# **COZAR**Comprehensive Plan



#### **RESOLUTION NUMBER 19-**

## A RESOLUTION BY THE PLANNING AND ZONING COMMISSION OF THE CITY OF OZARK, MISSOURI, ADOPTING THE OZARK COMPREHENSIVE PLAN

WHEREAS, it is in the best interests of the City of Ozark, Missouri, (City) to update the existing Comprehensive Plan to provide guidance for the future growth of the City; and

WHEREAS, the updated Comprehensive Plan promotes the health, safety and welfare of the public, protection of the natural and man-made environment, and the efficient use of resources; and

WHEREAS, the City contracted with the Southwest Missouri Council of Government (SMCOG) to conduct an extensive study and develop a Comprehensive Plan including maps and charts, all attached hereto and incorporated herein by reference as Exhibit A, for the City of Ozark; and

WHEREAS, proper notice was published at least fifteen days prior to the public hearing in Daily Events, which has general circulation within the City; and

WHEREAS, the Chairman of the City Planning and Zoning Commission called the meeting to order and opened a public hearing for the Comprehensive Plan on February 25, 2019; and

WHEREAS, the Comprehensive Plan and associated maps and charts were discussed; and

WHEREAS, it was moved and seconded that the Comprehensive Plan, including associated maps and charts contained therein, be approved as the Comprehensive Plan for the City of Ozark, Missouri, that copies to be certified to the Board of Aldermen and City Clerk, and that one (1) copy be recorded in the office of the Christian County Recorder of Deeds; and

WHEREAS, the motion carried unanimously.

**NOW, THEREFORE, BE IT RESOLVED** by the Planning and Zoning Commission of the City of Ozark, Missouri, that the Comprehensive Plan and all maps and charts included therein, attached hereto and incorporated herein by reference as Exhibit A, are hereby adopted.

Chairman, Ozark, Missouri

Planning and Zoning Commission

ATTEST:

Secretary, Ozark, Missouri

Planning and Zoning Commission

#### **RESOLUTION NUMBER 1934**

## A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF OZARK, MISSOURI, ADOPTING THE OZARK COMPREHENSIVE PLAN

WHEREAS, it is in the best interests of the City of Ozark, Missouri, (City) to update the existing Comprehensive Plan to provide guidance for the future growth of the City; and

WHEREAS, the updated Comprehensive Plan promotes the health, safety and welfare of the public, protection of the natural and man-made environment, and the efficient use of resources; and

WHEREAS, the City contracted with the Southwest Missouri Council of Government (SMCOG) to conduct an extensive study and develop a Comprehensive Plan including maps and charts, all attached hereto and incorporated herein by reference as Exhibit A, for the City of Ozark; and

WHEREAS, proper notice was published prior to the public hearing held before the Planning and Zoning Commission on February 25, 2019; and

WHEREAS, the Planning and Zoning Commission called the meeting to order and opened a public hearing for the Comprehensive Plan on February 25, 2019; and

WHEREAS, the Comprehensive Plan and associated maps and charts were discussed; and

WHEREAS, it was moved and seconded that the Comprehensive Plan, including associated maps and charts contained therein, be approved as the Comprehensive Plan for the City of Ozark, Missouri, that copies to be certified to the Board of Aldermen and City Clerk, and that one (1) copy be recorded in the office of the Christian County Recorder of Deeds; and

WHEREAS, the Planning and Zoning Commission adopted the Comprehensive Plan on February 25, 2019; and

WHEREAS, the Board of Aldermen of the City of Ozark, Missouri hereby adopts the Comprehensive Plan, including associated maps and charts contained therein.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Aldermen of the City of Ozark, Missouri, that the Comprehensive Plan and all maps and charts included therein, attached hereto and incorporated herein by reference as Exhibit A, are hereby adopted.

Passed and Adopted by the Board of Aldermen on this 4<sup>th</sup> day of March 2019.

Rick Gardner, Mayor

Chandra Hodges, City Clerk

ATTEST:

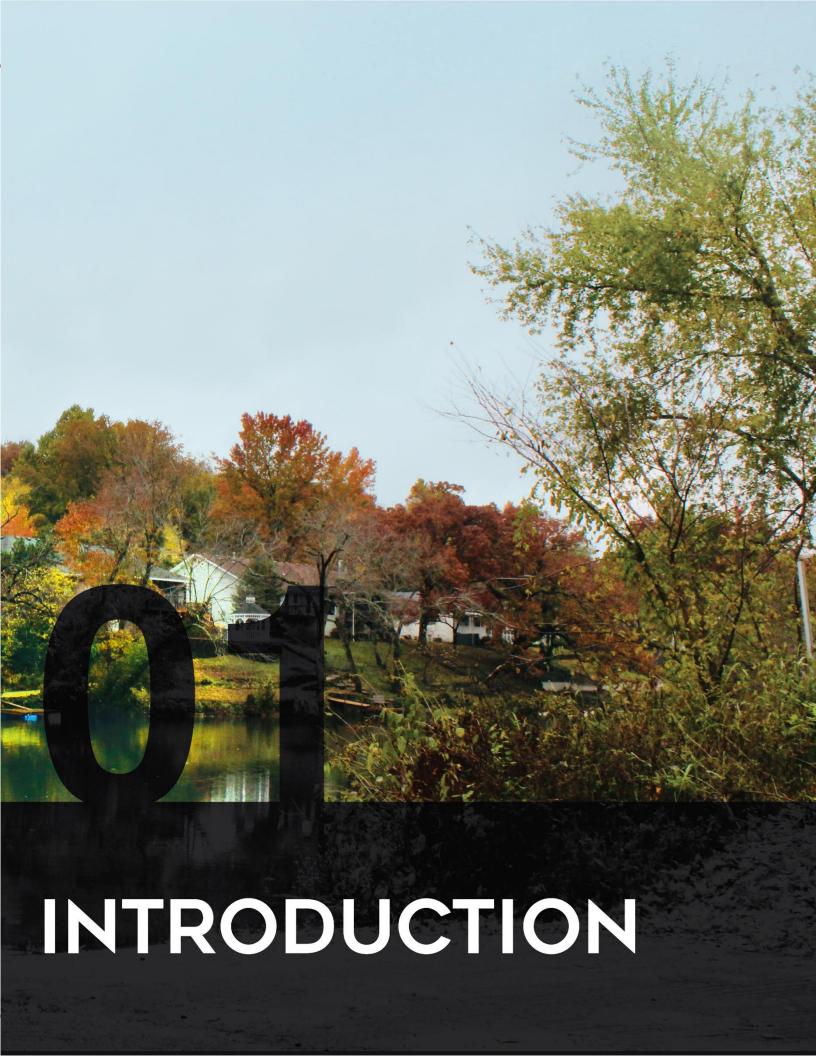
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## Introduction

In 2018, the City of Ozark partnered with the Southwest Missouri Council of Governments (SMCOG) to facilitate an update to the city's 2008 Comprehensive Plan. A comprehensive plan serves as a community's official guide for growth, land use, and development. Section 89.040 RSMo of Missouri Statute requires that zoning regulations "shall be made in accordance with a comprehensive plan". The purpose of this plan is to provide an accurate guide for the city's future that is based on research, community input, and collaboration with city administration. It should be noted that a comprehensive plan is not a legally binding document, but a document used to uphold decisions made by a municipality for community guidance and growth. Policy and development decisions should be consistent with the adopted plan, as it was developed with citizen input.

This plan is to serve as a guide for future city development and land use that will enhance the City of Ozark. Ozark's previous Comprehensive Plan was adopted in 2008, right before the economic decline. Ozark has changed a great deal since the previous comprehensive plan update, which is why this plan includes a combination of old and new elements. Goals and objectives have been established that will assist the community with future progress. The goals and objectives identified are the foundation for which the community should build upon in order to grow in a citizen-driven manner.



Ozark City Hall. Source: SMCOG

## Visioning Statement

A visioning statement is a collective statement that identifies the core desires of a community. Created through input from citizens and staff, it provides the grounding principles for the plan update. While the visioning statement does not cover every aspect of the plan, it is intended to be a concise representation of the overall themes.

The City of Ozark has nearly quadrupled in size since 1990, making it one of the fastest growing communities in the region. Residents of Ozark take pride in the city's small-town charm, historical buildings, and family-friendly atmosphere. Looking forward, the city plans to focus on managing growth in a way that is smart, well-planned, and preserves the unique character and heritage of Ozark, creating a vibrant community with quality public services for the generations of citizens to come.

## Jurisdiction Responsibilities

The Ozark Planning and Zoning Commission, as well as the Board of Aldermen, are responsible for managing growth, development, and land use for the City of Ozark. This power is granted in state statute. The ability to regulate land use and growth is provided in Missouri State Statute, which delegates the authority to local jurisdictions based on Section 89.040 RSMo of Missouri's Statute.

## Role of Planning and Zoning Commission

The Planning and Zoning Commission coordinates development activities within the community. When development and land use are not appropriately monitored in coordination with public services, adverse effects can occur. The Planning and Zoning Commission is the advisory board of elected officials that oversee the community's decisions on land use. The Commission makes recommendations to the Board of Aldermen on all manners dealing with rezoning, subdivisions of land, conditional use permits, and amendments to zoning and land use regulations. By Missouri statutes, the Planning and Zoning Commission must adopt a Comprehensive Plan for the city in order to implement land use regulations.

#### Role of Board of Aldermen

The Board of Aldermen passes, amends, and creates local law. The board is responsible for enacting and amending zoning regulations after considering the recommendations from the Planning and Zoning Commission. The Comprehensive Plan has influence over many areas of zoning, land use, and other things. Therefore, it is recommended that the Board of Aldermen also adopt a resolution of support for the policies of the Plan.

## Planning Process

Over the course of seven months, the Southwest Missouri Council of Governments (SMCOG) worked with City staff, citizens, and a planning committee to create this comprehensive plan update for the City of Ozark. An online survey was conducted from August 28<sup>th</sup> until October 3<sup>rd</sup>, 2018 to receive community input and participation. Two public open houses were held in order to gather community feedback and prioritization on the plan's objectives. The first open house was held on November 14, 2018 at the Ozark Community Center. SMCOG and City staff were present to answer citizen questions. Along with the open house, the goal, objective, and action boards were posted online via the City of Ozark's Facebook page for public comment and prioritization. A Facebook Live was also conducted during the November 14<sup>th</sup> open house to give residents the opportunity to ask questions and voice their thoughts if they were unable to attend in person. The second open house was held at the Christian County Library in Ozark from December 5<sup>th</sup> – 7<sup>th</sup>. During library hours, the goal boards were on display for community input and prioritization.

SMCOG staff held meetings with City staff on various occasions throughout the update process. Meetings were also held with the Planning and Zoning Commission, who acted as the planning committee for this update.

The planning committee included:

Cameron Smith John Dillon

Steve Childers Jean Ann Hutchinson

Christina Posey

Dolores Lamb

Chuck Branch

E. Matt Bedinghaus

RJ Flores

Jeff Garrison

Darrell McGuire

Charles E. Powell

Shannon Todd



Comprehensive Plan Open House, Source: SMCOG

# the Planning Process



#### Organization & Information Gathering:

Collect demographic information, existing studies, plans, etc



# **Orientation Meeting**Meeting with P&Z to discuss comprehensive plan



#### Land Use Planning & Goals, Objectives, Strategies

Work with community, staff, and P&Z to discuss future land-use and goals, objectives & strategies for community

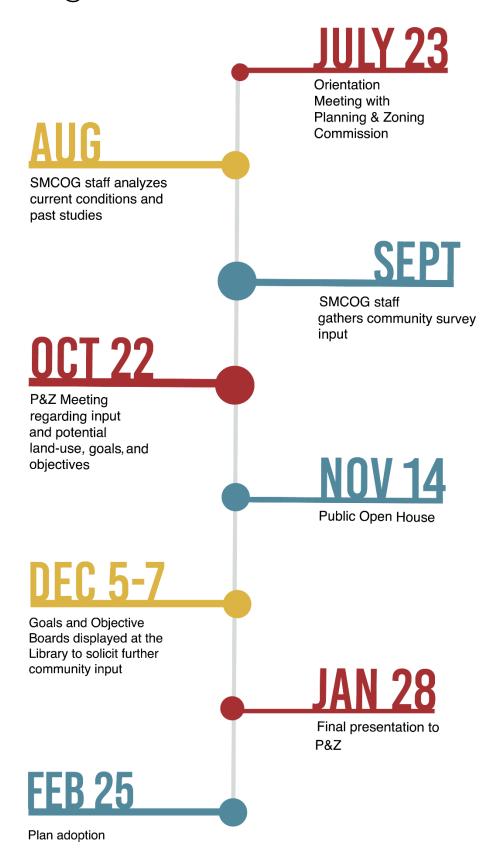


Public Open House Draft Plan Review



**Final Plan Presentation** 

## Planning Timeline



## Past Plans & Studies

Since the completion of the 2008 plan, the City has conducted various studies. The studies include a Downtown Strategic Plan, Retail Market Analysis, Residential Market Analysis, Christian County Economic Development Strategic Plan, and the Parks and Recreation Next Step Master Plan. Many of these documents were developed by the professional planning firm PGAV Planners. These studies provide further recommendations that are not covered in the 2008 plan. They are added to this update to provide a cohesive picture of Ozark's future. Short descriptions of each study are provided below with identified goals listed in the adjacent box.

## DOWNTOWN STRATEGIC PLAN GOALS

- Establish a formal downtown organization to coordinate revitalization efforts
- · Implement wayfinding programs
- Strengthen existing business and downtown products sold
- Continue to develop the farmer's market and other downtown events and programming
- •Encourage the development of downtown residential units

#### Downtown Strategic Plan

The 2015 Downtown Strategic Plan (PGAV Planners) outlines initiatives the City of Ozark can take to "leverage and expand existing resources in order to obtain additional public and private reinvestment in Downtown." The plan sets clear goals and objectives for ways the City can enhance and grow Downtown Ozark.

## RETAIL MARKET ANALYSIS GOALS

- Develop existing business support programs
- Continue to improve the quality of existing retail businesses
- Encourage the development of spaces better suited to retail uses
- Cultivate local entrepreneurs
- · Encourage existing retail expansion
- · Collectively market downtown retailers
- · Create downtown events having broad appeal

#### Retail Market Analysis

The 2015 Retail Market Analysis (PGAV Planners) examines the retail market in Downtown Ozark and proposes that the city focus on the expansion of the retail market and turning downtown into a destination.

### Residential Market Analysis

The 2015 Residential Market Analysis (PGAV Planners) was conducted as part of the DREAM initiative. The analysis outlines various housing trends within the city and focuses on ways to diversify its current market to accommodate the needs of all citizens.

## RESIDENTIAL MARKET ANALYSIS GOALS

- Make available more upper floor space for lofts in downtown
- Issue a request for proposals for the LCRA property
- Review existing constraints to the development of multi-story residential
- Continue the dialogue with the development community
- Create a clear policy concerning the use of incentives for residential development
- · Ensure downtown housing maintenance
- · Continue to improve downtown walkability

## Christian County Economic Development Strategic Plan

The 2013 Christian County Economic Development Strategic Plan was conducted by TIP Strategies, an Austinbased firm that worked with various councils, boards, and administrators, and Chamber of Commerce members. The study focuses on economic development in the Nixa and Ozark areas.

## CHRISTIAN COUNTY STRATEGIC PLAN GOALS

- Ensure that Christian County Communities have the resources to support business expansion, formation and attraction
- Provide a regulatory environment and the infrastructure to support the creation of employment centers across the county
- Build a strong sense of identity in Christian County as a magnet for talent in the Springfield Region

# Parks & Recreation Next Step Master Plan

The Parks and Recreation Next Step Master Plan, completed in 2018, relies on a resident-driven approach to capture and make decisions to enrich the community of Ozark. A survey was mailed to random households in Ozark, with follow-up phone calls. The survey had 486 respondents and the collected input was the basis for the recommendations of the study. Goals and objectives were not explicitly outlined, but some themes were identified throughout the process.

## PARKS & RECREATION PLAN THEMES

- Most Respondents indicated that they would prefer more open space, trails, and greenway development
- Residents would also like to see an increase in parks and recreation amenities and programming that appeals to all ages and are located in a wider variety of locations
- Respondents indicated that there should be more active places to play, yet also the survey shows that the same amount would prefer passive places with comfortable seating and plenty of shade.

#### Ozark Strategic Plan

The 2016 Ozark Strategic Plan briefly outlines various ways in which the community can work towards a more open, sustainable future. It is divided into five value categories and provides more direct objectives within each section. Some categories are not directly related to the planning process so they will be omitted from this plan. The complete Strategic Plan document can be found online at the City of Ozark website.

## Redevelopment Plan for the Finley River Redevelopment Area

The Chapter 353 Qualifications Analysis Finley River Redevelopment Area was conducted by PGAV Planners and published in February 2018. The purpose of the report was to identify blighted areas near the downtown to designate the areas for redevelopment. Redevelopment incentives in the City require an official blight recognition before the incentives are allowed. This area was originally slated for the Finley River Redevelopment Project in the late 2000s but the project was never completed due to the Great Recession. Conditions that concern an economic liability, social liability, health liability, and crime liability were considered.



## History

Ozark became an incorporated town in the mid-1850s. The community began as a settlement for fur trappers in the early 1800's and grew into a moderately sized farming and trading town (Glenn, 2004). With the advent of the railroad, Ozark's population grew as more people traveled into town. By 1890, the number of residents had risen to 490 and a substantial commercial district developed in downtown Ozark (Dowdy, 1999). During the early 1900s, Ozark's population was nearing 800 as it continued to grow during the World War eras.

As industialization and commercialization began to rise, Ozark followed suit. Farmers sold their land to new businesses hoping to make a living in the new economy. By 1955, Ozark had a modern sewer system and a new highway was being constructed through town, Highway 65. This was a major transportation advancement for the region, but it began to take travellers away from the city center, creating a challenge for downtown merchants. The City, wanting to draw commercial activity back into the city center, began to put up signs along the highway that encouraged passerbys to stop in Ozark (Glenn, 2004).

Rapid industrial growth in the 1960s and 1970s in Springfield began to solidify Ozark as a bedroom community. Residents were now commuting north to Springfield for work and would return home to Ozark in the evening. This trend has continued and is still the case today. Since 1990, Ozark has almost quadrupled in population size (United States Census Bureau, 2016). This has provided a host of growing pains for the city. As the region continues to grow in popularity, it is vital for proper planning and growth management to take Ozark into the next century. In the more recent history, Ozark has experienced substanial commercial and single-family subdivision development. Additionally, expansions and modifications to the transportation system have been necessary to assist with congestion attributed to the rapid increase in population.



This panoramic shot shows the town of Ozark on March 28, 1904.

Source: (Glenn, 2004)

## Demographics

## **Population Pyramids**

A stable population pyramid is one that resembles the traditional pyramid shape; a large base that tapers off towards the top. The 2000 and 2010 population pyramids share the same stable shape; however, more recent population estimates tell a different story. Ozark has had an increase in the percentage of 55+ residents. This aligns with national averages as the average age of the individual has increased due to advances in medicine and technology. Looking towards the future, Ozark should focus on how to plan for this population. Ozark has developed an identity as a place for young families to raise their children and the school district is well respected. While Ozark should continue to build upon this identity, it should not neglect the growing 55+ population.

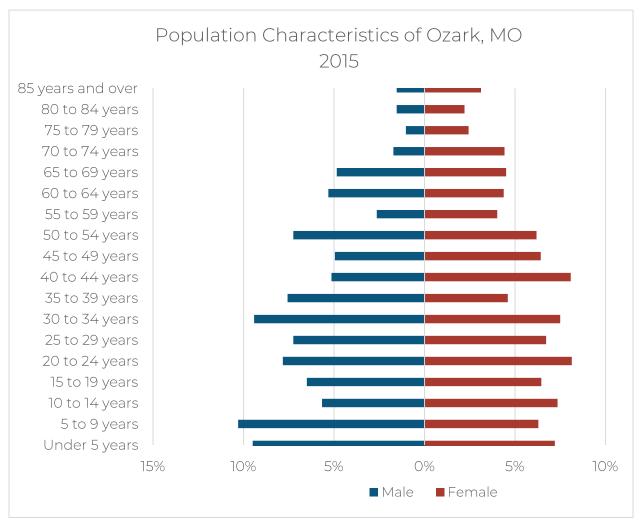


Figure 1. Ozark Population Pyramid

#### **Population Growth**

Ozark has experienced tremendous population growth over the past 20 years. There was an increase of over 100% from 1990 to 2000 and nearly 90% from 2000 to 2010. The trend has recently begun to taper as the total percent increase from 2010 has dropped to 6%. The effects of such large growth rates are still being managed by the City.

Ozark Population						
Year	1990	2000	2010	2016		
Population	4,243	9,665	17,820	18,867		
Percent Change		128%	84%	6%		

Table 1. Ozark Population

#### **Economic Characteristics**

The median household income in the 2000 Census for Ozark was approximately \$34,000 while Christian County and the State of Missouri were near \$38,000. The 2010 Census shows an increase as the median income is estimated around \$48,000, which is higher than the state average of \$46,000. While this increase in median household income is good news for the city, it is still vital that the city not neglect its citizens with lower incomes.

### **Employment**

Ozark, as well as other smaller cities in the area, is a bedroom community for the city of Springfield. The majority of inhabitants in these suburbs commute to Springfield for employment. The highest occupation in the area is Education, Health, and Social Services. This is due to the large medical campuses of Mercy and Cox Health Systems, and the various higher education institutions in the region. Construction and Manufacturing have decreased by four and three percent respectively. Information jobs have increased by two percent. As the national trend moves towards an information-driven economy, Ozark should focus on creating and maintaining jobs in the area by attracting businesses in this sector. If Ozark can foster a niche for occupations in the information sector, it can prove itself as an incubator for an advancing industry.

## **Household Demographics**

Since 1990, there is not much change in the demographic breakdown. The exception is in the 55+ population. In the 2000 census, the percentage of households 65 years and older was only 7.7 percent. In 2010, it has risen to 18.4 percent, over a 10 percent increase. This is likely due to empty nesters and retirees who have chosen to continue living in Ozark.

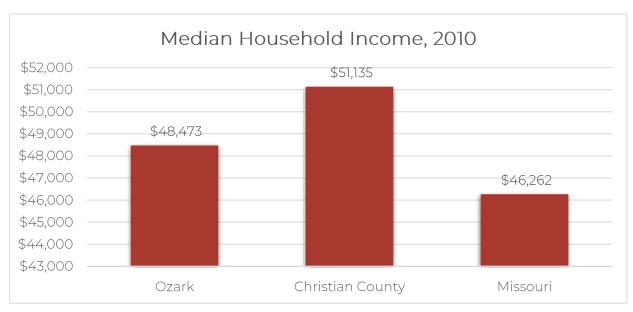


Figure 2. Median Household Income

#### **Housing Characteristics**

Ozark currently has a large stock of single-family homes. With the various subdivisions throughout town, families with small children are well represented within the housing market. The median value for a house in Ozark is nearly \$140,000 (United States Census Bureau, 2016) and nearly one-third of the population falls within the \$100,000-\$149,999 home value bracket. Ozark should shift its focus to creating more housing units for its millennial and empty nester markets. The addition of smaller single-family homes, high-end apartments, condominiums, and townhouses could help diversify the housing market and create a more well-rounded selection of housing options within Ozark.

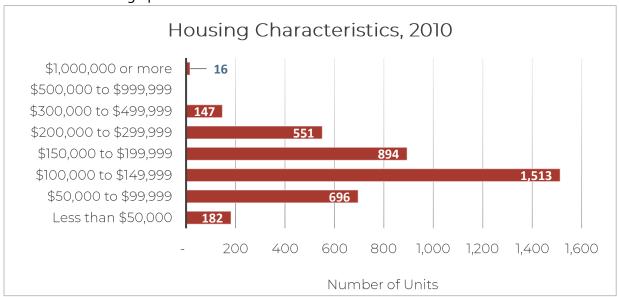


Figure 3. Housing Characteristics

## Community Facilities

#### **Police**

The City of Ozark prides itself on its commitment to public safety and community service. The Ozark Police Department is comprised of approximately 40 employees including officers, patrol personnel, clerks, and detectives. The department is divided into two divisions, Patrol Services and Support Services. Support Services provides services that support the Patrol Division's functions and consists of a Division Commander, and four small units including: Criminal Investigation, Evidence Collection, Records, and Training. Patrol Services is the most visible group in the department, providing law enforcement coverage for 11.15 square miles.



Source: City of Ozark

#### Fire

The Ozark Fire Protection District (OFPD) is not owned or operated by the City. The OFPD currently levies a property tax rate of.6366 per \$100 of assessed value to maintain and operate services. The boundaries of the district covers the central portion of Christian County between the Greene County line on the north and close to the Taney County line on the south. The district has written mutual aid agreements with surrounding jurisdictions including; Battlefield, Springfield, Nixa, Sparta, Logan-Rogersville, and Highlandville. The OFPD employs 30 career firefighters on staff. The district maintains four stations, including:



Source: Ozark Chamber of Commerce

Station 1: Four staff vehicles, two engines, one tanker, one brush truck/rescue truck, and one off-road side-by-side utility vehicle and trailer.

Station 2: One engine, one brush truck/rescue truck

Station 3: One engine, one tanker, one brush truck/rescue truck

Station 4: One tanker, one brush truck/rescue truck

Average response time to fire alarms within the District is 2  $\frac{1}{2}$  to 3 minutes and fire insurance ratings range from 3 to 5, depending on location. The District also provides rescue services and storm warnings.

## **Emergency Medical Services**

Ambulance services for Ozark are provided by Cox Ambulance Services through Christian County. The county is divided into two separate districts. One is tax supported and the second is supported by user fees. Ozark is located within the tax-supported district which



Source: Christian County Ambulance District

includes most of the county, with the exception of the panhandle area. The district is funded from 2.22% of the overall property taxes in Ozark. The ambulance district has three operating stations located in Nixa, Sparta and Ozark. The average response time from each station is five minutes. A standing mutual aid agreement is available from the surrounding communities (Christian County Planning and Zoning, 2009).

#### Schools

The Ozark School system is divided into four districts based on elementary enrollment (K-5<sup>th</sup> grade); Ozark East Elementary, Ozark West Elementary, Ozark South Elementary, and Ozark North Elementary. The school district also operates Ozark Middle School (grades 6<sup>th</sup> and 7<sup>th</sup>), Ozark Junior High (grades 8<sup>th</sup> and 9<sup>th</sup>), and Ozark High School (grades 10<sup>th</sup>-12<sup>th</sup>). The school district is highly regarded throughout the region and has been working to sustain services with an influx of students. The District is currently in the process of longrange planning for future schools due to anticipated increasing enrollment. Over the next decade, the school district plans to change configurations and buildings to provide ample classroom sizes for all students. The district has purchased property on the southern end of town to allow for a potential new school building and campus.



Source: Ozark School District

## Library

The Christian County Library has several locations throughout the county with one Ozark branch located near the Finley River Park. It was recently renovated after a 20% tax levy was voted into renewal in 2017. Ten years of planning led to the Ozark branch library getting a complete



Source: Christian County Library

overhaul with a new community room, new floors, bookshelves, and additional space (Alexander, 2018). The library reopened to the public on August 11, 2018.

