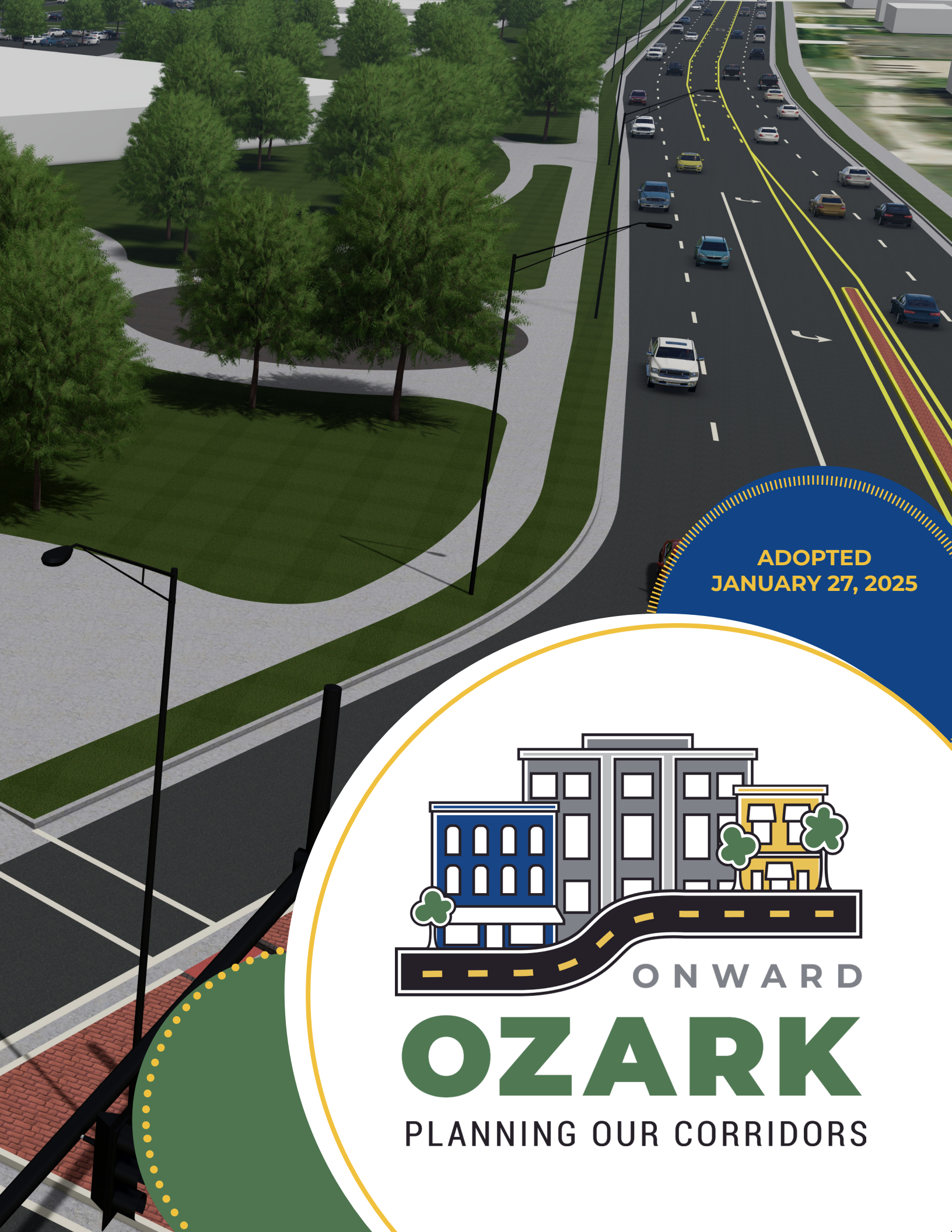




ADOPTED  
JANUARY 27, 2025



**OZARK**

PLANNING OUR CORRIDORS



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RESOLUTION NUMBER 25-01

A RESOLUTION BY THE PLANNING AND ZONING COMMISSION OF THE CITY OF  
OZARK, MISSOURI, ADOPTING THE ONWARD OZARK CORRIDOR PLAN

WHEREAS, City of Ozark, Missouri, (City) engaged the services of Olsson, Inc., to conduct research and prepare a Corridor Plan; and

WHEREAS, the Olsson, Inc., assessed existing conditions, gathered community input, and compiled corridor plans for South 3<sup>rd</sup> Street, South Street/State Highway 14, and State Highway NN; and

WHEREAS, Olsson, Inc., has prepared a final Corridor Plan, Onward Ozark, attached hereto and incorporated herein as "Exhibit A"; and

WHEREAS, the City hopes to utilize the Onward Ozark Corridor Plan to help plan for the economic development and land use of the corridors; and

WHEREAS, Fifteen days' notice of the time and place of this hearing was published in one newspaper having general circulation within the municipality; and

WHEREAS, the Chairman of the City Planning and Zoning Commission called the meeting to order and opened a public hearing for the Onward Ozark Corridor Plan on January 27, 2025; and

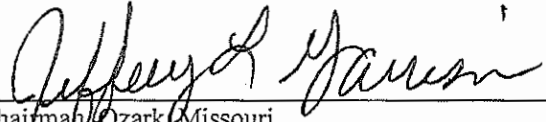
WHEREAS, the Onward Ozark Corridor Plan and associated maps and charts were discussed; and

WHEREAS, it was moved and seconded that the Onward Ozark Corridor Plan, including associated maps and charts contained therein, be approved as the Onward Ozark Corridor Plan for the City of Ozark, Missouri, and that copies to be certified to the Board of Aldermen and City Clerk; and

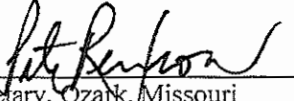
WHEREAS, the motion carried unanimously.

NOW, THEREFORE, BE IT RESOLVED by the Planning and Zoning Commission of the City of Ozark, Missouri, that the Onward Ozark Corridor 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 Planning and Zoning Commission on this 27<sup>th</sup> day of January 2025.

  
Chairman, Ozark, Missouri  
Planning and Zoning Commission

ATTEST:

  
Secretary, Ozark, Missouri  
Planning and Zoning Commission



# ACKNOWLEDGEMENTS

Thank you to all participants in the planning process. Your time, technical expertise, and guidance was critical to the development of *Onward Ozark: Planning Our Corridors*.

## CITY LEADERSHIP AND TECHNICAL COMMITTEE

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# TABLE OF CONTENTS



## SECTION 1 / PAGE 1 INTRODUCTION

## SECTION 2 / PAGE 17 LAYING THE FOUNDATION

## SECTION 3 / PAGE 57 ONWARD NORTH CORRIDOR

## SECTION 4 / PAGE 83 ONWARD CENTRAL CORRIDOR

## SECTION 5 / PAGE 115 ONWARD SOUTH CORRIDOR

## SECTION 6 / PAGE 137 STRATEGIC IMPLEMENTATION

## APPENDIX A - THE CORRIDORS TODAY

## APPENDIX B - HIGHEST AND BEST USE ANALYSIS

## APPENDIX C - EXISTING PLANS AND STUDIES

## APPENDIX D - ENGAGEMENT SUMMARY



# 1

## INTRODUCTION

*Section 1 - Introduction* sets the stage for *Onward Ozark* (Plan), describing why this Plan is necessary, detailing the specific corridor study areas, explaining the planning process, and providing a breakdown of the sections and appendices included in this Plan.

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# PLAN OVERVIEW

Building on the recent Ozark Active Transportation Plan (2022), Ozark Comprehensive Plan (2019), and Ozark Master Transportation Plan (2010), the City of Ozark realized the need for a comprehensive vision for three of its key corridors: North State Highway NN, South 3rd Street, and South Street. Each corridor is likely to experience upcoming developmental changes and pressures. Each corridor will see various types of development occur, and each project will have its own independent objectives, goals, and timeline. Without an overarching plan in place, the corridors may not function and progress in the way the community envisions.

To prepare for the coming changes, the City of Ozark created a unified plan to guide the future of each corridor. The Plan – this document – contains the: (1) record and result of the planning process; (2) description and illustration of the vision for the corridors' optimal build out; (3) goals and strategies to support the vision; and (4) the action steps necessary to achieve the vision.

This Plan:

- Identifies the future land uses and development/redevelopment opportunities along the corridors.
- Engages property owners, neighbors, and the public in meaningful and descriptive conversations about future land uses and activities along the corridor.

- Creates a plan for the desired character and aesthetic enhancements along the corridors, while ensuring the character stays true to Ozark.
- Advances a thoughtful, creative framework that strengthens and supports the local economy of the Ozark corridors.
- Provides measurable action steps for both public and private property owners to further encourage desirable development and promote multimodal transportation within the corridors.
- Develops an implementation strategy to help the City of Ozark make progress on strategies and goals defined within the Plan.

This Plan describes the holistic long-term vision for each of the corridors and serves as a guiding document for improvements regarding future land uses, aesthetic enhancements, and transportation networks. With this document in hand, the City of Ozark will be able to be more strategic with existing and future investments regarding the streetscape, adjacent architecture, transportation and mobility, development reviews, access into adjacent properties, and strengthening market niches for each corridor.

## WHAT IS A CORRIDOR PLAN?

A corridor plan is a type of long-range plan developed for a specific geographic area within a municipality or a larger regional area. This geographic area is typically focused on a major roadway, such as an arterial, and the land adjacent to it. In general, a corridor plan is consistent with a community's comprehensive plan but provides a deeper level of detail in the analysis of existing conditions and recommendations. The planning process results in recommendations that direct future growth and investment within the corridor.

A corridor plan studies a roadway holistically, considering all modes of transportation, adjacent land uses, existing infrastructure, the surrounding physical environment, and the demographic trends and market forces at play. Despite this holistic study, it is critical to talk to those people that live, drive, work, and play along the corridors every day. Therefore, stakeholder and public engagement was critical to the creation of this Plan. Reference **Appendix D - Engagement Summary** for more information.





# CORRIDOR STUDY AREAS

The three corridors – North State Highway NN, South 3rd Street, and South Street – are in Ozark, Missouri and Christian County, Missouri, as some parcels within the corridor study areas have not been annexed into the City of Ozark.

Ozark is the county seat of Christian County and is situated between Nixa (to the west), Freemont Hills (to the northwest), and Sparta (to the east). It is located just south of the Springfield Metropolitan Area. Ozark is at the crossroads of seven main roadways: one interstate, three US highways, and three state highways. Ozark itself is divided by US Highway 65 (US 65), which has three primary exits in city limits: Missouri State Highway CC (MO-CC)/Missouri State Highway J (MO-J); Jackson Street/Missouri State Highway 14 (MO-14); and U.S. Highway 65 Business (US 65B)/South Street.

This Plan focuses on three specific corridors, as previously stated and described below. *Figure 1.1* illustrates all three corridors. *Figures 1.2* through *1.4* illustrate each corridor individually.



## NORTH CORRIDOR

The North State Highway NN (MO-NN) corridor, or **North Corridor**, begins as North 9th Street at the intersection with South 3rd Street/MO-14 and then transitions into North State Highway NN and extends north until the intersection with MO-CC/MO-J. This corridor is the least developed with large parcels of undeveloped land adjacent to the corridor. This corridor has the most unincorporated land of the three.



## CENTRAL CORRIDOR

The South 3rd Street (also MO-14) corridor, or **Central Corridor**, extends from the intersection with South Street and travels north to the intersection with North 9th Street. This corridor is largely developed and leads to Downtown Ozark toward its northern extent.

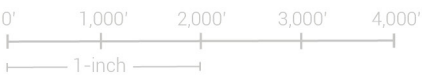


## SOUTH CORRIDOR

The South Street corridor, or **South Corridor**, extends from the intersection with US 65 to the intersection with Missouri State Highway W (MO-W). This corridor has opportunities for development and redevelopment with varied land uses and pockets of large, undeveloped parcels.



FIGURE 1.1 CORRIDORS OVERVIEW



Data Sources: City of Ozark and Olsson Studio

- Incorporated City of Ozark
- North Corridor
- Central Corridor
- South Corridor
- Finley River

Note: North is to the left.

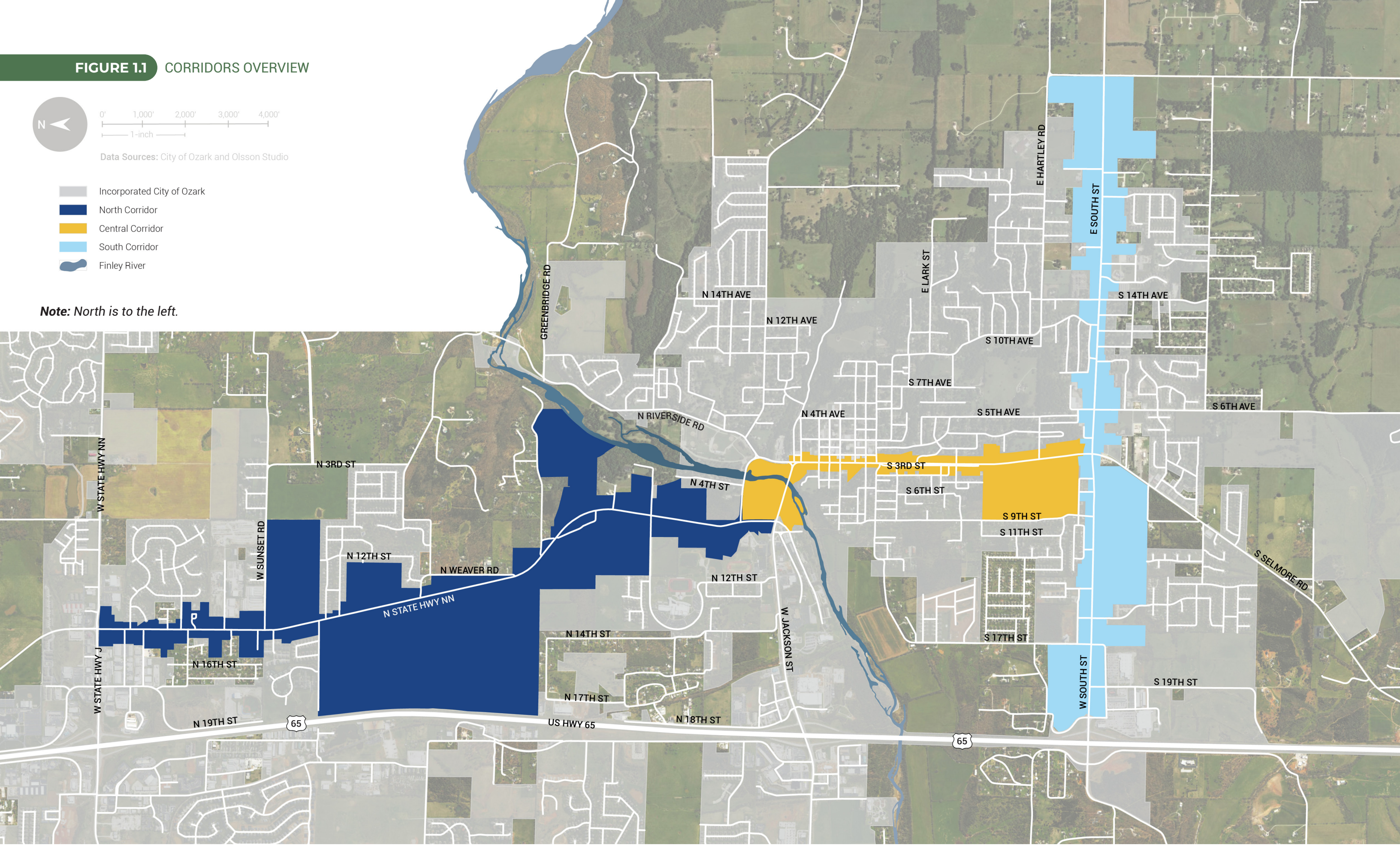
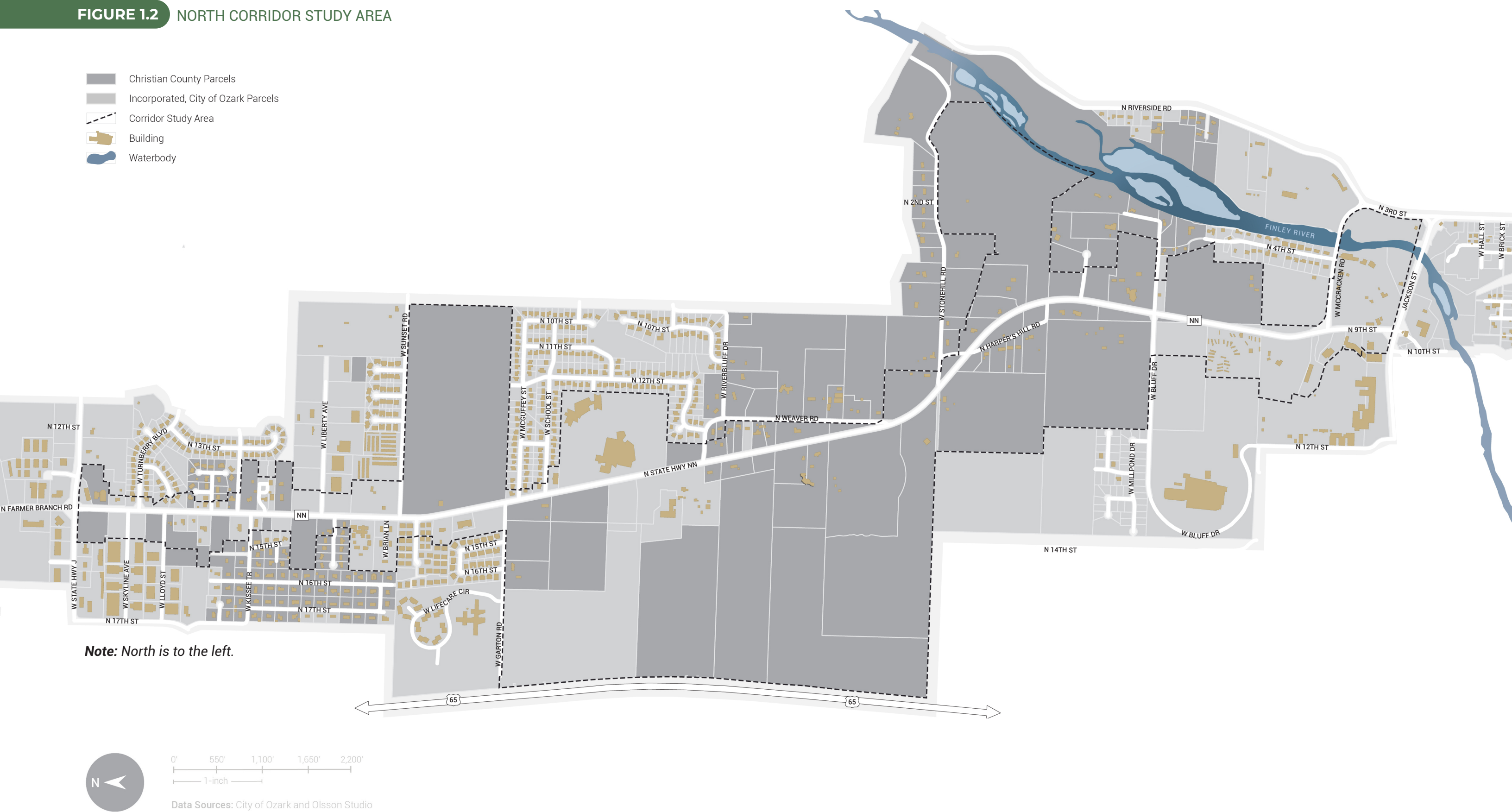




FIGURE 1.2 NORTH CORRIDOR STUDY AREA





**FIGURE 1.3** CENTRAL CORRIDOR STUDY AREA



**Note:** North is to the left.





FIGURE 1.4 SOUTH CORRIDOR STUDY AREA

- Christian County Parcels
- Incorporated, City of Ozark Parcels
- Corridor Study Area
- Building

Note: North is to the left.





# DOCUMENT ORGANIZATION

### Section 1 - Introduction

The Plan’s purpose, background, timeline, and development process are all included within this Introduction of the Plan.

### Section 2 - Laying the Foundation

Foundational recommendations that appear in each of the three corridors’ framework plans, such as future land use categories, are described in detail here and referenced in **Sections 3** through **5**.

### Section 3 - Onward North Corridor

The North Corridor’s desired future is narrated and illustrated in this section, including plans for land use, its market niche, built form and character, development and redevelopment opportunities, transportation and utility infrastructure improvements, and aesthetic enhancements.

### Section 4 - Onward Central Corridor

The Central Corridor’s desired future is narrated and illustrated in this section, including more detailed plans for land use, market niche, built form and character, development and redevelopment opportunities, multimodal transportation improvements, and aesthetic enhancements.

### Section 5 - Onward South Corridor

The South Corridor’s desired future is narrated and illustrated in this section, including more detailed plans for land use, market niche, built form and character, development and redevelopment opportunities, transportation improvements, and aesthetic enhancements.

### Section 6 - Strategic Implementation

Specific actions to achieve the goals, strategies, and framework plans of the previous sections are discussed here. The actions are organized by priority and include assigned responsibilities for implementation leads and partners. Potential funding sources are discussed. Note that some action items apply to two or more of the corridors.

### Appendix A - The Corridors Today

**Appendix A** describes the current state of the corridors, including current and forecast demographic factors; market potential; and physical, natural, and regulatory conditions.

### Appendix B - Highest and Best Use Analysis

**Appendix B** is the complete highest and best use analysis for the corridors that evaluates long-term market potential and development opportunities, based on economic and demographic factors and market forces.

### Appendix C - Existing Plans and Studies

**Appendix C** includes a review and summary of all applicable existing plans and studies that relate to the three corridors. Specific recommendations are highlighted in each plan/study summary.

### Appendix D - Engagement Summary

**Appendix D** summarizes the input received from the community, stakeholders, and city leadership through a variety of engagement tools, methods, and events, both in-person and online.

# HOW DO WE ACHIEVE THE VISIONS?

**Sections 3** through **5** are organized by a series of key issues, individual corridor vision and roles, recommendations, and activation frameworks, definitions of which follow.

### Key issues *that summarize corridor concerns*

Key issues are the primary considerations for each topic of the Plan; they are what the Plan’s goals address and aim to solve. Examples include uncomfortable pedestrian and bicyclist conditions, lack of aesthetic appeal, and unsafe or uncomfortable mixing of modes of traffic. Key issues are summarized at the beginning of each section.

### Individual Corridor *visions and roles*

Fueled by the public engagement process, a vision statement and roles were developed for each of the three corridors. Visions were directly formed from stakeholder and public input on the identified issues, concerns, and opportunities along the corridors, coupled with their priorities and preferences for the areas moving forward. The vision statements are an expression of future aspiration and paint a picture of the opportunities for each corridor. These vision statements are critical to the planning process, as they can be referred to as guides for recommendations to define the Plan. Roles for each corridor have been defined to further illustrate how each vision statement can be put into action through both form and function.

### Recommendations *to address the key issues*

Strategies present a course or principle of action for reaching or exceeding the goals. Strategies detail the “how” and can be broken down into tasks for individual organizations or responsible parties. Oftentimes, multiple strategies are used to accomplish each goal. Strategies are frequently reflected in resource allocations, as well.

### Activation Frameworks *to illustrate the recommendations*

Visual guides are illustrations of the future of the corridors; they help the reader understand how the goals and strategies can be implemented. Various visual guides are used throughout **Sections 3** through **5**, including framework plans, three-dimensional graphics, and plan view graphics.



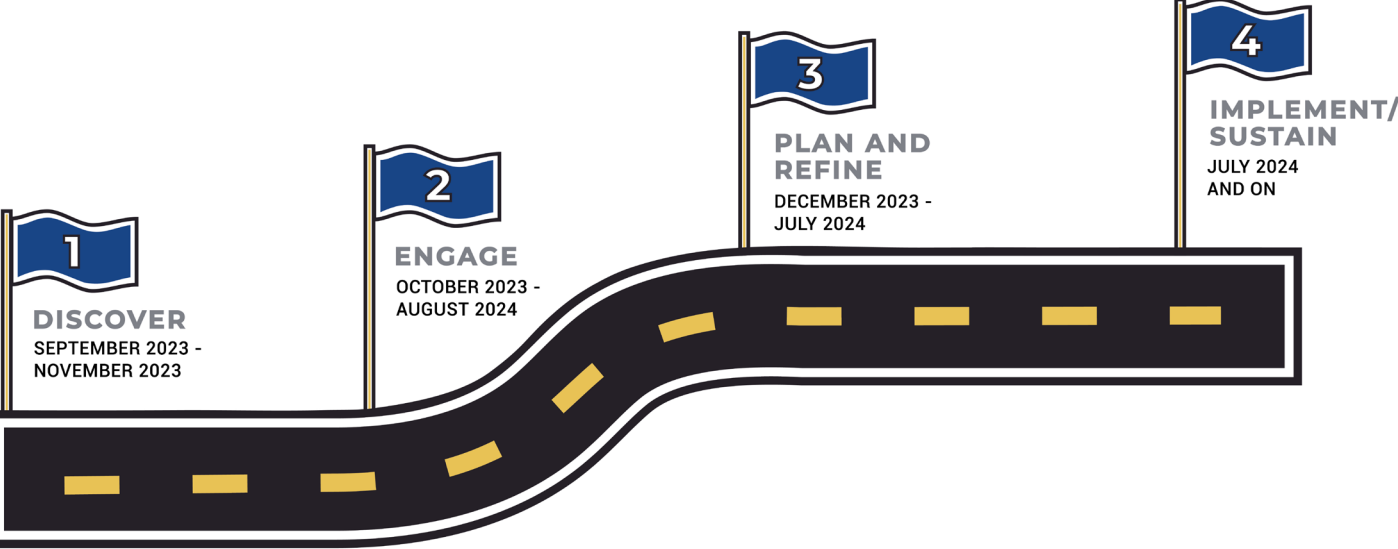
# PLANNING PROCESS AND TIMELINE

The Plan creation process used the four-step program as follows:

1. Assessed current conditions in and directly surrounding the corridors (DISCOVER);
2. Identified issues and opportunities along the corridors (ENGAGE);
3. Formulated a clear vision for the future of the corridors and, with the help of stakeholders, city leadership, and Ozark residents, develop and evaluate alternative improvement and development concepts (PLAN AND REFINE); and
4. Prepared the final recommendations (in the form of goals and strategies) and strategic implementation plan in this document (IMPLEMENT AND SUSTAIN).

**Figure 1.5** illustrates the flow of this planning process. While the figure generally shows a step-by-step process, it must be noted that stakeholder and public engagement played a role in each planning phase. The full engagement process is detailed in **Appendix D - Engagement Summary**.

**FIGURE 1.5** PLANNING PROCESS AND TIMELINE



# 2

## LAYING THE FOUNDATION

Despite each corridor having a unique form and function, the three corridors are physically tied to one another at active intersections. When thinking about the future for each of the three corridors, there are opportunities to consider the broader connections and overarching themes for the entire project area. **Section 2 – Laying the Foundation** establishes a collective tone for the three corridors, including key themes, aesthetic considerations, and a thorough description of proposed future land use categories.



# ONWARD OZARK KEY THEMES

From each of the corridors' vision statements and roles, overarching key themes surfaced that define the foundation of this Plan. Themes are reflected in each of the goals, strategies, and visual guides in the following chapters and used to organize implementation strategies in **Section 6 - Strategic Implementation**.

**Figure 2.1** illustrates the key themes, which are described below.

## KEY THEMES

**ACTIVATED.** The corridors are activated with a variety of land uses that suit the needs of the growing community and anchored by destinations that draw visitors regionally.

**CONNECTED.** The corridors are well-connected and easy to travel by car or on foot, promoting safe travel through user-friendly infrastructure design that considers a variety of transportation modes.

**VIBRANT.** Multiple vibrant places are located along the corridors that energize the entire area – both physically through commerce and psychologically through placemaking.

**INVITING.** The corridors are aesthetically pleasing and inviting in both form and function.

FIGURE 2.1

### ONWARD OZARK KEY THEMES



# BEST PRACTICES AND CASE STUDIES

**Onward Ozark** is grounded in the integration of key themes to create vibrant, connected, and inviting space in each corridor that resonates with Ozark. The corridors should be activated with diverse land uses carefully tailored to meet the evolving needs of residents and visitors. The corridors should be anchored by destinations, drawing people from nearby neighborhoods and regions alike. Destination development will transform the corridors into bustling centers of activity. Moreover, the city's commitment to connectivity ensures the corridors are seamlessly integrated into the urban fabric, offering safe and efficient travel options for all, whether by car, foot, or alternative modes of transportation.

Amidst the connectivity and activation, the corridors should boast several vibrant places that inject life and energy into the surrounding area. These vibrant spaces not only invigorate the physical landscape through commerce but also uplift the spirit through placemaking efforts, fostering a sense of community and belonging. Furthermore, the corridors should be intentionally designed to be inviting, both aesthetically and functionally, with meticulous attention to detail in form, function, and character. Through these efforts, the city can create corridors that beckon with warmth and charm, inviting all to explore, engage, and linger awhile. By embracing the key themes of **activated**, **connected**, **vibrant**, and **inviting**, successful implementation of this Plan will cultivate spaces that foster a sense of connection, vitality, and well-being.



**ACTIVATED** corridors epitomize dynamic urban spaces, carefully planned to cater to the diverse needs and aspirations of the community. By integrating a rich tapestry of land uses, including residential, commercial, recreational, and cultural amenities, these corridors become bustling centers of activity and interaction. Through thoughtful design and strategic programming, activated corridors not only enhance the vibrancy and livability of the area but also foster economic growth and community identity, transforming passageways into vibrant arteries that pulse with energy and vitality.



SOURCE: NWI TIMES



### CASE STUDY: U.S. 421/SOUTH FRANKLIN STREET MICHIGAN CITY, INDIANA

The transformation of U.S. 421/South Franklin Street in Michigan City, Indiana, is symbolic of a strategic urban redevelopment endeavor that prioritized land use and mixed-use development to revitalize a once-neglected corridor. Facing challenges like disinvestment and underutilization, the city initiated a comprehensive revitalization effort that embraced mixed-use zoning and catalytic site development as key pillars. Through collaboration with developers, planners, and community stakeholders, the corridor underwent a transformation, with underutilized spaces repurposed into vibrant mixed-use developments that seamlessly integrated residential, commercial, and recreational elements. These catalytic sites not only activated previously dormant areas but also created a sense of place and community, attracting residents, businesses, and visitors alike to the revitalized corridor.

The revitalization of U.S. 421/South Franklin Street in Michigan City underscores the transformative potential of strategic land use planning and catalytic site development in urban revitalization initiatives. By prioritizing mixed-use development and leveraging catalytic sites, the project not only breathed new life into a blighted corridor but also catalyzed economic growth, social connectivity, and community vibrancy. The success of this endeavor serves as a valuable case study for cities seeking to revitalize neglected areas through thoughtful land use strategies and targeted development interventions, demonstrating how strategic planning and collaboration can create thriving, inclusive urban spaces.

**CONNECTED** corridors prioritize seamless mobility and accessibility for all users, whether traveling by car, foot, or other modes of transportation. The best practices entail designing user-friendly infrastructure that facilitates safe and efficient travel. This includes implementing well-designed roadways, sidewalks, bike lanes, and potential future public transit options to accommodate diverse transportation needs. By prioritizing connectivity and safety, connected corridors promote active mobility, reduce congestion, and enhance overall accessibility, ensuring that residents and visitors can navigate the corridors with ease and confidence.



SOURCE: CONGRESS FOR NEW URBANISM



### CASE STUDY: LANCASTER BOULEVARD, CALIFORNIA

The Lancaster Boulevard Road Diet in California stands as a testament to the transformative power of strategic urban planning in enhancing safety and connectivity within a community. Initially plagued by traffic congestion and a lack of pedestrian amenities, Lancaster Boulevard underwent a revitalization effort that included the implementation of a road diet. Through collaboration between city officials, transportation experts, and community stakeholders, the road diet involved the reduction of vehicular lanes to create space for dedicated bicycle lanes, wider sidewalks, and landscaped medians. This innovative approach not only improved the safety and comfort of pedestrians and cyclists but also fostered a more vibrant and accessible streetscape, encouraging active transportation and social interaction along the corridor.

The outcomes of the Lancaster Boulevard Road Diet have been remarkable, with significant improvements in safety and connectivity evident throughout the community. By reducing vehicle speeds and providing dedicated infrastructure for pedestrians and cyclists, the road diet has resulted in fewer traffic accidents and injuries, creating a safer environment for all road users. Additionally, the enhanced connectivity facilitated by the road diet has strengthened the social fabric of the community, encouraging residents to engage in active lifestyles while supporting local businesses and cultural institutions along the corridor. Through its innovative approach and tangible results, the Lancaster Boulevard Road Diet serves as a model for urban communities seeking to prioritize safety, sustainability, and connectivity in their transportation planning efforts.



**VIBRANT** corridors are characterized by many lively destinations that infuse the entire area with energy and vitality. Best practices focused on vibrancy involve strategically locating vibrant places along the corridors, each contributing to the area's dynamism and appeal. These destinations serve as focal points for commerce, entertainment, and community engagement, creating a sense of excitement and activity that permeates the corridor. Through placemaking, vibrant corridors not only enhance the physical environment but also contribute to the overall well-being and satisfaction of residents and visitors alike.



SOURCE: CITY OF BOISE

### CASE STUDY: VISTA AVENUE, BOISE, IDAHO

The Vista Avenue corridor revitalization project in Boise, Idaho, stands out as a remarkable example of successful placemaking efforts aimed at transforming a neglected thoroughfare into a vibrant city gateway. Initially marred by disrepair and lack of pedestrian amenities, Vista Avenue underwent a comprehensive revitalization process driven by collaboration among government agencies, local businesses, community organizations, and residents. Key strategies such as infrastructure upgrades, beautification initiatives, mixed-use development encouragement, and robust community engagement were employed to achieve the project's overarching goal of creating an attractive, safe, and economically vibrant corridor that reflects Boise's identity and values.

The outcomes of the Vista Avenue revitalization project are substantial and far-reaching. Notable achievements include enhanced safety measures, improved aesthetics through landscaping and public art installations, stimulated economic development with the attraction of new businesses and job creation, and a heightened sense of community pride among residents. Moreover, the project's success underscores valuable lessons for urban planners and community leaders worldwide, emphasizing the importance of community involvement, partnerships, comprehensive approaches to placemaking, and the potential for such initiatives to foster economic growth and community well-being. Through its multifaceted approach and tangible results, the Vista Avenue revitalization project serves as an inspiring model for revitalizing urban corridors and establishing vibrant, inclusive city gateways.

**INVITING** corridors prioritize aesthetics and functionality to create spaces that are visually appealing and welcoming to all. Best practices focused on creating inviting environments involve careful attention to design elements that enhance both the form and function of the corridors. This includes landscaping, street furniture, lighting, and public art installations that contribute to a sense of beauty and comfort while also ensuring ease of navigation and accessibility for pedestrians and cyclists. By fostering a sense of warmth and invitation, inviting corridors encourage community engagement and interaction, making them vibrant and cherished spaces.



SOURCE: NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS (NCTCOG)

### CASE STUDY: BERRY-UNIVERSITY AVENUE FORM-BASED CODE

The Berry-University Development Plan and Form-Based Code implementation in Fort Worth, Texas, symbolizes a transformative redevelopment strategy tailored to revitalize a neglected area into a thriving, pedestrian-friendly district. Initially burdened by underutilized spaces and disjointed urban fabric, the Berry-University corridor underwent a holistic planning process driven by community engagement, innovative design, and regulatory reform. Through collaborative efforts between city officials, urban planners, developers, and residents, the development plan was crafted to foster mixed-use developments, prioritize walkability, and enhance the overall quality of life for residents.

Key components of the development plan included the introduction of a form-based code, which shifted the focus from traditional land-use zoning to a more character-based approach centered on building form, design aesthetics, and the creation of cohesive urban environments. This approach facilitated the implementation of mixed-use developments that seamlessly integrate residential, commercial, and recreational spaces while promoting pedestrian-friendly streetscapes and sustainable design principles. The Berry-University Development Plan and Form-Based Code not only revitalized the physical landscape of Fort Worth but also catalyzed economic growth, social connectivity, and community pride, serving as a beacon of successful urban redevelopment and placemaking for cities seeking to rejuvenate neglected neighborhoods.



# FUTURE LAND USE GUIDE

Urban development relies heavily on land use, a critical component in shaping a city's landscape. However, it is common for people to confuse land use with zoning. While both involve planning and allocating land for development, they differ significantly.

Land use is primarily determined by a municipality's comprehensive plan, outlining the intended purpose for each parcel of land. Although not legally binding, these designations reflect the community's aspirations for development. They serve as a crucial reference point for future decisions regarding land development.

A future land use map illustrates the community's envisioned uses for public, semi-public, and private lands. Development proposals are typically cross-referenced with this map to ensure alignment with community objectives. Analyzing existing conditions is key to determining a property's intended use, with the map often detailing preferred building density and character.

In contrast, zoning is a legal framework that dictates permissible land uses, applicable to both private and public parcels. These regulations govern factors such as building height, dwelling density, and setbacks, aiming to maintain harmony within the community. Zoning safeguards against incompatible developments, like industrial facilities near residential areas or schools.



While land use serves as a guiding principle for future development, zoning is enforceable legislation designed to safeguard community welfare. It can even facilitate the reclassification of a property's zoning status to better align with desired land uses. Ultimately, zoning acts as a protective measure, ensuring development adheres to standards that promote the health, safety, and overall well-being of a community.

## EXISTING LAND USE ALONG THE CORRIDORS

Although this is not a comprehensive plan, *Onward Ozark* considers the existing land use along North State Highway NN, South 3rd Street, and South Street. Moreover, a corridor plan is a more focused plan that aligns with a community's comprehensive plan but provides a greater level of detail in the analysis and recommendations along the identified corridors. It is important to remember that the parcels located along the three corridors include parcels that the City of Ozark has incorporated and parcels that are unincorporated and overseen by Christian County.

Existing land use maps are provided in *Appendix A - The Corridors Today* (see *Figures A.4 - A.6*).

## FUTURE LAND USE CATEGORIES

During this planning process, current land uses were assessed, and some new land use designations were determined for parcels based on the community's vision for each corridor. Additionally, *Sections 3 through 5* offer comprehensive future land use frameworks, furnishing highly detailed recommendations tailored to each of the three corridors. The following sections detail the recommended future land use categories along each corridor.



- **Parks/Recreation/Greenway.** The parks, recreation, and greenway areas are meticulously preserved as havens for both active engagement and tranquil relaxation. As city-owned and maintained spaces, they embody a commitment to public well-being and community enjoyment. From sprawling green fields and playgrounds to winding trails and scenic vistas, these areas offer diverse opportunities for residents and visitors to connect with nature, foster healthy lifestyles, and build lasting memories in the heart of the city.
- **Single-Family Residential.** The single-family residential areas offer an enchanting blend of tranquility and community living. These neighborhoods feature an array of single-family detached residences, each occupying its own lot. While embracing a sense of unity, they also celebrate diversity, with a range of lots and home sizes, ensuring that every resident finds their perfect fit. Whether enjoying the cozy charm of smaller homes or the spaciousness of larger lots, families here relish the privacy and comfort of suburban living. Lots are connected to local roads and collector roads, with development entries connected to collectors and arterials (lots facing major collectors and arterials are not acceptable). Neighborhoods should be connected to the overall parks, open space, and sidewalk and trail system.
- **Mixed Residential.** The mixed residential areas offer a dynamic blend of housing options, catering to diverse lifestyles and preferences. Here, there is a harmonious mixture of single-family detached homes, attached townhomes, row houses, and duplexes nestled within a well-integrated neighborhood fabric. Serving as a transitional buffer between single-family enclaves and more intense urban developments, these neighborhoods strike a delicate balance, fostering a sense of community while accommodating the evolving needs of residents. With their mid-density layout and varied architectural styles, these areas embody the essence of inclusive, sustainable urban living. A specific percentage of mixture of home types is not provided due to variability; however, single-family homes would typically account for the largest percentage of residences in the use.



- **Multi-Family Residential.** The multi-family residential areas embody vibrant urban living, offering a diverse array of attached housing options ranging from townhomes to apartment complexes. Strategically clustered amidst bustling destinations such as retail hubs, dining venues, entertainment centers, and employment opportunities, these neighborhoods provide unparalleled convenience and connectivity. With a focus on fostering a lively atmosphere and promoting walkability, residents enjoy easy access to amenities, recreation facilities, and green spaces. Design of buildings at the street level is important, as is the site planning to properly plan for parking, landscaping, buffering, screening, amenities, retaining walls, and stormwater control.
- **Public/Semi-Public.** The public and semi-public spaces serve as the backbone of community infrastructure, encompassing vital institutions such as schools, churches, cemeteries, and public utility facilities. These spaces are not only essential for the daily functioning of the community but also play a pivotal role in fostering social cohesion and cultural identity. From educational hubs nurturing future generations to public safety facilities ensuring the well-being of residents, these areas embody the collective spirit and resilience of the community. Size and site requirements depend entirely on the specific use, as do access and parking requirements. Regardless of the type of community facility, appropriate buffers should be implemented between adjacent uses and screening should be used for any exterior storage associated with the use.
- **Neighborhood Commercial.** The neighborhood commercial areas serve as vibrant hubs of activity, offering essential goods, services, and employment opportunities to nearby residents. Strategically located at key neighborhood intersections, these commercial areas feature a mix of retail shops, service providers, and small-scale office spaces. Whether a quaint corner pad site or a modest strip center, these commercial nodes cater to the diverse needs of the community while maintaining a human-scale ambiance that fosters local character and accessibility.





● **Community Commercial.** The community commercial areas offer a vibrant tapestry of retail, dining, entertainment, and service options, catering to both residents and visitors alike. Serving as community-wide attractions, these hubs may extend their draw regionally, particularly for specialized businesses or unique offerings. Situated prominently at key intersections and along arterial roads, these commercial zones create bustling centers of activity, fostering economic vitality and social interaction within the broader neighborhood.

● **General Mixed-Use.** The general mixed-use areas characterize a diverse blend of land uses that aim to foster synergy and convenience. These areas provide a centralized destination where residents and visitors can access employment, services, and amenities in one place, optimizing infrastructure and transportation networks. Whether manifested as horizontal, vertical, or hybrid configurations (defined below), these mixed-use developments offer a dynamic urban experience, with seamless integration between retail, residential, and commercial spaces, promoting pedestrian connectivity and a vibrant sense of community. Differing land uses within a mixed-use development should be blended through site, building, and public space design; landscape; materials; branding; signage; lighting; and other pedestrian amenities.

- **Horizontal Mixed-Use:** features side-by-side uses, such as a retail building next to multi-family living; each use is on its own respective site with shared parking, pedestrian connectivity, and overall site design/aesthetic.
- **Vertical Mixed-Use:** refers to stacked uses, such as ground floor retail and second floor office and third and fourth floor living units.
- **Hybrid Mixed-Use:** represents a blend of both horizontal and vertical mixed-use.



● **Mixed-Use: Commercial District.** The Mixed-Use Commercial District serves as a vibrant destination, offering a diverse array of commercial experiences complemented by residential components. While not bound by a specific percentage of residential uses versus commercial uses, the district predominantly features commercial activities, creating a dynamic hub of economic and social vitality. Seamlessly integrating retail, dining, and entertainment spaces, this district fosters a lively atmosphere, attracting visitors and residents alike to partake in its unique offerings and sense of community.

There should be a planned mixture of uses at the area's development inception. Specific sub-uses appropriate here include Mixed Residential, Multi-Family Residential, Neighborhood Commercial, Community Commercial, and Parks/Recreation/Greenway. Land uses should be appropriately blended through site, building, and public space design; landscape; materials; branding and signage; lighting; and other pedestrian amenities. Shared sidewalks, public open spaces or parklets, parking, internal connected road systems, and primary development entries should be incorporated to create a district or center feel. For more details, see **Section 5**.





- **Mixed-Use: Enterprise District.** The Mixed-Use Enterprise District emerges as a dynamic destination, strategically capitalizing on the proposed new interchange at Longview Road and US 65. Designed to harness the economic and employment potential of this key transportation node, the district should become a bustling center for commerce, innovation, and collaboration. This area presents a vital opportunity to introduce new development styles into Ozark and create a regional destination. By integrating a mix of business, technology, hospitality, health and medical, parks and recreation, and residential elements, this district not only fosters economic growth but also cultivates a vibrant community hub, attracting investment, talent, and opportunity.

There should be a planned mixture of uses at the area's development inception. Specific sub-uses appropriate here include Mixed Residential, Multi-Family Residential, Neighborhood Commercial, Community Commercial, and Parks/Recreation/Greenway, with a focus on employment and activity generators. Land uses should be appropriately blended through site, building, and public space design; landscape; materials; branding and signage; lighting; and other pedestrian amenities. Shared sidewalks, public open spaces or parklets, parking, internal connected road systems, and primary development entries should be incorporated to create a district or center feel. For more details, see **Section 3**.

- **Mixed-Use: Central Park District.** The Mixed-Use Central Park District serves as a focal point, dedicated to the creation of a community jewel—a sprawling park featuring a robust trail system and a harmonious blend of active and passive recreation facilities. Designed to be a destination, this district invites residents and visitors to immerse themselves in the natural beauty and diverse recreational offerings. From serene walking paths to vibrant sports fields and tranquil picnic spots, this district embodies the essence of community, providing a space for relaxation, connection, and outdoor enjoyment for all ages. This district provides an opportunity for unique recreational development based on the area's topography. Specific sub-uses appropriate here include Mixed Residential, Multi-Family Residential, Neighborhood Commercial, and Parks/Recreation/Greenway. Residential and commercial uses in this district should have clear linkages and views to the parks and recreation portions of the district. For more details, see **Section 4**.



- **Mixed-Use: River District.** The Mixed-Use River District expands the footprint of Downtown Ozark and reimagines it as a vibrant destination centered around entertainment and lively activity. Embracing the natural beauty of the Finley River, this district seamlessly integrates green infrastructure practices, creating an inviting environment that harmonizes with its surroundings. From riverside dining and entertainment venues to scenic walking paths and waterfront recreation areas, this district celebrates the interplay between urban vibrancy and natural serenity, offering a dynamic experience that captivates both locals and visitors alike. This area should be master planned from its inception and include multiple public gathering spaces. Specific sub-uses appropriate here include Mixed Residential, Multi-Family Residential, Neighborhood Commercial, and Parks/Recreation/Greenway. Shared sidewalks, public open spaces or parklets, parking, internal connected road systems, and primary development entries should be incorporated to create a district or center feel. For more details, see **Section 4**.

- **Mixed-Use: Third Street District.** The Mixed-Use Third Street District carves out a linear destination along the corridor, embodying the charm of a traditional main street with a modern twist. Through intentional historic preservation and a creative integration of shops, restaurants, offices, and housing, this district fosters a dynamic urban atmosphere where residents and visitors can live, work, and play close together. Embracing the concept of vertical mixed-use in a way that honors traditional historic downtown development, Third Street epitomizes efficient land use and pedestrian-friendly design, providing a welcoming entrance to Downtown Ozark. Two- to three-story vertical mixed-use is preferred. Office and residential uses should largely live on the second and third stories, so that retail, dining, nightlife, and selfcare businesses can occupy ground-level suites. This district permits the opportunity to create a unique and consistent streetscape to pull the feel of Downtown Ozark further to the south. Traffic calming measures should be integrated into the streetscape, and parking should be at the back of buildings, except parallel parking along Third Street. For more details, see **Section 4**.





# PLACEMAKING GUIDE

In 2015, a Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative project was completed for Downtown Ozark, resulting in a downtown strategic plan. One of the five plan goals is the implementation of a wayfinding program, as one of the biggest needs revealed in the planning process was visitor attraction and orientation to the downtown area. The plan presents recommended areas for wayfinding and signage throughout the district along with initial design concepts for gateway and monumentation signs. Recommendations from the plan can be seen in **Figures 2.2** through **2.4**.

Over the past decade, the city has increased wayfinding signage near downtown. For this Plan, signage remains an important consideration throughout the entire project area, which includes a portion of the downtown strategic plan area. Recommendations from the downtown strategic plan are reflected in this Plan and expanded throughout the three corridors to include opportunities for aesthetic gateway monumentation and functional wayfinding signage.



FIGURE 2.2

WAYFINDING PLAN, 2015 DOWNTOWN STRATEGIC PLAN (SOURCE: PGAV PLANNERS)

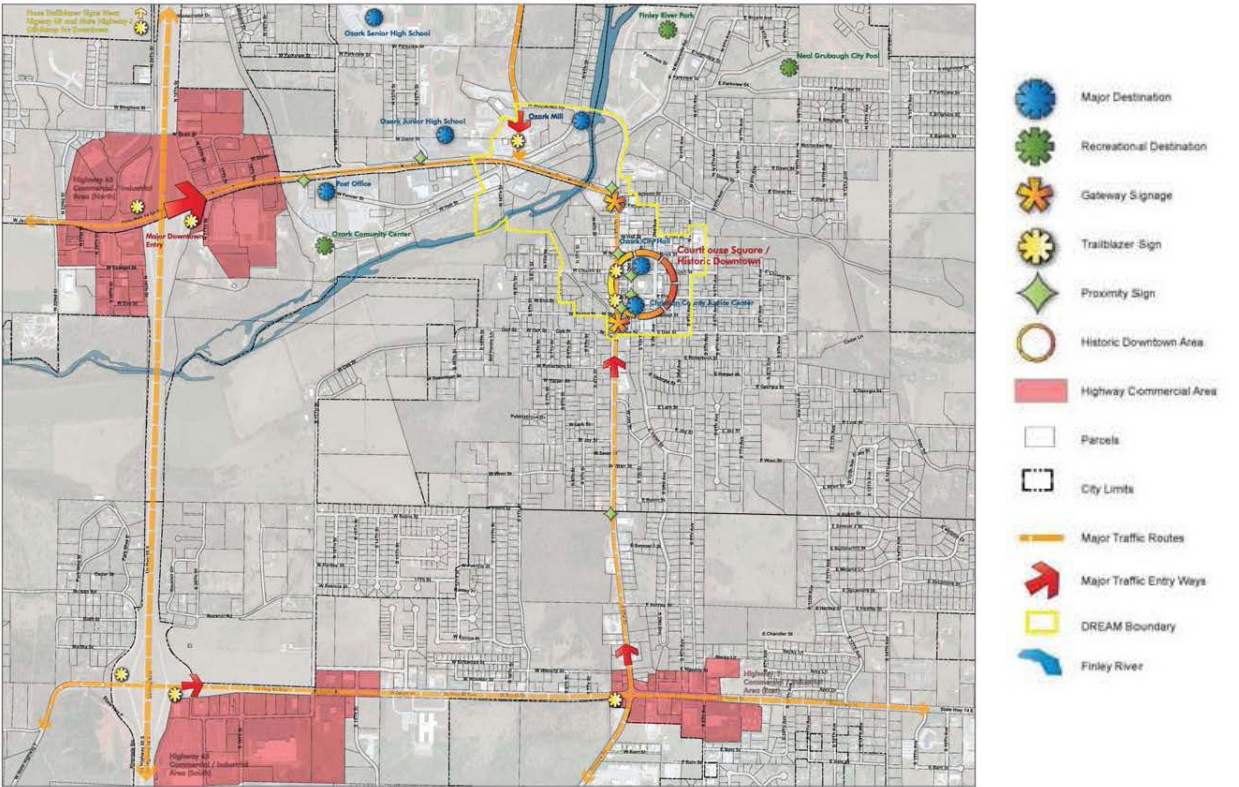
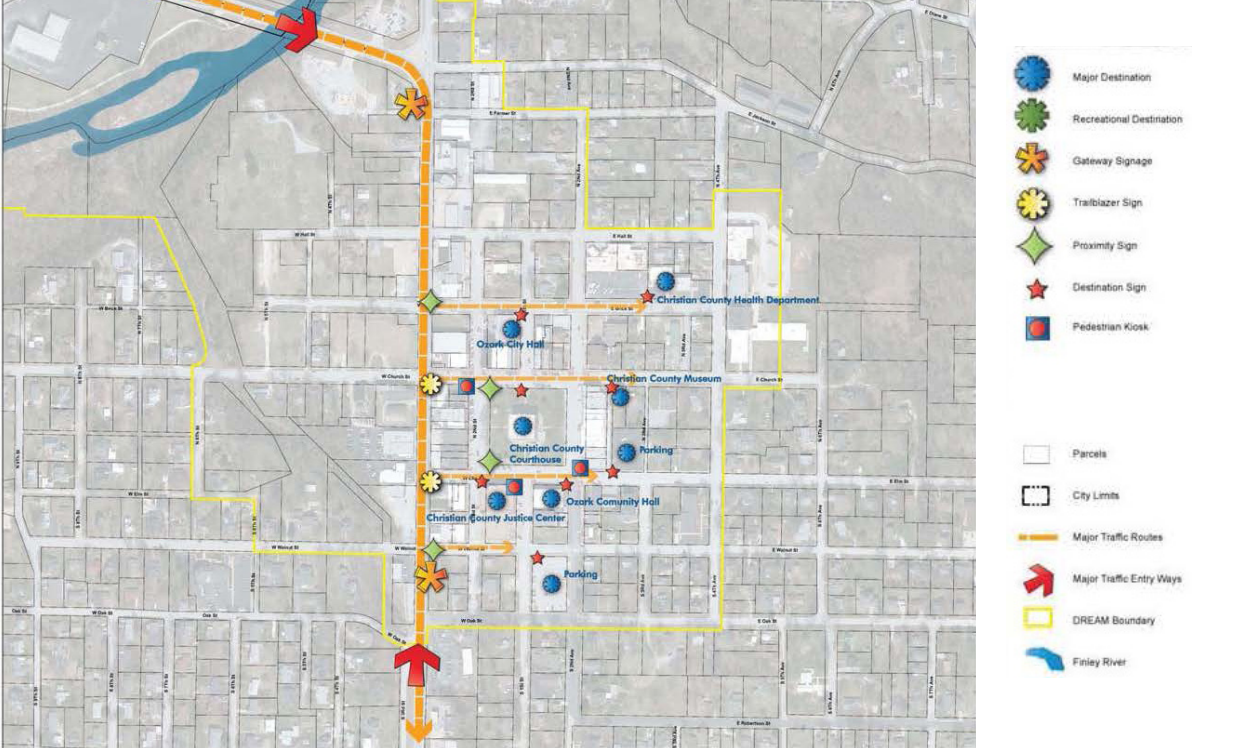


FIGURE 2.3

DOWNTOWN WAYFINDING PLAN, 2015 DOWNTOWN STRATEGIC PLAN (SOURCE: PGAV PLANNERS)





# PLACEMAKING FRAMEWORK

**Figure 2.5** shows opportunity areas for signage and wayfinding throughout the project area. For the purposes of this Plan, signage recommendations have been broken into two main categories: primary gateways and wayfinding signage, further described as follows.

## Primary Gateway

Primary gateways are iconic monument structures that mark an entry point. These are typically large, eye-catching, and serve more of an aesthetic purpose rather than functional. Gateways can take a variety of forms, including monument signs, pillars, and structures over roadways. Additionally, existing infrastructure, such as a highway overpass, can serve a dual purpose as a gateway feature with the addition of placemaking ornamentation. No matter the form, each primary gateway should have a cohesive look and feel, establishing a specific aesthetic that can be carried throughout the area with other design features and placemaking elements.

The following locations are recommended as ideal areas for primary gateways, as shown in **Figure 2.5**:

- West State Highway J at US-65
- US-65 at the proposed Longview Road overpass
- South 3rd Street and Jackson Street
- South 3rd Street and Elm Street
- West South Street at US-65



## Wayfinding Signage

Wayfinding signs provide a sense of orientation and direction on how to reach nearby destinations from a specific location. While wayfinding signage should complement the style and aesthetics of nearby gateway signage, their purpose should be more functional than aesthetic. User design considerations are crucial to ensure each sign is at an appropriate size and scale for orienting the intended traffic mode, whether vehicular or non-vehicular. Generally, vehicular wayfinding signs are larger and less detailed than pedestrian signage, which can be smaller and provide greater context such as a map or details about the area. Well-designed wayfinding systems work together to effectively move all modes of traffic and ensure clear direction to amenities and attractions.

The following locations are recommended as ideal locations for wayfinding signage, as shown in **Figure 2.5**:

- West State Highway J and North State Highway NN
- West State Highway J and US-65
- North State Highway NN and North Weaver Road
- North State Highway NN and Jackson Street
- East and west of US-65 at the Jackson Street intersection

- West of US-65 at the South Street intersection
- South 3rd Street and Church Street
- South 3rd Street and Walnut Street
- South 3rd Street and South Street
- South Street to the west of city limits

Amenities and attractions to consider for wayfinding orientation include the following sites, notated in **Figure 2.5**:

1. Enterprise District Site
2. Ozark North Elementary School
3. Ozark Middle School
4. Ozark High School
5. Ozark Junior High School
6. Finley River Park
7. Finley Farms
8. River District Site
9. Downtown Ozark / the Square (includes specific delineation for the County Courthouse, Justice Center, and other hubs)
10. Central Park District Site
11. Commercial District Site
12. Ozark South Elementary

**FIGURE 2.4**

WAYFINDING CONCEPTS, 2015 DOWNTOWN STRATEGIC PLAN (SOURCE: PGAV PLANNERS)





**FIGURE 2.5** PLACEMAKING FRAMEWORK

**Note:** North is to the left.

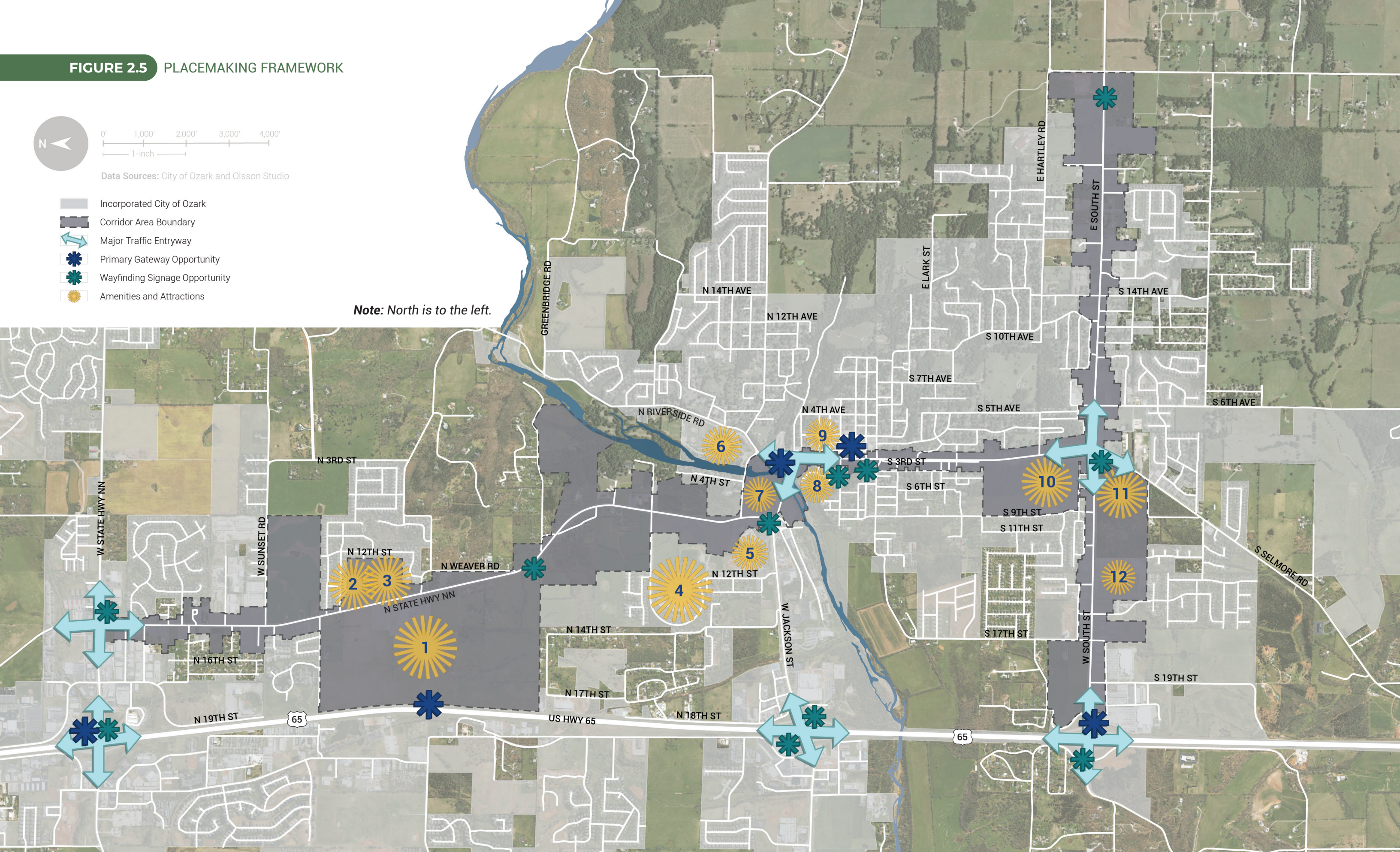
**Legend:**

- Incorporated City of Ozark
- Corridor Area Boundary
- Major Traffic Entryway
- Primary Gateway Opportunity
- Wayfinding Signage Opportunity
- Amenities and Attractions

36 ONWARD OZARK

SECTION 2 - LAYING THE FOUNDATION

37







# OVERARCHING CORRIDOR GOALS AND STRATEGIES

In the intricate tapestry of urban development, corridor planning holds a special significance, representing the arteries that connect diverse communities, businesses, and resources. At the heart of effective corridor planning lies the establishment of clear and coherent goals and strategies. These serve as the compass guiding the trajectory of development and redevelopment endeavors, ensuring that they align with broader community objectives and priorities.

