feel a greater attachment to the schools. It is important that the community come together to decide what it is they want Billings to be and advertise as such.

A series of community workshops could be held to figure out what most citizens see as the important aspect of Billings, and then the City can work with regional partners to develop an updated logo and public information based on the

identified brand. The community brand would allow Billings to market itself and recruit new residents and businesses. Creating new community banners to hang around town would provide consistency and cohesiveness in the community. The City may also want to update its code to require that the unique characteristics, that were identified, are represented in new developments.

While there are several existing community events, it could benefit the City to sponsor or host more. Leading events that bring residents together, more so than bringing people into town can enhance the overall sense of community. Events such as community clean-ups, hosting a homecoming parade or pep-rally with the school district, or picnics in the park and summer movie nights can help enhance existing relationships within the community. These are events that potential residents could view as desirable and lead to more families moving to town.

Expanding existing community programs is another opportunity to increase the sense of community. The existing

community policing model is a positive way to show residents that the City cares and public safety is on their side.

The existing Neighborhood Watch program could also serve as a welcoming committee for new residents as they move into the area. These already established committees can take the lead on creating a more welcoming environment for new members of the Billings community. The City and support organizations might also host events such as an annual ice cream social that brings public safety personnel, City staff, elected officials and residents together to build stronger relationships. Other opportunities for low-cost programs such as lending libraries for tools or sports equipment could also enhance the relationships among residents.

Objectives

- A. Develop and implement a community brand
- B. Sponsor additional events
- C. Expand community programs



CHAPTER 09

Implementation

IMPLEMENTATION

The success of this plan depends on implementation measures made by city staff, elected officials, citizens, and partners. During the planning process, goals, objectives, and action items were identified. These items can only be implemented if all stakeholders work together. The City of Billings must work to ensure that appropriate steps are taken, and funding is put in place to push the city into the future.

Jurisdiction Responsibilities

Local governments have a responsibility to citizens to ensure health, safety, and general welfare of the community. Through the work of Billings' Board of Aldermen and Planning and Zoning Commission, the City can ensure residents have a high quality of life. These boards make policy and land use decisions through power granted by Missouri State Statutes (MO Rev Stat 89.340).

PLANNING AND ZONING COMMISSION

The role of the Planning and Zoning Commission is to review land use applications and to provide recommendations to the Board of Aldermen. Board decisions should be based on alignment with the adopted Comprehensive Plan.

BOARD OF ALDERMEN

The Board of Aldermen is composed of elected officials. This is the legislative and policy making board for the City. Local laws may be created, amended, or removed by ordinance through action by the Board of Aldermen. This includes the adoption and amending of planning and zoning regulations, as well as recommendations from the Planning and Zoning Commission. It is imperative that the Board of Aldermen, like the Planning and Zoning Commission, consider the Comprehensive Plan when making future policy decisions. It is also recommended that the Board of Aldermen, although not required by law, also adopt the Comprehensive Plan.

CITIZENS

The people of Billings are one of the strongest community assets. Citizens in a community may, at times, be well suited to carry-out many of the identified actions in this plan. Local land owners, business owners, and involved community members must assist City leaders in order to ensure the desired future.

PARTNERS

Partner agencies can also play an important part in implementing the identified goals of the community. Organizations such as the Missouri Department of Transportation, Show-Me Christian County, Billings Community Betterment, and the Southwest Missouri Council of Governments can serve as resources of information and at times funding. Keeping strong relationships with partners and stakeholders can help to ensure this plan is implemented.

Funding

Maintaining adequate funding for a community is consistently a struggle. With costs continuing to rise but revenues often not increasing at the same rate, it can be a challenge to maintain assets and plan for future improvements. Billings has a few taxes and fees for cost recovery, but many of the identified future desires may require increased funding.

Billings currently enacts sales and property tax. Sales tax revenues will vary based on consumer spending but increased economic development with new revenue generating businesses could increase the revenue for the City. Additionally, new businesses could expand revenue generated from property taxes as well, as commercial tax rates are higher than residential. Billings collects property tax for the general fund and parks fund.

Figure 30 is a breakdown of property taxes that Billings' residents pay. Tables on the following pages outline revenue options that City leaders may review in order to implement this plan.