The Library provides access to a variety of goods and services for citizens in the county. There are a multitude of services and loans provided by the library including the traditional books and media, but also fishing supplies, cake pans, equipment, photocopiers, laminators, etc.

## Environmental

Ozark has a variety of natural resources that give the community unique scenery, but may also cause barriers to development. Floodplains, high water tables, and steep slopes can make portions of the city difficult for development. Figure 4 displays the sinkholes, floodplains, and wetlands located in Ozark city limits.



Finley River. Source: SMCOG

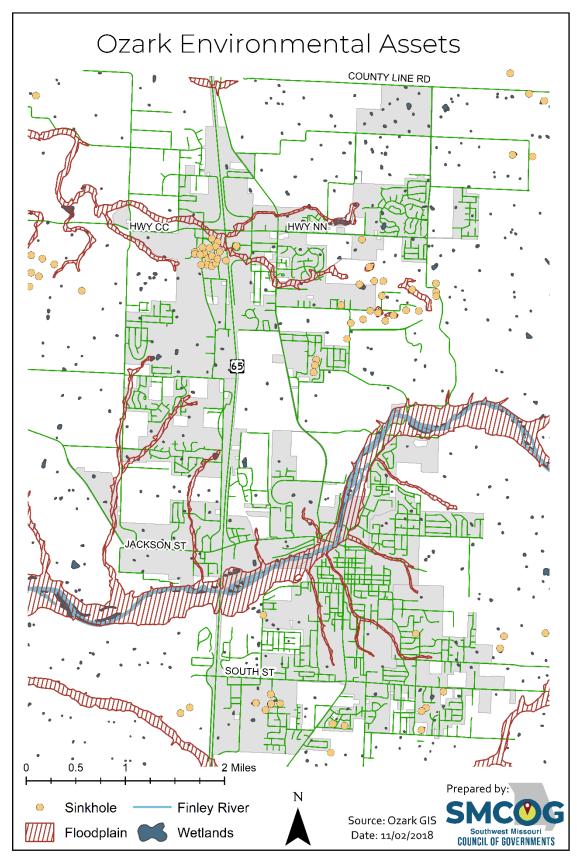


Figure 4. Ozark Environmental Assets

## Goal 1: Plan for the utilization and preservation of natural resources.

Ozark's unique topography and environmental assets must be monitored and maintained to preserve the unique qualities offered to the city. Regulations that address stormwater, erosion, sedimentation, and flooding must be enacted and enforced. Development can have negative effects on the environment, but it has the ability to lessen the impact if it is planned efficiently and effectively.

Ozark participated in the 2011 Christian County Hazard Mitigation Plan. This plan highlights goals that the jurisdiction should follow and implement in order to proactively mitigate the effects of natural hazards in a community. Ozark adopted this plan and should work to complete the goals identified. The Christian County Hazard Mitigation goals that are applicable to Ozark are in Appendix B.

Floodplains in the city can be preserved by limiting development to open space, parks, recreation, and appropriate structures that are allowed by the National Flood Insurance Program ordinance. Figure 4 displays the floodplain in Ozark. It should be noted that at the time of this plan update, the Flood Insurance Rate Maps were being revised and the floodplain may change. Limiting development in this area will prevent structures from being damaged and allow the water to flow more freely.

The City should review regulations for allowing permeable paving materials to be used in developments. Permeable surfaces mitigate and control stormwater runoff by allowing water to pass through the surface and into the underlying soils. Concrete prohibits water from flowing through it, which is why highly developed areas can have flooding issues during heavy rain events. Permeable surfaces help limit flooding by allowing water to absorb back into the ground instead of uncontrolled run off.

Preserving water in Ozark is one step, and planning for the future of water is another. Since the City of Ozark receives its drinking water from an aquifer, water consumption needs to be monitored so that it can be conserved. Ozark should participate in long-term water supply discussions in cooperation with the Tri-State Water Coalition, Christian County, and neighboring communities. This will allow for discussion on what water practices may need to be changed and how those will be implemented and managed in the future.

Conservation zoning districts should be implemented in order to protect natural resources. A conservation zoning district should be used to establish and protect land and water resources in areas deemed environmentally sensitive. Examples of conservation zoning districts that could be adopted include natural resource overlay districts and natural resource protection zoning. A natural resource overlay district is designed to preserve and protect ecosystems while balancing the need for planned growth. The overlay district establishes standards and procedures for the

use and development of the land (Burnett, 2018). A natural protection zoning (NRPZ) is the zoning for a particular area and emphasizes current, natural-resource-based uses over typical development (Burnett, 2018). Additionally, conservation easements should be implemented along the river and other water bodies in the city in order to protect those assets.

The City should stay up to date on its Municipal Separate Storm Sewer Systems (MS-4) permit in order to maintain water quality in the City's waterbodies. An MS-4 permit prevents harmful pollutants from being dumped into a body of water. MS-4 operators must obtain a National Pollutant Discharge Elimination System permit and develop a stormwater management program. If this is not appropriately implemented, polluted stormwater runoff is transported through MS-4s, from which it is can be discharged, untreated, into local water-bodies. In Ozark, water is discharged into the Finley River, so it is important to manage the city's MS-4 permit, policy, and procedures to ensure compliance with State and Federal stormwater management regulations. The City should also participate in outreach and education efforts with James River Basin Partnership (JRBP) to meet MS-4 permit responsibilities and build awareness about the importance of water quality.

When new development occurs in Ozark, efforts should be made to build with the topography of the land in order to mitigate negative environmental impacts and to maintain Ozark's scenery. Buffers should be implemented in order to limit development near the Finley River, Elk Creek basin, and related streams. New development should practice increasing stormwater infiltration and should adequately treat stormwater runoff from a site before it is discharged. These types of practices will decrease the negative effects from the built environment on the natural environment.

Displayed in Figure 4, Ozark has a number of sinkholes in the city limits. New development should be located in areas that are free of environmental hazards or problems relating to soil, slope, bedrock, water tables, and sinkholes. Alerting developers and landowners to these hazards will prevent development from having adverse effects on the City.

Sinkholes not only cause barriers in development but also provide a direct link to groundwater, which is how Ozark residents receive drinking water. If a sinkhole is not appropriately maintained, pollutions that enter the sinkhole can end up in the groundwater. Identifying sinkholes and notifying property owners surrounding sinkholes on the importance of sinkhole maintenance can help maintain the city's drinking water quality and environmental assets.

## GOAL 1:

# Plan for the utilization and preservation of natural resources.

#### How to achieve this goal

#### Objective 1: Protect the City's existing environmental assets.

- Action Step: Implement regulations to protect natural systems as a conveyance for stormwater, and to reduce erosion, sedimentation, and flooding.
- Action Step: Allow for permeable paving materials to be used in developments.
- Action Step: Implement Conservation Zoning Districts to protect natural resources such as stream corridors, floodplains, woodlands, steep slopes, and other environmentally sensitive features.
- Action Step: Preserve floodplains by limiting development to permanent open space, parks, recreation, and appropriate structures as allowed for by the NFIP ordinance.
- Action Step: Continue to manage MS-4 permit and policy procedures to ensure compliance with State and Federal stormwater management regulations.
- Action Step: Participate in long-term water supply discussions in cooperation with theTri-State Water Resource Coalition, Christian County, and neighboring communities.
- Action Step: Participate in outreach and education efforts with James River Basin Partnership (JRBP) to meet MS-4 Permit Responsibilities and build awareness about the importance of water quality.

#### Objective 2: Build with topography of the land

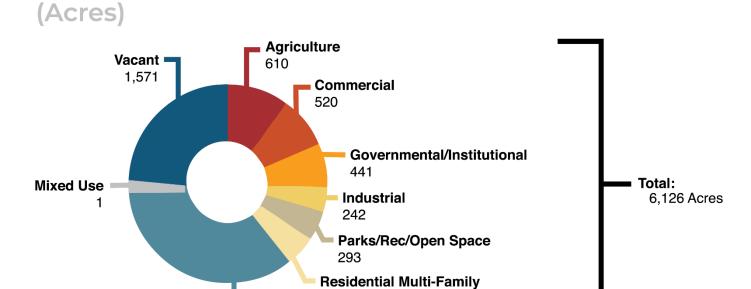
- Action Step: Implement buffers in new development to mitigate adverse environmental impacts on the Finley River, the Elk Creek basin, and related streams.
- Action Step: Locate new developments in areas free of environmental hazards or problems relating to soil, slope, bedrock, water tables, and sinkholes.
- Action Step: Implement practices in new development that increase stormwater infiltration and adequately treat stormwater runoff from a site before discharge.

## Current Land Use

The following page contains the Current Land Use map for Ozark (Figure 6). It was created by SMCOG staff through aerial photos and windshield surveys, in addition to Ozark staff and Planning and Zoning Commissioners input. The current land use map differs from the zoning map in that it shows what each parcel is currently using. This was created to give the community a picture of what is currently happening on-the-ground.

The following graphic (Figure 5) illustrates the breakdown of each use compared to the total acreage of Ozark.

## **Current Land-use**



301

Figure 5. Current Land Use Acreage

**Residential Single-Family** 

2,147

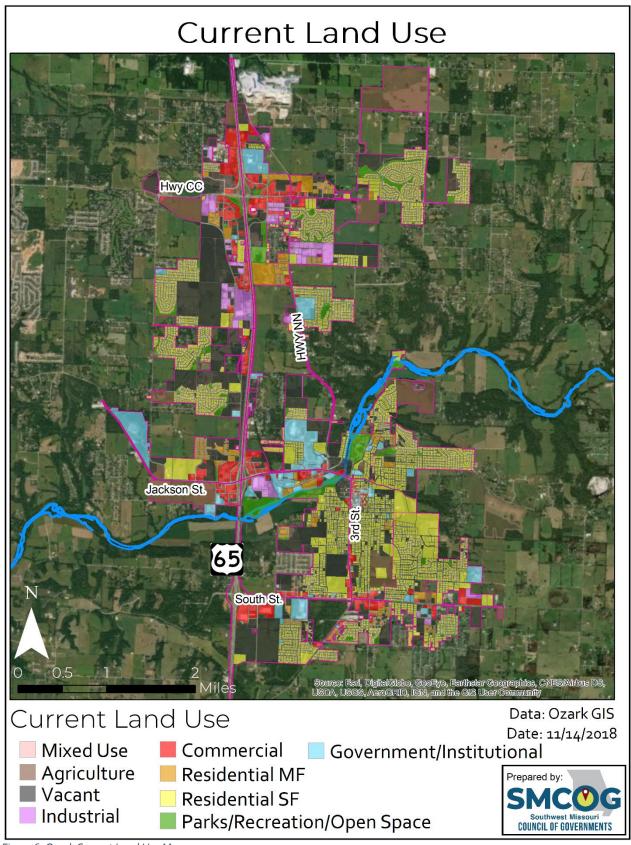


Figure 6. Ozark Current Land Use Map

## Zoning

Zoning is an important tool for managing the growth within a municipality. Zones are created to separate conflicting uses and provide a smooth transition between various uses throughout the city. The current zoning map is comprised of 17 separate zoning districts and the historic overlay, with eight of the districts representing various residential zones.

The City of Ozark should review its zoning map to create a more streamlined classification system. The parking and C-3 zoning classifications have been stricken from the code, yet still exist within the map. There may also be a benefit to adding an I-2 zone for a less intense industrial use. While reviewing and deleting various classifications from the zoning code, it would also be beneficial for the City to take a closer look at the current zoning system. There are opportunities to amend the classification system in a variety of ways that would assist in creating the future Ozark that resident's desire. Updates such as creating zones that allow for a mixture of uses, reviewing and condensing the residential zones, and implementing SmartCode in various areas may help accomplish identified goals and objectives. A simplified zoning code will make it easier on both the City and property owners in the coming years.

The following table outlines the various zoning classifications (Table 2) and the City's current zoning map (Figure 7).

			Min. Donath	Min Width	Min Donth	Min. Lat Avan	Min. Lot	Min. Lot
Zoning	Name	Description	Min. Depth of Front Yard (ft)	Min. Width of Side Yard (ft)	Min. Depth Rear Yard (ft)	Min. Lot Area per Family (Sq. Ft)	Width (Ft.(3)	Size (Sq. Ft.)
A-1	General Agriculture District	Primarily undeveloped land usually found on periphery of City. Such lands are usually restricted to agriculture and limited residential use and constitute prime areas for urban growth.	35	20	35	1 acre	150	1 acre
R-1A	Single- Family Estate District	Restricted residential areas with large lot size requirements. Such districts create a transition between standard residential areas & rural farmlands.	25	15	25	20000	100	20000
R-1B	Single- Family District	Low-density residential district with related recreational, religious and educational facilities being provided.	25	10	25	15000	80	15000
R-1C	Single- Family District	Districts similar to "R-1B" Districts but permitting higher density. Usually close to the central business districts.	25	10	20	10000	70	10000
R-1D	Single- Family District	High-density single-family detached residential uses similar to "R-1C" but permitting higher density in subdivisions required to use coving.	25	7	20	7000	50	7000
R-1P	Two- Family District	Residential consisting of two unit residential structures sharing common wall & lot line.	25	10(4)	20	5000	50	5000
R-2	Two- Family District	Residential districts with slightly higher densities. Such districts create a smooth transition between single-family & multi-family.	25	10	20	5000	60	10000
R-3	Medium Density Multi- Family	Medium density residential areas served by common facilities & open space. Such districts allow the construction of four or less buildings.	25	15	25	2500	80	20000
R-4	High Density Multi- Family	High-density residential areas served by common facilities & open space. Such district allow the construction of five or more buildings.	25	20(1)	25	2000	80(2)	20000
C-2	General Commer cial District	Automobile oriented commercial districts providing a wide variety of business services and retail outlets. Such districts usually generate a lot of traffic & require strict parking, paving width & building setbacks.	25	5	30	N.A.	None	500

Zoning	Name	Description	Min. Depth of Front Yard (ft)	Min. Width of Side Yard (ft)	Min. Depth Rear Yard (ft)	Min. Lot Area per Family (Sq. Ft)	Min. Lot Width (Ft.(3)	Min. Lot Size (Sq. Ft.)
C-4	Central Business District	Commercial district composing the City center. Such a district should offer a wide range of service, outlets, & should be pedestrian oriented.	None	None	None	N.A.	None	None
I-1	Industrial District	Industrial district intended primarily for manufacturing, assembling, fabrication or warehousing, wholesale, and service uses. Buildings should be architecturally attractive and surrounded by landscaped yards.	35	20	35	N.A.	None	None
M	Mobile Home District	Intended for the orderly, planned development of mobile homes and related facilities.	N.A.	N.A.	N.A.	3500	N.A.	3 acres
O-W	Office Warehouse District	Areas to provide for mixed use structures, warehousing, including wholesaling, retailing, assembly of pre-manufactured materials & basic office uses (excluding manufacturing).	25	None	30	N.A.	None	None
PUD	Planned Unit Develop ment	The Planned Unit Development (PUD) regulations are intended to encourage innovative land planning and site design concepts that achieve a high level of environmental sensitivity, energy efficiency, aesthetics, high-quality development and other community goals.						

Table 2. Zoning Table

Numbers in parentheses refer to the following additions or modifications to the aforementioned dimensional requirements.

- 1. Lots located within an "R-4" High Density Multi-Family District shall have minimum side yards of twenty (20) feet each where the dwellings located thereon do not exceed two (2) stories. An additional three (3) feet per side yard will be required with each additional story.
- 2. Lots located within an "R-4" High Density Multi-Family District shall have a minimum width of eighty (80) feet, however, the width shall be increased by ten (10) feet for each additional building exceeding five (5).
- 3. The minimum lot width shall be measured at the property line that abuts a street. Lots which have road frontage on a cul-de-sac shall have a minimum width of forty-five (45) feet at the property line which abuts the cul-de-sac, except for "R-1P" districts which shall have a minimum thirty-five (35) foot frontage on a cul-de-sac.
- 4. In the "R-1P" District, the common wall of the dwelling unit shall be placed on the common property line with a zero (o) setback and the setback on the other side property line shall be a minimum of ten (10) feet.

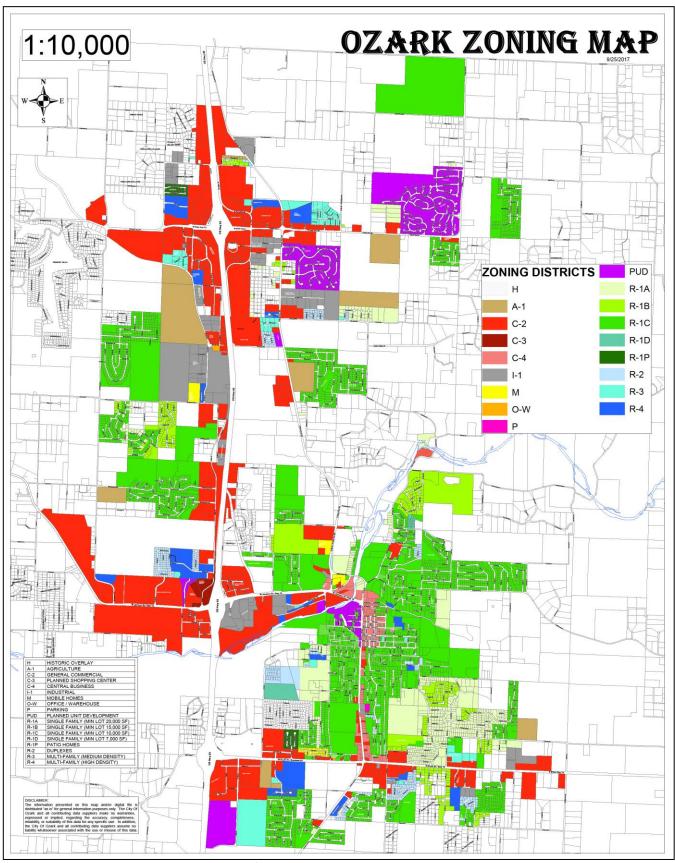


Figure 7. Ozark Zoning Map. Provided by City of Ozark 09/20/2018



LAND-USE, DEVELOPMENT, & GROWTH MANAGEMENT

## Future Land Use

Land Use in Ozark has been dictated by the influx of growth that has occurred over the past 20 years. Considering the City did not have time to plan for such rapid growth, it grew where development occurred. Since the completion of the past comprehensive plan in 2008, Ozark has seen a steady leveling out of its population. This creates a perfect time to assess current conditions, discuss how to plan for population influx in the future, and determine the best course of action moving forward. Efforts to develop with conservation practices in mind will preserve the city's landscape and amenities.

## Goal 1: Provide the opportunity for future growth.

Rapid development in Ozark since 1990 caused hundreds of acres to be annexed, resulting in suburban sprawl throughout the city. Annexations have occurred on the fringe, yet there are still areas surrounded by city limits that are located in Christian County's jurisdiction. This has given the City of Ozark a "patchwork" effect on its city limits. Figure 8 displays the current city limits and locations where parcels are technically in Christian County even though surrounded by Ozark city boundaries. This is an issue that needs attention in the short-term. The city should reach out to those property owners to determine what barriers are keeping them from voluntarily annexing into the city. While there are plenty of land

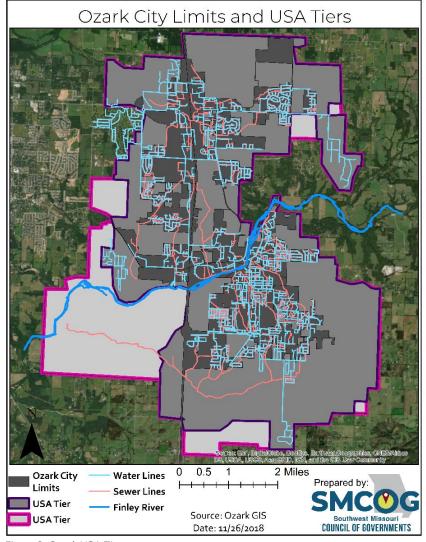


Figure 8. Ozark USA Tiers

opportunities on the fringes of the city for subdivision development, it would be in the best

interest of Ozark to focus on encouraging development of vacant lots within city limits first. This infill development is more economical for the city and the property owner as services are readily available. Slowing growth on the fringe will help to create a more coherent development pattern and begin to create compact city boundaries.

The City of Ozark, in coordination with Christian County, has created Urban Service Areas (USAs). These areas show where future development may occur outside of city limits and helps to guide the extension of city services. The previous Urban Service Area tiers are very large and extend far past where an acceptable amount of growth can occur. Ozark is currently in the process of reviewing these tiers with Christian County to agree on more compact tier boundaries. Since the USA boundaries are primarily focused on the ability of the city to provide services, it may be most beneficial to use drainage basins and topography as a primary indicator for boundary creation. This would enable water and sewer systems to function with the natural landscape instead of an arbitrary limit with assumptions of future growth. As a community in Christian County, the city should align with the growth tiers as identified in the 2009 Christian County Comprehensive Plan, which identifies 3 tiers as follows.

#### U.S.A. Tier Definitions

**Tier 1-Urban Service Area:** An area where the incorporated community can, is willing, or intends to annex and offer access to public water and sewer infrastructure for property deemed appropriate for urban level development.

**Tier 2:** Rural/Low Density Planning Area: An area beyond Tier 1 that a city recognizes in their comprehensive land use plan but that is not within reasonable proximity to be serviced by public water and sewer infrastructure without significant off site private assistance. This area, although in advance of urban level development proposals shall require Christian County decision makers to refer to local and regional plans prior to approving development proposals.

Tier 3: Extended Planning Area (Agricultural): An area beyond Tier 1 and Tier 2 that is recognized in a community's comprehensive plan as a future urbanized area where public services will be provided at a later date. Generally, it is assumed that this area will not be developed within the immediate 10-years with urban level densities due to the lack of urban level public services such as water and sewer. The Christian County Commission shall evaluate development proposals within this tier to ensure compliance with local, county, and regional comprehensive plans. (Christian County Planning and Zoning, 2009)

**Note:** For the purposes of the future land use map, designations were created for Tier 1 and Tier 2 only. The feasibility of development extending past these boundaries before the completion of the next comprehensive plan is far-reaching and therefore land-uses were only identified for the first two tiers.

Looking towards the future, it is vital that Ozark focus on infill opportunities. As discussed earlier, the patchwork look is not conducive to a healthy city. City roads and services are

stretched to the periphery, putting pressure on the infrastructure. By annexing and allowing for development within these infill areas, Ozark can minimize the burden on its systems and provide more efficient services for its citizens.

When planning for future development, it is vital to consider the relation between development types and the adjoining streets. For example, a new commercial center development should not be located off of a residential street. Likewise, the city should not allow single-family residential units adjacent to major thoroughfares. There are a host of various street classifications and development patterns, and the Ozarks Transportation Organization has a reference list that Ozark may refer to as future development occurs. Ensuring the symbiosis between the transportation network and development is an important aspect to the overall development pattern of the city.

Building upon the current land use map, staff and commissioners have discussed how to direct the growth in the future. This has led to the creation of the future land use map. The future land use map is a guide for future development. While the zoning map is codified and must be followed when building new development, the future land use map is not. It will be used when future zoning decisions are made, almost like a pre-zoning map. Zoning changes should be consistent with the future land use map, which was created through community input and adopted as part of the comprehensive plan. Figure 9 displays the future land use desires.

## GOAL 1:

## Provide the opportunity for future growth.

### How to achieve this goal

# Objective 1: Manage growth in a manner that creates compact and contiguous development patterns.

- Action Step: Update the Urban Service Area boundary and land use plan in the unincorporated area outside the city limits.
- Action Step: Annex and develop unincorporated "infill" areas that are surrounded by city limits on two or more sides.
- Action Step: Zone new commercial districts that are contiguous with municipal services.
- Action Step: Establish areas for industrial, manufacturing, and a business park where municipal services are available.

# Objective 2: Ensure future development is compatible with the classification of adjoining streets.

- Action Step: Allow for retail development along arterial roadways.
- Action Step: Limit access points for new commercial development on major thoroughfares.
- Action Step: Direct single-family housing to local streets.

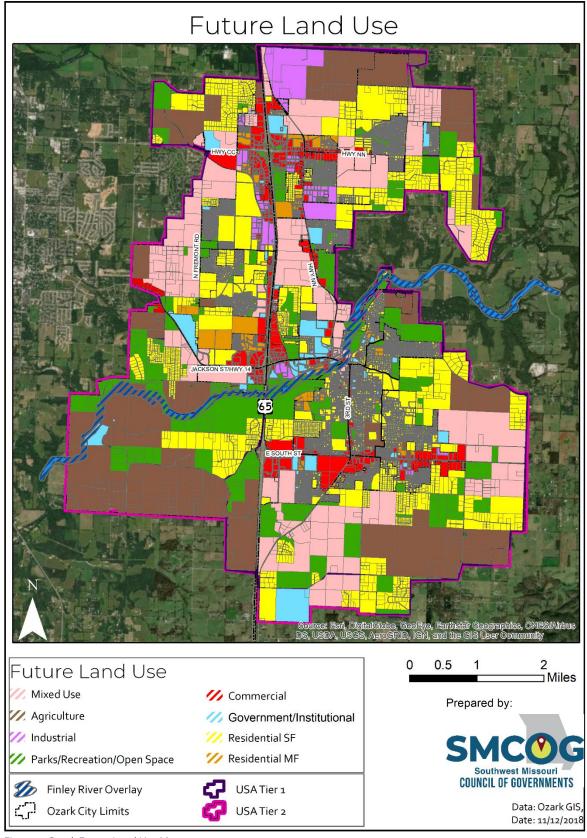


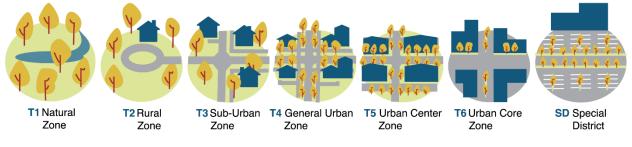
Figure 9. Ozark Future Land Use Map

## Goal 2: Adopt SmartCode as a component of the city zoning.

As an antidote to the sprawl that has occurred in many cities, the SmartCode was created. This promotes walkable communities, compact development, and a mixture of uses. The idea is to return to the neighborhood model of a time before automobiles dominated cities. A complete code overhaul is labor intensive, and would likely necessitate assistance from a firm specializing in SmartCode. However, ideas and principles of the SmartCode could be implemented by Ozark. This could be in the form of an overlay district or an update of the planned unit development (PUD) zoning classification to include SmartCode elements. A full template of the model code is available for no cost online (Duany Plater-Zyberk, 2009) thus providing an easier opportunity for city staff to review the feasibility and applicability.