Strategies provide the necessary framework for translating these goals into actionable tasks and regulations. They establish the rules of engagement, guiding decision-making processes and investment priorities while safeguarding each individual corridor's unique character and identity. Strategies that prioritize smart growth, mixed-use development, and multimodal transportation solutions can foster vibrant, resilient corridors that not only accommodate current needs but also anticipate future challenges. Establishing goals and policies for **Onward Ozark** not only ensures coherence and consistency in development efforts but also promotes inclusive and sustainable urban environments that enrich residents and visitors' lives.



## LAND USE AND DESTINATIONS GOALS & STRATEGIES

Land use is a fundamental aspect of urban development, shaping how communities grow, thrive, and sustain themselves by determining the spatial arrangement of housing, commerce, industry, and recreation. This planning directly impacts the quality of life, economic vitality, and environmental health of an area. The goals provided in this Plan help create harmonious and functional urban environments, ensuring that growth supports economic development while preserving natural resources, reducing urban sprawl, and enhancing community livability. Providing clear direction on future land use through goals and strategies is crucial for balancing the diverse needs of the community.

If planned correctly, these corridors can drive sustainable urban development by concentrating growth in areas with existing infrastructure, thus reducing the need for new infrastructure, and minimizing environmental impacts. Additionally, it also creates opportunities for mixed-use developments that combine residential, commercial, and recreational spaces, fostering vibrant, walkable neighborhoods.

### LU Goal 1: Implement Future Land Use Frameworks for Corridor Development

#### *Strategy 1.1: Implementation of Future Land Use Framework*

Support the development of each corridor by utilizing the respective Future Land Use Framework, ensuring that new projects align with the appropriate land use recommendations. This involves incorporating the framework's recommendations into planning and development processes to guide future projects effectively.

#### *Strategy 1.2: Alignment with Zoning*

Review the city's present zoning map to identify any rezoning opportunities needed to align current zoning regulations with the recommendations outlined in the Future Land Use Framework for each corridor. This ensures consistency between zoning designations and desired land uses to facilitate orderly development.

#### *Strategy 1.3: Alignment with the Code of Ordinances*

Review the city's Code of Ordinances to ensure alignment with the intended land uses presented in the Future Land Use Framework for each corridor. This involves revising ordinances as necessary to accommodate recommended land use patterns and development standards, promoting regulatory coherence and clarity.





## LU Goal 2: Secure Annexation of Adjacent Parcels for Corridor Development

### **Strategy 2.1: Annexation Recommendations**

Develop a comprehensive report identifying key parcels crucial for the growth and development of each corridor. This report should outline the purpose and rationale behind the acquisition of each parcel, highlighting their strategic importance in advancing the corridor development objectives. By clearly communicating the significance of these parcels, stakeholders can better understand the necessity and value of annexation efforts.

### **Strategy 2.2: Annexation Process**

Collaboratively devise a structured annexation process, leveraging the expertise and resources of various departments within the City of Ozark. This process should delineate the procedural steps and logistical considerations involved in annexing the identified parcels along each corridor. Additionally, it should incorporate financial strategies and recommendations to ensure the efficient and sustainable execution of the annexation endeavors. By establishing a clear and well-defined process, the city can streamline annexation efforts and overcome potential challenges effectively.

### **Strategy 2.3: Christian County Collaboration**

Foster open dialogue and collaboration with Christian County to share the overarching vision for each corridor and align annexation efforts accordingly. Continue working with Christian County to review the current Urban Service Area (USA) tiers. Ensure that each tier is accurately sized and reflective of the utility infrastructure factors that affect future development, as well as planned future development/land uses. Through proactive engagement and information sharing, both the city and county can gain mutual understanding and support for the annexation process. This collaborative approach ensures that all stakeholders are informed and involved in decision-making processes, fostering harmonious relationships and facilitating coordinated efforts towards corridor development goals.



## LU Goal 3: Enhance Housing Diversity Along Corridors

### **Strategy 3.1: Housing Needs Assessment**

Conduct a comprehensive assessment of housing needs along each corridor to dive deeper into specific housing recommendations, drawing insights from diverse housing research materials, including the analysis provided in **Appendix B - Highest and Best Use Analysis**. Through this assessment, identify the most suitable housing developments tailored to accommodate the varying needs and preferences of residents across different income levels. This ensures housing options are inclusive and responsive to the community's diverse demographic composition.

### **Strategy 3.2: Alignment with Code of Ordinances**

Review and update the city's Code of Ordinances to align with the identified housing needs and facilitate the development of diverse housing typologies along each corridor. Verify that zoning regulations and building codes permit the construction of a range of housing styles, such as duplexes, triplexes, and other innovative housing models. By ensuring regulatory alignment, the city can create an enabling environment for the realization of housing diversity objectives.

### **Strategy 3.3: Regional Housing Initiatives**

Forge partnerships with regional housing authorities and other stakeholders to leverage collective resources and expertise in addressing housing affordability and accessibility challenges. Collaboratively develop strategies to enhance housing opportunities through targeted financial assistance and updates to municipal housing codes. By working in concert with regional partners, the city can amplify its impact and advance shared goals of providing safe, stable, and attainable housing options for all residents.

### **Strategy 3.4: National Housing Initiatives**

Explore opportunities for engagement with national housing initiatives and funding programs aimed at supporting the construction of affordable and attainable housing along each corridor. Conduct thorough research to identify available resources and coordinate with local housing officials to assess the feasibility of participating in relevant initiatives. By tapping into national-level resources and initiatives, the city can augment its capacity to address housing needs and foster sustainable community development.

### **Strategy 3.5: Housing Variety Education**

Address concerns regarding multifamily housing development through a public education effort aimed at raising awareness for the need of housing variety. Show community members visual examples of multifamily housing development that could be realistically implemented in Ozark through case studies and renderings. Understand key points of resistance for such development to communicate effectively with members of the public and work towards consensus.



## CASE STUDY:

### THE POSITIVE IMPACTS OF MULTI-FAMILY RESIDENTIAL DEVELOPMENTS ON COMMUNITIES AND PROPERTY VALUES

Multi-family residential developments, often viewed with skepticism by existing homeowners, bring many benefits to communities without detracting from property values. These developments support community growth by providing diverse housing options, which can attract a broader demographic, including young professionals, families, and elderly residents. This diversity can enhance the socio-economic fabric of neighborhoods, fostering a more inclusive and vibrant community life. Also, multi-family housing often includes amenities such as parks, retail spaces, and public services accessible to all residents, enhancing the overall quality of life in the area.

Empirical studies have consistently shown that the introduction of multi-family residential developments does not negatively impact the value of nearby single-family homes. For instance, research conducted in the Greater Boston area and the Richmond, Virginia region found no adverse effects on single-family home prices following the development of multi-family housing. In some cases, these developments have even had positive impacts on property values. The presence of mixed-income, multi-family rental housing has been shown to correlate with stable or rising home prices in adjacent areas, debunking the myth that such developments harm property values. Moreover, a study examining the impact of mixed land uses on housing values concluded that proximity to commercial amenities and public parks, often included in multi-family projects, generally boosts single-family home values.

Beyond economic factors, multi-family developments contribute to the environmental sustainability of communities. Higher-density housing can reduce urban sprawl, preserving green spaces and lowering the carbon footprint of a community. Residents of multi-family housing are more likely to use public transportation, walk, or bike, further reducing traffic congestion and pollution. These environmental benefits align with broader urban planning goals aimed at creating more sustainable and livable cities, demonstrating that multi-family developments can play a key role in the ecological stewardship of communities.

#### SOURCES

1. Urban Institute, 2022
2. Streets.MN, 2016
3. Massachusetts Institute of Technology, Department of Urban Studies, and Planning, 2005
4. Regional Science and Urban Economics, 2004



## LAND USE AND DESTINATIONS GOALS & STRATEGIES

### LU Goal 4: Promote Pedestrian and Bicycle Infrastructure in Future Developments

#### Strategy 4.1: Development Standards

Integrate language into development requirements requiring the inclusion of pedestrian and bicycle infrastructure, such as connected pathways and sidewalks, in future developments. By establishing clear standards, developers are encouraged to prioritize the integration of infrastructure that supports pedestrian and cyclist mobility, fostering safer and more accessible environments. Encourage the inclusion of additional bicycle amenities, such as bicycle racks and storage facilities.

#### Strategy 4.2: Local Connectivity

Plan and design pedestrian and bicycle infrastructure in future developments to ensure alignment with local user needs and connectivity within each corridor. This entails creating networks that allow local users to seamlessly navigate various parts of the corridor and the city.

### LU Goal 5: Incorporate Park and Community Spaces in Future Developments

#### Strategy 5.1: Development Standards

Establish a requirement for future developments to integrate pocket parks, community parks, and green spaces as essential components of their projects. Collaborate with local and regional development experts to determine the optimal percentage of land allocation for such spaces based on community needs and urban planning best practices. By setting clear requirements, developments contribute to the creation of inclusive and sustainable neighborhoods that prioritize access to recreational and communal areas for residents.





Well-maintained and properly sized transportation and utilities infrastructure facilitate the efficient movement of people and goods, enable access to essential services, and promote regional and national economic integration. Establishing appropriate goals and strategies for is crucial for addressing current issues such as traffic congestion, environmental degradation, and aging infrastructure, while also anticipating and accommodating growth and technological advancements.

Appropriately planned corridors can drive sustainable urban development, reduce greenhouse gas emissions, and improve public health by promoting active transportation options such as walking and cycling. They can also enhance connectivity within and between urban and rural areas, fostering regional cohesion and inclusivity. The following goals and strategies relate to general transportation and utilities improvements for all three corridors.

**TU Goal 1: Enhance Connectivity and Collaboration in Corridor Development**

**Strategy 1.1: Implementation of Mobility Framework**

Utilize appropriate Mobility and Connectivity Frameworks for each corridor, ensuring alignment of new projects with the frameworks' essence to enhance connectivity. This involves integrating key principles and recommendations from the frameworks into the planning and development of transportation networks to optimize connectivity and efficiency.

**Strategy 1.2: Multi-jurisdictional Collaboration**

Foster effective communication and collaboration among Christian County, Ozarks Transportation Organization, Ozark Special Road District, Selmore Road District, Missouri Department of Transportation, and other relevant agencies to coordinate corridor improvements throughout project lifecycles. This includes regular discussions, joint planning efforts, and information sharing to ensure that development initiatives are synchronized and complementary across jurisdictions, maximizing the impact and effectiveness of transportation projects. By working together, stakeholders can identify common goals, address challenges, and implement solutions that benefit the entire region.



**TU Goal 2: Enhance Safety and Accessibility Across Corridors**

**Strategy 2.1: Safety Improvement Prioritization**

Ensure safety improvements are prioritized in transportation planning and design across all corridors. This involves aligning new projects with best transportation safety practices. Safety considerations should be integrated into every stage of project development, from initial planning to final implementation, to mitigate risks and promote a safe transportation network.

**Strategy 2.2: Universal Accessibility**

Emphasize universal accessibility features in transportation investments and utility services planning and design. Utilize best practices to accommodate individuals of all ages and abilities, including the implementation of ramps, audible signals at crosswalks, easy-to-read signage, and other accessibility enhancements. By prioritizing universal design principles, transportation infrastructure becomes more inclusive and user-friendly, ensuring equitable access for all members of the community.

**Strategy 2.3: Comprehensive Wayfinding Systems**

Implement clear and concise wayfinding systems across corridors to direct various user types to points of interest and areas of town. Building on existing momentum and wayfinding, develop comprehensive signage and guidance systems to facilitate easy navigation for residents and visitors. Effective wayfinding systems enhance the overall accessibility and usability of transportation networks, contributing to improved mobility and connectivity within the community.

**Strategy 2.4: Access Management**

Develop access management plans for each corridor. The Central Corridor should be the priority for the creation of an access management plan, followed by the South Corridor, and then the North Corridor. The access management plans should identify several key needs related to spacing, controlling, and configuring intersections along each corridor to enhance safety and efficiency.

**WHY IS ACCESS MANAGEMENT IMPORTANT?**

*Access management is balancing traffic along a roadway by determining the proper number of access points on the corridor. An access point is any intersection where vehicles can enter or exit the roadway. A well-connected roadway has enough access points to allow for smooth traffic flow. Without proper management, traffic conditions may be too congested, or – on the opposite side of the spectrum – the corridor may be underutilized and cause uneven traffic flow elsewhere. Managing access points is a crucial tool for enhancing safety and efficiency.*





**TU Goal 3: Enhance Utilities Infrastructure to Support Increased Land Use Intensities**

**Strategy 3.1: Funding Approach**

Explore various funding mechanisms to build out needed infrastructure, considering examples provided in **Section 6 - Strategic Implementation**. This includes determining the city's investments ahead of development and coordinating with other stakeholders to optimize resource allocation and project execution.

**Strategy 3.2: Smart Grid Technologies**

Investigate various smart grid technologies to improve the efficiency and reliability of utility services. This may include deploying smart meters, intelligent sensors, and communication systems to optimize energy distribution, reduce waste, and enhance overall system performance. By embracing innovative technologies, the city can modernize its utilities infrastructure to accommodate increased land use intensities and meet growing demands sustainably.



Economic development stands as the cornerstone of community vitality, underpinning job creation, prosperity, and overall well-being. It encompasses a diverse range of initiatives aimed at strengthening local economies, from attracting investments and fostering entrepreneurship to improving workforce skills and upgrading infrastructure. Corridors, whether dedicated to transportation or commerce, serve as the lifelines through which economic activity flows, connecting businesses, residents, and essential resources. As such, they present fertile ground for economic growth and revitalization. Establishing clear goals and policies is paramount to ensure that development efforts align with broader economic objectives while addressing the unique needs and opportunities and character encompassed within each corridor. By integrating strategic economic priorities into this planning effort, Ozark can harness the full potential of these vital pathways to stimulate commerce, attract investments, and cultivate vibrant, sustainable urban environments that foster prosperity and opportunity for all.

**ED Goal 1: Foster Public-Private Partnerships**

**Strategy 1.1: Public-Private Partnership Incentives**

Implement policies that offer incentives for public-private partnerships (PPPs) within the corridors, such as streamlined permitting processes and access to grant funding. Seek opportunities for additional tax breaks not already included in the City of Ozark Economic Development Incentive Policy that would further encourage PPPs. These incentives can encourage private sector involvement in corridor development projects, leveraging their expertise and resources to achieve mutually beneficial outcomes.

**Strategy 1.2: Joint Funding Mechanisms**

Utilize existing joint funding mechanisms for the implementation of corridor projects, including Community Improvement District (CID) and Transportation Development District (TDD) funds.

**Strategy 1.3: Transparent Procurement Processes**

Implement transparent procurement processes for selecting private sector partners for corridor development projects. This includes competitive bidding processes, clear evaluation criteria, and opportunities for public input and scrutiny to ensure fairness, accountability, and transparency in the selection of private partners.





**ED Goal 2: Promote Economic Vitality through Economic Diversification and Innovation**

**Strategy 2.1: Support Business Development Programs**

Continue collaborating with Show Me Christian County to support established programs that focus on business development, specifically business innovation and entrepreneurship. Explore opportunities to offer programming space for groups such as eFactory, Innovate SOMO, etc. to operate and host events when needed. Coordinate regularly with program representatives to identify ways to offer support and promotion.

**Strategy 2.2: Public-Private Collaboration for Innovation Districts**

Facilitate public-private partnerships to create innovation districts where businesses, research institutions, and startups collaborate to drive technological advancement and economic development. These districts can benefit from shared resources, networking opportunities, and access to talent, helping to attract investment and spur innovation-led growth in key sectors.

**Strategy 2.3: Incentives for Targeted Industries**

Develop targeted incentives and support programs to attract and retain businesses in emerging or high-growth sectors. This could include tax credits, grants, or specialized infrastructure investments tailored to the needs of specific industries such as biotechnology, clean energy, advanced manufacturing, or digital technology. By nurturing these industries, Ozark can capitalize on new economic opportunities and position itself as a center for innovation and growth.

**Strategy 2.4: Support Business Retention and Expansion Programming**

Continue working alongside Show Me Christian County and the Chamber of Commerce to provide structured business retention and expansion programming. Support and strengthen the collaborative efforts through regular communication to understand program impacts and priority areas.

**ED Goal 3: Support Business Growth and Entrepreneurship**

**Strategy 3.1: Support Business Assistance Programming**

Continue to support Show Me Christian County in their efforts to provide resources, technical support, and access to capital for aspiring entrepreneurs and existing businesses through the revolving loan fund program. Help to foster an entrepreneurial ecosystem by assisting with networking events, identifying additional business support organizations, and providing collaborative spaces for connection events and programming.



**Strategy 3.2: Streamlined Permitting and Licensing Processes**

Develop policies to streamline permitting and licensing processes, reducing administrative barriers and bureaucratic hurdles. Simplified procedures and expedited approvals can lower the barriers to entry for entrepreneurs, enabling them to establish and expand their businesses more efficiently.

**Strategy 3.3: Local Procurement Preferences**

Enact policies to prioritize local businesses in public procurement processes, giving preference to locally owned and operated businesses when awarding contracts for goods and services. This can help stimulate local economic activity, create jobs, and support the growth of businesses by providing them with opportunities to compete for government contracts.

**Strategy 3.4: Collaborative Economic Development Partnerships**

Foster collaborative partnerships between local government, economic development agencies, business associations, and other stakeholders to support business retention and expansion efforts. By working together, these entities can leverage their resources, expertise, and networks to provide comprehensive support and assistance to businesses, ensuring their continued success and contribution to the local economy.

**ED Goal 4: Stimulate Economic Growth and Revitalize Underutilized Areas along Corridors**

**Strategy 4.1: Targeted Redevelopment Incentives**

Introduce targeted redevelopment incentives to stimulate economic growth and investment in underutilized areas within the corridor. These incentives could include tax abatements, grants, or low-interest loans for developers and businesses willing to invest in revitalizing vacant or blighted properties. Explore the potential of transferring development rights and utilizing density bonuses and/or incentives to promote density over sprawl.

**Strategy 4.2: Brownfield Redevelopment Programs**

Implement brownfield redevelopment programs to facilitate the cleanup and reuse of contaminated or underutilized sites. These programs can provide financial assistance, technical support, and liability protections to property owners and developers, making it more feasible to redevelop environmentally compromised sites and unlock their economic potential.





**Strategy 4.3: Community Development Block Grants (CDBG)**

Secure funding through Community Development Block Grants (CDBG) or other federal, state, or local grant programs to support economic revitalization efforts in underutilized areas. These grants can be used to fund infrastructure improvements, façade renovations, business incubators, workforce training programs, and other initiatives that enhance the economic competitiveness and attractiveness. Explore areas of the CDBG program that could apply to specific demographics of Ozark residents to provide funding to areas that need it most.

**ED Goal 5: Promote Tourism and Cultural Heritage**

**Strategy 5.1: Cultural Preservation Incentives**

Introduce incentives to preserve and promote cultural heritage sites and landmarks such as tax credits or grants for historic preservation projects. These incentives can encourage property owners to invest in maintaining and showcasing their cultural assets, enhancing the corridors' appeal to tourists and visitors interested in experiencing its rich history and heritage.

**Strategy 5.2: Tourism Infrastructure Investment**

Allocate funding for tourism infrastructure improvements such as signage, wayfinding systems, pedestrian pathways, and public amenities. By enhancing the accessibility and appeal of cultural attractions and tourist destinations, these investments can draw more visitors, prolong their stay, and stimulate spending in local businesses.

**Strategy 5.3: Arts and Cultural Programming**

Develop policies to support arts and cultural programming including festivals, exhibitions, performances, and public art installations. By fostering a vibrant arts and cultural scene, these initiatives can draw tourists and visitors, enriching their experience and generating economic activity for local businesses, restaurants, and shops.

**Strategy 5.4: Public-Private Partnerships for Tourism Promotion**

Forge public-private partnerships to collaborate on tourism promotion and marketing initiatives for the corridors. By pooling resources and expertise, these partnerships can develop coordinated marketing campaigns, promotional events, and visitor services that showcase the corridors' unique cultural heritage, attractions, and experiences to regional, national, and international audiences, attracting more tourists and driving economic growth.



The built form and character of a community serves as the physical embodiment of its identity, reflecting its history, culture, and values. These elements encompass not only the architectural style and scale of buildings but also the broader context of public spaces, landscapes, and infrastructure that contribute to the overall visual and experiential quality of an area. By strategically managing the design and use of these corridors, Ozark can ensure that their built environments are not only functional but also aesthetically pleasing, culturally vibrant, and economically resilient. Well-planned corridors can serve as catalysts for economic revitalization, transforming underutilized or blighted areas into vibrant centers of economic activity. They can provide opportunities for mixed-use developments that combine commercial, residential, and recreational spaces, creating attractive environments for businesses and residents alike.

By promoting thoughtful design, innovative architecture, and adaptive reuse of historic structures, Ozark can create cohesive and harmonious urban landscapes that enhance the quality of life for residents and visitors alike. By leveraging the distinctive character and identity of their built environments, Ozark can create compelling destinations that draw people in, fostering vibrant commercial districts and cultural hubs. These corridors can also provide opportunities for placemaking, creating inviting public spaces that encourage social interaction, community engagement, and cultural expression.

**FC Goal 1: Enhance Streetscapes and Urban Design**

**Strategy 1.1: Complete Streets Policy**

Adopt a Complete Streets policy that requires all street design and infrastructure projects within the corridors to accommodate all users, including pedestrians, cyclists, and motorists. This should prioritize safe, accessible, and attractive streetscapes with features such as wide sidewalks, bike lanes, street trees, and pedestrian crossings to enhance the overall urban design and usability of the corridors.

**Strategy 1.2: Public Art Integration**

Develop a policy to integrate public art into streetscape and urban design projects. This includes allocating a percentage of the city's budget for public art installations, encouraging collaboration with local artists, and incorporating art into public spaces, building facades, and street furniture to create visually engaging and culturally rich environments.

**Strategy 1.3: Active Frontage Design Standards**

Establish design standards that promote active frontages along the corridors' streetscapes. This policy should encourage the development of ground-floor retail, restaurants, and other active uses with transparent facades and engaging street-level features such as outdoor seating, display windows, and pedestrian-friendly entrances. The aim is to create a lively and inviting streetscape that encourages foot traffic and enhances the corridors' vibrancy and character.





#### ***Strategy 1.4: Enhanced Lighting and Safety Standards***

Establish enhanced lighting and safety standards for streetscapes. This should include requirements for well-designed, energy-efficient street lighting that improves visibility and safety for pedestrians and cyclists, as well as design guidelines for integrating lighting into public spaces, building facades, and landscaping to create a welcoming and secure nighttime environment.

#### ***Strategy 1.5: Street Furniture and Amenities Guidelines***

Develop guidelines for the inclusion and design of street furniture and amenities. This should cover the placement and design of benches, trash receptacles, bike racks, and other public amenities to ensure they are functional, durable, and aesthetically aligned with the overall streetscape design. Providing comfortable and convenient amenities will enhance the user experience and encourage longer visits.

#### ***Strategy 1.6: Facade Improvement Program***

Establish a facade improvement program that offers financial incentives, such as grants or low-interest loans, to property owners and businesses within the corridors for upgrading and maintaining their building facades. This aims to enhance the visual appeal of the streetscape by encouraging high-quality renovations that preserve architectural integrity and contribute to a cohesive and attractive urban environment.

#### ***Strategy 1.7: Contextual Design Requirements***

Ensure that new developments are contextually appropriate by requiring them to reflect and enhance the existing architectural character and scale of the corridor. This includes respecting historical styles, maintaining consistent building heights, and using materials and design elements that harmonize with the surrounding built environment.

### **FC Goal 2: Create Active and Vibrant Public Spaces**

#### ***Strategy 2.1: Public Space Activation Programs***

Develop programs to activate public spaces within the corridors through regular events and activities, such as farmers' markets, street fairs, outdoor concerts, and art installations. These programs should be designed to draw people into public spaces, encouraging social interaction and community engagement.

#### ***Strategy 2.2: Temporary and Flexible Use Policies***

Implement policies that allow for temporary and flexible uses of public spaces, such as pop-up shops, food trucks, and seasonal activities. These policies can make public spaces dynamic and adaptable, responding to community needs and trends, and keeping the area lively and attractive throughout the year.



#### ***Strategy 2.3: Placemaking and Community Design Initiatives***

Support placemaking and community design initiatives that involve residents, businesses, and artists in the planning and creation of public spaces. By encouraging community participation, these initiatives can ensure that public spaces reflect the unique character and needs of the corridors' population, fostering a sense of ownership and pride.

#### ***Strategy 2.4: Design Standards for Public Spaces***

Establish design standards for public spaces that prioritize accessibility, safety, and aesthetic quality. These standards should include guidelines for landscaping, seating, lighting, public art, and recreational amenities to create inviting and user-friendly environments that cater to a diverse range of activities and users.

#### ***Strategy 2.5: Public-Private Partnerships for Public Space Development***

Encourage public-private partnerships to fund and manage the development and maintenance of public spaces within the corridors and private developments. By leveraging resources and expertise from both the public and private sectors, these partnerships can create high-quality, sustainable public spaces that serve the community effectively and enhance the corridors' appeal.

### **FC Goal 3: Encourage Integration of Mixed-Use Development**

#### ***Strategy 3.1: Zoning and Land Use Flexibility***

Implement zoning regulations that allow for and encourage mixed-use development within the corridors. This includes permitting a combination of residential, commercial, office, and recreational uses within the same building or development area, fostering a vibrant and dynamic urban environment.

#### ***Strategy 3.2: Density Bonuses and Incentives***

Offer density bonuses and other incentives for developers who incorporate mixed-use elements into their projects. These incentives can include increased building heights, reduced parking requirements, or expedited permitting processes, making it more attractive for developers to pursue mixed-use projects.

#### ***Strategy 3.3: Design Guidelines for Mixed-Use Development***

Establish design guidelines that promote high-quality mixed-use development. These guidelines should ensure that different uses are well-integrated and complementary, with considerations for building design, accessibility, public spaces, and the overall aesthetic of the development to create cohesive and livable environments.





**Strategy 3.4: Infrastructure Improvements to Support Mixed-Use Development**

Invest in infrastructure improvements that support mixed-use development, such as upgraded utilities, improved streetscapes, and enhanced public amenities. By ensuring that the necessary infrastructure is in place, the corridors can attract and sustain mixed-use projects that contribute to a vibrant and functional urban environment.

**FC Goal 4: Promote Ozark's History, Hometown Feel, and Sense of Community**

**Strategy 4.1: Historic Resources Preservation**

Advocate for the preservation, rehabilitation, and upkeep of Ozark's historic assets. Conduct surveys to identify significant resources, assess their importance, evaluate preservation threats, and propose protective measures.

**Strategy 4.2: Historic Structures Rehabilitation**

Preserve the character of Downtown Ozark and neighboring areas by promoting the rehabilitation, restoration, and adaptive reuse of historic buildings. Encourage compatible infill, additions, and redevelopment to enhance the historic ambiance while accommodating modern needs.

**FC Goal 5: Foster Visual Cohesion in Corridor Development**

**Strategy 5.1: Branding**

Establish and adopt distinct brands for each corridor (North, Central, and South) to unify signage and design applications. This branding initiative aims to create a cohesive identity for each corridor, fostering a sense of place and community among residents, businesses, and visitors.

**Strategy 5.2: Gateway Construction**

Utilize the Placemaking Guide provided in **Section 2 - Laying the Foundation** to erect gateway signage at strategic locations along each corridor. These gateways will serve as iconic entry points, enhancing the visual appeal and identity of the corridors.

**Strategy 5.3: Wayfinding Signage**

Implement a comprehensive wayfinding system across each corridor, guided by the Placemaking Guide, to direct traffic to key destinations and amenities. Consider the mode of transportation in the signage design, ensuring appropriateness for pedestrians, cyclists, motorists, and potential future public transit users.



**Strategy 5.4: Facade, Site, and Signage Enhancements**

Encourage property owners within each corridor to enhance facades, sites, and signage to elevate the overall aesthetic and economic value. Provide support for repairs, replacements, and improvements, emphasizing coordination for broader impact. Consideration should be given to incentive programs to encourage property owners to reinvest in their properties and contribute to the visual cohesion of the corridors.

**FC Goal 6: Promote Green Infrastructure for Sustainable Design**

**Strategy 6.1: Low Impact Development Ordinance Implementation**

Develop and implement a Low Impact Development (LID) ordinance that encourages stormwater management practices aligned with natural environmental processes. Utilize resources such as the *Missouri Guide to Green Infrastructure* and materials from the Environmental Protection Agency (EPA) to establish best management practices for minimizing impervious surfaces and enhancing water flow management.

**Strategy 6.2: Facilitate Rainwater Capture**

Promote the adoption of rainwater capture techniques, including rain gardens, bioretention, pervious pavement, rain barrels, and vegetated swales or liner dry detention systems. Encourage the integration of rain infrastructure that not only manages stormwater effectively but also enhances aesthetic appeal and supports landscape maintenance.

**Strategy 6.3: Encourage Native Plant Landscaping**

Advocate for the use of native plants in public landscaping to promote biodiversity, drought tolerance, and support for local ecosystems. Collaborate with the Missouri Department of Conservation (MDC) and landscape architects to select suitable native plant species for public areas, ensuring compatibility with site conditions and enhancing the overall health of the environment.





**FC Goal 7: Preserve and Enhance the Finley River as a Vital Environmental and Recreational Asset**

**Strategy 7.1: Regional Waterway Protection Efforts**

Collaborate with organizations such as the James River Basin Partnership and Southwest Missouri Council of Governments to support conservation initiatives aimed at safeguarding the Finley River and maintaining a healthy regional water ecosystem, including but not limited to recharge area protection goals and water quality maintenance.

**Strategy 7.2: Finley River Promotion**

Promote the Finley River as a distinctive recreational destination by organizing events like group floating, kayak tours, and swim clubs. Utilize these recreational activities as opportunities to educate the public about water quality, safety, and environmental stewardship. Explore the establishment of funding mechanisms for public recreation infrastructure and maintenance through a network of supporters and advocates for the Finley River.

**Strategy 7.3: Invasive Plant Management**

Implement strategies to manage and eradicate invasive plant species along the Finley River corridor. Develop a tailored approach to address the spread of invasive species such as wintercreeper, minimizing their environmental and economic impacts on the river ecosystem.

# 3

## ONWARD NORTH CORRIDOR

**Section 3 - Onward North Corridor** narrates and illustrates the desired future for the North Corridor, including plans for land use, its market niche, built form and character, development and redevelopment opportunities, transportation and utility infrastructure improvements, and aesthetic enhancements.



# KEY ISSUES: NORTH CORRIDOR

- There is an overall **lack of pedestrian and bicycle infrastructure**, presenting safety concerns for non-vehicular traffic.
- It is **difficult to access the three schools** located along the corridor **without a car** (Ozark High School, Ozark Middle School, and Ozark North Elementary School).
- A **lack of lighting poses a safety concern** for nighttime traffic.
- North State Highway NN winds through **significant elevation changes**, making it difficult and dangerous to travel during poor weather conditions, and development more complex.
- As one of the major north-south corridors in the city, North State Highway NN tends to experience **traffic congestion**.
- The northern portion of the corridor is **far from existing parks** and community spaces.
- Destinations along the corridor are far apart, making them **difficult to access via non-motorized travel** options.
- The corridor **lacks unique character** elements and a district personality that sets it apart from other corridors in the community.
- From about West Bluff Drive to North Weaver Road, this corridor **lacks water, sewer, and stormwater infrastructure**, which impedes development in the central portion.

# VISION STATEMENT: NORTH CORRIDOR

*Winding through the scenic Ozark hills, the North Corridor is a home base for many Ozark residents living, working, and playing alongside neighbors, classmates, and teammates. Family and friends gather in spaces centered around lifelong learning and growth, fostering a strong sense of community appealing to residents and visitors alike. Education, commerce, entertainment, and recreation coexist, especially near the center of this corridor, where denser development exists and draws visitors regionally.*

## CORRIDOR ROLES



**Activated by** a master planned enterprise, entertainment, and recreational district, complete with a regional sports complex that hosts tournaments throughout the year and the three schools located along the corridor.



**Connected to** the US 65 corridor (via the potential new interchange) and Finley riverfront amenities along North State Highway NN, well-designed for safe multimodal travel along the rolling Ozark hills.



**Vibrant with** an active population who live, play, and/or go to school along the corridor, and residents and visitors that recreate at restaurants and entertainment venues.



**Inviting because** of accessibility to amenities, services, varied residential choice, and employment opportunities, allowing residents to feel comfortable traveling between school, activities, and home.



# ACHIEVING THE VISION

The following section includes a series of activation frameworks that illustrate, in part, the goals and strategies described in **Section 2** and provide further elaboration on the specific land use, transportation, development, and programming for the North Corridor. The frameworks were designed to work with each other and with the frameworks provided for the Central and South Corridors in **Sections 4** and **5**, respectively.





# ILLUSTRATIVE MASTER PLAN

**Figure 3.1** represents the recommendations discussed in the following section but is not an exhaustive list of them, as some cannot easily be captured in this graphic. It is important to note that the Illustrative Master Plan is not a detailed development proposal or capital improvements plan. The illustrated recommendations should serve as a policy guide in the evaluation of future development proposals and capital improvement projects within the corridor.

### FIGURE 3.1

## ILLUSTRATIVE MASTER PLAN: NORTH CORRIDOR



\*Recommendation from 2019 Comprehensive Plan



# CHARACTER GUIDELINES

The following section guides how to achieve character through design elements, both in the public realm and in sites along the corridor. As development and redevelopment occurs within the planning area, these guidelines should be referenced to ensure a cohesive look and feel aligning with the vision for the North Corridor.

The corridor character guidelines should be used by city staff members and officials as they review plans and proposals for development, redevelopment, and infill within the corridor, but also when streetscape and other public realm improvements are designed and constructed. Property owners, designers, and developers are advised to use these design guidelines as they plan and design their projects. Note that these design guidelines do not try to dictate that every building and site look the same, but aim to promote a high level of quality, consistency, and compatibility among properties within the corridor – setting the standard for design corridor-wide.



## PUBLIC REALM ELEMENTS

The intent of the public realm guidelines is to outline a coherent system of public streetscape improvements that will work to increase the amount of landscaped space, improve circulation, and accommodate all modes of transportation along North State Highway NN. Most of the following guidelines apply directly to North State Highway NN but will also be helpful in upgrades and aesthetic enhancements for other public and private roadways in the area.

By setting the standard for public streetscape improvements, the expected level of site-specific design and enhancements can be easily understood. Additionally, property owners and developers can be assured of a high level of improvements to come.

### Streetscaping

Of the three corridors, the North Corridor has the least amount of density, giving it a natural feel with open spaces and rolling hills. As the corridor develops, density will increase, but the larger lot sizes will likely allow it to maintain this feel. Streetscaping design should match this with well-maintained landscaping, adding a softening effect that allows the road infrastructure to blend into the environment. A lack of landscaping often results in higher vehicular traffic travel speeds, causing pedestrians and bicyclists to feel uncomfortable utilizing the roadway. Street trees should be considered where possible and placed intentionally to provide clear visibility for all roadway users as the roadway meanders.

Pedestrians and bicyclists should feel comfortable moving along the corridor. Wherever possible, vehicular traffic should be physically separated from other modes of travel by a barrier or area of landscaping.





Site Furnishings

Existing and proposed uses along the North Corridor are generally self-contained. While there should be consideration for site furnishings along walkways and bikeways, the corridor itself will generally be used for travel rather than public gathering.

Lighting

Lighting should be added along the corridor to ensure safe travel for all modes of transportation, including visibility for vehicular traffic and illumination for bicyclists and pedestrians. Soft overhead lighting should be focused along North State Highway NN. Pedestrian-scaled trail lighting should be considered in areas where pathways meander off the main corridor.

Gateways

Gateways, which mark the boundaries of the corridor and activity centers along the corridor, will play an important role in the corridor's new identity. Gateways can establish a brand or identity and welcome visitors. A family of gateways should be integrated throughout the corridor.



**Primary Gateways.** Two major entry points have been identified in the North Corridor:

- The planned US 65 overpass at Longview Road is an opportunity to incorporate gateway elements into the structure's design. Design elements stretching over the highway corridor should match the look and feel of other gateway structures throughout the city, signifying to highway traffic they have entered.
- The intersection of Jackson Street and North 3rd Street is a transitional point between the North Corridor and Central Corridor. Located at the Finley River crossing, a gateway element at this intersection signifies the entryway to the downtown area.

**Secondary Gateways.** Two secondary entry points have been identified in the North Corridor:

- The northwest corner of North State Highway NN and West Stonehill Road is the southernmost point of the proposed enterprise district (see **Figure 3.4 - Mixed-Use: Enterprise District Conceptual Renderings**). This corner is an ideal location for monumentation that signifies entry into the district.
- The intersection of Jackson Street and North 9th Street is the turning point into the North Corridor from Jackson Street, an entry point to Finley Farms, and an access drive leading to Ozark Junior High School. The look and feel of the roadway shift with the transition from Jackson Street to North State Highway NN establishing a secondary gateway element would help tie the two areas together and orient traffic towards the proposed enterprise district and beyond.

SITE DESIGN ELEMENTS

The layout of a site impacts adjacent properties and the larger corridor in a way that should not be overlooked; well thought-out site design tends to result in more of the same, raising the ambitions and expectations for all. The site elements outline desired site layouts and amenities necessary to create quality developments that positively contribute to the well-being of the North Corridor.

Layout and Relationship of Elements

Generally, current building setbacks are large, as buildings sit further away from North State Highway NN. This orientation contributes to the natural character of the corridor, however there should be consideration for moving smaller buildings and developments closer to the roadway. Access drives to sites from the highway should be minimal to control traffic flow. Buildings with similar uses may sit closer together and share access drives.

In areas directly adjacent to US 65, elements may be situated near the highway to boost visibility, but pedestrian access should be oriented away from traffic.

Screening

In instances where adjacent sites are not compatible, screening should be added to preserve the visual aesthetic and maintain consistency. For instance, uses of outdoor storage, large utility structures, or maintenance areas should be appropriately screened with fencing and/or landscaping. Screening materials should be consistent with materials used in streetscaping and public realm elements.

Landscaping

Maintaining site properties should be a priority to ensure that the corridor is visually appealing. Curb appeal is a significant contribution to the overall aesthetics of an area. Ensure that landscaping policies per the City of Ozark Zoning Ordinance are being followed at a minimum and encourage additional enhancements where possible.

Parking

Parking allowances should match the anticipated needs of the site. While walking and biking between sites should be possible, some areas may be difficult to access for specific users and driving will likely remain the dominant mode of travel. Parking areas should be set back from North State Highway NN to allow the corridor to have a landscape buffer on both sides of the roadway. Parking lots should be well lit, landscaped where possible, and consider the use of permeable materials and stormwater best management practices.

Site Signage

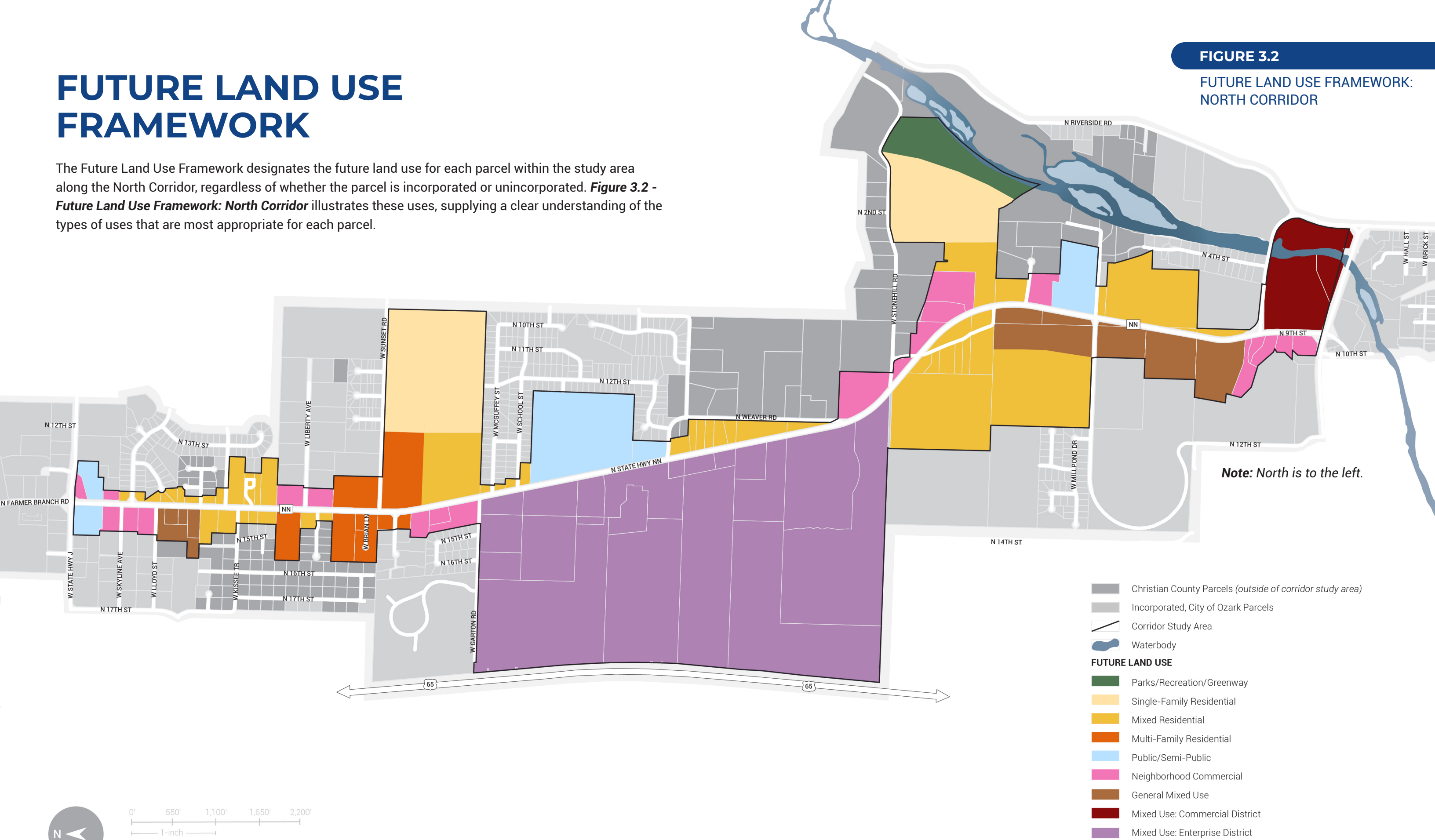
Site signage should sit close to North State Highway NN to appropriately direct traffic, especially in the case of sites that sit farther back from the roadway. Signage should be visible to vehicular traffic without causing visibility issues for other elements. The recommended height of signage is between four and eight feet tall.



# FUTURE LAND USE FRAMEWORK

The Future Land Use Framework designates the future land use for each parcel within the study area along the North Corridor, regardless of whether the parcel is incorporated or unincorporated. **Figure 3.2 - Future Land Use Framework: North Corridor** illustrates these uses, supplying a clear understanding of the types of uses that are most appropriate for each parcel.

**FIGURE 3.2**  
FUTURE LAND USE FRAMEWORK:  
NORTH CORRIDOR





**Mixed-Use: Enterprise District**

The Mixed-Use Enterprise District is between US 65 and North State Highway NN and is a crucial component of the Future Land Use Framework for the North Corridor. This new land use designation is specific to this location along the Ozark Corridors and capitalizes on the proposed interchange at Longview Road and US 65. Development within this use is envisioned to be a vibrant community hub. Additional details concerning the development of the Mixed-Use: Enterprise District are discussed within the Development and Redevelopment Framework later in this section.

**Addressing the Community’s Housing Needs**

As a part of the Future Land Use Framework, special consideration was given to allowing different types of housing to develop along the North Corridor. It was clear during the planning process that additional capacity was present along the corridor. The current housing land uses are primarily single-family residential. In addition to single-family residential, some parcels were identified and reclassified as being suitable for multi-family residential. This includes several parcels along West Brian Lane and West Sunset Road in the north and between West Garton Road and West Bluff Drive in the southern portion of the corridor. Multi-family residential here may include townhomes or apartment complexes. This style of housing would provide convenient access to nearby neighborhood commercial land uses. Mixed residential is another land use that is suggested along North State Highway NN. This land use allows for a blend of housing, providing a mix of single-family detached houses, attached townhomes, and duplexes. Adding these housing types will provide available dwelling units as the population of Ozark grows in the coming years.

**Safe Routes for Local Users**

The North Corridor currently lacks a substantial pedestrian and bicycle network. This makes it difficult for residents to access the three educational institutions without an automobile and may cause further congestion along North State Highway NN. As development continues along the North Corridor, it will be important that residents who use the corridor daily feel as if they can access their homes, places of work, and grocery stores without being delayed due to an increase in traffic. Special care should be given to pedestrians and bicyclists, ensuring they can easily travel through neighborhoods and commercial areas. A recent update to the City of Ozark Trail Ordinance now requires linear park trails to be constructed and dedicated in an easement wherever noted in the City of Ozark Comprehensive Plan or the Ozark Trails Master Plan, ensuring that future subdivisions and developments along future trail corridors will contribute to citywide goals for multimodal connectivity. Trail development outside of new development and redevelopment should be prioritized to connect pieces in the case of sporadic development.

**Park and Community Space**

As future development occurs, it will be important to include park and community space along the corridor. This should be included as a requirement for future housing and mixed-use developments. Both the suggested Mixed-Use: Commercial District and the Mixed-Use: Enterprise District land uses include the potential to create the appropriate green and community spaces to support community gatherings, unique events, and passive recreation opportunities. Additionally, the area immediately west of Finley River, along West Stonehill Road has been classified as a park/recreation/greenway, identifying that the space alongside the river is most appropriate as open space.



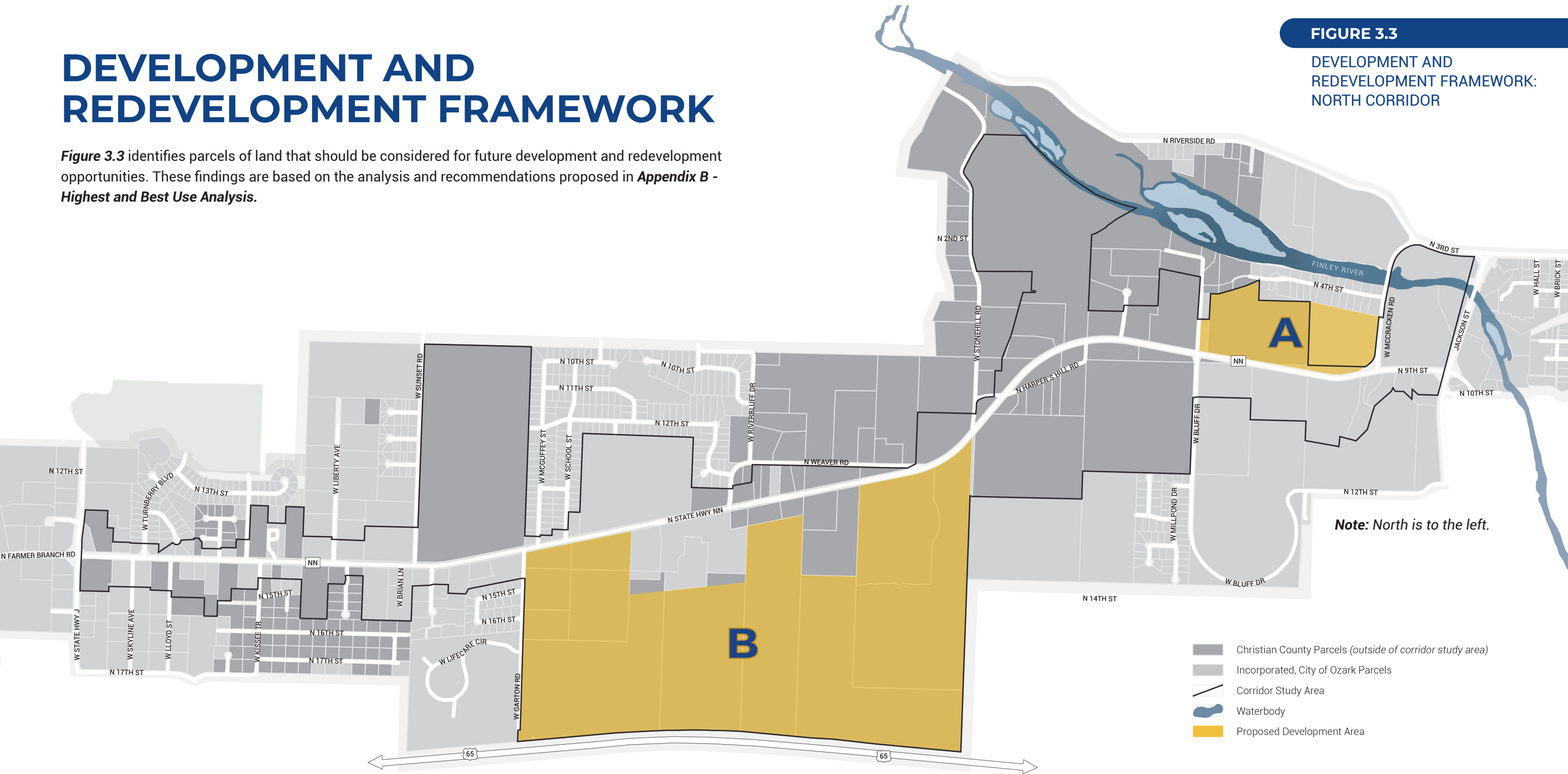


# DEVELOPMENT AND REDEVELOPMENT FRAMEWORK

Figure 3.3 identifies parcels of land that should be considered for future development and redevelopment opportunities. These findings are based on the analysis and recommendations proposed in **Appendix B - Highest and Best Use Analysis**.

FIGURE 3.3

DEVELOPMENT AND REDEVELOPMENT FRAMEWORK: NORTH CORRIDOR



0' 550' 1,100' 1,650' 2,200'  
1-inch

Data Sources: City of Ozark and Olsson Studio



### Area A

Area A includes the vacant land north of Finley Farms on the east side of North State Highway NN, directly north of West McCracken Road, and south of West Bluff Drive. The southern portion of this area is in the early phases of a planned unit development (PUD) expansion to Finley Farms. Plans for the area include rental cottages and a boat house along the river.

The northern portion of this area is most suited for single-family residences or mixed-use developments. The mixed-use developments could include retail, office, and multi-family residential. This location as mixed-use would provide additional housing and flex space along the North Corridor and in a central location in the City of Ozark.

### Area B

Area B is comprised of several parcels between US 65 to the west and North State Highway NN to the east and was identified as suitable for a master-planned business or industrial park. The western portion of this area could be the site of a future interchange for US 65. It was noted within the **Highest and Best Use Analysis** that this area, paired with the addition of an interchange, could serve as a major economic engine for the City of Ozark by featuring a mixture of office, flex/light industrial, retail, hotel, apartment, entertainment, and recreational uses, largely in a mixed-use format, as shown in **Figure 3.5 - Mixed-Use Enterprise District Land Use Concept**. These findings align with the proposed Mixed-Use: Enterprise District Plan that is illustrated in **Figure 3.4 - Mixed-Use: Enterprise District Conceptual Renderings**.



FIGURE 3.4

MIXED-USE: ENTERPRISE DISTRICT CONCEPTUAL RENDERINGS





This concept arose from the Future Land Use Framework for the North Corridor and builds on the momentum from the construction of the US 65 interchange on Longview Road. The district could include sports field complexes, hotels, and restaurants. There would be the capacity to host large sports tournaments and draw in economic activity to the City of Ozark and businesses along the North Corridor. Ideally, there would be offices, and large-scale retail and dining options available within this district as well. This would provide commercial and retail shopping, dining, and other entertainment options to visiting sports teams and their families.

Although this location might host big-box retail options, the goal of this district is to cultivate a niche destination, prioritizing attractive business opportunities that capitalize on Ozarks' unique locations with the Springfield Metropolitan Service Area (MSA). As the assembly of the necessary parcels to create this district continues, it will be important to develop a master plan with specific spatial and site recommendations. The master development will need to fit within the culture and character of the City of Ozark all while developing into an activity center that attracts regional interest. Special consideration should also be given to lodging. Hotels supply visitors with a nearby option to reside during tournaments, allowing them to conveniently access the sports complex, shop and dine in their spare time, and remain local as opposed to staying at a hotel in Springfield. This also increases the amount of revenue being generated and retained within the community.

A marketing plan for the district should be included as a crucial element in its development. The Mixed-Use: Enterprise District should be promoted and marketed as an essential activity center of Ozark and the region. As a convenient regional center, visitors can come and explore, enjoying the unique nature of the City of Ozark and its corridors.

It is important to note that both incorporated and unincorporated parcels comprise both development areas. Any unincorporated parcels will need to be annexed into the City of Ozark, allowing for the city to further guide these developments and their applications.





# UTILITY INFRASTRUCTURE

One of the greatest challenges with development along the North Corridor is the lack of utility infrastructure. Future development is possible, but there are several barriers that must be considered.

Existing natural features along the corridor create unique challenges. Surface drainage features and drastic topography changes make construction difficult in this area. Sinkholes pose a natural barrier to most structural development, including transportation. Development is also influenced somewhat by the Finley River and its tributaries, the most notable natural drainage feature in the planning area. Where pipelines cross creeks and rivers, special construction techniques are often required to adequately protect the pipeline while maintaining full stormwater flow capacity within the drainage channel.

Existing transportation infrastructure, such as the highway and bridges, are physical barriers to pipeline locations and extensions that must be planned around. In some cases, open-cut construction may be prohibited where highway rights-of-way must be crossed and more expensive construction techniques may be required, such as boring. Crossing rights-of-way typically requires authorization from the owning and operating agency, including permits or other contractual agreements.

A strategic approach to utility expansion alongside new development is critical to ensure that quality services are provided under fiscal constraints. Designing and constructing infrastructure that will last the test of time should be prioritized over rapid expansion of a lesser quality network. Specific recommendations for water, sewer, and stormwater service expansion are detailed as follows.



## Water Service

The underdeveloped water service area along the North Corridor is between the city's north and central pressure zones. The north pressure plane has a hydraulic grade of about 1,481 feet while the central pressure plane has about 1,362 feet. It is not feasible to connect the waterlines to serve the underdeveloped area in between. Rather, a new pressure zone would need to be created by establishing an appropriate hydraulic grade between the north and central pressure zones.

The new pressure zone could be created by: (a) investing in new supply and storage facilities within the developing service area, (b) utilizing pressure reducing valves while conveying water from the north pressure zone, or (c) utilizing booster pump stations to convey water from the central pressure zone. All three options represent significant enough investments to be undertaken as capital improvement projects by the city rather than developer-led or phased-in gradually.

## Sewer Service

Expanding the existing sewer system to accommodate development along the North Corridor will likely be more straightforward than extending water service. The underdeveloped area could likely be served by gravity sewer connections. Most of this area drains south and southeast toward the Finley River, where existing sewer mains are currently located. Accordingly, a capacity study of the existing downstream sewer lines will be needed to determine how much of the underdeveloped area can be conveyed to specific existing pipelines. For the area of the North Corridor that drains north, a similar approach will need to be taken regarding the existing downstream sewer lines that currently serve areas of the city north of North State Highway NN. Sewer system expansion into the underdeveloped area should utilize developer-led infrastructure construction and should not need significant capital improvement funds from the city.

## Stormwater Service

Existing stormwater conveyance along North State Highway NN is facilitated via roadside ditches and driveway culverts. No additional improvements are necessary to support the proposed North Corridor development areas, however, sidewalk improvements through this area may require some modification of existing drainage ditches and culverts depending on their specific locations.

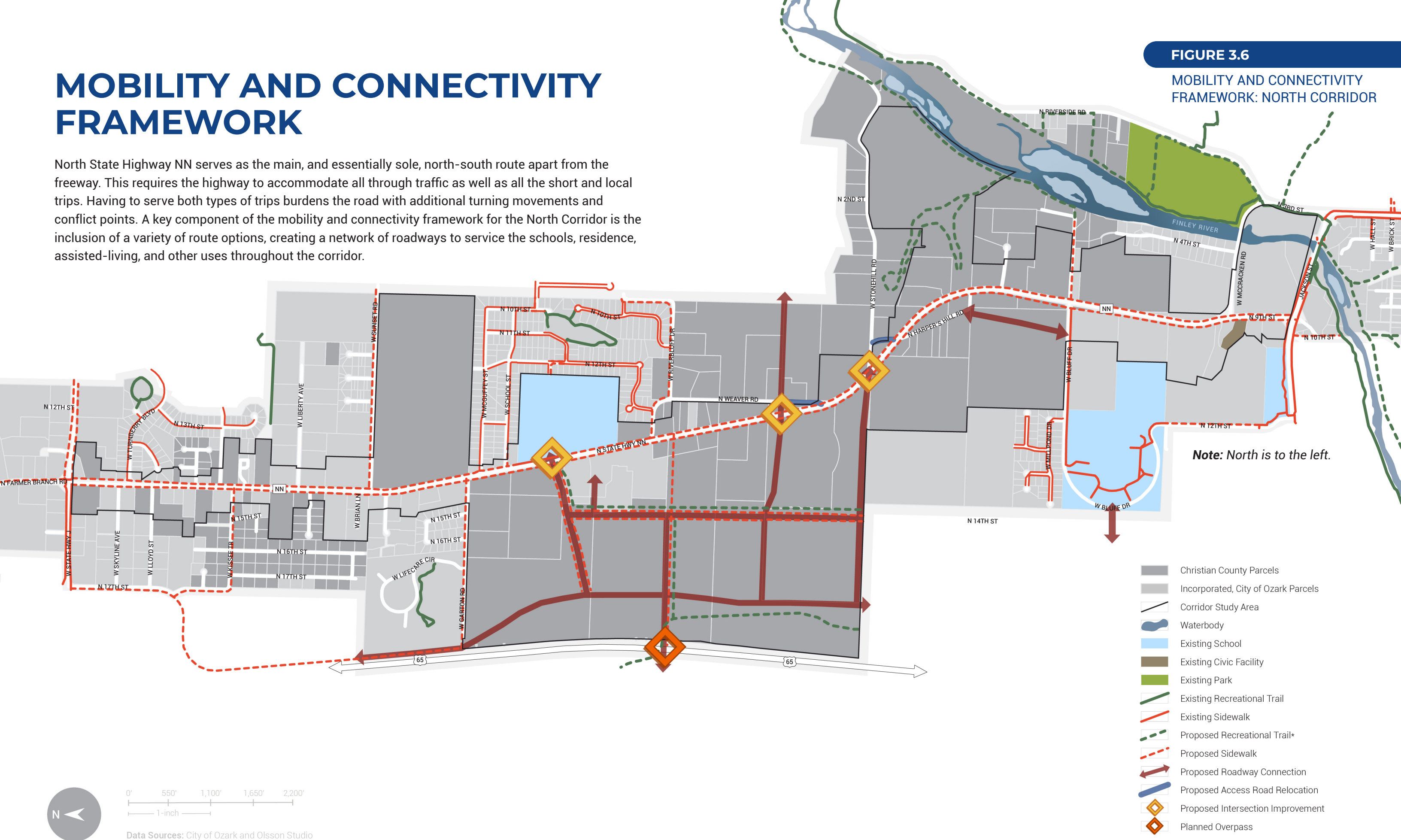
The Mixed-Use: Enterprise District (see **Figure 3.5**) proposes the development of approximately 300 acres of open field and wooded areas. Most of this area flows south through an existing residential area before crossing Jackson Street and ultimately discharging into the Finley River. Stormwater detention and water quality treatment should be provided alongside development. While these improvements would require developers to comply with local detention and water quality standards, providing regional detention for this area would likely provide more effective control of peak flow increases. High-quality stormwater control would also incentivize further development.