PROPERTY TAX DISTRIBUTION

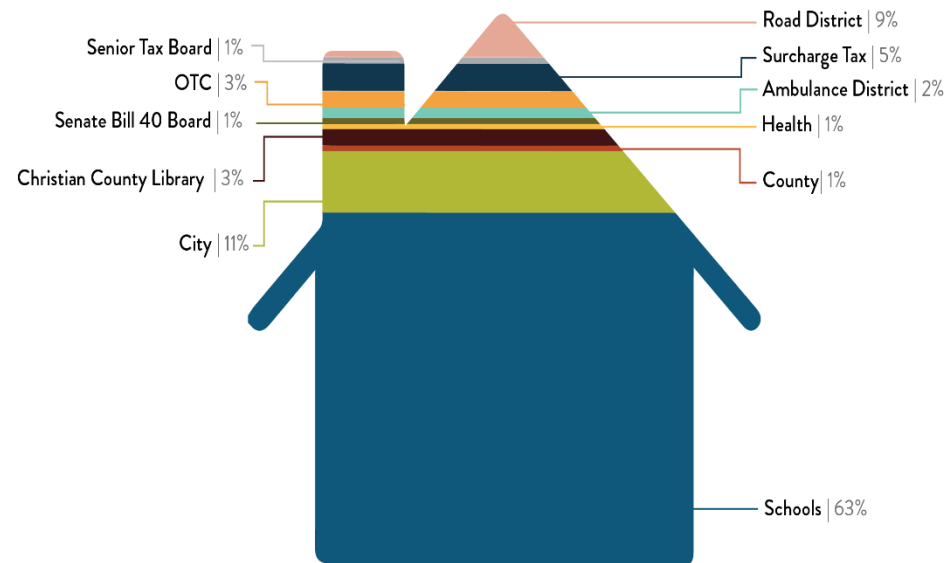


Figure 30. Billings Resident Property Tax Distribution

BILLINGS COMPREHENSIVE PLAN



Sales Tax		City Status
General Revenue Sales Tax	State statute allows municipalities to collect several types of sales taxes. A general revenue sales tax may be imposed at a rate of 0.50 of a cent, .875 cent or 1 cent.	Billings currently enacts a 1 cent general revenue tax
Utility Tax	A utility tax of 1% upon all sales within the City limits of metered water services, electricity, electrical current and natural, artificial or propane gas, wood, coal or home heating oil for domestic use, .06725% for commercial use and .025% on manufacturing use.	Billings currently enacts a 1% utility tax on residents. Commercial utility use tax of 0.06725%, Manufacturing utility use tax of 0.025%.
Capital Improvements Sales Tax	This tax may be imposed at a rate of .125, .25, .375 or .50 of 1 cent. Funds generated can be used for the operation or maintenance of a capital improvement and/or the repayment of bonds that financed a capital improvement project	Billings does not currently enact this tax.
Economic Development Sale Tax	A sales tax of up .50 cent can be used for the purpose acquiring land, installing and improving infrastructure and public facilities that relate to a long-term economic development project.	Billings does not currently enact this tax.
Transportation Sales Tax	This tax may not exceed .50 cent and is to be used solely for transportation purposes.	Billings does not currently enact this tax.
Storm Water/Parks Sales Tax	The tax may be used for storm water control, parks, or both. The tax may not exceed .50 of a cent.	Billings does not currently enact this tax.
Local Use Tax	A local use tax is applied in lieu of the local sales tax on transactions that individuals and businesses conduct with out-of-state vendors, including internet, catalog, and direct market sales. The rate of the use tax is applied at the same rate as the local sales tax	Billings does not currently enact this tax.

Property Tax	The State Constitution and statutes set limits on permitted property tax rates. The tax rates are based on revenues permitted for the prior year and allowed growth-based on calculated rate of inflation and value of new development. As with sales tax, there are several types of property tax that a local government can levy.	City Status
General operating levy	An operating levy is a relatively flexible source of funding. Unlike bond issues, which can only be used for capital projects, operating levies can be used to support the city in variety of ways. The general operating levy may be imposed at a rate of up to \$1.00 per \$100 of assessed value.	Billings currently levies a property tax rate of 0.5763 per \$100 of assessed value.
Parks/Recreation levy	Allows for a tax levy of up to \$0.20 on every \$100 of assessed value for park and recreation purposes.	Billings current levies a property tax rate of 0.1675 per \$100 of assessed value.
Health/Solid Waste/Museums	Municipalities have the authority to establish levies not to exceed \$0.20 on every \$100 of assessed value for hospitals, public health, solid waste, and museum purposes.	Billings does not currently enact this levy.