# What is **SmartCode?**

The SmartCode was created as an alternative to traditional zoning. Instead of land being classified by use, it is classified by the form of the building, hence the moniker "form-based code." Instead of the traditional zoning categories, the City is divided into various transects. The idea is to give the city a natural feel as it transitions from the natural zone in the fringes to the dense city center. The SmartCode helps to alleviate the "character-less" look and feel of modern development and creates design standards for new development to follow. Data Source: Duany Plater-Zyberk & Associates





## GOAL 2:

## Adopt SmartCode as a component of the city zoning.

#### How to achieve this goal

Objective 1: Allow for SmartCode in areas that are already designated as PUD to allow for new urbanism designs.

- Action Step: Conduct a study to best identify areas for SmartCode testing within the City.
- Action Step: Contact an outside firm to assist with the development and integration of SmartCode.
- Action Step: Educate citizens on the benefits of form-based code and how it contributes to the overall character of the community.

## Residential

Housing occupies 40% of the land in Ozark. The housing stock consists of predominantly single-family houses, comprising approximately 2,147 acres. The community also offers multi-family and senior living housing options, which combined make up 301 acres.



House in Ozark. Source: SMCOG

## Goal 1: Diversify housing options in the city.

Ozark offers a variety of housing styles for families, but there is a lack of affordable housing and gaps in the market for millennials and elderly residents. The city should work to diversify the housing market in order to attract residents of all ages and income brackets.

According to the Department of Housing and Urban Development (HUD), affordable housing is defined as "housing for which the occupant(s) are paying no more than 30 percent of his or her income for gross housing costs, including utilities." (Housing and Urban Development, 2018).

Figure 10 displays the percentage of income that residents in Ozark spend on housing based on census tracts. There are large portions of the city that spend 30% or more of their income on housing. Residents that are paying 30% or more of their income on housing are placed with a heavy cost burden. This burden occurs when families spend so much for housing that their ability to pay for other necessities of life is compromised.

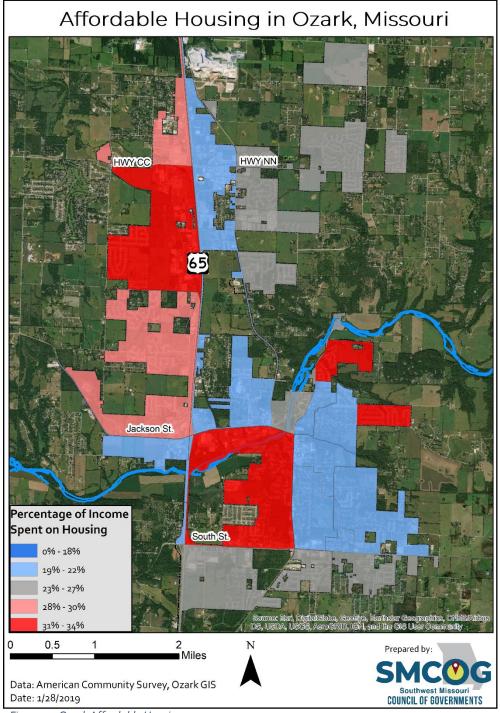


Figure 10. Ozark Affordable Housing

Affordable housing that benefits a community is not necessarily cheap housing, it is housing that a person can pay for within their price range. In order to appropriately meet the needs of Ozark's residents, the city needs to understand affordable housing prices and ensure that the demand is met. It should be noted that in November of 2018, voters raised the minimum wage in Missouri. Ozark's housing stock may see the effects of this change. Although wage increases raise gross income, when housing prices match this increase, there is little to no progress in terms of addressing affordable housing needs.

A way to promote and increase affordable housing in the city would be to enact inclusionary zoning. According to HUD, inclusionary zoning practices refer to any kind of policy or ordinance that requires or encourages developers to set aside a certain percentage of housing units in a new or rehabilitated project for low and/or moderate-income residents. Low and moderate income is any person whose annual income does not exceed 80% of the city's median income. A low and moderate-income person in Ozark is any households whose annual salary is \$39,293 or less. Inclusionary zoning policies help to integrate lower-income residents with higher-income residents so that all have access to the same high-quality services and amenities.

Demographic data shows that Ozark's population pyramid has seen an increased rate of both the elderly and millennial age groups. Figure 1 displays this data. With this shift in demographics, Ozark should plan to meet those residents' needs. According to SMCOG's 2018 land use inventory, there are currently 5,508 single-family parcels in Ozark and 443 multi-family parcels.

Multi-family parcels include senior living units as well. Based on data from Suburban Stats, there are 1,618 homes in Ozark where at least one person is over the age of 60 (Suburban Stats, 2018).

The City should work with developers and agencies to market undeveloped land in the dense area of the city with agetargeted housing through multi-family or mixed-use units in the form of lofts, apartments, or townhomes. The LCRA property, which stands for Land Clearance Redevelopment Authority, is a property that is owned by the City and was designated as a blighted property in 2004. This area has been positioned for redevelopment with the hopes of a mixed-use development being constructed.



Figure 11. LCRA Property

This property is located just west of the Ozark Square (Figure 11) and offers the perfect location to increase the availability of mixed-use and/or multi-family housing options. This would address the gaps in the housing market while also making the city more attractive to young and elderly residents.

When building apartments, developers should use universal design elements. Universal design elements allow residential units to meet the needs of the widest range of residents possible. This will allow the units to be used by those who are elderly or disabled. If small-scale housing for millennials and elderly residents is not provided in Ozark, then these age groups will be forced to seek housing in other cities.

As new residential structures are developed in the city, infill and conservation development should be promoted and incentivized. Ozark grew and developed in a rapid manner, thus placing a heavy burden on the city's infrastructure. Housing is the primary cause of this strain. Infill development with new housing would allow the city to grow in a more sustainable manner and have less of a negative effect on city infrastructure. This is because water and sewer infrastructure already exists and is readily accessible. Infill development can also increase connectivity. When there is a greater concentration of people, there is also a greater concentration of services. This can assist in limiting congestion on roads and promote healthy lifestyles by encouraging walkability. Conservation subdivision regulations can be implemented and offer the opportunity for the city to control neighborhood character by addressing lot size, setbacks, tree protection, and other practices. Efforts such as this can preserve neighborhood characteristics, open space, and other natural resources when development occurs. Housing may be clustered on less property than in a traditional subdivision design, thus allowing for more sustainable service provisions and conserving high quality natural resources for resident enjoyment.

When analyzing the future housing market, it is important to consider population growth rates and housing market rates. To grow in a sustainable manner, housing development should be compatible with population growth. Ozark's projected population in 20 years is approximately 26,551 by the year 2038. If growth rates remain consistent, Ozark only needs 1,631 new dwellings in the next 20 years (which is 82 housing units a year) to accommodate this growth. During the past five years, the City averaged 103 singles family houses, 7 two-family units, and 1 multifamily structure a year. This is slightly higher than the 82 housing units a year that is anticipated to be needed. This allows the City to be more selective with residential permits by enforcing stricter design standards that allow for housing styles that are in the highest demand in Ozark. The future housing market should monitor growth in a sustainable manner by limiting the development of housing to the styles and types that are most needed, such as affordable housing and multi-family housing, while also promoting infill when development occurs. Efforts such as these will diversify and strengthen the city's housing market.

## GOAL 1:

## Diversify housing options in the city.

#### How to achieve this goal

# Objective 1: Diversify housing by allowing a wider range of housing types and styles.

- Action Step: Allow flexibility in lot configuration, lot size, building setbacks, and other development standards to preserve open space and other natural resources.
- Action Step: Require residential properties to meet the municipality's design standards.
- Action Step: Promote infill development when building new residential units.

#### Objective 2: Promote more affordable housing.

- Action Step: Review existing constraints to development multi-family residential.
- Action Step: Attract development in the form of condominiums, town houses, duplexes, and low-density apartments that appeal to all income brackets.

## Goal 2: Increase housing options in the Ozark Central Business District.

Housing in the Central Business District (CBD) in Ozark is ideal for residents who like living in lively neighborhoods, use alternative modes of transportation, and need efficient access to goods and services. The CBD is already one of the more dense areas of town, but infill development is the most sustainable way to grow a city. The Central Business District would see increased density with development of mixed-use units, adaptive reuse of buildings, and infill development.

In 2018, a blight study was completed for a portion of the urban core where redevelopment should be encouraged, promoted, and incentivized. The study covers the Finley River Redevelopment area (Figure 11). The plan highlights a 64-acre parcel or 128.2-acre area. Designating the area as blighted allows the city to grant incentives on a "case by case" basis, for projects that demonstrate a significant public benefit. Of the total area that has been designated as blighted, 33% is vacant. These vacant parcels in the CBD should be developed in the form of mixed-use, with lofts, apartments, or townhouses as a focus. This will promote infill development and create a diverse housing market that promotes walkability in the CBD, which is appealing and functional for all generations.



Apartments near downtown. Source, SMCOG

Adaptive reuse is the process of reusing an old site or building and using it for a purpose other than it was originally intended. A number of buildings downtown have gone through this process. An old church just off the square has been converted into residential units. Adaptive reuse allows for practices that revitalize an underutilized building, street, or neighborhood. In the future, underutilized or vacant buildings in the CBD should be examined to consider adaptive reuse purposes that benefit the community.

Downtown housing offers a great incentive to get young generations and elderly residents to either stay in Ozark or to move to the area. Living in downtown can offer these age groups walkability and easy access to goods and services. This will be amplified if mixed-use housing is increased in the downtown area, creating more density and a greater variety of services. Marketing this to recent college graduates, young professionals, and to elderly residents can have a positive impact on the downtown community.

## GOAL 2:

# Increase housing options in the Ozark Central Business District.

#### How to achieve this goal

Objective 1: Encourage the development and restoration of downtown residential units.

- Action Step: Require new development in the central business district to include upper floor residential units.
- Action Step: Allow for adaptive reuse for buildings in the central business district.
- Action Step: Ensure downtown housing maintenance.

Objective 2: Direct mixed-use residential development to designated areas on the future land use map to minimize conflicts with existing low-density neighborhoods.

- Action Step: Incentivize housing development in the Central Business District.
- Action Step: Rezone appropriate parcels to mixed-use or PUD as identified on the future land use map.

## Downtown

Downtown Ozark has a rich history that dates back to the 1890's. This intact and lively city center brings great opportunity to Ozark. Preserving and enhancing the downtown as a place to visit, shop, eat, and live will strengthen the Ozark community. Currently there is a mix of local boutiques, shops, restaurants, and government offices that operate in Downtown.

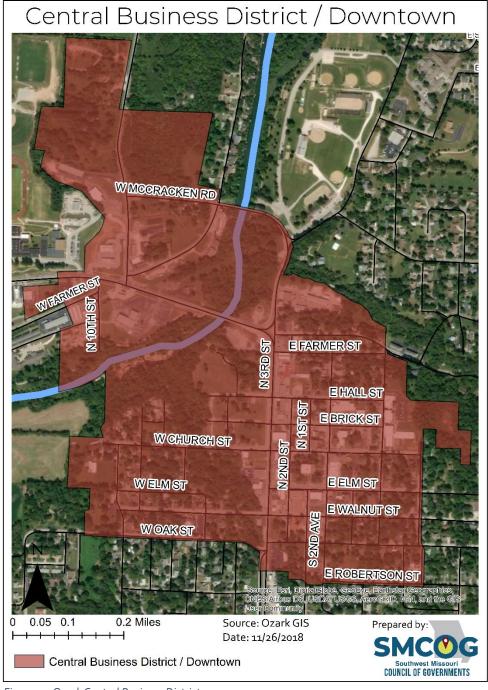


Figure 12. Ozark Central Business District

#### Goal 1: Preserve and enhance the downtown area.



As Identified in the community survey, Ozark residents desire a downtown that is a mixed-use, pedestrian friendly environment, with a strong emphasis on preservation.

The city should encourage continued investment, development, and redevelopment of downtown properties and infrastructure.

As Downtown Ozark grows, promotion of the Ozark Square as both a destination and place to live should be a priority. Strong emphasis should be placed on the improvement of goods sold, aesthetic, maintenance, and public access.

New development in the area should include multi-family housing in the form of lots, townhouses, and apartments.



Based on community survey results, Ozark lacks places where residents can purchase specialty goods. Downtown Ozark is the key location to offer these services. Attracting a more diverse range of businesses to the area will create a more frequented and lively node in the city. Shops and restaurants should look at extending hours to allow for a greater variety of visitors. Many of the shops have limited hours, which often does not work well with the schedules of individuals who might work a traditional job. The City should work with the Chamber of Commerce to encourage businesses to extend hours as well as partner in creating a 501 C-3 downtown organization for business promotion maintenance. Providing and assisting in creating a solid foundation for businesses to thrive and grow will enhance the downtown by growing its market.

To accurately prepare downtown for the future, infrastructure should be appropriately updated and enhanced. Downtown infrastructure buildings, roads, parking lots, sidewalks, lighting, sewer, and water lines. Preparing and planning for infrastructure improvements will mitigate future and current problems. A well-lit and walkable downtown promotes safety and encourages activity. Improving downtown streets and maintaining on street parking spaces with updated striping will increase street safety and accessibility. A proactive step that the city can take to enhance infrastructure would be to develop a downtown parking plan and a stormwater improvement plan. Survey results and citizen comments indicated that there is a parking issue in downtown Ozark around the square. The inability to find parking has a negative effect on businesses as customers will often not visit a store if they know that parking is an issue. Many of the parking spots on and around the square are being used by workers in the area, which therefore inhibits customers or visitors

from finding a parking spot. Studying and locating or constructing alternative parking options for employees will allow downtown business to grow their customer base. Addressing the downtown parking issue should be a top priority as much other progress downtown relies on parking being addressed first.

Efforts should be made to encourage storefronts on and around downtown to be occupied by revenue generating businesses. Offices should locate to upper floors or side streets to allow prime locations to be used for targeted businesses. More downtown businesses increase the number of visitors and may result in more money spent downtown by an increase in foot traffic.

Maintaining the downtown character is important as future development occurs on and around downtown. Actively following the Ozark Historic Preservation Commission's design standards will protect exterior integrities. Another tool to preserving the character of downtown is through the creation of a downtown community improvement district (CID). A CID can strengthen businesses and promote the district as a place to visit, live, and work, all of which will support future progress within the district.

## GOAL 1:

#### Preserve and enhance the downtown area.

#### How to achieve this goal

#### Objective 1: Strengthen downtown businesses.

- Action Step: Facilitate the creation of a 501 C-3 downtown organization for business promotion and downtown maintenance.
- Action Step: Encourage existing downtown businesses to find and market their collective identity.
- Action Step: Identify a desired mix of new businesses for the downtown area and implement a strategy to attract those businesses.
- Action Step: Encourage downtown businesses to alter business hours to better align with customer desires.
- Action Step: Create a downtown shopping event to promote and support local businesses.

#### Objective 2: Maintain downtown infrastructure

- Action Step: Manage parking in the downtown area and develop a downtown parking plan.
- Action Step: Develop a stormwater improvement plan for the downtown area to control flooding.
- Action Step: Continue to improve downtown walkability.
- Action Step: Improve downtown streets and maintain on street parking spaces with clear striping.
- Action Step: Assist in the creation of a downtown community improvement district.

## Goal 2: Extend the atmosphere of the downtown square.

The downtown square has a unique atmosphere with a hometown feel that is defined by well-manicured storefronts, awnings, brick sidewalks, buildings, and historic accents. Extending this feeling beyond the square will create a cohesive feeling between downtown and the central business district.

The Central Business District (CBD) encompasses the downtown square and its surrounding area (Figure 12). Efforts should be made to create a cohesive feeling between the square and CBD. All new development in the CBD should be coherent in design standards to that of downtown. Design guidelines that promote preservation, enhancements, and cultural identity are important components for new and old development in the area.

Surrounding the Ozark square are buildings in need of aesthetic improvements. Existing development beyond downtown has an opportunity to reposition itself through upgrades with parking lot landscaping, façade enhancements, and streetscaping, as well as other improvements. These upgrades can have an immediate effect on businesses and the overall feeling of the downtown and CBD. Turning the CBD into a lively node in the center of Ozark will benefit businesses, infrastructure, residents, parks, and quality of life by bringing a cohesive feeling that involves community engagement to one place.

## OZARK RETAIL MARKET ANALYSIS

The 2015 Ozark Retail Market Analysis, by PGAV, outlines goals that aim to enhance the downtown and its expansion. The goals identified are:

- Develop business support programs
- •Continue to improve the quality of existing retail businesses
- •Encourage the development of spaces better suited to retail uses
- Cultivate local entrepreneurs
- •Encourage existing retail expansion
- Collectively market downtown retailers
- Create downtown events with broad appeal

These goals are still relevant and provide input on ways the downtown can grow its market. City staff should continue to focus on the stated goals in order to encourage future progress.

## GOAL 2:

## Extend the atmosphere of the downtown square.

## How to achieve this goal

Objective 1: Create a cohesive feel between the downtown and the Central Business District.

- Action Step: Revise the Central Business District boundary to include all adjacent and commercial areas along Third Street.
- Action Step: Partner with private initiatives to develop the LCRA property.
- Action Step: Ensure development in the Central Business District retains the design and character of the downtown area.

## Historic Preservation

Preservation is not just the result of brick-and-mortar maintenance, but community vision, enthusiasm, and collaboration. Much of Ozark's identity stems from its deep historical and cultural assets that are alive today because of the community's preservation practices of its buildings, landscapes, and cultural identify. Ozark is a Certified Local Government (CLG) by the State Historic Preservation Office, which means that the City meets the qualifications as set forth by the CLG program in order to expand historic preservation practices in the state.

The City of Ozark has three historic overlay districts that preserve, enhance, and strengthen preservation in the community. Being a part of the historic district, homes and buildings must meet certain qualifications and requirements. The City updated and adopted its Historic Preservation Ordinance in August of 2018. The purpose of the ordinance is to promote the protection and enhancement of buildings, structures, and land improvements of historical assets and identifies the requirements for properties that are within the historic district. The Ozark Historic Preservation Commission (OHPC) must approve all exterior changes to the structures in the historic district through an adopted guideline of improvements to historic properties. The State Historic Preservation Office (SHPO) governs CLG, and any changes made to Ozark's preservation ordinance must be approved by SHPO.



Downtown Ozark Historic Sign, Source: SMCOG

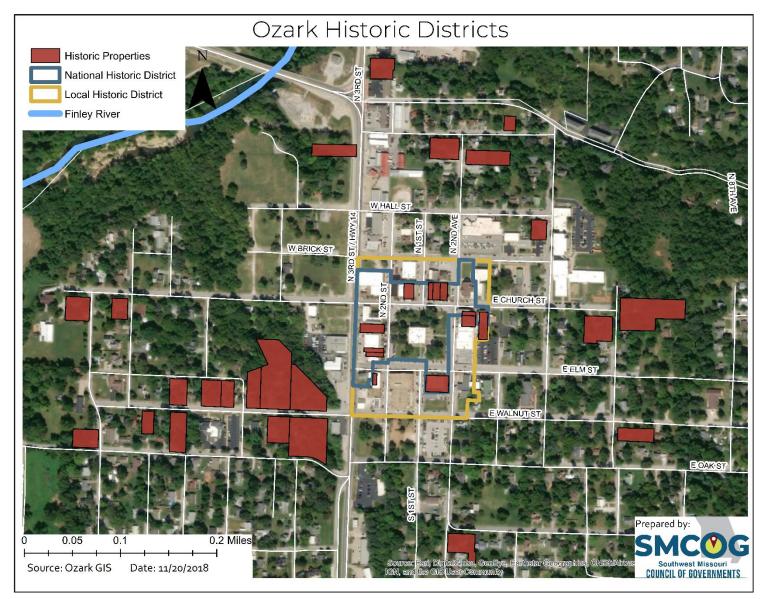


Figure 13. Ozark Historic Districts

## Goal 1: Uphold Ozark's heritage with strong preservation practices.

Preservation entails community involvement and the creation of community awareness in order to be properly maintained and established. Historic assets offer significant cultural, social, and aesthetic value to a community. Ozark's strong historic roots are highly valued by many citizens, but there is a lack of awareness of historic practices in the community.

Local, cultural, and historical assets of Ozark should be preserved in order to garner local pride. Based on community survey results, residents would like to see a focus on historic preservation. Future efforts should be made to cultivate what efforts currently exist, and to strengthen and grow preservation practices in the future.

Historic buildings are essential to urban place making because it offers unique places to live and visit. Promoting and maintaining historic assets by creating stronger public awareness is crucial. This can be done by educating the community on what being a historic property entails and the significance a historic district brings to a community. Holding events in Ozark's historic neighborhood that bring residents from all over the community together offers a great opportunity to educate the community on what preservation practices exist in Ozark.

The City formed the Ozark Historic Preservation Commission (OHPC) in order to monitor, maintain, and govern the buildings that are a part of the historic district. The formation of the commission serves as a catalyst and enforcement mechanism for preservation. City staff should work with the OHPC to maintain survey and data management of historic resources, update design guidelines and to enforce the historic preservation ordinance.

Currently, Ozark contains three historic districts, the local historic district, historic properties, and the national historic district (Figure 13). The local historic district contains properties on and around the Ozark square. The local historic district is designated by a local ordinance and overseen by the jurisdiction. The historic properties that are outside of the district voluntarily comply with

Ozark's historic preservation ordinance and requirements.

## PRESERVATION PRACTICES

A number of buildings in the city have been maintained and rehabilitated into new uses. The image below shows an old church, located on Elm Street that was rehabilitated into a fine dining restaurant in 2018. Efforts such as this should be promoted, incentivized, and encouraged for historic buildings throughout town.



The national historic district contains the Ozark Courthouse Square District. A national historic district is listed on the National Register of Historic Places, which is the Country's official list. This district encompasses 19 buildings, including the Courthouse and surrounding structures. The buildings in this district were constructed between 1880 and 1945 (Christian County National Register Listings, 2018) All three of the historic districts are overseen by the OHPC and abide by Ozark's Historic Preservation Ordinance.

## GOAL 1:

## Uphold Ozark's heritage with strong preservation.

#### How to achieve this goal

Objective 1: Preserve local cultural and historical assets to improve local pride.

- Action Step: Create public awareness of historic preservation.
- Action Step: Enforce the Historic Preservation Ordinance to maintain the quality and character of existing historic buildings by working with the Ozark Historic Preservation Commission.
- Action Step: Study the necessity of expanding the historic district.
- Action Step: Update historical survey and design guidelines.



## Economic Development

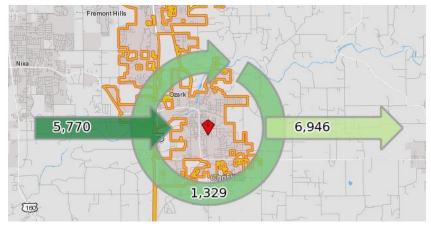
Ozark is primarily known as being a bedroom community for the surrounding metropolitan area. Nearly 84% of Ozark residents commute outside of city limits for their job (United States Census Bureau, 2016) which means a large portion of dollars are earned and spent outside of Ozark city limits. The major employers in Ozark are Tracker Boats, Walmart, and the Ozark School District. Ozark is also the county seat for Christian County, placing most of the county-based jobs within town.

Ozark currently has at least three economic groups operating within the region. The Ozark Historic River District is an organization aligned with the Missouri Main Street Connection, a group focused on economic, social, cultural, and environmental well-being of historic downtown business districts in Missouri. The Chamber of Commerce is focused on economic development, business attraction, and



Show Me Christian County (also known as the Christian County Business Development Corporation), a recently established organization in the area, is currently accepting bids for an Economic Development Strategic Plan. This plan will identify the types of jobs that would best suit the area. Assessing the current conditions, weighing the pros and cons of various job types, and identifying ways to attract certain businesses will be top priority for this plan.

communication between area businesses within the city. Show Me Christian County is responsible for economic planning and development within the County. These three groups are vital to the success of economic development in the area and, by working in partnership with each of them, Ozark can ensure its place as an economically sustainable community in the coming years.



Graphic representing commuting characteristics in Ozark, Missouri. Source: On the Map

## Goal 1: Attract new businesses and visitors to the city.

At the time of this plan update, preliminary plans are being considered for a redevelopment of the Ozark Mill and the surrounding land known as Finley Farms. This development would revitalize an area of town that is centrally located but underused. Ozark has a prime location for tourism, as it is directly off Highway 65. Tourists traveling south to Branson for vacation would be likely to stop if there were more options to explore the city. If more tourism-oriented development occurred, Ozark could attract these tourists for a one or two day excursion in the city. Continued development on the area surrounding the Ozark Mill would help to create a larger, more active city center that caters to residents and visitors.

As Ozark begins to provide more attractions and recreational amenities for both residents, and those traveling to Branson and Springfield, a higher number of tourists are expected. In order to capitalize on the influx of visitors, Ozark should work with the Ozark Chamber of Commerce and Show-Me Christian County to expand overnight rooms in the city and to create a digital tourism application (app) that directs visitors to points of interest in Ozark. By using an app that is created and maintained in partnership with area organizations, updated information that draws visitors to various shops, restaurants, and attractions can be easily accessible.

The City owned LCRA property currently sits directly adjacent to the Ozark Mill Property. The City is currently accepting proposals for development of this 128 acre parcel. This development could be a great opportunity to connect the Finley Farms project to the downtown. The city should closely monitor plans and development to ensure that the LCRA development is a logical link between the Finley Farms development and downtown Ozark. It is recommended in the Retail Market Analysis that the development in the LCRA focus heavily on a mixed-use design. This would include mostly commercial space located at street level with office and residential units on the upper floors. If the projects coalesce with one another, the city of Ozark will have a cohesive Central Business District to build upon in the coming years.

In order to promote the community character that survey respondents have indicated they desire, the city should work closely with development of the LCRA property to ensure that it is consistent with the character of Downtown and the Finley River Project. This can be achieved through common elements throughout including lighting, streetscaping, decorative sidewalks, banners, and other beautifications. These three areas should be complementary through various design aspects to encourage visitors to patronize each location when they are in the area.

Another growing community in Christian County is Nixa. A partnership with the City of Nixa could allow both communities to thrive as economic development decisions made within each jurisdiction may affect both cities. Instead of trying to market the communities individually, Ozark and Nixa can work to market the entire region to potential residents and employers.

Looking forward, it would be beneficial for Ozark to address the current national trends in employment. As mechanization becomes more advanced, there will be little use for future heavy industrial development in the area. It would be beneficial for Ozark to shift focus to jobs in the Information and Technology sector. Survey respondents have identified a desire for more professional jobs in the area. By establishing an office park within the city limits, Ozark could not only provide jobs for residents, but could also pull in workers from surrounding cities.

In order to stimulate the necessary growth, it is recommended to utilize incentives for economic development. Ozark has an existing incentive program and it is being implemented for the LCRA property. Ensuring for the incentive policy is applicable to other potential areas for development could allow for increased job and residential growth if consistent with resident desires. A table of various programs is included in Chapter 10 of the plan for reference.

## GOAL 1:

## Attract new businesses and visitors to the city.

#### How to achieve this goal

#### Objective 1: Promote community character to create a unique sense of place.

- Action Step: Create a marketing strategy to attract visitors to downtown through a partnership with Show-Me Christian County, the Ozark Chamber of Commerce, and the Ozark Historic River District.
- Action Step: Establish an "Ozark Character" throughout the Central Business District through aesthetic enhancements such as lighting, streetscaping, decorative sidewalks, banners, and other beautifications.
- Action Step: Create a new page on the city website that provides site acquisition and marketing companies with up-to-date real estate information about available commercial property.
- Action Step: Create a tourism app to direct visitors to points of interest in Ozark.