The city may choose to provide water quality treatment within the regional detention basin to prevent adverse effects on the Finley River. However, water quality treatment is more effective on smaller basins so requiring water quality treatment on each development may make sense if private water quality controls are designed, constructed and maintained appropriately. Planning for development of the Mixed-Use: Enterprise District area should ensure that adequate space is allowed at the southern side of the property in the valley for regional detention. At the northeast corner near the intersection of North State Highway NN and Stonehill Road, a small portion of the site drains to the northeast. Given the size of this area, it seems appropriate to require the developer to provide detention at this location.



# MOBILITY AND CONNECTIVITY FRAMEWORK

North State Highway NN serves as the main, and essentially sole, north-south route apart from the freeway. This requires the highway to accommodate all through traffic as well as all the short and local trips. Having to serve both types of trips burdens the road with additional turning movements and conflict points. A key component of the mobility and connectivity framework for the North Corridor is the inclusion of a variety of route options, creating a network of roadways to service the schools, residence, assisted-living, and other uses throughout the corridor.





VEHICULAR TRANSPORTATION  
RECOMMENDATIONS

The following recommendations, as illustrated on **Figure 3.6**, are specific to vehicular traffic and aim to balance the current traffic flow among an extended roadway network.

Proposed Roadway Connections

Proposed connections in this corridor enhance the overall roadway connectivity, providing route choices and alleviating traffic on North State Highway NN. The proposed connections work to create a stronger grid system that accommodates the desired future land uses, provides improved traffic flow, and reduces reliance on North State Highway NN.

US 65 Overpass

The potential future interchange of US 65 would offer numerous advantages, such as alternative routes and alleviation of congestion at the interchanges directly north and south, enhanced connectivity across the highway, and the potential to stimulate development in currently underutilized land. The suggested interchange is expected to extend Longview Road into the North Corridor region, creating an extra link between North Highway NN and US 65 and an additional connection to Nixa.

Proposed Access Road Relocation

Along North State Highway NN, there are a few roadways with skewed angles. These roadways, such as Weaver Road, should be redesigned and realigned to improve site distances and angles for traffic coming on and off the highway.

ACTIVE TRANSPORTATION  
RECOMMENDATIONS

The following recommendations will allow for increased mode split and alternative transportation options. These will improve the safety and viability of active transportation for students, retirement and assisted living residents, and the public and visitors.

Proposed Intersection Improvements

Existing intersections on North State Highway NN should be reevaluated for best design practices. This includes ensuring that safety is paramount in the design. As land uses and land intensity increases in the North Corridor, intersections should be assessed for the addition of traffic signals, roundabouts, or other reconfigurations. These designs should facilitate not only vehicular traffic but be high-quality crossing locations for pedestrians and bicyclists.

Proposed Trails

Proposed trail routes from the 2019 City of Ozark Comprehensive Plan have been included as recommendations in this Plan. Proposed trails will provide off-road active transportation routes throughout the corridor area. A trail crossing over US 65 is also proposed to connect the existing infrastructure to the potential recreational land uses envisioned by this Plan.

Proposed Sidewalks

The city should continue to upgrade existing roadways to have sidewalks and comfortable walkways, as an expanded sidewalk network would fill additional pedestrian connectivity gaps. In particular, the streets surrounding the middle school and high school should have sidewalks that provide Safe Routes to School. The city should ensure that all new roads and developments comply with the city's codes and standards.

4

ONWARD CENTRAL  
CORRIDOR

*Section 3 - Onward North Corridor* narrates and illustrates the desired future for the North Corridor, including plans for land use, its market niche, built form and character, development and redevelopment opportunities, transportation and utility infrastructure improvements, and aesthetic enhancements.





# KEY ISSUES:

## CENTRAL CORRIDOR

- South 3rd Street regularly **experiences traffic congestion**, making the corridor difficult to navigate.
- **Disorganized access points** contribute to traffic congestion.
- A **lack of pedestrian infrastructure** and existing pedestrian crossing points appear unsafe, making the corridor unfriendly for pedestrian traffic.
- There is a **lack of connection between the corridor and the downtown** area due to primary roadway traffic passing along the backside of buildings.
- **Opportunities are missed to connect** with the history, charm, and architecture of Downtown Ozark.
- The corridor **lacks cohesive aesthetics** and character.
- The **health of the Finley River area** is an ongoing concern, including water quality, flood hazard mitigation, wildlife area preservation, and invasive species.
- The corridor is situated on **rolling topography**, creating challenges for development in both the public and private realm.

# VISION STATEMENT:

## CENTRAL CORRIDOR

*The Central Corridor celebrates the evolution of Ozark from its origins along the banks of the Finley River to the vibrant community it is today through a blend of new and old, honoring the historic legacy through responsible preservation of built spaces, intentional revitalization of new places, and environmental stewardship, ensuring that Ozark continues to be a place that future generations are proud to call home.*

### CORRIDOR ROLES



**Activated by** Downtown Ozark, the Finley Riverfront, and a large central park with a variety of recreational amenities.



**Connected to** recreational areas to the north and retail offerings to the south via South 3rd Street, a pedestrian-friendly corridor balanced with vehicular traffic flow moving safely through the downtown area.



**Vibrant with** residents and visitors spending the day in the park, walking along the riverfront, shopping downtown or along South 3rd Street, or eating at one of the many dining and drinking establishments.



**Inviting through** celebrating all things Ozark, including the surrounding natural environment, the historic downtown, local businesses, thriving restaurants, and a variety of places to gather for all ages and occasions.



# ACHIEVING THE VISION

The following section includes a series of activation frameworks that illustrate, in part, the goals and strategies described in **Section 2** and provide further elaboration on the specific land use, transportation, development, and programming for the Central Corridor. The frameworks were designed to work with each other and with the frameworks provided for the North and South Corridors in **Sections 3** and **5**, respectively.



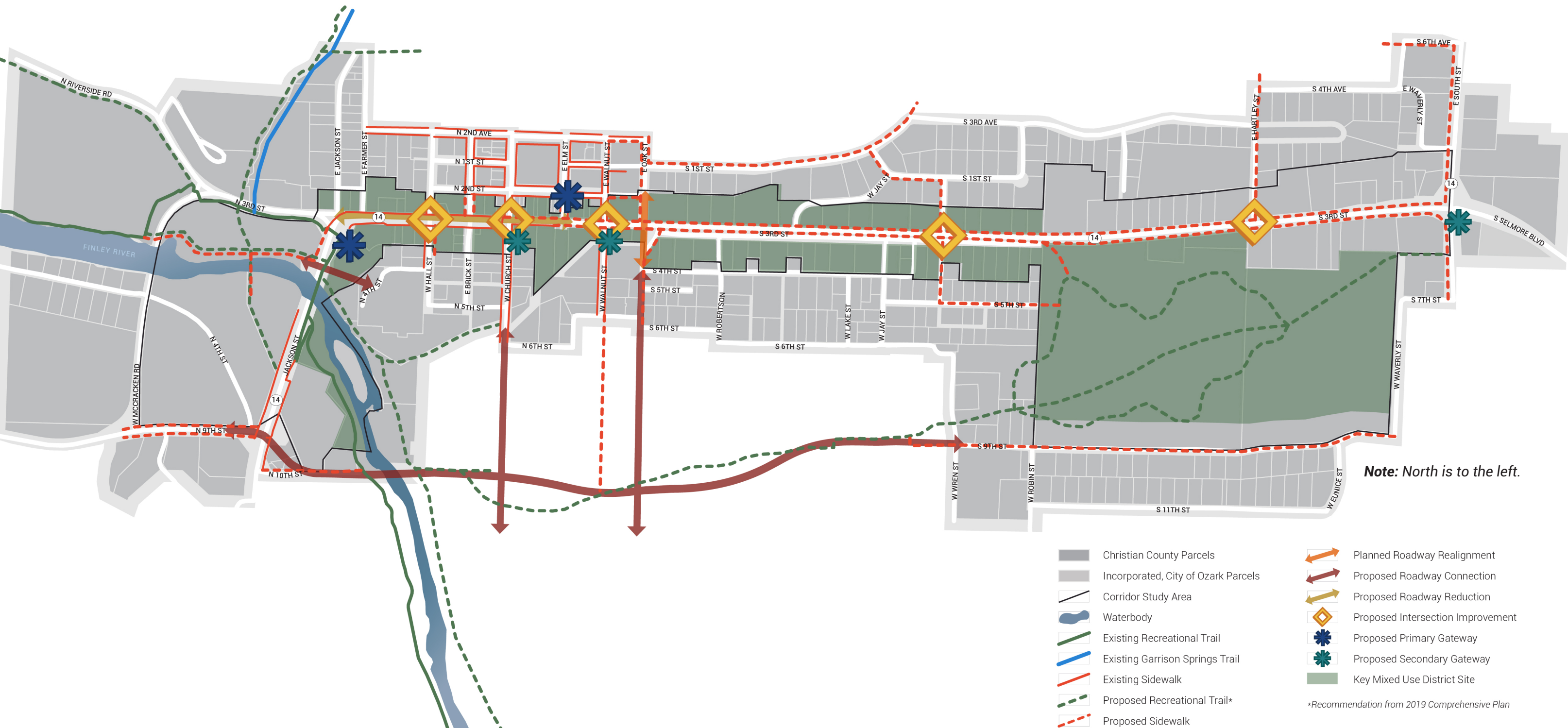


# ILLUSTRATIVE MASTER PLAN

**Figure 4.1** is a visual representation of the recommendations discussed in the following section, but is not an exhaustive list of the recommendations, as some cannot easily be captured in this graphic. It is important to note that the Illustrative Master Plan is not a detailed development proposal or capital improvements plan. The illustrated recommendations should serve as a policy guide in the evaluation of future development proposals and capital improvement projects within the corridor.

FIGURE 4.1

## ILLUSTRATIVE MASTER PLAN: CENTRAL CORRIDOR





# CHARACTER GUIDELINES

The following section gives guidance on how to achieve character through design elements, both in the public realm and in sites along the corridor. As development and redevelopment occurs, these guidelines should be referenced to ensure a cohesive look and feel that aligns with the vision for the Central Corridor.

The corridor character guidelines should be used by city staff members and officials as they review plans and proposals for development, redevelopment, and infill within the corridor, but also when streetscape and other public realm improvements are designed and constructed. Property owners, designers, and developers are advised to use these design guidelines as they plan and design their projects. Note that these design guidelines do not try to dictate that every building and site look the same, but aim to promote a high level of quality, consistency, and compatibility among properties within the corridor – setting the standard for design corridor-wide.



## PUBLIC REALM ELEMENTS

The intent of the public realm guidelines is to outline a coherent system of public streetscape improvements that will work to increase the amount of landscaped space, improve circulation, and accommodate all modes of transportation along South 3rd Street.

The following elements, when implemented in concert with each other, will create a more accessible and modern urban roadway. By setting the standard for public streetscape improvements, the expected level of site-specific design and enhancements can be easily understood. Additionally, property owners and developers can be assured of a high level of improvements to come.

### Streetscaping

The intent for streetscaping elements along the Central Corridor is creating an environment appealing to pedestrian traffic while balancing vehicular traffic flow. Wide walkways and safe crossing points are a priority along South 3rd Street, especially in the northern portion of the corridor near downtown and the riverfront. Safe, free-flowing movement between those two areas will be a key component of a vibrant downtown area.

Streetscaping elements should be pedestrian-scaled, interacting with site users as much as possible. Landscaping elements, including native plantings and street trees, can be lush and dense. Attention to detail should be encouraged along this corridor as people will be up close and spending time in public areas. This area is also ideal for fun components, such as water features, interactive sculptures, and iconic art pieces, as user interaction will boost the overall pedestrian experience.

### Site Furnishings

Ideally, pedestrians will be traveling along this corridor often and congregating in areas to the north near downtown and the riverfront. Site furnishings should aim to make this a comfortable environment to spend time in. The southern part of the corridor should include elements for travelers, such as bicycle repair stations, benches, and waste receptacles. The northern end should include elements for gathering, such as seating, tables, waste receptacles, bicycle parking, and shade structures.

### Lighting

At a minimum, adequate lighting should be provided for visibility of all corridor users to ensure safe travel. The entire corridor should have overhead street lighting. The northern portion of the corridor should also include pedestrian-scaled lighting elements that illuminate walkways, especially those that meander off the main part of the corridor. Also, lighting should illuminate buildings and design elements and enhance the area’s visual aesthetics in the evening.





Gateways

Gateways, which mark the boundaries of the corridor and activity centers along the corridor, will play an important role in the corridor’s new identity. Gateways can establish a brand or identity and welcome visitors. A family of gateways should be integrated throughout the corridor.

**Primary Gateways.** Two major entry points have been identified in the Central Corridor. These locations have been carried over as recommendations from the Downtown Strategic Master Plan and included in this Plan:

- The intersection of Jackson Street and South 3rd Street is a transitional point between the North Corridor and Central Corridor. Located at the Finley River crossing, a gateway element at this intersection signifies the entryway to the downtown area and the proposed river district (see **Figure 4.4 - Mixed-Use: River District Conceptual Renderings**). Gateway monumentation at this location should tie in elements from Downtown Ozark, complimenting the look and feel of historic buildings located in the district and along South 3rd Street.
- The intersection of North 2nd Street and East Elm Street lies at the corridor study area border between South 3rd Street and Downtown Ozark. Gateway monumentation at this location should tie in architectural and design elements from the historic buildings and redeveloped mixed-use areas along the corridor.

**Secondary Gateways.** Three secondary entry points have been identified in the Central Corridor:

- The intersection at West Church Street and South 3rd Street is at the entrance of the proposed mixed-use river district. Signage at this location should be appropriately scaled for pedestrian traffic and may incorporate directional and/or interactive elements. Style and materials should align with primary gateway structures.
- The intersection of West Oak Street and South 3rd Street is at a transition between the downtown and mixed-use river district and the existing residential areas on the corridor’s west side. Similarly, the secondary gateway element at West Church Street, signage should be appropriately scaled for pedestrian traffic and may incorporate directional and/or interactive elements.
- The intersection of South 3rd Street and East South Street is the entry point into the Central Corridor and transition out of a major commercial area. This intersection is also close to the proposed Mixed-Use: Central Park District and Mixed-Use: Commercial District. The existing and proposed pedestrian infrastructure at this intersection aims to facilitate safe crossing and travel between these areas and a secondary gateway element should be utilized to orient foot traffic.

SITE DESIGN ELEMENTS

The layout of a site impacts adjacent properties and the larger corridor in a way that should not be overlooked; well thought-out design tends to result in more of the same, raising the ambitions and expectations for all. The intent of the site elements is to outline desired site layouts and amenities necessary to create quality developments that positively contribute to the overall wellbeing of the Central Corridor.

Layout and Relationship of Elements

The Central Corridor is dense and contains several smaller lots. As it continues to develop and redevelop, density should be encouraged. Proposed uses along the corridor are cohesive, allowing buildings to be closer together without compromising the area’s overall feel.

Consider site access points to facilitate an even flow of vehicular traffic. Where possible, access to the back of the site off South 3rd Street may be considered for vehicular traffic while pedestrian access is prioritized along the corridor frontage. Specific building design standards for this corridor are recommended for further development to ensure cohesion with the downtown area. There are several iconic historic buildings downtown with character elements that should be carried throughout the rest of the corridor.

Screening

Screening should be considered in instances where incompatible uses are adjacent to each other. Along the Central Corridor, there are some areas where single family residential neighborhoods abut commercial uses. In such cases, screening with fencing and landscaping should be considered.

Landscaping

Site maintenance should be a priority as curb appeal will be a significant component to visual cohesion along the corridor. Landscaping should be encouraged whenever possible while considering constraints due to lot size.

Parking

Parking should be oriented away from South 3rd Street as much as possible. Right of way limitations and small lot sizes make parking allowances between the roadway and buildings difficult and diminish the visual appeal along the corridor. Shared parking areas for commercial uses on the southern end of the corridor should be considered. If possible, parking areas should be located behind buildings and away from the main part of the corridor. In the downtown and riverfront area in the northern part of the corridor, there should be consideration for a large, shared parking area so users can park once and move around the area on foot.

Site Signage

Signage for individual sites along the corridor should be consolidated where possible to honor the limited right-of-way and smaller lot sizes. Buildings along the corridor, especially on the southern end, are highly visible from the roadway and should prioritize attached signage.



# MIXED-USE: THIRD STREET DISTRICT - SPECIFIC DESIGN CONSIDERATIONS

The following elements provide suggestions to improve the Mixed-Use: Third Street District's overall appearance and aesthetics. The goal of these recommendations is not to scrap or redo what currently exists, but to guide future improvement efforts and build upon the efforts that the City of Ozark has already undertaken to improve the feel and nature of the Central Corridor.

## Building Height and Orientation

The principal building entrance and most windows should be oriented to the primary street frontage. If the building's principal entrance is not able to front the primary street, distinctive window or façade treatments should be added along the visible street front façade. Commercial and office buildings should integrate a strong pedestrian orientation using display windows, attractive detailing, and convenient and welcoming entrances. Corner buildings could take advantage of their prominent location and use angled corner entrances. Architectural details should be highly visible from the public right-of-way. Buildings should be constructed with little to minimal setbacks where topography allows.

Buildings should be no more than three stories tall, while most buildings should be two stories tall.

## Awnings and Canopies

Awnings and canopies should be integrated into the building façades, have a thin profile, and be of like character of the building. Arched or rounded awnings should be discouraged they date the façade; straight or angled awnings/canopies are encouraged. Awnings and canopies should not mask key architectural details or block visibility through storefront windows. Awnings should be constructed of a durable, UV stable material that complements the buildings' design, whether by adding an appropriate accent color or utilizing unique building materials, such as metal (so long as a decorative metal material is used). Vinyl, plastic, or corrugated or nondecorative metal materials for awnings are highly discouraged. Awnings and canopies used within a multi-tenant development should be constructed of similar material and be of a similar design (size and location).

## Screening and Landscaping

Service entrances, trash and recycling bins, outdoor storage units, ground-mounted HVAC equipment should be screened from view with decorative screens, masonry walls, and/or plantings whenever possible. Evergreens, or other vertical landscaping should be used to buffer utility structures and trash enclosures.

## Wayfinding Signage

Current wayfinding signage is minimal. The northern end of the Central Corridor would benefit from signage directing traffic along South 3rd Street to the Ozark Square or parking. Signage should be based on the City of Ozark's branding.

## Relief, Detailing, and Articulation

To ensure visual interest for both the driver and pedestrian, façade and roof articulation is necessary. Building articulation can include vertical or horizontal changes in material, texture, or wall plane that influence the perceived building scale. Encourage distinguished architectural elements, such as columns, reliefs, decorative cornices, recesses, projections, material diversity, and other façade detailing and ornamentation. Large blank façades are highly discouraged. Architectural relief, articulation, and detail should be distinctive enough to be viewed by passing motorists, pedestrians, and bicyclists, and create an attractive structure at both the vehicular and pedestrian scale. Material changes at outside corners are discouraged to limit the visibility of veneer applications. Material changes should generally occur at inside corners or be delineated by a specific transitional detail, such as a substantial reveal. Multi-tenant commercial buildings should be visibly divided with different architectural elements.

## Site Design and Layout

Buildings on the eastern side of the northern end of the Central Corridor currently orient their entrances toward the Ozark Square, with the rear facing the corridor's street. To create a friendlier and welcoming atmosphere, such buildings should be strongly encouraged to improve their rear facades, including window treatments and updates to their rear entrances to create the appearance of an inviting presence. Existing buildings on the western side of the corridor's northern end mainly have entrances oriented towards the street. New developments should be required to align their frontage towards the Central Corridor.

On the corridor's western side, developments should be encouraged to construct their parking lots at the rear of the site where possible, and at the side of the site as a secondary option. This prevents pedestrians having to walk through or around a vehicular dominated space. Rear entrances and pedestrian walkways to storefronts should also be encouraged whenever possible.

Commercial and office buildings should integrate a strong pedestrian orientation by using display windows, attractive detailing, and welcoming entrances. Corner buildings could use angle corner entrances when appropriate.

## Community Spirit and Lighting

Current lighting is provided by lights affixed to telephone poles and buildings adjacent to South 3rd Street. As development of the Central Corridor progresses, additional lighting elements should be considered for inclusion. New light fixtures should be stylized in a theme that aligns with the City of Ozark's brand. Lighting should also be pedestrian focused with lighting directly oriented towards pedestrian pathways. Additional lighting elements also present the opportunity to show off community spirit through colorful and bright banners. These banners could function as advertisements for upcoming events and community-wide initiatives.

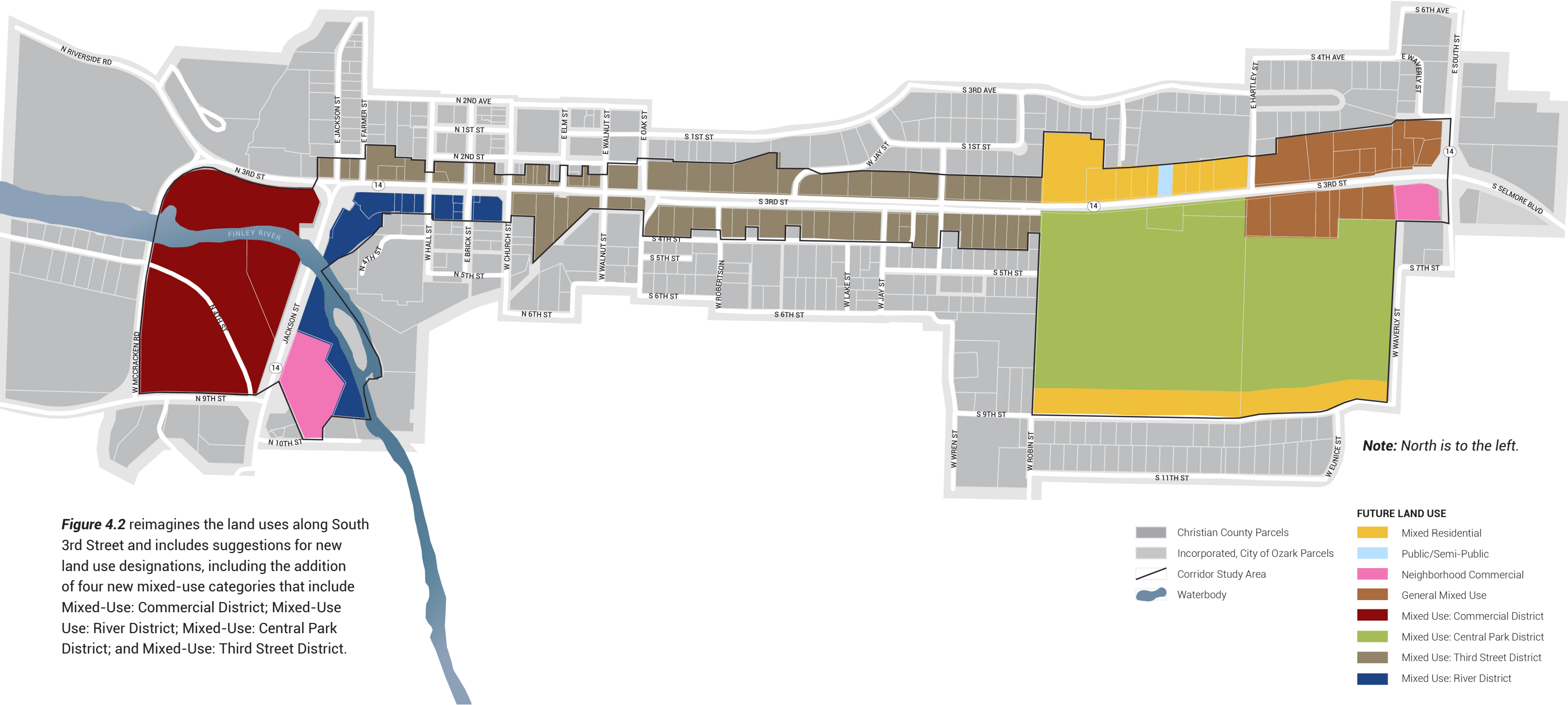


# FUTURE LAND USE FRAMEWORK

The Future Land Use Framework designates the future land use for each parcel along the Central Corridor, regardless of whether the parcel is incorporated or unincorporated. **Figure 4.2 - Future Land Use Framework: Central Corridor** illustrates these uses, supplying a clear understanding of the types of uses that are most appropriate for each parcel.

FIGURE 4.2

FUTURE LAND USE FRAMEWORK:  
CENTRAL CORRIDOR





**Mixed-Use: Commercial District**

This new land use designation establishes a “district” to the east of North 9th Street and west of North 3rd Street. This area includes land immediately beside and to the east and west of Finley River. Retail storefronts and restaurants will make up the primary development styles of this district. This district should also act as a connector, linking the North and Central Corridors together. Businesses within the Mixed Use: Commercial District should be complementary to the business ventures within the Mixed-Use: River District and the Mixed-Use: Third Street District, ensuring that economic activity within the adjacent districts is not hindered. Special provisions should be included to maintain the water quality of Finley River, mitigate any flood hazards, and preserve the wildlife areas within this area.

**Mixed-Use: River District**

This area is immediately south of Jackson Street and encompasses portions of Finley River. This district stretches eastward and runs south along South Third Street. This land use designation seeks to concentrate entertainment ventures along the Finley River.

**Mixed-Use: Central Park District**

This district resides on a large parcel in the southern portion of the Central Corridor and seeks to transform it into a community-level amenity from the present agricultural land use. The park would feature a mixture of active and passive recreational uses right in the heart of the City of Ozark. This is an important opportunity for trail connectivity within the city.

**LAND CLEARANCE FOR REDEVELOPMENT AUTHORITY**

Most of the land identified as the Mixed-Use: River District is part of the “LCRA” land along South 3rd Street. “LCRA” or the Land Clearance for Redevelopment Authority Law was enacted by state statute (Sections 99.300-99.715 RSMs) in 1951 to help local municipalities eradicate blighted and insanitary areas of their community and to encourage redevelopment of real property, particularly in urban areas. LCRA, once created locally, is a separate political entity required to comply with all Missouri laws applicable to political subdivisions. This Ozark LCRA land was created in 2004.

The LCRA is funded by the city to redevelop blighted areas through private enterprise. In June 2004, the Board of Aldermen passed an ordinance declaring approximately 45 acres, referred to as the Finley River Neighborhood Development District (FRNDD), blighted. Once established (and with governing body approval) the LCRA may provide the financing of any land clearance or urban renewal project within the redevelopment area through, among other powers, the issuance of bonds or certificates of qualification for tax abatement for property owners within the area.

The LCRA has purchased several properties within the FRNDD with loan proceeds, and the city is funding the loan payments until these properties are sold for development. The longstanding goal of the city and the LCRA has been to create a true mixed-use area that capitalizes on the pleasant natural setting of Finley River.

**Mixed-Use: Third Street District**

The Third Street District is a mixed-use designation that establishes the downtown and portions of the Central Corridor as a linear district. It stretches from East Jackson Street to immediately south of South 1st Street. This district envisions a mixed-use corridor that provides a traditional main street atmosphere and feel. Certain aesthetic elements may include wayfinding signage, streetscape enhancements, lighting, and landscaping.

These district types, and their unique development, are further described within the Development and Redevelopment Framework for the Central Corridor (See **Figure 4.3**).

**Pedestrian-Focused**

There is a general lack of pedestrian infrastructure along the Central Corridor (e.g., pedestrian crossings, sidewalks, site furnishings, shade, etc.). This should be prioritized as a key issue, considering that the Mixed-Use District that comprises most of the land within this corridor relies on pedestrians to move about largely unencumbered. Many of the intersections are currently considered unsafe for pedestrians to cross. Consistent sidewalks and safe pedestrian crossings should be necessary components as part of development efforts.

**Housing Opportunities**

In comparison to the North and South Corridors, housing is not as prioritized along this corridor. This is primarily due to its size and general composition. However, the Future Land Use Framework builds in housing development opportunities by including Mixed Residential and General Mixed-Use towards the corridor's southern portion. Mixed residential provides various housing types along South 3rd Street and east of South 9th Street. This offers a mixture of detached single-family residences, townhomes, and duplexes as options, providing a sort of buffer between some Mixed-Use Districts and more developed single-family residential neighborhoods.

**A Vibrant Corridor**

The Central Corridor is primarily focused on developing unique, niche destinations that continue to activate the 'heart' of Ozark and attract people from the community or the region to discover and explore what the City of Ozark has to offer. To do this, it is important that the street-level uses are as active as possible, both day and night. For example, offices are recommended on the second or third floor of a mixed-use building. The first floor should be reserved for active uses, such as restaurants, bars, health and wellness, and some retail.



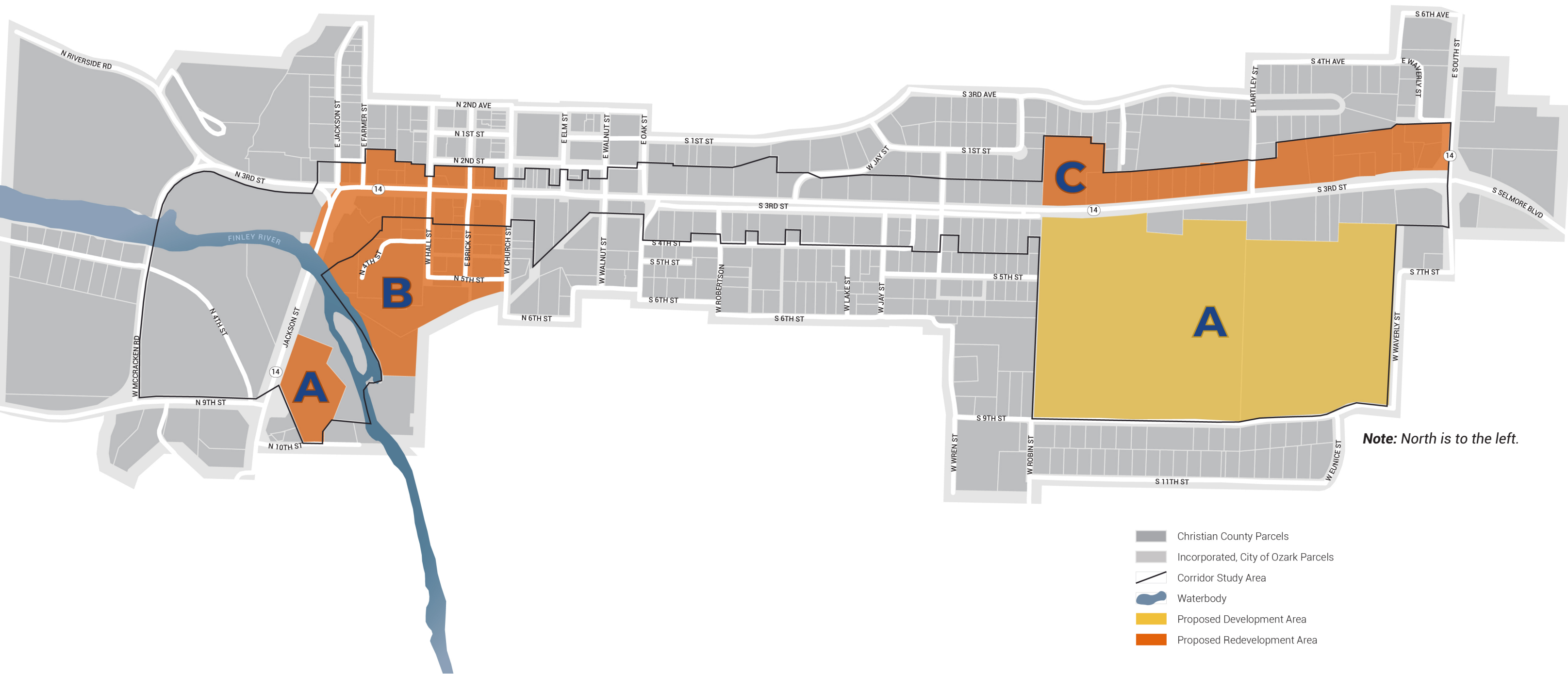
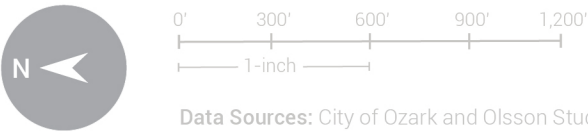


# DEVELOPMENT AND REDEVELOPMENT FRAMEWORK

**Figure 4.3 - Development and Redevelopment Framework: Central Corridor** identifies parcels of land that should be considered for future development and redevelopment opportunities. These findings are based on the analysis and recommendations proposed in **Appendix B - Highest and Best Use Analysis**.

In total, there are three proposed redevelopment areas and one proposed development area within the Central Corridor.

**FIGURE 4.3**  
DEVELOPMENT AND REDEVELOPMENT FRAMEWORK:  
CENTRAL CORRIDOR





### Redevelopment Area A

Redevelopment Area A is currently occupied by the Ozark Career Center. This location boasts frontage that is visible from a major arterial roadway and benefits from a signalized intersection and its proximity to Finley River. This site aligns with the area that is marked as Neighborhood Commercial within the Future Land Use Framework. This land use designation provides opportunities for strategically placed commercial areas that feature a mix of retail shops, service providers, and small-scale office spaces. This may include a corner pad site or a modest strip center. These retail and commercial businesses should be careful not to infringe on nearby retail and commercial activities located within the adjacent Mixed-Use: River District or Mixed-Use: Commercial District identified within the Future Land Use Framework.



### Redevelopment Area B

Redevelopment Area B is comprised of several parcels surrounding the southeast bend of the Finley River, and is zoned as a Planned Urban Development (PUD). It benefits from great access and visibility, river frontage, and proximity to Downtown Ozark. Within the Future Land Use Framework, this parcel includes portions of the Mixed-Use: River District and the northern portion of the Mixed-Use: Third Street District. These land use classifications identify large portions of the redevelopment area as a destination development, featuring a mixture of sit-down restaurants, breweries, a boutique hotel, a farmers' market, and multi-family residential housing.



### Mixed-Use: River District Plan

The Mixed-Use: River District is immediately south of Jackson Street and concentrates entertainment ventures along the Finley River. **Figure 4.4 - Mixed-Use: River District Conceptual Renderings** provides a vision for what this district may look like in the future. The district would include a portion of the downtown by stretching eastward and running south along South 3rd Street. Ideally, the character and density of the Mixed-Use: River District would blend seamlessly into downtown, providing another destination close to Downtown Ozark and allowing visitors and residents to access both areas at their leisure. The river district could include a public swimming hub along the river, new retail and commercial locations, and entertainment venues.

FIGURE 4.4

MIXED-USE: RIVER DISTRICT CONCEPTUAL RENDERINGS





### Mixed-Use: Third Street District Plan

The eastern portion of this site abuts Downtown Ozark and is most suited for a higher-density, mixed-use development style that characterizes the Mixed-Use: Third Street District vision. Redevelopment in this district should provide a traditional Main Street atmosphere and feel, with boutique retail venues and restaurants on the lower floors with office space and residential on the upper floors. The current development limits visibility and customer traffic to the area. It is recommended to redevelop the two city blocks on the east side of South 3rd Street, between Farmer Street and Brick Street. This would increase exposure for downtown businesses and stimulate connectivity with the potential mixed-use development that is proposed at the southwest corner of South 3rd Street and Jackson Street. With this district being immediately adjacent to other mixed-use districts, careful consideration should be given to elements concerning connectivity, ensuring that pedestrian can walk between the Mixed-Use: Third Street District and Downtown Ozark with minimal physical barriers. This may include installing and repairing sidewalks, pedestrian crossings, and pedestrian signals.

It should be noted that Downtown Ozark is a registered National Historic District. Maintaining historic integrity within the district is a priority. Development and redevelopment within the Mixed-Use: Third Street District should incorporate complementary architectural styles and aesthetics as much as possible to ensure visual compatibility.

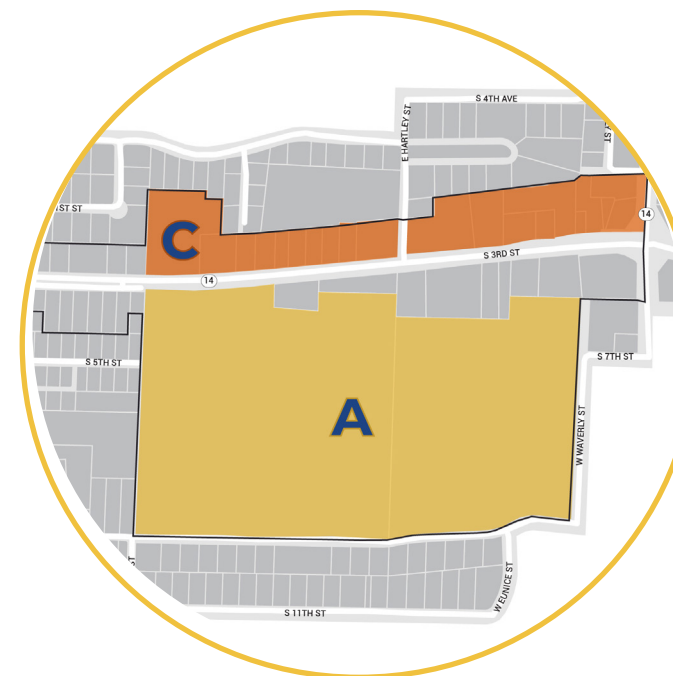
Although it is not labeled within the Development and Redevelopment Framework, the **Highest and Best Use Analysis** identified the eastern side of South 3rd Street, from Walnut Street to Jay Street, as a redevelopment opportunity. This area resides within the Central Corridor and is part of the Mixed-Use: Third Street District. It is currently comprised of automotive, strip center, and convenience stores and is zoned C-2 and C-4. This provides the opportunity to redevelop the properties into small office and retail buildings, providing additional retail space that would be complementary to the downtown area to the north.

### Redevelopment Area C

This property starts at the southeast corner of South 3rd Street and nearly stretches up to South 1st Street to the north. This area of the Central Corridor includes a steep slope, road width limitations, and shallow lot depths. The east side of South 3rd Street between South Street and Hartley Street is identified as the most suitable redevelopment site in the area. The properties are currently zoned C-2 and C-4 with existing uses including single-family residential, commercial, and vacant land. Redevelopment could include a mixture of Mixed Residential and General Mixed-Use, which could include some smaller retail opportunities on the first floor.

### Development Area A

The large parcel of land north of West Waverly Street and west of South 3rd Street is designated as R-1C and characterized by a severe slope. This area was primarily identified as the site of the Mixed-Use: Central Park District within **Figure 4.2 - Future Land Use Framework: Central Corridor**.



### Mixed-Use: Central Park Plan

The Mixed-Use: Central Park Plan would transform the underutilized land into a community-level amenity by including a robust trail system and other active and passive recreational uses. The parcel is unique in that it has a steep slope, making it potentially difficult for other development types. However, this could prove to be an opportunity for a nature-focused playground, with slides using slopes as a natural form of elevation. Its central location would also make it a perfect community gathering space, something that is currently missing from Ozark's current composition.

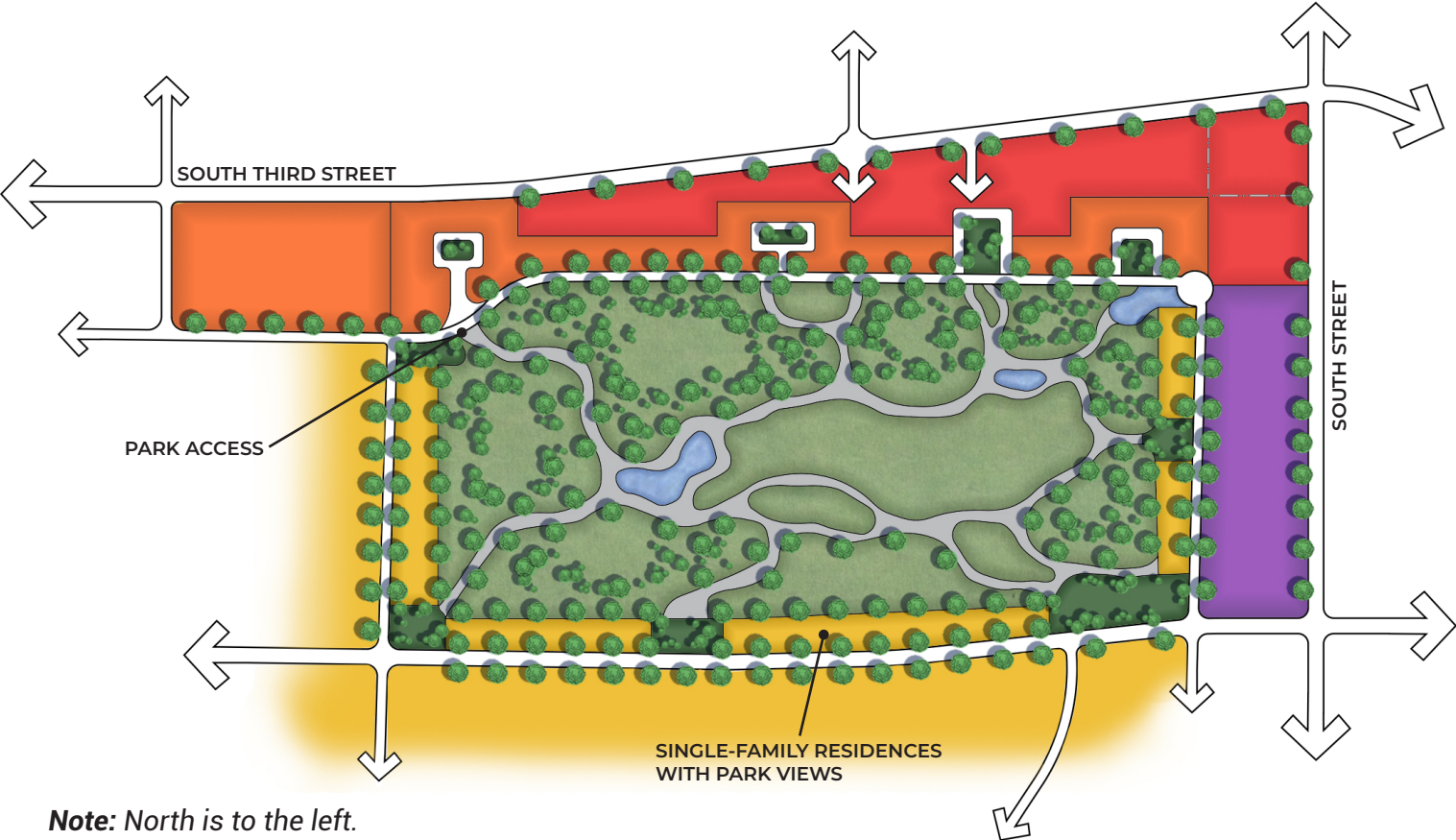
Depending on the level of investment in creating distinct amenities, this could prove to be an attractive tourist draw, providing a unique experience for the surrounding region. Robust input from the community should be included to help determine popular passive and active recreational opportunities that could be included in the overall design.

Additionally, residential development will likely be desirable in the areas surrounding the park, as shown in **Figure 4.5**.



FIGURE 4.5

MIXED-USE: CENTRAL  
PARK DISTRICT LAND  
USE CONCEPT



Note: North is to the left.

MIXED-USE: CENTRAL PARK DISTRICT  
RECOMMENDED LAND USE MAKE-UP

- PARKS/RECREATION/GREENWAY
- SINGLE-FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- COMMUNITY COMMERCIAL
- GENERAL MIXED-USE

FIGURE 4.6

SOUTH THIRD STREET (NORTH OF OAK STREET)  
CONCEPTUAL TYPICAL SECTION

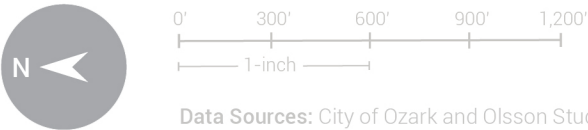




# MOBILITY AND CONNECTIVITY FRAMEWORK

**Figure 4.7** shows the mobility and connectivity recommendations for the Central Corridor. The Central Corridor is anchored by downtown, with the increased focus on the intensity of people walking, shopping, and recreating in the area. As downtown activity moves across South 3rd Street, improvements must focus on enhanced safety, comfort, and overall experience of those moving throughout downtown whether by vehicle or alternative transportation methods.

**FIGURE 4.7**  
MOBILITY AND CONNECTIVITY  
FRAMEWORK: CENTRAL CORRIDOR



Data Sources: City of Ozark and Olsson Studio

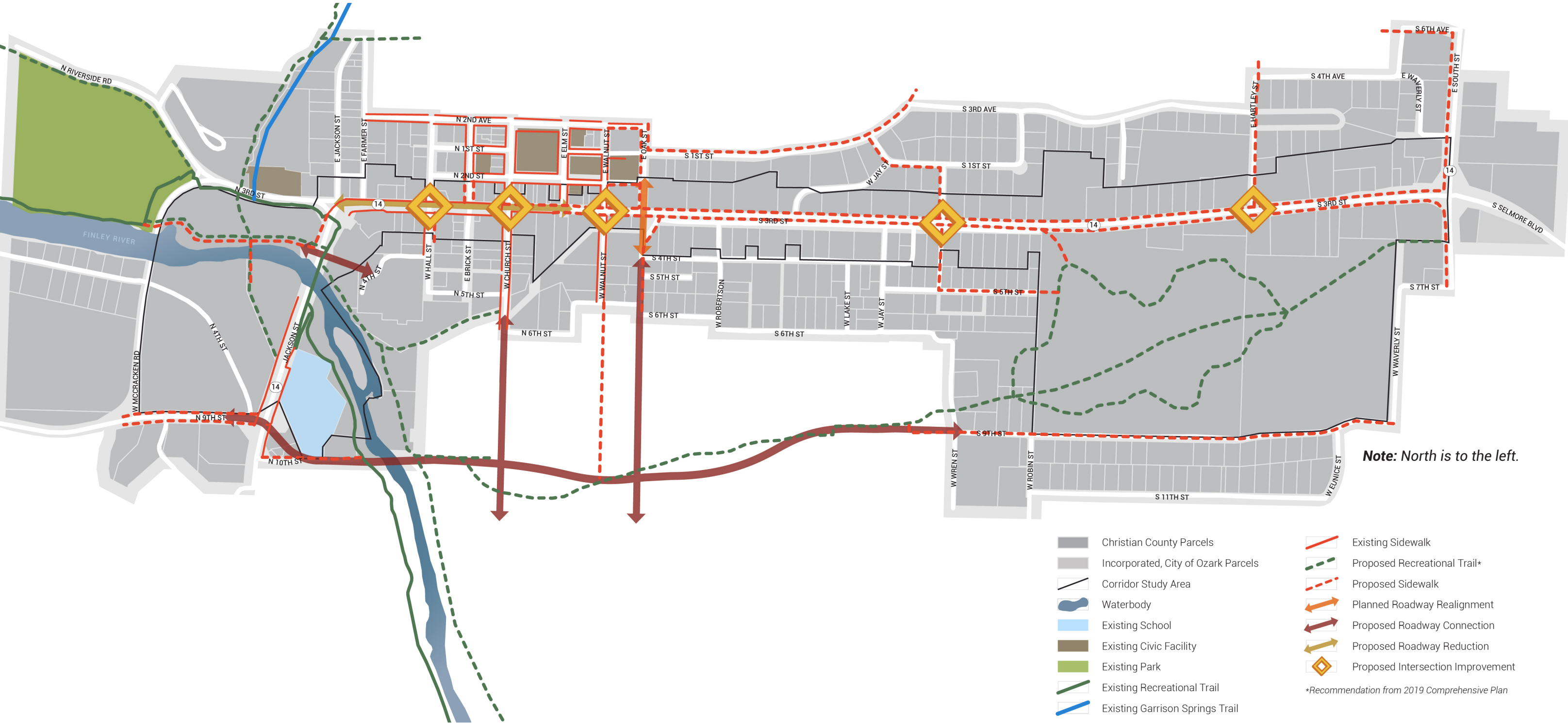
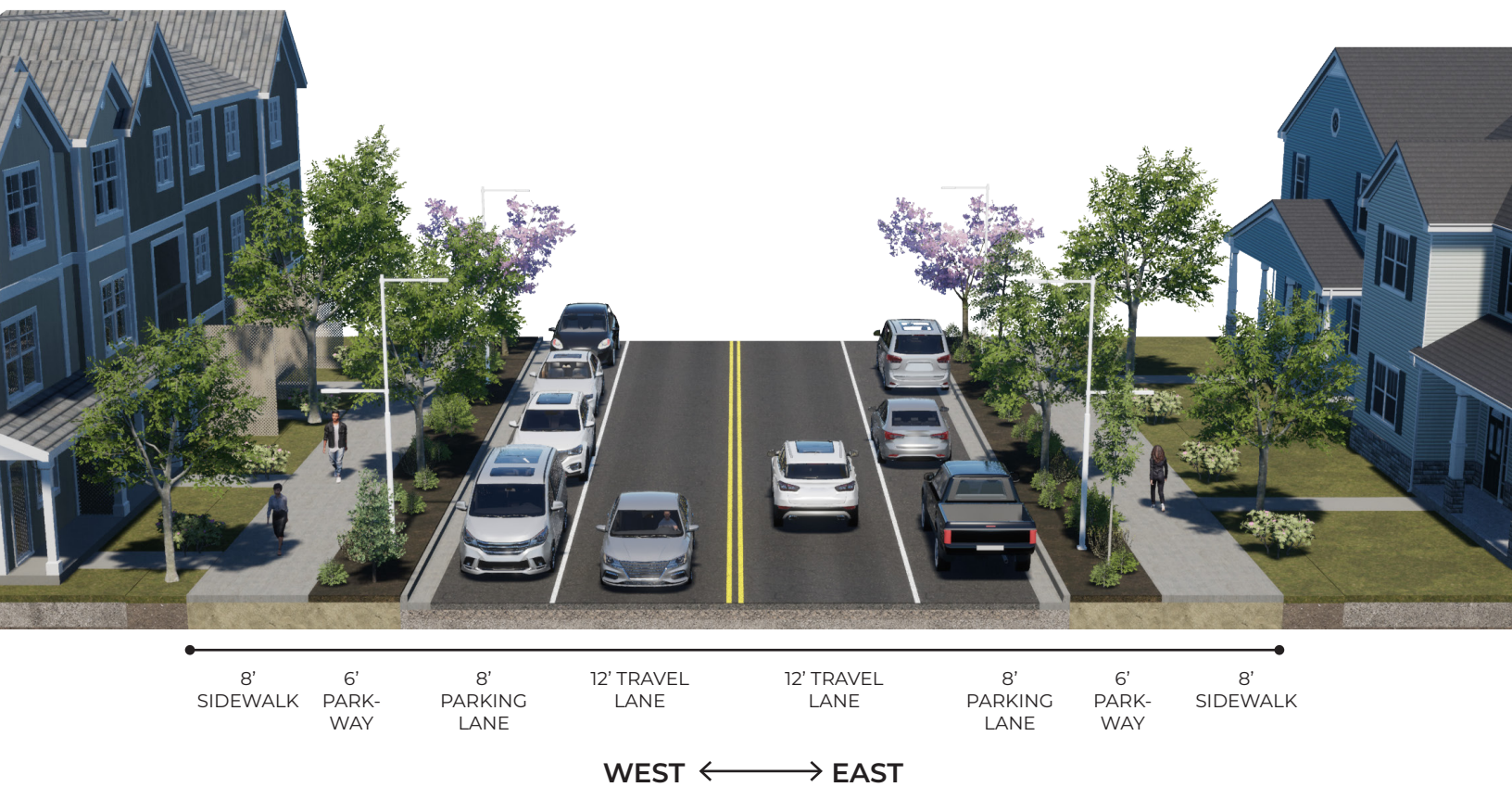




FIGURE 4.5

SOUTH THIRD STREET (SOUTH OF OAK STREET)  
CONCEPTUAL TYPICAL SECTION



VEHICULAR TRANSPORTATION  
RECOMMENDATIONS

The following recommendations, as illustrated in **Figure 4.7**, are specific to vehicular traffic and aim to balance the current traffic flow among an elaborate roadway network.

Planned Roadway Realignment

The intersection of South 3rd Street at Oak Street is critical in the corridor. It is the current southern anchor for the core of Downtown Ozark, and it also hosts a key drainageway underneath the roadway. The future realignment of Oak Street, to remove the skew, will allow for a more appropriate gateway to downtown. Improvements to South 3rd Street and Jackson Street intersection should also be considered as development fills out the west side of South 3rd Street. Leveraging this intersection as an entryway into downtown and announcing to drivers that they are approaching a different character street and should proceed more slowly. This could include reconfiguring the intersection into a roundabout with gateway features.

Proposed Roadway Connections

Extending 10th Street to connect to Church Street and Oak Street would offer an alternative route for vehicles, serving to relieve congestion and decrease traffic, while facilitating the potential reduction in the size of South 3rd Street. Enhancements should also be made to Oak Street and Church Street between South Street and South 3rd Street to improve its ability to distribute vehicular traffic across multiple routes.

Proposed Roadway Reduction

As the cross-section and surrounding land uses of South 3rd Street are further defined, the interaction between South 3rd Street and the use of its side street should be refined. The segment between Oak Street and the south of Wren Street should be evaluated. This right-of-way could continue its current alignment; be reconfigured to better serve either the roadway or land uses; or be re-purposed as space for alternative modes of transportation.

Well-Defined Parking Expectations

Successful downtowns and downtown districts often struggle with matching zoning codes and regulations with the character and desired aesthetic of the historic buildings found downtown. The city should review parking requirements and expectations within downtown and other mixed-use districts such as South 3rd Street to guide development and associated vehicle impacts. This guidance could range from redefined parking standards, parking management strategies, fees-in-lieu, or other developer strategies. These will help to set expectations, reduce unnecessary parking burdens from development, improve aesthetics, and encourage non-vehicular travel throughout downtown.





ACTIVE TRANSPORTATION  
RECOMMENDATIONS

The following recommendations will allow for increased mode split and alternative transportation options. These will improve the safety and viability of active transportation.

Ownership and Maintenance Transfer

South 3rd Street/Highway 14 once functioned as a highway of statewide and regional importance in the early twentieth century. Currently, it functions as a local roadway adjacent to downtown. MoDOT ownership limits infrastructure development along the corridor, especially for active transportation modes. As such, consideration should be given to turning over the maintenance and ownership of this section of South 3rd Street/Highway 14 from MoDOT to the City of Ozark. This devolution (relinquishment of state designation) would give the city direct control over changes in the number of travel lanes, on-street parking accommodations, and intersection controls (including stop signs, traffic signals, and so on.)

Proposed Intersection Improvements

Intersection enhancements to provide pedestrian safety and comfort improvements should occur in the heart of downtown at Hall Street, Church Street, and Oak Street. These improvements should operate to improve safety, accessibility, and experience for downtown visitors. Additional mid-block or pedestrian activated crossings should be invested in along South 3rd Street south of downtown to connect neighborhoods and provide meaningful connectivity to the proposed park developments.

Proposed Trails

Enhancing trail connectivity throughout the Central Corridor provides both recreational and transportation focused users, improving the viability of active transportation modes through better connectivity and quality of infrastructure. Walnut Street provides a prime opportunity to reallocate right-of-way from vehicles and traffic to pedestrians, bicyclists, and other uses.

Proposed Gateway Intersection Alignment

The current layout of the intersection at Jackson Street and South 3rd Street is a safety concern for the non-motorists and motorists alike. It is recommended that this intersection be re-analyzed to remove the horizontal curve and treat the intersection as a true intersection, not a roadway curve. This intersection can also serve as a gateway and monument to announce the entrance to downtown.

Sidewalk Improvements

The presence, condition, and quality, of sidewalks throughout the downtown and the central corridor should be prioritized for improvement. Sidewalks serve to activate the streets socially and economically, providing a space for people to interact and recreate. As downtown continues to develop and South 3rd Street gets re-imagined, it will be vital to create a safe, accessible, and well-maintained environment, starting with the sidewalks.

5  
ONWARD SOUTH  
CORRIDOR

Section 5 - Onward South Corridor narrates and illustrates the desired future of the South Corridor, including plans for land use, its market niche, built form and character, development and redevelopment opportunities, and aesthetic enhancements.



# KEY ISSUES:

## SOUTH CORRIDOR

- While this is a main commercial corridor for Ozark, **retail and restaurant options are still limited**.
- Large undeveloped areas along the corridor make sections of corridor feel **empty and underutilized**.
- There is a **lack of green space and community space** among the retail and commercial uses.
- Traffic **safety issues** are an ongoing concern.
- The corridor is **not especially comfortable** for pedestrians, especially for those traveling to and from school.
- There is a general **lack of identity and character** along the corridor.

# VISION STATEMENT:

## SOUTH CORRIDOR

*The South Corridor is one of the main front doors to Ozark, providing community amenities and retail offerings along a well-designed roadway that considers multiple modes of transportation, inviting visitors into the community and welcoming residents back home.*

### CORRIDOR ROLES



**Activated by** a variety of retail offerings, including a master-planned commercial area.



**Connected to** the US 65 corridor and the entrance to the downtown area at South Street's intersection with South 3rd Street.



**Vibrant with** residents running errands, shopping, and visiting specialty service providers, both by car and on foot.



**Inviting through** its presence as a vibrant commercial area that offers a variety of goods and services to the community along a well-designed, pedestrian-friendly corridor.



# ACHIEVING THE VISION

The following section includes a series of activation frameworks that illustrate, in part, the goals and policies described in **Section 2** and provide further elaboration on the specific land use, transportation, development, and programming for the South Corridor. The frameworks were designed to work with each other and with the frameworks provided for the North and Central Corridors in **Sections 3** and **4**, respectively.





# ILLUSTRATIVE MASTER PLAN

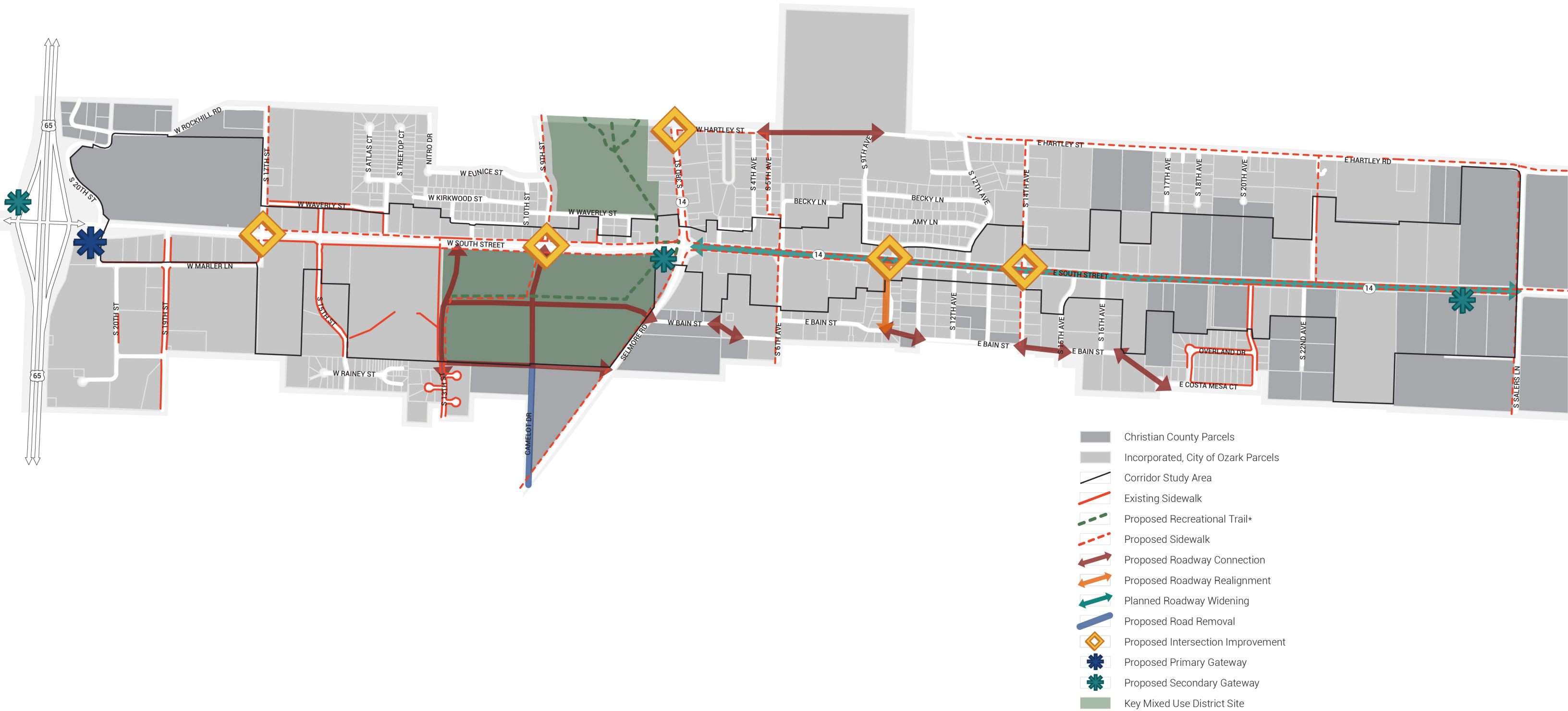
**Figure 5.1** is a visual representation of the recommendations discussed in the following section, but it is not an exhaustive list of the recommendations, as some cannot easily be captured in this graphic. It is important to note that the Illustrative Master Plan is not a detailed development proposal or capital improvements plan. The illustrated recommendations should serve as a policy guide in the evaluation of future development proposals and capital improvement projects within the corridor.