Other Revenue Sources/Incentives		
City Status		
Business Licensee	Municipalities may charge a fee based on a percentage of gross receipts, number of employees, square footage of a business or a flat rate depending on the type of business.	Billings has adopted a \$25 business license fee City Code Section 605.010
Liquor License	Municipalities may charge up to one and one-half times the rate charged by the state to license liquor providers.	Billings license fees range from \$22.50 for non-intoxicating beer to \$450 for all kinds of intoxicating liquors by drink. Billings has 4 licensed facilities City Code Section 600.040
Municipalities Utility Gross Receipts Taxes	Missouri municipalities may levy a utility tax based on gross receipts, but a few levy the tax by a flat fee arrangement. Five-percent is the most common rate, but many municipalities levy a higher tax. In addition, city-owned utilities often contribute either a percentage of gross receipts or a transfer from the utility fund to the general fund in lieu of taxes.	Billings does not enact this tax.
Special Assessments	Many types of special assessments are levied by boards, districts, and municipalities. Some special assessments are levied for construction or improvement projects administered by the boards, districts, or municipality and these assessments may be for a certain number of years.	Billings does not have any special assessments.

Other Revenue Sources/Incentives		
City Status		
Special Business Districts	A Special Business District (SBD) is a separate political subdivision of the state that may impose additional property taxes and business license taxes to fund certain public improvements and services within the district.	Billings does not have any special business districts.
Community Improvement District	A Community Improvement District (CID) is a local special taxing district that collects revenue within designated boundaries to pay for special public facilities, improvements or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the proposed district's boundaries. A CID is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property and sales taxes.	Billings does not have any community improvement districts.
Neighborhood Improvement District	A Neighborhood Improvement District (NID) is a special taxing district that collects revenue within designated boundaries to help pay for public infrastructure, facilities or other improvements that confer a benefit on property within the district. NIDs are created by election or petition of owners of real property within the proposed district's boundaries and typically generate funding for projects through the sale of municipal revenue bonds backed by the district's special property assessments which may be extended beyond retirement of the bonds to pay for maintenance and upkeep.	Billings does not have any neighborhood improvement districts.

Other Revenue Sources/Incentives		
City Status		
Impact Fees	Impact fees are payments required of new development for the purpose of providing new or expanded public capital facilities required to serve that development. The fees typically require cash payments in advance of the completion of development, are based on a methodology and calculation derived from the cost of the facility and the nature and size of the development, and are used to finance improvements offsite of, but to the benefit of the development.	Billings does not enact impact fees.
Franchise Fees	A municipality can impose a fee on utility companies that use the public rights-of-way to deliver service. The City can determine the amount, structure and use of collected franchise fees. Generally, they are structured in two ways: a flat rate per utility account or a percentage of consumption used by each utility account.	Billings enacts a flat fee for phone and street lights, and a percentage on electrical, cable/internet, and gas.
Transportation Development Districts	Missouri statutes authorize a city to create transportation development districts (TDDs) encompassing all or a portion of a city. The purpose of TDD is to promote, design, construct, improve, or maintain one or more transportation projects. Funding TDDs is accomplished through an add-on sales or property tax and/or real property special assessments.	Billings does not have any transportation development districts.

Other Revenue Sources/Incentives		
City Status		
Tax Increment Financing	Tax Increment Financing (TIF) is available to municipalities to encourage redevelopment of blighted areas. TIF is a local development initiative with oversight and audit responsibility shared by the local TIF Commission and the local governmental body. To establish a TIF, the municipal governing body adopts a Redevelopment Plan, approved by the locally appointed TIF Commission. The Plan requests TIF to help fund construction of certain public use facilities within the designated Project Area and is accompanied by fiscal evidence that the development could not proceed without TIF supplemental funding. TIF relies on the assumption property values and/or local sales tax should increase after the development is operational and a portion of the additional tax over the Base Year taxes generated are allocated to pay for TIF-eligible projects in the development.	Billings does not currently have any tax increment financing districts.
(Increased) Fees: user and/or service	A user or service fee is a sum of money paid as a necessary condition to gain access to a service or facility. This could include fees for use of recreational facilities, fees paid for permits such as building or stormwater, plat and site plan fees, etc.	Billings enacts a variety of planning and zoning fees for plan review and building permit fees. City Code Section 500.120

Grants & Loans	
Smart Growth Action Grant	The National Association of Realtors offers a Smart Growth Action Grant that supports a range of land-use and transportation-related activities.
Placemaking Grant	The Placemaking Grant's goal is to transform underused or unused public spaces into vibrant gathering places accessible to everyone in a community.
Transportation Alternative Program	The transportation alternatives program provides funding for a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities and trails. This program is administered through the Missouri Department of Transportation.
The Clean Water State Revolving Fund (CWSRF)	This program is a federal-state partnership that provides communities a permanent, independent source of low-cost financing for a wide range of water quality infrastructure projects.
Historic Preservation Fund Grants	All municipalities and non-profits with a historic preservation mission can apply for Historic Preservation Fund grants; however, only Missouri's Certified Local Governments (CLGs) qualify to compete for 10% of mandated pass-through funding.
PeopleForBikes Grant	PeopleForBikes aims to make bicycling better for everyone and accepts Letters of Interest for its Community Grant Program. Through the annual program, grants of up to \$10,000 will be awarded to important and influential projects that leverage federal funding to build momentum for bicycling in communities across the United States.