#### Objective 2: Use incentives to entice new businesses and developers.

- Action Step: Develop new business areas for long-term office and employment growth.
- Action Step: Rejuvenate the existing Industrial Development Authority (IDA) and charge them with the responsibility of identifying, acquiring, and developing a business/light industrial park to create new jobs.
- Action Step: Increase number of overnight rooms for visitors with new name brand hotels.
- Action Step: Continue investment with Show-me Christian County and continue serving on their board.
- Action Step: Create a targeted marking plan and strategy with Show-me Christian County.



# INFRASTRUCTURE

## Transportation

Ozark's transportation network is comprised of 167 miles of road; 40 miles of roadway are owned and maintained by MoDOT, 38 miles belong to the Ozark Special Road District, and the remaining 89 miles are owned and maintained by the City (Figure 15). There are five classifications of roads in Ozark; freeways, primary arterials, secondary arterials, collectors, and local streets (Figure 14).

# Street Classifications

#### **Freeway**

- Full access control with continuous traffic flow separated in grade from other facilities
- Intended for high-volume, high-speed traffic movement between cities and across the metropolitan area.
- No direct access is provided to adjacent land

#### **Primary Arterial**

- Provides for high- to moderate-volume, moderate-speed traffic movement between and through major activity centers.
- Access to abutting property is subordinate to traffic flow and is subject to necessary control of entrances and exits.

#### Secondary Arterial

- Augments and feeds the primary arterial system and is intended for moderate-volume, moderate-speed traffic movement.
- Access to adjacent property is partially controlled.

#### Collector

- Collects and distributes traffic between arterial streets and local streets.
- Intended for short-length trips while also providing access to abutting properties.
- Design of collector streets varies depending on the character and intensity of traffic generated by adjacent land development.

#### **Local Street**

- Provides direct access to abutting property.
- Intended for low-speed, low-volume traffic movement and for short-length trips.
- Design of local streets varies depending on the character and intensity of traffic generated by adjacent land development and the design standards developed by each local jurisdiction.

Source: Ozarks Transportation Organization, Long Range Transportation Plan

Ozark is located just south of the Springfield Metropolitan Area. This area is at the crossroads of 7 main roadways; one interstate, three US highways, and three state highways. Ozark itself is divided across US 65 and across three primary exits, CC/HWY J, Jackson/HWY 14, and Business 65/South Street. As vehicles funnel to these three access points, traffic becomes congested. With few jobs located within city limits, nearly 84% of working residents (United States Census Bureau, 2016) commute to another city for work. This creates congestion during the morning and evening travel times.

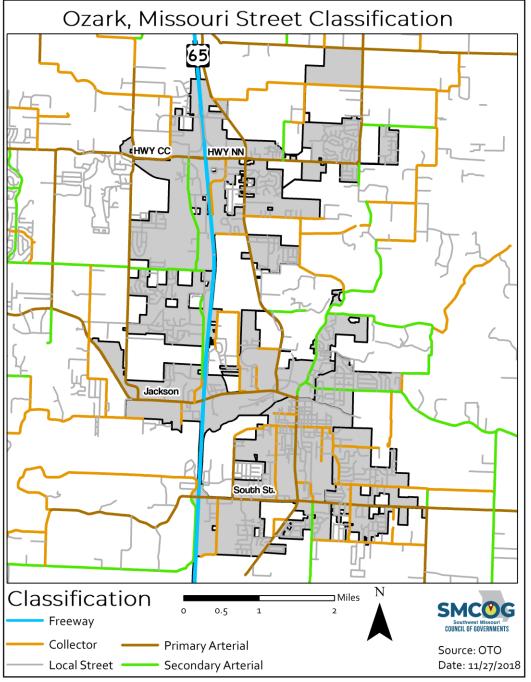


Figure 14. Ozark Street Classification

## Goal 1: Improve road infrastructure.

With the population influx over the past 20 years, the City has fought to keep up with the growing demands on its road infrastructure. While major strides have been made (such as the widening of CC and 14), many roads are still highly congested during morning and evening rush hours. Traffic was identified by citizens as a major struggle in their daily life. In order to mitigate this issue in the future, it is important to require transportation studies for future development to analyze its impact on the current road structure. If more residential subdivisions are

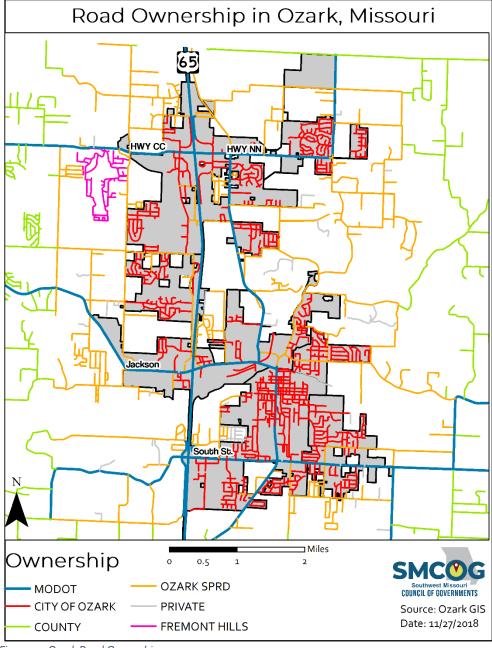


Figure 15. Ozark Road Ownership

constructed without proper analysis of the impact on the roads, traffic congestion will only continue to evolve.

As the city continues to grow, it is important to maintain relationships with the regional and state transportation organizations, the Ozarks Transportation Organization (OTO), and Missouri Department of Transportation (MoDOT) respectively. These important partners help prioritize projects in the region and provide funding and opportunities for road improvements. Major roadways in Ozark, US 65, HWY CC/J, Jackson/HWY 14, and Business 65 are owned and maintained by MoDOT. Improvement to these roads are vital to the traffic flow through town. By actively participating in the OTO and MoDOT committees, Ozark can ensure that its voice is heard. The Ozark-specific projects from the OTO needs list is included in Appendix B. The OTO Long Range Transportation Plan looks through 2040 and was created to determine transportation needs and priorities throughout the region (Ozarks Transportation Organization, 2016).

Another way to alleviate traffic congestion, without having to make major repairs or extensions to the current road network, is to promote ridesharing and telecommuting throughout the city. Roads are less likely to need repairs if there are less vehicles using them every day. The City should work towards increasing awareness in these alternative modes of commuting, ultimately lessening the stress on the current transportation system.

The City of Ozark currently has an estimated need for an annual budget of \$2.8 million to properly repair and maintain all City streets. The current budget in the general fund for streets is \$825,000 and the Transportation Sales Tax is estimated to generate about \$1.1 million annually. It is important to note that the Transportation Sales Tax was passed for the next five years only. It was adopted in October 2017 and will expire in 2022. The sales tax will need to be renewed around this time.



A view of Jackson St. exit from US 65 facing north. Source: City of Ozark

Even with the funds discussed, there is still a deficit of around \$875,000 for proper upkeep. However, OTO and MoDOT provide funding opportunities for road improvements in the area. Federal road funds are provided to MoDOT that in turn helps fund OTO's project list. In order to fund these future improvements, Ozark must find opportunities to cost share with these organizations. There are also other ways the City can work to maximize its funding, including; developing a Capital Improvement Program for major thoroughfare roads, increasing the budget for transportation planning, and reauthorizing a dedicated sales and/or property tax for roadways planning and engineering. By working with the City and local organizations, Ozark can continue to improve the road infrastructure and make travel easier for its residents.

## GOAL 1:

## Improve Road Infrastructure

#### How to achieve this goal

#### Objective 1: Reduce traffic congestion

- Action Step: Actively participate in OTO and MoDOT transportation committees.
- Action Step: Minimize traffic congestion throughout the city through transportation system capacity enhancements.
- Action Step: Require transportation impact studies for larger developments to evaluate and confirm the capacity of the surrounding road system before development approval.
- Action Step: Promote walkability, ridesharing, and telecommuting to decrease the number of automobile trips during peak travel times.

#### Objective 2: Maximize resources and funding opportunities.

- Action Step: Conduct joint projects with the Ozarks Special Road District for roadway improvement, funding, design, and construction of streets.
- Action Step: Develop a Capital Improvement Program (CIP) for major thoroughfare roads, based on future land use trends and traffic counts as the basis for prioritizing future road improvements.
- Action Step: Increase budget for transportation planning and engineering for right-of-way acquisition.
- Action Step: Continue to find opportunities to cost share with various transportation organizations.
- Action Step: Reauthorize every 5 years a dedicated sales and/or property tax to fund roadways planning, engineering, right of way acquisition, and construction.

#### Ozark Special Road District

The Ozark Special Road District is a body created to operate and maintain roads surrounding Ozark City Limits. The OSRD is funded through a dedicated property tax. The roads are mainly located within the county, however due to the growth and development of Ozark, some of their roads are also located within city limits. Roads that are owned by the OSRD can be found in the Road Ownership map (Figure 15).

## Goal 2: Expand the transportation network.

A multi-modal system is a transportation system that includes alternative forms of transportation, such as walking or biking. These transportation methods, in addition to ridesharing and telecommuting, not only help to alleviate traffic, but can also reduce carbon emissions and create a healthier community (Lltman, 2018). By placing a focus on more active forms of transportation, the City can work towards improving the overall health of its community.

The first step would be to integrate land use with transportation. By planning residential development within short distances from commercial centers, citizens would be more apt to walk or bike to these close locations. This could shorten the number and length of vehicle trips taken per resident. If development of subdivisions continue to occur on the outer limits of the city, residents will frequently have to rely on their car for transportation. Newer developments, especially on the southern edge of town, can be created in conjunction with new restaurants and shops to provide a more cohesive living atmosphere. Connecting these developments with sidewalks and bicycle routes will help to create active pathways for citizens. It is important that the city maintain and make improvements to these networks to ensure the citizens continue to use them. Re-evaluating the multi-modal network every five years will ensure that it is growing and changing with its usage. This would also allow the city to evaluate necessary funding to maintain the system.

While Ozark will push its transportation network to become more multi-modal, it will also continue to expand the current road network. Citizens will always use automobiles to travel through town and to surrounding cities, so it is also important to consider the road network. As Ozark continues to grow, the road network will have to expand accordingly. The Urban Service Area (USA) tiers encompasses areas that are not yet within city limits, but could possibly be annexed in the future. New roadways constructed within the USA should be constructed with city design standards to match the look and feel of the current city roads. This will ensure that the overall road network is a cohesive system.

The effects of the Riverside Bridge closing have been felt by residents on the east side of town. Those living on the north side of the Finley River have to drive out of their way to get to downtown and the Finley River Park. The city should work to conduct a study that looks at potential river crossings and how development of new road construction could improve the overall traffic flow. By providing residents more options to get through town, the current traffic concerns can hopefully be mitigated.

Growth may also require the expansion of the road network to provide another east-west roadway connection across US 65 Highway. Many residents find it difficult to get through Ozark with only three Highway overpasses. A fourth corridor could help mitigate traffic issues and make an additional connection across the highway. An overpass near Longview has been discussed. Longview is a half-way point between HWY CC and RT 14 and provides the most direct connection to Nixa. This could help improve regional connectivity. There might be opportunity for Ozark and Nixa to partner on the cost of the extension since it would be mutually beneficial.

## GOAL 2:

## Expand the transportation network.

#### How to achieve this goal

#### Objective 1: Provide accommodation of multi-modal transport.

- Action Step: Consider land use in conjunction with transportation options to promote non-motorized access to a variety of goods and services.
- Action Step: Provide sidewalks and a system of bicycle routes to accommodate alternative modes of transportation along major roadways and in neighborhoods.

#### Objective 2: Plan for expansion of road network.

- Action Step: Require new roadways within the Urban Service Area to be constructed with city design standards.
- Action Step: Study and identify a corridor to provide an east-west major roadway connection across US 65 Highway, generally in the vicinity of Longview St.
- Action Step: Conduct a study that looks at all potential river crossings and how the development of new road construction could improve traffic flow and congestion.
- Action Step: Work with OTO and MoDOT to adopt standards for transportation impact study and improvement requirements.

## **Public Utilities**

Public Utilities are a vital part of a city because they provide the basic necessities that are expected in a community today. The City of Ozark provides water and sewer, Liberty Utilities provides electric, Spire provides gas, and City Utilities provides gas services to select Ozark residents.

#### Water

The city operates 3 water pressure planes in Ozark. Updates were recently made to each pressure plane to increase capacity. The central pressure plane can hold an additional 1M gallons of storage. The northern pressure plane can hold an additional 1M gallons of storage and has drilled one well. The southern pressure plane can hold an additional 1.6M gallons of storage and has one well. The City is currently working on connecting the southern pressure plane to the central pressure plane by adding over 7,000 feet of 12" water mains. Over the past few years, the City has worked to add several thousand linear feet of water mains for increased redundancy and system reliability.

#### Wastewater

Ozark has two wastewater treatment facilities, North 22<sup>nd</sup> Street and Elk Valley. The North 22<sup>nd</sup> Street facility has a design capacity of 2.1 million gallons per day. Elk Valley has a current capacity of 1 million gallons per day. There are stub outs already constructed, which allows the city to easily expand by another 1 million gallons per day. The total site is sized to treat up to 20+ million gallons per day.



North 22<sup>nd</sup> Street Wastewater Facility. Source: SMCOG

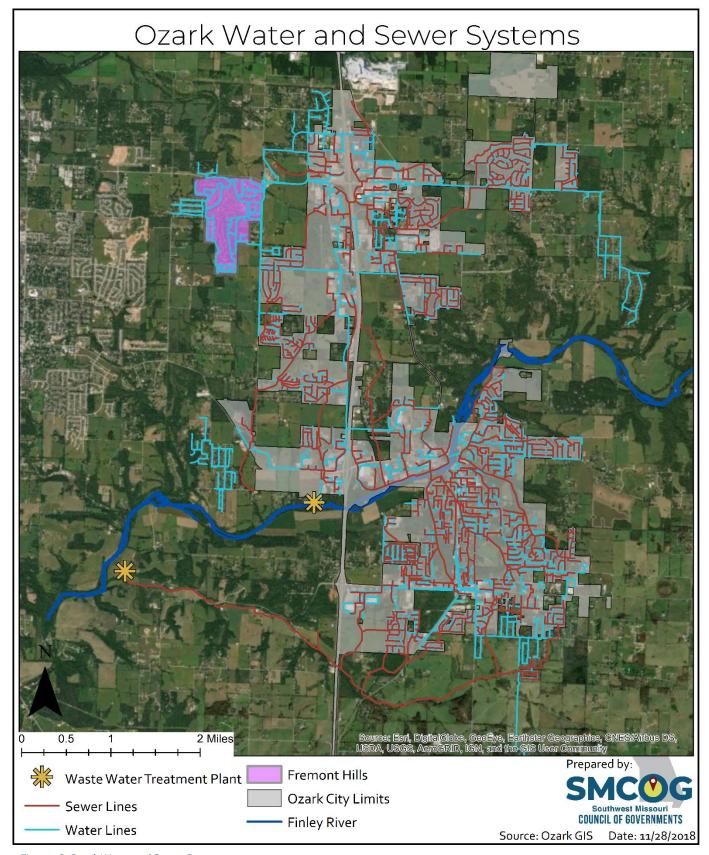


Figure 16. Ozark Water and Sewer Systems

## Goal 1: Provide necessary infrastructure and facilities.

As Ozark grows, it is vital that infrastructure grows in accordance. Infrastructure in Ozark is currently facing issues because the city grew very quickly, which caused development and infrastructure to develop in an unsustainable manner. Public utilities are still trying to play catchup with the city's quick growth that occurred in the early 2000's. Ozark and its residents should make efforts to maintain and sustain infrastructure and facilities.

To meet the needs of residents and grow with the community, Ozark must maintain and expand the water and sewer systems. Requiring developments to analyze its impact on public utilities and to make improvements to accommodate that impact will take the burden off the city and onto development. Ozark should require developments to extend utilities and services if they are ahead of the proposed plans for the city's extension of those mains. Due to public health concerns, efforts should be made to eliminate all private septic systems and wells within Ozark. Private wells and septic tanks can have maintenance issues that affect public health in the city.

Providing adequate governmental, institutional, and civic facilities in Ozark is important for future sustainable growth. Locating public facilities in areas that maximize accessibility allows facilities to be used by the greatest number of residents possible in a convenient manner. To avoid government buildings from falling into disrepair, funding options should be sought for the maintenance of existing government facilities.

## GOAL 1:

## Provide necessary infrastructure and facilities.

### How to achieve this goal

#### Objective 1: Maintain and expand infrastructure and facilities.

- Action Step: Require developments to analyze likely impact on public utilities and to make improvement to accommodate the development's impact.
- Action Step: Require development to adequately pay its fair share of impact to the sewer and water systems.
- Action Step: Eliminate all private septic systems and domestic consumption wells within the city.
- Action Step: Require developments to analyze current capacities and likely impacts on public utilities and extend the appropriate size of utilities to the developments that are proposed ahead of the city's extension plan for those mains.

#### Objective 2: Provide adequate governmental, institutional, and civic facilities.

- Action Step: Locate public facilities in areas that maximize accessibility.
- Action Step: Review funding options for maintenance of existing facilities.
- Action Step: Encourage development in areas where capacity is not an issue.



PARKS, RECREATION, AND OPEN SPACE

## Parks, Recreation, and Open Space

The Ozark Parks and Recreation Next Step Master Plan was completed in February of 2018. The plan outlines various steps the City can take towards expanding its current park system. Through stakeholder interviews, community input, and professional opinion, the plan presents a guide for the future of Ozark's park system. The City currently owns The OC and its trails, the Neal and Betty Grubaugh Park and Pool, and five other pocket parks throughout the city (Figure 17). The Finley River Park, Ozark's largest park, is not owned by the City of Ozark, but by the Christian County Agricultural and Mechanical (A+M) Society. Although, Ozark has worked with the A+M Society over the years, the City does not control the property. As the City continues to build its park system, the goal is to create an interconnected set of parks and greenways providing ample recreational opportunities for residents.

# Goal 1: Provide and preserve quality parks, open space, and recreation throughout the city.

One of the main concerns gathered from survey responses was the outdated look and feel of the Finley River Park. Citizens discussed the lack playground equipment and deterioration the amenities. Moving forward, the City should strive to identify all members of the Christian County Agriculture and Mechanical Society to discuss and attempt acquisition of the park. Once owned, the City will be able to use its resources to update the park with additional amenities, improvements, and landscaping.

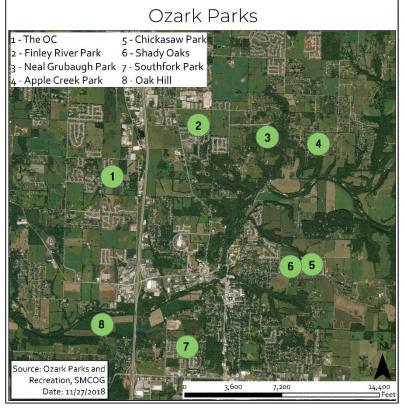


Figure 17. Ozark Parks

The City has 8 parks within city limits, but most citizens are only aware of three. It would be in the interest of the city to continue promotion of their smaller, neighborhood parks. Recreation options were one of the needs identified in the resident survey and educating residents on the



Kayakers on the Finley River in the Park, Source: SMCOG

options throughout town is a good way to promote healthy, active lifestyles. More parks are expected to be added as the need grows. The City would like to build a playground in front of The OC, but will need to work with community partners to develop a funding campaign. There is also a push for conserving high quality natural lands for uses such as mountain bike trails, urban forests, or educational walking trails. The City should work with the Missouri Department of Conservation to determine appropriate processes to acquire and preserve properties in the city. Conserving the Finley River Corridor is also a priority. Controlling development in this area will help to preserve the corridor and sustain the natural beauty of the Finley River.

Identifying potential park land that is in a beneficial location, is not located near environmentally sensitive areas, and can meet the needs of citizens is a priority for the City. It is recommended that the City create evaluation criteria for park land that is proposed to be donated or purchased by the city. This will ensure that parks are carefully considered and the city does not end up with parks that cannot be used due to environmental limitations. Finally, in order to maintain these parks, it is important that the city implement a dedicated funding source for parks and recreation. Figure 17 shows the current parkland located within the city.

## **GOAL 1:**

# Provide and preserve quality parks, open space, and recreation throughout the city.

#### How to achieve this goal

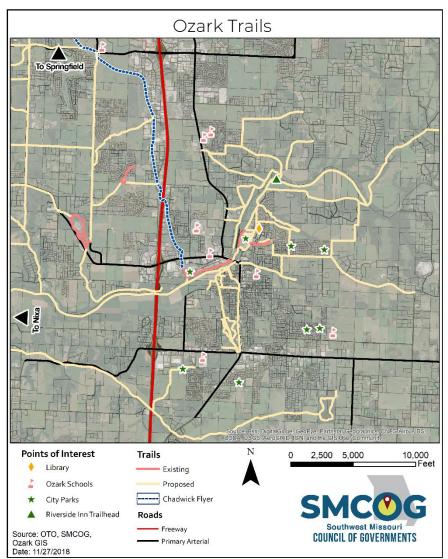
# Objective 1: Ensure current and future parks provide for the needs of the community.

- Action Step: Implement a dedicated funding source for parks, recreation, and trail development.
- Action Step: Work with the Christian County Agriculture and Mechanical Society to acquire the Finley River Park.
- Action Step: Create evaluation criteria for proposed park land that is donated to the city.
- Action Step: Develop a funding campaign to build a playground in front of the OC.
- Action Step: Conserve high quality natural lands in the city for use as passive parks such as an urban forest, mountain bike trails, or educational walking trails.

## Goal 2: Expand the city and county trail system.

The current trails operated by the Ozark's Park System are valued by many within the community. Looking forward, it is important to expand the trail system. The Ozarks Transportation Organization has developed a regional trail study to lay out paths to connect greenways within the Springfield metropolitan area. Ozark's portion of the trail will connect to Springfield and Nixa. The major trail connection will be the Chadwick Flyer, the location of an abandoned railway that runs through the center of Ozark (Figure 18). The expansion of the trail network will provide additional recreational opportunities for citizens to enjoy the beauty of the region.

Another trail expansion is located near the Riverside Inn trailhead. The site was once the location of the historic Riverside Inn and Riverside Bridge. Due to continuous flooding, the property was demolished. This area is in need of revitalization. Citizens have taken pride in the heritage of the area and the City plans to give the Riverside Inn property a new life. The City's vision for the park includes replacing bridge, adding a trail and a small park. The City would like to provide easy access to the Finley River for kayak, canoes, and fishing, along with other amenities. This would make the property a unique and fun place for families to connect and spend quality time together.



At the time of this plan Figure 18. Ozark Trails

update the City was in the process of hiring a consultant to assist in developing a network of biking, hiking, and walking trails to provide connectivity throughout town. This consultant can

assist the city in determining what land or public right-of-way may need to be acquired in order to execute a city-wide and regional trail system. There are specific areas of town that would benefit from a more connected trail system. The OTC Richwood Valley Campus has a walking trail around the campus, but is not connected to other trails. This provides an opportunity for future connection opportunities to Ozark and Nixa, as well as to adjacent neighborhoods. Stakeholders should study the possibility of constructing a trail that connects the Garrison Springs property, which is located near the downtown square, to downtown and the Finley River Park would offer residents and tourist a trail with unique scenery. It is important as future development occurs that the city requires developers and property owners to provide conservation easements or set aside property specifically for future trails. As the city progresses with the development of this network, it is vital to ensure that it aligns with the principles set forth in this plan.

New park land should be chosen carefully and the network should connect not only parks and open space, but commercial centers, school buildings, and other community facilities. A well-connected trail system will hopefully encourage citizens to make active decisions when it comes to traveling throughout town. This can have positive effects on many aspects of the community including citizen engagement, alleviating traffic on major roads, and creating a healthier community.

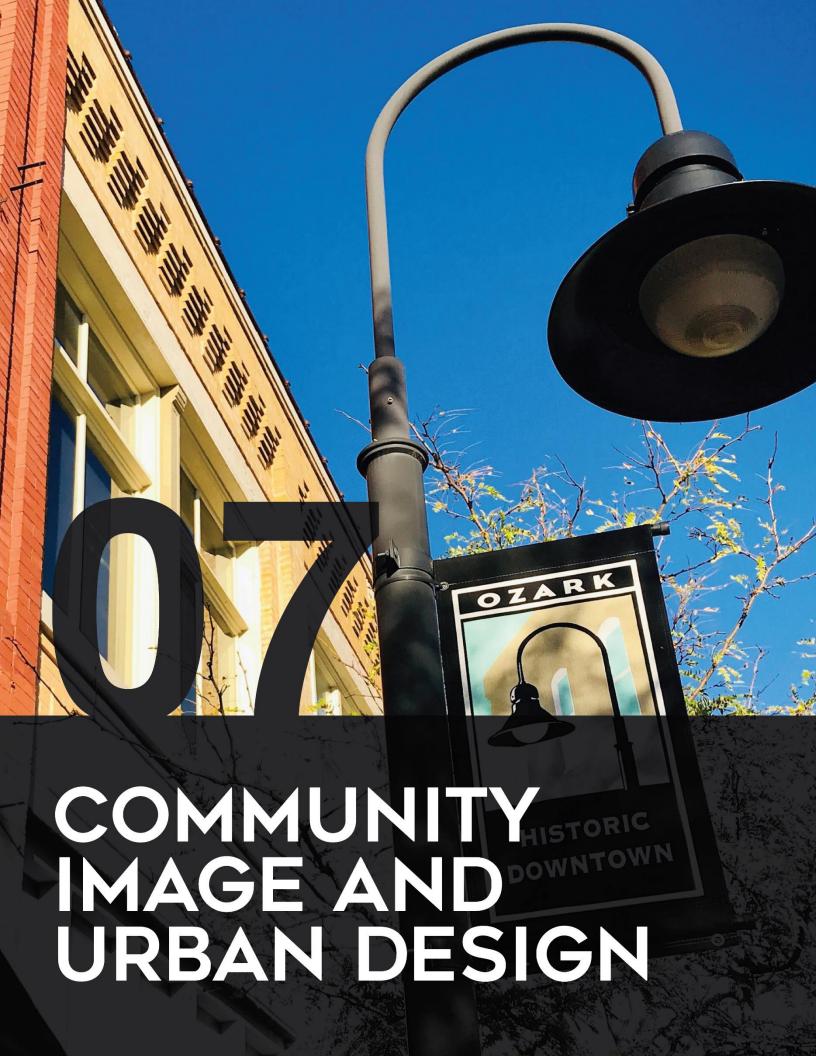
# GOAL 2:

### Expand the city and county trail system.

### How to achieve this goal

Objective 1: Provide connectivity between all parks, public open spaces, schools, and commercial districts.