FIGURE 5.1

ILLUSTRATIVE MASTER PLAN:  
SOUTH CORRIDOR



Data Sources: City of Ozark and Olsson Studio



\*Recommendation from 2019 Comprehensive Plan



# CHARACTER GUIDELINES

The following section guides how to achieve character through design elements, both in the public realm and in sites along the corridor. As development and redevelopment occur within the planning area, these guidelines should be referenced to ensure a cohesive look and feel that aligns with the vision for the South Corridor.

The corridor character guidelines should be used by city staff members and officials as they review plans and proposals for development, redevelopment, and infill within the corridor, but also when streetscape and other public realm improvements are designed and constructed. Property owners, designers, and developers are advised to use these design guidelines as they plan and design their projects. Note that these design guidelines do not try to dictate that every building and site look the same, but aim to promote a high level of quality, consistency, and compatibility among properties within the corridor – setting the standard for design corridor-wide.



## PUBLIC REALM ELEMENTS

The intent of the public realm guidelines is to outline a coherent system of public streetscape improvements that will work to increase the amount of landscaped space, improve circulation, and accommodate all modes of transportation along South Street. Most of the following elements apply directly to South Street but will also be helpful in upgrades and aesthetic enhancements for other public and private roadways in the corridor area.

The following elements, when implemented in concert with each other, will create a more accessible and modern urban roadway. By setting the standard for public streetscape improvements, the expected level of site-specific design and enhancements can be easily understood. Additionally, property owners and developers can be assured of a high level of improvements to come.

### Streetscaping

The South Corridor should feel balanced for all modes of users, including vehicular traffic, pedestrians, and bicyclists. The corridor is wide and flat, which will allow for wide walkways on either side of the road and sufficient allowance for vehicular traffic lanes. While the corridor is oriented for commercial uses, streetscaping elements should aim to soften the infrastructure and create a more pleasant environment for all users. Landscaping along the roadway helps to slow vehicular traffic speeds and visually separate travel lanes from public areas. Planting areas in medians, near crossing areas, and along either side of the roadway should be considered. Landscaped buffer areas between the roadway and pathways will also create a physical barrier between vehicular and active modes of transportation. Due to the width and straight orientation of South Street, planting areas along the sides of the roadway are ideal locations for street trees.





Site Furnishings

Pedestrian and bicycle paths along the sides of the street are intended for traveling rather than gathering points. Site furnishings along these areas should match that intent and include elements such as bicycle repair stations, waste receptacles, and potentially benches and shade structures in crossing areas or meeting points. In areas where people may gather, such as near schools or pedestrian-oriented commercial sites, additional considerations for site furnishings may include seating areas and bicycle parking.

Lighting

The corridor should be well lit for all modes of traffic. Street lighting should be added along South Street to illuminate the roadway and pathways. In areas where pedestrian or bicycle pathways meander from the main corridor, additional trail lighting should be added.

Gateways

Gateways, which mark the boundaries of the corridor and activity centers along the corridor, will play an important role in the corridor's new identity. Gateways can establish a brand or identity and welcome visitors.

**Primary Gateways.** One major entry point has been identified in the South Corridor. West South Street has direct access to a US 65 interchange at the western end of the South Corridor. This location is ideal for a primary gateway element to signify an entry into Ozark city limits and should be scaled appropriately to capture the attention of vehicular traffic. Style and materials should align with other placemaking elements and take advantage of its situation above the highway corridor.

**Secondary Gateways.** Three secondary entry points have been identified in the South Corridor:

- The Downtown Strategic Master Plan previously recommended a secondary gateway element at the northwestern corner of West South Street and US 65. The recommendation has been included in this Plan as an opportunity to balance and align with the recommended primary gateway at the opposite side of the intersection. While this element should be smaller in size and scale, it should match the style and aesthetics of the primary monument and visually tie the intersection.
- The intersection of South 3rd Street and South Street is the entry point into the Central Corridor and transition out of the major commercial areas along the South Corridor. This intersection is also close to the proposed Mixed-Use: Central Park District and Mixed-Use: Commercial District. The existing and proposed pedestrian infrastructure at this intersection aims to facilitate safe crossing and travel between these areas and a secondary gateway element should be utilized to orient foot traffic.
- A secondary gateway element should be placed near the eastern edge of the South Corridor. As the corridor continues to develop to the west, the area will become a more defined entryway into the commercial area and the more intensely developed areas of Ozark. Note the city has considered the use of roundabouts as ways to signify entry into the city on its eastern edge. Gateway elements can easily be designed within roundabouts, given the space roundabouts provide.

SITE DESIGN ELEMENTS

The layout of a site impacts adjacent properties and the larger corridor; well thought-out site design tends to result in more of the same, raising the ambitions and expectations for all. The site elements outline desired site layouts and amenities necessary to create quality developments that positively contribute to the well-being of the North Corridor.

Layout and Relationship of Elements

Elements along South Street should be oriented towards the corridor as much as possible to boost visibility and ease access. Access points should be carefully considered to ensure smooth traffic flow and make the corridor easy to navigate. Lot sizes vary but generally follow a similar pattern for intended commercial, retail, and office use. As such, most uses will be cohesive regardless of size and may share access points, parking areas, and other amenities.

Screening

While proposed uses along the corridor generally follow similar theme, there may be instances where cohesion lacks between abutting sites. In such cases, landscaped or fenced screening should be considered to maintain visual consistency.

Landscaping

Site maintenance and landscaping should be prioritized along the South Corridor. To ensure cohesion throughout the entire corridor, site design standards should be created to maintain consistency. Landscaping elements should not block site visibility from the roadway but aim to soften the built environment. Consideration should be given to utilizing green infrastructure best practices and stormwater management methods through native plants and dry beds.

Parking

As much as possible, parking areas should be shared between commercial uses to reduce the number of parking lots along the corridor. It may not be practical along South Street to orient parking lots in the back of commercial uses, but doing so is encouraged where possible. Parking lots should be landscaped to reduce heat island effects and the use of permeable materials should be considered to mitigate stormwater runoff.

Site Signage

Signage is appropriate along South Street to orient vehicular traffic towards commercial uses. The signage size and height should be large enough for vehicular traffic visibility but appropriately sized to not reduce visual appeal along the corridor. Revisiting signage standards and potentially developing sign regulations for the South Corridor is recommended.

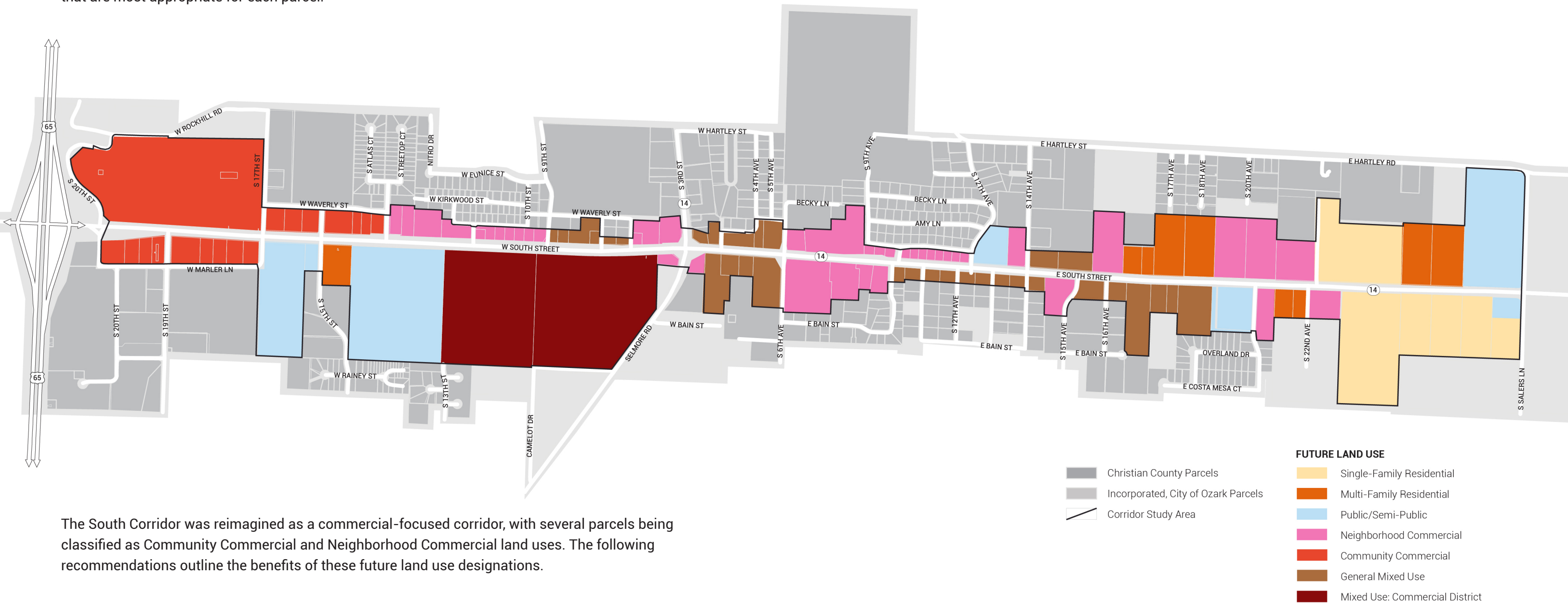
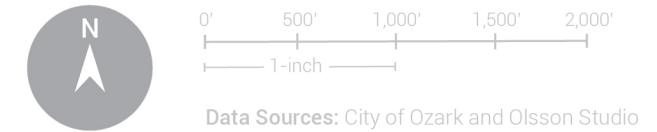


# FUTURE LAND USE FRAMEWORK

The Future Land Use Framework designates the future land use for each parcel along the South Corridor, regardless of whether the parcel is incorporated or unincorporated. **Figure 5.2 - Future Land Use Framework: South Corridor** illustrates these uses, supplying a clear understanding of the types of uses that are most appropriate for each parcel.

### FIGURE 5.2

## FUTURE LAND USE FRAMEWORK: SOUTH CORRIDOR



The South Corridor was reimagined as a commercial-focused corridor, with several parcels being classified as Community Commercial and Neighborhood Commercial land uses. The following recommendations outline the benefits of these future land use designations.

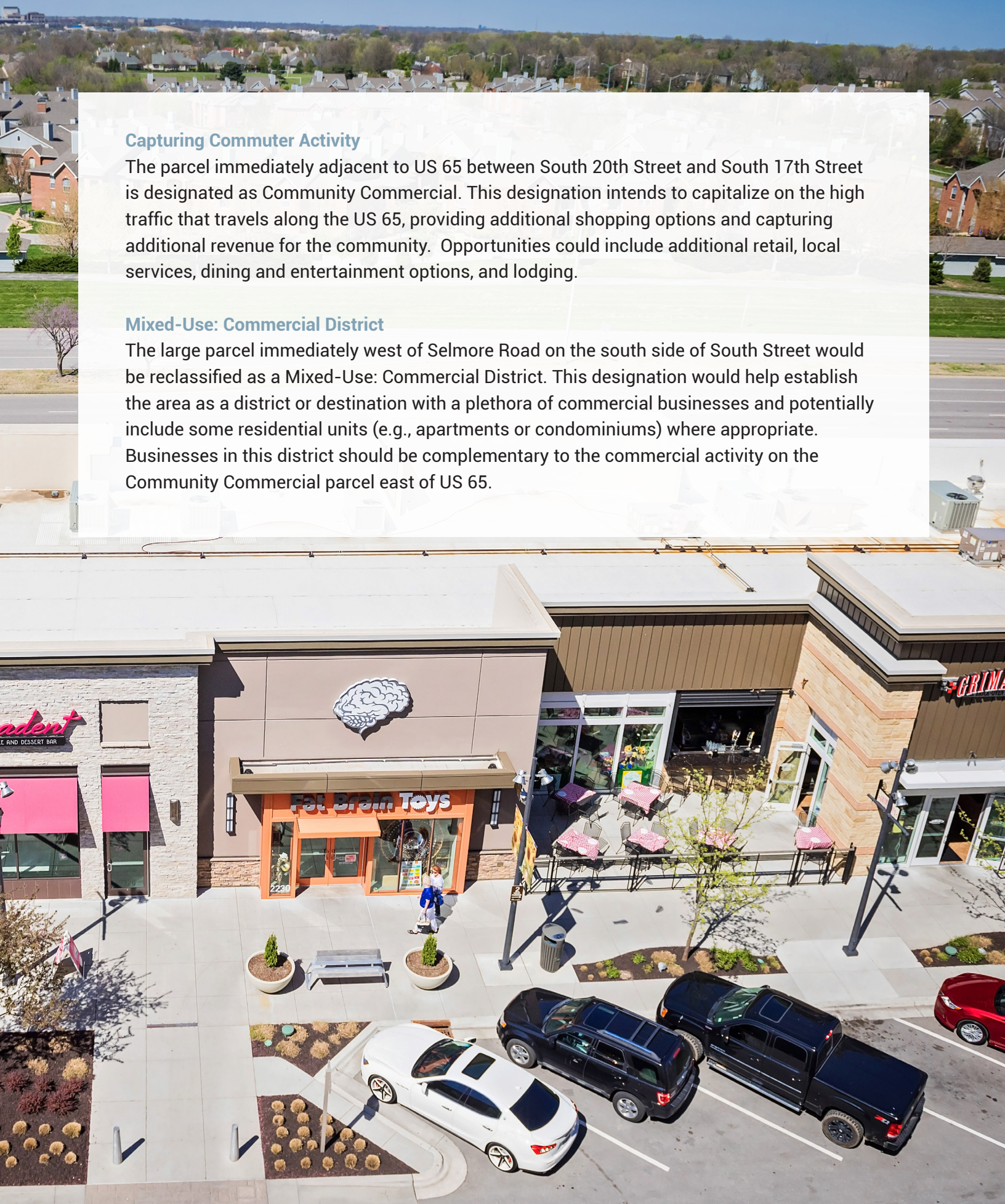


### Capturing Commuter Activity

The parcel immediately adjacent to US 65 between South 20th Street and South 17th Street is designated as Community Commercial. This designation intends to capitalize on the high traffic that travels along the US 65, providing additional shopping options and capturing additional revenue for the community. Opportunities could include additional retail, local services, dining and entertainment options, and lodging.

### Mixed-Use: Commercial District

The large parcel immediately west of Selmore Road on the south side of South Street would be reclassified as a Mixed-Use: Commercial District. This designation would help establish the area as a district or destination with a plethora of commercial businesses and potentially include some residential units (e.g., apartments or condominiums) where appropriate. Businesses in this district should be complementary to the commercial activity on the Community Commercial parcel east of US 65.



### Housing Opportunities

The eastern portion of the South Corridor has the greatest potential to support additional housing options for the community. The future land use framework for the South Corridor simplifies some of these uses by indicating some parcels as single-family residential or multi-family residential, suggesting that these parcels could be developed with housing units in the future. A few parcels are classified as general mixed-use, which provides the option to include housing as a part of the suggested developments if appropriate. Housing opportunities are more prevalent in the central and eastern portions of the South Corridor.

### Retail and Dining Variety

Although the South Corridor is viewed as a main commercial corridor, there are few retail and restaurant opportunities available. Future development and redevelopment opportunities should look to include a variety of retail and dining options throughout the South Corridor. This includes paying special attention to the Mixed-Use: Commercial District and the Community Commercial parcel adjacent to US 65.





# DEVELOPMENT AND REDEVELOPMENT FRAMEWORK

**Figure 5.3 - Development and Redevelopment Framework: South Corridor** identifies parcels of land that should be considered for future development and redevelopment opportunities. These findings are based on the analysis and recommendations proposed in **Appendix B - Highest and Best Use Analysis**.

In total, there were three proposed redevelopment areas and seven proposed development areas within the South Corridor.





**Redevelopment Area A**

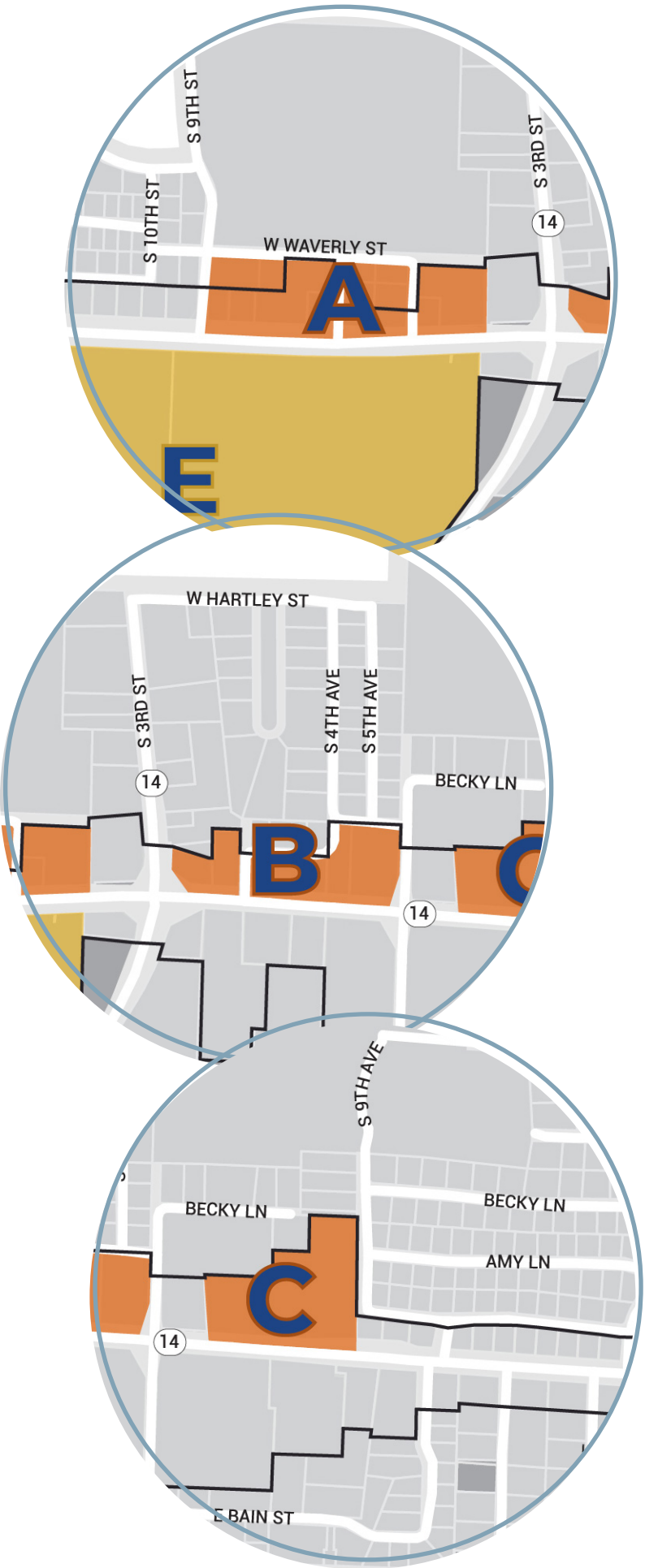
Redevelopment Area A is comprised of a small group of properties along the north side of South Street from 9th Street to South 3rd Street. This set of properties is currently occupied by single-family homes. Future redevelopment could include retail uses such as a commercial strip center, restaurants, a bank branch, or an automotive repair store. This location has an ideal frontage for retail and commercial activity.

**Redevelopment Area B**

A group of properties between South 3rd Street and South 6th Avenue make up Redevelopment Area B. These properties are zoned C-2 and occupied by two older commercial strip centers and two freestanding commercial buildings. There are also signalized intersections located at 3rd Street and 6th Avenue. Due to its location and these characteristics, this could be a suitable location to support freestanding retail stores, restaurants, bank branch locations, and professional/medical office buildings.

**Redevelopment Area C**

Redevelopment Area C is a vacant parcel in the northeast corner of South Street and 6th Avenue. The vacant land present at this site is suitable for commercial land uses such as a commercial strip center freestanding retail building, restaurants, bank branch locations, and professional/medical office buildings.



**Development Area A**

This 40-acre property at the northeast corner of South Street and US 65 is not currently within the Ozark city limits. This property would ideally be annexed and developed into a shopping center. The Future Land Use Framework for the South Corridor designates this as a Community Commercial use, building on the property's existing characteristics to support a shopping center that could include a grocery store, junior anchors, inline shopping space, and out parcels. It will be important to receive input from local economic partners in identify the most attractive businesses to include within the Community Commercial Shopping Center. Special consideration should be given to businesses that would attract local and regional highway traffic.

**Development Area B**

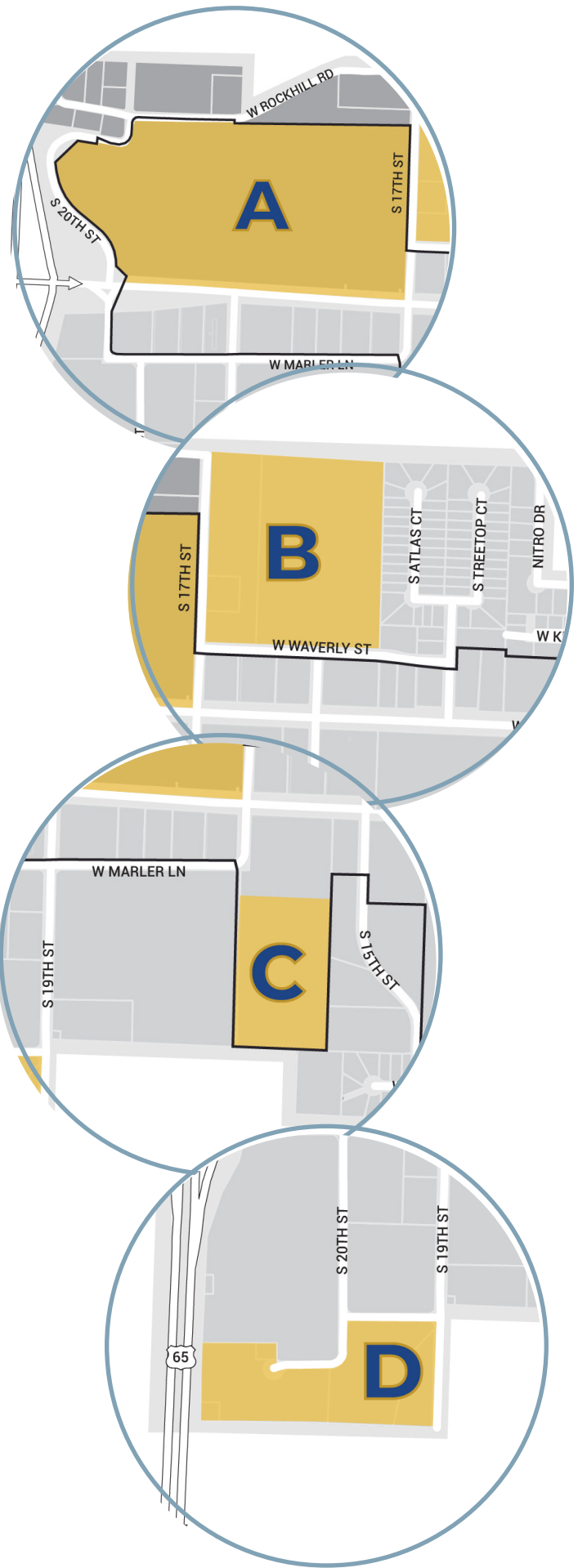
The vacant parcel at the northeastern corner of 17th Street and Waverly Street could be developed into residential uses, from single-family residential to higher density multi-family residential.

**Development Area C**

The vacant parcel south of West South Street and to the east of South 15th Street is suitable for the development of apartments or an office park.

**Development Area D**

A small area on the west side of 19th Street and south of Walmart Supercenter is suitable for an apartment complex, providing additional housing along the South Corridor.





**Development Area E**

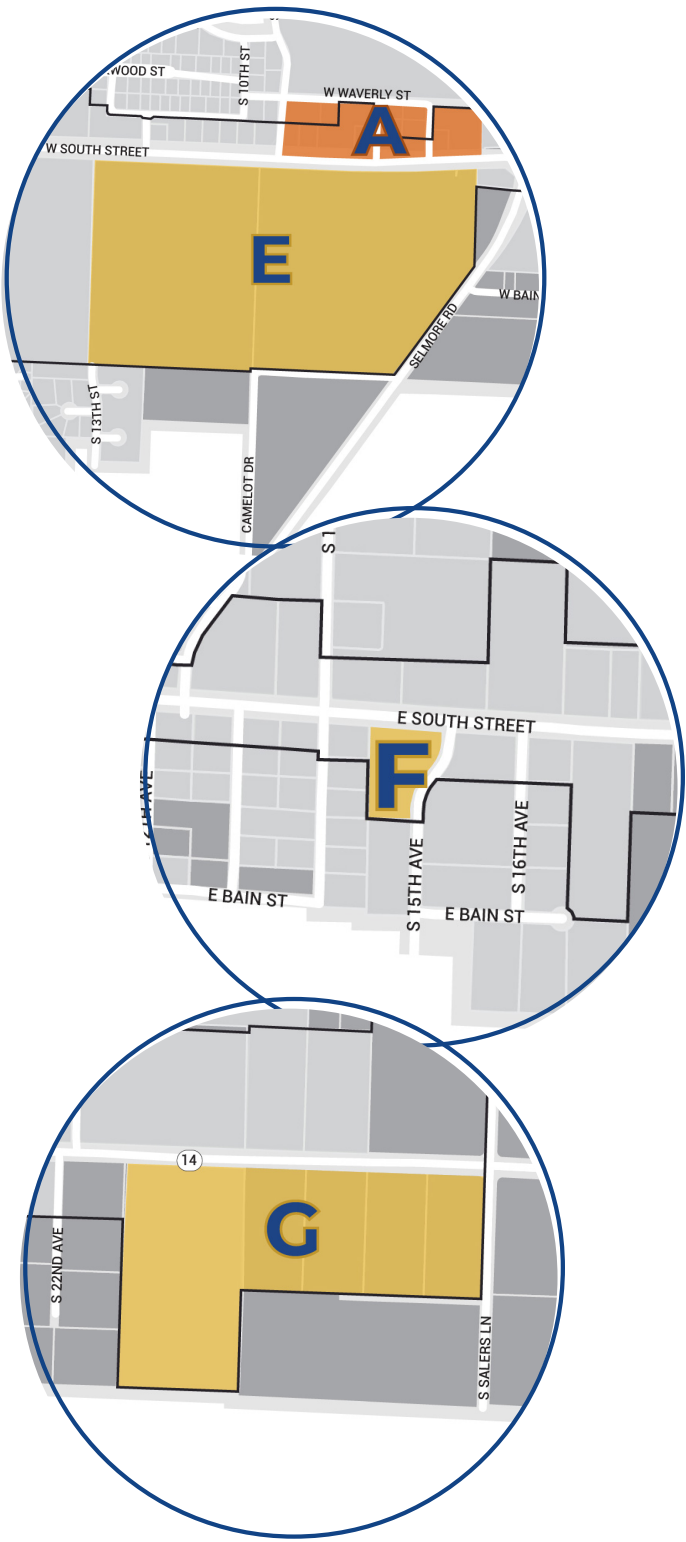
Development Area E is a large parcel of about 80-acres located on the south side of West South Street and immediately west of Selmore Road. This property is not currently within Ozark city limits. This site offers the necessary size, access, and visibility to support a substantial mixed-use development with a shopping center and residential units (e.g., condominiums or large-scale apartments). Area E is identified as a Mixed-Use: Commercial District within the Future Land Use Framework for the South Corridor. Ideally, a master plan for this district would be created to guide development, determining the businesses and necessary economic partners for this district to be a true success. All commercial activity should work with commercial properties in Area D to further enhance the South Corridor as a major commercial and regional draw.

**Development Area F**

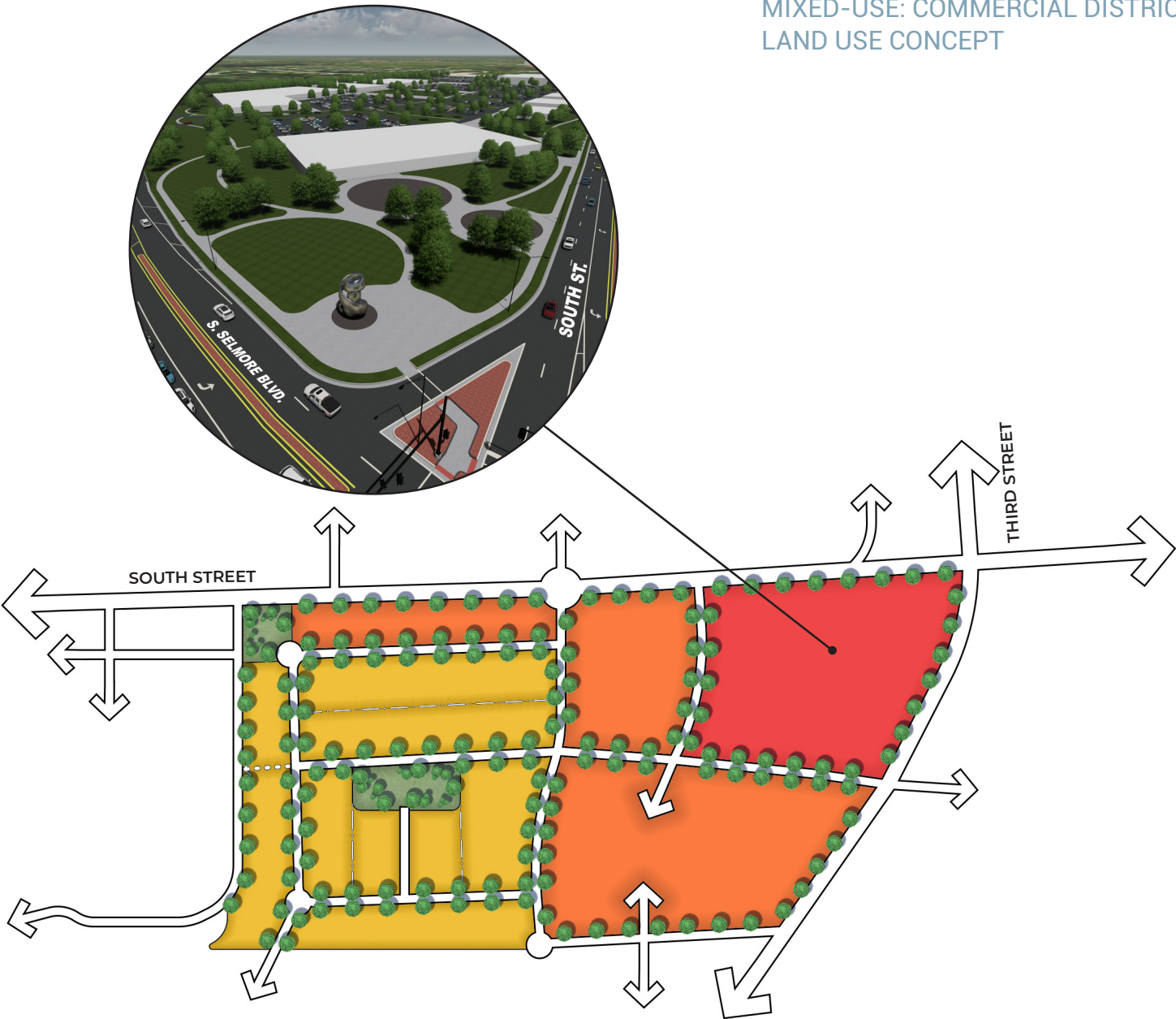
The property at the southwest corner of South Street and 15th Avenue is zoned C-2. Potential uses include office buildings and apartments.

**Development Area G**

This parcel is approximately 40-acres in total and currently features some single-family residences. This property is not located within the Ozark city limits. At the time of the planning process, the Way Community Church has plans to build a church at the corner of South Street and State Highway W/South Salers Lane. **The Highest and Best Use Analysis** suggests this location is best suited for a mix of single-family and multi-family housing.



**FIGURE 5.4**  
MIXED-USE: COMMERCIAL DISTRICT  
LAND USE CONCEPT



**MIXED-USE: COMMERCIAL DISTRICT**  
*RECOMMENDED LAND USE MAKE-UP*

- PARKS/RECREATION/GREENWAY
- SINGLE-FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- COMMUNITY COMMERCIAL





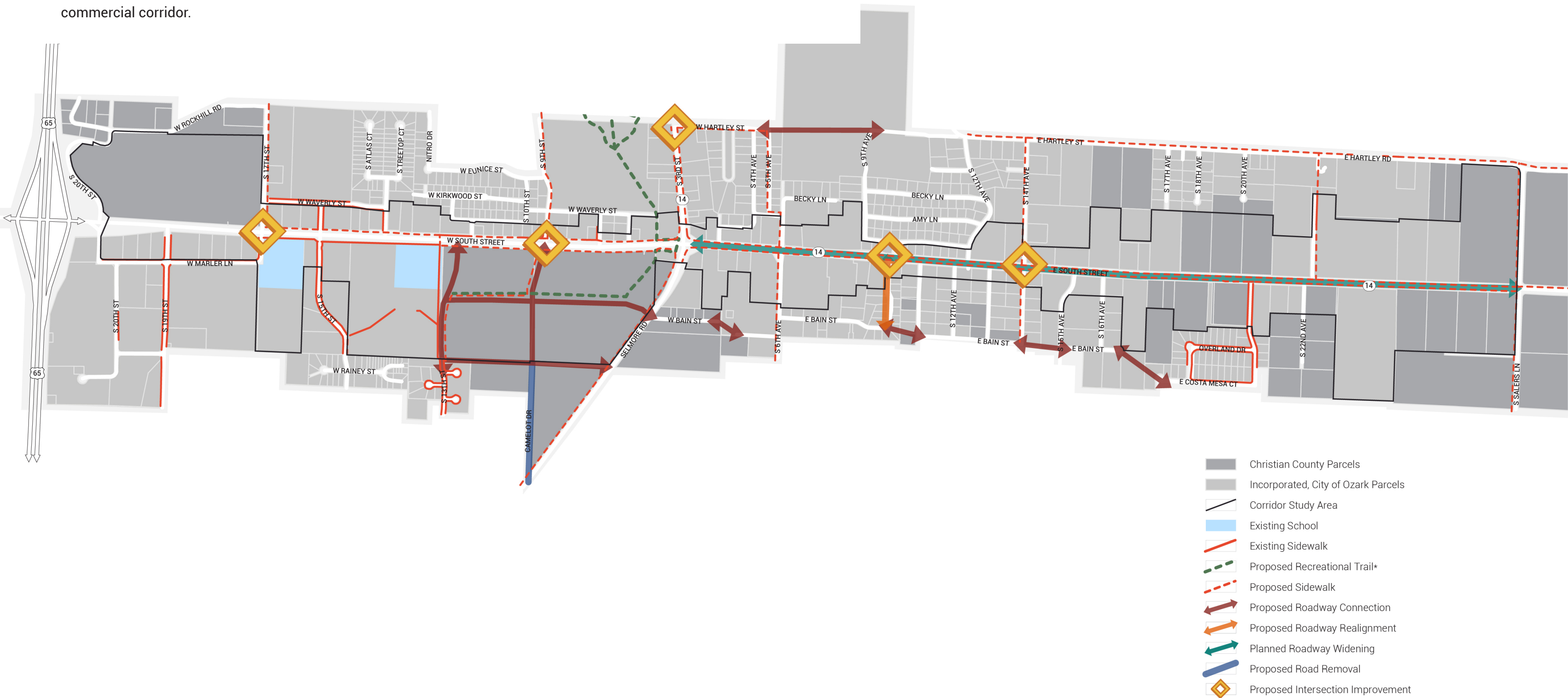
# MOBILITY AND CONNECTIVITY FRAMEWORK

**Figure 5.5** shows the mobility and connectivity recommendations for the South Corridor. The South Corridor has direct access to US 65 and acts as one of the main entrypoints into Ozark. Improvements must focus on enhanced safety, comfort, and overall experience of those moving throughout the commercial corridor.

**FIGURE 5.5**  
MOBILITY AND CONNECTIVITY  
FRAMEWORK: SOUTH CORRIDOR

0' 500' 1,000' 1,500' 2,000'  
1-inch

Data Sources: City of Ozark and Olsson Studio





VEHICULAR TRANSPORTATION  
RECOMMENDATIONS

The following recommendations for the South Corridor will improve functionality and usability for all users, while allowing the roadway to serve its defined function as a highway commercial corridor.

Planned Roadway Widening

The corridor has a planned widening to the east of South 3rd Street to prepare for future growth and create a consistent corridor cross-section for the highway. This is anticipated to include the creation of turn lanes and inclusion of curbs.

Proposed Roadway Connections

Similar to the North Corridor, a critical component of the South Corridor is improved connectivity and roadway network that parallels the highway. This network will reduce local trips on the highway, reducing conflict points and improving safety along the roadway. These new connections include small links on the south side that would connect Bain Street with a viable routing alternative, and a link on the north for Hartley Road. The Mobility and Connectivity Framework also proposes a roadway network on the southwest corner of the intersection with South 3rd Street, facilitating desired future uses and improving connectivity around the school.

Proposed Roadway Realignment

Several intersections along South Street are misaligned by 50 to 100 feet. As this roadway continues to change, aligning these cross streets can provide improved access control, reduced conflict points, and opportunities for intersection enhancements. An access management plan may be an appropriate document for this corridor as well, given the anticipated land uses and intermittent vacant lands.

ACTIVE TRANSPORTATION  
RECOMMENDATIONS

The following recommendations will allow for increased mode, split and alternative transportation options. These recommendations will improve the safety and viability of active transportation.

Proposed Intersection Improvements

There are several pedestrian mid-block crossings proposed along South Street. These designated crossings will greatly improve the safety of active transportation users and enhance their connectivity. The proposed locations are only at the planning level, and based upon a combination of expected user demand, regular spacing, and connecting existing facilities. The specific location and design of these crossings should be analyzed to determine the optimal location and design details.

Proposed Trails

A trail is proposed to connect the Mixed-Use: Commercial District to the Mixed-Use: Central Park District and north towards Downtown Ozark. This trail will provide high-quality infrastructure for recreational and transportation needs, increasing active transportation and healthy lifestyle options.

Recommended Pathways

A wide pathway should be built on the north side of South Street. This aligns with some of the already-constructed infrastructure. This pathway should be eight-foot wide with a minimum of two-foot buffer, or a minimum of 12-foot wide if the facility is attached to the curb. Additional pathways should be constructed to connect the schools to neighborhoods and provide access across the highway.

6  
STRATEGIC  
IMPLEMENTATION

*Section 6 - Strategic Implementation* ties the recommendations for each of the three corridors into a unified action plan. This section sets forth specific actions that various departments, bodies, and organizations should take to advance this Plan, breaking down the future vision established in Sections 2 through 5 into individualized tasks. This section is a step-by-step guide on how this Plan can become a reality.



# HOW TO USE THIS SECTION

This section is organized into a series of matrices describing and organizing the action items to advance the Plan. Although each recommendation is inherently interrelated, action items are ordered by the four key themes of Onward Ozark, except **Table 6.1**, which includes necessary action items to advance the Plan that do not fit into a specific themed matrix. The matrices include:

- Overarching Actions – **Table 6.1**
- Activated (Land Use and Destinations) Actions – **Table 6.2**
- Connected (Transportation, Safety, and Utilities) Actions – **Table 6.3**
- Vibrant (Economic Development and Programming) Actions – **Table 6.4**
- Inviting (Form and Character) Actions – **Table 6.5**

The definition of an “action item” is broad. It includes public, private, and public-private physical projects, community programs, public relations, policy reform, and more. Strategically, it is recommended that a number and variety of projects, policies, programs, processes, or plans are constantly being introduced and moving forward to:

- Build community goodwill;
- Enhance the quality of life for Ozark residents;
- Provide opportunities for continued public and stakeholder engagement;
- Allow special interest groups to have a role in planning and implementation efforts;
- Broadcast the message that the corridors are making positive strides; and
- Create an increasingly attractive environment for private investment.

Each matrix is organized by the same categories and components, providing details regarding each action item. The categories and components are defined as follows.

## PLAN MAINTENANCE AND MONITORING

This Plan is a living document and the strategic implementation plan – this section – is one of the most fluid components. As actions are completed or priorities shift based upon continued community input, city staff member availability, and/or political will, this strategic implementation plan (and other components of the Plan) should be regularly revisited and revised. With the pace of change, unknown future opportunities, unforeseen circumstances, or unintended consequences, the Plan should be reviewed occasionally. If, after analysis, it is recommended to be modified, it should be updated. While the timeline of implementation of a plan is 10 to 20 years, the general lifetime of an effective plan is closer to 10 years. To this end, it is recommended that this Plan be reviewed annually to create a progress update and undergo an update every five years.

### Goal

Each goal described in **Section 2 - Laying the Foundation** is listed under its appropriate key theme.

### Action

The “action” column describes the program, process, or plan that will advance progress toward the goal.

### Location

The “location” column indicates the corridor to which the action item most pertains. While many of the action items are unique to a certain corridor, other items focus on multiple corridors or the entire planning area (i.e., all three corridors). To indicate which corridors the actions are relevant to, the “location” columns refer to the corridors:

- **N refers to the North Corridor**, North State Highway NN (MO-NN), which begins as North 9th Street at the intersection with South 3rd Street/MO-14 and then transitions into North State Highway NN and extends north until the intersection with MO-CC/MO-J.
- **C refers to the Central Corridor**, South 3rd Street (MO-14), which extends from the intersection with South Street and travels north to the intersection with North 9th Street.
- **S refers to the South Corridor**, South Street, which extends from the intersection with US 65 to the intersection with Missouri State Highway W (MO-W).

### Participants

The implementation of this Plan is a collaborative effort and one that extends beyond Ozark city staff members (although their involvement is critical to leading or initiating many actions). The Board of Aldermen, Planning and Zoning Commission, county staff members, and other affiliate organizations will play a large role in completing each action item. The “participants” column identifies roles and responsibilities to advance the described action item, including both the leader of the action and those who play a supporting role.

### Timing

Implementing this Plan will not happen overnight. Some actions will take longer than others and may require prior completion of other items. The “timing” column indicates when an action should be completed to maintain momentum.

- **Immediately (0-1 year):** To be completed or started within the first year of Plan adoption. These actions directly advance other actions and/or address critical issues.
- **Short-term (1-3 years):** To be completed or started within the first three years of Plan adoption.
- **Long-term (3 or more years):** To be completed or started three or more years after Plan adoption.
- **Continuous (ongoing):** These actions are ongoing efforts either already underway or to be integrated into day-to-day staff responsibilities.



Investment

The resources necessary to complete an action item include staff time, collaborations or partnerships, existing funding streams, new funding mechanisms, outside support, or some combination thereof. The “investment” column indicates the resources that will most likely be needed to complete each action item. Broad investment categories are described as follows:

- **City Time:** City staff members, the Board of Aldermen, and Planning and Zoning Commission play an important role in the implementation process; many actions will rely primarily on these two groups. Even if staff members are not listed as the action's primary resource, their involvement in the initiation and/or coordination of the necessary parties will play a critical role.
- **Partnership:** Many actions cannot be completed by city staff members alone and will require additional support. Collaborating with regional organizations, the private sector, and other affiliates will be necessary in many cases.
- **Outside Support/Funding:** Some actions will require support or funding outside of city funding streams and/or staff capacity. This could include procuring grants to fund special projects or studies, soliciting special services beyond the capacity or capability of the city, or other external support mechanisms.

Action Type

Implementation of each action will be largely dictated by its format. The “action type” column indicates the type of action described under each goal. Action types include four categories:

- **Policies** indicate additions or changes to any regulations, policies, or items affecting internal operations, such as operational procedures and staffing.
- **Programs** refer to opportunities for community involvement and support through the initiation and/or support of programs run by the city and/or external organizations.
- **Plans** indicate additional studies or plans to be conducted.
- **Projects** largely refer to development and/or redevelopment projects or capital improvement projects that require funding either from existing streams of revenue or outside sources.

THE ACTION PLAN

TABLE 6.1 Overarching Actions

| ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | LOCATION |   |   | PARTICIPANTS<br><br>LEAD & SUPPORT                                                                                                              | TIMING                | INVESTMENT | ACTION TYPE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------|-------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | N        | C | S |                                                                                                                                                 |                       |            |             |
| <b>ACTION O 1.1</b><br>Adopt the Onward Ozarks Corridor Plan. The Plan should be adopted by the Board of Aldermen as the official policy guide for land use, development, and capital improvements along the corridors. The Plan must be used when reviewing and evaluating all proposals for improvement along the corridors.                                                                                                                                                                                                                                                                                                                                                                                                                                | X        | X | X | <i>City of Ozark Planning and Development; Administration; Public Works</i>                                                                     | Immediately           | City Time  | Policy      |
| <b>ACTION O 1.2</b><br>Communicate and market the Plan. As implementation of the Plan will rely heavily on private sector reinvestment, the Plan's recommendations must be communicated to those persons with a current (or future) stake in the corridors' vitality. City staff members should meet with property owners and known and potential redevelopers, including businesses capable of large redevelopment or enhancement projects. Additionally, other public agencies, utility companies, and various neighborhood groups should be provided a link to the Plan.                                                                                                                                                                                   | X        | X | X | <i>City of Ozark Planning and Development; Show Me Christian County; Administration; Public Works; Communications; Planning and Development</i> | Short-term/Continuous | City Time  | Policy      |
| <b>ACTION O 1.3</b><br>Educate elected officials and the community. This planning process has generated a considerable amount of interest by the Ozark public, and it is vital to continue to keep community members involved and informed of the Plan's implementation. Building on these efforts, and to ensure that community members understand the Plan's recommendations and the future vision for the corridors, the Plan should be made available online. Additionally, major milestones should be promoted by the city and covered in the media. Equally important is the education of newly elected officials. A full review and explanation of the Plan and its current stage of implementation should be provided to each newly elected official. | X        | X | X | <i>City of Ozark Planning and Development; Administration; Communications</i>                                                                   | Continuous            | City Time  | Program     |



TABLE 6.2 ACTIVATE: Land Use and Destinations

| ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | LOCATION |   |   | PARTICIPANTS                                                         | TIMING      | INVESTMENT                                      | ACTION TYPE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|----------------------------------------------------------------------|-------------|-------------------------------------------------|-------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | N        | C | S | LEAD & SUPPORT                                                       |             |                                                 |             |
| LU GOAL 1: Implement Future Land Use Frameworks for Corridor Development                                                                                                                                                                                                                                                                                                                                                                                                     |          |   |   |                                                                      |             |                                                 |             |
| <b>ACTION LU 1.1</b><br>Update the current comprehensive plan, including the future land use plan, to strengthen and expand on recommendations from this Plan.                                                                                                                                                                                                                                                                                                               | X        | X | X | City of Ozark Planning and Development; Administration; Public Works | Immediately | Outside Support/ Funding; City Time             | Plan        |
| <b>ACTION LU 1.2</b><br>Update the Code of Ordinances to ensure regulatory alignment with the future land use frameworks.                                                                                                                                                                                                                                                                                                                                                    | X        | X | X | City of Ozark Planning and Development; Law                          | Short-term  | City Time                                       | Policy      |
| <b>ACTION LU 1.3</b><br>Explore the feasibility of rezoning properties within the corridors where needed to implement the future land use frameworks.                                                                                                                                                                                                                                                                                                                        | X        | X | X | City of Ozark Planning and Development; Administration               | Short-term  | City Time                                       | Policy      |
| <b>ACTION LU 1.4</b><br>Create new zoning districts for Mixed-Use: Commercial District, Mixed-Use: Enterprise District, and Mixed-Use: Third Street District. Such districts require a specific ratio of land use types, heightened floor area ratios, and higher permissible densities. These districts should emphasize the need for commercial uses within a mixed-use setting, ensuring residential uses do not take up most of the mixed-use lands along the corridors. | X        | X | X | City of Ozark Planning and Development; Administration;              | Short-term  | City Time; May Require Outside Support/ Funding | Policy      |
| <b>ACTION LU 1.5</b><br>Establish specific development guidelines for the corridor areas to regulate streetscape, access management, building orientation and setback, location of off-street parking, and other site features.                                                                                                                                                                                                                                              | X        | X | X | City of Ozark Planning and Development; Public Works; MoDOT          | Short-term  | City Time                                       | Policy      |

| ACTION                                                                                                                                                                                                                                                                                                  | LOCATION |   |   | PARTICIPANTS                                                           | TIMING     | INVESTMENT                                      | ACTION TYPE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|------------------------------------------------------------------------|------------|-------------------------------------------------|-------------|
|                                                                                                                                                                                                                                                                                                         | N        | C | S | LEAD & SUPPORT                                                         |            |                                                 |             |
| LU GOAL 2: Secure Annexation of Adjacent Parcels for Corridor Development                                                                                                                                                                                                                               |          |   |   |                                                                        |            |                                                 |             |
| <b>ACTION LU 2.1</b><br>Prepare a future annexation report to outline the rationale behind the annexation of each parcel included in this Plan.                                                                                                                                                         | X        | X | X | City of Ozark Planning and Development; N/A                            | Short-term | City Time; May Require Outside Support/ Funding | Plan        |
| <b>ACTION LU 2.2</b><br>Amend the Urban Service Agreement to add a section that identifies a streamlined annexation procedure. The new section should outline each step of the process, the involvement required from city and county staff members, and the required data and materials for submittal. | X        | X | X | City of Ozark Planning and Development; Public Works; Christian County | Short-term | City Time                                       | Policy      |
| <b>ACTION LU 2.3</b><br>Review the current Urban Service Area (USA) tiers and requirements and update if needed. Coordinate with Christian County.                                                                                                                                                      | X        | X | X | City of Ozark Planning and Development; Administration                 | Short-term | City Time                                       | Policy      |
| LU GOAL 3: Expand Housing Diversity Along Corridors                                                                                                                                                                                                                                                     |          |   |   |                                                                        |            |                                                 |             |
| <b>ACTION LU 3.1</b><br>Prepare a housing needs assessment to develop specific housing recommendations for each corridor, including precise location, type, scale, and density.                                                                                                                         | X        | X | X | City of Ozark Planning and Development; Public Works, Finance          | Short-term | City Time; May Require Outside Support/ Funding | Plan        |
| <b>ACTION LU 3.2</b><br>Develop and promote educational materials (focusing on digital marketing) regarding the importance of housing variety for public education efforts.                                                                                                                             | X        | X | X | City of Ozark Communication Department; Planning and Development       | Short-term | City Time                                       | Program     |
| <b>ACTION LU 3.3</b><br>Monitor new developments and redevelopments to track the balance between residential and non-residential uses.                                                                                                                                                                  | X        | X | X | City of Ozark Planning and Development; Public Works                   | Continuous | City Time                                       | Policy      |



| ACTION                                                                                                                                                                                                                                                                                        | LOCATION |   |   | PARTICIPANTS                                                               | TIMING     | INVESTMENT             | ACTION TYPE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|----------------------------------------------------------------------------|------------|------------------------|-------------|
|                                                                                                                                                                                                                                                                                               | N        | C | S | LEAD & SUPPORT                                                             |            |                        |             |
| ACTION LU 3.4                                                                                                                                                                                                                                                                                 |          |   |   |                                                                            |            |                        |             |
| Update the zoning code to ensure that developing a wide range of housing typology and cost is permissible and encouraged where appropriate.                                                                                                                                                   | X        | X | X | City of Ozark Planning and Development; Public Works                       | Short-term | City Time              | Policy      |
| ACTION LU 3.5                                                                                                                                                                                                                                                                                 |          |   |   |                                                                            |            |                        |             |
| Offer a variety of economic incentives to stimulate a diverse range of mixed use construction. Possible examples include tax abatement, waiving permit and utility connection fees, offering discounted lot prices, and public-private partnerships to assist in infrastructure improvements. | X        | X | X | City of Ozark Planning and Development; Administration, Finance            | Continuous | City Time/ Partnership | Policy      |
| LU GOAL 4: Promote Pedestrian and Bicycle Infrastructure in Future Developments                                                                                                                                                                                                               |          |   |   |                                                                            |            |                        |             |
| ACTION LU 4.1                                                                                                                                                                                                                                                                                 |          |   |   |                                                                            |            |                        |             |
| Update development regulations to require the inclusion of bicycle and pedestrian infrastructure and amenities in new commercial, residential, mixed-use, public, and parks and recreation developments.                                                                                      | X        | X | X | City of Ozark Planning and Development; Public Works                       | Short-term | City Time              | Policy      |
| ACTION LU 4.2                                                                                                                                                                                                                                                                                 |          |   |   |                                                                            |            |                        |             |
| Promote dense development in areas of the corridors with large volumes of foot and bicycle traffic. Consider tax abatements, permit fee waivers, density allotments, and other strategies to encourage the densification and activation of the corridors.                                     | X        | X | X | City of Ozark Planning and Development; Public Works                       | Continuous | City Time              | Policy      |
| LU GOAL 5: Incorporate Park and Community Spaces in Future Developments                                                                                                                                                                                                                       |          |   |   |                                                                            |            |                        |             |
| ACTION LU 5.1                                                                                                                                                                                                                                                                                 |          |   |   |                                                                            |            |                        |             |
| Update development regulations to require the inclusion of parks and/or community spaces in new developments. Determine the appropriate required acreages of such parks and community spaces. Detail required amenities within such spaces.                                                   | X        | X | X | City of Ozark Planning and Development; Parks and Recreation; Public Works | Short-term | City Time              | Policy      |

TABLE 6.3

CONNECTED: Transportation, Safety, and Utilities

| ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | LOCATION | PARTICIPANTS                                                                       | TIMING    | INVESTMENT                  | ACTION TYPE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------|-----------|-----------------------------|-------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | N C S    | LEAD & SUPPORT                                                                     |           |                             |             |
| TU GOAL 1: Enhance Connectivity and Collaboration in Corridor Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |          |                                                                                    |           |                             |             |
| <b>ACTION TU 1.1</b><br>Implement the recommended vehicular and active transportation improvements along the North Corridor (see <i>Section 3</i> ). Regularly coordinate with MoDOT to determine the preferred design. Prepare the conceptual, preliminary, and then final engineering design for; fund; and then construct the recommended North Corridor vehicular transportation improvements. Necessary utility improvements and streetscape enhancements should be simultaneously coordinated. This should include solutions for access management.     | X        | <i>City of Ozark Public Works; Planning and Development; Administration; MoDOT</i> | Long-term | Outside Support/<br>Funding | Project     |
| <b>ACTION TU 1.2</b><br>Implement the recommended vehicular and active transportation improvements along the Central Corridor (see <i>Section 4</i> ). Regularly coordinate with MoDOT to determine the preferred design. Prepare the conceptual, preliminary, and then final engineering design for; fund; and then construct the recommended Central Corridor vehicular transportation improvements. Necessary utility improvements and streetscape enhancements should be simultaneously coordinated. This should include solutions for access management. | X        | <i>City of Ozark Public Works; Planning and Development; Administration; MoDOT</i> | Long-term | Outside Support/<br>Funding | Project     |



| ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | LOCATION |   |   | PARTICIPANTS                                                                              | TIMING     | INVESTMENT                                       | ACTION TYPE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|-------------------------------------------------------------------------------------------|------------|--------------------------------------------------|-------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | N        | C | S | LEAD & SUPPORT                                                                            |            |                                                  |             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |   |   |                                                                                           |            |                                                  |             |
| <b>ACTION TU 1.3</b><br>Coordinate with MoDOT to discuss their potential relinquishment of South 3rd Street/Highway 14. Set up meeting schedule and project timeline with MoDOT, eventually executing an agreement between the city and MoDOT to initiate the ownership transfer. Consider the maintenance expenses of owning South 3rd Street/ Highway 14; budget properly.                                                                                                                                                                      |          |   |   | <b>City of Ozark Administration;</b> <i>Public Works; Planning and Development; MoDOT</i> | Short-term | City Time; Outside Support/ Funding; Partnership | Project     |
| <b>ACTION TU 1.4</b><br>Implement the recommended vehicular and active transportation improvements along the South Corridor (see Section 5). Regularly coordinate with MoDOT to determine the preferred design. Prepare the conceptual, preliminary, and then final engineering design for; fund; and then construct the recommended South Corridor vehicular transportation improvements. Necessary utility improvements and streetscape enhancements should be simultaneously coordinated. This should include solutions for access management. |          |   | X | <b>City of Ozark Public Works;</b> <i>Planning and Development; Administration; MoDOT</i> | Long-term  | Outside Support/ Funding                         | Project     |
| <b>TU GOAL 2: Enhance Safety and Accessibility Across Corridors</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |   |   |                                                                                           |            |                                                  |             |
| <b>ACTION TU 2.1</b><br>Install proper lighting to illuminate major vehicular and pedestrian corridors (e.g., pedestrian-scale lights). Choose consistent light fixtures to unify the streetscape.                                                                                                                                                                                                                                                                                                                                                | X        | X | X | <b>City of Ozark Public Works;</b> <i>Planning and Development; MoDOT</i>                 | Long-term  | Outside Support/ Funding                         | Project     |
| <b>ACTION TU 2.2</b><br>Develop a program to construct sidewalk infrastructure where gaps are present in the network. Develop a priority system as part of the program that emphasizes connections near schools and residential areas.                                                                                                                                                                                                                                                                                                            | X        | X | X | <b>City of Ozark Public Works;</b> <i>Planning and Development; MoDOT</i>                 | Short-term | City Time                                        | Program     |

| ACTION                                                                                                                                                                                                                             | LOCATION |   |   | PARTICIPANTS                                                                                 | TIMING                                           | INVESTMENT                  | ACTION TYPE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|----------------------------------------------------------------------------------------------|--------------------------------------------------|-----------------------------|-------------|
|                                                                                                                                                                                                                                    | N        | C | S | LEAD & SUPPORT                                                                               |                                                  |                             |             |
| <b>ACTION TU 2.3</b><br>Incorporate American With Disabilities Act (ADA) compliant infrastructure at each major crossing point.                                                                                                    | X        | X | X | <b>City of Ozark Public Works;</b><br><i>Planning and Development; MoDOT</i>                 | Long-term                                        | Outside Support/<br>Funding | Project     |
| <b>ACTION TU 2.4</b><br>Construct pedestrian safety features such as refugees or medians at high-traffic volume intersections to reduce crossing distances.                                                                        | X        | X | X | <b>City of Ozark Public Works;</b><br><i>Planning and Development; MoDOT</i>                 | Long-term                                        | Outside Support/<br>Funding | Project     |
| <b>ACTION TU 2.5</b><br>Promote the physical separation of bicycle and pedestrian traffic from vehicular traffic. Utilize multi-use trails as a priority to keep bicyclists and pedestrians as far away from vehicles as possible. | X        | X | X | <b>City of Ozark Public Works;</b><br><i>Planning and Development; MoDOT</i>                 | Continuous                                       | City Time                   | Program     |
| <b>ACTION TU 2.6</b><br>Develop a wayfinding signage system to orient pedestrian, bicycle, and vehicular traffic to amenities and services.                                                                                        | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Public Works; Show Me Christian County</i> | Long-term                                        | Outside Support/<br>Funding | Project     |
| <b>ACTION TU 2.7</b><br>Develop an access management plan for the Central Corridor.                                                                                                                                                |          | X |   | <b>City of Ozark Public Works;</b><br><i>Planning and Development; MoDOT</i>                 | Short-term<br>(First Priority of the Corridors)  | City Time                   | Plan        |
| <b>ACTION TU 2.8</b><br>Develop an access management plan for the South Corridor.                                                                                                                                                  |          |   | X | <b>City of Ozark Public Works;</b><br><i>Planning and Development; MoDOT</i>                 | Short-term<br>(Second Priority of the Corridors) | City Time                   | Plan        |
| <b>ACTION TU 2.9</b><br>Develop an access management plan for the North Corridor.                                                                                                                                                  | X        |   |   | <b>City of Ozark Public Works;</b><br><i>Planning and Development; MoDOT</i>                 | Short-term<br>(Third Priority of the             | City Time                   | Plan        |



| ACTION                                                                                                                                                | LOCATION |   |   | PARTICIPANTS                                                                                       | TIMING                      | INVESTMENT                                            | ACTION TYPE |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|----------------------------------------------------------------------------------------------------|-----------------------------|-------------------------------------------------------|-------------|
|                                                                                                                                                       | N        | C | S | LEAD & SUPPORT                                                                                     |                             |                                                       |             |
| TU GOAL 3: Enhance Utility Infrastructure to Support Increased Land Use Intensities                                                                   |          |   |   |                                                                                                    |                             |                                                       |             |
| <b>ACTION TU 3.1</b><br>Phase in smart grid technology infrastructure to improve the efficiency and reliability of utility services.                  | X        | X | X | <b>City of Ozark Public Works;</b><br><i>Planning and Development;</i><br><i>Utility Providers</i> | Outside Support/<br>Funding | Outside Support/<br>Funding; City Time                | Project     |
| <b>ACTION TU 3.2</b><br>Create a new pressure zone in the North Corridor to expand the existing sewer system and support new development.             | X        |   |   | <b>City of Ozark Public Works;</b><br><i>Planning and Development</i>                              | Long-term                   | Outside Support/<br>Funding                           | Project     |
| <b>ACTION TU 3.3</b><br>Explore the feasibility of rezoning properties within the corridors where needed to implement the future land use frameworks. | X        |   |   | <b>Planning and Development;</b><br><i>City of Ozark Public Works</i>                              | Long-term                   | City Time;<br>May Require Outside Support/<br>Funding | Plan        |
| <b>ACTION TU 3.4</b><br>Utilizing data from the sewer system capacity study, expand the current system into unserved areas of the North Corridor.     | X        |   |   | <b>City of Ozark Public Works;</b><br><i>Planning and Development</i>                              | Short-term                  | Outside Support/<br>Funding                           | Project     |
| <b>ACTION TU 3.5</b><br>Develop regulatory language that requires developer-led infrastructure construction.                                          | X        | X | X | <b>City of Ozark Planning and Development;</b><br><i>Public Works;</i>                             | Short-term                  | City Time                                             | Policy      |