IMPLEMENTATION MATRIX

The following implementation matrix builds upon the goals and objectives discussed in previous chapters to identify specific steps that should be taken to achieve them. Priority rankings were developed based on public feedback received at the open house. The matrix is intended to be updated regularly as items and priorities are accomplished or changed. The annual city budget process is the ideal opportunity to review the implementation matrix to make appropriate updates and to note progress made.

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Facilities										
Goal 1: Provide and support community service and infrastructure										
Objective A: Ensure City Hall and staff are accessible	M	Provide staffing levels that ensure residents can contact someone with questions or concerns	X		X				General Fund	
		Budget appropriately for necessary improvements to City owned facilities, including any Americans with Disabilities Act compliance upgrades	X		X				General Fund	Capital Improvement Sales Tax
Objective B: Maintain and expand infrastructure	L	Adjust water and sewer rates as necessary in order to pay for needed infrastructure improvements			X				N/A	Utility Rates
		Ensure fire hydrants and pressure are adequate for sufficient protection	X		X	X			Fire Protection District	Water Rates
		Require new developments to install, expand or pay for new infrastructure in order to accommodate growth		X	X		X		N/A	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Facilities										
Goal 1 (Continued): Provide and support community service and infrastructure (cont'd)										
Objective C: Coordinate with local services	L	Discuss new development proposals with Billings Fire Protection District, ambulance services, and Police Department to ensure adequate service can be provided	X	X	X	X			General Fund	
		Participate in information sharing with the Billings Library and continue supporting through general needs	X			X			General Fund	

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Facilities										
Goal 2: Provide recreational infrastructure to encourage and promote community recreation and public health										
Objective A: Maintain existing parks while expanding recreational facilities	H	Budget for replacement equipment due to potential increased usage	X		X	X		X	General Fund; Parks Property Tax	Parks/ Stormwater Sales Tax
		Work with schools to seek opportunities to combine school/ parks and city parks or resources	X		X	X			General Fund; Parks Property Tax	Parks/ Stormwater Sales Tax
		Partner with the school district to make improvements or find alternative to softball and practice fields	X		X	X			General Fund; Parks Property Tax	Parks/ Stormwater Sales Tax
		Look into funding new park amenities, such as landscaping or a new walking trail	X		X	X		X	General Fund; Parks Property Tax	Parks/ Stormwater Sales Tax; Grants; Private Donations