- Action Step: Create a trails development plan to create a network of biking, hiking, and walking trails.
- Action Step: Connect the Ozark greenway system to the Greene County Greenway Trail system and Nixa by implementing OTO's regional trails plan.
- Action Step: Acquire land and easement for trails along greenways, streamways, and the conversion of former rail corridors from land owners and new development.
- Action Step: Complete the Riverside Inn trailhead and trail expansion.
- Action Step: Connect sidewalk/trail network to the OTC Richwood Valley Campus.
- Action Step: Connect the Finley River Park to Garrison Springs property with a trail.
- Action Step: As part of new developments, require developers to acquire easements and develop trails in accordance with the trails plan.



# Community Image & Urban Design

Ozark has a unique and distinct community image that stems from its historic character and charm. The comprehensive plan survey results made it evident that Ozark's unique charm is something residents take great pride in and wish to build upon. Survey respondents indicated the desire to preserve the look and feel of downtown Ozark. During future improvements in the central business district and other commercial corridors, the City should ensure that there is a cohesive and complementary feel. One method of achieving this result is to create stricter design guidelines for future development. Ozark has been working towards establishing design overlay districts and has seen mixed results. Various design standards include zoning setbacks, specific building materials, dark sky initiatives, access and parking requirements, and streetscaping elements. As development continues to occur, especially in areas surrounding downtown, the City should work towards establishing stricter regulations when it comes to design. Design elements, such as lighting, streetscaping, landscaping, and street furniture have the ability to create a cohesive feeling throughout the city. Potentially enacting new lighting policies that align with the dark sky initiative in the future will limit light pollution. By revisiting the overlay districts, exploring alternative design standards, or possibly adopting SmartCode, Ozark can work to keep the charming feel of its historic downtown.

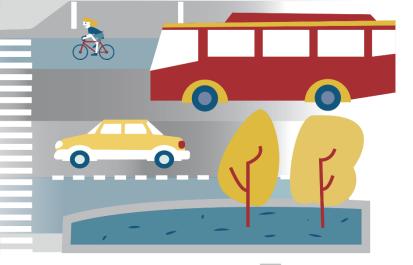
# What are Complete Streets?

Complete Streets are streets for everyone. They are designed to enable safe access for all users, including pedestrians, bicyclists, and motorists of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work.

Ozark should work to adopt Complete Street components and eventually a Complete Streets Ordinance to ensure safe travel within the City.

### which should include

- Sidewalks
- · Bike Lanes
- Frequent & Safe Crossing Opportunities
- Curb Extensions
- Median Islands



Data Source: smartgrowthamerica.org





Figure 19. Ozark Gateway Improvements

### Goal 1: Review and revise city design standards.

Third Street, a major corridor in Ozark, is a highly trafficked route that is the gateway to downtown. Connecting this roadway with improved streetscaping and adding Complete Street elements will connect the road with the downtown character and improve safety. Since Third Street is a major corridor, it would also incentivize this kind of design to be copied throughout the city.

PGAV made recommendations in the 2015 Downtown Strategic Plan to make gateway improvements to downtown and to implement a wayfinding program. Ozark started this process with several wayfinding signs around town and should continue to do so while also implementing other recommendations from the plan. Figure 19 displays the gateway improvements to downtown and Figure 20 displays wayfinding sign designs to be displayed around the City.

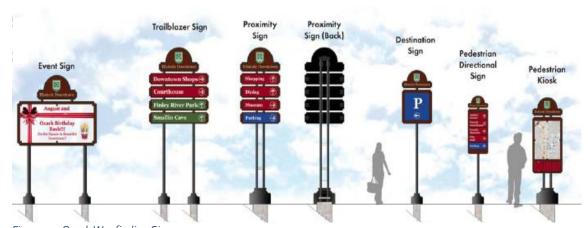


Figure 20. Ozark Wayfinding Signs

While the downtown is a big part of what many residents love about Ozark, there is more to the community than the central business district. For those passing through Ozark, the only view of the city they will see is on the side of Highway 65. The current view of strip malls, aluminum buildings, billboards, and vacant land is not necessarily something that will pull a person off the highway. If Ozark wishes to attract those visitors into town, it should also place a focus on the design of buildings visible from the highway. Ozark currently has Highway 65 design quidelines in place, but it has seen mixed results. The same design guidelines being used for downtown, slightly tailored for the varying uses near the highway, should be utilized. Stricter design regulations will give the city more control over the look and feel of Highway 65. Not only will this provide for a more pleasing look for the city, but can also help drive sales tax dollars into the center of the city.

### GOAL 1:

### Review and Revise City Design Standards

How to achieve this goal

# Objective 1: Adopt a Complete Streets ordinance.

- Action Step: Improve 3rd St. with new streetscaping and enhancements.
- Action Step: Review effectiveness of HWY 65 corridor overlay and make necessary adjustments.

# Objective 2: Stay up to date on the best practices for city design standards.

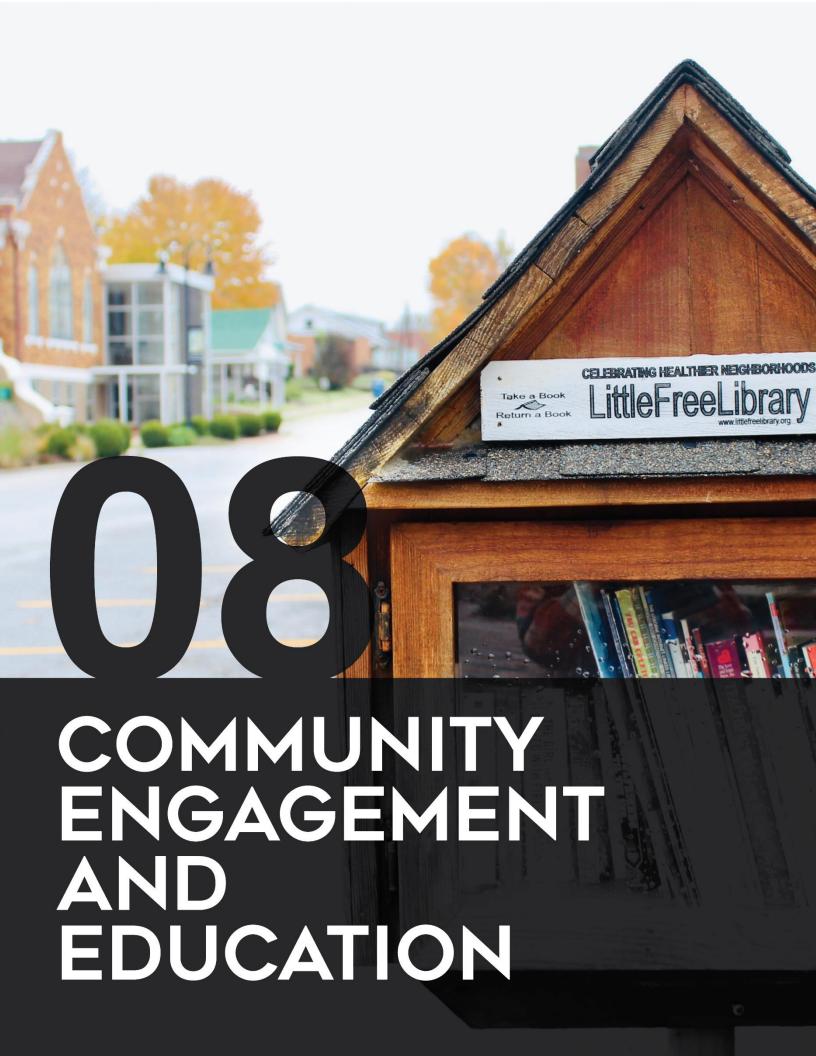
- Action Step: Attend trainings or conduct research and discuss at least biannually with the public, what the community wants in design standards.
- Action Step: Expand the current wayfinding program.

# WAYFINDING PROGRAM

Ozark began a wayfinding program in 2015 with the assistance of PGAV. Since then, the City has made gradual steps towards the implementation of the program. The wayfinding signs point to nodes within Ozark, such as the Finley River Park and Courthouse Square. The City can enhance the wayfinding program with walking signs. These are signs that promote pedestrian activity and are informative on walking distance in minutes instead of miles. This will display how quickly a person can walk somewhere, thus promoting walkability within the city. Walkyourcity.org offers quick and efficient ways to create walking or bicycling signs to place around town.

The image below displays how a sign could be constructed in downtown that shows the walking distance to the Finely River Park.





# Community Engagement & Education

While City staff are charged with implementing plans and regulations, it is important that the citizens are engaged in the processes. Throughout the survey, respondents continually said that they would prefer a more open, transparent dialogue between the citizens and city administration and staff. Ensuring a dialogue between City leadership and citizens ensures that the city is moving in the direction that community members want. An engaged citizenry creates a stronger town, as citizens and officials work together to grow and evolve the city.

# Goal 1: Foster a transparent, efficient, and responsive dialogue between citizens and city staff and officials.

A way to further community engagement is to establish and expand the current public outreach programs. It is likely that often the only interactions citizens might have with City officials and staff is if something is wrong or an issue needs resolved. While that is not a bad thing, it is vital that the City work to engage residents as part of the community. The City should strive to make residents feel part of or invested in the community; to help stir a love of Ozark. There are a lot of positive events and efforts being made, but based on survey results many residents still feel a bit disconnected.

The City should work to strengthen and build a more effective means of communication within the city. This could include creating advisory committees for special topics in order to gather input and collaboration between the City and citizens. There is also an opportunity to create formalized neighborhood districts with representatives from each district serving as a direct point of contact for the City to discuss neighborhood events and issues. By formalizing the neighborhood district structure, and giving each district a city liaison, overall communication can become smoother as each citizen begins to feel that their voice is heard.

# COMMUNITY EVENTS

Community events in which community leaders are involved can help foster a stronger connection between city staff and citizens. The City has recently experimented with livestreaming community events on Facebook Live. Using this tool, the city can bring its staff and local business leaders directly to constituents through the convenience of their computer screen.

While creating effective communication among all levels of the city is vital, there are other ways to keep citizens engaged. The City of Ozark distributes a newsletter every month. This newsletter goes to nearly 9,000 contacts and assists in distributing important community information and upcoming events. The City also manages social media accounts to provide another avenue for sharing timely information. Continuing and expanding this engagement can work towards creating a cohesive community that is engaged and passionate about the town they call home.

## GOAL 1:

# Foster a transparent, efficient, and responsive dialogue between citizens and city staff.

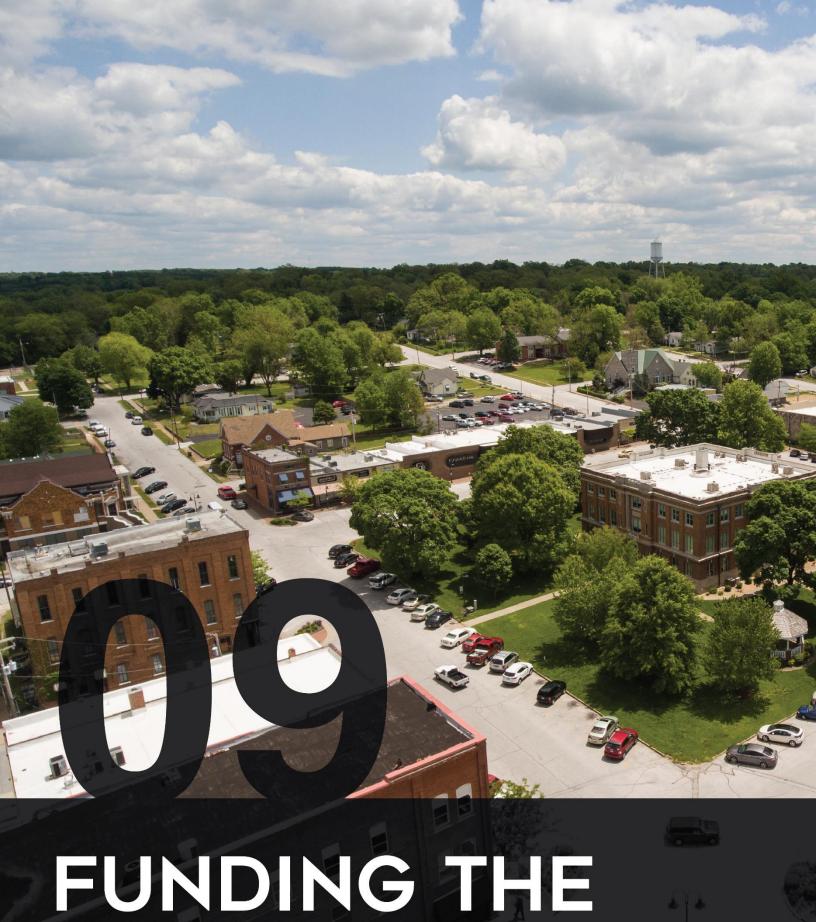
### How to achieve this goal

Objective 1: Expand outreach to the public so that citizens can give input related to community planning projects, programs, and initiatives.

- Action Step: Create new links within the city webpage to update the public on planning and development projects.
- Action Step: Encourage elected officials to communicate more with citizens by taking a more proactive approach for educating the public.

# Objective 2: Establish a formalized structure to create effective communication within the city.

- Action Step: Create citizen advisory committees as special topics arise to assist staff with research and recommendations and to provide input and expertise on relevant community projects, interests, and potential developments.
- Action Step: Partner with appropriate and interested advisory groups to engage residents around relevant community interests and topics.
- Action Step: Create neighborhood districts and neighborhood associations to address neighborhood issues.
- Action Step: Require active Homeowners Associations to govern neighborhood covenants.
- Action Step: Identify a neighborhood liaison to communicate between residents and city staff.



# FUNDING THE FUTURE

# Funding the Future

Funding many of the objectives and actions identified in the plan may be a challenge. Ozark is not unique in struggling to ensure that revenues cover the full cost of City services. Communities across the country are seeing decreasing revenue sharing from the state and even in a strong economy local taxes are not generating the necessary revenue.

Ozark residents deserve and expect a high level of service from the City. In order to maintain the current levels and to provide additional services, such as more community engagement opportunities and expanded parks and trails, there will need to be a review of revenue options. Without additional revenue, Ozark will need to consider current services and levels in order to determine what options may reduce costs and be amenable to citizens.

### The General Fund

The City's General Fund is the largest and most flexible fund. The General Fund is where the sales and property tax revenues dedicated to general city operations are deposited. Currently, 41 percent of the General Fund is expended for public safety and 36 percent is used for streets, equating to a combined 77 percent of the General Fund. These would be the areas that may have to see cuts if the City is not able to generate new revenues. Figure 21 shows the approximate cost of some of the most valuable City services.

### What does it cost?



Figure 21. Cost of Selected City Services

### Revenue Sources

**Property Tax**: The city of Ozark currently levies a property tax rate of.2922 per \$100 of assessed value. This equated to \$858,847 or approximately 8.26% of total revenues in fiscal year 2017. These funds are distributed 80% to the General Fund and 20% to the Park Fund.

Ozark residents pay property taxes to several taxing entities, including the State of Missouri, Christian County, Senate Bill 40 Board, Christian County Library District, Ozark School District, and Ozark Fire District. The City of Ozark receives approximately 4.9% of annual property taxes paid by a resident. Figure 22 displays the property tax distribution for a resident in Ozark.

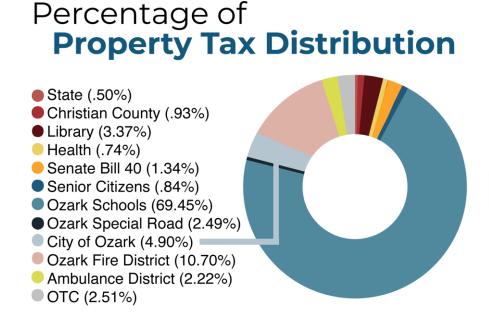


Figure 22. Property Tax Distribution

**Sales Tax:** Sales tax is the primary revenue generator for Ozark. In Fiscal Year 2017, sales taxes accounted for 52% of revenues for the City of Ozark for a total of \$5,432,563. The sales tax rate breakdown is provided in Table 3. Sales taxes are a flexible funding option as voters can pass a dedicated tax for a specific amount of time. However, sales taxes are also volatile as the revenue is tied to consumer spending and can be difficult to forecast and budget.

Ozark Sales Tax Rates									
Waste Water Fund	.25%								
Capital Improvement Fund	.25%								
Parks & Stormwater Fund	.50%								
Transportation	.375%								
General Fund	1.0%								
TOTAL CITY OF OZARK	2.375%								
Christian County, Missouri	1.75%								
State of Missouri	4.225%								
TOTAL	8.35%								

Table 3. Ozark Sales Tax Rates

### Potential Revenue Sources

The City of Ozark may need to look at additional funding options in order to provide services or programs that have been identified in this plan. Many of the action items can be funded through existing sources of revenue, but would need to be budgeted and planned for ahead of time. Ozark residents expressed interest and a desire to expand some of the existing amenities such as trails and sidewalks, which may require some additional revenue. There are numerous options available to Ozark for revenue, many of which require a vote of residents.

Sales Tax	Sales Tax  State statute allows municipalities to collect several types of sales taxes. Ozark has already implemented many of those available, but may review options for implementing increased in existing rates or additional taxes if necessary.					
General Revenue Sales Tax	A general revenue sales tax may be imposed at a rate of .50 of a cent, .875 cent or 1 cent.	Ozark currently enacts a 1 cent general revenue tax.				
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.	Ozark currently enacts a .25 cent capital improvement tax.				
Economic Development Sales Tax	Development Sales acquiring land, installing and improving intrastructure and public facilities that relate to a long-term economic					
Transportation Sales Tax	This tax may not exceed .50 cent and is to be used solely for transportation purposes.	Ozark currently enacts a .375 cent transportation 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.	Ozark currently enacts a .50 cent stormwater/parks 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.	In order to not lose revenue, Ozark must pass a local use 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 the 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	I projects, operating levies can be used to support the city in a			
Parks/Recreation Levy	, , ,			
Health/Solid Waste/Museums Levy	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.	Ozark does not currently enact this levy.		

	Other Revenue Sources / Incentives
Business License	The fee can be 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.
Liquor License	Municipalities may charge up to one and one-half times the rate charged by the state to license liquor providers. A municipality can increase the rate and gain more income without increasing administrative costs.
Municipal Utility Gross Receipts Taxes	Most Missouri municipalities 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.
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.
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.
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.
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.
Utility Tax	A utility tax is a tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy, natural gas, and water. The tax may exist in lieu of a business and occupation.
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.
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.

	Other Revenue Sources / Incentives									
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.									
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.									
(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 particular 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.									

	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, recreational trails, and safe routes to school projects.									
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.									

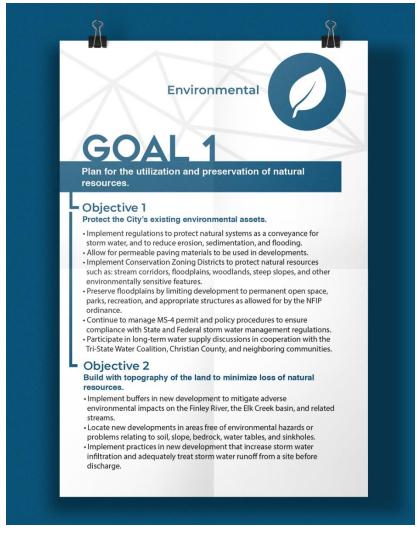
Table 4. Potential Revenue Sources



# **Implementation**

The success of this plan depends on implementation measures made by city staff, citizens, and agencies. During the planning process, goals, objectives, action items, and implementation strategies were identified. The identified goals and objectives provide actions steps to be taken to ensure the future that Ozark resident's desire. The implementation matrix displays details for each identified goal, objective, and action item. 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.

Community priority for each objective is identified as high, medium, or low, as based on the public input received. Citizens were asked to prioritize the items at the Ozark Community Center Open House and the Christian County Library as well as online via the City of Ozark's Facebook page. Residents were asked to vote on the objectives they view as a top priority for the community.



Goal Boards used for prioritization, Source: SMCOG

				Respo	nsible	Depa	artmer	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Environm	nental									
Goal 1: Plan	for the	utilization and preservation of na	atur	al reso	urces	) <u>.</u>				
		Implement regulations to protect natural systems as a conveyance for storm water, and to reduce erosion, sedimentation, and flooding.	х	x	х				General Fund	
	Medium	Allow permeable paving materials to be used in developments.	х	х	х				General Fund	
Objective 1: Protect the City's existing		Implement Conservation Zoning Districts to protect natural resources such as: stream corridors, floodplains, woodlands, steep slopes, and other environmentally sensitive features.	х	х	х				General Fund	
environmental assets.		Preserve floodplains by limiting development to permanent open space, parks, recreation, and appropriate structures as allowed for by the NFIP ordinance.	х	х	х		х		General Fund	Private Funds
		Continue to manage MS-4 permit and policy procedures to ensure compliance with State and Federal storm water management regulations.	х						Sewerage Fund	

				Respo	nsible	nt				
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Environn	nental									
Goal 1: Plan	n for the	utilization and preservation of na	atur	al reso	urces					
Ohioativo	Madiana	Participate in long-term water supply discussions in cooperation with the Tri-State Water Coalition, Christian County, and neighboring communities.	х			х			General Fund	Partner Agencies
Objective 1: (Continued)	Medium	Participate in outreach and education efforts with James River Basin Partnership (JRBP) to meet MS-4 Permit Responsibilities and build awareness about the importance of water quality.	x			х			General Fund; Sewerage Fund	Partner Agencies
<b>Objective 2:</b> Build with		Implement buffers in new development to mitigate adverse environmental impacts on the Finley River, the Elk Creek basin, and related streams.	x	х	х		х		General Fund	Private Funds
topography of the land to minimize loss of natural	Low	Locate new developments in areas free of environmental hazards or problems relating to soil, slope, bedrock, water tables, and sinkholes.	X	x	x		х		General Fund	Private Funds
resources.		Implement practices in new development that increase storm water infiltration and adequately treat storm water runoff from a site before discharge.	x	X	×		х		General Fund	Private Funds

				Respo	nsibl	e Dep	artme	ent		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Land Us	e and	Development								
Goal 1: Pro	vide the	e opportunity for future growth.								
Objective 1: Manage		Update the Urban Service Area boundary and land use plan in the unincorporated area outside the city limits.	х	X	X	X			General Fund	Partner Agencies
growth in a manner that creates	Low	Annex and develop unincorporated "infill" areas that are surrounded by city limits on two or more sides.	х	Х	X		х		General Fund	
compact and contiguous development		Zone new commercial districts that are contiguous with municipal services.	х	х	Х				General Fund	
patterns.		Establish areas for industrial, manufacturing, and a business park where municipal services are available.	х	х	х				General Fund	
Objective 2: Ensure future development		Allow for retail development along arterial roadways.	х	х	х				General Fund	
is compatible with the classification	Low	Limit access points for new commercial development on major thoroughfares.	х				х		General Fund	
of adjoining streets.		Direct single-family housing to local streets.	х						General Fund	

				Respo	nsible	e Depa	artme	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Land Us	e and	Development								
Goal 2: Ad	opt Sma	rtCode as a component of the ci	ty zo	oning.						
Objective 1: Allow for SmartCode in areas designated as PUD to allow for	Medium	Conduct a study to best identify areas for a SmartCode pilot program within the City.	x	X					General Fund	Community Planning Assistance Teams through APA; Smart Growth America's free workshops
new urbanism designs.		Contact an outside firm to assist with the development and integration of SmartCode.	x						General Fund	
		Educate citizens on the benefits of form- based code and how it contributes to the overall character of the community.	x						General Fund	

			Responsible D							
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Residen	tial									
Goal 1: Div	ersify h	ousing options in the city.								
Objective 1: Diversify housing by allowing a	Medium	Allow flexibility in lot configuration, lot size, building setbacks, and other development standards to preserve open space and natural resources.	x	x					General Fund	
range of housing types and		Require residential properties to meet the municipality's design standards.	x	х					General Fund	
styles.		Promote infill development when building new residential units.	х	х					General Fund	
Objective 2: Promote	Low	Review existing constraints to development of multi-family residential.	х						General Fund	
more affordable housing.		Attract development in the form of condominiums, town houses, duplexes, and low-density apartments that appeal to all income brackets.	х	х	х		х		General Fund	

				Resp	onsible					
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Residentia	ι									
Goal 2: Increa	se hous	ing options in the Ozark	Cer	ntral Bu	sines	s Dis	trict.			
Objective 1: Encourage the development and		Require new development in the central business district to include upper floor residential units.	Х	х	X		X		General Fund	Private Funds
restoration of downtown residential units.	High	Allow for adaptive reuse for buildings in the central business district.	х	x	X				General Fund	
		Ensure downtown housing maintenance.	Х						General Fund	
Objective 2: Direct mixed-use developments to designated areas on the future		Incentivize housing development in the Central Business District.	x	x	х				General Fund	Special Districts such as transportation development district
land use map to minimize conflicts with existing lowdensity neighborhoods.	Low	Rezone appropriate parcels to mixed-use or PUD as identified on future land use map.	x	х	х				General Fund	

				Respo	nsible	e Dep	artmer	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Downto	wn									
Goal 1: Pre	eserve a	nd enhance the downto	own	area.						
		Facilitate the creation of a 501 C-3 downtown organization for business promotion and downtown maintenance.	x			Х		х	General Fund	Chamber of Commerce; Downtown Businesses
		Encourage existing downtown businesses to find and market their collective identity.	х		х	х	х		General Fund	Chamber of Commerce; Community Improvement District
Objective 1: Strengthen downtown businesses.	High	Identify a desired mix of new businesses for the downtown area and implement a strategy to attract those businesses.	х			х		х	General Fund	Chamber of Commerce; Community Improvement District
		Encourage downtown businesses to alter business hours to better align with customer desires.	х			х			General Fund	Chamber of Commerce Funds; Community Improvement District
		Create a downtown shopping event to promote and support local businesses.	x			х		х	General Fund	Chamber of Commerce Funds; Community Improvement District; Missouri Main Street Connection

				Respo	nsibl	e Dep	artme	ent		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Downtou	Jn									
Goal 1: Pres	erve and	d enhance the downto	own	area.						
		Manage parking in the downtown area and develop a downtown parking plan.	х	x	х					General Fund; Community Improvement District; Impact Fee
		Develop a storm water improvement plan for the downtown area to control flooding.	х						General Fund	Community Improvement District; Impact Fee
Objective 2: Maintain downtown infrastructure.	Medium	Continue to improve downtown walkability.	x		х	х	х		General Fund	Community Improvement District; Transportation Alternative Program
		Improve downtown streets and maintain on street parking spaces with clear striping.	x						Transportation funds; General Fund	Community Improvement District; Impact Fee
		Assist in the creation of a downtown community improvement district.	х		х	х		х	General Fund	Chamber of Commerce; Downtown Businesses

				Resp	onsibl	e Depa	rtmen	t		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Downtown										
Goal 2: Extend	the atm	osphere of the downto	vn :	square.						
Objective 1:		Revise the Central Business District boundary to include all adjacent and commercial areas along Third Street.	х	х	х				General Fund	
Create a cohesive feel between the downtown and	Low	Partner with private initiatives to develop the LCRA property.	х	х	х	х	х			Private Funds; Tax Incentives
the Central Business District.		Ensure development in the central business district retains the design and character of the downtown area.	x	Х	x	x	х		General Fund	