TABLE 6.4

VIBRANT: Economic Development and Programming

| ACTION                                                                                                                                                                                                         | LOCATION |   |   | PARTICIPANTS                                                                                                       | TIMING     | INVESTMENT             | ACTION TYPE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|--------------------------------------------------------------------------------------------------------------------|------------|------------------------|-------------|
|                                                                                                                                                                                                                | N        | C | S | LEAD & SUPPORT                                                                                                     |            |                        |             |
| ED GOAL 1: Foster Public-Private Partnerships                                                                                                                                                                  |          |   |   |                                                                                                                    |            |                        |             |
| <b>ACTION ED 1.1</b><br>Implement policies that offer incentives for public-private partnerships (PPPs) within the corridors.                                                                                  | X        | X | X | <b>City of Ozark Administration;</b> <i>Planning and Development; Finance; Show Me Christian County</i>            | Short-term | City Time; Partnership | Program     |
| <b>ACTION ED 1.2</b><br>Establish an additional joint funding mechanism to bolster existing support gained through Community Improvement District (CID) and Transportation Development District (TDD) funding. | X        | X | X | <b>City of Ozark Administration;</b> <i>Planning and Development; Finance; Show Me Christian County;</i>           | Short-term | City Time; Partnership | Program     |
| ED GOAL 2: Promote Economic Vitality Through Economic Diversification and Innovation                                                                                                                           |          |   |   |                                                                                                                    |            |                        |             |
| <b>ACTION ED 2.1</b><br>Facilitate PPPs to create innovation districts for cross-collaboration between businesses, research institutions, and startups.                                                        | X        | X | X | <b>Show Me Christian County;</b> <i>City of Ozark Finance Department; Administration; Planning and Development</i> | Short-term | City Time; Partnership | Program     |
| <b>ACTION ED 2.2</b><br>Establish target industries and develop individualized incentives and support programs to attract and retain desired business types.                                                   | X        | X | X | <b>Show Me Christian County;</b> <i>City of Ozark Finance Department; Administration; Planning and Development</i> | Continuous | City Time              | Program     |



| ACTION                                                                                                                                                                                                                             | LOCATION |   |   | PARTICIPANTS                                                                                                                      | TIMING     | INVESTMENT             | ACTION TYPE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|-----------------------------------------------------------------------------------------------------------------------------------|------------|------------------------|-------------|
|                                                                                                                                                                                                                                    | N        | C | S | LEAD & SUPPORT                                                                                                                    |            |                        |             |
| ED GOAL 3: Support Business Growth and Entrepreneurship                                                                                                                                                                            |          |   |   |                                                                                                                                   |            |                        |             |
| <b>ACTION ED 3.1</b><br>Use proactive and consistent communication in the permitting and licensing processes for businesses to encourage local entrepreneurs.                                                                      | X        | X | X | <b>Planning and Development;</b><br><i>City of Ozark Finance Department; Show Me Christian County</i>                             | Continuous | City Time              | Policy      |
| <b>ACTION ED 3.2</b><br>Develop policies that prioritize local businesses in the public procurement process.                                                                                                                       | X        | X | X | <b>City of Ozark Administration;</b> <i>Finance; Planning and Development; Show Me Christian County</i>                           | Short-term | City Time              | Policy      |
| <b>ACTION ED 3.3</b><br>Continue regular collaboration between the City of Ozark and Show Me Christian County to share resources and identify additional ways to support local businesses.                                         | X        | X | X | <b>City of Ozark Planning and Development;</b><br><i>Administration; Public Works; Show Me Christian County</i>                   | Continuous | City Time; Partnership | Program     |
| ED GOAL 4: Stimulate Economic Growth and Revitalize Underutilized Areas Along Corridors                                                                                                                                            |          |   |   |                                                                                                                                   |            |                        |             |
| <b>ACTION ED 4.1</b><br>Introduce targeted redevelopment incentives to stimulate economic growth, such as tax abatements, grants, and low-interest loans for developers and businesses to invest in vacant or blighted properties. | X        | X | X | <b>City of Ozark Administration;</b> <i>Finance; Planning and Development; Show Me Christian County</i>                           | Short-term | City Time; Partnership | Program     |
| <b>ACTION ED 4.2</b><br>Initiate the use of tools such as development right transfers, density bonuses, and incentives to promote density along the corridors.                                                                     | X        | X | X | <b>City of Ozark Administration;</b> <i>Planning and Development; Finance; Show Me Christian County</i>                           | Short-term | City Time              | Program     |
| <b>ACTION ED 4.3</b><br>Implement brownfield redevelopment programs to facilitate the cleanup and reuse of contaminated or underutilized sites.                                                                                    | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Finance; Show Me Christian County; Missouri Department of Natural Resources</i> | Short-term | City Time; Partnership | Program     |

| ACTION                                                                                                                                                                                                                                                                                                                                                                             | LOCATION |   |   | PARTICIPANTS                                                                                                                     | TIMING     | INVESTMENT                                      | ACTION TYPE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|----------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------|-------------|
|                                                                                                                                                                                                                                                                                                                                                                                    | N        | C | S | LEAD & SUPPORT                                                                                                                   |            |                                                 |             |
|                                                                                                                                                                                                                                                                                                                                                                                    |          |   |   |                                                                                                                                  |            |                                                 |             |
| <b>ACTION ED 4.4</b><br>Utilize Community Development Block Grants (CDBG) to support economic revitalization efforts in underutilized areas.                                                                                                                                                                                                                                       | X        | X | X | <b>Show Me Christian County;</b> <i>City of Ozark Finance Department; Planning and Development</i>                               | Short-term | City Time; Partnership                          | Program     |
|                                                                                                                                                                                                                                                                                                                                                                                    |          |   |   |                                                                                                                                  |            |                                                 |             |
| <b>ACTION ED 4.5</b><br>Determine the financial benefit of establishing a Community Improvement District (CID) along South 3rd Street/Highway 14 as a way to fund improvements post-MoDOT relinquishment.                                                                                                                                                                          |          | X |   | <b>Show Me Christian County;</b> <i>City of Ozark Planning and Development; Administration; Public Works; Finance Department</i> | Short-term | City Time; may require Outside Support/ Funding | Program     |
|                                                                                                                                                                                                                                                                                                                                                                                    |          |   |   |                                                                                                                                  |            |                                                 |             |
| <b>ACTION ED 4.6</b><br>Continue to seek additional federal, state, and local grant programs to bolster economic development resources.                                                                                                                                                                                                                                            | X        | X | X | <b>Show Me Christian County;</b> <i>City of Ozark Finance Department; Administration; Planning and Development</i>               | Continuous | City Time                                       | Program     |
|                                                                                                                                                                                                                                                                                                                                                                                    |          |   |   |                                                                                                                                  |            |                                                 |             |
| <b>ACTION ED 4.7</b><br>Strategically acquire properties of importance to corridor revitalization, focusing on the Central Corridor. Identify and determine priority sites for purchasing; identify funding to support the site acquisition process; and determine the highest and best use of the land. Issue an RFP for the development of such uses on the acquired properties. | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Finance Department; Administration; Show Me Christian County</i>               | Long-term  | City Time; Outside Support/ Funding             | Program     |
|                                                                                                                                                                                                                                                                                                                                                                                    |          |   |   |                                                                                                                                  |            |                                                 |             |
| <b>ACTION ED 4.8</b><br>Develop an incentive-based shovel-ready sites program.                                                                                                                                                                                                                                                                                                     | X        | X | X | <b>City of Ozark Administration;</b> <i>Planning and Development; Finance; Public Works; Show Me Christian County</i>            | Short-term | City Time                                       | Program     |



| ACTION                                                                                                                                                                                                            | LOCATION |   |   | PARTICIPANTS                                                                                                       | TIMING     | INVESTMENT                            | ACTION TYPE |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|--------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------|-------------|
|                                                                                                                                                                                                                   | N        | C | S | LEAD & SUPPORT                                                                                                     |            |                                       |             |
| ED GOAL 5: Promote Tourism and Cultural Heritage                                                                                                                                                                  |          |   |   |                                                                                                                    |            |                                       |             |
| <b>ACTION ED 5.1</b><br>Develop incentives to preserve and promote cultural heritage sites and landmarks, such as tax credits or grants for historic preservation projects.                                       | X        | X | X | <b>City of Ozark Administration;</b> <i>Planning and Development; Finance; Show Me Christian County</i>            | Short-term | City Time                             | Program     |
| <b>ACTION ED 5.2</b><br>Develop policies and a dedicated funding source to support arts and cultural programming.                                                                                                 | X        | X | X | <b>Show Me Christian County;</b> <i>City of Ozark Finance Department; Administration; Planning and Development</i> | Short-term | City Time; Partnership                | Policy      |
| <b>ACTION ED 5.3</b><br>Promote and market the attractions and experiences offered within the corridors through collaborative marketing efforts.                                                                  | X        | X | X | <b>City of Ozark Communications Department ;</b> <i>Planning and Development; Show Me Christian County</i>         | Continuous | City Time; Partnership                | Program     |
| <b>ACTION ED 5.4</b><br>Celebrate the cultural heritage of Ozark through tourism infrastructure, such as signage and wayfinding systems, that inform visitors about the unique landscape and history of the area. | X        | X | X | <b>City of Ozark Communications Department;</b> <i>Finance; Planning and Development; Show Me Christian County</i> | Short-term | Outside Support/ Funding; Partnership | Project     |

TABLE 6.5

INVITING: Form and Character

| ACTION                                                                                                                                                                                                                                                                                                          | LOCATION |   |   | PARTICIPANTS                                                                   | TIMING     | INVESTMENT                                      | ACTION TYPE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|--------------------------------------------------------------------------------|------------|-------------------------------------------------|-------------|
|                                                                                                                                                                                                                                                                                                                 | N        | C | S | LEAD & SUPPORT                                                                 |            |                                                 |             |
| FC GOAL 1: Enhance Streetscapes and Urban Design                                                                                                                                                                                                                                                                |          |   |   |                                                                                |            |                                                 |             |
| <b>ACTION FC 1.1</b><br>Develop and adopt a Complete Streets policy to ensure the uniform application of multimodal infrastructure.                                                                                                                                                                             | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Public Works; MoDOT</i>      | Short-term | City Time                                       | Policy      |
| <b>ACTION FC 1.2</b><br>Establish an additional joint funding mechanism to bolster existing support gained through Community Improvement District (CID) and Transportation Development District (TDD) funding.                                                                                                  | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Show Me Christian County</i> | Short-term | City Time; Partnership                          | Policy      |
| <b>ACTION FC 1.3</b><br>Develop urban design standards to guide the development of lively, functional, pedestrian-friendly corridors. Standards should include guidelines for building and frontage design, mixed-use development integration, public spaces, lighting placement, and site furnishing typology. | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Public Works</i>             | Short-term | City Time; May Require Outside Support/ Funding | Plan        |
| <b>ACTION FC 1.4</b><br>Establish a façade and site improvement program that offers financial incentives for upgrading and maintaining building façades and sites.                                                                                                                                              | X        | X | X | <b>City of Ozark Finance Department;</b> <i>Planning and Development</i>       | Short-term | City Time; May Require Outside Support/ Funding | Program     |



| ACTION                                                                                                                                                                                                                                                                    | LOCATION |   |   | PARTICIPANTS                                                               | TIMING     | INVESTMENT                          | ACTION TYPE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|----------------------------------------------------------------------------|------------|-------------------------------------|-------------|
|                                                                                                                                                                                                                                                                           | N        | C | S | LEAD & SUPPORT                                                             |            |                                     |             |
| FC GOAL 2: Create Active and Vibrant Public Spaces                                                                                                                                                                                                                        |          |   |   |                                                                            |            |                                     |             |
| <b>ACTION FC 2.1</b><br>Implement policies that allow for temporary and flexible use of public spaces to encourage activation of public space.                                                                                                                            | X        | X | X | City of Ozark Planning and Development;                                    | Short-term | City Time                           | Policy      |
| <b>ACTION FC 2.2</b><br>Establish a revenue source for public space development by utilizing public-private partnerships (PPPs).                                                                                                                                          | X        | X | X | City of Ozark Administration; Finance Department; Planning and Development | Short-term | Partnership                         | Program     |
| FC GOAL 3: Encourage Integration of Mixed-Use Development                                                                                                                                                                                                                 |          |   |   |                                                                            |            |                                     |             |
| <b>ACTION FC 3.1</b><br>Revise the zoning code to ensure that a combination of residential, commercial, office, and recreational uses within the same building or development areas are permissible and encouraged in specific areas. See Action LU 1.4 for more details. | X        | X | X | City of Ozark Planning and Development;                                    | Short-term | City Time                           | Policy      |
| <b>ACTION FC 3.2</b><br>Develop density bonuses and incentives to encourage developers to incorporate mixed-use elements into their projects.                                                                                                                             | X        | X | X | City of Ozark Planning and Development; Finance Department                 | Short-term | Partnership                         | Program     |
| FC GOAL 4: Promote Ozark's History, Hometown Feel, and Sense of Community                                                                                                                                                                                                 |          |   |   |                                                                            |            |                                     |             |
| <b>ACTION FC 4.1</b><br>Conduct a survey to identify significant historic resources, asses their importance, evaluate preservation threats, and propose protective measures.                                                                                              | X        | X | X | City of Ozark Planning and Development; Public Works                       | Long-term  | City Time; Outside Support/ Funding | Plan        |
| <b>ACTION FC 4.2</b><br>Promote the rehabilitation, restoration, and adaptive reuse of historic buildings.                                                                                                                                                                | X        | X | X | City of Ozark Planning and Development; Public Works                       | Continuous | City Time                           | Policy      |

| ACTION                                                                                                                                                                                  | LOCATION |   |   | PARTICIPANTS                                                                                            | TIMING     | INVESTMENT                          | ACTION TYPE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|---------------------------------------------------------------------------------------------------------|------------|-------------------------------------|-------------|
|                                                                                                                                                                                         | N        | C | S | LEAD & SUPPORT                                                                                          |            |                                     |             |
| FC GOAL 5: Foster Visual Cohesion in Corridor Development                                                                                                                               |          |   |   |                                                                                                         |            |                                     |             |
| <b>ACTION FC 5.1</b><br>Create dedicated branding guides for each corridor to unify signage and design applications.                                                                    | X        | X | X | <b>City of Ozark Communications Department;</b> <i>Planning and Development; MoDOT</i>                  | Short-term | City Time                           | Plan        |
| <b>ACTION FC 5.2</b><br>Design and place gateway features at strategic locations along each corridor (see Section 2).                                                                   | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Public Works; MoDOT</i>                               | Long-term  | City Time; Outside Support/ Funding | Project     |
| <b>ACTION FC 5.3</b><br>Implement a comprehensive wayfinding system across each corridor (see Section 2).                                                                               | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Public Works; Communications; MoDOT</i>               | Long-term  | City Time                           | Policy      |
| FC GOAL 6: Promote Green Infrastructure for Sustainable Design                                                                                                                          |          |   |   |                                                                                                         |            |                                     |             |
| <b>ACTION FC 6.1</b><br>Develop a Low Impact Development (LID) ordinance that encourages stormwater management practices.                                                               | X        | X | X | <b>City of Ozark Public Works;</b> <i>Planning and Development</i>                                      | Short-term | City Time                           | Policy      |
| <b>ACTION FC 6.2</b><br>Establish a plant palette as a resource for new development to utilize native plants in boosting biodiversity, managing stormwater, and boosting visual appeal. | X        | X | X | <b>City of Ozark Planning and Development;</b> <i>Public Works; Missouri Department of Conservation</i> | Short-term | City Time; Partnership              | Policy      |
| <b>ACTION FC 6.3</b><br>Establish guidelines on how to best integrate rainwater infrastructure into new development and redevelopment projects.                                         | X        | X | X | <b>City of Ozark Public Works;</b> <i>Planning and Development</i>                                      | Short-term | City Time                           | Policy      |



| ACTION                                                                                                                                                                                                                                  | LOCATION |   |   | PARTICIPANTS                                                                                                                                         | TIMING     | INVESTMENT  | ACTION TYPE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---|---|------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------|-------------|
|                                                                                                                                                                                                                                         | N        | C | S | LEAD & SUPPORT                                                                                                                                       |            |             |             |
| FC GOAL 7: Preserve and Enhance the Finley River as a Vital Environmental and Recreational Asset                                                                                                                                        |          |   |   |                                                                                                                                                      |            |             |             |
| <b>ACTION FC 7.1</b><br>1 Regularly coordinate with regional partners and organizations to support the health of the Finley River.                                                                                                      | X        | X |   | <b>City of Ozark Planning and Development;</b> <i>James River Basin Partnership; Southwest Missouri Council of Governments</i>                       | Continuous | Partnership | Policy      |
| <b>ACTION FC 7.2</b><br>Initiate recreational programming on the Finley River to boost public support for water quality protection. Utilize funds from programming to reinvest in the river through projects and revitalization efforts | X        | X |   | <b>City of Ozark Parks and Recreation;</b> <i>Planning and Development; James River Basin Partnership; Southwest Missouri Council of Governments</i> | Long-term  | Partnership | Program     |
| <b>ACTION FC 7.3</b><br>Develop a management program for invasive species along the Finley River corridor.                                                                                                                              | X        | X |   | <b>City of Ozark Public Works;</b> <i>Parks; Planning and Development; James River Basin Partnership</i>                                             | Short-term | Partnership | Program     |
| <b>ACTION FC 7.4</b><br>Consistently monitor and manage environmental conditions of the Finley River to ensure water quality remains at a healthy level and invasive species are controlled.                                            | X        | X |   | <b>City of Ozark Public Works;</b> <i>Parks; Planning and Development; James River Basin Partnership</i>                                             | Continuous | City Time   | Policy      |

# FUNDING STRATEGY GUIDE

Although each corridor has a unique vision for optimal buildout, the development can only be implemented with significant public and private investment.

Successful, competitive funding requests are based on solid city planning and strategies. As Ozark further develops and streamlines the list of capital projects to be undertaken because of this and other planning processes, two parallel strategies should be implemented to maximize local funds and outside revenue potential.

## FUNDING STRATEGY #1: CAPITAL ASSESSMENT

Annually, capital projects across all departments and municipally-funded agencies should be indexed and reviewed. This includes projects at all stages of development from conceptual wants and needs to fully designed projects, with identified funding sources. A brief scope for each project along with a comprehensive map will provide insights into the projects that overlap geographically or operationally and the projects that complement each other. This review process allows for better resource allocation: (1) determining the projects that may be phased either in discrete physical locations or by component type; (2) assessing projects that may be combined to better access funding sources by aligning with agency and program priorities; and (3) providing a comprehensive view of all available local and obligated non-local funding sources to better leverage resources to maximize potential over the long-term.

## FUNDING STRATEGY #2: ONGOING PRIORITIZATION

Every project has two priority indicators: local and outside funding agency. Local priorities indicate how important or urgent a project is within the community. This is based on the status of existing infrastructure and its remaining lifespan, political influences and constraints, public awareness, perception, and engagement for the project need, and other factors. Outside priorities determine what projects or aspects are likely to coincide with the goals of funding agencies.

These tend to shift with changes in federal administration – such as the more recent emphasis on addressing climate change – but have some constants, such as increasing safety.

Along with assessing capital projects, reviewing each project's prioritization – at the local level and regarding outside funders – will provide a roadmap for allocating limited local resources effectively and efficiently. Utilizing these two strategies, the City of Ozark can spend less time and effort finding funding programs for competitive, well-designed, and thoughtful projects rather than chasing funding and trying to create projects that fit each new federal program. To implement the capital projects that rise to the forefront with these strategies, the city will need tools – most notably sources of funds. Based on the improvements recommended for each corridor, a list of funding programs and resources from federal, state, and local sources has been developed to launch the funding strategy for Ozark.



## LOCAL INVESTMENTS

To implement and sustain the projects identified in the Plan, Ozark will have to allocate some local funds each fiscal year to ensure timely deployment of resources and ample dollars to ensure competitiveness. The commitment of local funds is essential to competitiveness, especially when applying for federal and state grants. In most cases, when applying for grant funding, local funds (also known as cost share or matching funds) are considered an eligibility requirement. In other cases, local matching funds greatly enhance the competitiveness of an application.

Ozark has the local option of Tax Increment Financing (TIF) to incentivize the redevelopment opportunities outlined in the Plan and reduce the annual cost burden of bonded projects. This can further leverage local dollars as a match for state and federal funds and secure private investment to promote desirable development and increase the municipal revenue base.

Ozark maintains program capacity for utilizing property- and economic-based taxes towards redevelopment projects. Missouri firm Gilmore & Bell prepared a summary for the Council of Development Finance Agencies describing the premise for TIF on a property tax basis within the state: "...by encouraging redevelopment projects, the value of real property in a redevelopment area should increase. When a TIF plan is adopted, the assessed value of real property in the redevelopment area is frozen for tax purposes at the current base level prior to the construction of improvements. The owner of the property continues to pay property taxes at this base level. As the property is improved, the assessed value of real property in the redevelopment area increases above the base level."

In conjunction with the funding programs outlined as follows, local tax tools may be the most powerful incentives to implement the Land Use and Destinations goals and strategies. Consideration for the assessment of additional areas along the studied corridors is recommended to determine if parcels envisioned for redevelopment meet the standard for blight or conservation area designation. Additionally, Ozark has a history of utilizing special tax districts to fund community improvements through minimal sales tax assessments. Continued use of this local tool to finance, particularly commercial and retail development, should be considered alongside other funding mechanisms.

## FEDERAL AND STATE FUNDING OPPORTUNITIES

The City of Ozark is fortunate to have a solid socio-economic foundation with no census tracts classified as historically disadvantaged or persistent poverty by the Council on Environmental Quality's Climate and Economic Justice Screening Tool. However, under the Environmental and Climate Justice Program guidelines funded by IRA, Ozark does have a disadvantaged census tract designation within the community. This tract borders North State Highway NN and provides for prioritization within programs funded by IRA fiscal authority, although not necessarily those funded by IIJA.

Given the Biden Administration's Justice40 Initiative that prioritizes investments in disadvantaged communities, absent substantial economic and safety benefits, successfully securing federal discretionary funding may prove challenging for programs funded through IIJA. However, IIJA programs are nearing their authorized lifespan, while many IRA programs will extend beyond that. Additional updates and amendments to such designations and prioritization by agency, program, and funding mechanisms should be anticipated and monitored with any change in federal administration. Opportunities do exist to support implementation of priority projects. A non-exhaustive list of relevant federal and state funding opportunities that the City of Ozark may choose to pursue and or deploy to implement or further priority projects and/or project concepts follows. Many of the funding sources listed here may apply to more than one goal and strategy outlined within **Section 2**, but are more broadly categorized here.

### Transportation

- **HUD – Community Development Block Grant:** Ozark is currently estimated to have a 36.9% low- to moderate-income population. Although this falls below the 51% threshold for the community to be eligible under the LMI Area Benefit (LMA) National objective, Ozark may be eligible for projects under other thresholds like Limited Clientele (LMC) or Job Creation and Retention Activities (LMJ) or through survey data for a project area. CDBG grant programs are available to cities through the Missouri Department of Economic Development to develop viable urban communities by providing decent housing, a suitable living environment, and expanding economic opportunities, principally for low- and moderate-income persons. Under the annual competitive cycle, funding is available to improve local public infrastructure, streets, drainage, and bridges.
- **Transportation Alternatives Program:** The TAP program provides funding to plan for and construct a variety of alternative transportation projects that improve safety and mobility for nonmotorized travelers and mitigate congestion by providing safe alternatives to motor vehicle transport. Multiple previous funding sources such as Transportation Enhancement, Recreational Trails, and Safe Routes to school have all been combined under this program. Ozark is eligible to apply for TAP funding through both MoDOT's competitive selection process which is distributed biannually.



- **Rebuilding American Infrastructure with Sustainability and Equity (RAISE):** The goal of the RAISE program is to fund eligible surface transportation projects that will have a significant local or regional impact that advance the Departmental priorities of safety, equity, climate and sustainability, and workforce development, job quality, and wealth creation. The Department seeks to fund projects under the RAISE program that reduce greenhouse gas emissions in the transportation sector; incorporate evidence-based climate resilience measures and features; avoid adverse environmental impacts to air or water quality, wetlands, and endangered species; and address the disproportionate negative environmental impacts of transportation on disadvantaged communities.
- **Safe Streets and Roads for All (SS4A) Grant Program:** The SS4A discretionary grant program is focused on improving roadway safety for all users by reducing and eliminating serious injury and fatal crashes through safety action plan development and refinement and implementation focused on all users, including pedestrians, bicyclists, public transportation users, motorists, personal conveyance and micromobility users, and commercial vehicle operators.

### Housing

- HUD – Community Development Block Grant:** Ozark is currently estimated to have a 36.9% low- to moderate-income population. Although this falls below the 51% threshold for the community to be eligible under the LMI Area Benefit (LMA) National objective, Ozark may be eligible for specific projects under other thresholds, such as Low Mod Housing Activities (LMH). The CDBG grant programs are available to cities through the Missouri Department of Economic Development to develop viable urban communities by providing or improving permanent housing, which LMI households will occupy upon completion.
- **Missouri Housing Trust Fund:** Through cooperation with private developers or non-profit organizations that provide housing, Ozark may access the Missouri Housing Trust Fund. This fund is specific to very low-income families and individuals and includes rehab or new construction of rental housing.

### Form and Character

- **USDA Urban and Community Forestry:** Authorized in 1978, the Urban Forestry program received a significant influx of funding from the Inflation Reduction Act. In FY23, a combined \$21M was awarded to three entities in Missouri for tree planting and maintenance, restoration and resilience, and activities to combat extreme heat. Justice40 requirements apply.
- **National Endowment for the Arts – Our Town:** Our Town is the NEA's creative placemaking grants program. Through project-based funding, the program supports activities integrating arts, culture, and design into local efforts that strengthen communities over the long term. Applicants may request an amount between \$25,000-\$150,000, with a required minimum nonfederal cost share/match equal to the grant amount.

- **National Endowment for the Arts – Grants for Art (GAP):** GAP provides expansive funding opportunities to strengthen the nation's arts and cultural ecosystem. Grants are available for arts projects in a wide variety of artistic disciplines. Each discipline has identified the types of projects that are of greatest interest within this program and the characteristics of competitive applications. Applicants may request cost share/matching grants ranging from \$10,000 to \$100,000.
- **AARP Community Challenge:** The AARP Community Challenge provides small grants to fund quick-action projects to help communities become more livable for people of all ages. In 2024, the AARP Community Challenge accepted applications for three grant opportunities: Flagship Grants, Capacity-Building Microgrants, and Demonstration Grants. AARP Community Challenge grants may be used to support three project types: Permanent physical improvements in the community, temporary demonstrations that lead to long-term change, and new, innovative programming pilots or services.



## LEVERAGING PUBLIC DOLLARS

The private sector's role in the improvements of the corridors is critical. The private sector must be invited into and engaged in the planning process, aware of the vision for the corridors (by reading this Plan), and attentive to available incentives and supportable redevelopment and development sites. Therefore, a high-visibility public relations campaign announcing the Plan, advertising key redevelopment and development opportunities, and encouraging cooperation with the city and public agencies is necessary to receive active participation and interest from the private sector.

As evidenced by this section, investment by the public sector in infrastructure, aesthetic enhancements, and incentives can guide private investment along the corridors. Such public investment can express to the private sector that investment in the areas of interest is welcomed and supported. Given that there will never be enough public dollars to support all public needs, public dollars must be leveraged to encourage subsequent private investment, which will hopefully exceed the public dollar investment by several multiples.

Wise public investments in the infrastructure, services, and people living in an area can foster a more development-friendly atmosphere. Public, incentive, and grant dollars must be used on projects that turn the corridors into the places they are envisioned to be. With the proper guiding documents and regulations in place (i.e., this Plan and revised development regulations), the community can rest assured that future development will improve the offerings and appeal of the corridors.

## CLOSING

It is difficult to effectively describe the scope and weight of the challenges that lie ahead. Unexpected roadblocks will arise, and pivoting will be necessary. These obstacles will be frustrating and even disheartening at times. But know that there are many other more rewarding moments when you change, create, or restore the vigor and health of the key corridors in your community.

Keep the following axioms in mind as this Plan is realized:

- **Be Patient and Persistent.** Redevelopment, development, and revitalization take time. The corridors will not transform overnight.
- **Highlight Early and Visible Wins.** Show residents, developers, property owners, and the region what success and change look like along your key corridors.
- **Do Things Frequently.** Do not be paralyzed by complex or difficult projects. Take systematic steps to move the project forward.
- **Celebrate Success.** Pat yourself, others, and the entire community on the back. Continue to build momentum so you can overcome difficult tasks ahead.
- **Welcome Creativity.** Think outside the box when it comes to short-term, mid-term, and long-term solutions. Allow others to express their creativity.
- **Keep the Long Game in Mind.** Play the short game strategically to achieve visible and near-immediate successes, but keep the long game in mind, too. The long game is often much more transformative.

# A

## THE CORRIDORS TODAY

Long-range planning must be founded on an understanding of a corridor's existing conditions. **Appendix A** presents a summary of the analysis of the current state of the corridors. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to present-day realities. This appendix provides an overview of the corridors' place and role within the region, demographic and economic trends, and built and natural environment.



# ZONING, LAND USE, AND POINTS OF INTEREST

How the land along each of the corridors is currently being used is a critical piece of the corridor planning puzzle. The way in which land is organized dictates what types of development or redevelopment are possible, as well as what parcels should remain as green space and/or undeveloped land. This section considers the following:

- How the corridor is currently zoned, which defines what is or is not allowed on a given piece of land, and
- How the land is currently being used paints a picture of its current state of operation.

## ZONING

The City of Ozark uses an official zoning map and subdivision regulations to control land use, the intensity of those uses, and the interactions between various land uses. These zoning regulations are in place to protect and enhance the health, safety, prosperity, and general welfare of Ozark residents. The zoning requirements also control specific development requirements.

As shown on **Figures A.1** through **A.3**, the corridors have varied zoning in place. The following describes each zoning designation within at least one of the corridors:

- **General Agriculture District (A-1):** Primarily undeveloped land usually found on periphery of the city. Such lands are usually restricted to agriculture and limited residential use and constitute prime areas for urban growth.
- **Single-Family Estate District (R-1A):** Restricted residential areas with large lot size requirements. Such districts create a transition between standard residential areas and rural farmlands.
- **Single-Family District (R-1B):** Low-density residential district with related recreational, religious, and educational facilities being provided.
- **Single-Family District (R-1C):** Districts like "R-1B" Districts but permitting higher density. Usually close to the central business districts.
- **Two-Family District (R-2):** Residential districts with slightly higher densities. Such districts create a smooth transition between single-family and multi-family residential uses.
- **Medium Density Multi-Family (R-3):** Medium density residential areas served by common facilities and open space. Such districts allow the construction of four or less buildings.
- **High Density Multi-Family (R-4):** High-density residential areas served by common facilities and open space. Such districts allow the construction of five or more buildings.
- **General Commercial District (C-2):** Automobile oriented commercial districts providing a wide variety of business services and retail outlets. Such districts usually generate a lot of traffic and require strict parking, paving width and building setbacks.
- **Central Business District (C-4):** Commercial district composing the city center. Such a district should offer a wide range of services, outlets, and should be pedestrian oriented.
- **Industrial District (I-1):** Industrial district intended primarily for manufacturing, assembling, fabrication or warehousing, wholesale, and service uses. Buildings should be architecturally attractive and surrounded by landscaped yards.
- **Mobile Home District (M):** Intended for the orderly, planned development of mobile homes and related facilities.
- **Office Warehouse District (O-W):** Areas to provide for mixed use structures, warehousing, including wholesaling, retailing, assembly of pre-manufactured materials and basic offices uses (excluding manufacturing).
- **Planned Unit Development (PUD):** 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.

## WHAT'S THE DIFFERENCE BETWEEN LAND USE AND ZONING?

Zoning districts specifically **define and regulate** what kinds of uses are allowed on specific parcels and outline city design and development guidelines.

Land use **reflects the current or desired** development pattern in a given area.



## EXISTING ZONING: NORTH CORRIDOR

## NORTH CORRIDOR ZONING

The North State Highway NN corridor consists of multiple zoning designations as shown in **Figure A.1**. This includes A-1 Agriculture off the main corridor in the central portion of the study area. There are multiple residential uses including R-1A, R-1B, R-1C, R-2, R-3, R-3, PUD, and M spread throughout the corridor with a major pocket of mixed residential zoning on the east side. The corridor also contains I-1 Industrial zoning on both the west and east side, as well as C-2 General Commercial and C-4 Central Business district zoning are spread throughout the corridor, with a large section of C-2 zoning at the center of the planning area and C-4 near the southern end. The study area also reflects a large section of Christian County Parcels that do not have City of Ozark zoning assigned. Zoning district by acreage is provided in **Table A.1**.

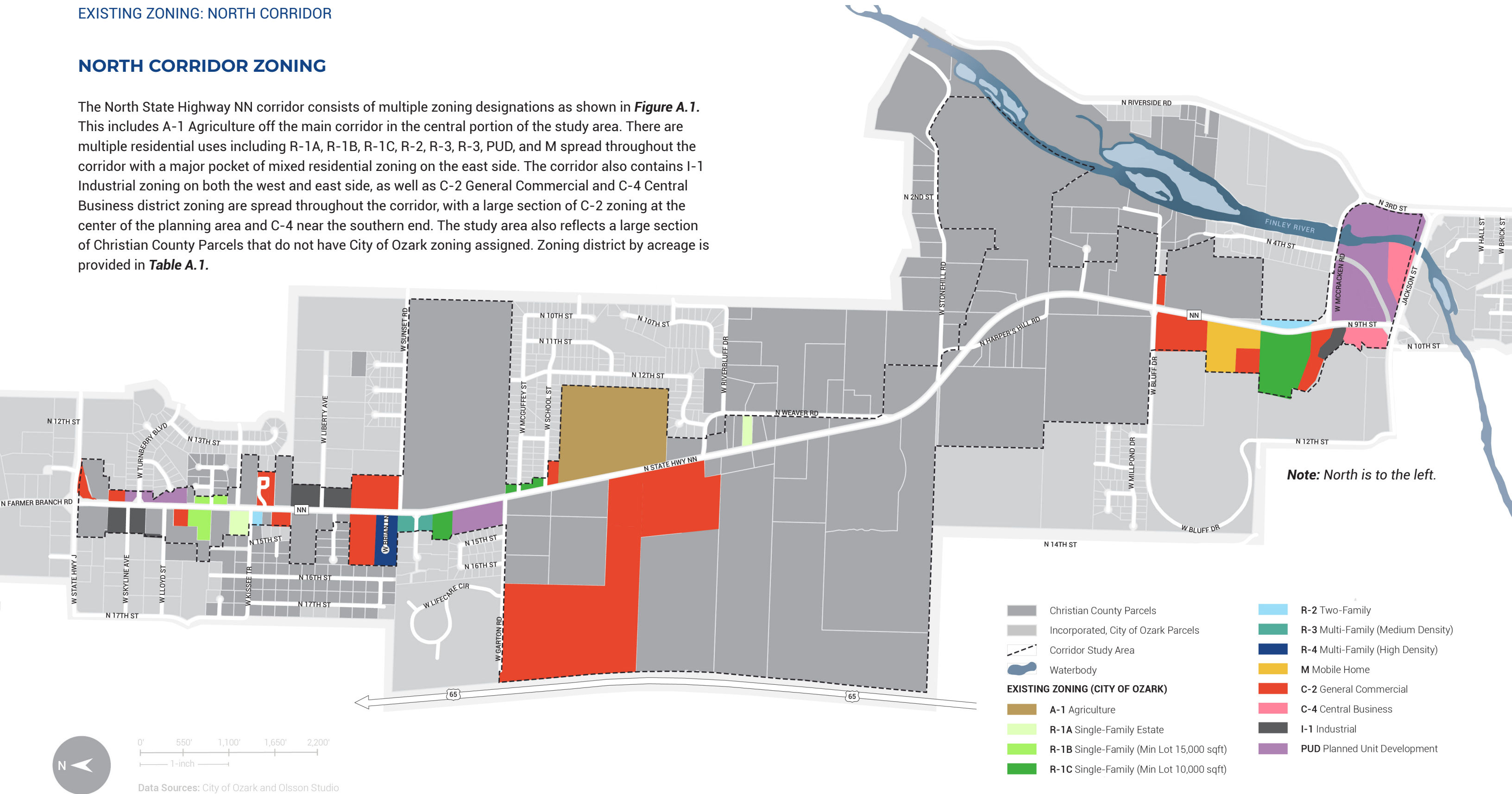


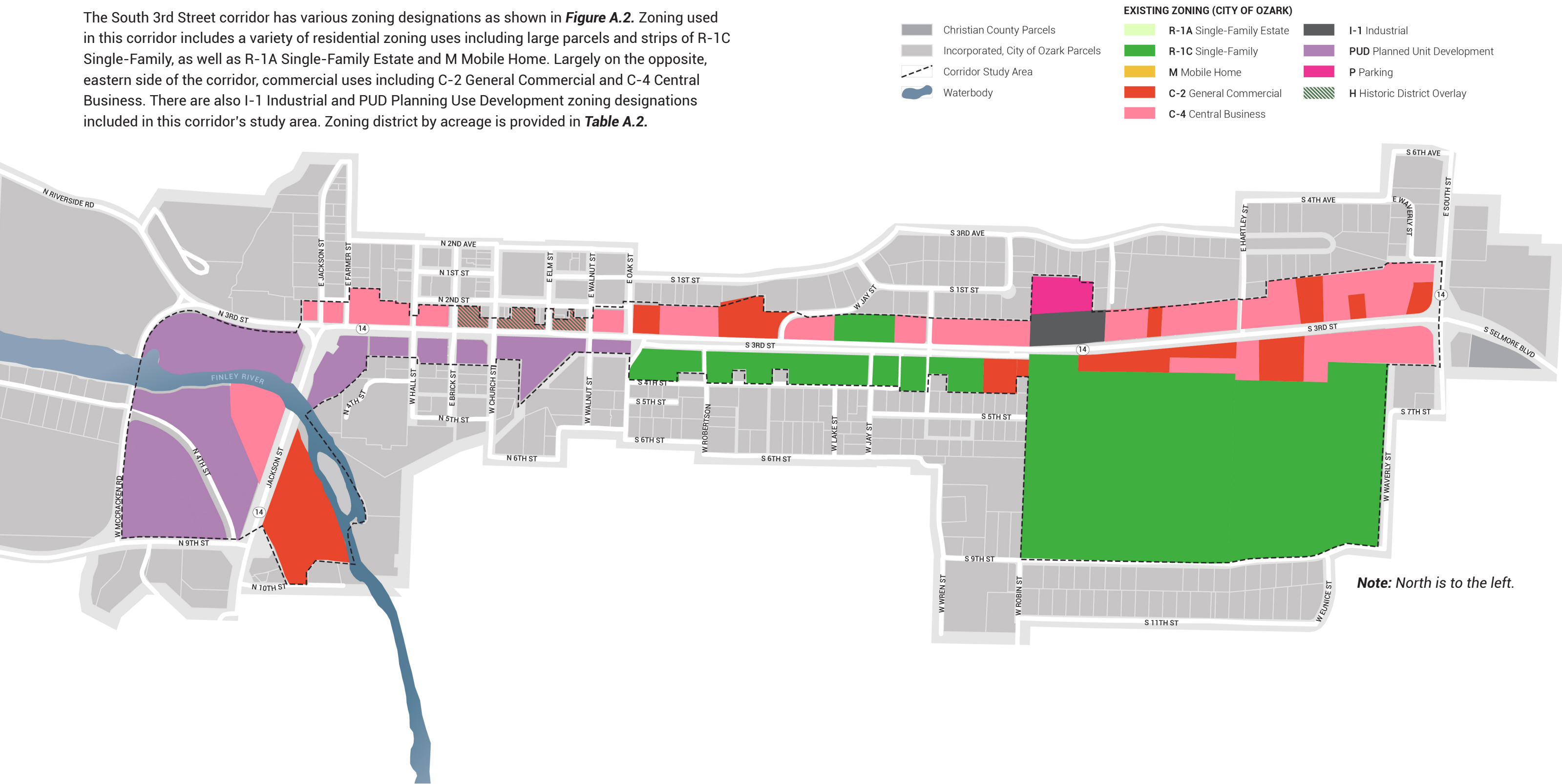


FIGURE A.2

EXISTING ZONING: CENTRAL CORRIDOR

CENTRAL CORRIDOR ZONING

The South 3rd Street corridor has various zoning designations as shown in **Figure A.2**. Zoning used in this corridor includes a variety of residential zoning uses including large parcels and strips of R-1C Single-Family, as well as R-1A Single-Family Estate and M Mobile Home. Largely on the opposite, eastern side of the corridor, commercial uses including C-2 General Commercial and C-4 Central Business. There are also I-1 Industrial and PUD Planning Use Development zoning designations included in this corridor's study area. Zoning district by acreage is provided in **Table A.2**.





## EXISTING ZONING: SOUTH CORRIDOR

The South Street corridor is comprised of various zoning designations as shown in **Figure A.3**. This corridor is primarily commercial, with C-2 and C-4 zoning making up much of the corridor study area. I-1 Industrial zoning also exists on the east side of the corridor, and A-1 Agricultural zoning is on the west side of the study area. There is a variety of single-family residential zoning embedded throughout, including R-1A, R-1B, and R-1C, and some more dense residential zoning with R-3 Multi-Family within the corridor study area as well. The study area also reflects a large section of Christian County Parcels that do not have City of Ozark zoning assigned. Zoning district by acreage is provided in **Table A.3**.





**TABLE A.1**  
ZONING DISTRICT BREAKDOWN: NORTH CORRIDOR

| ZONING DISTRICT | ACRES | % OF CORRIDOR |
|-----------------|-------|---------------|
| C-2             | 96.9  | 11.8%         |
| A-1             | 31.7  | 3.9%          |
| PUD             | 31.5  | 3.8%          |
| C-4             | 8.0   | 1.0%          |
| M               | 11.6  | 1.4%          |
| R-1C            | 9.6   | 1.2%          |
| I-1             | 10.0  | 1.2%          |
| R-1A            | 3.9   | 0.5%          |
| R-1B            | 4.0   | 0.5%          |
| R-4             | 3.8   | 0.5%          |
| R-3             | 2.7   | 0.3%          |
| R-2             | 1.6   | 0.2%          |

**TABLE A.2**  
ZONING DISTRICT BREAKDOWN: CENTRAL CORRIDOR

| ZONING DISTRICT      | ACRES | % OF CORRIDOR |
|----------------------|-------|---------------|
| R-1C                 | 69.9  | 38.2%         |
| C-4                  | 28.2  | 15.4%         |
| PUD                  | 31.6  | 17.3%         |
| C-2                  | 12.5  | 6.8%          |
| R-1A                 | 1.1   | 0.6%          |
| M                    | 3.0   | 1.6%          |
| I-1                  | 2.2   | 1.2%          |
| P (PARKING)          | 1.6   | 0.9%          |
| H (OVERLAY DISTRICT) | 1.9   | 1.0%          |

**TABLE A.3**  
ZONING DISTRICT BREAKDOWN: SOUTH CORRIDOR

| ZONING DISTRICT | ACRES | % OF CORRIDOR |
|-----------------|-------|---------------|
| C-2             | 133.3 | 32.1%         |
| R-4             | 36.0  | 8.7%          |
| A-1             | 16.2  | 3.9%          |
| R-1B            | 15.0  | 3.6%          |
| I-1             | 11.4  | 2.8%          |
| R-1C            | 10.9  | 2.6%          |
| R-1A            | 8.4   | 2.0%          |
| C-4             | 5.8   | 1.4%          |
| R-3             | 2.4   | 0.6%          |
| O-W             | 0.4   | 0.1%          |



### LAND USE

The corridors can be understood, in part, by analyzing how the land is used. **Figures A.4** through **A.6** on the following pages illustrate existing land uses along each corridor. These land uses represent existing land use both for City of Ozark parcels, as well as for Christian County parcels that are unincorporated.

### POINTS OF INTEREST

The locations shown in **Figures A.7** through **A.9** on the following pages represent amenities or unique experiences within the study areas. These points of interest work together to cultivate an atmosphere of attraction and intrigue within the corridors. They often represent major destinations or points of appeal within the area, including schools and civic facilities. The descriptions that follow delve into points of interest within city boundaries and nearby unincorporated areas.







FIGURE A.5

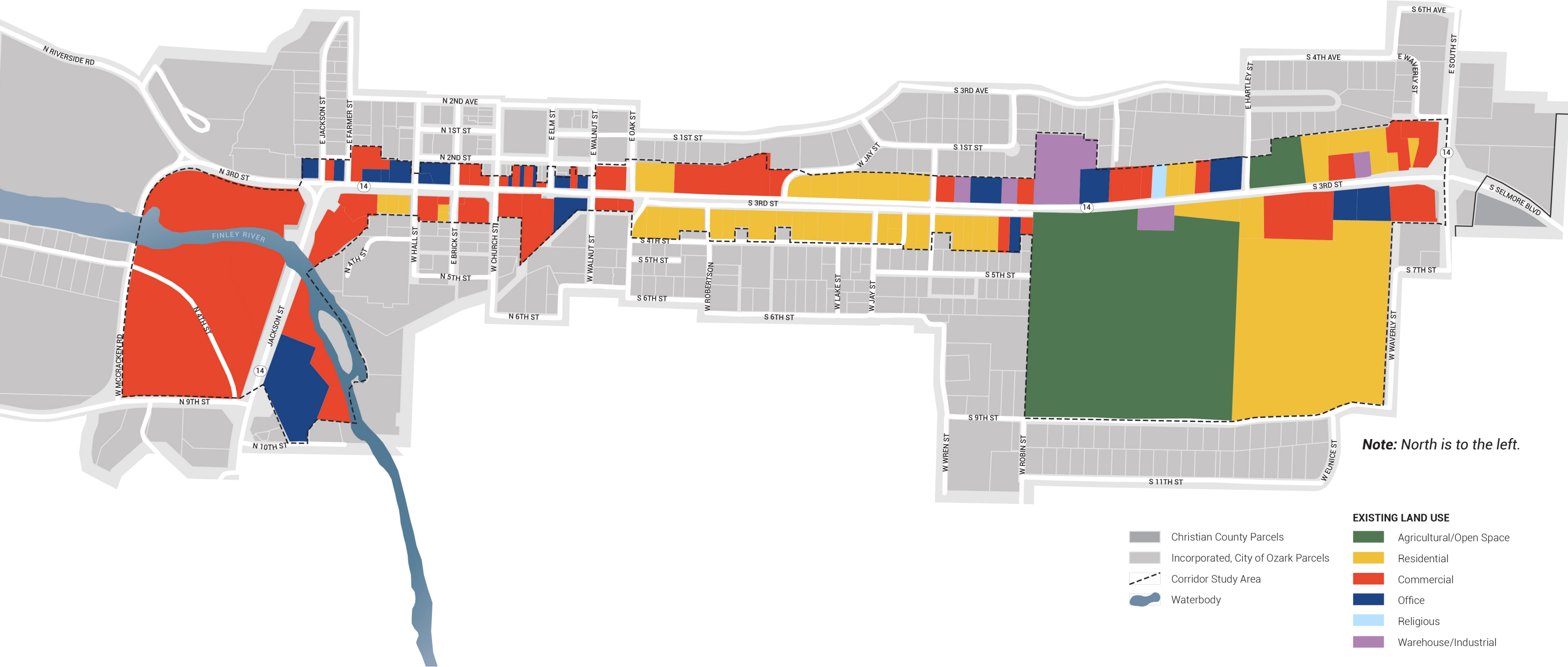
EXISTING LAND USE: CENTRAL CORRIDOR

CENTRAL CORRIDOR LAND USE

The existing land uses of the 3rd Street corridor are shown in **Figure A.5**, showing a wide array of uses including a heavy concentration of commercial uses and office buildings on the west side of the study area, transitioning to more residential, agricultural, and industrial uses on the east side of the corridor. Commercial uses are integrated throughout the corridor, but more concentrated to the north and east near the downtown area. There is a large wooded area at the southern end of the corridor with drastic elevation changes.



Data Sources: City of Ozark and Olsson Studio

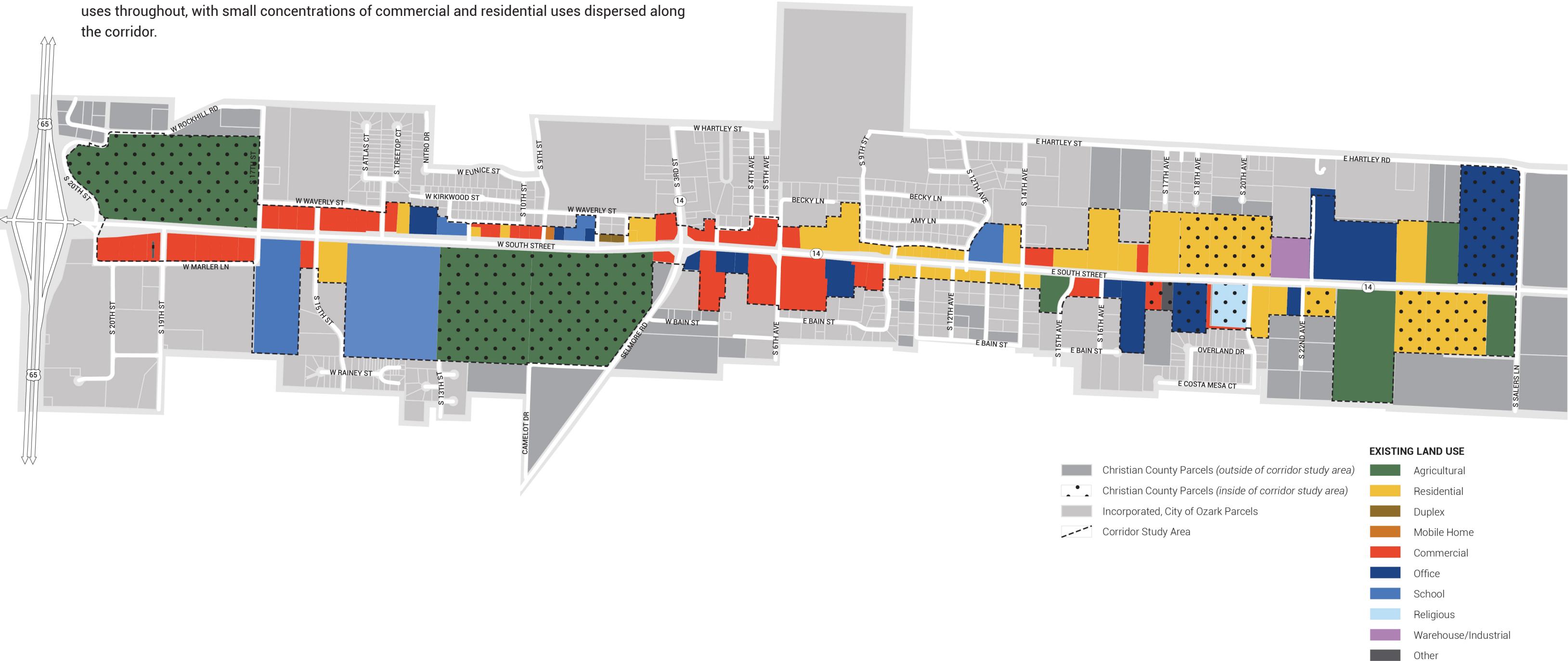
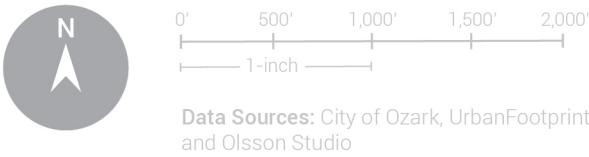




**FIGURE A.6**  
EXISTING LAND USE: SOUTH CORRIDOR

**SOUTH CORRIDOR LAND USE**

There is an array of existing land uses that comprise the South Street corridor, as shown in **Figure A.6**. These uses include residential, institutional, and agricultural land uses across the corridor, especially among the larger parcels. The smaller parcels within the study area include commercial land uses and smaller institutional land uses and office land uses. The corridor has various land uses throughout, with small concentrations of commercial and residential uses dispersed along the corridor.





## EXISTING POINTS OF INTEREST: NORTH CORRIDOR

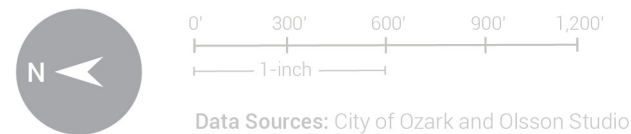
The North State Highway NN corridor includes several places of interest as shown in **Figure A.7**. Schools comprise most of the points of interest, such as Ozark North Elementary School, Ozark Middle School, Ozark High School, Ozark R-V1 School District Maintenance Building, and the Ozark Junior High School. Also located in this corridor is the Ozark Senior Center on the south side.





## EXISTING POINTS OF INTEREST: CENTRAL CORRIDOR

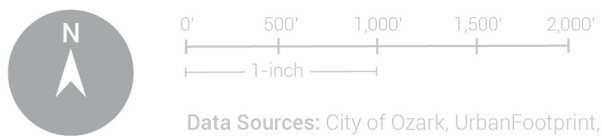
The South 3rd Street corridor includes several places of interest, as shown in **Figure A.8**. There is one educational building in the area, Ozark R-VI Career Center, on the northwest end of the corridor study area. Also included within this corridor are several civic facilities including the Ozark Fire District Station 1, Ozark City Hall, the Ozark Courthouse Square, the Christian County Museum, the Christian County Sheriff's Office, the Christian County Human Resources Building, and the Christian County Circuit Courthouse. This concentration of destination creates a hub of civic amenities on the northeast part of the corridor.





## EXISTING POINTS OF INTEREST: SOUTH CORRIDOR

The South Street corridor includes three major places of interest, as shown in **Figure A.9**. These places are all on the southwest end of the study area, including the Ozark Early Learning Center, the Ozark South Elementary School, and its corresponding Ozark R-VI Transportation Facility.





# TRANSPORTATION NETWORK

This section explores the transportation network in its existing state – both for motorists and non-motorists alike.

The efficiency (or inefficiency) of vehicular traffic flow impacts drivers' real and perceived experiences of travel corridors. If those traveling along corridors experience less than ideal operating conditions, such as frequent congestion, long wait times, or safety concerns, the features of the corridor will be underutilized and—possibly—avoided.

Although surface roads providing service to motorists are often the most utilized and discussed transportation method, there are other forms of transportation that are critical to consider such as bicycling, walking, and using transit. Although these options along the corridor are limited, they do exist.

## ROADWAY NETWORK

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

South Street, South 3rd Street, and MO-NN are each classified as a **primary arterials**, which means they provide for high to moderate traffic volumes, permit moderate speed traffic movement between and through major activity centers, and provide access to abutting property, though providing such access is subordinate to traffic flow and subject to control of entrances and exits.

**South Street** is a five-lane roadway (two travel lanes in each direction with a center turn lane) that orients east/west and provides direct access to US 65. The South Street corridor study area includes four signalized intersections, one each at its intersections with South 19th Street, South 17th Street, South 3rd Street/South Selmore Boulevard, and South 6th Avenue. East of South Street's intersection with South 3rd Street/South Selmore Boulevard, South Street narrows to a three-lane roadway, with one travel lane in each direction and a center turn lane until just west of South 10th Avenue. South Street then continues as a two-lane roadway (no median or center turn lane) all the way to MO-W (the eastern extent of the South Street corridor study area). The speed limit along South Street is 45 miles per hour.

**South 3rd Street** is largely a two-lane roadway (one travel lane in each direction) that generally orients north/south. A center turn lane is introduced at West Oak Street and continues north until South 3rd Street's alignment with Jackson Street. South 3rd Street transitions to a five-lane roadway (two travel lanes in each direction with a center turn lane) at its intersection with Church Street. The South 3rd Street corridor study area includes three signalized intersections, one each at its intersections with South Street and MO-NN, and its alignment with Jackson Street. The speed limit along South 3rd Street is 35 miles per hour, except between the intersection with the Finley River and the Oak Street intersection, where it is 30 miles per hour.

**MO-NN** is largely a three-lane roadway (one travel lane in each direction with a center turn lane) for the corridor study area's entire extent. The MO-NN corridor study area includes three signalized intersections, one each at its intersections with Jackson Street, West Bluff Drive, and MO-CC/MO-J. The speed limit along MO-NN is 45 miles per hour.

## ROADWAY OWNERSHIP

Roadway ownership plays an important role in corridor planning. It must be noted that all three corridors are owned by MoDOT and subject to their jurisdiction. As the city continues to grow and the study corridors develop and redevelop, it is important for the city to maintain strong working relationships with MoDOT. This important partner helps prioritize projects in the region and provides funding and opportunities for road improvements. Improvements to all three corridors are vital to the efficient flow of traffic through the city.

## ACTIVE TRANSPORTATION NETWORK

Active transportation describes all human-powered forms of travel, such as walking, cycling, in-line and quad skating, skateboarding, paddleboarding, canoeing, and more. Active transportation networks should focus on providing maximum connectivity at the lowest possible exposure to traffic risks to maximize usability for all potential users (City of Ozark Active Transportation Plan, 2022). The city's Active Transportation Plan sets an ambitious vision for active transportation connectivity and infrastructure citywide, including a goal to build a trail connection within one-half mile of every Ozark residence by 2035.