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Facilities										
Goal 2 (Continued): Provide recreational infrastructure to encourage and promote community recreation and public health										
Objective B: Ensure recreational facilities comply with the Americans with Disabilities Act (ADA)	L	Familiarize staff with the requirements of the ADA	X						General Fund	N/A
		Conduct a self-evaluation of existing facilities’ compliance with the ADA	X	X	X	X		X	General Fund; Parks Property Tax	Parks/ Stormwater Sales Tax
		Budget for and make any necessary improvements to increase accessibility	X		X	X		X	General Fund; Parks Property Tax	Parks/ Stormwater Sales Tax; Grants; Donations
Objective C: Incorporate pocket parks into existing and future neighborhoods	L	Update city code to require new residential developments to Include a parcel to be set aside for use as a park	X	X	X		X		General Fund	N/A
		Purchase vacant, with a focus on undersized, parcels or work with local groups to provide small community open spaces or parks	X		X	X		X	General Fund; Parks Property Tax	Parks/ Stormwater Sales Tax; Grants; Donations
Objective D: Explore options for a potential park north of the railroad	L	Collaborate with developers platting new subdivisions to include park amenities	X	X	X	X	X		General Fund	
		Identify potential sites for another large city park	X	X	X	X			N/A	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Housing										
Goal 1: Diversify housing options										
Objective A: Allow for high-density single-family homes	L	Review minimum lot size requirements	X	X					N/A	N/A
		Compare current requirements to neighboring communities	X	X					N/A	N/A
		Discuss current requirements with developers	X	X	X		X		N/A	N/A
Objective B: Update code to enable more multi-family and senior housing	M	Allow for more flexibility for multifamily structures, such as an increase in the maximum height		X	X				N/A	N/A
		Review options for minimizing requirements or providing bonus for developments aimed at providing affordable housing for seniors	X	X	X				N/A	N/A
Objective C: Collaborate with developers to build more economically diverse homes	M	Review opportunities for development agreements	X	X	X		X		N/A	N/A
		Create incentive opportunities in exchange for density or improved neighborhood design- which may include burying utilities, wider than required sidewalks, street trees, landscaped medians, or variable setbacks	X	X	X				N/A	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Housing										
Goal 2: Improve quality of existing homes and neighborhoods										
Objective A: Enforce property maintenance codes	H	Educate residents on property maintenance requirements	X					X	General Fund	General Fund
		Develop easy complaint reporting system	X						N/A	N/A
		Bi-annually review property maintenance code to ensure it is meeting community needs	X	X	X			X	N/A	N/A
Objective B: Encourage infill residential development	M	Market opportunities to developers	X						General Fund	General Fund
		Explore ways to reduce fees for infrastructure improvements that may be required	X	X					N/A	N/A
Objective C: Continue rental inspection program	L	Budget annually for inspectors	X		X				General Fund; Inspection Fees	N/A
		Review licensing fees to ensure the program is generating the revenue necessary to pay for costs	X		X				General Fund; License Fees	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Economic Development										
Goal 1: Attract new businesses										
Objective A: Attract businesses that provide residents with easy access to food	H	Target businesses that do not operate in surrounding communities	X			X			General Fund	N/A
		Market traffic counts of Highway 60	X			X			General Fund	N/A
Objective B: Continue utilizing local economic development groups for help recruiting new businesses	M	Collaborate with Show Me Christian County to identify market gaps and opportunities	X	X	X	X			General Fund	N/A
		Work with the Billings Merchant Association and the Billings Betterment Committee to identify what complimentary businesses are important to attract	X	X	X	X		X	General Fund	N/A
Objective C: Review options for tax abatement or small business investment program to incentivize the establishment of new businesses	H	Identify what the City is willing to forgo in tax revenue in order to recruit desired new businesses			X				N/A	N/A
		Collaborate with local banks for assisting new businesses in start-up funding	X	X	X	X		X	N/A	N/A
		Consider offering fee reductions for the first three years			X				N/A	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Economic Development										
Goal 2: Supporting existing businesses										
Objective A: Continue supporting groups that organize events to encourage citizens to shop at Billings businesses	H	Assist in providing and sharing communication for local businesses, groups, and events	X			X			General Fund	N/A
Objective B: Review options for creating Community Improvement District (CID)	L	Educate downtown property owners on the CID development process, benefits, and costs	X	X		X			N/A	Community Improvement District
		Calculate the potential revenue that could be generated from CID	X			X		X	N/A	Community Improvement District
		Identify what improvements potential revenue could fund, such as street trees along Washington and Highway 60, cohesive signage, or additional landscaping/street lighting	X			X		X	N/A	Community Improvement District

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 1: Maintain and enhance the current transportation system										
Objective A: Develop a formal street maintenance program	L	Determine existing street condition for all City streets	X			X			General Fund	Transportation Sales Tax; Capital Improvement Sales Tax
		Identify community standards and expectations for street quality	X		X	X		X	General Fund	Transportation Sales Tax; Capital Improvement Sales Tax
		Estimate necessary annual costs for street improvements	X		X	X			General Fund	Transportation Sales Tax; Capital Improvement Sales Tax
		Plan for improvements on a cycle tied to a dedicated timeline	X		X				General Fund	Transportation Sales Tax; Capital Improvement Sales Tax

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 1 (Continued): Maintain and enhance the current transportation system										
Objective B: Discourage cul-de-sacs and other dead-end streets in new subdivisions	L	Work with developers to promote connectivity	X	X	X		X		N/A	N/A
		Adopt policy to prohibit the development of dead-ends		X	X				N/A	N/A
Objective C: Maintain local traffic	L	Work with MoDOT to review potential impact of relocation traffic signal from Highway 60 and 14	X			X			N/A	N/A
		Require transportation impact studies for any new large development		X	X				N/A	N/A
		Require developers to update the infrastructure needed to support development		X	X				N/A	N/A
Objective D: Improve street design	L	Work with MoDOT to plant trees along right-of-way to enhance curb appeal on State routes	X	X	X	X	X	X	General Fund	Capital Improvement Sales Tax
		Consider road diets in order to install formal bike lanes, wider sidewalks, or streetscaping		X	X	X			General Fund	Transportation Sales Tax; Capital Improvement Sales Tax