				Resp	onsibl	e Depa	rtment			
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Historic Pre	serval	tion								
Goal 1: Uphold	Ozark's	heritage with strong p	rese	ervation	prac	tices.				
		Create public awareness of historic preservation.	Х	Х		x		Х	General Fund	Partner agencies; Volunteer time
Objective 1: Preserve local cultural and historical assets to improve local pride.	Medium	Enforce the Historic Preservation Ordinance to maintain the quality and character of existing historic building by working with the Ozark Historic Preservation Commission.	х	Х					General Fund	
		Study the necessity of expanding the historic district.	x	х		x		х	General Fund	SHPO Heritage Grants
		Update historical survey and design guidelines.	х						General Fund	

				Respo	nsibl	e Dep	artme	ent		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Econom	nic Dev	velopment								
Goal 1: At	tract nev	w businesses and visitors to	the	city.						
		Create a marketing strategy to attract visitors to downtown through a partnership with Show-Me Christian County, the Ozark Chamber of Commerce, and the Ozark Historic River District.	x			х				Ozark Chamber of Commerce; Show- Me Christian County; Economic Development Sales Tax
Objective 1: Promote community character to create a unique	Medium	Establish an "Ozark Character" throughout the Central Business District through aesthetic enhancements such as lighting, streetscaping, decorative sidewalks, banners, and other beautifications.	х	х		Х				General Fund; Economic Development Sales Tax
sense of place.		Create new page on the city website that provides site acquisition and marketing companies with up-to-date real estate information about available commercial property.	x			х			General Fund	Ozark Chamber of Commerce
		Create a tourism app to direct visitors to points of interest in Ozark.	x			x			General Fund	Ozark Chamber of Commerce; Show- Me Christian County

				Respo	nsible	e Depa	artme	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Economic	Deve	lopment								
Goal 1: Attra	ct new b	usinesses and visitors to	the	city.						
		Develop new business areas for long-term office and employment growth.	x	х	x				General Fund	
Objective 2: Use incentives to entice new	Medium	Rejuvenate the existing Industrial Development Authority (IDA) and assign the responsibility of identifying, acquiring, and developing a business/light industrial park to create new jobs.	х	х				х	General Fund	
business and developers.	Wediom	Increase number of overnight rooms for visitors with new name brand hotels.	х	х	х	х			General Fund	Ozark Chamber of Commerce; Show-Me Christian County
		Continue investment with Show- me Christian County and continue serving on their board.	x		x	х			General Fund	
		Create a targeted marking plan and strategy with Show-me Christian County.	x			х			General Fund	Ozark Chamber of Commerce; Show-Me Christian County

				Respo	nsible	e Depa	artmei	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Transport	ation									
Goal 1: Impre	ove roac	l infrastructure								
		Actively participate in the Ozarks Transportation Organization and Missouri Department of Transportation committees.	x		X	х			General Fund	
Objective 1: Reduce traffic congestion		Minimize traffic congestion throughout the city through transportation system capacity enhancements.	x		x	x			Transportation funds; Ozarks Transportation Organization; MoDOT	
Ozarks Transportation Organization; MoDOT	High	Require transportation impact studies for larger developments to evaluate and confirm the capacity of the surrounding road system before development approval.	x	х	х				General Fund	Private Funds
		Promote walkability, ridesharing, and telecommuting to decrease the number of automobile trips during peak travel times.	х		х	х			General Fund	Partner Agencies

				Respo	nsible	e Depa	artme	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Transpoi	rtation									
Goal 1: Imp	rove roa	ad infrastructure								
		Conduct joint projects with the Ozark Special Road District for roadway improvement, funding, design, and construction of streets.	х		х	х			Transportation funds; Ozark Special Road District	
Objective 2:		Develop a Capital Improvement Program (CIP) for major thoroughfare roads, based on future land use trends and traffic counts as the basis for prioritizing future road improvements.	x	х	х				General Fund	
Maximize resources and funding	Medium	Increase budget for transportation planning and engineering for right-of-way acquisition.			х				Transportation funds	
opportunities		Continue to find opportunities to cost share with the Ozark Special Road District, MoDOT, OTO, and other transportation organizations.	x		x	x			Transportation funds; Ozark Special Road District; MoDOT	
		Reauthorize every 5 years a dedicated sales and/or property tax to fund roadways planning, engineering, right-of-way acquisition, and construction.	x	х	x			X		Private Funds

				Respo	nsibl	e Dep	artme	ent		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Transport	ation									
Goal 2: Expan	nd the ti	ransportation network.		_				_		
Objective 1: Provide accommodation	High	Consider land use in conjunction with transportation options to promote nonmotorized access to a variety of goods and services.	x	х	х		х		General Fund	
of multi-modal transport.	3	Provide sidewalks and a system of bicycle routes to accommodate alternative modes of transportation along major roadways and in neighborhoods.	x	х	х		х		Transportation funds	Trans- portation Alternative Program
		Require new roadways within the Urban Service Area to be constructed with city design standards.	х	х	х				General Fund	
Objective 2:	Low	Study and identify a corridor to provide an east-west major roadway connection across US 65 Highway, generally in the vicinity of Longview St.	x	x	х	x			Transportation funds; General Fund	
expansion of the road network.		Conduct a study that looks at all potential river crossings and how the development of new road construction could improve traffic flow and congestion.	х	х	х	х			Transportation funds; General Fund	
		Work with OTO and MoDOT to adopt standards for transportation impact study and improvement requirements.	х			х			Transportation funds; General Fund	

				Respo	nsibl	e Dep	artme	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Public Ut	ilities									
Goal 1: Prov	vide nece	ssary infrastructure and facilities	S.							
<b>Objective 1:</b> Maintain and expand water	Medium	Require developments to analyze current capacities and likely impacts on public utilities and to extend the appropriate size of utilities to the developments that are proposed ahead of the city's extension plan for those mains.	х	x	х				General Fund	Impact Fees
and sewer systems.	caia	Require development to adequately pay its fair share of impact to the sewer and water systems.	x	х	х		x		General Fund	Impact Fees
		Eliminate all private septic systems and domestic consumption wells within the city.	x	x	х		х		General Fund; Sewage Fund	Clean Water State Revolving Fund
Objective 2: Provide adequate		Locate public facilities in areas that maximize accessibility.	х		х				General Fund	Special funds as necessary; Bonds; Loans
governmental, institutional, and civic	Medium	Review funding options for maintenance of existing facilities.	Х		X			_	General Fund	
facilities throughout the city.		Encourage development in areas where capacity is not an issue.	х	х	х		х		General Fund; Sewage Fund	

				Respo	nsibl	e Dep	artme	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Parks, Op	en Spo	ace, Recreation								
Goal 1: Provi	ide and <sub>l</sub>	preserve quality parks, o	pei	n space	, and	l recr	eatio	n thro	ughout the	city.
		Implement a dedicated funding source for parks and recreation and trail development.	х		х					
Objective 1:		Work with the Christian County Agriculture and Mechanical Society to acquire the Finley River Park.	х		х	х			General Fund; Park Fund	
Ensure current and future parks provide	High	Create evaluation criteria for proposed park land that is donated to the city.	x	x					General Fund; Park Fund	
for the needs of the community.		Develop a funding campaign to build a playground in front of the OC.	x	х	х	х	х	х	General Fund; Park Fund	Private donations; Private Foundations; Citizen-run committee
		Conserve high quality natural lands in the city for use as passive parks such as an urban forest, mountain bike trails, or educational walking trails.	x	х	х	х	Х		General Fund; Park Fund	Private Donations; Recreational Trails Program; Missouri Department of Conservation

				Resp	onsib	le Dep	artme	nt		
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Parks, O	pen S	pace, Recreation								
Goal 2: Ex	pand th	e city and county trail sy	ste	m.						
		Create a trails development plan to create a network of biking, hiking, and walking trails.	x	X	x	х			General Fund; Park Fund; Transportation funds; Ozarks Transportation Organization	
Objective 1: Provide connectivity between all parks, public		Connect the Ozark greenway system to the Greene County Greenway Trail system and Nixa by implementing OTO's regional trails plan.	x	X	X	х			General Fund; Park Fund; Transportation funds	Transportation Alternative Program; Recreational Trails Program
open spaces, schools, and commercial districts.	High	Acquire land and easements for trails along greenways, streamways, and the conversion of former rail corridors from land owners and new development.	x		х				General Fund; Park Fund; Transportation funds	Transportation Alternative Program; Recreational Trails Program
		Complete the Riverside Inn trailhead and trail expansion.	x	х	Х				General Fund; Park Fund; Transportation funds	Transportation Alternative Program; Recreational Trails Program

		Action Steps	Responsible Department							
	Priority		City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Parks, Open Space, Recreation										
Goal 2: Expand the city and county trail system.										
Objective 1: (Continued)	High	Connect sidewalk/trail network to the OTC Richwood Valley Campus.	х	х	x	x	х		General Fund; Park Fund; Transportation funds	OTC; Private Funds; Transportation Alternative Program; Recreational Trails Program
		Connect the Finley River Park to Garrison Springs property with a trail.	х	х	Х				General Fund; Park Fund; Transportation funds	Transportation Alternative Program; Recreational Trails Program
		As part of new developments, require developers to acquire easements and develop trails in accordance with the trails plan.	х	х	х		х		General Fund; Park Fund; Transportation funds	Private Funds

					nsible	e Dep	artme			
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Commu	nity In	nage and Urban D	es	ign						
Goal 1: Rev	view and	d revise city design stan	dar	ds.						
Objective 1: Adopt a Complete	Low	Improve 3rd St. with new streetscaping and enhancements.	Х	Х	X	X			General Fund	
Streets ordinance.		Review effectiveness of the HWY 65 corridor overlay and make necessary adjustments.	Х						General Fund	
Objective 2: Stay up to date on the best practices for	Low	Attend trainings or conduct research and discuss, at least biannually with the public, what the community wants in design standards.	x	х					General Fund	
city design standards.		Expand the current wayfinding program.	X	х	х	х			General Fund	

				Resp	onsibl	le Dep	artme			
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Communi	ty Eng	gagement and Ec	duc	atior						
Goal 1: Foste officials.	er a trans	sparent, efficient, and	res	ponsiv	e dia	logu	e bet	ween cit	izens and cit	y staff and
Objective 1: Expand outreach to the public so that citizens can		Create new links within the city webpage to update the public on planning and development projects.	x						General Fund	
provide input related to community planning projects, programs, and initiatives.	Medium	Encourage elected officials to communicate more with citizens by taking a more proactive approach for educating the public.	х	х					General Fund	

				Respo	nsibl	e Dep	artme			
	Priority	Action Steps	City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers	Existing Funding Sources	Potential Funding Sources
Communi	ty Eng	gagement and Educa	tio	n						
Goal 1: Foste officials.	er a trans	sparent, efficient, and respo	nsi	ve dial	ogue	betv	veen	citizen	s and cit	y staff and
		Create citizen advisory committees as special topics arise to assist staff with research and recommendations, and to provide input and expertise on relevant community projects, interests, and potential developments.	x					х	General Fund	Other relevant special funds; Chamber of Commerce; National Association of Realtors Smart Growth Action Grant/Placemaking Grant
Objective 2: Establish a formalized structure to	Medium	Partner with appropriate and interested advisory groups to engage residents around relevant community interests and topics.	x					x	General Fund	Private Funds
create effective communication within the city.		Create neighborhood districts to engage neighborhood associations to address neighborhood issues.	x		Х			х	General Fund	
		Require active Homeowners Associations to govern neighborhood covenants.	х		х			Х	General Fund	
		Identify a neighborhood liaison to communicate between residents and city staff.	х					х	General Fund	

## References

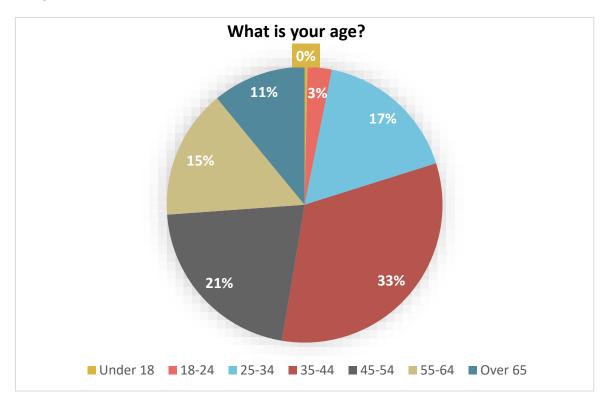
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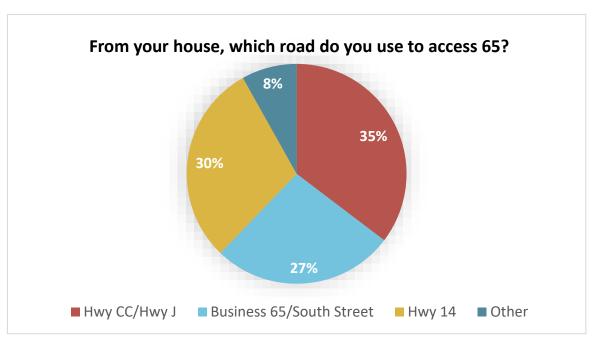
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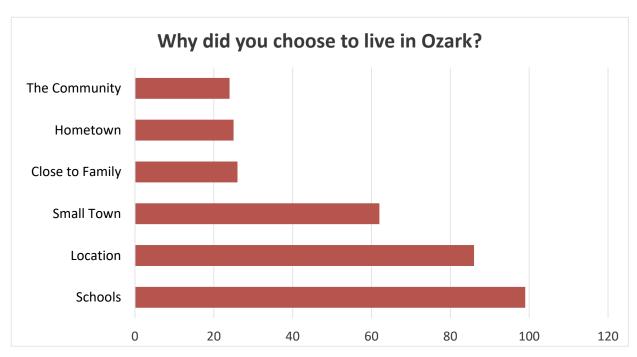
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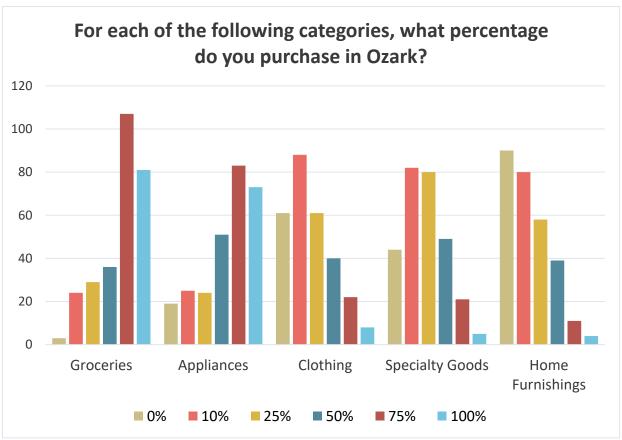
## **APPENDIX A**

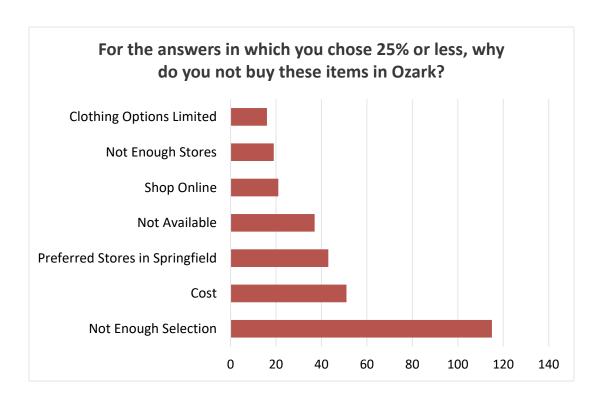
## **Survey Results**

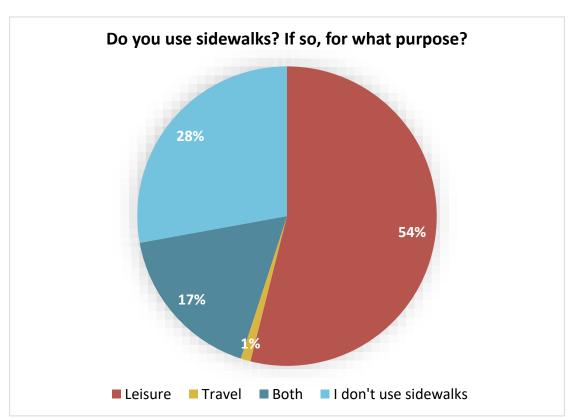


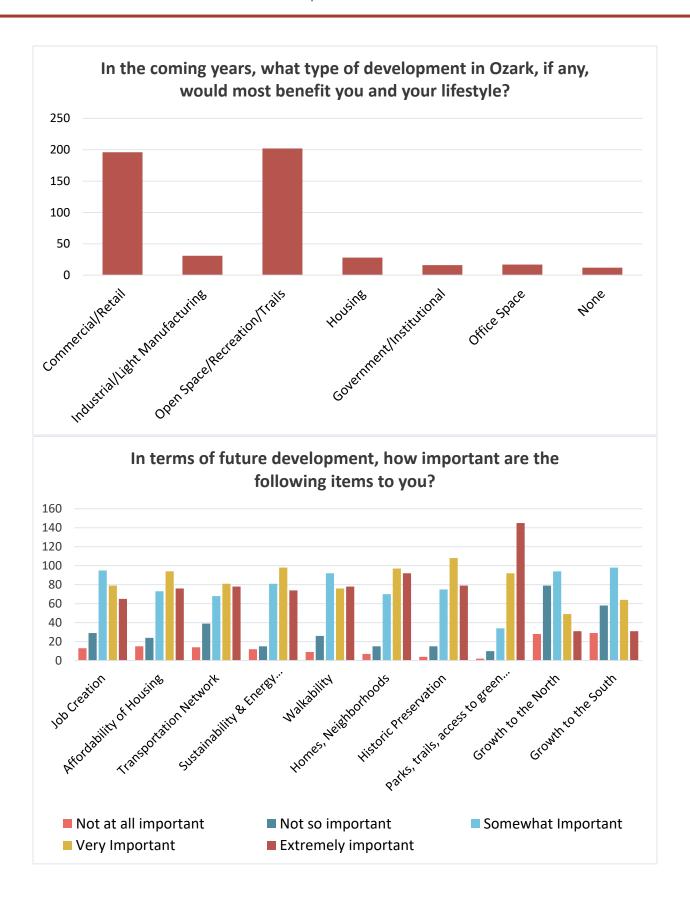


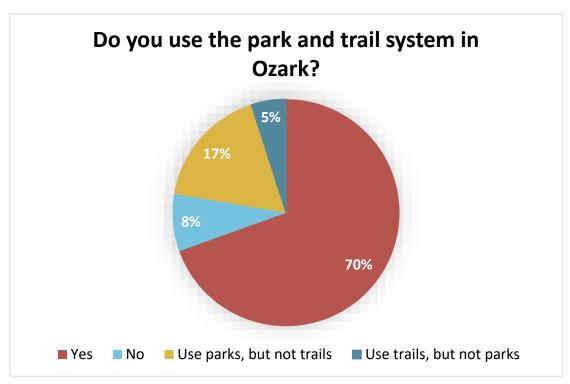


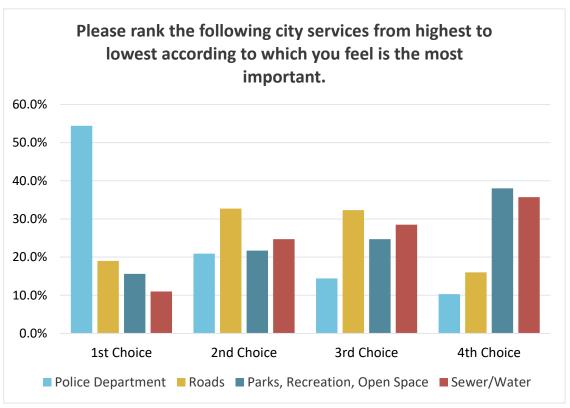


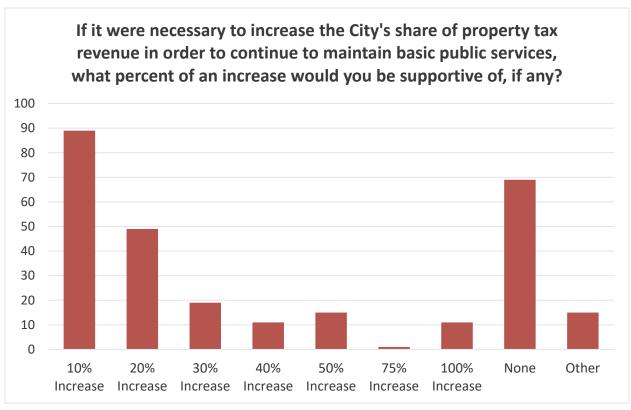


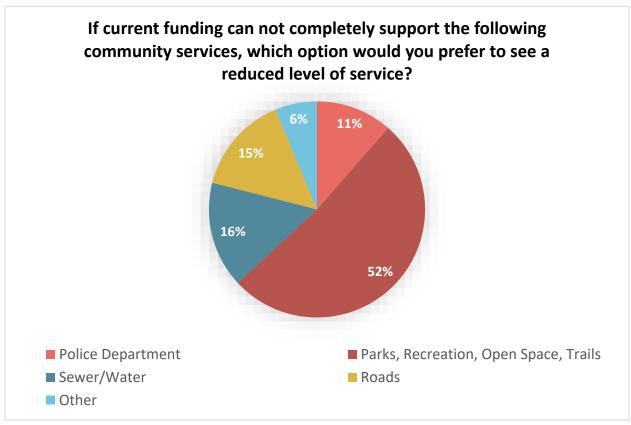


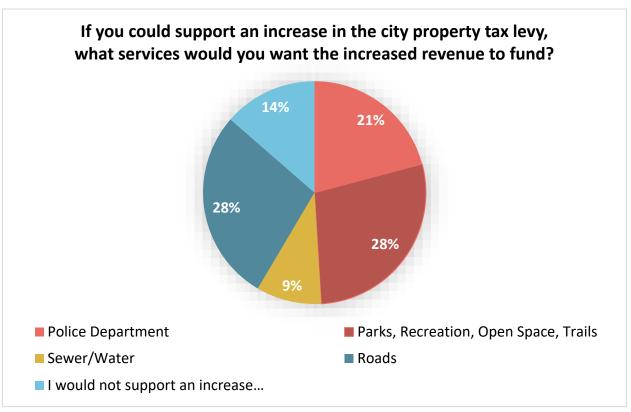


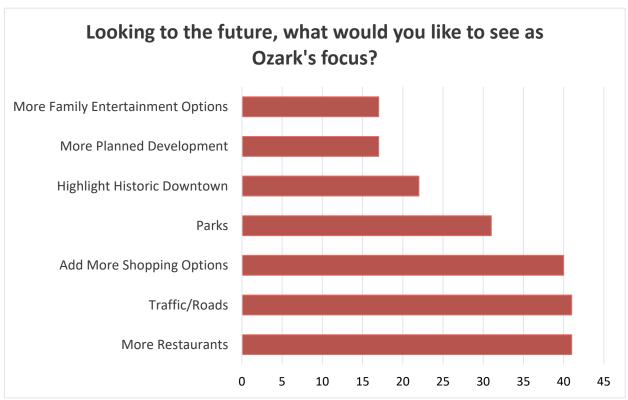


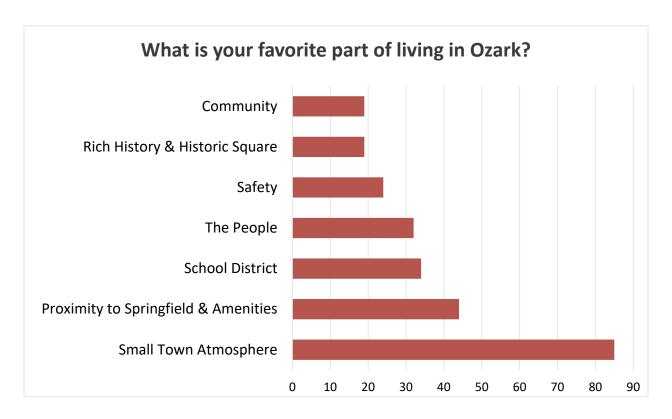


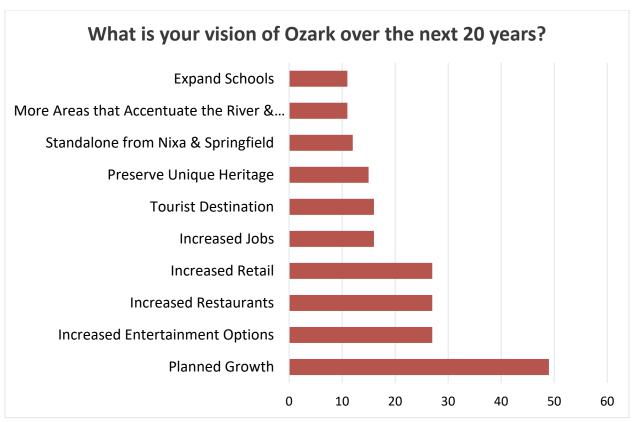


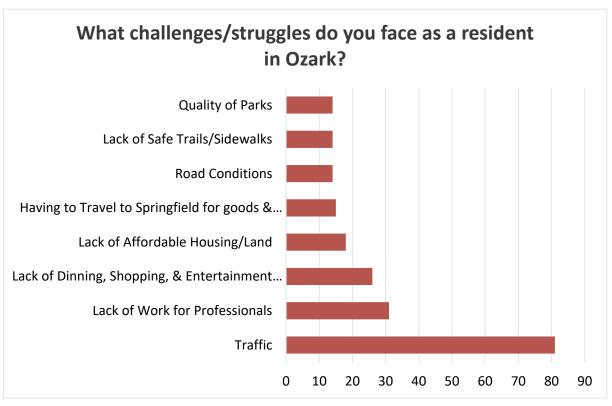


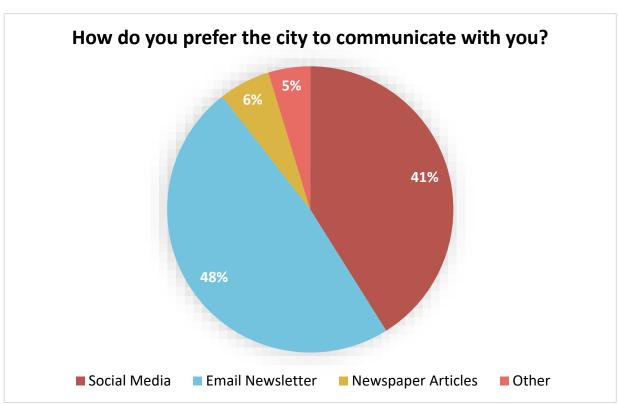












# APPENDIX B

## ${\tt Ozarks\,Transportation\,Organization\,Needs\,List-Submitted\,and\,Prioritized}$

Item Number	Location	Improvements	Cost
M172	Business 65 (South Street) Improvements from RT. 65 to 3 <sup>rd</sup> St.	Capacity improvements and pedestrian accommodations	\$3,949,115 (2018-2022)
M158	Rt. 14 (Jackson St.) Improvements	Capacity improvements from Cheyenne Rd. to Freemont Rd.	\$13,754,909 (2023-2030)
M159	Rt. 14 (Jackson St.) Improvements	Capacity improvements from Freemont Rd. to 22 <sup>nd</sup> St.	\$4,294,417 (2018-2022)
M167	Rt. 14 (Jackson St) Improvements	Capacity improvements from 17 <sup>th</sup> St. to Rt. NN including pedestrian accommodations	\$5,764,631 (2018-2022)
M173	Rt. 14 (Jackson St.) Improvements	Capacity improvements and pedestrian accommodations on South St. from 3 <sup>rd</sup> St./Selmore to Rt. W	\$21,522,739 (2023-2030)
M408	Rt. 14 (Jackson St.) Improvements	Capacity improvements from Rt. NN to 3 <sup>rd</sup> St.	\$4,919,495 (2023-2030)
013	Rt. 14 (3 <sup>rd</sup> St.) and Church St. Intersection Improvements	Widen Rt. 14 (3 <sup>rd</sup> St.) to include two through lanes in each direction with a continuous center trun lane, add a center turn lane for the eastbound and westbound approach of Church St., add signal	\$1,885,397 (2023-2030)
O25	Rt. 14 (South St.) and Rt. W Intersection Improvements	Signalize intersection and widen roadways to include left turn lanes at all approaches	\$1,524,138 (2031/2040)
O401	Rt. 14 and Oak Street Intersection Improvements	Improve existing intersection alignment with a realignment of Oak St.	\$1,885,397 (2023-2030)
О6	Rt. 14 (Jackson St.) and Rt. NN (9 <sup>th</sup> St.) Intersection Improvements	Widen Jackson St. to include two westbound lanes (east of Rt. NN) and realignment of 10 <sup>th</sup> St., widen Rt. NN to include a southbound left turn lane and add shoulders, replace signal	\$3,114,272 (2018-2022)
O403	Improvements to intersection of Rt. 14 and Business 65	Intersection improvements	\$2,185,454 (2018-2022)
M128	Rt. 65 Capacity Improvements	Capacity improvements from Evans Rd. to Rt. CC	\$7,321,271 (2018-2022)

M160	Rt. 65 Improvements	Capacity improvements from Rt. CC to Business 65 (South St./F)	\$40,477,411 (2031-2040)
M135	Rt. CC Improvements	Capacity and safety improvements form Main St. (Nixa) to Rt. 65	\$21,483,437 (2023-2030)
O402	3 <sup>rd</sup> St. in Ozark from Jackson to South St.	Capacity improvements and pedestrian accommodations to 3 <sup>rd</sup> St./Rt. 14 through downtown Ozark from Jackson to South	\$4,919,495 (2023-2030)

## Hazard Mitigation Plan Goals

Ozark participated in the Christian County Hazard Mitigation Plan of 2015. The plan is to be updated in 2019; city staff should align its future goals in concurrence with new goals identified in the plan, if there are any.