# OZARK'S ACTIVE TRANSPORTATION PARTNERS

## OZARK GREENWAYS

Ozark Greenways was formed in 1991 with the mission to build a trail system that connects and enhances communities in and around the Springfield metropolitan area. They are the driving force behind a 140+ mile system of multi-use trails and a dynamic network of connected streams, parks, businesses, and neighborhoods. Ozark Greenways believes trails are recreation, transportation infrastructure, tourism destinations, and quality-of-life necessities, and that, most importantly, trails connect people to Ozark's beautiful outdoors, each other, and to the places they want to go.

## OZARKS TRANSPORTATION ORGANIZATION (OTO)

OTO is the transportation planning organization for the Springfield region. The metropolitan planning organization (MPO) includes local elected and appointed officials from Christian and Greene counties, and the cities of Battlefield, Nixa, Ozark, Republic, Springfield, Strafford, and Willard. It also includes technical staff from MoDOT, the Federal Highway Administration, the Federal Transit Administration, and the Federal Aviation Administration. Staff from local governments and area transportation agencies serve on OTO's Technical Planning Committee, which provides technical review, comments, and recommendations on draft MPO plans, programs, studies, and issues.

## EXISTING MULTIMODAL NETWORK: NORTH CORRIDOR

The North State Highway NN corridor features very few constructed sidewalks and trails. In fact, neither side of MO-NN has sidewalks, except for the following:

- A small, constructed sidewalk approximately 1,000 feet in length on the east side of MO-NN fronting Ozark North Elementary School and Ozark Middle School; and
- West Bluff Drive to the west of MO-NN, leading to Ozark High School.

Ozark's Active Transportation Plan proposes several active transportation infrastructure projects along and surrounding this corridor, including a community sidewalk on both sides of MO-NN for the entire extent of the corridor study area. Community sidewalks are also proposed along the following roadways:

- West Bluff Drive to the east of MO-NN;
- West Riverbluff Drive to the east of MO-NN;
- West Sunset Road to the east of MO-NN;
- MO-CC/MO-J to the east of MO-NN;
- West Kissee Trail to the west of MO-NN;
- West Garton Road to the west of MO-NN; and
- The possible future alignment of Longview Road to the west of MO-NN.

The North State Highway NN corridor does not currently contain any recreational trails, though several are proposed right outside of the corridor study area. See **Figure A.10** for their locations.



EXISTING MULTIMODAL NETWORK: CENTRAL CORRIDOR

The South 3rd Street corridor features more constructed sidewalks than the North State Highway NN corridor but is still lacking. The only exception is for Downtown Ozark with a fairly complete sidewalk network in place. The only portions of the corridor that include constructed sidewalks are:

- Both sides of Jackson Street from approximately the Finley River to the intersection with MO-NN/ North 9th Street;
- Both sides of South 3rd Street from just south of Church Street to South 3rd Street's alignment with Jackson Street;
- Both sides of Church Street; and
- Both sides of Walnut Street.

Ozark's Active Transportation Plan proposes several active transportation infrastructure projects along and surrounding this corridor. These projects include a community sidewalk on both sides of South 3rd Street for the entire extent of the corridor study area (except for where sidewalk already exists). Community sidewalks are also proposed along the following roadways:

- South Street to the east and west of South 3rd Street;
- Hartley Street to the east of South 3rd Street;
- Wren Street to the east of South 3rd Street;
- Oak Street to the east and west of South 3rd Street; and
- MO-NN just north of the corridor.

The South 3rd Street corridor contains part of the Finley River Trail, which runs diagonally through the northern portion. Several recreational trails are proposed inside and right outside of the corridor study area. See **Figure A.11** for their locations.

EXISTING MULTIMODAL NETWORK: SOUTH CORRIDOR

The South Street corridor features a few constructed sidewalks, concentrated in the western half of the corridor study area. The only portions of the corridor that include constructed sidewalks are:

- The south side of South Street from 17th Street to just east of Ozark South Elementary School;
- Both sides of 15th Street on either side of South Street;
- Both sides of 19th Street to the south of South Street; and
- The west side of 17th Street to the south of South Street.

Ozark's Active Transportation Plan proposes several active transportation infrastructure projects along and surrounding this corridor. A community sidewalk is proposed on both sides of South Street for the entire extent of the corridor study area (except for west of 17th Street). Community sidewalks are also proposed along the following roadways:

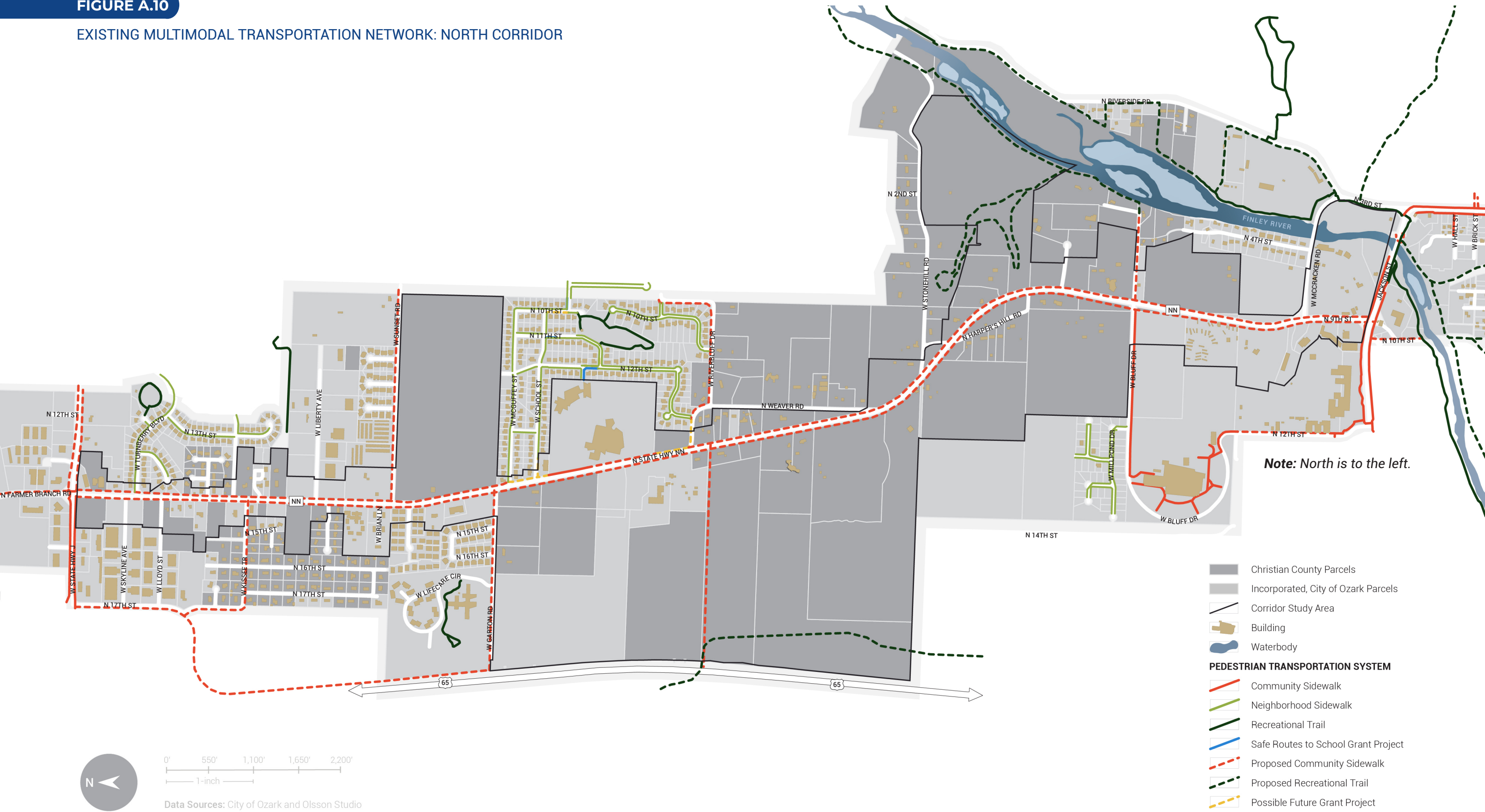
- The east side of 17th Street north of South Street;
- The east side of 9th Street north of South Street;
- Both side of South 3rd Street north of South Street;
- The west side of Selmore Road south of South Street;
- The west side of 6th Avenue north and south of South Street;
- The west side of 14th Avenue north and south of South Street;
- The east side of 22nd Avenue north of South Street; and
- The west side of MO-W north and south of South Street.

The South Street corridor does not currently contain any recreational trails, though some are proposed right outside of the corridor study area. See **Figure A.12** for their locations.



FIGURE A.10

EXISTING MULTIMODAL TRANSPORTATION NETWORK: NORTH CORRIDOR





### FIGURE A.11

## EXISTING MULTIMODAL TRANSPORTATION NETWORK: CENTRAL CORRIDOR

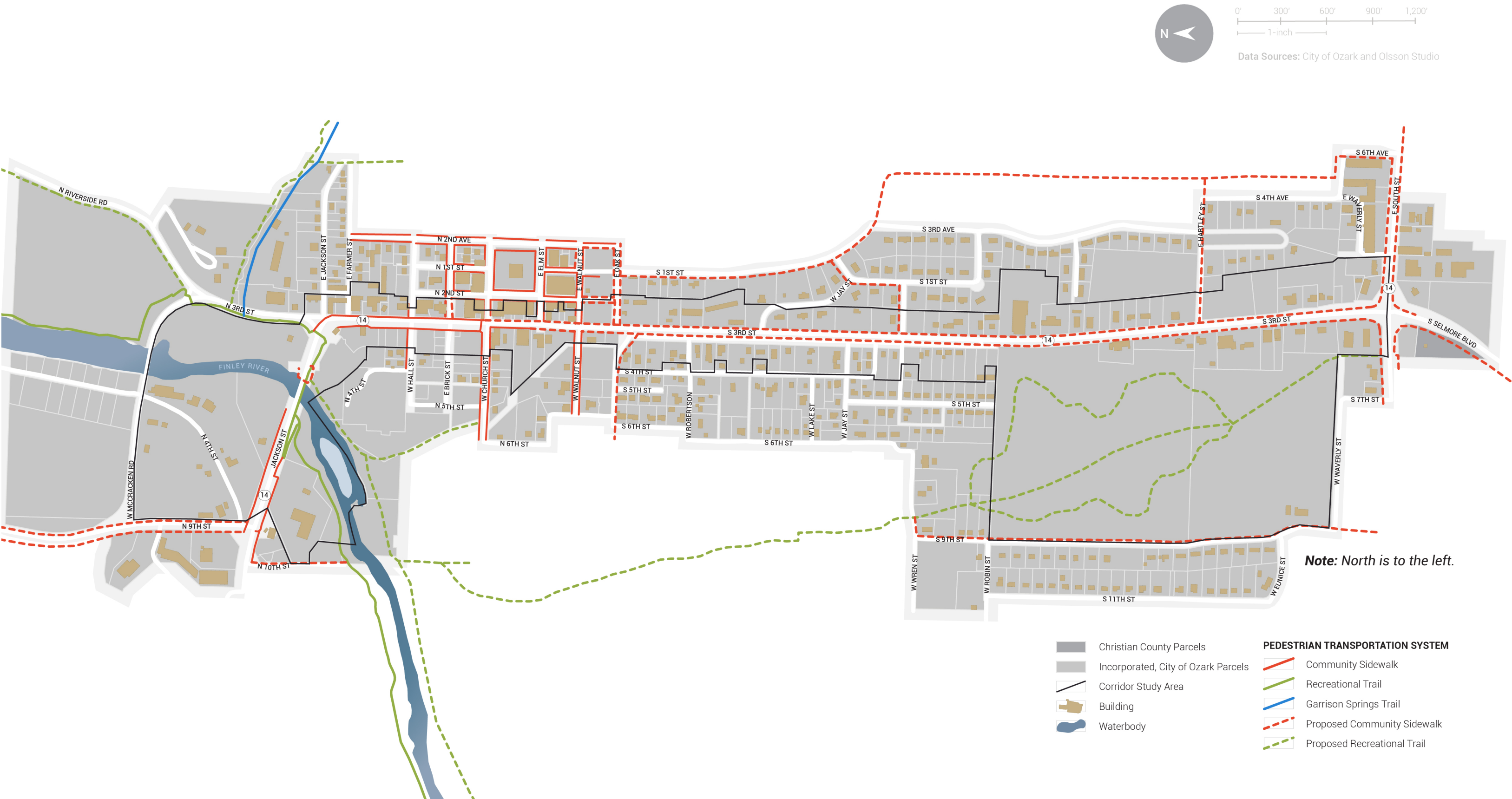




FIGURE A.12

EXISTING MULTIMODAL TRANSPORTATION NETWORK: SOUTH CORRIDOR





# NATURAL FEATURES

The natural features present along the corridors are illustrated in **Figures A.13 through A.15**. The following section details the current state of each environmental feature present and how they interact with and influence the corridors, including water features and corresponding floodplain areas, wetlands, vegetation, and topography. The Finley River intersects the North State Highway NN and the South 3rd Street corridors. These corridor areas are impacted by floodplain and wetland areas, as seen in **Figures A.13 through A.15**.

## EXISTING NATURAL FEATURES: NORTH CORRIDOR

The Finley River area is targeted for revitalization and high intensity growth, including destination retail and entertainment, and housing. The river runs through the southern portion of the North State Highway NN corridor, eventually intersecting at Jackson Street.

There are several sinkholes shown in **Figure A.13**. The Ozarks landscape is dotted by several sinkhole pond wetlands (including pond marshes, pond swamps, and pond shrub swamps). Sinkhole ponds occur where the slow, dissolving action of mildly acidic groundwater has expanded a cave tunnel so far that the cave roof collapses, causing the land above to sink. These sinkholes can open directly into the cave system below or become clogged with surface materials (soil, brush, etc.), and form a pond. Sinkhole pond waters are typically stagnant with little oxygen and water movement. Sinkholes range from neutral to acidic

and offer very limited nutrients to local flora and fauna, resulting in unique ecosystems that host a variety of species adapted to these special environments that cannot survive in other places (source: *Missouri Department of Conservation*).

The floodplains in the North State Highway NN corridor are concentrated along the Finley River to the south and several wetland channels exist at the north end of the study area at Liberty Avenue. The wetland channels inundate the study area from all directions. The wetland areas flow directly from the river and make up much of the floodplain in the study area.

The existing tree coverage along the corridor is limited, with the greatest concentration of trees being at the southern portion of the study area past Ozark Middle School. Most of the vegetation within the corridor is in Finley River’s riparian zone. Riparian zones extend from the main channel to about 50 feet on the land to either side of the stream, where plant species such as willows, sycamore, witch hazel and blue beech, along with water willow, mistflower, cardinal flower, and blue lobelia can be found. Open space, like most other natural areas within and around the corridor, generally consists of grassland and shrubland that has been cleared for agriculture or development purposes.

## EXISTING NATURAL FEATURES: CENTRAL CORRIDOR

As with the Finley River area, the South 3rd Street corridor is also targeted for revitalization and future high intensity development, destination retail, entertainment, and housing. This area is not dotted with sinkhole ponds but has considerably more wetland area surrounding the Finley River at the north end of the study area and along the channels fingering southeast from the main flow. There is quite a bit of greenery and greenspace remaining along the wetlands of the Finley River, which has been integrated into much of the current development along the corridor.

The southern portion of the South 3rd Street corridor does not have the Finley River running through it, but it does have several wetland channels entering the study area from the north and south. The north-entering wetland channels have 100-year flood designations from the SFHA—meaning the area will be inundated by the flood event having a one-percent chance of being equaled or exceeded in any given year (includes FEMA Zone A and AE). There are several wetland ponds in the area, which may retain water during growth periods of the year. The floodplain directly surrounds the wetland area. This corridor houses the most flood-prone wetlands of the three corridors. The Finley River flowing directly through the north end of the study area results in three major wetland channels flowing southeast through the entire study area.

The tree coverage is much denser across the South 3rd Street corridor due to three major wetland channels flowing off Finley Creek—including Garrison Branch.

Mature trees and vine webs characterize mature bottomland forests. In the lowlands bordering the James River and Finley Creek are forests of cottonwood, willow, ash, elm, sycamore, silver maple, and hackberry. Periodic flooding keeps the understory of these riverfront bottomland forests open. On terraces farther from the river, several oak species (e.g., pin oak), shellbark hickory and pecan dominate the forest. The understory of these areas contains shrubs such as pawpaw, spicebush and deciduous holly (Source: Missouri Department of Conservation). Areas of the corridor are impacted by invasive species, notably with the presence of winter creeper in the downtown area.

The South 3rd Street Corridor is bound by higher elevations to the east and west.

### WHAT IS A FLOODPLAIN?

Floodplain designated land is land with a one percent chance of flood occurrence at any time is the standard for requiring the purchase of flood insurance and regulating development in flood prone areas. The Federal Emergency Management Agency (FEMA) designates such areas as Zone A or Zone AE, which are Special Flood Hazard Areas. There are several floodplain areas designated in each corridor.



**EXISTING NATURAL FEATURES:  
SOUTH CORRIDOR**

The north-entering wetland channels in the South Street corridor have 100-year flood designations from the SFHA—meaning the area will be inundated by the flood event having a one-percent chance of being equaled or exceeded in any given year (includes FEMA Zone A and AE). This is likely causing some flooding issues during heavy rain events. The sink ponds will also capture water during these events.

There are several wetland channels extending into the South Street corridor from the north, as well as the south. This corridor is characterized by several low wetlands that hold water during rain events and during growing seasons.

The tree coverage in the South Street corridor is primarily centralized south of South Street on unincorporated land. Again, most tree canopies are located along streams flowing off the Finley River, as in the other corridors. However, there is no direct flow of the Finley River within this corridor's study area.



**HISTORY OF THE  
FINLEY RIVER**

The Finley River is a gentle stream that flows through rolling hills and pastureland. It was easily harnessed to provide for the needs of early European settlers. Before that, it was a highway for Native American travelers. Finley River, a tributary of the James River, gets its start in the high land around Cedar Gap. Its headwaters are about 3.5 miles west of the headwaters of Bryant Creek. It flows east to west for 52.8 miles. Though it starts in Webster County, 48 miles of its length are in Christian County. The final three miles are in the northeast corner of Stone County. Only the last 19 miles are floatable in high or medium-high water. The floatable part begins at a put-in at Lindenlure Lake and ends where it meets the James River.

The Finley Watershed is long and narrow, with a total area of about 269 square miles. Most of it open grassland and the balance is forested. Ozark, the county seat of Christian County, with a population of about 21,060, is the only large town in the watershed. Sparta, with a population of around 1,998 is the only other town of any size in the watershed. Looking upstream from the Lindenlur Lake put-in, the dam contains a popular local swimming area. The lake began as a millpond, but the mill is long gone, replaced by a private resort community that has provided summer vacationing for local families for decades. From here, you can float Finley River to its confluence with James River.

In the heart of Ozark is a mill with its millpond and dam. Finley River was the engine that powered the mill, which is still in working condition. Six miles downstream from Ozark, another dam and power plant is a landmark for summertime swimmers as it crosses the Finley below Riverdale Dam. This power plant is modern and was built to produce electricity.

**WHAT ARE WETLANDS?**

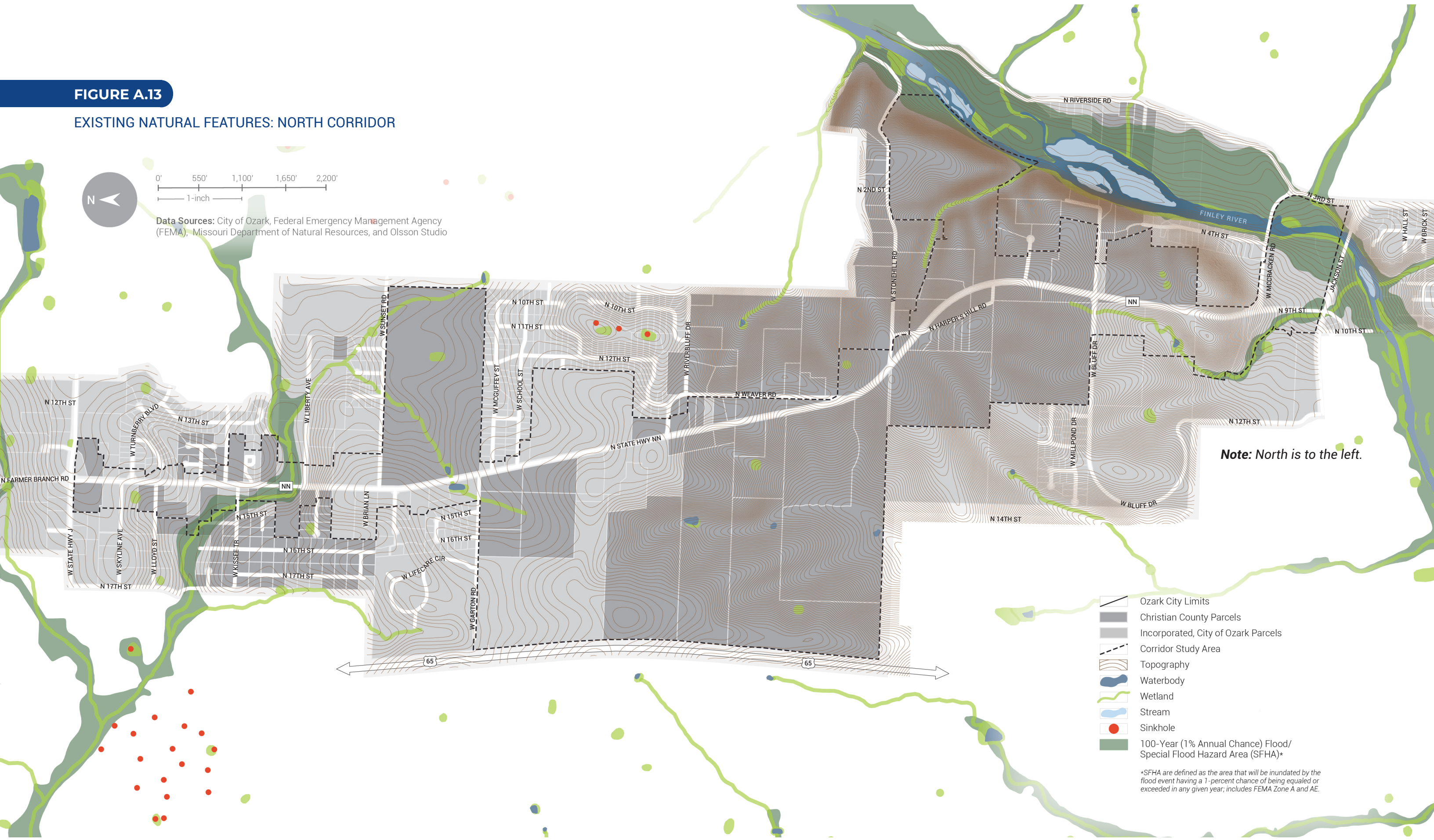
Wetlands are areas that are inundated or saturated by surface or groundwater for a duration of time or frequently enough to support vegetation that has adapted to survive in wet soil conditions. Wetlands provide many benefits, including the following:

- Habitat for plants, fish, and wildlife species;
- Groundwater recharge;
- Storage for storm and flood waters;
- Natural stormwater and runoff filtration; and
- Mitigation of storm damage and erosion caused by flooding or other natural events.



FIGURE A.13

EXISTING NATURAL FEATURES: NORTH CORRIDOR



Data Sources: City of Ozark, Federal Emergency Management Agency (FEMA), Missouri Department of Natural Resources, and Olsson Studio

Note: North is to the left.

- Ozark City Limits
  - Christian County Parcels
  - Incorporated, City of Ozark Parcels
  - Corridor Study Area
  - Topography
  - Waterbody
  - Wetland
  - Stream
  - Sinkhole
  - 100-Year (1% Annual Chance) Flood/ Special Flood Hazard Area (SFHA)\*
- \*SFHA are defined as the area that will be inundated by the flood event having a 1-percent chance of being equaled or exceeded in any given year; includes FEMA Zone A and AE.



FIGURE A.14

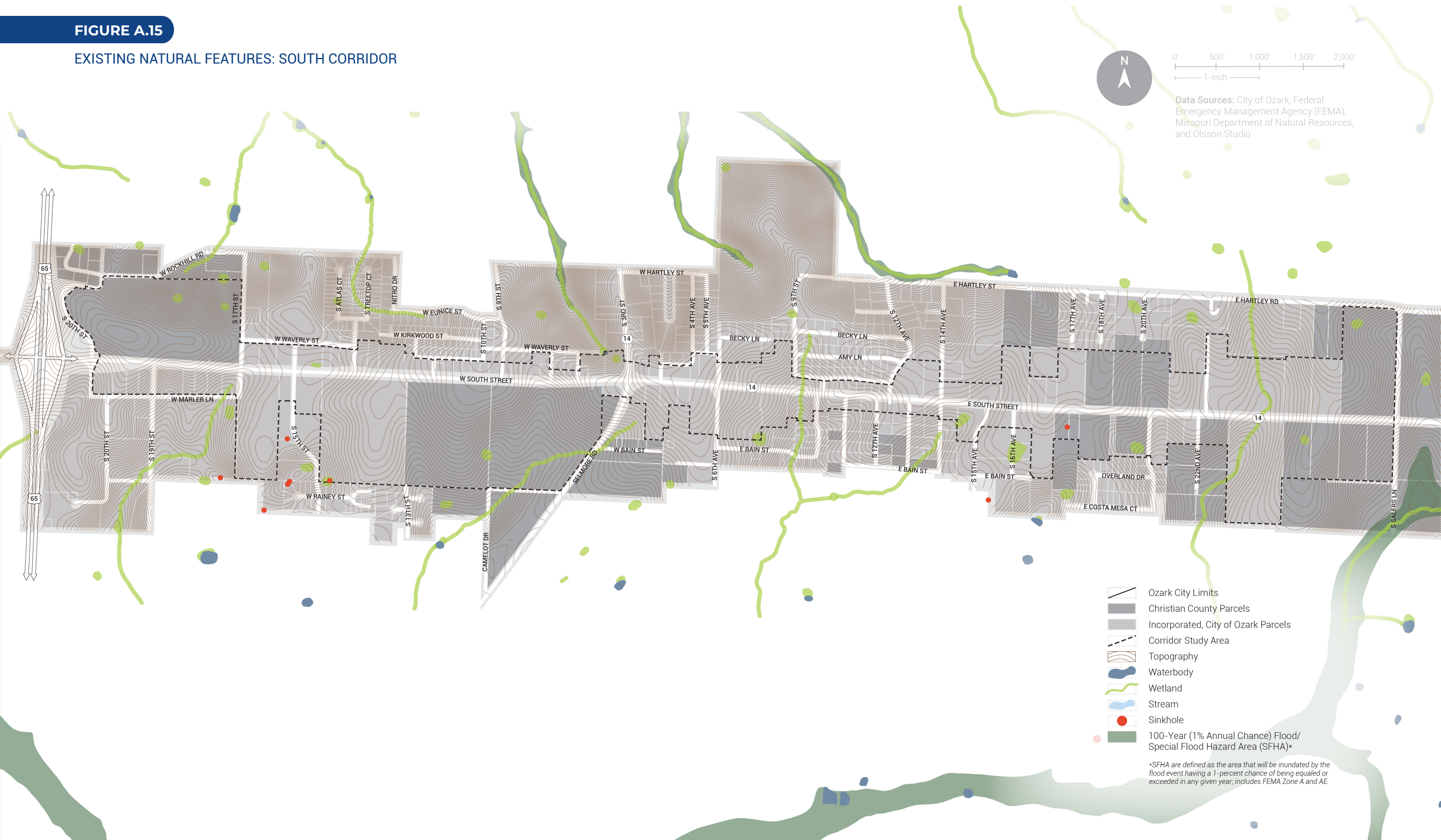
EXISTING NATURAL FEATURES: CENTRAL CORRIDOR





FIGURE A.15

EXISTING NATURAL FEATURES: SOUTH CORRIDOR





# PUBLIC UTILITIES

This Plan studied existing utility infrastructure along the North State Highway NN corridor, as it has the most undeveloped utility network of all three corridors. To ensure there is proper infrastructure for future development or redevelopment, it is necessary to review the existing utility infrastructure along the corridor, as shown in **Figure A. 16**.

The City of Ozark provides water and sewer, Spire provides gas, and City Utilities provides gas services to select Ozark residents. Electric service is primarily provided by Liberty Utilities with Ozark Electric and White River Valley Electric providing services in the northern and southern borders along with the unincorporated areas.

## WATER

The city operates three water pressure planes in Ozark. Per the Ozark Comprehensive Plan (2019), updates were recently made to each pressure plane to increase capacity. The central pressure plane can hold an additional one million gallons of storage. The northern pressure plane can hold an additional one million gallons of storage and has drilled one well. The southern pressure plane can hold an additional 1.6 million 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-inch water mains. Over recent years, the city has worked to add several thousand linear feet of water mains for increased redundancy and system reliability.

The North State Highway NN corridor lacks water main connectivity from approximately Bluff Drive to West Riverbluff Drive, creating a hindrance for development in this area. Most of this area is within Christian County and has not been annexed into the city. Significant water utility infrastructure expansion would be necessary to cater to development in the central part of this corridor. Note that various water lines run east and west of the corridor.

## WASTEWATER

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

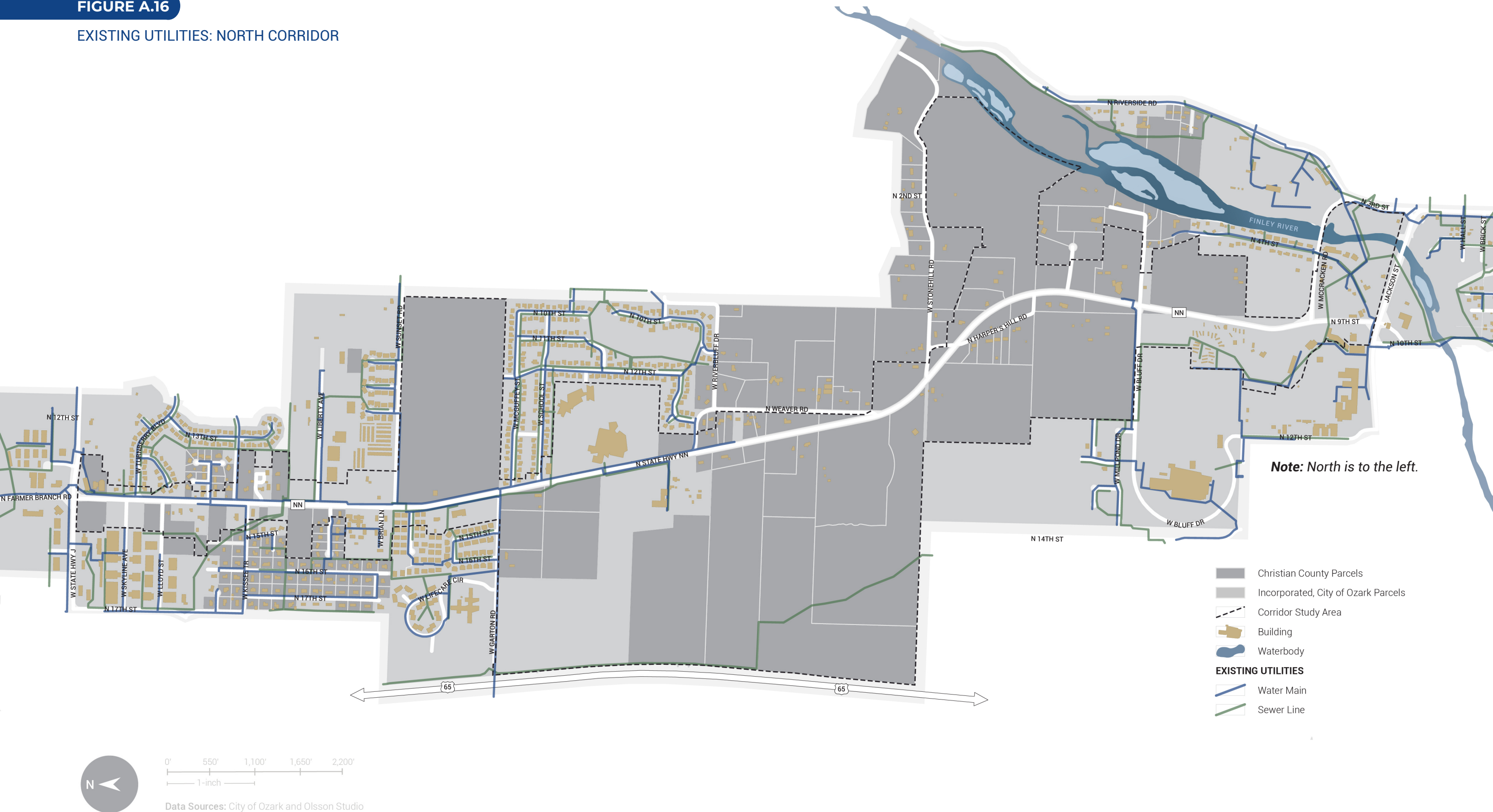
The North State Highway NN corridor lacks sewer main connectivity from approximately Bluff Drive to West Riverbluff Drive, creating a hindrance for development in this area. Most of this area is within Christian County and has not been annexed into the city. Significant wastewater utility infrastructure expansion would be necessary to cater to development in the central part of this corridor.





**FIGURE A.16**

## EXISTING UTILITIES: NORTH CORRIDOR





# DEMOGRAPHICS, ECONOMIC TRENDS AND CONDITIONS

This section explores the demographic and economic conditions of the city, the corridors, and the geographic areas that influence and interact with them. The complete demographic and economic findings are included in **Appendix B - Highest and Best Use Analysis**.

## POPULATION

Ozark is the Christian County seat and a principal employment center, supporting 8,679 jobs, or one-third of the county total. Ozark benefits from a diversified economy with employment lead by the retail trade, services, manufacturing, and government sectors.

Since 1980, Ozark’s population has exploded, adding 19,512 residents, and reaching a population of 22,512 by 2022. Population growth was the strongest during the decades of the 2000s and 2010s.

## HOUSEHOLDS

When compared to statewide averages, Ozark’s household composition possesses **above average rates for both of families, married couples, and married couples with children** and below average householders living alone, senior households ages 65 years and over, and senior households living alone.

Children ages 0 to 14 years and empty nesters 45 to 64 years comprise the largest age groups in Ozark with 25.7 percent and 20.6 percent of the total population, respectively. Ozark possesses above average rates of young adults ages 25 to 34 years (14.0%) and family/working adults (14.7%). Ozark’s elderly ages 65+ account for 12.8 percent of the population, which lags the statewide rate of 14.0 percent.

## EDUCATION

When compared to statewide averages, the Ozark population is **slightly more educated** with 45.1 percent of the population attaining a graduate/professional, bachelor’s, or associate degree compared to 40.5 percent statewide. Ozark’s above average educational attainment levels improves the potential to support higher income levels, retail expenditures, housing values and rents, and the need for commercial space.

## INCOME

**Ozark’s median household income of \$62,169 compares to \$64,811 for Missouri.** Ozark’s below average household income levels places a slight constraint on achievable retail sales and rents, housing values, and residential rents.

By 2040, the Ozark economy is forecast to add 1,600 to 1,951 jobs, **yielding population growth estimated at 6,344 to 7,652 residents**, generating demand for new housing, retail goods and services, eating and drinking establishments, and commercial and industrial space.

# RETAIL MARKET TRENDS AND CONDITIONS

This section explores the retail market trends and conditions of the city, the corridors, and the geographic areas that influence and interact with them. The complete retail market findings are included in **Appendix B - Highest and Best Use Analysis**.

## CITYWIDE RETAIL MARKET

By the third quarter 2023, the City of Ozark supported 1,525,233 square feet of retail space. Ozark’s principal retail corridors include MO-CC/MO-J, Jackson Street, and South Street. Downtown Ozark serves as a specialty retail destination.

Since 2010, 129,504 square feet of retail space has been constructed in Ozark, with net space absorption totaling 199,112 square feet of building area. Since 2017, the Ozark retail market has operated at vacancies well above market equilibrium. By the third quarter 2023, the overall vacancy rate stood at 0.7 percent with just 10,225 square feet of vacant space available for immediate occupancy. **The modest inventory of vacant retail space places a constraint on the ability to attract and accommodate businesses seeking a location.**

**Ozark’s pull factor of 1.89 indicates the city captures retail sales at a rate 89 percent above the statewide average.**

Through 2040, the City of Ozark is estimated to support the need for 334,000 to 383,000 square feet of new retail space, absorbing an estimated 33 to 38 acres of commercial land under the conservative scenario and 38 acres to 44 acres under the optimistic scenario.

## DEFINITIONS

### PULL FACTOR

The pull factor of a retail market indicates whether the local market is attracting non-local customers or losing local customers. A pull factor greater than 1.0 indicates that the local market is attracting non-local customers. A pull factor less than 1.0 indicates that the local market is losing local customers.

### MARKET EQUILIBRIUM

Market equilibrium is reached when supply meets demand. This measurement is used as an indicator of how the market’s current needs are met. For example, when talking about an existing inventory of retail space, the inventory “operates below market equilibrium” when there are vacant retail spaces available. When the demand for space is not being met by the current inventory, it is operating above market equilibrium. Evaluating this data over time is useful for identifying development opportunities.



NORTH CORRIDOR RETAIL MARKET

Of the three corridors, the North State Highway NN corridor is the least developed, consisting of a large inventory of vacant undeveloped land. By the third quarter 2023, the corridor maintained just 86,072 square feet of commercial space. **Since 2015, the corridor has operated at a vacancy rate below market equilibrium and since 2021, the retail space inventory has been fully occupied.**

The North State Highway NN corridor is the least developed supporting the smallest inventory of retail space. Development restrictions include the sloping topography, presence of active farms and floodplain, lack of utilities and road access, and low traffic counts. Higher traffic counts and infrastructure improvements are required to prompt retail tenant interest in locating within the North State Highway NN corridor.

CENTRAL CORRIDOR RETAIL MARKET

Twenty-seven retail properties, totaling 150,081 square feet of commercial space, exist within the South 3rd Street/MO-14 corridor. Since 2010, just 6,110 square feet of retail space has been added to the corridor with net absorption totaling 7,770 square feet of space. **The existing inventory of space has operated at vacancies below market equilibrium since 2010 with the vacancy rate standing at 3.1 percent by the third quarter 2023.**

The South 3rd Street/MO-14 corridor benefits from the presence of Finley Farms, Downtown Ozark, and the Historic River District. Development challenges include a steep topography at the southern half and road width limitations. The potential exists to support restaurant and entertainment-related retail development that complements Downtown Ozark and Finley Farms.

SOUTH CORRIDOR RETAIL MARKET

Of the three corridors, the South Street corridor is the most developed, benefiting from direct access from US 65 and high daily traffic volumes. Thirty-nine retail properties, totaling 642,982 square feet of commercial space, are within the South Street corridor from US 65 east to MO-W. Since 2010, 52,766 square feet of commercial space has been constructed within the South Street corridor with a total of 62,866 square feet of retail space absorbed. **Vacancies have remained below market equilibrium since 2010 and by the third quarter 2023 stood at just 0.9 percent.**

Benefiting from direct highway access, sufficient street improvements, and utility infrastructure, the South Street corridor supports the largest inventory of commercial space and the retail anchors of Walmart and Lowe’s. Given the availability of several large parcels of vacant commercial land, the corridor is well positioned to support future commercial development in the form of anchored shopping centers, junior anchors, strip centers, and outparcels housing such businesses as convenience stores, bank branches, restaurants, and healthcare providers.

OFFICE MARKET TRENDS AND CONDITIONS

This section explores the office market trends and conditions of the city, the corridors, and the geographic areas that influence and interact with them. The complete office market findings are included in *Appendix B - Highest and Best Use Analysis*.

CITYWIDE OFFICE MARKET

Office-related employment in the management and administrative, legal services, information, and finance, insurance, and real estate sectors account for 8.6 percent of Ozark’s total employment, compared to 21.4 percent of employment in Missouri.

Ozark maintains 369,686 square feet of professional and medical office space. The principal concentrations of office buildings exist at the US 65 interchanges at MO-CC/MO-J, the 3rd Street corridor, and South Street corridor.

Since 2010, two office buildings totaling 30,086 square feet of space have been constructed in Ozark with net absorption amounting to 68,975 square feet. Office space absorption peaked from 2011 to 2016 with the occupancy of 90,024 square feet of space.

Office vacancies in Ozark have remained well below market equilibrium since 2016 and by the third quarter 2023 stood at just 1.6 percent. **The modest inventory of vacant office space available for immediate occupancy serves as a barrier to accommodating the expansion of existing tenants or attracting new businesses to Ozark.**

From 2023 through 2040, the City of Ozark is estimated to support the need for approximately 118,000 to 153,500 square feet of professional and medical office space, absorbing an estimated 9.1 to 10.9 acres of commercial land under the conservative scenario and 11.8 acres to 14.1 acres under the optimistic scenario.



**NORTH CORRIDOR OFFICE MARKET**

The North State Highway NN Corridor maintains just four office properties totaling 27,411 square feet of commercial space. Since 2010, just 16,086 square feet of commercial space has been constructed with the net absorption of space totaling 16,686 square feet. **Since 2013, the North State Highway NN corridor has operated at a vacancy rate below market equilibrium. By the third quarter 2023, the corridor’s office space inventory was fully occupied.**

The North State Highway NN corridor is the least developed, supporting just 27,411 square feet of office space. Development restrictions include the sloping topography, presence of active farms, lack of utilities and road access, and low traffic counts.

**CENTRAL CORRIDOR OFFICE MARKET**

Ten office properties totaling 32,125 square feet of commercial space are within the South 3rd Street/MO-14 corridor. Since 2010, no new office space has been added to the corridor with net absorption reported at 4,950 square feet of space. **Since 2016, the existing inventory of space has operated at vacancies below market equilibrium and by the third quarter 2023 all buildings were fully occupied.**

The South 3rd Street/MO-14 corridor supports 32,125 square feet of office space in ten buildings. Future office development is possible within the downtown area, the Historic River District, and along the northern portion of South 3rd Street/MO-14.

**SOUTH CORRIDOR OFFICE MARKET**

Seven properties totaling 56,334 square feet of commercial space are within the South Street corridor. Since 2010, no office properties have been constructed, and 3,700 square feet of office space was absorbed in the South Street corridor. **Vacancies have remained below market equilibrium since 2013, and by the third quarter 2023, the existing inventory of office space was fully occupied.**

The South Street corridor supports the largest inventory of office space and given the availability of several large parcels of vacant commercial land, is well positioned to support future professional and medical development.

**INDUSTRIAL MARKET TRENDS AND CONDITIONS**

This section explores the industrial market trends and conditions of the city, the corridors, and the geographic areas that influence and interact with them. The complete industrial market findings are included in *Appendix B - Highest and Best Use Analysis*.

**CITYWIDE INDUSTRIAL MARKET**

Industrial-related employment in Ozark totals 997 jobs in the manufacturing, wholesale trade, and transportation and warehouse sectors, or 11.5 percent of total employment. By comparison, industrial-related jobs account for 28.1 percent of employment in Missouri.

CoStar, the comprehensive database of national real estate data, identified 56 existing industrial buildings in Ozark, totaling 1.2 million square feet of space concentrated in the US 65 corridor at the intersections of MO-CC and Jackson Avenue.

Since 2010, five industrial buildings totaling 84,115 square feet of space have been constructed in Ozark, with net space absorption totaling 183,815 square feet. **From 2018 through the third quarter 2023, the Ozark industrial market operated at or near full occupancy.**

By the third quarter 2023, Ozark supported 1.2 million square feet of industrial space operating at full occupancy. **The absence of industrial space available for immediate occupancy is a barrier to accommodating expansion of existing industrial businesses and attracting prospective new businesses to Ozark.**

From 2023 through 2040, industrial job growth in Ozark is projected to support the need for 256,000 to 405,000 square feet of industrial space, resulting in the absorption of an estimated 14.7 acres to 16.8 acres of industrial land under the conservative scenario and 23.3 acres to 26.6 acres under the optimistic scenario.



## NORTH CORRIDOR INDUSTRIAL MARKET

Of the three corridors, the North State Highway NN corridor supports the largest inventory of industrial space totaling 157,888 square feet of building area. **Since 2010, just 16,115 square feet of space has been constructed with net absorption totaling 40,715 square feet. Since 2018, the North State Highway corridor industrial inventory has operated at full occupancy.**

Construction of a proposed US 65 overpass/interchange at Longview Road would support future development of a business park or industrial park within the North State Highway NN corridor.

## CENTRAL CORRIDOR INDUSTRIAL MARKET

The South 3rd Street/MO-14 corridor is not a prominent industrial market with Costar identifying just three industrial properties totaling 17,120 square feet of space. Since 2010, no new industrial buildings have been constructed and net absorption amounted to just 1,000 square feet of space. **Given the absence of direct highway access and visibility and the lack of an industrial park or suitable zoning, the South 3rd Street/MO-14 corridor is not envisioned to be an industrial growth corridor.**

## SOUTH CORRIDOR INDUSTRIAL MARKET

Costar identified seven properties totaling 56,334 square feet of commercial space within the South Street corridor from US 65 east to MO-W. Since 2010, one industrial property totaling 20,000 square feet of space was constructed within the South Street corridor with net space absorption totaling 21,400 square feet of industrial space. Vacant land within the corridor zoned I-2 and available for future industrial development is limited to property on the north side of South Street at 22nd Avenue near the Liberty Utilities Service Center.

# RESIDENTIAL MARKET TRENDS AND CONDITIONS

This section explores the residential market trends and conditions of the city and the geographic areas that influence and interact with it. The complete residential market findings are included in *Appendix B - Highest and Best Use Analysis*.

## CITYWIDE RESIDENTIAL MARKET

Over the past 40 years, Ozark's housing stock has increased steadily. The 1980 U.S. Census reported the Ozark housing stock at 1,199 dwelling units. By the 2010 U.S. Census, Ozark's housing stock increased to 7,311 dwelling units. Housing stock growth was the highest from 2000 to 2010 when 3,458 new housing units were added. From 2010 through 2020, the city's housing stock increased by 13.1 percent, or 956 dwelling units. By 2022, Ozark's housing stock totaled 8,761 dwelling units.

Ozark's housing stock mixture is influenced by its suburban character whereby the demand for single-family housing exceeds that for attached rental housing. Detached single-family housing accounts for 71.2 percent of the housing stock in Ozark compared to the statewide rate of 70.5 percent.

Multi-family housing accounts for 20.0 percent of Ozark's housing stock compared to 20.2 percent for Missouri. Large-scale properties in Ozark with 20 or more dwelling units account for just 2.6 percent of the housing stock, compared to 5.2 percent statewide. Duplexes account for 3.3 percent of the Ozark housing stock, which mirrors the statewide rate. Properties with three to nine housing units account for 11.0 percent of Ozark's housing stock, compared to 8.3 percent statewide.

During 2022, owner-occupied housing in Ozark accounted for 67.1 percent of the entire occupied housing stock with renter-occupied accounting for 32.9 percent, both comparable to the statewide averages. Detached single-family homes accounted for 97.2 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for 27.5 percent of all occupied rental units. Properties in Ozark with three to four dwelling units are the most popular attached housing product for renters accounting for 25.0 percent of all renter-occupied units.

From 2010 to 2020, housing occupancy rates for Ozark significantly outpaced the statewide average. During 2010, Ozark's housing occupancy rate of 96.8 percent compared favorably against that of 87.4 percent for Missouri. By 2020, Ozark's housing occupancy rate of 92.5 percent exceeded the statewide average of 87.0 percent.

During 2012, the median housing value in Ozark of \$136,000 lagged the statewide median of \$171,800. Stemming from the national housing bust, the median housing value for both Ozark and the State of Missouri declined steadily from 2010 through 2014. By 2021, Ozark's median housing value of \$173,800 exceeded the statewide value of \$171,800. During 2022, the median home value in Ozark reached \$240,200, exceeding the statewide value of \$221,200.



For 2022, 7.1 percent of the owner-occupied housing stock in Ozark was valued under \$100,000, compared to 17.1 percent statewide. Housing valued at \$100,000 to \$199,999 accounts for 24.6 percent of Ozark's housing stock, compared to 27.7 percent statewide.

Move-up housing in Ozark (valued at \$200,000 to \$299,999 accounts) for 38.8 percent of the housing stock compared to 24.0 percent statewide. This price range represents Ozark's largest market segment. Housing priced at \$300,000 or more accounts for 29.5 percent of Ozark's housing stock, compared to 31.4 percent statewide.

From 2015 through 2019, the Ozark rental housing market operated at a vacancy rate well market equilibrium and the statewide average, with annualized rates peaking at 13.2 percent in 2016 before improving to 7.3 percent by 2019. Ozark's rental housing vacancy rate continued to improve, reaching a low of 3.3 percent by 2021, which compared to the statewide rate of 5.5 percent.

Since 2015, Ozark's median monthly housing rent has been comparable to the statewide median. From 2015 through 2021, Ozark's median monthly housing rent increased 10.5 percent, reaching \$872 by 2021.

Ozark has 18 large-scale apartment properties totaling 1,464 dwelling units, most of which are in the US 65 corridor. Sixteen apartment properties totaling 1,388 dwelling units are market-rate and two income-based properties include 32 family units and 44 senior housing units.

From 2013 to 2022, the apartment properties operated at a health vacancy rate well below market equilibrium. By year-end 2022, just 15 vacant apartments were available for lease yielding a vacancy rate of 1.2 percent. During 2023, 240 apartment units came online with net year-to-date absorption of 111 dwelling units, pushing the overall vacancy rate to 9.8 percent. This spike in the vacancy rate is temporary and will improve as the new property achieves lease-up.

Since 2010, the average rent for large-scale apartment properties in Ozark increased by 38.7 percent, reaching \$933 per month by the third quarter 2023.

From 2023 through 2040, the City of Ozark's forecast population growth is anticipated to create the need for an estimated 2,848 to 3,375 new housing units. **By housing type, Ozark's forecast housing need equates to 1,994 to 2,362 single-family detached and attached housing units, 284 to 338 housing units in two-to-nine-unit structures, and 570 to 675 housing units in structures with 10 or more dwelling units.**

# FORECAST REAL ESTATE DEMAND

This section explores the forecast real estate demand citywide through 2040. The complete findings are included in **Appendix B - Highest and Best Use Analysis**.

## CITYWIDE FORECAST REAL ESTATE DEMAND

**Table A.4** shows the citywide forecast real estate need through the year 2040.

From 2023 through 2040, the City of Ozark is estimated to support the need for approximately 334,000 to 383,000 square feet of new retail space, 118,000 to 153,500 square feet of professional and medical office space, and 153,600 to 293,000 square feet of industrial space.

Through 2040, Ozark's new housing need is forecast at 1,994 to 2,362 single-family detached and attached housing units, 284 to 338 housing units in two-to-nine-unit structures, and 570 to 675 housing units in structures with 10 or more dwelling units.

The forecast real estate need through 2040 for Ozark would require an estimated 613 to 713 acres of land under the conservative scenario and 731 to 884 acres of land under the optimistic scenario.

**TABLE A.4**  
FORECAST REAL ESTATE NEED (OZARK, MISSOURI, 2023-2040)

| LAND USE    | SQUARE FOOTAGE (SF) OR DWELLING UNITS (DUS) |            | LAND ACRES    |               |
|-------------|---------------------------------------------|------------|---------------|---------------|
|             | LOW                                         | HIGH       | LOW           | HIGH          |
| Retail      | 334,000 SF                                  | 383,000 SF | 33-38 acres   | 38-44 acres   |
| Office      | 118,000 SF                                  | 153,500 SF | 9-11 acres    | 12-14 acres   |
| Industrial  | 153,600 SF                                  | 293,000 SF | 15-17 acres   | 23-27 acres   |
| Residential | 2,848 DUs                                   | 3,375 DUs  | 556-647 acres | 658-759 acres |
| TOTALS      |                                             |            | 613-713 acres | 731-884 acres |



# B

## HIGHEST AND BEST USE ANALYSIS

*Appendix B* was prepared by Canyon Research Southwest and outlines market strategies and opportunities for the corridors' future. This appendix provides an objective review of the market conditions within the city and provides recommendations for corridor development scenarios, future uses, and improvements. ***Please note that this appendix does not represent the final recommendations of this Plan but was used in the formulations of the final Plan recommendations as it provides objective, market-based information.***

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SUMMARY OF MAJOR FINDINGS

The City of Ozark, Missouri has retained Olsson Studio to prepare the Ozark Corridor Planning Study. The Planning Area incorporates three transportation corridors, including: 1) South 3<sup>rd</sup> Street/Highway 14 Corridor, 2) South Street Corridor, and 3) North State Highway NN Corridor.

To assist in the Planning Study Canyon Research Southwest prepared a *Highest and Best Use Analysis* that evaluated economic and demographic trends as well as competitive real estate market conditions impacting the Planning Area. The principal findings and recommendations of the *Highest and Best Use Analysis* are summarized in the text below.

Economic and Demographic Trends

Ozark is the Christian County seat and a principal employment center, supporting 8,679 jobs, or one-third of the county total. Ozark benefits from a diversified economy with employment lead by the retail trade, services, manufacturing, and government sectors.

Since 1980, Ozark’s population has exploded, adding 19,512 residents, and reaching a population of 22,512 by 2022. Population growth was the strongest during the decades of the 2000’s and 2010’s.

When compared to statewide averages, Ozark’s household composition possesses **above average** rates for both of families, married couples, and married couples with children and **below average** householders living alone, senior households ages 65 years and over, and senior households living alone.

Children ages 0 to 14 years and empty nesters 45 to 64 years comprise the largest age groups in Ozark with 25.7 percent and 20.6 percent of the total population, respectively. Ozark possesses above average rates of young adults ages 25 to 34 years (14.0%) and family/working adults (14.7%). Ozark’s elderly ages 65+ account for 12.8 percent of the population which lags the statewide rate of 14.0 percent.

When compared to statewide averages, the City of Ozark population is slightly more educated with 45.1 percent of the population attaining a graduate/professional, bachelor’s, or associate degree compared to 40.5 percent statewide. Ozark’s above average educational attainment levels improves the potential to support higher income levels, retail expenditures, housing values and rents, and the need for commercial space.

Ozark’s median household income of \$62,169 compares to \$64,811 for Missouri. Ozark’s below average household income levels places a slight constraint on achievable retail sales and rents, housing values, and residential rents.

By 2040, Ozark is forecast to add 1,600 to 1,951 jobs, yielding population growth estimated at 6,344 to 7,652 residents, generating demand for new housing, retail goods and services, eating and drinking establishments, and commercial and industrial space.

Real Estate Market Trends

The study evaluated Ozark’s retail, office, industrial, and housing markets. The text to follow summarizes the major study findings.

Retail Market Overview

By year-end 2023, the City of Ozark supported 1,525,233 square feet of retail space. Ozark’s principal retail corridors include State Highways CC/J, Jackson Street, and South Street. Downtown serves as a specialty retail destination.

Since 2010, 129,504 square feet of retail space was constructed in Ozark, with net space absorption totaling 199,112 square feet of building area. Since 2017, the Ozark retail market has operated at vacancies well above market equilibrium. By year-end 2023, the overall vacancy rate stood at 0.7 percent with just 10,225 square feet of vacant space available for immediate occupancy. The modest inventory of vacant retail space places a constraint on the ability to attract and accommodate businesses seeking a location.

Ozark’s pull factor of 1.89 indicates the city captures retail sales at a rate 89 percent above the statewide average.

Through 2040, the City of Ozark is estimated to support the need for 334,000 to 383,000 square feet of new retail space, absorbing an estimated 33 to 38 acres of commercial land under the conservative scenario and 38 acres to 44 acres under the optimistic scenario.

Twenty-seven retail properties totaling 150,081 square feet of commercial space within the South 3<sup>rd</sup> Street/Highway 14 Corridor. Since 2010, just 6,110 square feet of retail space was added to the corridor with net absorption totaling 7,770 square feet of space. The existing inventory of space has operated at vacancies below market equilibrium since 2010 with the vacancy rate standing at 3.1 percent by year-end 2023.

Of the three corridors, the South Street Corridor is the most developed, benefiting from direct access from Highway 65 and high daily traffic volumes. Thirty-nine retail properties totaling 642,982 square feet of commercial space are within the South Street corridor from Highway 65 east to Highway W.

Since 2010, 52,766 square feet of commercial space was constructed within the South Street Corridor with a total of 62,866 square feet of retail space absorbed. Vacancies have remained below market equilibrium since 2010 and by year-end 2023 stood at just 0.9 percent.

Of the three corridors, the North State Highway NN Corridor is the least developed, consisting of a large inventory of vacant undeveloped land. By year-end 2023, the corridor maintained just 86,072 square feet of commercial space. Since 2015, the corridor has operated at a vacancy rate below market equilibrium and since 2021, the retail space inventory has been fully occupied.

To conclude, all three corridors operating within the Ozark Corridor Planning Area are operating at healthy occupancy levels. Benefitting from direct highway access and sufficient street improvements and utility infrastructure, the South Street Corridor supports the largest inventory



of commercial space and the presence of Walmart and Lowe’s. Given the availability of several large parcels of vacant commercial land the corridor is well positioned to support future commercial development in the form of anchored shopping centers, junior anchors, strip centers, and outparcels housing such businesses as convenience stores, bank branches, restaurants, and healthcare providers.

The South 3<sup>rd</sup> Street/Highway 14 Corridor benefits from the presence of Finley Farms, downtown Ozark, and Historic River District. Development challenges include a steep topography at the southern half and road width limitations. The potential exists to support restaurant and entertainment-related retail development that complements downtown Ozark and Finley Farms.

The North State Highway NN Corridor is the least developed supporting the smallest inventory of retail space. Development restrictions include the sloping topography, presence of active farms and flood plain, lack of utilities and road access, low traffic counts, and MoDOT governance of the roadway. Higher traffic counts and infrastructure improvements are required to prompt retail tenant interest in locating within the North State Highway NN Corridor.

**Office Market Overview**

Office-related employment in the management and administrative, legal services, information, and finance, insurance, and real estate sectors account for 8.6 percent of Ozark’s total employment, compared to 21.4 percent of employment in Missouri.

Ozark maintains a total of 369,686 square feet of space professional and medical office space. The principal concentrations of office buildings exist at the Highway 65 interchanges at State Highways CC/J, the 3<sup>rd</sup> Street corridor, and South State Street corridor.

Since 2010, two office buildings totaling 30,086 square feet of space were constructed in Ozark with net absorption amounting to 68,975 square feet. Office space absorption peaked from 2011 to 2016 with the occupancy of 90,024 square feet of space.

Office vacancies in Ozark have remained well below market equilibrium since 2016 and by year-end 2023 stood at just 1.6 percent. The modest inventory of vacant office space available for immediate occupancy serves as a barrier to accommodating the expansion of existing tenants or attracting new businesses to Ozark.

From 2024 through 2040, the City of Ozark is estimated to support the need for 118,000 to 153,500 square feet of professional and medical office space, absorbing an estimated 9.1 to 10.9 acres of commercial land under the conservative scenario and 11.8 acres to 14.1 acres under the optimistic scenario.

Ten office properties totaling 32,125 square feet of commercial space are within the South 3<sup>rd</sup> Street/Highway 14 Corridor. Since 2010, no new office space was added to the corridor with net absorption reported at 4,950 square feet of space. Since 2016, the existing inventory of space has operated at vacancies below market equilibrium and by year-end 2023 all buildings were fully occupied.

Seven properties totaling 56,334 square feet of commercial space are within the South Street Corridor. Since 2010, no office properties were constructed with a total of 3,700 square feet of office space was absorbed within the South State Street Corridor. Vacancies have remained below market equilibrium since 2013 and by year-end 2023 the existing inventory of office space was fully occupied.

The North State Highway NN Corridor maintains just four office properties totaling 27,411 square feet of commercial space. Since 2010, just 16,086 square feet of commercial space was constructed with the net absorption of space totaling 16,686 square feet. Since 2013, the North State Highway NN Corridor has operated at a vacancy rate below market equilibrium. By year-end 2023, the Corridor’s office space inventory was fully occupied.

To conclude, all three corridors within the Ozark Corridor Planning Area support a modest inventory of office space operating at healthy occupancy levels. The South Street Corridor supports the largest inventory of office space and given the availability of several large parcels of vacant commercial land is well positioned to support future professional and medical development.

The South 3<sup>rd</sup> Street/Highway 14 Corridor supports 32,125 square feet of office space in ten buildings. Future office development is possible within the downtown area, the Historic River District, and along the northern portion of South 3<sup>rd</sup> Street/Highway 14.