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 2: Provide alternative modes of transportation										
Objective A: Work with Christian County to educate citizens about OATS	L	Inform the public by hanging flyers around town, posting on social media, and in-person conversations	X			X		X	General Fund	N/A
Objective B: Develop a connected sidewalk system throughout Billings	H	Create a city-wide sidewalk system plan for improvements and new connections	X	X	X	X			General Fund	Transportation Sales Tax; Capital Improvement Sales Tax
		Educate residents on responsibilities for sidewalk maintenance	X		X			X	N/A	N/A
		Apply for Transportation Alternative Program (TAP) funding to repair damaged sidewalks and expand the current system	X		X	X			N/A	N/A
		Begin budgeting for sidewalk repairs and expansions	X		X				General Fund	Transportation Sales Tax; Capital Improvement Sales Tax
		Review options for dedicated transportation tax	X		X				N/A	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 2 (Continued): Maintain and enhance the current transportation system										
Objective C: Review opportunities for regional trail connections	M	Communicate with Christian County and surrounding communities to discuss planned future trail expansions	X			X			N/A	N/A
		Develop community trails plan to identify local connections to adjacent community trails	X	X	X	X			General Fund; Parks Property Tax	Grants
		Work with regional partners to help identify and apply for funding to implement identified trails	X			X			General Fund; Parks Property Tax	Capital Improvement Sales Tax; Grants

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Land Use										
Goal 1: Encourage future growth that maintains the qualities of small-town										
Objective A: Identify areas for growth and annexation that fit future land use goals	M	Establish that new annexations should be contiguous to land already in city limits		X	X				N/A	N/A
		Conduct annexations as need for proposed developments		X	X				N/A	N/A
Objective B: Zone future growth areas to balance residential and commercial growth	L	Future annexations along commercial corridors should be zoned as such		X	X				N/A	N/A
		Future annexations in residential areas should align with adjacent land-use designations or identified housing priority needs		X	X				N/A	N/A
Objective C: Maintain historic nature of Downtown	M	Investigate creation of a historic district	X	X		X		X	N/A	N/A
		Enforce design codes on historic buildings		X	X				N/A	N/A
		Review options to become a Certified Local Government	X	X	X				N/A	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Land Use										
Goal 2: Enforce sustainable land use regulations										
Objective A: Encourage new development where infrastructure is already present	H	Prioritize development along existing infrastructure		X	X		X		N/A	N/A
		Require developers to fund infrastructure expansions when not already present		X	X				N/A	N/A
Objective B: Update code and subdivision regulations to promote a sustainable and efficient use of resources	M	Require sustainable site design which may include native tree species, narrower streets, sidewalks a minimum of five feet wide, and necessary public improvements		X	X				N/A	N/A
		Prohibit use of identified invasive species for landscaping		X	X				N/A	N/A
		Allow for flexible mixed uses in the designated areas		X	X				N/A	N/A
		Prioritize infill development wherever possible		X	X		X		N/A	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Identity										
Goal 1: Increase overall sense of community										
Objective A: Develop and implement a community brand	H	Host community workshops to identify what citizens feel is the Billings Brand – railroad, German Swiss heritage, rural Missouri, schools, etc.	X	X	X	X		X	General Fund	N/A
		Work with regional partners to design a new logo and public information based on identified brand	X			X			General Fund	N/A
		Create new community banners that reflect updated brand	X		X	X		X	General Fund	Grants; Community Improvement District
		Update code to require identified unique characteristic be represented in new developments	X	X	X				N/A	N/A
Objective B: Sponsor additional events	H	Host community clean-up events	X	X	X	X		X	General Fund; Parks Property Tax	Private Donations
		Partner with school district to host homecoming parade or community pep-rally	X	X	X	X		X	General Fund	Private Donations
		Review opportunities for picnics in the park or summer movie nights	X		X	X		X	General Fund	Private Donations
		Publicize events through City sources	X						General Fund	N/A

	Open House Priority	Strategy	Responsible Entity						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Identity										
Goal 1 (Continued): Increase overall sense of community										
Objective C: Expand community programs	H	Continue community policing model with patrol officers building relationships with residents	X		X				General Fund	N/A
		Encourage members of the Neighborhood Watch to act as welcome committee when new residents move into the area	X		X			X	N/A	N/A
		Host annual ice cream socials to build on relationships among public safety personnel, city staff, elected officials, and residents	X	X	X	X		X	General Fund	Private Donations
		Review options for low-cost programs such as a community lending library for tools or sports equipment	X		X	X		X	General Fund	Private Donations; Grants