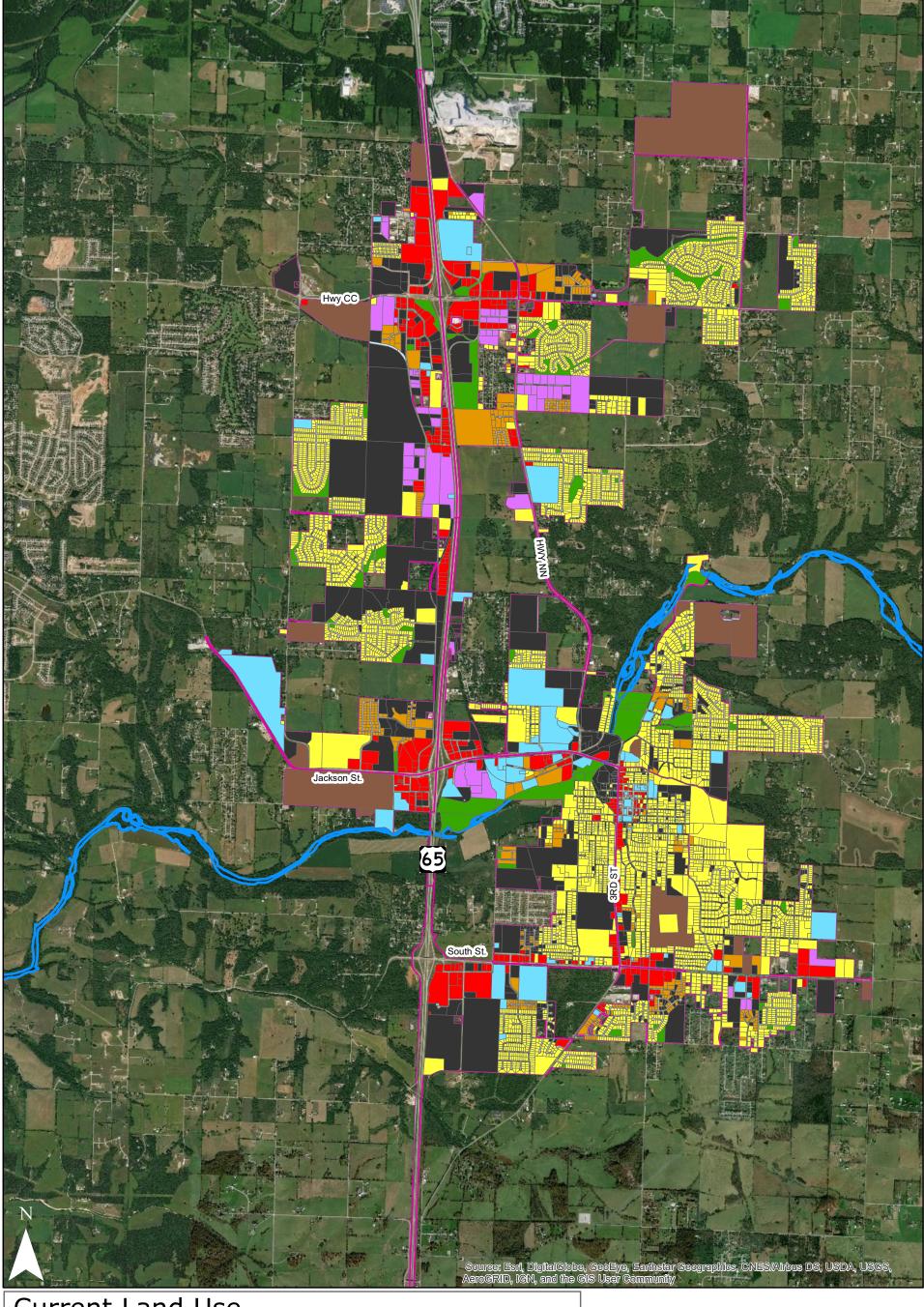
	Goal 1: Protect the lives and livelihoods of all citizens.
Action 1	Continue collaboration between local government, community organizations, and businesses to host community expos to promote public awareness health and safety during natural hazard events.
Action 1.1.4	Increase public awareness on techniques to reduce risk, such as the use of fire resistant materials in construction, landscaping techniques and planting materials that are more resistant to the spread of wildfire.
Action 1.1.5	Promote homeowner purchase of flood insurance and Missouri FAIR Plan sinkhole loss policies for dwellings in hazard prone areas.
Action 1.1.6	Increase, promote, establish and maintain participation in citizen preparedness activities, such as; Citizen Corps, CERT, COAD, Neighborhood Watch, Fire Corps, Amateur Radio, etc.
Action 1.3.1	Integrate safe room construction in new community buildings, schools, large facilities and other establishments serving the public in areas of population concentration where feasible.
Action 1.3.2	Create and update tornado/severe storm plans and identify refuge areas that comply with FEMA publication 431 Selecting Refuge Areas in Buildings, in schools, large facilities and other establishments serving the public.
Action 1.3.3	Encourage local community organizations to continue and augment programs to provide fans, air conditioners, and winter weatherization for those at risk.
Action 1.3.5	Identify and designate heating and cooling refuge areas in community buildings and make these locations available to the public during extreme temperatures events.
Action 1.3.6	Promote and distribute FEMA publication 320, which provides information on construction plans and cost estimates for building safe rooms in homes or small business and cost estimates for construction.

Goal 2:	Reduce the potential impact of natural disasters to property, infrastructure, and the local economy
Action 2.1.1	Encourage electrical utilities to use underground construction methods where possible to reduce disruptions of service due to natural hazard events.
Action 2.1.4	Acquire, elevate or flood-proof properties and critical infrastructure within hazard areas.
Action 2.2.2	The NFIP communities of Christian County, Clever, Fremont Hills, Highlandville, Nixa, Ozark, Saddlebrooke and Sparta will enforce floodplain management requirements, including regulating all new and substantially improved construction in the Special Flood Hazard Areas (SPFAs), floodplain identification and mapping, including local requests for map updates.
Action 2.2.3	Maintain countywide Storm Ready status with the National Weather Service.
Goal 3: Ens	sure continued operation of government, emergency functions, and critical infrastructure in a disaster.
Action 3.1.1	Encourage all elected officials, public administrators, community stakeholders and responders to participate in National Incident Management System (NIMS) training and compliance programs.
Action 3.1.2	Enforce highly visible 911 addressing for residences and businesses through building and business permitting as well as public education of existing ordinances.
Action 3.2.4	Develop an ordinance to restrict the use of public water resources for non- essential usage, such as landscaping, washing cars, filling swimming pools, etc.
Action 3.3.1	Continue to monitor and identify funding from state and federal programs for hazard mitigation activities.
Action 3.3.2	Continue development of Geographic Information Systems (GIS) to further identify, analyze, map and track the impact of natural hazards to enhance decision-making and facilities management for agencies and stakeholders.

# APPENDIX C

Land Use Fold-Out Maps—Current and Future Land Use

# Current Land Use





Government/Institutional

Commercial

O 0.5 1 2
Miles

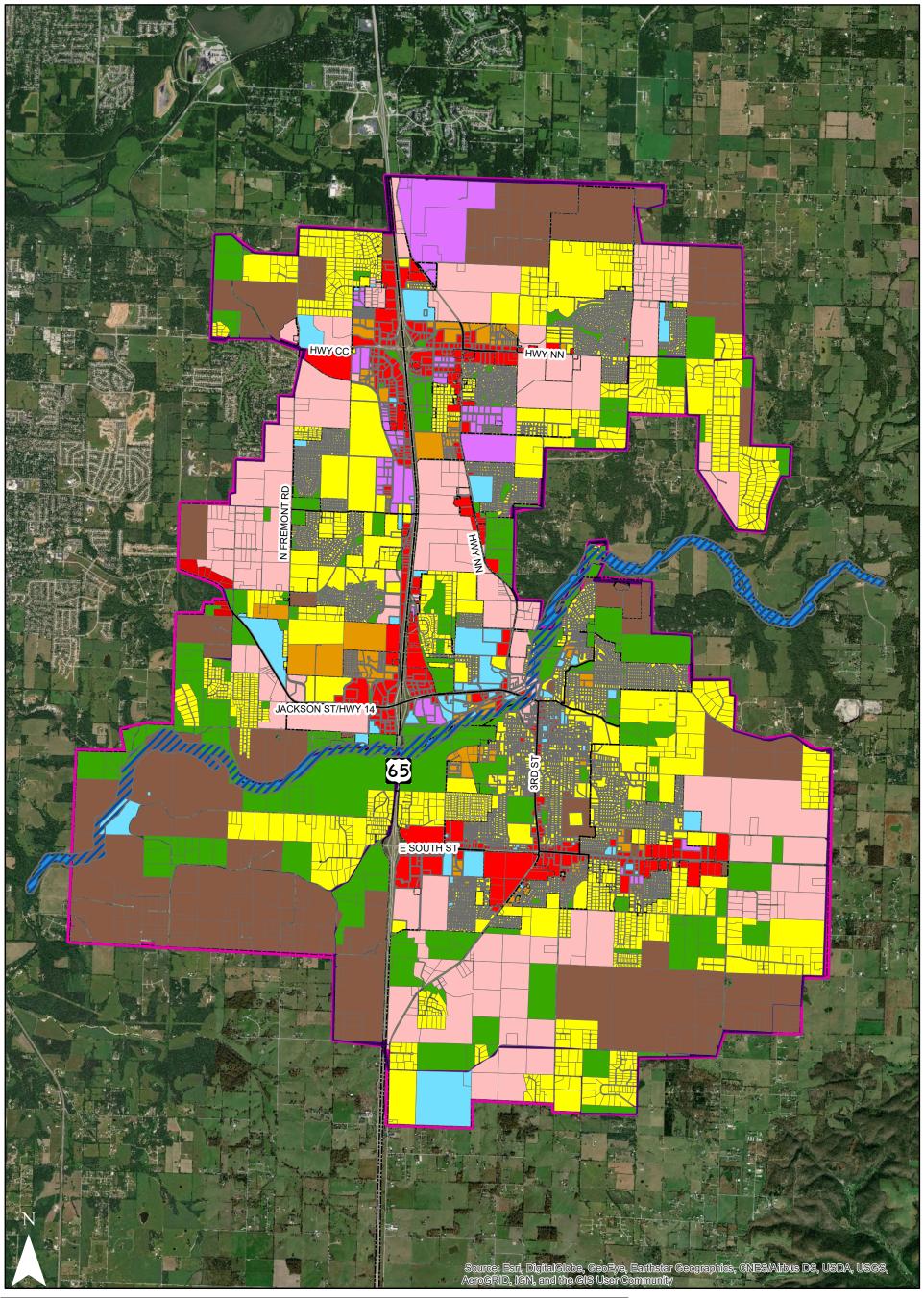
Prepared by:

SMCVG

Southwest Missouri
COUNCIL OF GOVERNMENTS

Data: Ozark GIS
Date: 11/14/2018

# **Future Land Use**





- Mixed Use
- /// Agriculture
- /// Industrial
- /// Parks/Recreation/Open Space
- **///** Commercial
  - Government/Institutional
- Residential SF
- /// Residential MF



Finley River Overlay





0.5 ⊐Miles

Prepared by:



Data: Ozark GIS, Date: 11/12/2018

# REFERENCE APPENDIX

Reference Appendices B, C, and D from the 2008 Ozark Comprehensive Plan



## **COMPREHENSIVE PLAN**



# Planning Principles and Design Guidelines

# **APPENDIX B: Guiding Principles and Design Guidelines**

## **B.1 Guiding Principles**

he Ozark Comprehensive Plan advocates the use of land planning principles and design guidelines to act as the basic framework for creating high quality environments to live, work, shop, and play. Future land use and development decisions, including individual zoning changes, subdivision plans and plats, site planning, infill development, annexations, and capital improvement programming should be coordinated with the Guiding Principles and recommendations set forth by this Section. The following Guiding Principles are a collection of physical design concepts reinforced by the results from the community Questionnaire of 2006 and the Community Involvement process (**Ref. Appendix A**) and the synthesis of the plan workshops.



- 1. Future development and redevelopment must respect the historical patterns, precedents, and boundaries of Ozark.
- Development of land in the planning area must respect the natural environment and retain its natural and visual character derived from topography, woodlands, and riparian corridors. Engineering techniques requiring significant amounts of cut and fill must not be used to force-fit development into the environment.
- 3. The physical organization of the community must be supported by a framework of transportation alternatives, including pedestrian and bicycle systems that maximize access and mobility while reducing dependence upon the automobile.
- 4. Future transportation corridors must be planned and reserved in coordination with planned future land uses.
- 5. Greenway corridors shall preserve natural drainage areas, floodplains, and wooded areas, and must be used to define and connect urbanized areas of the community.
- 6. The Downtown and Finley River Corridor of Ozark, including the 3rd Street corridor, must be targeted for revitalization and future growth of higher intensity development, destination retail and entertainment, and higher density housing to maintain the area as the center focus of the community.
- Civic, institutional, and mid-sized commercial uses serving the larger community should be embedded in downtown and the city core area, rather than isolated in remote single-use complexes.





















#### The Neighborhood

- Neighborhoods shall have a "sense of place" and must be compact, pedestrianfriendly, and include a fine-grained mix of uses where no single use monopolizes a large area.
- Neighborhoods should integrate a variety of residential, commercial, institutional, civic, and personal activities of daily living within close proximity and within a five minute walking distance of residents.
- 3. Neighborhoods must have a defined "center", such as a neighborhood green (park), plaza, or neighborhood retail center public space.
- 4. Higher building densities and more intense land uses should be provided within and around a neighborhood "center".
- 5. Interconnected networks of streets must be designed to encourage walking, reduce the number and length of automobile trips, and conserve energy by reducing the length of automobile trips.
- 6. A broad range of housing types and price levels must be provided in neighborhoods to allow for a mix of people with diverse ages, races, and incomes.
- 7. Concentrations of civic, institutional, and commercial activity should be embedded within neighborhoods, rather than isolated in remote, single-use complexes. Schools should be sized and located to enable children to walk or bicycle to them.
- 8. A range of parks, from tot-lots and neighborhood greens to recreation fields and community gardens, must be distributed within neighborhoods. Conservation areas and open lands should be used to define and connect different neighborhoods and districts.
- A grid, modified grid, or hybrid street layout that responds to local topography, water courses and greenways is the preferred street network pattern for new residential neighborhoods.
- 10. Where through street connections are not desirable due to topographic features, avenues/collectors parallel to open space areas or looped streets with neighborhood greens to create a "sense of place" are preferred over cul-de-sac streets.
- 11. Depending on the density, location, and type of development, alternative street networks should be used to minimize the amount of impervious surfaces, conserve open space, and protect natural features and water quality.

#### The Block, the Street, and the Building

- 1. Individual developments and buildings must be seamlessly integrated to their surroundings.
- 2. Accommodations for automobiles must be accomplished in ways that respect the pedestrian and the form of public space.

- 3. Buildings and landscaping must contribute to the physical definition of thoroughfares as civic spaces.
- 4. Streets and public spaces must be safe, comfortable, and interesting pedestrian environments. Properly configured, such spaces should encourage walking and enable neighbors to know each other and protect their neighborhoods.
- 5. Civic buildings and public gathering places should be placed on important sites and developed with distinctive form to reinforce the community's identity.







de-sac streets.



## **B.2 Neighborhood Development Guidelines**

The following Neighborhood Guidelines elements provide the basic framework for future neighborhood development in Ozark. These guidelines are intended to apply to the layout and design of new neighborhoods and infill or redevelopment projects. Where existing guidelines affect development review, such as in historic districts in Downtown Ozark, or in the Finley River Neighborhood Downtown Redevelopment District, the Comprehensive Plan guidelines should coordinate with them.

- Identify all natural green spaces (including stream corridors, wetlands, floodplains and their buffers) and establish buffer zones for such areas. These buffers should be determined by the classification of the stream and environmental characteristics. An optimum minimum buffer of 150 feet from the center of the stream is recommended, but may vary based on local conditions. Specific buffers must meet state and federal standards. No floodplains should be encroached upon.
- Natural green space areas should serve as the basis for laying out a network of streets
  that will maintain the spaces as continuous and interconnected as possible. Natural
  green spaces should remain visible and accessible to the public, rather than isolated or
  secluded behind development.
- 3. The layout of the street network should be based on pedestrian sheds with a "center" defined by a public park, green, or neighborhood retail plaza space. A 1,200 to 1,500 linear feet radius from the neighborhood center should be used as the basic determinate of neighborhood size.
- 4. The neighborhood street network layout should consist of a modified grid pattern of interconnected streets adjusted to local topography, natural green spaces and corridors, and neighborhood centers. Residential blocks must be no longer than 660 feet between centerlines of streets.
- 5. A range of lot sizes and housing types should be provided within each neighborhood.
- 6. A neighborhood should include a well integrated mix of housing stock and uses in a neighborhood: single-family, multifamily, civic, and limited neighborhood-oriented retail uses. While not every new residential development will be of appropriate size to accommodate a range of residential uses, the following is an ideal mix of land uses for larger planned neighborhoods:
  - Single-family residences allocated to not less than fifty (50) percent and not more than eighty (80) percent of gross land area within the neighborhood.
  - Two-family residences allocated to not more than ten (10) percent of land area within the neighborhood.
  - Townhouse, row house, condominiums, or other multifamily dwellings not less than ten (10) percent of the land area within the neighborhood. However, multifamily housing for rental purposes should generally not exceed twenty-five (25) percent of the housing units in a neighborhood.
  - Civic uses allocated to not less than two (2) percent of the land area within the neighborhood.









- Neighborhood-oriented retail uses allocated to not more than two (2) percent of the land area within a neighborhood and located in a planned neighborhood center.
- 7. Lot sizes within blocks and the blocks themselves may increase as the distance away from a neighborhood center/green increases. Block sizes may be larger in the neighborhood center or core to accommodate parking and larger buildings.
- 8. All buildings should front onto streets, except for limited locations where residences may front onto community "greens" or parks. Buildings must not be designed into "complexes" or "pods."
- 9. Residences should be designed to limit the appearance of garages. Alternative designs in which garages do not extend outward from the front of a home are strongly encouraged to maintain the historic character of Ozark. Garages which extend out from the front of a home create an emphasis on the automobile system, diminish the effects of inviting front doors and porches, and are simply less attractive than the house itself.
- 10. Residential areas with reduced lot sizes and widths should comply with the following architectural standards. Additional standards may be required with development approvals.
  - Provide roofline and building line offsets, such as projections, recesses, and changes in floor level.
  - Provide the front entry and the habitable portion of the dwelling as the dominant elements of the structure. Garages oriented toward the street must not exceed fifty (50) percent of the width of the residential structure facing the street.
  - Provide garages flush with the principal front building façade, recessed, sideloaded, rear-accessed, or detached. Garages oriented toward the street typically should not be projected in front of the habitable portion of the front façade. However if such projections occur they should be minimized and generally not exceed five (5) to seven (7) feet.
  - Provide other architectural features, such as a front porch or similar enclosed front stoop feature that projects in front of the garage, for any dwelling design in which a garage projects from or is flush with the principal front building façade.
- 11. Incorporate and use street connections from all existing or planned developments adjoining properties. Street connections to future development areas on adjoining properties should be no fewer than an average of one street for every 660 linear feet. Street connections to an arterial roadway typically must not be closer than 500 feet.
- 12. A neighborhood green/park/plaza should generally be a minimum of 2-5 acres in size and surrounded predominantly by public streets.
- 13. Buildings in a neighborhood center should front directly on the street and define a clear edge, with at least fifty percent (50%) of the building's "active wall" oriented toward the street. An "active" wall is considered the side of the building containing the majority of the storefronts, customer entrances, and windows. Buildings should be arranged and grouped so that their primary placement and orientation frames and encloses parking areas on at least three sides. Parking must not be located between the building and the street. However, on-street parking may be permitted in order to create a "main street".













- 14. Provide sidewalks on both sides of the street in higher density areas, within neighborhood centers, or streets leading to neighborhood centers.
- 15. Streamway corridors within or adjacent to neighborhoods should remain largely open and accessible, preferably paralleled by an "avenue" or local street. However in limited areas where development backs up to such spaces, wide view and access corridors should be maintained into the spaces, particularly at the terminus of street intersections.
- 16. The square footage of non-residential uses considered acceptable in a neighborhood retail center should be based on the type and range of residential unit types within the neighborhood. Neighborhood retail should not serve as regional or community destination, but should generally be oriented toward residents of nearby neighborhoods. Generally, the maximum size of a neighborhood center should be based on a ratio of up to 24-square feet of retail per housing unit within surrounding neighborhoods (pedestrian sheds) being served by the center.
- 17. Respect the location and image of development along arterial roads.
- 18. Plan for the location and integration of civic, institutional buildings including future school sites. Such building sites should be well integrated into the neighborhood fabric and easily accessible from within the neighborhood by local streets. Such uses should not be placed as isolated pods fronting onto an arterial street, but should be incorporated within the neighborhood or a neighborhood center.



Streamway corridors within or adjacent to neighborhoods should remain largely open and accessible, preferably paralleled by an "avenue" or local street.

Require buffer zones around natural green spaces including stream corridors, wetlands, and floodplains. An optimum minimum buffer of 150-feet from the center of the stream is recommended. However, the width of a buffer may vary based on environmental characteristics and by classification of the stream.

Use natural green space areas as the basis for laying out a network of streets that will maintain the open spaces as continuous and interconnected as possible.

# **B.3 Multifamily Residential Design Guidelines**

New multifamily development should foster their residents a "sense of community" and connection with the greater Ozark community. As historically found throughout Ozark, buildings should face the street and integrate with the community-at-large through a connected street network designed with balanced use by automobiles, pedestrians, and bicycles.

Neighborhoods in Ozark are expected to provide a broad range of housing types and price levels to allow for a mix of people with diverse ages, races, and incomes. In addition to single-family dwellings, it is vital for neighborhoods to be balanced with a well integrated mix of attached housing types (e.g., apartments, townhouses, duplexes/single-family attached) thus creating a strong community for residents of all ages and incomes.

Multifamily development in Ozark is expected to meet the City's Guiding Principles and integrated into the fabric of the community in a manner consistent with the Neighborhood Design Guidelins. In addition to the City's core Guiding Principles and Neighborhood Design Policies, the following guidelines apply to multifamily developments in the community. Alternatives to these guidelines may be approved if it is deemed that enhanced development designs and amenities will be gained to the extent that an equal or higher quality "community" will result.

#### **Site Layout and Development Pattern**

- Buildings should be oriented toward streets and through-access drives to form "neighborhoods" rather than complexes or "pods". In larger developments buildings may also be organized around a common open space, greenway, natural features such as a streamway corridor, or neighborhood amenities such as pools or other recreational facilities.
- To the maximum extent possible, garage entries, carports, parking areas, and parking structures must be oriented away from street frontage, or internalized in building groupings.
- Common open space and recreational facilities for residents should be centrally located where most conveniently accessible to a majority of residents.
- Create a hierarchy of interconnected streets and drives arranged to utilize both
  parallel and perpendicular streets in blocks or clusters, as well as occasional
  curvilinear or diagonal streets to respect the natural contours of the land.
   Variations may be allowed in areas where such a pattern would negatively impact
  environmentally sensitive areas. "T" intersections are desirable in locations to
  highlight important public spaces or open space areas.
- Design internal drives similar to public streets with detached sidewalks and
  planting strips between the curb and sidewalk, street trees, and lighting. Parallel
  on-street parking may also be incorporated where appropriate. Internal drives
  should not be designed with directly accessing angled or perpendicular parking
  stalls.

























- Connect internal streets and drives to the perimeter public street system to provide
  multiple direct connections to and between local designations, and avoid creating a
  development as an isolated island in the surrounding community.
- Any fences should be decorative in nature such as wrought iron, picket fencing (not
  exceeding 4 feet in height) or a similar decorative fencing material. Solid wood
  fencing and chain link fencing is not desired, except for chain link fencing around
  recreational courts.