The North State Highway NN Corridor is the least developed supporting just 27,411 square feet of office space. Development restrictions include the sloping topography, presence of active farms, lack of utilities and road access, low traffic counts, and MoDOT governance of the roadway.

**Industrial Market Overview**

Industrial-related employment in Ozark totals 997 jobs in the manufacturing, wholesale trade, and transportation and warehouse sectors, or 11.5 percent of total employment. By comparison, industrial-related jobs account for 28.1 percent of employment in Missouri.

Costar identified 56 existing industrial buildings in Ozark totaling 1.2 million square feet of space concentrated in the Highway 65 corridor at the intersections of State Highway CC and Jackson Avenue.

Since 2010, five industrial buildings totaling 84,115 square feet of space were constructed in Ozark, with net space absorption totaling 183,815 square feet. From 2018 through 2023, the Ozark industrial market operated at or near full occupancy.

By year-end 2023, Ozark supported 1.2 million square feet of industrial space operating at full occupancy. The absence of industrial space available for immediate occupancy is a barrier to accommodating expansion of existing industrial businesses and attracting prospective new businesses to Ozark.

From 2024 through 2040, industrial job growth in Ozark is projected to support the need for 256,000 to 405,000 square feet of industrial space, resulting in the absorption of an estimated 14.7 acres to 16.8 acres of industrial land under the conservative scenario and 23.3 acres to 26.6 acres under the optimistic scenario.



The South 3<sup>rd</sup> Street/Highway 14 Corridor is not a prominent industrial market with Costar identifying just three industrial properties totaling 17,120 square feet of space. Since 2010, no new industrial buildings were built and net absorption amounted to just 1,000 square feet of space. Given the absence of direct highway access and visibility and the lack of an industrial park or suitable zoning, the South 3<sup>rd</sup> Street/Highway 14 Corridor is not envisioned to be an industrial growth corridor.

Costar identified seven properties totaling 56,334 square feet of commercial space within the South Street corridor from Highway 65 east to Highway W. Since 2010, one industrial property totaling 20,000 square feet of space was constructed within the South Street Corridor with net space absorption totaling 21,400 square feet of industrial space. Vacant land within the corridor zoned I-2 and available for future industrial development is limited to property on the north side of South Street at 22<sup>nd</sup> Avenue near the Liberty Utilities Service Center.

Of the three Planning Area corridors, the North State Highway NN Corridor supports the largest inventory of industrial space totaling 157,888 square feet of building area. Since 2010, just 16,115 square feet of space was constructed with net absorption totaling 40,715 square feet. Since 2018, the North State Highway Corridor industrial inventory has operated and full occupancy.

Construction of a proposed Highway 65 overpass/interchange at Longview Road would create the potential to support future development of a business park or industrial park within the North State Highway NN Corridor.

**Residential Housing Market Overview**

Over the past 40 years the Ozark’s housing stock has increased steadily. The 1980 Census reported the Ozark housing stock at 1,199 dwelling units. By the 2010 Census, Ozark’s housing stock increased to 7,311 dwelling units. Housing stock growth was the highest from 2000 to 2010 when 3,458 new housing units were built. From 2010 through 2020, the city’s housing stock increased by 13.1 percent, or 956 dwelling units. By 2022, Ozark’s housing stock totaled 8,761 dwelling units.

Ozark’s housing stock mix is influenced by its suburban character whereby the demand for single-family housing exceeds that for attached rental housing. Detached single-family housing accounts for 71.2 percent of the housing stock in Ozark compared to the statewide rate of 70.5 percent.

Multi-family housing accounts for 20.0 percent of Ozark’s housing stock compared to 20.2 percent for Missouri. Large-scale properties in Ozark with 20 or more dwelling units account for just 2.6 percent of the housing stock, compared to 5.2 percent statewide. Duplexes account for 3.3 percent of the Ozark housing stock which mirrors the statewide rate. Properties with 3 to 9 housing units account for 11.0 percent of Ozark’s housing stock, compared to 8.3 percent statewide.

During 2022, owner-occupied housing in Ozark accounted for 67.1 percent of the entire occupied housing stock with renter-occupied accounting for 32.9 percent, both comparable to the statewide averages. Detached single-family homes accounted for 97.2 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for just 27.5 percent of all occupied rental units. Properties in Ozark

with 3 to 4 dwelling units are the most popular attached housing product for renters accounting for 25.0 percent of all renter-occupied units.

From 2010 to 2020, housing occupancy rates for Ozark significantly outpaced the statewide average. During 2010, Ozark’s housing occupancy rate of 96.8 percent compared favorably against that of 87.4 percent for Missouri. By 2020, Ozark’s housing occupancy rate of 92.5 percent exceeded the statewide average of 87.0 percent.

During 2012 the median housing value in Ozark of \$136,000 lagged the statewide median of \$171,800. Stemming from the national housing bust, the median housing value for both Ozark and the State of Missouri declined steadily from 2010 through 2014. By 2021, Ozark’s median housing value of \$173,800 exceeded the statewide value of \$171,800. During 2022, the median home value in Ozark reached \$240,200, exceeding the statewide value of \$221,200.

For 2022, 7.1 percent of the owner-occupied housing stock in Ozark was valued under \$100,000, compared to 17.1 percent statewide. Housing valued at \$100,000 to \$199,999 accounts for 24.6 percent of Ozark’s housing stock, compared to 27.7 percent statewide.

Move-up housing in Ozark valued at \$200,000 to \$299,999 accounts for 38.8 percent of the housing stock compared to 24.0 percent statewide. This price range represents Ozark’s largest market segment. Housing priced at \$300,000 or more accounts for 29.5 percent of Ozark’s housing stock, compared to 31.4 percent statewide.

Multi-family structures account for 20 percent of Ozark’s housing stock, or 1,674 dwelling units were in multi-unit structures. By comparison, multi-family housing accounts for 20.2 percent of the statewide housing stock.

Large-scale properties with 20 or more dwelling units account for just 2.6 percent of Ozark’s housing stock, compared to 5.2 percent statewide. Duplexes account for 3.3 percent of both the Ozark and Missouri housing stocks. Properties with 3 to 9 housing units account for 11.0 percent of Ozark’s housing stock, compared to 8.3 percent statewide.

From 2015 through 2019, the Ozark rental housing market operated at a vacancy rate well market equilibrium and the statewide average, with annualized rates peaking at 13.2 percent in 2016 before improving to 7.3 percent by 2019. Ozark’s rental housing vacancy rate continued to improve, reaching a low of 3.3 percent by 2021, which compared to the statewide rate of 5.5 percent.

Since 2015, Ozark’s median monthly housing rent has been comparable to the statewide median. From 2015 through 2021, Ozark’s median monthly housing rent increased 10.5 percent, reaching \$872 by 2021.

Ozark has 18 large-scale apartment properties totaling 1,464 dwelling units, most of which are in the Highway 65 corridor. Sixteen apartment properties totaling 1,388 dwelling units are market-rate and two income-based properties include 32 family units and 44 senior housing units.

From 2013 to 2022, the apartment properties operated at a health vacancy rate well below market equilibrium. By year-end 2022, just 15 vacant apartments were available for lease yielding a vacancy rate of 1.2 percent. During 2023, 240 apartment units came online with net YTD absorption of 111 dwelling units, pushing the overall vacancy rate to 9.8 percent. This spike in



the vacancy rate is temporary and will improve as the new property achieves lease-up.

Since 2010, the average rent for large-scale apartment properties in Ozark increased by 38.7 percent, reaching \$933 per month by the third quarter 2023.

From 2024 through 2040, the City of Ozark’s forecast population growth is anticipated to create the need for an estimated 2,877 to 3,405 new housing units. By housing type, Ozark’s forecast housing need equates to 2,014 to 2,384 single-family detached and attached housing units, 230 to 272 housing units in 2- to 4-unit structures, 58 to 68 housing units in 5- to 9-unit structures, and 575 to 681 housing units in structures with ten or more dwelling units.

**Study Conclusions and Recommendations**

Based on the study findings, land use plan options for future development of the Planning Area were identified. Study conclusions and recommendations include the following:

- 1. Identify corridors’ market niches and suitable prospective business types.
- 2. Quantify supportable demand for new commercial and industrial space as well as residential housing units.
- 3. Identifying feasible development sites and land use formats.
- 4. Quantify market rental rates.
- 5. Identify potential development incentives to attract private investment.

**Market Niche**

A market niche is a specialization that allows a commercial district to gain dominance in specific categories of the retail market. Niche strategies help a commercial district compete in the local and regional retail market. A niche can be based on a certain type of consumer or focuses on specific goods and services.

The South 3rd Street/Highway 14 Corridor is anchored on the north end by Finley Farms and downtown Ozark with the southern half consisting predominantly of single-family homes and single tenant commercial properties. Given the presence of downtown, Finley Farms, and the Historic River District, a suitable market niche for the South 3rd Street/Highway 14 Corridor is specialty retail and entertainment catering to both city residents, tourists, and visitors. The goal is to complement downtown and create a destination that supports a regional trade area. Prospective businesses include sit-down restaurants, breweries, farmers market, boutique hotel, clothing and accessories, entertainment, furniture and home décor, antiques, healthcare and wellness, and personal and professional services.

Of the three corridors, the South Street Corridor is the most developed. Walmart and Lowe’s anchor the west end of the corridor with smaller commercial nodes at the South Street intersections at 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue. An appropriate market niche for the South Street Corridor is neighborhood shopping for everyday goods and services capitalizing on the high traffic counts and

existing anchor retailers. Prospective businesses include a grocery store, drug store, junior anchors, restaurants, coffee shops, hair salons, dry cleaners, general merchandise, convenience stores, bank branches, financial services, insurance agents, automotive parts and repair, healthcare providers, daycare, and others. Incorporating large-scale apartment communities into the corridor will assist in driving retail sales and overall economic development efforts in Ozark.

Of the three corridors, the North State Highway NN Corridor is the least developed consisting largely of vacant undeveloped land. Development restrictions include the sloping topography, presence of active farms and flood plain, lack of utilities and road access, and MoDOT governance of the roadway. Much of the property is not located within the Ozark city limits. These development restrictions coupled with low traffic counts and lack of direct access to Highway 65 significantly reduces the potential of the North State Highway NN Corridor to support a significant inventory of commercial development. Instead, the corridor is best suited for a mix of residential uses complemented by a modest inventory of office, retail, and industrial uses. The middle portion of the corridor between Garton Road and Bluff Drive is ideal for a mix of single-family housing and apartment communities. Given the amount of vacant land and topography, a mix of single-family densities is achievable. The northern and southern portions of the corridor are best suited for low scale office, retail, and industrial uses.

Construction of a proposed Highway 65 overpass/interchange at Longview Road would alter the character of land use within the corridor, creating the potential to support more intense employment-related development, leveraging off the direct highway access, visibility, and exposure. The land surrounding the intersection would be suitable for development of a master planned business park or industrial park featuring a mix of commercial and multi-family residential uses. Such a development would have a significant impact on economic development in Ozark.

**Forecast Real Estate Demand**

From 2024 through 2040 the City of Ozark is estimated to support the need for 342,000 to 392,000 square feet of new retail space, 117,000 to 152,000 square feet of professional and medical office space, and 256,000 to 405,000 square feet of industrial space.

Through 2040, Ozark’s new housing need is forecast at 1,994 to 2,362 single-family detached and attached housing units, 284 to 338 housing units in 2- to 9-unit structures, and 570 to 675 housing units in structures with ten or more dwelling units.

**Forecast Real Estate Need  
Ozark, Missouri, 2024 – 2040**

| Land Use    | Forecast   | Demand     | Land |           | Acres     |
|-------------|------------|------------|------|-----------|-----------|
|             | Low        | High       |      | Low       | High      |
| Retail      | 342,000 SF | 392,000 SF |      | 34 - 39   | 39 - 45   |
| Office      | 117,000 SF | 152,000 SF |      | 9 - 11    | 12 - 14   |
| Industrial  | 256,000 SF | 405,000 SF |      | 15-17     | 23 - 27   |
| Residential | 2,848 DUs  | 3,375 DUs  |      | 556 - 647 | 658 - 759 |
| Totals      |            |            |      | 614 - 714 | 732 - 845 |



The forecast real estate need through 2040 for Ozark would require an estimated 614 to 714 acres of land under the conservative scenario and 732 to 845 acres of land under the optimistic scenario.

**Development Sites and Land Use Recommendations**

**South 3<sup>rd</sup> Street/Highway 14 Corridor**

Given the severe sloping topography and limited parcel depths for properties fronting onto South 3<sup>rd</sup> Street, the principal development opportunities within the **South 3<sup>rd</sup> Street/Highway 14 Corridor** are limited to the areas in and surrounding downtown and Finley Farms as well as the extreme southern portion of the corridor.

Potential development sites within the South 3<sup>rd</sup> Street/Highway 14 Corridor include: 1) south side of Jackson Street at 9<sup>th</sup> Street, 2) southwest corner of 3<sup>rd</sup> Street and Jackson Street, 3) downtown on the east side of 3<sup>rd</sup> Street from Farmer Street south to Brick Street, 4) east side of 3<sup>rd</sup> Street from Walnut Street south to Jay Street, 5) east side of 3<sup>rd</sup> Street from South Street north to Wren Street, and 6) vacant land northwest of 3<sup>rd</sup> Street and South Street.

Finley Farms serves as a major visitor destination featuring a general store, restaurants, event space, chapel, workshop, and urban farm. Future expansion plans for Finley Farms include lodging, brewery, and kayak and canoe launch along the river frontage. Continued expansion of Finley Farms is encouraged with land available to the immediate north.

The property at the southeast corner of 9<sup>th</sup> and Jackson Streets currently occupied by the Ozark Career Center benefits from major arterial frontage, a signalized intersection, and proximity to the river. The property is an excellent redevelopment site for retail and restaurant use.

The property at the southwest corner of 3<sup>rd</sup> Street and Jackson Street is zoned PUD and as a development site benefits from good access and visibility, river frontage, and proximity to downtown. The highest and best use of the property is for a destination development featuring a mix of sit-down restaurants, breweries, boutique hotel, farmers market, and multi-family residential. Higher density, mixed-use development would be appropriate.

The downtown square backs onto 3<sup>rd</sup> Street, limiting visibility and customer traffic. To provide increased exposure for downtown businesses and facilitate synergy with a potential mixed-use development at the southwest corner of 3<sup>rd</sup> Street and Jackson Street, redevelopment of the two city blocks on the east side of 3<sup>rd</sup> Street between Farmer Street and Brick Street are encouraged. Higher density, mixed-use development would be appropriate for this location.

The east side of 3<sup>rd</sup> Street from Walnut south to Jay Street houses a mix of automotive, strip center, and convenience store uses that pose redevelopment opportunities. The properties are zoned C-2 and C-4 that afford the opportunity to accommodate the development of small office and retail buildings that are more complementary to the downtown area.

The three identified development sites along 3<sup>rd</sup> Street in and near downtown could feature building design and character that is complementary to the historic buildings on the square to create a unified streetscape and identifiable image for the corridor.

Constraints in redeveloping the southern half of the South 3<sup>rd</sup> Street/Highway 14 Corridor include a steep slope, road width limitations, and shallow lot depths. The most suitable redevelopment site is on the east side of 3<sup>rd</sup> Street between South Street and Hartley Street. The properties are zoned C-2 and C-4 with existing uses including single-family homes, small commercial buildings, and vacant land. This location is the southern gateway into the South 3<sup>rd</sup> Street/Highway 14 Corridor and redevelopment into a mix of commercial and multi-family residential uses would enhance the perception of the corridor.

Development of the large parcel of land northwest of 3<sup>rd</sup> Street and South Street zoned R-1C is restricted by severe slope and its highest and best use might be as a recreational amenity.

**South Street Corridor**

The **South Street Corridor** supports concentrations of C-2 zoned land at the intersections of Highway 65, 3<sup>rd</sup> Street, 6<sup>th</sup> Avenue, 15<sup>th</sup> Avenue, and 22<sup>nd</sup> Avenue. For future commercial development, those parcels of land closest to Highway 65 are the most valuable. Potential development and redevelopment sites within the South Street Corridor include:

1. Vacant land at the northeast corner of South Street and Highway 65
2. Vacant land at the northeast corner of 17<sup>th</sup> Street and Waverly Street
3. Vacant land immediately east of Lowe’s
4. Vacant land on the west side of 19<sup>th</sup> Street south of the Walmart Supercenter
5. Vacant land at the southwest corner of South Street and 3<sup>rd</sup> Street
6. Vacant land and buildings on the north side of South Street between 3<sup>rd</sup> and 8<sup>th</sup> Streets
7. Buildings on the north side of South Street between 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue
8. Vacant land east of the northeast corner of South Street and 6<sup>th</sup> Avenue
9. Vacant land at the southwest corner of South Street and 15<sup>th</sup> Avenue
10. Land and buildings at the southeast corner of South Street and Thomas Avenue
11. Vacant land at the southwest corner of South Street and State Highway W

The 20 acres at the northeast corner of South Street and Highway 65 possess the necessary site characteristics to support development of an anchored shopping center occupied by a grocery store, junior anchors, inline shop space, and outparcels. The property is not within the Ozark city limits and is not zoned by the City.

The vacant land at the northeast corner of 17<sup>th</sup> Street and Waverly Street is suitable for the development of apartment or a single-family home subdivision.

The vacant land located on the east side of 15<sup>th</sup> Street immediately east of the Lowe’s store is suitable for the development of apartments or an office park.

The vacant land on the west side of 19<sup>th</sup> Street south of the Walmart Supercenter apartment development site.

The approximate 80 acres of land at the southwest corner of South Street and 3<sup>rd</sup> Street offers the size, access, and visibility to support mixed-use development including an anchored shopping center, single-family home subdivision, and large-scale apartments. The property is not within the Ozark city limits and is not zoned by the City.



The property on the north side of South Street from 8<sup>th</sup> Street east to Kim & Go at 3<sup>rd</sup> Street includes several single-family homes. Given frontage onto South Street the property as an assemblage is ideal for redevelopment with retail uses including a strip center or freestanding restaurants, bank branch, or automotive repair.

The properties located on the north side of South Street between 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue are occupied by two older strip centers and two freestanding commercial buildings. The properties are zoned C-2 by the City of Ozark and benefit from signalized intersections on South Street at both 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue. The properties offer the necessary characteristics to support redevelopment of freestanding retail buildings, restaurants, bank branches, and professional and medical office buildings.

The vacant land east of the northeast corner of South Street and 6<sup>th</sup> Avenue is suitable for commercial use with possible land uses including a strip center, freestanding retail buildings, restaurants, bank branches, and professional and medical office buildings.

The land at the southwest corner of South Street and 15<sup>th</sup> Avenue is zoned C-2. A self-storage facility is at the back portion of the property with expansion of the facility possible. Potential uses for the property include office buildings and apartments.

The land at the southeast corner of South Street and Thomas Avenue is zoned C-2 by the City of Ozark. Possible development formats include apartments and professional office space.

The approximately 40 acres at the southwest corner of South Street and State Highway W currently consists of several single-family homes and vacant land. The Way Community Church has plans to build a church at the immediate corner. The property is not currently located within the Ozark city limits. The highest and best use of the property is for a mix of single-family and multi-family housing.

**North State Highway NN Corridor**

The **North State Highway NN Corridor** possesses a large inventory of vacant land, much of it not currently within the Ozark city limits. The corridor is best suited for a mix of residential uses complemented by a modest inventory of office, retail, and industrial uses. The middle portion of the corridor between Garton Road and Bluff Drive is ideal for a mix of single-family housing and apartment communities. Given the amount of vacant land and topography, a mix of single-family densities is achievable. The northern and southern portions of the corridor are best suited for low scale office, retail, and industrial uses.

Two large-scale development sites were identified within the North State Highway NN Corridor, including: 1) vacant land on the east side of Highway NN immediately north of Finley Farms and 2) vacant land surrounding the proposed Highway 65 overpass/interchange at Longview Road. The vacant land at the northeast corner of McCracken Road and Highway NN is suitable for mixed-use development with potential land uses including retail, office, and multi-family residential.

Construction of a proposed Highway 65 overpass/interchange at Longview Road would alter the character of land use within the corridor, creating the potential to support more intense employment-related development. The land at the northeast and southeast corners of the intersection east to Highway NN would be suitable for development of a master planned business

park or industrial park featuring a mix of office, light industrial, retail, hotel, apartments, and recreational uses. This property could serve as a major economic engine for the City of Ozark.

**Market Rental Rates**

CoStar and LoopNet identified market rents for retail, office, and industrial space in Ozark. A commercial real estate broker also provided local commercial rents.

Quality inline shop space in Ozark rents for \$14.00 per square foot to \$15.00 per square foot triple-net with restaurant space (inline and freestanding) going for \$20.00 per square foot to \$25.00 per square foot triple-net.

Quality professional office and medical office space in Ozark is renting for \$12.00 per square foot to \$15.00 per square foot modified gross.

New warehouse space in Ozark is leasing for \$9.50 per square foot to \$10.00 per square foot triple-net.

**Development Incentives**

The City of Ozark administers various tax credits and property tax incentives that are available for new investments. Economic incentives available to property owners and businesses within the Planning Area include the following:

- Tax Increment Financing (“TIF”)
- Community Improvement District (“CID”)
- Transportation Development District (“TDD”)
- Neighborhood Improvement District (“NID”)
- Industrial Development Bonds
- Downtown Central Business District tax abatement
- Sales Tax Reimbursement Agreements

The State of Missouri offers economic incentives to businesses. Examples of economic incentives available to property owners and businesses operating within the Planning Area include the following:

- Missouri Works
- Business Facility Headquarters Tax Credit Program
- R&D Tax Credit
- Missouri One Start
- Missouri’s Quality Jobs Program
- State and Federal Historic Tax Credits



HIGHEST AND BEST USE ANALYSIS  
OZARK, MISSOURI CORRIDOR PLANNING STUDY  
OZARK, MISSOURI

January 2024

INTRODUCTION

Olsson has retained Canyon Research Southwest, Inc. as a sub-consultant to assist in the preparation of the Ozark Corridor Study in Ozark, Missouri. The sub-consultant agreement calls for conducting a highest and best use analysis for three transportation corridors in Ozark. The highest and best use study identifies feasible, market-driven development opportunities and prospective land uses.

Study Objective and Scope of Work

Canyon Research Southwest, Inc. has prepared the enclosed *Highest and Best Use Analysis* that evaluates the Planning Area’s ability to accommodate development of a variety of real estate formats. The primary objective of the study is to identify prospective development sites and land use options supportable by the Planning Area. The Planning Area incorporates three transportation corridors, including: 1) South 3<sup>rd</sup> Street/Highway 14 Corridor, 2) South Street Corridor, and 3) North State Highway NN Corridor.

According to The Appraisal Institute, the highest and best use of a property is defined as: "The reasonably probable and legal use of vacant land or an improved property that is physically possible, appropriately supported, and financially feasible and that results in the highest value."

The *Highest and Best Use Analysis* evaluates the historic, current, and future economic, demographic, and real estate market forces that influence the future urban growth patterns for the Planning Area. In doing to the study consists of two sections, including: 1) Demographic and Economic Analysis and 2) Market Analysis.

The *Economic and Demographic Analysis* section of the study identifies the economic trends and demographic characteristics that impact the Planning Area’s future need for commercial and industrial space as well as residential housing units. Economic forces and demographic characteristics evaluated include employment growth and composition, population growth, household composition, age distribution, household income, and educational attainment.

The *Market Analysis* portion of the study evaluates competitive retail, employment, and residential market trends impacting the Planning Area and long-term demand/need for each prospective land use were forecast. Potential development sites within the Planning Area were evaluated to identify future locations for real estate development and redevelopment.

By applying real estate industry site location criteria, the *Highest and Best Use Analysis* evaluated the ability of the Planning Area to accommodate development of a variety of commercial, office, industrial, and residential formats. Based on the study findings, land use plan options for future development of the Planning Area were identified. Study conclusions and recommendations include the following:

- 1. Identify each corridors’ market niche and suitable prospective business types.
- 2. Quantify supportable demand for new commercial and industrial space as well as residential housing units.



3. Identifying feasible development and redevelopment sites and land use formats.
4. Quantify market rental rates.
5. Identify potential development incentives to attract private investment.

## **Ozark Corridor Planning Area**

The Ozark Corridor Planning Area (“Planning Area”) incorporates three transportation corridors, including: 1) South 3<sup>rd</sup> Street/Highway 14 Corridor, 2) South Street Corridor, and 3) North State Highway NN Corridor.

The South 3rd Street/Highway 14 Corridor extends from the intersection with South Street, north to the intersection with North 9th Street. Street improvements on 3<sup>rd</sup> Street include four lanes of traffic, a left turn lane, curb, gutter, sidewalks, and streetlights south through the northern portion of downtown; two lanes of traffic and a left turn lane through the remainder of downtown; and two lanes of traffic for the balance of 3<sup>rd</sup> Street. The section of Jackson Street between State Highway NN and 3rd Street consists of four lanes of traffic, curb, gutter, and sidewalk. Traffic signals exist at the intersections of State Highway NN, Jackson Street, and South Street. The corridor is anchored on the north end by Finley Farms and downtown Ozark with the southern half consisting predominantly of single-family homes and single tenant commercial properties. Development constraints include a steep topography at the southern half and road width limitations. The aerial on page 3 depicts the boundaries of the South 3rd Street/Highway 14 Corridor.

The South Street Corridor extends from intersection with Highway 65 to the intersection with Highway W. The Corridor. Of the three corridors, the South Street Corridor is the most developed. Street improvements consisting of four lanes of traffic and a left turn lane were completed from Highway 65 east to 6<sup>th</sup> Street with plans to continue the improvements east to Highway W. Traffic signals along South Street exist at 17<sup>th</sup> Street, 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue. The Ozark Center at the southeast corner of Highway 65 and South Street anchors the west end of the corridor and includes Walmart, Lowe’s, shop space, and several outparcels supporting Starbuck’s, Wendy’s, Arby’s, Whataburger, and Take 5 Oil Change. Smaller commercial nodes exist at the South Street intersections at 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue. Single family homes, apartments, churches, self-storage, and miscellaneous commercial and industrial uses occupy much of the South Street frontage east of 6<sup>th</sup> Avenue with vacant land present at the eastern end. The aerial on page 4 depicts the boundaries of the South Street Corridor.

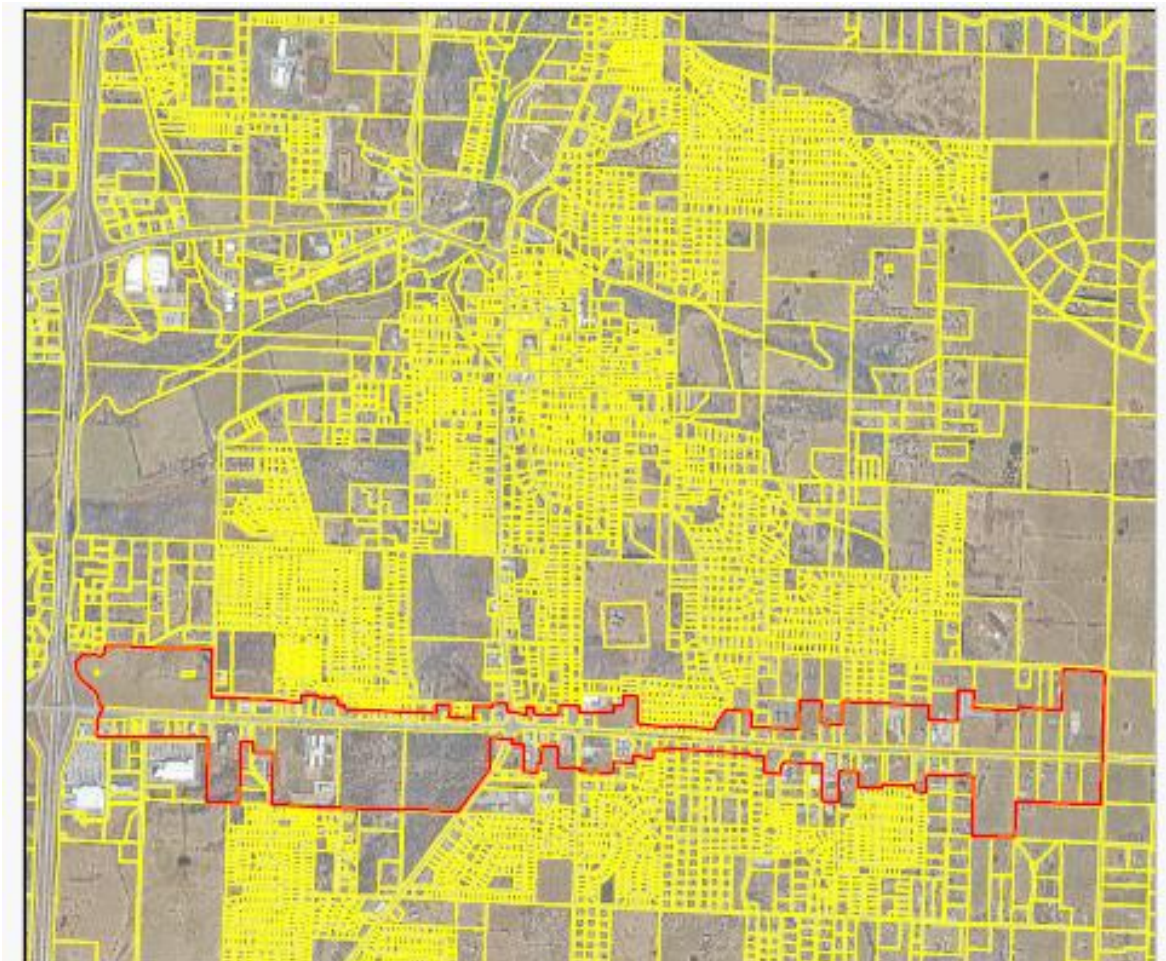
The North State Highway NN Corridor begins as North 9th Street at the intersection with 3rd Street/Highway 14 and then transitions into Highway NN and extends north to the intersection with West State Highway J. Street improvements to State Highway NN are limited to two lanes of traffic and a left turn lane with traffic signals at the intersections of State Highway J, Bluff Drive, and Jackson Street. Of the three corridors, the North State Highway NN Corridor is the least developed consisting largely of vacant undeveloped land. Most of the existing development is located at the far northern portion of the corridor. Development restrictions include the sloping topography, presence of active farms, flood plain, lack of utilities and road access, and MoDOT governance of the roadway. The aerial on page 5 depicts the boundaries of the North State Hwy NN Corridor.

### **South 3rd Street/Highway 14 Corridor Boundaries**

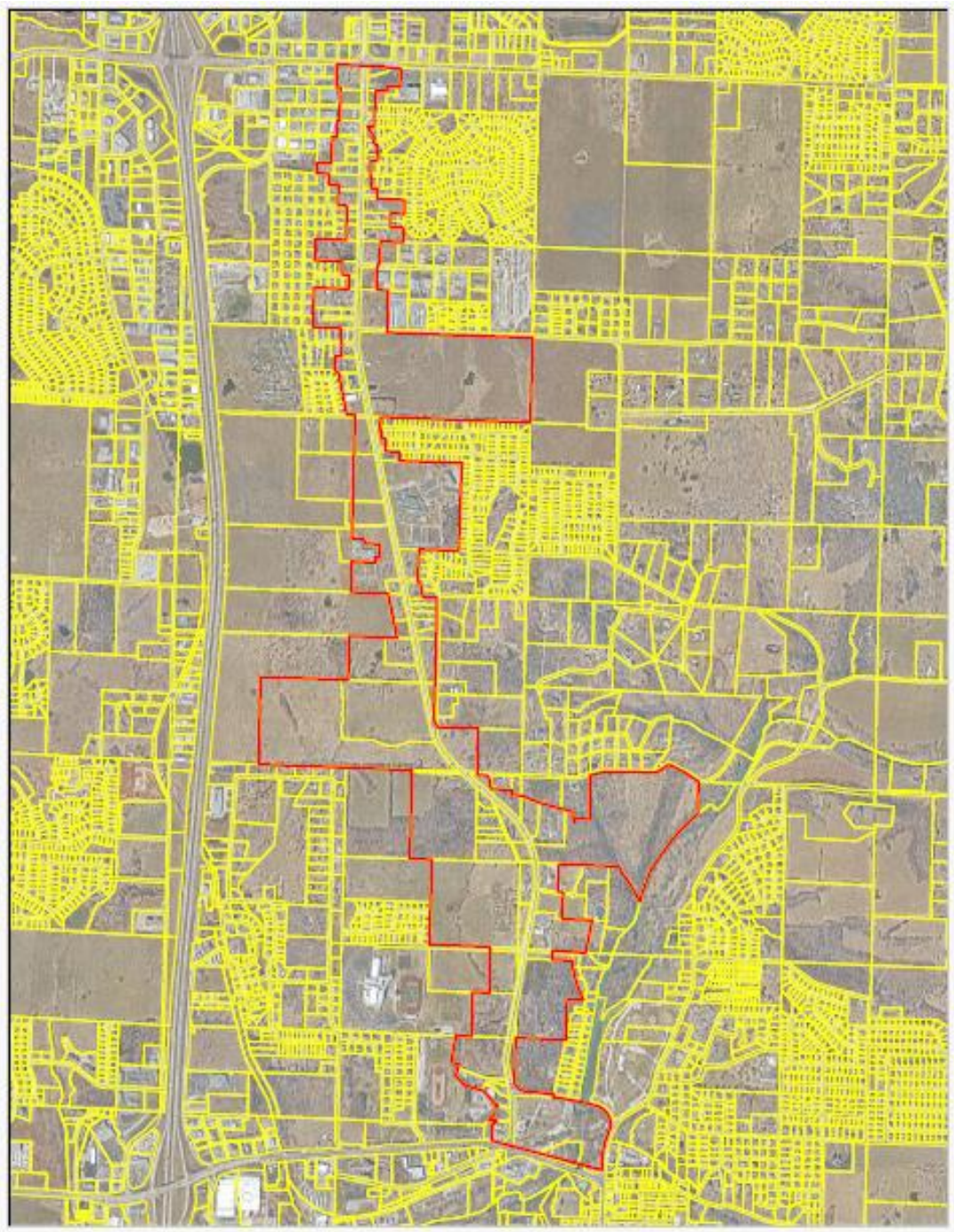




**South Street Corridor Boundaries**



**North State Hwy NN Corridor Boundaries**





# ECONOMIC AND MARKET ANALYSIS

This section of the report examines the economic and demographic factors impacting real estate development in and surrounding the Ozark, Missouri Corridor Planning Area. Quantifying market area economic trends and demographic characteristics will assist in forecasting the future demand/need for commercial and industrial space, and housing units in the Planning Area. The U.S. Census Bureau provided historic demographic trends for the Planning Area.

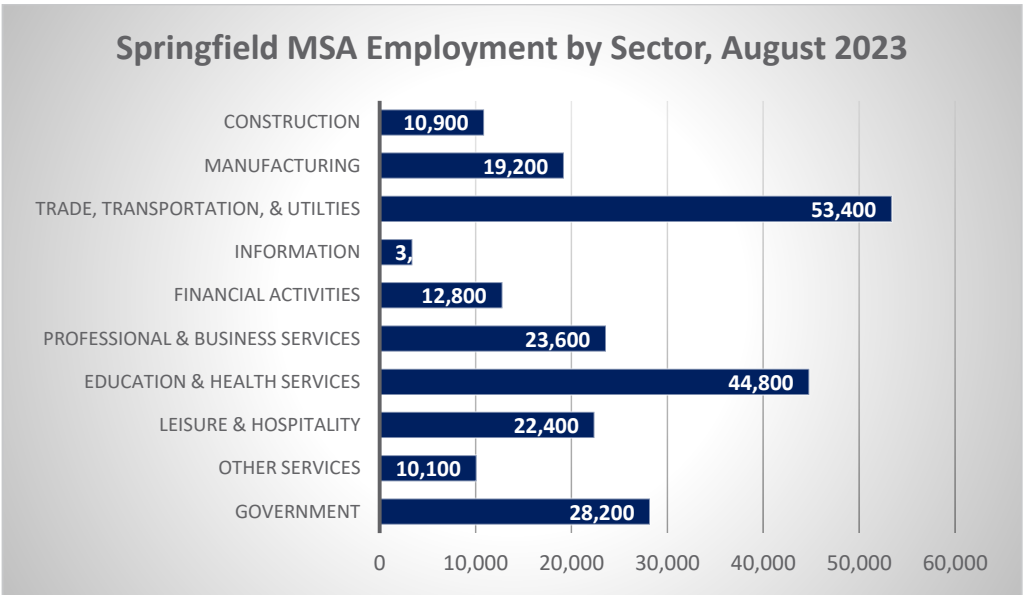
## Employment Trends

Since gains in employment fuel the growth in population, income, and retail expenditures, job growth is a reliable indicator of general economic conditions and need for housing and commercial and industrial space. Households typically prefer to live near work for convenience. Affordable housing costs, reduced commute times, and higher quality of life can motivate employees to relocate to the community where their job exists.

Leading employment sectors in the Springfield MSA include:

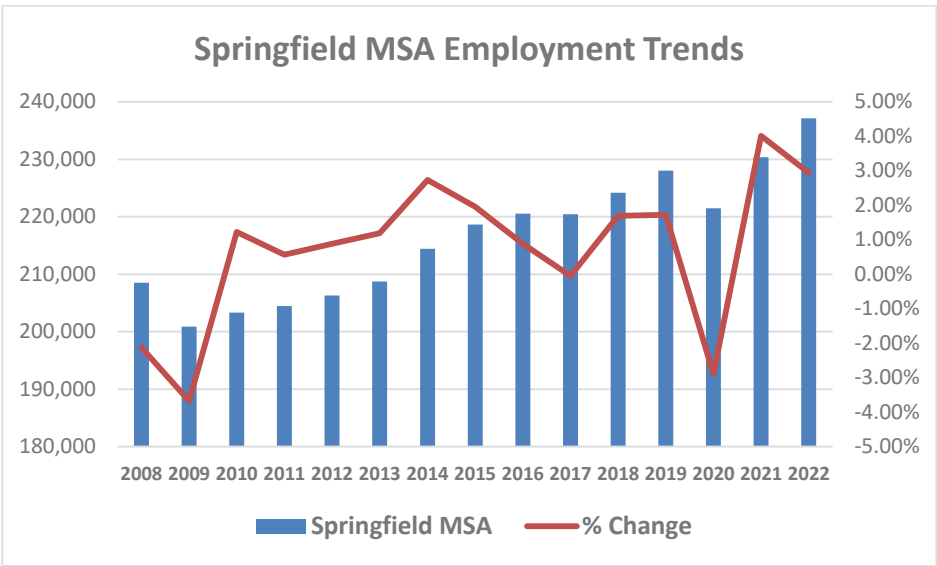
1. Trade, Transportation & Utilities
2. Healthcare & Education
3. Government
4. Professional & Business Services
5. Leisure & Hospitality

Compared to statewide averages, according to the U.S. Bureau of Labor Statistics, the Springfield MSA supports a higher rate of trade, transportation & utilities, and healthcare & education employment. Lagging employment sectors include manufacturing, professional and business services, and leisure & hospitality.



The U.S. Bureau of Labor Statistics reported from 2008 to 2019 the Springfield MSA added 19,513 new jobs, an increase of 9.4 percent. By 2019, total employment reached 228,042 jobs and an unemployment rate of 3.2 percent. By February 2020, employment in the Springfield MSA totaled 230,109 jobs and an unemployment rate of 3.0 percent. The COVID-19 pandemic resulted in the loss of 29,046 jobs by April 2020, pushing the unemployment rate to 9.9 percent. By year-end 2020, 91.4 percent of the lost jobs, or 26,536 jobs, were returned to the Springfield MSA economy.

By May 2021, total employment in the Springfield MSA exceeded pre-pandemic levels and the unemployment rate recovered to 3.5 percent. Employment growth has continued, adding 8,886 jobs in 2021 and 6,769 jobs in 2022. By August 2023, employment in the Springfield MSA reached 236,671 jobs with an unemployment rate of just 2.9 percent. Annualized employment levels for the Springfield MSA from 2010 through 2022 are depicted in the bar chart below.



The Springfield MSA possesses ample advantages for attracting businesses, jobs, and development activity. The principal economic development benefit assets include a diverse economy with a solid manufacturing and distribution/logistics base; talented and growing labor force; presence of several company headquarters; convenient highway and rail access; availability of shovel-ready building sites and economic incentives; presence of Missouri State University; and low unionization rate. Quality of life advantages include affordable housing costs, quality healthcare system, good schools, ample recreational amenities, and average commute time of 22 minutes.

The Springfield Regional Economic Partnership has identified several target industries where the Springfield area provides a distinct advantage toward or has a high concentration of existing companies within a particular industry. The targeted industries include:

- Distribution and Logistics
- Advanced Manufacturing
- Call Centers and Back Office
- Technology and Innovation
- Corporate Office
- Data Centers



The City of Ozark is in Christian County. According to Esri Business Analyst, employment in the Christian County totals 24,199 jobs. Principal employment sectors in Christian County include services (10,736 jobs); retail trade (6,476 jobs); manufacturing (1,544 jobs); and construction (1,431 jobs).

According to Esri Business Analyst, employment in the City of Ozark totals 8,679 jobs. Principal employment sectors in Ozark include retail trade (3,262 jobs); services (3,056 jobs); manufacturing (519 jobs); and government (476 jobs).

Comparison of Employment by Sector  
City of Ozark vs. Christian County

| Employment Sector                | Christian<br># of<br>Jobs | County<br>% of<br>Total | City of<br># of<br>Jobs | Ozark<br>% of<br>Total |
|----------------------------------|---------------------------|-------------------------|-------------------------|------------------------|
| Agriculture and Mining           | 407                       | 1.7%                    | 94                      | 1.1%                   |
| Construction                     | 1,431                     | 5.9%                    | 327                     | 3.8%                   |
| Manufacturing                    | 1,544                     | 6.4%                    | 519                     | 6.0%                   |
| Transportation                   | 450                       | 1.9%                    | 132                     | 1.5%                   |
| Communication                    | 57                        | 0.2%                    | 11                      | 0.1%                   |
| Utilities                        | 173                       | 0.7%                    | 57                      | 0.7%                   |
| Wholesale Trade                  | 653                       | 2.7%                    | 289                     | 3.3%                   |
| Retail Trade                     | 6,476                     | 26.8%                   | 3,262                   | 37.6%                  |
| Finance, Insurance & Real Estate | 1,191                     | 4.9%                    | 441                     | 5.1%                   |
| Services                         | 10,736                    | 44.4%                   | 3,056                   | 35.2%                  |
| Government                       | 1,028                     | 4.2%                    | 476                     | 5.5%                   |
| All Other                        | 53                        | 0.2%                    | 15                      | 0.2%                   |
| Totals                           | 24,199                    | 100.0%                  | 8,679                   | 100.0%                 |

Source: Esri Business Analyst.

Through 2040, the City of Ozark is estimated to realize job growth at an average annual rate of 1.0 percent to 1.2 percent, yielding a total of 1,600 to 1,951 new jobs. Principal employment sectors anticipated to support the strongest job growth through 2040 include retail trade, construction, services, and finance, insurance, and real estate. Future job growth will generate population growth and the need for additional housing, commercial space, and industrial space.

Major Employers

The table below identifies the largest employers operating in the Springfield MSA as provided by the Springfield Regional Economic Partnership. Government and healthcare are the dominant employers taking the form of healthcare providers, state and federal government agencies, and state and community colleges. With an enrollment of 24,000 students and 2,874 faculty and staff, Missouri State University has a significant impact on the Springfield area economy. Companies headquartered in Springfield include Bass Pro Shops, O’Reilly Auto Parts, EFCO, SRC Holdings, Prime, Inc., Great Southern Bank, FORVIS, and Positronic Industries.

Springfield MSA Largest Employers, 2023

| Employer                           | Industry             | # of<br>Employees |
|------------------------------------|----------------------|-------------------|
| CoxHealth                          | Healthcare           | 12,178            |
| Mercy Hospital Springfield         | Healthcare           | 9,214             |
| State of Missouri                  | Government           | 5,411             |
| Walmart and Sam’s Club             | Retail               | 4,981             |
| Springfield Public School          | Education            | 3,685             |
| Bass Pro Shops / Tracker Marine    | Retail/Manufacturing | 2,989             |
| O’Reilly Auto Parts (HQ)           | Retail/Manufacturing | 2,631             |
| United States Government           | Government           | 2,425             |
| Jack Henry & Associates            | Software Development | 2,349             |
| Citizens Memorial Healthcare       | Healthcare           | 2,038             |
| Burrell Behavioral Health          | Healthcare           | 1,872             |
| Missouri State University          | Education            | 1,861             |
| City of Springfield                | Government           | 1,857             |
| SRC Holdings (HQ)                  | Manufacturing        | 1,750             |
| EFCO (HQ)                          | Manufacturing        | 1,600             |
| Prime, Inc. (HQ)                   | Transportation       | 1,425             |
| Amazon                             | Retail/Distribution  | 1,400             |
| RPS (Pyramid Foods)                | Retail               | 1,300             |
| Ozarks Technical Community College | Education            | 1,125             |
| Greene County                      | Government           | 1,113             |

Source: Springfield Regional Economic Partnership.

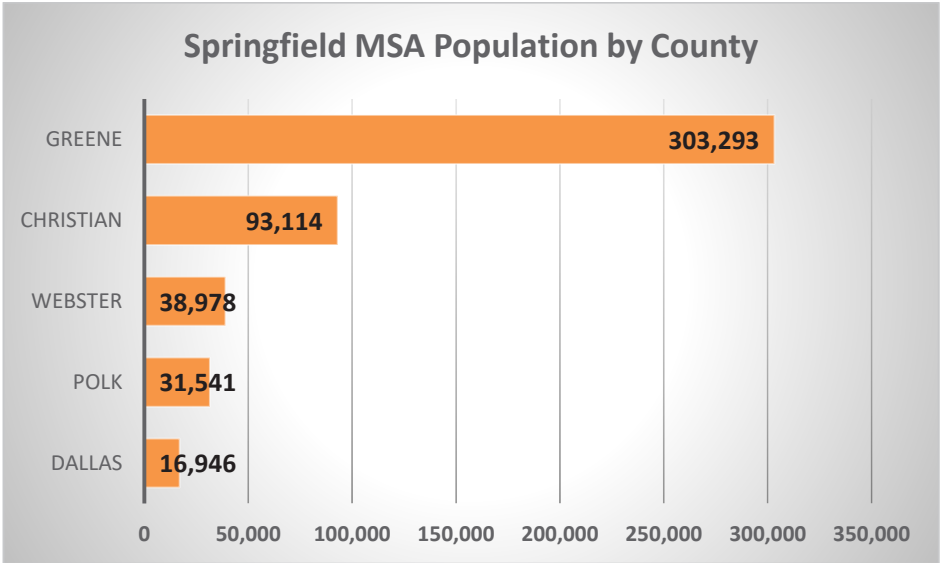
Springfield’s Partnership for Economic Development has identified several key industries whereby the Springfield area provides a distinct advantage toward or has a high concentration of existing companies. These key industries include: 1) distribution and logistics; 2) advanced manufacturing, 3) call centers and back office; 4) technology and innovation; 5) corporate office; and 6) data center.

Major employers in Ozark include the Ozark School District (859 employees), Wal-Mart (305 employees), Lamberts (244 employees), Christian County (192 employees), City of Ozark (181 employees), Netsmart (154 employees), Tracker Marine (138 employees), Lowe’s (135 employees), OTC Richwood Valley Campus (77 employees), and Ozark Bank (60 employees).

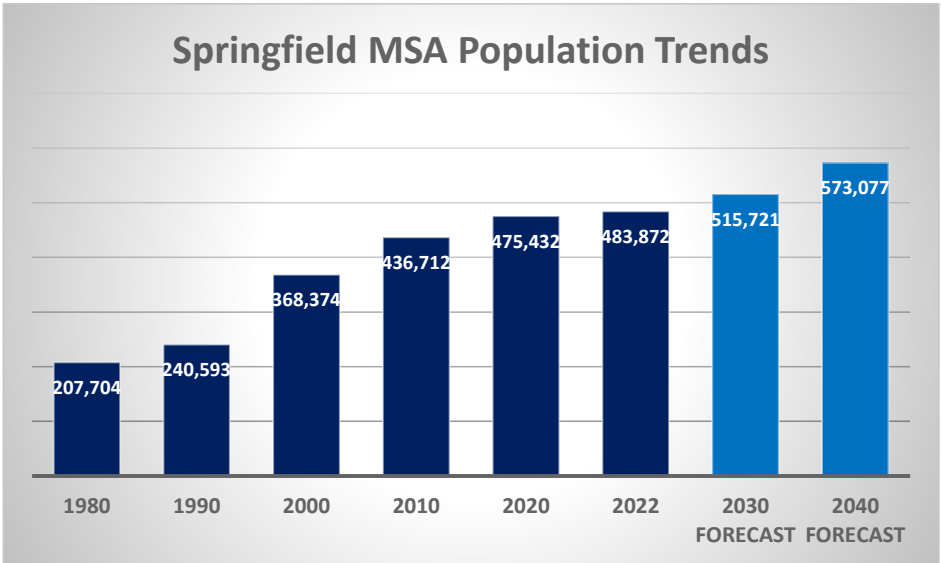


# Population Growth Trends

Population growth has a direct impact on the demand for housing and retail space. The City of Ozark is located within the Springfield MSA, defined by the U.S. Census Bureau as the five counties in southwest Missouri consisting of Greene, Christian, Webster, Polk, and Dallas Counties. By 2022, the Springfield MSA supported a total population of 483,872 residents, anchored by the City of Springfield, the state’s third largest city. Greene County supports nearly two-thirds of the Springfield MSA population. Christian County with the growing suburbs of Ozark and Nixa supports the second largest population with 93,114 residents.

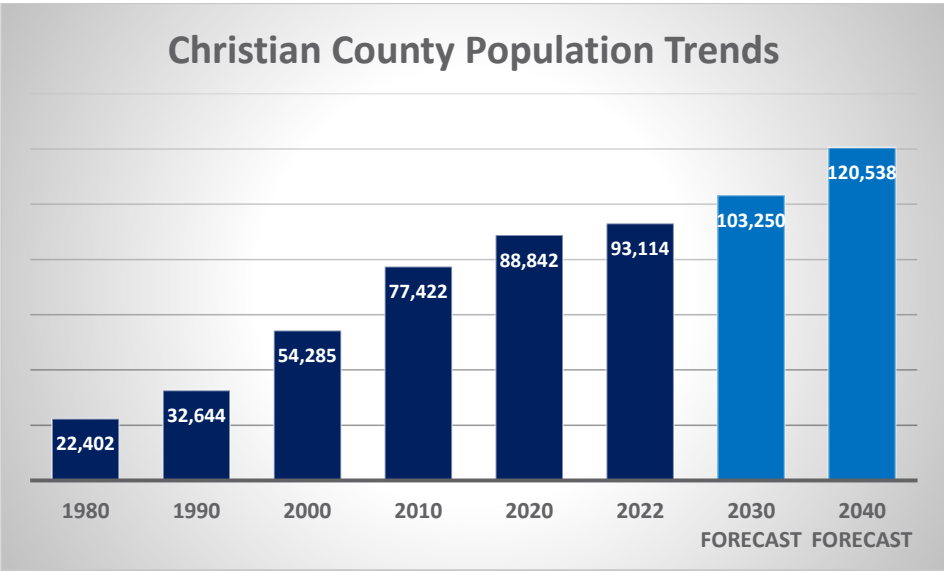


The Springfield MSA has added over 276,000 residents since 1980. By 2022, the population totaled 483,872 residents. Through 2040, the Springfield MSA population is forecast to increase at an average annual rate of 0.7 to 1.0 percent. By 2040, the Springfield MSA population is forecast to increase by 69,108 to 89,205 residents, creating the need for additional housing units and commercial and industrial space.

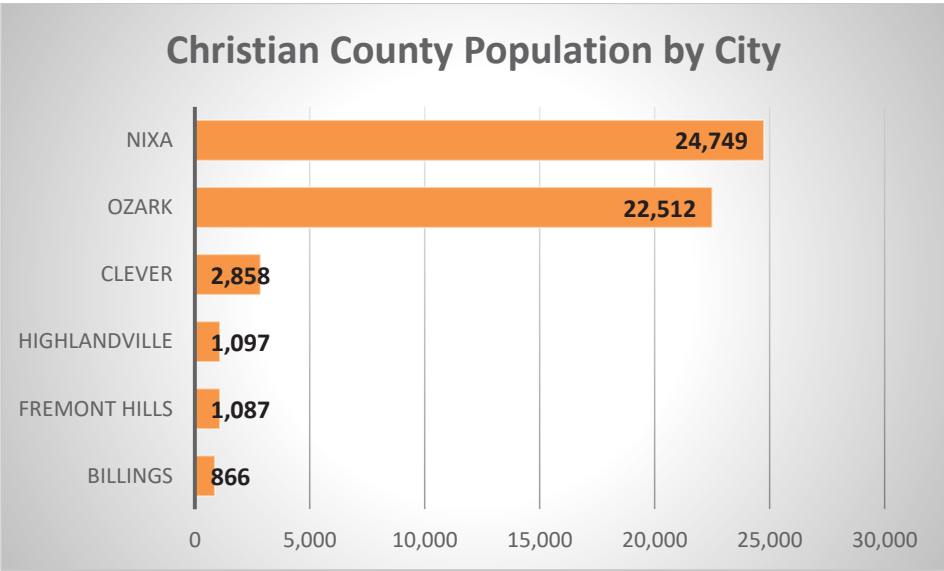


The City of Ozark is located within Christian County. From 1980 to 2022, Christian County added 70,712 residents and now supports a population of 93,114 residents. Population growth was the strongest during the decades of the 2000’s and 2010’s. By 2040, the Christian County population is forecast to add 23,217 to 27,424 residents.

Christian County’s current population provides the opportunity to support a diverse retail market and continued population growth will generate the need for retail goods and services, commercial space, and new residential housing units.

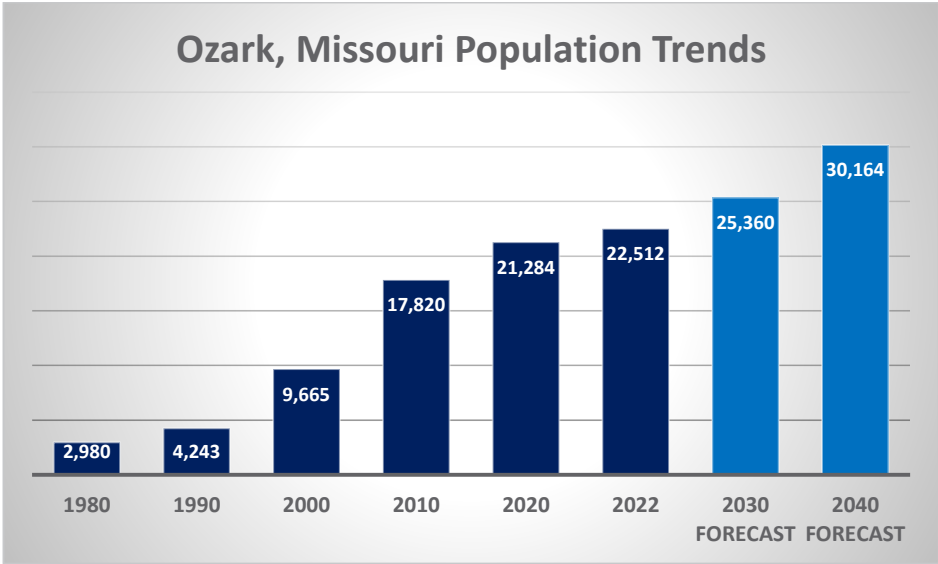


Ozark and Nixa are the largest incorporated cities in Christian County and collectively total 47,261 residents in 2022, or over half of the county population.





Since 1980, Ozark’s population has exploded, adding 19,512 residents, and reaching a population of 22,512 by 2022. Population growth was the strongest during the decades of the 2000’s and 2010’s. By 2040, the City of Ozark is forecast to add 6,344 to 7,652 residents, accounting for 27 percent to 28 percent of the Christian County population growth.



Over the past several decades continued population growth within the Springfield MSA, Christian County, and the City of Ozark has fueled steady urban growth and the development of housing, commercial, and industrial land uses. Continued population growth over the coming two decades in Ozark will drive further urban expansion and development opportunities.

## Household Composition

Household formation and the mix of household types have a direct impact on the composition of retail sales and housing demand. The table below summarizes households by type for Missouri, Christian County, and City of Ozark.

Ozark’s household composition characteristics support a demographic heavily populated by married couples with children, creating a need for single-family housing and family-related retail expenditures. An estimated 7,893 households resided in Ozark with an average household size of 2.61 persons. Family households accounted for 66.4 percent of all households with 44.0 percent of all households having children present. Married couple families accounted for 50.7 percent of all households, of which 25.5 percent had related children.

When compared to that of the State of Missouri and Christian County, Ozark’s household composition possesses above average rates for families, married couples, and married couples with children and below average householders living alone, senior households ages 65 years and over, and senior households living alone.

Ozark, Missouri Households by Type – 2022

| Household Type                         | City of Ozark | Christian County | State of Missouri |
|----------------------------------------|---------------|------------------|-------------------|
| Total Households                       | 7,893         | 35,652           | 2,521,832         |
| Family Households                      | 66.4%         | 70.7%            | 62.2%             |
| Married Couple Households              | 50.7%         | 54.9%            | 46.3%             |
| With Related Children                  | 25.5%         | 22.7%            | 16.8%             |
| Householder Living Alone               | 28.3%         | 26.1%            | 30.9%             |
| Householder Living Alone 65+ Years Old | 10.4%         | 11.4%            | 12.4%             |
| All Households with Children           | 44.0%         | 34.5%            | 28.0%             |
| Households with one or more people 65+ | 23.3%         | 32.5%            | 31.4%             |
| Average Household Size                 | 2.61          | 2.59             | 2.38              |
| Average Family Size                    | 3.15          | 3.14             | 3.00              |

Source: U.S. Census Bureau.

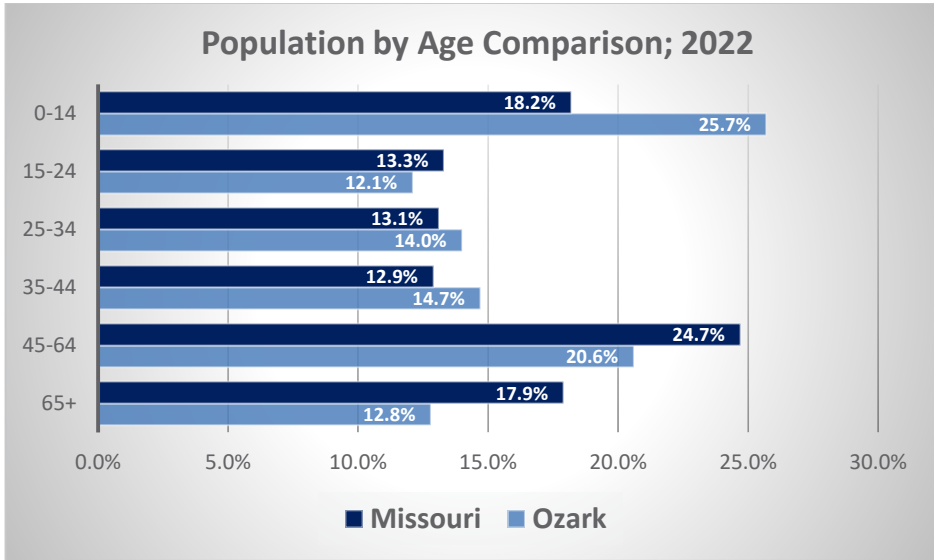
Ozark’s household composition suggests a strong need for single-family housing and such retail goods and services as groceries, clothing and accessories, sporting goods, consumer electronics, toys, home furnishings, furniture, hardware, daycare, financial services, dentists, and general practitioners.



Population Age Distribution

Demographic characteristics are one of the most key factors influencing the behavior of the consumer towards the acquisition of products, whether in terms of the impact of sex on the purchasing decision or the age of the consumer, the level of education and occupation, or consumer income. Age is a key factor in consumer identity and behavior, since consumption patterns, housing needs, and financial situation change significantly throughout an individual's lifetime.

The bar chart below provides a comparison of the Ozark and Missouri population by six primary age groups, including children (0-14 years), adolescent (15-24 years), young adults (25 to 34 years), family/working adults (35-44 years); empty nesters (45-64 years) and elderly (65+ years). Each age group possesses distinctively different consumption and housing needs.