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APPENDICES

SWOT Images

Strengths

- Hwy 60/Location
- Close to Springfield & Monett
- Railroad... Double tracks
- Intimate School District
- Close-knit community
- "Small town" atmosphere
- Room for growth
- Flea markets
- High bond rating
- Board manages \$ well
- Housing market
- Church Communities

Weaknesses

- Portion of pop. is anti-growth
- "Small town" atmosphere
- Hwy 60 & 14... trucks turning & no stoplight @ 14
- No grocery store/no industrial
- Parking on 60 is hectic
- Railroad noise
- Small population = limited tax base = hard to spread out cost
- "Pass through town"
- Lack of sidewalks... esp along 60
- Outside perception of schools
- No activities for kids & lack of childcare
- Lack of dining options

Opportunities

- New annexation & infill development
- Developers see potential
- Place for new businesses, existing & developable
- Diversity
- Affordable
- Timing... people are wanting to come as city wants to grow
- New branding
- Historic buildings right off 60
- Merchants Assoc.'s festivals & other events
- German-Swiss heritage
- 150th B-Day in 2021
- Softball field
- Recruit businesses that are fed up w/ Republic

Threats


- Young families moving away
- Safety of Hwy 60
- Lack of housing
- Quality of homes/rental properties
- Little affordable housing
- Not enough multi-family
- How growth will change community & identity
- No "theme"
- Potential 60 Bypass?
- Increase in pop, increase in crime
- Decrease in student pop
- Loss in population
- Absent landowners

Open House Goals & Objectives Boards

COMMUNITY FACILITIES

1. Provide and support community service and infrastructure

1. Ensure City Hall and staff are accessible ★ ●●●●●●●●
2. Maintain and expand infrastructure ●●●●
3. Coordinate with local services




2. Provide recreational infrastructure to encourage and promote community recreation and public health

1. Maintain existing parks while expanding ●●●●●●●●★★ recreational facilities ●●●●●●●●●●
2. Ensure recreational facilities comply with the Americans With Disabilities Act (ADA) ●●●●
3. Incorporate pocket parks into existing and future neighborhoods ●●●●

HOUSING

1. Diversify Housing Options

1. Allow for high-density single family homes ●●●●
2. Update code to enable more multi-family and senior housing ●●●●●●●●
3. Collaborate with developers to build more economically diverse homes ●●●●●●●●●●



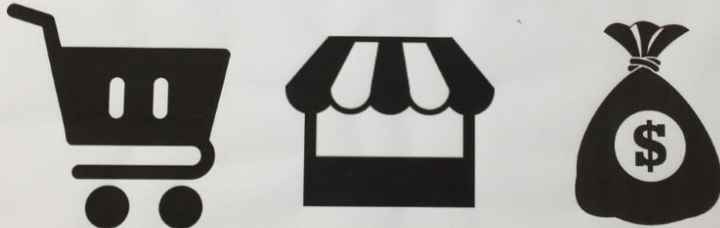
2. Improve quality of existing homes and neighborhoods

1. Enforce property maintenance codes ●●●●●●●●★★★
2. Encourage infill residential development ●●●●●●●●●●
3. Continue rental inspection program ●●

ECONOMIC DEVELOPMENT

1. Attract new businesses

1. Attract businesses that provide residents with easy access to food ★ ● ● ● ● ● ★ ●
2. Continue utilizing local economic development groups for help recruiting new businesses ● ● ● ★
3. Review options for a tax abatement or small business investment program to incentivize the establishment of new businesses ● ● ● ★ ★ ★ ● ● ★



2. Support existing businesses

1. Continue supporting groups that organize events to encourage citizens to shop at Billings businesses ● ● ● ● ● ● ● ● ★ ● ●
2. Review options for creating a Community Improvement District (CID) ● ●

TRANSPORTATION

1. Maintain and enhance the current transportation system

1. Develop a formal street maintenance program ● ●
2. Discourage cul-de-sacs and other dead-end streets in new subdivisions ● ★
3. Maintain local traffic flow ● ●
4. Improve street design



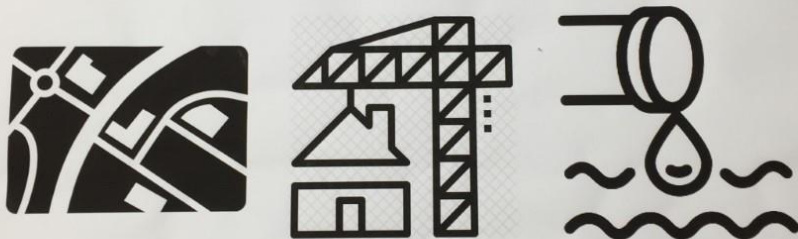
2. Provide alternative modes of transportation