#### **Open Space and Amenities**

New multifamily areas are expected to provide common open space or contribute to the public open space for the use and enjoyment of the development's residents. Open space must be provided in useful, quality spaces integrated purposefully into the overall development design—particularly if access to the Finley River Corridor is obtainable. Views of the river shall be incorporated into site design. Residual areas left over after buildings and parking lots are sited are not considered acceptable open space. Open space may be active and passive. However, a minimum percentage of formal active open space must be provided—a minimum ten (10) percent of the net land area is preferred for such space.

- Priority should be given to preserving areas of significant natural features, such as
  floodplains and drainage channels, mature trees and vegetation, stream corridors,
  wetlands, prominent bluffs and steep slope areas. Such features should be
  preserved through common open space or public dedication. Buildings, parking
  areas, other structures, and grading should be set back from such features a
  sufficient distance to ensure their continued quality and natural functions.
- Multifamily areas should provide "neighborhood greens" of at least 1-acre in size, in centrally located areas that are easily accessible for residents within the development. The quantity and size of such open space areas depends on the overall density and design of the development. Neighborhood greens should include the following design elements:
  - Neighborhood greens should be mostly open and visible to residents, rather than secluded behind buildings or surrounded by parking lots. Buildings adjacent to a green should front onto the space and include entrances and windows rather than rear facades.
  - The perimeter of a neighborhood green should front entirely to the street / drive curb on at least two sides. Buildings should not abut more than two sides of the green's perimeter.
  - Neighborhood greens should be landscaped and provide amenities such as walkways, plazas, seating, recreational facilities, gazebos or other similar decorative shelters, pedestrian scale lighting, or other similar features for the use and enjoyment of residents.
- Multifamily areas are expected to provide active recreational amenities within the
  development site, or submit a comparable donation to the City for park and
  recreation purposes when such amenities are not feasible for the development site.
  Preferred recreational amenities include:

- Paved walking trail through common open space areas, minimum 8-feet in width.
- o Tot lot and play equipment.
- Other recreation facilities such as ball fields, swimming pool, etc. may be incorporated if in the city's judgment the facility is an enhancement for the development and the residents of the community.



Provide a neighborhood "green" / park in neighborhoods if located more than a quarter-mile walking distance from an existing or planned park area. Such neighborhood "greens" / parks should typically be owned and maintained by a neighborhood homes association, but may be public if determined appropriate by the city.

A neighborhood green / park / plaza should be surrounded predominately by public streets, rather than located behind development or on remnant tracts of land. Incentives to allow higher density development may be granted if the size of the park and its amenities benefit the city at large.

#### **Pedestrian Access and Circulation**

- An on-site system of pedestrian walkways must be provided to link all buildings to any detached parking areas / structures, and also link to sidewalks along internal streets / drives.
- Pedestrian walkways and sidewalks must be provided along all internal streets/drives to link with the following:
  - the boundaries of the development and the sidewalk system along perimeter streets;















- Any adjacent existing or future nonresidential land uses, such as retail centers, offices and employment areas, eating establishments, and other personal service establishments;
- Any adjacent or future parks, greenways, schools, or civic spaces.
- On-site walkways and sidewalks should range in width from a minimum four (4) feet to eight (8) feet depending on the location and intensity of use. Generally, sidewalks along streets / drives should be a minimum five (5) feet in width and walking recreational paths should be a minimum eight (8) feet in width.
- Provide sidewalks on both sides of all public and private streets and drives in multifamily developments.

#### **Parking Location and Layout**

- Design and locate surface parking areas and freestanding parking structures (detached garages or carports) as follows:
  - o Parking areas and parking structures (detached garages or carports) should occupy no more than thirty (30) percent of a perimeter street frontage.
  - Locate parking structures (detached garages or carports) perpendicular to a perimeter street to minimize the visual impact.
  - Locate parking areas behind or between buildings, not between a building and the street / drive. Any parking lots along a street /drive should be screened from view along the street.
  - o Arrange parking areas in small "blocks" of parking spaces, generally no more than twenty (20) spaces per block, and no closer than thirty (30) feet to a street right-of-way.
  - Separate parking blocks with a landscape area at least ten (10) feet in width.
  - O Detached garages or carport structures should not exceed 120 feet in length, with no more than two such structures placed end-to-end.
- Parking along a street or drive should be parallel to the street, rather than angled or perpendicular, to avoid the appearance of a parking lot.
- Provide lighting in parking lots with individual decorative poles and fixtures, rather
  than building mounted fixtures. Any building mounted light fixtures should be
  decorative in nature and used primarily at entrances, rather than for site or parking
  lot lighting purposes.

#### **Building Design**

The design of multifamily buildings, either large or small, should contribute to a sense of "neighborhood" and add to the visual interest of Ozark's streets. Building designs should be compatible with adjacent development and use building materials that are durable and attractive to maintain lasting value.

- The massing and use of exterior materials on small multifamily buildings such as duplexes, triplex, fourplex, etc. should be arranged to give the appearance of a large single-family dwelling ("big house") to the extent possible. When such a design is not practical, small multifamily buildings should be designed with an appearance of individuality between dwelling units including varied rooflines, varied colors, and varied façade depths to create variety and individuality. "Mirror image" design structures with the same general design repeated or flipped between units is not desired.
- Multifamily buildings should generally be limited to 2 stories in height for areas
  designated on the Future Land Use Map as "Residential", while buildings of more
  than 3 stories in height should be directed to areas designated as "Mixed Use –
  Residential" or "Mixed Use-Commercial".
- All sides of a multifamily building should display a similar level of quality and architectural interest, rather than limiting a majority of a building's architectural features and interest to a single façade.
- Building elevations oriented toward the street should be articulated through the use of bays, insets, balconies, porches, or stoops related to entrances and windows.
- A prominent front entry with a porch or stoop should be provided on all facades facing the street.
- Any rear walls of multifamily buildings that back onto a perimeter street must be articulated with features similar to the front façade to avoid a "rear" appearance.
- Attached garages for multifamily buildings must be integrated into the building design and must not dominate the appearance of the structure, and should comply with the following:
  - Attached garages should be provided for at least a portion of dwelling units in apartment buildings is desired. Garages shall not project in front of the habitable living space.
  - Most or all of attached garages for small multifamily buildings such as town homes and row houses should be located on the sides or rear of the structure, rather than oriented toward the street.
  - O Attached garages on the street side of any multifamily building must not comprise more than fifty (50) percent of the overall length of the front façade, and every two single-bay garage doors or every double garage door shall be offset by at least four (4) feet from the plane of an adjacent garage door(s).
  - O Attached garages recessed back from the front façade or accessed from the rear or side are preferred over garages projecting toward the street/drive. Any attached garages oriented toward the street/drive must not project in front of habitable living space more than 5-feet. Side-loaded garages must comply with all exterior articulation and treatment, maximum length of front façade, and garage door appearance guidelines if visible from the street.
  - Attached garages with two or more bays oriented toward the street/drive shall be designed with one-door per bay or incorporate doors with features to give the appearance of individual doors.

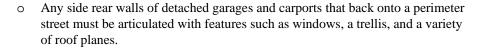












- A variety of exterior building materials and colors should be used to create visual interest and to avoid monotony. An amount no less than forty (40) percent of the total net exterior wall area of each elevation shall be finished with brick or stone, excluding gables, windows, doors, and related trim. The balance of the net exterior wall area may be lap siding (excluding vinyl lap siding) and/or stucco (excluding pre-manufactured stucco panels or EIFS on the lower four feet if in proximity to sidewalks or off-street parking areas).
- Predominate roofing materials must be high quality and durable. Preferred materials include 40-year or longer composition shingles, clay tiles, or concrete tiles. Other materials will be considered on a case-by-case basis.
- Detached garages and carport and other accessory structures including but not limited to
  grouped mailboxes, storage and maintenance facilities, clubhouses, recreational facility
  structures, and gazebos, shall incorporate compatible materials, scale, colors,
  architectural details, and roof slopes as the primary multifamily buildings, except that
  flat and shed roofs are prohibited.











## A.4 Commercial Design Guidelines

The intent of the Commercial Design Guidelines is to improve the visual appearance and overall quality of development in Ozark. Commercial development should contribute to the "sense of community" desired in Ozark and be more than a collection of corporate, generic architectural styles that do not reflect the image and character of the community. New commercial development must remain compatible with surrounding land uses, particularly residential neighborhoods, and should foster a pedestrian experience that encourages nearby residents to walk or ride as an alternative to driving by creating a balance between the needs of the vehicle and the pedestrian.

#### Site Layout and Development Pattern

Appropriately sited buildings will greatly enhance the formation of the public streetscape. Buildings should be sited to provide a "sense of place" and to create a cohesive visual identity and attractive street scene. All primary and freestanding buildings must be arranged and grouped to create a distinct street edge.

Building location and orientation: Buildings should be sited to:

- front onto a street or major access drive to define a clear edge. Buildings must provide at least fifty percent (50%) of the building's "active wall" oriented toward the street. An "active "wall is considered the side of the building containing the majority of the storefronts, customer entrances, and windows.
- frame the corner of an adjacent street or entrance drive intersection.
- frame and enclose parking areas on at least three sides. Parking must not be located
  between the building and the street. However, on-street parking may be permitted
  in order to create a "main street". A majority of the frontage along an arterial
  street or other major roadway should be occupied by buildings or other structures
  such as decorative architectural walls (not to exceed 3-feet in height).
- cluster individual freestanding buildings to define the street edge and create amenity areas between buildings. The even dispersal of freestanding buildings in a widely spaced pattern is not desirable.
- create a focal point at the four corners of major street intersections. A focal point
  may consist of a building with exceptional architectural design, a vertical
  architectural feature, public art, and/or exceptional designed public plaza or
  landscape amenities. However, parking areas must not be located within a
  minimum 200-foot radius of the center point of the intersection.

<u>Vehicle and Pedestrian Circulation</u>: Internal circulation for both vehicles and pedestrians must be safe and convenient, and provide connectivity within and between developments. The pedestrian network and the experience of the pedestrian within the development must be considered with the same or higher priority as that of the automobile. Walkways must be designed and buffered in a manner that encourages their use.

 Create a network of pedestrian walkways to link the entrances of every commercial building to each other and to the public sidewalk system along perimeter streets, as well as to adjacent neighborhoods. Walkways should be at

























least five (5) feet in width and wider in areas with higher levels of pedestrian activity.

- Provide walkways along entrance or internal access drives and setback at least six
   (6) feet from drive or parking lot curbs, unless designed as a "main street" with onstreet parking.
- Walkways extending through parking areas should be incorporated into linear landscape strips, generally at least 17-feet in width to accommodate car overhangs and planting areas between the sidewalk and the curb. Walkways painted onto pavement or extending through multiple individual landscape islands are not appropriate.
- Walkways must be setback several feet from a building wall to incorporate building foundation landscape plantings. In "main street" environments sidewalks may not be setback from the building wall but should be wider and should include a "transition zone" of pedestrian amenities along the street/drive such as street trees, landscape planters, pedestrian lighting, and other streetscape amenities.
- At each point where a walkway crosses a paved area in a parking lot or internal street or driveway, the crosswalk should be clearly delineated through the use of change in paving materials distinguished by color, texture, or height.

<u>Parking Layout and Design</u>: The intent of these guidelines is to create developments that focus on creating quality places and move away from the conventional suburban development pattern of predominant and highly-visible parking areas. Parking lots must be effectively screened from the surrounding street network and adjacent incompatible uses.

- A distinct system of internal circulation drives must be provided for access to
  parking areas. Such circulation drives should not be located along the facades of
  buildings that contain primary customer entrances in order to minimize pedestrian
  conflict.
- Developments designed as a "main street" may include directly-accessing parking spaces and may be located along building facades that contain primary entrances.
   Otherwise, directly accessing parking spaces and the number of parking aisle intersections with the internal circulation drives should be limited.
- Parking areas should be distributed into smaller parking blocks generally containing no more than 40 spaces. Each parking block should be separated by buildings, landscaping, access drives or streets, or pedestrian walkways.
- Where parking blocks cannot be easily defined, interior landscape islands should be provided at a ratio of at least one island (180 square feet) for every ten (10) parking spaces, or an equivalent amount of interior landscape area.
- Parking and circulation drive connections should be provided between adjacent nonresidential developments. Connections with adjacent residential areas should be planned and incorporated wherever possible to provide convenient access for nearby neighborhoods, without encouraging cut-through traffic from the commercial center to access a major roadway.
- Illumination of parking lots should be provided with individual decorative poles and fixtures, rather than building mounted fixtures. Any building mounted light

fixtures should be decorative in nature and used primarily at entrances, rather than for site or parking lot lighting purposes.

 Illumination of parking lots near residential or within neighborhood centers should be limited to individual poles and fixtures not to exceed fifteen (15) feet in height as measured from grade.

# **Open Space and Amenities**

A key element of new commercial developments is the creation of public gathering space with site amenities and pedestrian-scale features to enhance the overall development quality and to contribute to the character of the area. Neighborhood center developments are expected to integrate with nearby residential areas and offer attractive places for nearby residents to gather and interact. Larger commercial developments may incorporate gathering spaces when located in near proximity to residential or as urban design elements at key intersections for developments where public gathering spaces may not be suitable due to the nature of the land use.

- Priority should be given to preserving areas of significant natural features, such as floodplains and drainage channels, mature trees and vegetation, stream corridors, wetlands, prominent bluffs and steep slope areas. Such features should be preserved through common open space or public dedication. Buildings, parking areas, other structures, and grading should be set back from such features a sufficient distance to ensure their continued quality and natural functions. However, the preservation of such areas generally will not be considered a site amenity unless they comply with the remaining guidelines in this section.
- Site amenities such as public plazas or open landscaped gathering spaces should generally be provided in commercial developments at a ratio of 15 square feet for each 10 parking spaces.
- Desired site amenities include the following.
  - Public plaza with seating;
  - o Landscaped mini-park, neighborhood green, or square;
  - Water feature;
  - o Public art feature or clock tower;
  - Other similar area of focal feature that in the city's judgment is an appropriate public gathering space or urban design enhancement.
- Site amenities for neighborhood centers may be aggregated with required open space of adjacent residential development to create a neighborhood.
- All site amenities shall be an integral part of the overall development design, rather than an undevelopable remnant parcel, storm water facility, or an unusable perimeter buffer.
- Public gathering spaces must have direct access to the public sidewalk network.













Open storm drainage and detention areas visible to the public must be incorporated
into the design of the development as an attractive water feature amenity or focal
point. Such an area may be considered a site amenity provided it meets the spirit
and intent of these guidelines to serve as a development amenity or public
gathering space.





Provide a neighborhood "green" / park in neighborhoods if located more than a quarter-mile walking distance from an existing or planned park area. Such neighborhood "greens" / parks should typically be owned and maintained by a neighborhood homes association, but may be public if determined appropriate by the city.

A neighborhood green / park / plaza should be surrounded predominately by public streets, rather than located behind development or on remnant tracts of land.

Incentives to allow higher density development may be granted if the size of the park and its amenities benefit the city at large.

# **Building Design**

The design and treatment of commercial buildings plays an important role in the visual identity of Ozark. The purpose of these guidelines is to ensure the function, quality, and appearance of new structures is compatible in the context of the surrounding area.

- Consistent architectural design, including building materials and colors, shall be carried throughout the development. Designs that provide visual interest and variety, yet are consistent with the theme, are required.
- Buildings must be designed to create a human scale with elements such as canopies
  or porticos, arcades, colonnades, raised landscape planters, pedestrian level
  lighting, and special building material treatments at the base of the building.
- Each building must have similar qualities and architectural elements that contribute
  to the overall theme and shall include some of the following; arched windows,
  covered walkways, open courtyards, tile roofs, ornamental wrought iron, tile inlays,
  vertical towers, etc.
- Buildings near residential uses must be compatible in design, scale, and massing.
  - Buildings near residential uses must include sloped roofs, or the appearance of sloped roofs (mansard and gables) to maintain a residential appearance, unless other architectural features and site design provide residential compatibility.
  - O Nonresidential sites designed to "back up" to residential rather than integrate with residential uses are subject to buffers with greater setbacks and landscape requirements. Setbacks and landscape buffers for buildings and parking/paved areas should be further increased for developments with loading docks, overhead doors, parking, or nonresidential buildings more than one story in height adjacent to residential zoning.
- All buildings must have architectural interest and variety to avoid the effect of long
  or massive walls with no relation to human scale. Building walls facing a street,
  pedestrian walkway, or adjacent development must meet the following:
  - Incorporate architectural features such as columns, ribs, pilaster or piers, changes in plane, changes in texture or masonry pattern, or an equivalent element that subdivides the wall into human scale proportions.
  - o Incorporate a building bay or structural building system for walls exceeding 30 feet in width. Bays shall be visually established by architectural features such as columns, ribs or pilasters, piers, changes in wall planes, changes in texture or materials and fenestration pattern no less than twelve inches (12") in width.
  - o Incorporate at least one change in wall plane, such as projections or recesses, having a depth of at least three (3) percent of the entire length of the façade and extending at least twenty (20) percent of the entire length of the façade.





















- o Incorporate features into ground level walls such as windows, entrances, arcades, arbors, awnings, trellises, or alternative architectural detail that defines human scale to subdivide façade along no less than sixty (60%) percent of the façade. Windows shall be recessed and include visually prominent sills or other forms of framing.
- The sides and rear of the nonresidential buildings shall be treated with the same level of design quality and appearance as the front facades where such elevations are visible from a street or parking lots.
- Any business with drive-through lanes shall be oriented so the drive-through areas are not readily visible from street right-of-way.
- Window canopies/awnings must be canvas with a matte finish, tile, slate, or
  decorative metal and should be compatible with the overall color scheme of the
  facade from which it projects. Awnings with a high gloss finish or illuminated
  plastic canopies/awnings are not desirable.
- All exterior building wall signs facing toward or visible from residential dwellings shall be either non-illuminated or indirectly illuminated. No internally illuminated wall signs shall be permitted in any location where visible from residential dwellings.
- Decorative architectural accent lighting and landscape lighting shall be required.

<u>Building Materials / Colors</u>: Building materials and colors used in a commercial development are expected to be durable, attractive, and have low maintenance requirements. Individual "corporate image" design elements and colors must be incorporated only as secondary elements to the development. Such elements must be consistent and blend with the larger development area.

- A variety and well proportioned mixture of exterior building materials and colors should be used to create visual interest and to avoid monotony, but must be consistent with a pallet of materials approved for the development area. No one material and color should dominate a building or a development. Corporate materials and colors should only be used to create variety if incorporated as secondary elements.
- Exterior building materials should consist of those that are durable, economically-maintained, and of a quality that will retain their appearance over time, including but not limited to, natural or synthetic stone; brick; stucco; integrally-colored, textured, or glazed concrete masonry units; high-quality prestressed concrete systems; or glass. Water-managed Exterior Installation Finish Systems (EIFS) may also be incorporated as a decorative accent material.
- Materials considered not acceptable include: vinyl siding; smooth-faced gray concrete block, painted or stained concrete block, tilt-up concrete panels; barriertype EIFS; standard single- or double-tee concrete systems; split shakes, roughsawn or board and batten wood; or field-painted or pre-finished standard corrugated metal siding.

# Appendix C

# **COMPREHENSIVE PLAN** City of Ozark, Missouri

# Principles of New Urbanism



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# City of Ozark, Missouri Comprehensive Plan **Planning Principles of New Urbanism**

The principles of New Urbanism can be applied increasingly to projects in the City of Ozark at the full range of scales from a single building to an entire community. The principles presented in Appendix C provide a guide for future site plan review and approval by the City to implement the goals and objectives of the plan (Ref. Chapter 3), the implementation steps of the plan (Ref. Chapter 7), and the Design Guidelines and Development Standards (Ref. Appendix B).

#### 1. Walkability

- Most things should be within a 10-minute walk of home and work.
- Pedestrian friendly street design (buildings close to street; porches, windows & doors; tree-lined streets; on street parking; hidden parking lots; garages in rear lane; narrow, slow speed streets).
- Pedestrian streets free of cars in special cases.



- Interconnected street grid network disperses traffic & eases walking.
- A hierarchy of narrow streets, boulevards, and alleys.
- High quality pedestrian network and public realm makes walking pleasurable.

## 3. Mixed-Use & Diversity

- A mix of shops, offices, apartments, and homes on site. Mixed-use within neighborhoods, within blocks, and within buildings.
- Diversity of people of ages, income levels, cultures, and races.









# City of Ozark, Missouri Comprehensive Plan **Planning Principles of New Urbanism**

### 4. Mixed Housing

A range of types, sizes and prices in closer proximity.





#### 5. Quality Architecture & Urban Design

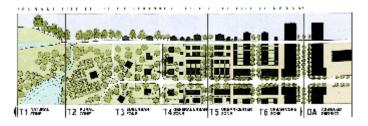
Emphasis on beauty, aesthetics, human comfort, and creating a sense of place; Special placement of civic uses and sites within community. Human scale architecture & beautiful surroundings nourish the human spirit



## 6. Traditional Neighborhood Structure

- Discernable center and edge
- Public space at center
- Importance of quality public realm; public open space designed as civic art
- Contains a range of uses and densities within 10-minute walk
- Transect planning: Highest densities at town center; progressively less dense towards the edge. The transect is an analytical system that conceptualizes mutually reinforcing elements, creating a series of specific natural habitats and/or urban lifestyle settings. The Transect integrates environmental methodology for habitat assessment with zoning methodology for community design. The professional boundary between the natural and man-made disappears, enabling environmentalists to assess the

design of the human habitat and the urbanists to support the viability of nature. This urban-to-rural transect hierarchy has appropriate building and street types for each area along the continuum.

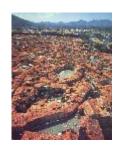




# City of Ozark, Missouri Comprehensive Plan **Planning Principles of New Urbanism**

# 7. Increased Density

- More buildings, residences, shops, and services closer together for ease of walking, to enable a more efficient use of services and resources, and to create a more convenient, enjoyable place to live.
- New Urbanism design principles are applied at the full range of densities from small towns, to large cities.



# 8. Smart Transportation

- A network of high-quality transit—such as Bus Rapid Transit (BRT)—connecting cities and neighborhoods.
- Pedestrian-friendly design that encourages a greater use of bicycles, rollerblades, scooters, and walking as daily transportation.
- Smart transit that responds to on-demand calls.



## 9. Sustainability

- Minimal environmental impact of development and its operations.
- Eco-friendly technologies, respect for ecology and value of natural systems.
- Energy efficiency:
  - Less use of finite fuels
  - More local production
  - More walking, less driving



# 10. Quality of Life

Taken together these add up to a high quality of life well worth living, and create places that enrich, uplift, and inspire the human spirit.





# APPENDIX D Sample Storm Drainage System & Facilities Regulations

Excerpts from the Kansas City Chapter, American Public Works Association (KCAPWA) Section 5600 KCAPWA – Storm Drainage Systems and Facilities Regulations—for the City of Ozark to reference in reviewing development proposals.

# Storm Drainage Systems & Facilities SECTION 5605 NATURAL STREAMS 5605.1 SCOPE:

This section sets forth requirements for the protection of natural streams as a conveyance for stormwater. Unless otherwise provided for by City, State, or Federal ordinance, regulation, or standards, existing natural streams shall be preserved and protected in accordance with this section. Where natural streams are not preserved, the drainage will be handled through systems designed in accordance with Sections 5606 or 5607.

#### **5605.2 NATURAL STREAM BENEFITS AND CHARACTERISTICS:**

Natural streams provide numerous water quality, ecological, and quality of life benefits. Protection and preservation of natural streams is a national environmental objective, as set forth in the Clean Water Act. Streams and their associated wetlands provide critical habitat for plants and wildlife, water quality treatment, and improved infiltration of rainfall which lessens flood impacts, recharges groundwater, and preserves baseflow. Streams provide recreational and open space in communities, improve aesthetics, provide natural landscapes, and enhance adjacent property values. Stable streams in nature maintain a shape in plan, profile, and section that most efficiently transports the water and sediment supplied to them. The geometry and processes of natural streams involve unique terminology and concepts not common to engineered channels or pipe systems.

### **5605.3 STREAM PRESERVATION AND BUFFERS ZONES:**

- A. Recommended Approach: It is recommended that Cities adopt comprehensive stream preservation and buffer zone requirements as part of their master plan and enforce those policies during the planning phase of land development. Requirements may be selected to protect environmental and quality of life benefits and be tailored to local geography and natural resources. The size of buffers may be adjusted to reflect local experience with stream migration and stability, protection of adjacent wetlands or critical habitat, or water quality treatment.
- B. Default Approach: Where such comprehensive strategies have not been adopted, the following requirements shall be satisfied for all development/ redevelopment proposed adjacent to or ultimately discharging to an existing natural channel:
  - Streams having a tributary area in excess of 40 acres shall be preserved. Preservation of smaller streams is encouraged. Preservation may be waived by the City/County Engineer where it is impractical, provided that the project has also received appropriate state and federal permits.
  - 2. Buffer zones shall be established around all preserved streams. The limit of buffer zones shall be formally designated on a plat, deed, easement, or restrictive covenant, as directed



by the City. Buffer widths as measured from the ordinary high water mark (OHM) outward in each direction shall exceed the following:

Contributing drainage basin size (acres)	Buffer width, from OHM outwards, measured separately in each direction
Less than 40 acres	40 feet
40 acres to 160 acres	60 feet
160 acres to 5000 acres	100 feet
Greater than 5000 acres	120 feet

- 3. The City/County Engineer may require wider buffers for less stable stream or special conditions to address water quality and ecological needs. These widths provide only moderate allowance for widening or migration in local streams of average stability. Geotechnical studies may be required if there is a risk of slope failure due to underlying soil or rock materials, and the buffer width shall be expanded to contain the zone of failure. Smaller buffers in isolated locations may be allowed where provision of the full width is impractical and bank stability concerns have been addressed.
- 4. No construction or disturbance of any type, including clearing, grubbing, stripping, fill, excavation, linear grading, paving, or building is allowed in the buffer zone except by permission of the City/County Engineer. Dense stands of native vegetation shall be maintained, particularly in the 25 feet closest to the top of bank.
- 5. Unless otherwise accepted by the City/County, any maintenance of riparian buffers shall be the responsibility of the property owner.
- 6. For work on existing facilities already located closer to the stream than allowed above, the new construction shall not encroach closer to the stream. Bank stability concerns shall be addressed. Formal designation of a buffer zone is not required.

### **5605.4 IN STREAM CONSTRUCTION - GENERAL REQUIREMENTS:**

Construction in streams or their buffer zones shall conform to the general requirements adopted by the local jurisdiction.

#### 5605.5 STREAM ASSESSMENT:

When conducted, a stream assessment will extend a minimum of one wavelength up and downstream of the area to be impacted by construction.

#### **5605.6 DISCHARGE OUTFALLS:**

Discharge points for inflows from enclosed systems or constructed channels shall be designed to requirements adopted by the local jurisdiction.

### **5605.12 BANK STABILIZATION PROJECTS:**

Bank stabilization projects should generally be limited to cases where existing buildings or infrastructure face significant property damage or safety issues. Projects to stabilize banks to facilitate reductions in buffer widths for new construction should be avoided.