1. Work with Christian County to educate citizens about OATS ● ●
2. Develop a connected sidewalk system ★ ● ● ● ● ● ● ●
3. Review opportunities for regional trail connections ● ● ● ● ●

LAND USE

1. Encourage future growth that maintains the qualities of small town life

1. Identify areas for growth and annexation that fit future land use goals ●●●●●
2. Zone future growth areas to balance residential and commercial growth ●●●●●
3. Maintain historic nature of Downtown ●●●●●★



2. Enforce sustainable land use regulations

1. Encourage new development where infrastructure is already present ★★●●●
2. Update code and subdivision regulations to promote a sustainable and efficient use of resources ★●●●●

COMMUNITY IDENTITY

1. Increase the overall sense of community

1. Develop and implement a community brand ●●●●●★
2. Sponsor additional events ●★●●●★●●●●●
3. Expand community programs ●●●●●★●★●●●



Goals & Objective Community Ratings

Goal Key	Objective	Ranking Dots 1 pt	Ranking Stars 3 pts	(# Star)*(3)	Priority	Priority by %	HIGH/MEDIUM/LOW Rating of Importance
H2A	Enforce property maintenance codes	8	9	27	35	21%	H
CF2A	Maintain existing parks while expanding recreational facilities	15	3	9	24	15%	H
ED1A	Attract businesses that provide residents with easy access to food	14	2	6	20	12%	H
ED1C	Review options for a tax abatement or small business investment program to incentivize the establishment of new businesses	6	4	12	18	11%	H
LU2A	Encourage new development where infrastructure is already present	3	5	15	18	11%	H
T2B	Develop a connected sidewalk system throughout Billings	8	3	9	17	10%	H
C11A	Develop and implement a community brand	4	4	12	16	10%	H
C11B	Sponsor additional events	7	3	9	16	10%	H
C11C	Expand community programs	7	3	9	16	10%	H
ED2A	Continue supporting groups that organize events to encourage citizens to shop at Billings businesses	11	1	3	14	8%	H
LU1C	Maintain historic nature of Downtown	9	1	3	12	7%	M
CF1A	Ensure City Hall and staff are accessible	7	1	3	10	6%	M
LU1A	Identify areas for growth and annexation that fit future land use goals	9	0	0	9	5%	M
LU2B	Update code and subdivision regulations to promote a sustainable and efficient use of resources	5	1	3	8	5%	M
H2B	Encourage infill residential development	5	1	3	8	5%	M
H1C	Collaborate with developers to build more economically diverse homes	7	0	0	7	4%	M
ED1B	Continue utilizing local economic development groups for help recruiting new businesses	3	1	3	6	4%	M
H1B	Update code to enable more multi-family and senior housing	5	0	0	5	3%	M
T2C	Review opportunities for regional trail connections	5	0	0	5	3%	M
T1B	Discourage cul-de-sacs and other dead-end streets in new subdivisions	1	1	3	4	2%	L
LU1B	Zone future growth areas to balance residential and commercial growth	4	0	0	4	2%	L
CF1B	Maintain and expand infrastructure	3	0	0	3	2%	L
CF2B	Ensure recreational facilities comply with the Americans with Disabilities Act (ADA)	3	0	0	3	2%	L
CF2C	Incorporate pocket parks into existing and future neighborhoods	3	0	0	3	2%	L
H1A	Allow for high-density single-family homes	3	0	0	3	2%	L
H2C	Continue rental inspection program	2	0	0	2	1%	L
ED2B	Review options for creating a Community Improvement District (CID)	2	0	0	2	1%	L
T1A	Develop a formal street maintenance program	2	0	0	2	1%	L
T1C	Maintain local traffic flow	2	0	0	2	1%	L
T2A	Work with Christian County to educate citizens about OATS	2	0	0	2	1%	L
CF1C	Coordinate with local services	0	0	0	0	0%	L
CF2D	Explore options for a potential park north of the railroad	0	0	0	0	0%	L
T1D	Improve street design	0	0	0	0	0%	L
Total Responses		165	43	129	294	178%	

Guide	
1 Dot = 1 pt/ 1 Star = 3 pts.	0 = no responses
Community Facilities = CF	1 = Goal 1
Land Use = LU	2 = Goal 2
Community Identity = CI	A, B, C, D = Objectives
Housing = H	High – 8% and up (14 points and up)
Economic Development = ED	Medium- 3%-7% (5-12 points)
Transportation = T	Low- anything below 3%
Coding example: (H1A) from document not poster board	208 responses/16 total = approximately 13 persons

Visioning Plan 2018

DRAFT