Children ages 0 to 14 years are not consumers per say, but their presence within a household generates retail expenditures on apparel, accessories, and groceries. Children ages 0 to 14 years comprise Ozark’s largest age group with 25.7 percent of the total population, exceeding the statewide norm of 18.2 percent. Ozark’s large population of children suggests the potential for above average per capita sales on child-related goods and services such as groceries and clothing and accessories.

Adolescents ages 15 to 24 support the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise. Adolescents account for 12.1 percent of the Ozark population and 13.3 percent of the Missouri population.

Young adults aged 25 to 34 years generally are new to the workforce. These tech savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adults account for 14.0 percent of the Ozark population and will have a growing impact on the local workforce, retail goods and services, and housing market. Young adults account for 13.1 percent of the Missouri population.

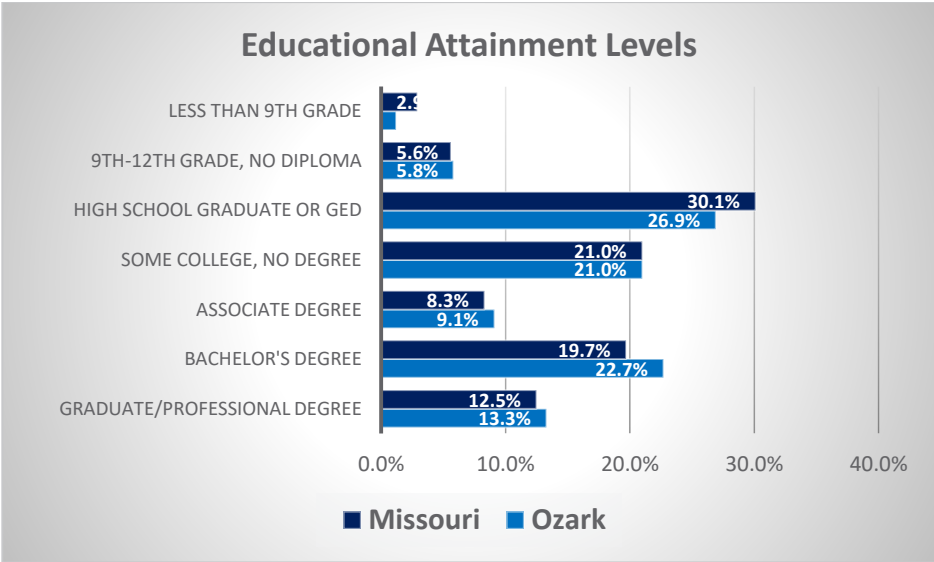
Family/working adults ages 35 to 44 years account for 14.7 percent of the Ozark population, compared to 12.9 percent of the statewide population. These adults are in their child raising and principal consumer years, with expenditures favoring hardware, furniture and home furnishings, consumer electronics, department stores, and eating and drinking places. Ozark’s above average share of family/working adults will have a positive impact on retail sales and the local labor force.

Ozark’s empty nester population ages 45 to 64 years account for 20.6 percent of the total population, compared to 24.7 percent statewide. The empty nester age group The empty nester age group in a suburban city like Ozark are generally aging in place after raising their family and now provide opportunities for home downsizing, restaurants, entertainment, and travel and will also produce a growing need for healthcare services and continuum care housing facilities.

Residents 65+ years of age account for just 12.8 percent of the Ozark population, which is well below the statewide rate of 17.9 percent. Ozark’s senior population poses a growing market for healthcare goods and services, senior housing, and downsized housing. The senior population will over time have an impact on the future availability of housing in Ozark.

Educational Attainment

Educational attainment levels of a market area’s labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. The bar chart below provides a comparison of educational attainment levels between the City of Ozark and State of Missouri as provided by the U.S. Census Bureau.



Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the need for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The need for office space improves at higher educational attainment levels as a larger percentage of residents are more likely to be employed in professional service and medical professions.

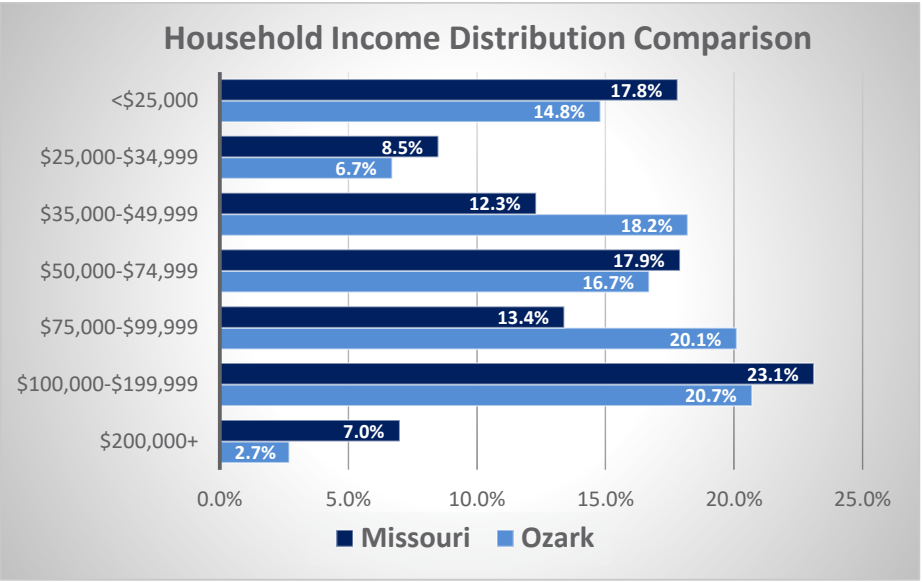


When compared to statewide averages, the City of Ozark population is slightly more educated with 45.1 percent of the population attaining a graduate/professional, bachelor’s, or associate degree compared to 40.5 percent statewide. Conversely, 33.9 percent of Ozark residents attained a high school diploma or less compared to 38.6 percent of the statewide population.

Ozark’s above average educational attainment levels suggests the potential to support higher income levels, retail expenditures, housing values and rents, and the need for commercial space. The higher education levels also support professional positions and the need for office space.

**Household Income Distribution**

Household income levels have a direct impact on retail sales volumes, housing needs, for-sale housing values, and residential rents. A comparison of household income distribution estimates for the City of Ozark and State of Missouri are outlined in the bar chart below.



Ozark’s median household income of \$62,169 compares to \$64,811 for Missouri. Ozark’s below average household income levels places a slight constraint on achievable retail sales and rents, housing values, and residential rents.

A reported 14.8 percent of Ozark households earn less than \$25,000 annually, compared to 17.8 percent statewide, suggesting a below average need for affordable and income-based housing.

An estimated 6.7 percent of Ozark households earn \$25,000 to \$34,999 annually compared to 8.5 percent statewide. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. The median housing cost in Ozark of \$1,052 per month as reported by the U.S. Census requires annual household incomes within the high-end of the \$25,000 to \$34,999 income range. Housing valued between \$50,000 and \$99,999 accounts for just 6.3 percent of the total housing stock. Based on standard lending practices, households earning \$25,000 to \$34,999 can qualify for the entry-level, for-sale housing.

Housing valued between \$100,000 and \$199,999 accounts for 52.9 percent of the Ozark housing stock. Households earning \$35,000 to \$49,999 can qualify for-sale housing priced from \$100,000 to \$199,999. An estimated 18.2 percent of Ozark households earn \$35,000 to \$49,999, compared to 12.3 percent statewide.

High-income households with annual incomes of \$100,000 or more account for 23.4 percent of Ozark households compared to 30.1 percent for Missouri. These households represent potential demand for housing priced at more than \$400,000, luxury automobiles, retail goods and services, travel, and entertainment.

**Economic Development Factors**

The assets/opportunities and constraints/limitations in fostering economic development in the City of Ozark are summarized in the bullet points below.

**Assets / Opportunities**

- The employment base and population for the Springfield MSA, Christian County, and City of Ozark continue to grow.
- Convenient access to Springfield, Missouri, and the ability to recruit from local universities.
- A modest inventory of land serviced with infrastructure is available for future commercial and residential development.
- Ozark possesses a unique character which makes it a desirable place to live and work.
- Quaint downtown square.
- Ozark is the Christian County seat.
- Ozark possesses a high quality of life marked by quality schools, ample parks, Ozark Greenways trail system, and low crime rate.
- Ozark’s for-sale housing stock offers a wide range of price points.
- Businesses in Ozark have the potential to attract customers from the neighboring community of Nixa.
- Ozark is served by three interchanges on U.S. Highway 65.
- Excellent access and availability of healthcare services,
- Finley Farms serves as a major visitor destination in Ozark.



- Springfield Regional Economic Development Partnership’s mission is to strengthen the regional economic base through retention, expansion, attraction and development of primary jobs and capital investments,
- Economic incentives are available to attract companies to the City of Ozark. Examples of available economic incentives include Build Missouri, Missouri Works, financing programs, tax abatement on equipment, training, and others.

## **Constraints / Limitations**

- Christian County’s current low unemployment rate creates workforce challenges.
- Past citizen opposition to Ozark’s continued urban growth.
- MDOT controls all the major corridors roads in Ozark.
- Public infrastructure constraints place limitations on the availability of shovel ready sites needed to support future economic growth.
- Limited availability of vacant retail, office, and industrial space available for immediate occupancy,
- Flood plain and sloping topography hammers the development potential of some lands in Ozark.
- Ozark is a bedroom community with 80 percent of its residents commuting outside of the city to their place of work.
- The City of Ozark doesn’t levy a hotel lodging tax.
- Residents living on the north side of Ozark tend to shop in Springfield.

Ozark possesses ample advantages for attracting businesses, jobs, and development activity. The principal economic development advantages lie with a growing population, convenient highway access, proximity to Springfield, and high quality of life. Challenges facing future economic development in Ozark include a low unemployment rate that places constraints on the available labor force; public infrastructure constraints and lack of shovel ready sites; and limited availability of vacant retail, office, and industrial space available for immediate occupancy.

## **HIGHEST AND BEST ANALYSIS**

The *Highest-and-Best Use Analysis* portion of the study evaluates directly competitive retail, professional office, industrial, and housing market trends impacting the Ozark, Missouri Planning Area. The market trends for each prospective land use were evaluated and the long-term need for additional commercial space, industrial space, and housing units was forecast to quantify the level of future real estate development in the City of Ozark and the Planning Area. The Appraisal Institute defines highest and best use as:

The reasonably probable and legal use of vacant land or an improved property that is physically possible, appropriately supported, financially feasible, and that results in the highest value. The four criteria the highest and best use must meet are legal permissibility, physical possibility, financial feasibility, and maximum productivity. Alternatively, the probable use of land or improved property – specific with respect to the user and timing of the use – that is adequately supported and results in the highest present value.

## **Retail Market Analysis**

The *Retail Market Analysis* portion of the report evaluates directly competitive retail market trends impacting the Planning Area, with the intent of quantifying future demand for commercial space and identifying possible development opportunities.

## **Competitive Retail Market Trends**

The Planning Area is in the East Christian County submarket whose boundaries are depicted below.





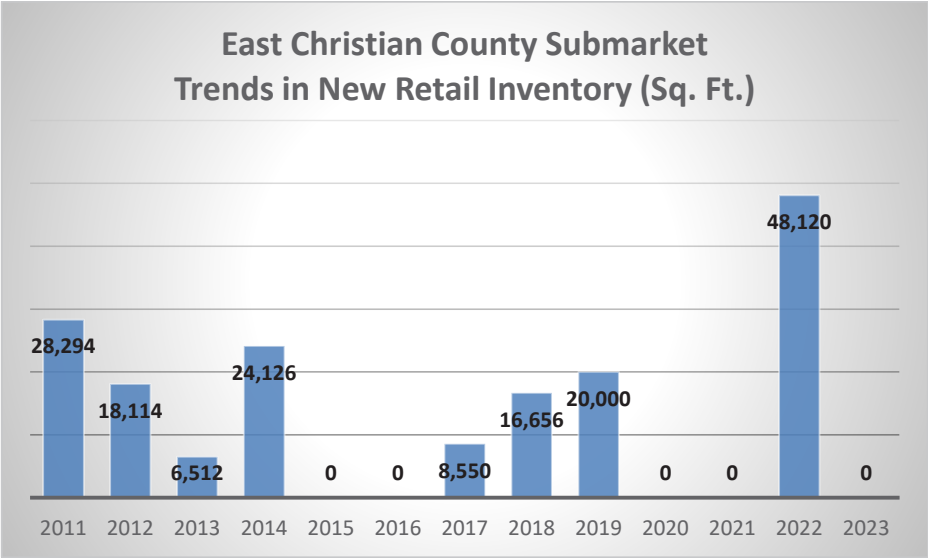
By the fourth quarter 2023 the inventory of retail space within the East Christian County submarket totaled 1.48 million square feet. General retail and strip centers maintain an inventory of 1.24 million square feet and 159,163 square feet, respectively. Ozark supports the largest concentration of retail space within East Christian County. There is currently no retail space under construction.

East Christian County Submarket  
Retail Market Conditions; 2023 Q4

| Product Type        | Building Sq. Ft. | Vacancy Rate | Effective Rent | Absorption YTD 2023 | Space U/C |
|---------------------|------------------|--------------|----------------|---------------------|-----------|
| Neighborhood Center | 76,000           | 0.0%         | \$15.87        | 0                   | 0         |
| Strip Center        | 159,163          | 2.5%         | \$10.89        | 2,740               | 0         |
| General Retail      | 1,242,060        | 1.1%         | \$12.57        | -1,157              | 0         |
| Totals              | 1,477,223        | 1.2%         | \$12.56        | 1,583               | 0         |

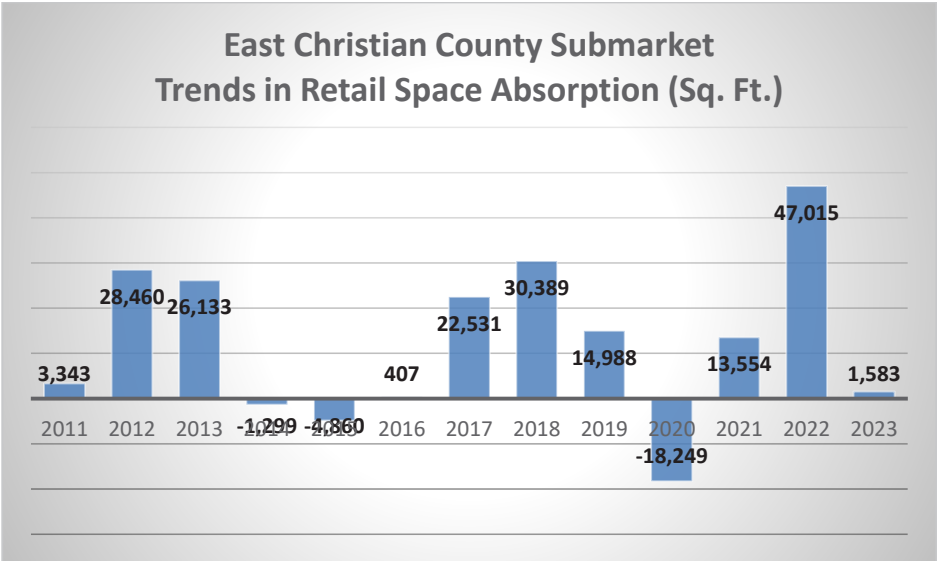
Source: CoStar.

Since 2011, a total of 170,372 square feet of retail space was constructed in the East Christian County submarket. Retail construction peaked from 2011 to 2014 with a total of 77,046 square feet of new space and again from 2017 to 2019 when 45,206 square feet was built. During the COVID-19 pandemic in 2020 and 2021 no new retail space was built. One retail project totaling 48,120 square feet was constructed during 2022 with no new inventory in 2023.

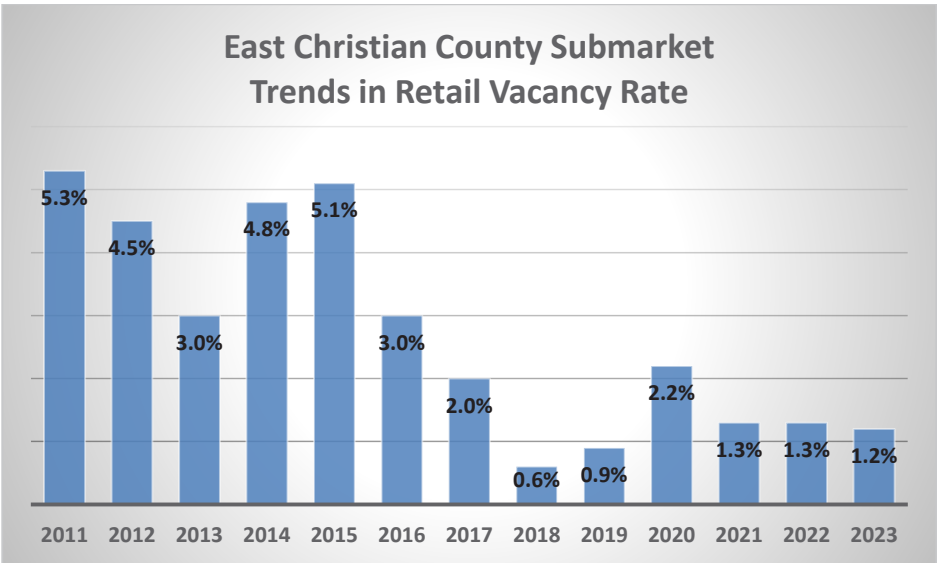


The average rent as of year-end 2023 is \$12.56 per square foot, which is a 1.8 percent increase from a year ago. Neighborhood centers support the highest average rent of \$15.87 per square foot, followed by general retail space at \$12.57 per square foot. In the past three years, rents have increased a cumulative 7.6 percent.

Since 2011, Costar reported 163,995 square feet of retail space was absorbed in the East Christian County submarket. Retail space absorption peaked from 2017 to 2019 with net occupancy of 67,908 square feet of space and 2021 to 2023 with 62,152 square feet of net absorption.



Since 2011, the overall retail vacancy rate for the East Christian County submarket operated well below market equilibrium with year-end vacancies ranging from a low of 0.6 percent in 2018 to a high of 5.3 percent in 2011. Since 2017, the East Christian County retail submarket has operated at vacancies at or below 2.2 percent. With just 17,674 square feet of vacant space available for occupancy places constraints on the ability to attract retailers interested in opening a location in the East Christian County submarket.



To provide a more macro perspective of the competitive retail market the Costar database was searched for existing shopping centers and retail buildings that are impactful on the development potential of the Planning Area. The competitive retail market was defined as the City of Ozark. Bank branches, convenience stores, automotive sales and repair, daycare, and fast food and sit-



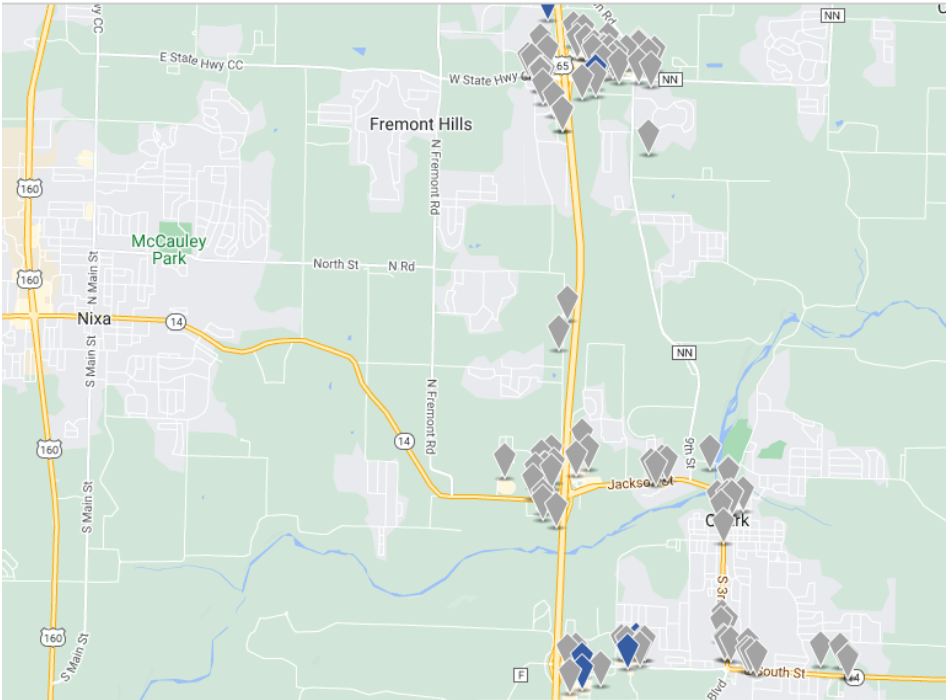
down restaurants were not included in the retail survey. Operating results for retail space in Ozark is depicted in the table below from 2011 through 2023.

Ozark, Missouri Retail Market Trends

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 92              | 1,395,729         | 55,546       | 4.0%         | 24,317         |
| 2011 | 93              | 1,424,023         | 70,971       | 5.0%         | 12,869         |
| 2012 | 95              | 1,442,137         | 76,184       | 5.3%         | 12,901         |
| 2013 | 96              | 1,444,537         | 70,621       | 4.9%         | 7,963          |
| 2014 | 97              | 1,468,663         | 139,455      | 9.5%         | -44,708        |
| 2015 | 97              | 1,468,663         | 136,518      | 9.3%         | 2,937          |
| 2016 | 96              | 1,459,413         | 104,425      | 7.2%         | 22,843         |
| 2017 | 96              | 1,459,413         | 37,225       | 2.6%         | 67,200         |
| 2018 | 97              | 1,464,413         | 3,500        | 0.2%         | 38,725         |
| 2019 | 98              | 1,475,613         | 5,400        | 0.4%         | 9,300          |
| 2020 | 98              | 1,475,613         | 36,553       | 2.5%         | -31,153        |
| 2021 | 98              | 1,475,613         | 13,912       | 0.9%         | 22,641         |
| 2022 | 100             | 1,525,233         | 18,357       | 1.2%         | 45,175         |
| 2023 | 100             | 1,525,233         | 10,255       | 0.7%         | 8,102          |

Source: CoStar.

By year-end 2023, the City of Ozark supported 1,525,233 square feet of retail space. As depicted in the map below, Ozark’s principal retail corridors include State Highways CC/J, Jackson Street, and South Street. Downtown serves as a specialty retail destination.



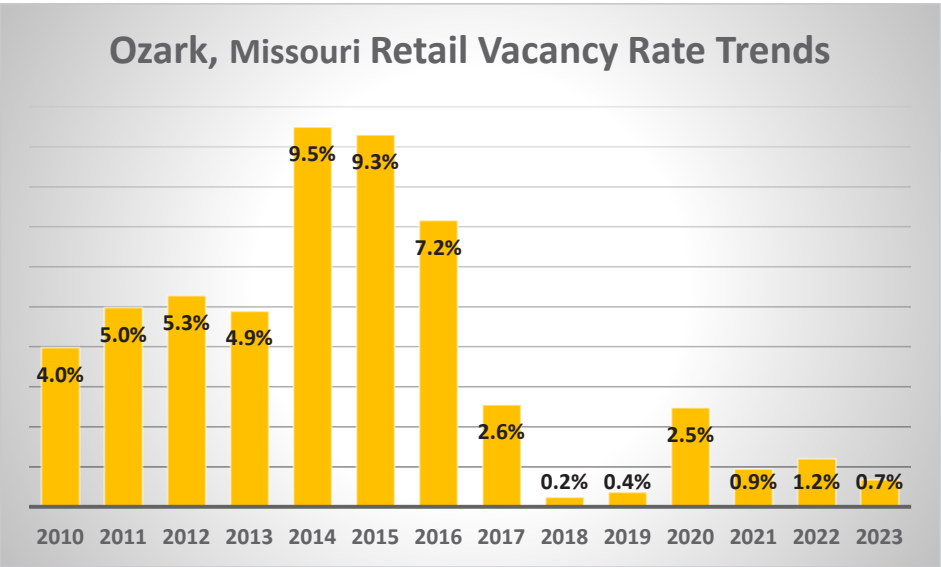
The State Highway J retail corridor runs from 23<sup>rd</sup> Street east to Highway NN. Thirty-nine retail properties totaling 508,075 square feet of space are located within this retail corridor currently operating at 100 percent occupancy. Major retailers operating along State Highway CC include Price Cutter, Ace Hardware, Dollar General, and O’Reilly Auto Parts. Freestanding retail businesses include Kum & Go, Conoco, Culvers, Taco Bell, Big O Tires, Great Southern Bank, Guaranty Bank, Ozark Bank, Simmons Bank

The Jackson Street retail corridor runs from 25<sup>th</sup> Street east to 3<sup>rd</sup> Street. Twenty retail properties totaling 334,362 square feet of space are located within this corridor currently operating at 100 percent occupancy. Major retailers operating along Jackson Street include B&B Theatres, Sears Hometown, Price Cutter, and Family Pharmacy. Freestanding retail businesses include Commerce Bank, Ozark Bank, Great Southern Bank, Regions Bank, Burger King, KFC, McDonalds, Pizza Hut, Popeyes, Sonic, Taco Bell, Village Inn, Casey’s, Phillips 66, and Kum & Go.

The State Street retail corridor runs from Interstate 65 east to 14<sup>th</sup> Street. Twenty-one retail properties totaling 539,214 square feet of space are located within this retail corridor currently operating at an occupancy rate of 99.0 percent. Major retailers operating along State Street include Walmart Supercenter, Lowe’s, Maurices, Dollar Tree, Dollar General, Apple Market, Hixson Pharmacy, O’Reilly Auto Parts, and Goodwill. Freestanding retail businesses include Central Bank, Ozark Bank, Walgreens, Arby’s, Freddy’s Steakburgers, Starbuck’s, Wendy’s, Whataburger, Kum & Go, Casey’s, and Take 5 Oil Change.

Since 2010, eight new retail properties totaling 129,504 square feet were constructed in Ozark. Since 2010, net space absorption in Ozark has totaled 199,112 square feet of building area. Annual space absorption activity peaked from 2016 through 2018 before a lull in demand marked by negative space absorption during 2020 due to the negative impact of the COVID-19 pandemic. The market rebounded with 75,918 square feet of net absorption since 2021.

Since 2017, the Ozark retail market has operated at vacancies well above market equilibrium. By year-end 2023, the overall vacancy rate stood at 0.7 percent with just 10,225 square feet of vacant space available for immediate occupancy. The modest inventory of vacant retail space places a constraint on the ability to attract and accommodate businesses seeking a location.





Planning Area Retail Market Conditions

The Ozark Corridor Planning Area (“Planning Area”) incorporates three transportation corridors, including: 1) South 3<sup>rd</sup> Street/Highway 14 Corridor, 2) South Street Corridor, and 3) North State Highway NN Corridor. Retail market trends for each corridor are outlined in the text below.

South 3<sup>rd</sup> Street/Highway 14 Corridor

The South 3<sup>rd</sup> Street/Highway 14 Corridor extends from the intersection with South Street, north to the intersection with North 9th Street. This retail corridor includes a portion of Ozark’s downtown area. The corridor is anchored at the north end by Finley Farms and downtown Ozark with the southern half consisting predominantly of single-family homes and single tenant commercial properties. Development constraints include a steep topography at the southern half and road width limitations.

Costar identified 27 retail properties totaling 150,081 square feet of commercial space within the South 3<sup>rd</sup> Street/Highway 14 Corridor from the intersection with South Street, north to the intersection with North 9th Street.

South 3<sup>rd</sup> Street/Highway 14 Corridor  
Retail Market Trends: 2010 to 2023

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 26              | 143,971           | 6,540        | 4.5%         | -240           |
| 2011 | 26              | 143,971           | 4,260        | 3.0%         | 2,280          |
| 2012 | 26              | 143,971           | 3,560        | 2.5%         | 700            |
| 2013 | 26              | 143,971           | 5,360        | 3.7%         | -1,800         |
| 2014 | 26              | 143,971           | 1,900        | 1.3%         | 3,460          |
| 2015 | 26              | 143,971           | 1,600        | 1.1%         | 300            |
| 2016 | 25              | 137,971           | 600          | 0.4%         | -5,000         |
| 2017 | 26              | 143,871           | 2,100        | 1.5%         | 4,400          |
| 2018 | 27              | 150,081           | 0            | 0.0%         | 8,310          |
| 2019 | 27              | 150,081           | 0            | 0.0%         | 0              |
| 2020 | 27              | 150,081           | 8,170        | 5.4%         | -8,170         |
| 2021 | 27              | 150,081           | 0            | 0.0%         | 8,170          |
| 2022 | 27              | 150,081           | 0            | 0.0%         | 0              |
| 2023 | 27              | 150,081           | 4,640        | 3.1%         | -4,640         |

Source: CoStar.

Since 2010, just 6,110 square feet of retail space was added to the South 3<sup>rd</sup> Street/Highway 14 Corridor with net absorption reported at 7,770 square feet of space. The existing inventory of space has operated at vacancies below market equilibrium with the vacancy rate standing at 3.1 percent by year-end 2023.

South Street Corridor

The South Street Corridor extends from intersection with Highway 65 to the intersection with Highway W. The Corridor. Of the three corridors, the South Street Corridor is the most developed, benefitting from direct access from Highway 65 and average daily traffic volumes reported in 2022 ranging from a high of 19,716 vehicles between Highway 65 and 9<sup>th</sup> Street to a low of 12,566 vehicles between 3<sup>rd</sup> Street and Highway W.

The Ozark Center at the southeast corner of Highway 65 and South Street anchors the west end of the corridor and is occupied by Walmart Supercenter, Lowe’s, shop space, and several outparcels housing restaurants, bank branches, and automotive uses. Smaller commercial nodes exist at the South Street intersections at 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue. Single family homes occupy much of the South Street frontage east of 6<sup>th</sup> Avenue with vacant land present at the eastern end. Additional major retailers operating along State Street include Maurices, Dollar Tree, Dollar General, Apple Market, Hixson Pharmacy, O’Reilly Auto Parts, and Goodwill.

Costar identified 39 retail properties totaling 642,982 square feet of commercial space within the South Street corridor from Highway 65 east to Highway W.

South Street Corridor  
Retail Market Trends: 2010 to 2023

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 33              | 590,216           | 5,488        | 0.9%         | 10,227         |
| 2011 | 34              | 618,510           | 35,622       | 5.8%         | -1,840         |
| 2012 | 35              | 627,610           | 29,276       | 4.7%         | 15,446         |
| 2013 | 37              | 634,122           | 21,272       | 3.4%         | 14,516         |
| 2014 | 37              | 634,122           | 14,673       | 2.3%         | 6,599          |
| 2015 | 37              | 634,122           | 15,162       | 2.4%         | -489           |
| 2016 | 37              | 634,122           | 9,750        | 1.5%         | 5,412          |
| 2017 | 38              | 636,772           | 12,505       | 2.0%         | -105           |
| 2018 | 39              | 642,982           | 1,500        | 0.2%         | 17,215         |
| 2019 | 39              | 642,982           | 8,012        | 1.2%         | -6,512         |
| 2020 | 39              | 642,982           | 8,090        | 1.3%         | -78            |
| 2021 | 39              | 642,982           | 7,162        | 1.1%         | 928            |
| 2022 | 39              | 642,982           | 15,107       | 2.3%         | -7,945         |
| 2023 | 39              | 642,982           | 5,615        | 0.9%         | 9,492          |

Source: CoStar.

Six retail properties totaling 52,766 square feet of commercial space were built within the South Street Corridor since 2010. New construction peaked from 2011 to 2013 when four properties totaling 43,906 were built.

From 2010 through 2023, a total of 62,866 square feet of retail space was absorbed within the South State Street Corridor. Vacancies have remained below market equilibrium since 2010 and by year-end 2023 the vacancy rate stood at just 0.9 percent.



**North State Highway NN Corridor**

The North State Highway NN Corridor begins as North 9th Street at the intersection with 3rd Street/Highway 14 and then transitions into Highway NN and extends north to the intersection with West State Highway J. Of the three corridors, the North State Highway NN Corridor is the least developed consisting largely of vacant undeveloped land. Most of the existing development is located at the far northern portion of the corridor. Development restrictions include the sloping topography, presence of active farms, impacted flood plain, lack of utilities and road access, low traffic counts, and MoDOT governance of the roadway.

Average daily traffic counts on the North State Highway NN Corridor are modest, reported in 2022 at 7,026 vehicles at the southern half of the corridor and 5,722 vehicles at the north half. Higher traffic counts are required to prompt retail tenant interest in locating within the North State Highway NN Corridor.

By year-end 2023, the North State Highway NN Corridor maintained just five retail properties totaling 86,072 square feet of commercial space. Just two retail properties were constructed since 2101, totaling 72,246 square feet of commercial space.

**North State Highway NN Corridor  
Retail Market Trends: 2010 to 2023**

| Year    | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|---------|-----------------|-------------------|--------------|--------------|----------------|
| 2010    | 3               | 13,826            | 2,900        | 21.0%        | 500            |
| 2011    | 3               | 13,826            | 1,400        | 10.1%        | 1,500          |
| 2012    | 3               | 13,826            | 2,900        | 21.0%        | -1,500         |
| 2013    | 3               | 13,826            | 1,300        | 9.4%         | 1,600          |
| 2014    | 4               | 37,952            | 9,046        | 23.8%        | 16,380         |
| 2015    | 4               | 37,952            | 2,400        | 6.3%         | 6,646          |
| 2016    | 4               | 37,952            | 1,400        | 3.7%         | 1,000          |
| 2017    | 4               | 37,952            | 800          | 2.1%         | 600            |
| 2018    | 4               | 37,952            | 0            | 0.0%         | 800            |
| 2019    | 4               | 37,952            | 500          | 1.3%         | -500           |
| 2020    | 4               | 37,952            | 1,400        | 3.7%         | -900           |
| 2021    | 4               | 37,952            | 0            | 0.0%         | 1,400          |
| 2022    | 5               | 86,072            | 0            | 0.0%         | 48,120         |
| 2023 Q3 | 5               | 86,072            | 0            | 0.0%         | 0              |

Source: CoStar.

Since 2010, the net absorption of retail space within the North State Highway NN Corridor totaled 75,646 square feet, peaking in 2022 and 2023 at 49,520 square feet of space. Operating businesses include Orscheln Farm & Home Supply, Ozark Insurance, and Ozark Children’s Academy.

Since 2015, the North State Highway NN Corridor has operated at a vacancy rate below market equilibrium. The Corridor’s retail space inventory has operated at 100 percent occupancy since 2021.

To conclude, all three corridors operating within the Ozark Corridor Planning Area are operating at healthy occupancy levels. Benefitting from direct highway access and sufficient street improvements and utility infrastructure, the South Street Corridor supports the largest inventory of commercial space and the presence of Walmart and Lowe’s. Given the availability of several large parcels of vacant commercial land the Ozark Corridor Planning Area is well positioned to support future commercial development in the form of anchored shopping centers, junior anchors, strip centers, and outparcels housing such businesses as convenience stores, bank branches, restaurants, and healthcare providers.

The South 3<sup>rd</sup> Street/Highway 14 Corridor benefits from the presence of Finley Farms, downtown Ozark, and Historic River District. Development challenges include a steep topography at the southern half and road width limitations. The potential exists to support restaurant and entertainment-related retail development that complements downtown Ozark and Finley Farms.

The North State Highway NN Corridor is the least developed supporting just 86,072 square feet of retail space. Development restrictions include the sloping topography, presence of active farms and flood plain, lack of utilities and road access, low traffic counts, and MoDOT governance of the roadway. Higher traffic counts and infrastructure improvements are required to prompt retail tenant interest in locating within the North State Highway NN Corridor.

**Trade Area Capture**

Information about a community’s retail trade area can help assess the ability of local merchants to attract and capture the retail business of residents. The trade area capture (“TAC”) is an estimate of the number of people who shop in the local area during a certain period. TAC assumes that residents will buy goods at the same rate as the state average, and that the only force that causes a variation in spending patterns is income. The formula for calculating TAC is:

$$\text{TAC} = \frac{\text{Community's Actual Retail Sales}}{\text{State Per Capita Sales} \times \text{Community's Per Capita Income} / \text{State Per Capita Income}}$$

If the TAC estimate is larger than the community’s population, it suggests: 1) the community is attracting customers outside its boundaries or 2) residents of the community are spending more than the state average. If the estimate is smaller than the community’s population: 1) the community is losing its customers to other regions for retail purchases or 2) residents of the community are spending less than the state average.

The U.S. Census Bureau estimated the City of Ozark population as of July 1, 2022, at 22,512 residents and per capita income of \$28,077. For 2022, taxable sales in Ozark totaled \$561,326,400.

Esri Business Analyst estimated the population for Missouri at 6,268,203 residents and per capita income of \$30,929. Based on FY 2022 state sales tax collections reported by the Missouri Department of Revenue, the state’s per capita retail sales amount to \$14,495.

$$\text{Trade Area Capture} = \frac{\$561,326,400}{\$14,495 \times (\$28,077 / \$30,929)} = 42,659 \text{ Residents}$$



Ozark’s population of 22,512 residents and estimated TAC of 42,659 people illustrates that Ozark attracts shoppers from outside of the city.

Retail Pull Factor

Pull factors (“PF”) measure a community’s ability to attract shoppers, residents, and non-residents alike, to make retail purchases within the community. A pull factor is a measure of the strength of a community’s retail trade, based on a comparison of local spending in relation to that of a wider geographic area (e.g., the state), with a measure of 1.0 representing a perfect balance. A pull factor greater than 1.0 indicates that the community is pulling in retail sales from beyond its boundaries and the balance of trade is favorable. Alternatively, a pull factor less than 1.0 indicates that the community is not capturing local shoppers and is experiencing retail sales leakage. Pull factors are calculated by dividing the TAC by the community’s population.

Dividing the trade area capture of 42,659 residents by Ozark’s population of 22,512 yields a pull factor of 1.89, indicating the City captures retail sales at a rate 89 percent above the statewide average.

Forecast Retail Space Need

This section of the study provides conservative and optimistic retail space need estimates from 2024 to 2040 for the City of Ozark. As of year-end 2022, Ozark’s inventory of 1.76 million square feet of retail space (includes all outparcel retail space) was operating at an overall vacancy rate of 1.0 percent with just 18,357 square feet of vacant space reported. Market equilibrium is at a vacancy rate of 7.0 percent.

Supportable retail sales are a function of consumer population and income levels. A trade area’s total income is calculated by multiplying the total trade area population by the per capita personal income. Purchasing power, or total sales potential of the trade area, is then quantified by applying average retail expenditures as a percentage of total income.

The City of Ozark’s 2022 population totaled 22,512 residents with the per capita income estimated at \$28,077, yielding total personal income of approximately \$178 million. Based on the *U.S. Census Bureau Annual Retail Trade Survey* and Ozark’s per capita income and retail sales levels, retail goods and services sales equate to a spending rate equivalent to 40 percent of total personal income. Ozark’s FY 2022 taxable retail sales of \$561,326,400 and occupied retail space of 1,745,979 (includes all outparcel retail space) equates to average sales of \$321 per square foot.

Ozark’s current retail pull factor is 1.89. This analysis utilized a market equilibrium pull factor of 1.0. By 2040, Ozark’s population is forecast to increase by 6,344 to 7,652 new residents. For this analysis, per capita income and average retail sales per square foot remained constant.

Under the conservative scenario, by 2040, Ozark is forecast to capture new retail and services sales of \$71.2 million, supporting an estimated 221,957 square feet of occupied retail space.

The optimistic scenario assumes stronger population growth will yield increased retail space need. By 2040, Ozark is forecast to capture new retail goods and services sales of \$85.9 million and 267,720 square feet of occupied retail space.

Forecast Retail Space Need from Population Growth  
Ozark, Missouri; 2024 – 2040

| Retail Sales Formula                             | Conservative Scenario | Optimistic Scenario |
|--------------------------------------------------|-----------------------|---------------------|
|                                                  |                       |                     |
| Residential Population Growth (2024-2040)        | 6,344                 | 7,652               |
| Per Capita Income                                | \$28,077              | \$28,077            |
| Total Gross Personal Income                      | \$178,120,488         | \$214,845,204       |
| % Income Spent on Retail Goods and Services      | 0.40                  | 0.40                |
| Supportable Goods and Services by City Residents | \$71,248,195          | \$85,938,081        |
| Retail Pull Factor                               | 1.00                  | 1.00                |
| Total Supportable Retail Goods & Services Sales  | \$71,248,195          | \$85,938,081        |
| Average Retail Sales Per Sq. Ft.                 | \$321                 | \$321               |
| Retail Space Need 2024-2040 (Sq. Ft.)            | 221,957               | 267,720             |

Source: Canyon Research Southwest, Inc.; January 2024.

Accounting for the year-end 2023 inventory of vacant commercial space in Ozark and a market equilibrium vacancy rate of 7.0 percent, through 2040 the city is estimated to support the need for 342,000 to 392,000 square feet of new retail space. Based on an average floor-area-ratio of 20 percent to 23 percent, the forecast retail space need through 2040 would absorb an estimated 34 to 39 acres of commercial land under the conservative scenario and 39 acres to 45 acres under the optimistic scenario.

Supportable Retail Space New Estimates  
Ozark, Missouri; 2024 – 2040

|                                                        | Conservative Scenario | Optimistic Scenario |
|--------------------------------------------------------|-----------------------|---------------------|
|                                                        |                       |                     |
| Supportable New Retail Space Need                      |                       |                     |
| Ozark Inventory of Occupied Retail Space 2023 Q4       | 1,514,978             | 1,514,978           |
| Forecast Retail Space Need 2024-2040                   | 221,957               | 267,720             |
| Total Occupied Retail Space Inventory 2040             | 1,736,935             | 1,782,698           |
| Market Equilibrium Retail Space Need (7% Vacancy Rate) | 1,867,672             | 1,916,880           |
| Less: Existing Inventory of Retail Space 2024 Q4       | 1,525,233             | 1,525,233           |
| Supportable New Retail Space 2024-2040                 | 342,439               | 391,647             |
|                                                        |                       |                     |
| Supportable Development Acres                          |                       |                     |
| 20% FAR                                                | 39.3                  | 45.0                |
| 23% FAR                                                | 34.2                  | 39.1                |

Source: Canyon Research Southwest, Inc.; January 2024.

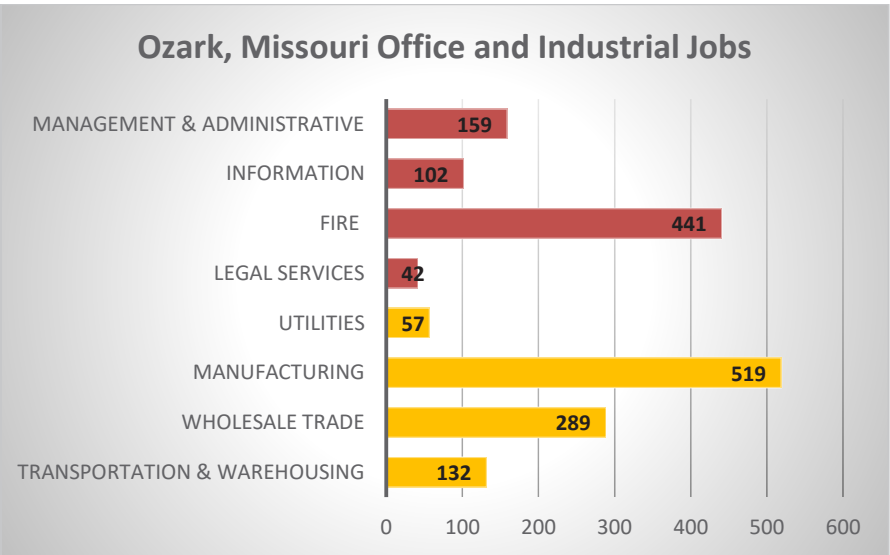


Employment Market Analysis

This section of the study evaluates directly competitive employment-related market conditions impacting Ozark, Missouri by identifying office and industrial market trends and forecasting long-term office and industrial space needs.

Employment-Related Business Mix

Current office- and industrial-related employment in Ozark as published by Esri Business Analyst is illustrated in the bar chart below. Industrial-related employment includes the manufacturing, wholesale trade, transportation and warehousing, and utilities sectors while office-related employment includes the management and administrative, legal services, information, and finance, insurance, and real estate (FIRE) sector. In the bar chart below industrial-related sectors are outlined in “yellow” with office-related sectors in “red.”



According to Esri Business Analyst, office-related employment in the City of Ozark consists of 744 jobs in the management and administrative, legal services, information, and finance, insurance, and real estate sectors, accounting for 8.6 percent of total employment. By comparison, office-related jobs account for 21.0 percent of employment in Missouri. At an average space requirement of 200 to 225 square feet per employee, current employment levels in Ozark can support 148,800 to 167,400 square feet of occupied professional office space.

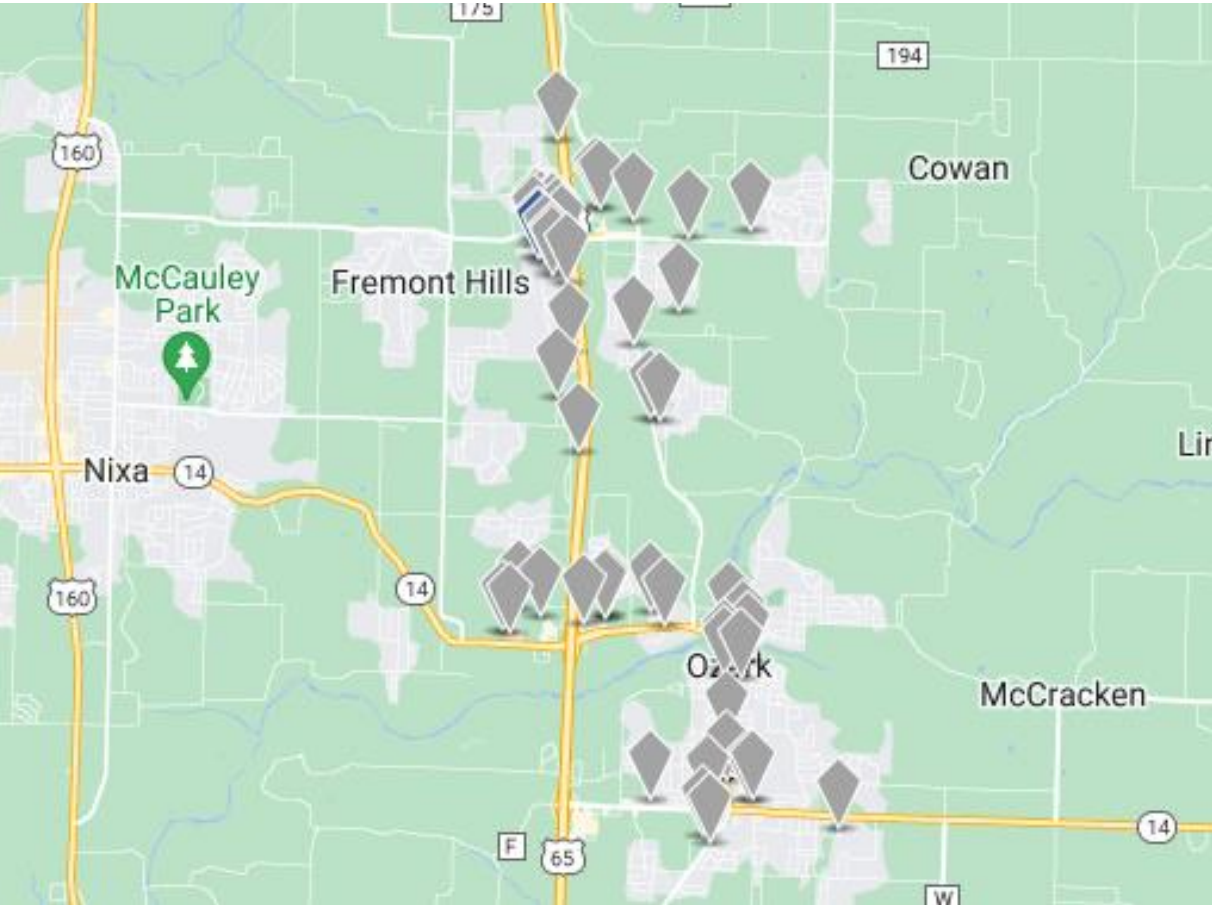
Industrial-related employment in the City of Ozark totals 997 jobs in the manufacturing, wholesale trade, transportation and warehousing, and utilities sectors, or 11.5 percent of total employment. By comparison, industrial-related jobs account for 29.0 percent of employment in Missouri. At an average space requirement of 900 to 1,000 square feet per employee, current employment levels in Ozark can support 879,300 to 997,000 square feet of occupied industrial space.

Continued job growth in the City of Ozark will generate the need for additional professional office space and industrial space.

Ozark Office Market Trends

According to the Esri Business Analyst, office-related employment in Ozark totals 744 jobs in the information; management and administration; legal services; and finance, insurance, and real estate sectors, accounting for 8.6 percent of total employment.

As of the fourth quarter 2023, according to CoStar 51 office buildings totaling 369,686 square feet of space are in Ozark, Missouri. As illustrated by the map below, the principal concentrations of office buildings in Ozark are located at the Highway 65 interchanges at State Highways CC/J, the 3<sup>rd</sup> Street corridor, and South State Street corridor.



To provide a historical perspective of the Ozark office market, operating results since 2010 are summarized in the table on the following page, including annual trends in space inventory, vacancies, net absorption, and rents.

Existing office buildings in Ozark are classified as Class B and C properties ranging in size from 2,000 square feet to 19,222 square feet of space. Medical office space accounts for five properties totaling 50,254 square feet of space. Office tenants consist primarily of personal and professional service firms such as insurance, financial, tax advisors, real estate, legal, accountants, counseling, healthcare, dental, and physicians.

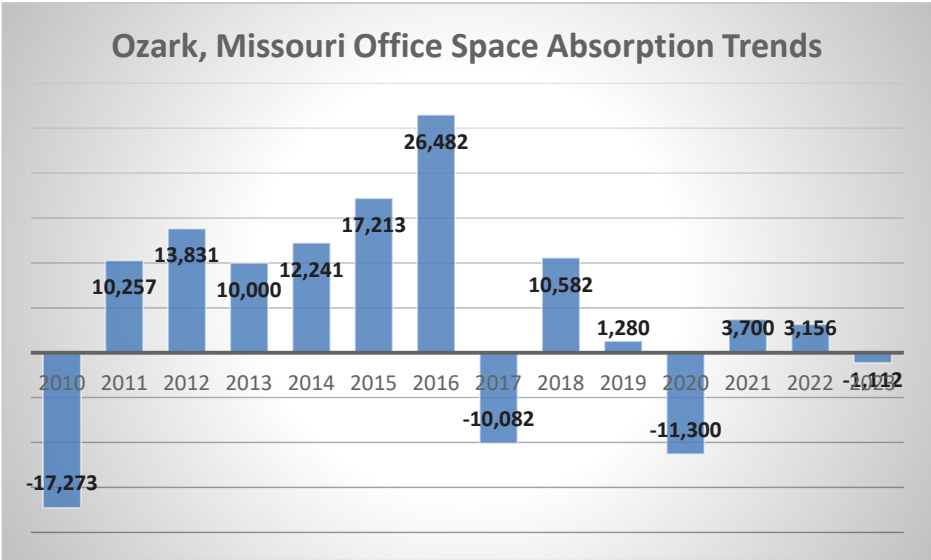


Ozark, Missouri Office Market Trends; 2010 – 2023

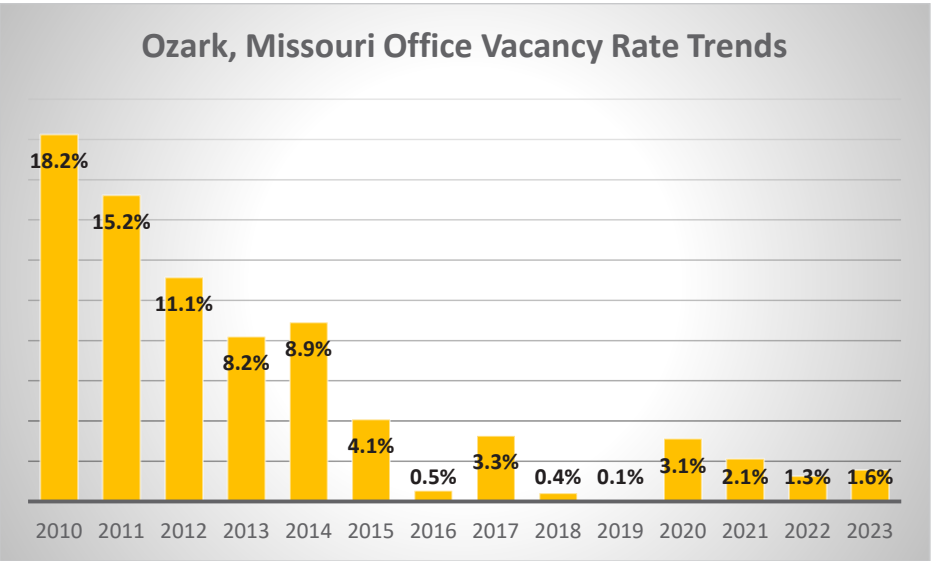
| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption | Average Rent |
|------|-----------------|-------------------|--------------|--------------|----------------|--------------|
| 2010 | 49              | 339,600           | 61,938       | 18.2%        | -17,273        | \$10.68      |
| 2011 | 49              | 339,600           | 51,681       | 15.2%        | 10,257         | \$9.57       |
| 2012 | 49              | 339,600           | 37,850       | 11.1%        | 13,831         | \$10.90      |
| 2013 | 49              | 339,600           | 27,850       | 8.2%         | 10,000         | \$10.02      |
| 2014 | 50              | 355,686           | 31,695       | 8.9%         | 12,241         | \$9.85       |
| 2015 | 50              | 355,686           | 14,482       | 4.1%         | 17,213         | \$9.91       |
| 2016 | 51              | 369,686           | 2,000        | 0.5%         | 26,482         | \$10.43      |
| 2017 | 51              | 369,686           | 12,082       | 3.3%         | -10,082        | \$9.51       |
| 2018 | 51              | 369,686           | 1,500        | 0.4%         | 10,582         | \$10.53      |
| 2019 | 51              | 369,686           | 220          | 0.1%         | 1,280          | \$9.41       |
| 2020 | 51              | 369,686           | 11,520       | 3.1%         | -11,300        | \$10.16      |
| 2021 | 51              | 369,686           | 7,820        | 2.1%         | 3,700          | \$11.66      |
| 2022 | 51              | 369,686           | 4,664        | 1.3%         | 3,156          | \$12.65      |
| 2023 | 51              | 369,686           | 5,776        | 1.6%         | -1,112         | \$11.54      |

Source: CoStar.

Since 2010, two office buildings totaling 30,086 square feet of space were constructed in Ozark with net absorption totaling 68,975 square feet. Office space absorption peaked from 2011 to 2016 with the occupancy of 90,024 square feet of space. Stemming from the COVID-19 pandemic, negative office space absorption of 11,300 square feet of office space was reported during 2020. Positive space absorption has been modest since 2021.



In response to strong net space absorption Ozark’s overall office vacancy rate declined from 18.2 percent in 2010 to a low of 0.5 percent by 2016. Vacancies have remained well below market equilibrium since 2016 and by year-end 2023 stood at just 1.6 percent.



To conclude, Ozark supports a modest inventory of professional and medical office space consisting of small Class B and C properties housing personal and professional service companies. Since 2016 no new office buildings were constructed with steady space absorption keeping the overall vacancy rate below market equilibrium ranging from a high of 3.3 percent in 2017 to a low of 0.1 percent in 2019. While the COVID-19 pandemic had an adverse impact on Ozark’s office market, conditions have since improved with the year-end 2023 vacancy rate at just 1.6 percent.

Planning Area Office Market Conditions

The Ozark Corridor Planning Area (“Planning Area”) incorporates three transportation corridors, including: 1) South 3<sup>rd</sup> Street/Highway 14 Corridor, 2) South Street Corridor, and 3) North State Highway NN Corridor. Office market trends for each corridor are outlined in the text below.

South 3<sup>rd</sup> Street/Highway 14 Corridor

The South 3<sup>rd</sup> Street/Highway 14 Corridor extends from the intersection with South Street, north to the intersection with North 9<sup>th</sup> Street. The corridor is anchored on the north end by Finley Farms and downtown Ozark with the southern half consisting predominantly of single-family homes and single tenant commercial properties. Development constraints include a steep topography at the southern half and road width limitations.

Costar identified ten office properties totaling 32,125 square feet of commercial space within the South 3<sup>rd</sup> Street/Highway 14 Corridor from the intersection with South Street, north to the intersection with North 9<sup>th</sup> Street.



**South 3<sup>rd</sup> Street/Highway 14 Corridor  
Office Market Trends: 2010 to 2023**

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 10              | 32,125            | 4,350        | 13.5%        | 600            |
| 2011 | 10              | 32,125            | 8,400        | 26.1%        | -4,050         |
| 2012 | 10              | 32,125            | 4,700        | 14.6%        | 3,700          |
| 2013 | 10              | 32,125            | 2,000        | 6.2%         | 2,700          |
| 2014 | 10              | 32,125            | 3,632        | 11.3%        | -1,632         |
| 2015 | 10              | 32,125            | 3,632        | 11.3%        | 0              |
| 2016 | 10              | 32,125            | 0            | 0.0%         | 3,632          |
| 2017 | 10              | 32,125            | 1,500        | 4.7%         | -1,500         |
| 2018 | 10              | 32,125            | 1,500        | 4.7%         | 0              |
| 2019 | 10              | 32,125            | 0            | 0.0%         | 1,500          |
| 2020 | 10              | 32,125            | 1,500        | 4.7%         | -1,500         |
| 2021 | 10              | 32,125            | 0            | 0.0%         | 1,500          |
| 2022 | 10              | 32,125            | 0            | 0.0%         | 0              |
| 2023 | 10              | 32,125            | 0            | 0.0%         | 0              |

Source: CoStar.

Since 2010, no new office space was added to the South 3<sup>rd</sup> Street/Highway 14 Corridor with net absorption reported at 4,950 square feet of space. Since 2016, the existing inventory of space has operated at vacancies below market equilibrium and by year-end 2023 all buildings were occupied.

**South Street Corridor**

The South Street Corridor extends from intersection with Highway 65 to the intersection with Highway W. The Corridor. Of the three corridors, the South Street Corridor is the most developed, benefitting from direct access from Highway 65 and average daily traffic volumes reported in 2022 ranging from a high of 19,716 vehicles between Highway 65 and 9<sup>th</sup> Street to a low of 12,566 vehicles between 3<sup>rd</sup> Street and Highway W.

The Ozark Center at the southeast corner of Highway 65 and South Street anchors the west end of the corridor and is occupied by Walmart Supercenter, Lowe’s, shop space, and several outparcels housing restaurants, bank branches, and automotive uses. Smaller commercial nodes exist at the South Street intersections at 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue. Single family homes occupy much of the South Street frontage east of 6<sup>th</sup> Avenue with vacant land present at the eastern end. Additional major retailers operating along State Street include Maurices, Dollar Tree, Dollar General, Apple Market, Hixson Pharmacy, O’Reilly Auto Parts, and Goodwill.

Costar identified seven properties totaling 56,334 square feet of commercial space within the South Street Corridor from Highway 65 east to Highway W.

**South Street Corridor  
Office Market Trends: 2010 to 2023**

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 7               | 56,334            | 3,300        | 5.9%         | 400            |
| 2011 | 7               | 56,334            | 3,600        | 6.4%         | -300           |
| 2012 | 7               | 56,334            | 4,700        | 8.3%         | -1,100         |
| 2013 | 7               | 56,334            | 1,900        | 3.4%         | 2,800          |
| 2014 | 7               | 56,334            | 2,400        | 4.3%         | -500           |
| 2015 | 7               | 56,334            | 3,200        | 5.7%         | -800           |
| 2016 | 7               | 56,334            | 1,500        | 2.7%         | 1,700          |
| 2017 | 7               | 56,334            | 600          | 1.1%         | 900            |
| 2018 | 7               | 56,334            | 0            | 0.0%         | 600            |
| 2019 | 7               | 56,334            | 0            | 0.0%         | 0              |
| 2020 | 7               | 56,334            | 1,000        | 1.8%         | -1,000         |
| 2021 | 7               | 56,334            | 0            | 0.0%         | 1,000          |
| 2022 | 7               | 56,334            | 0            | 0.0%         | 0              |
| 2023 | 7               | 56,334            | 0            | 0.0%         | 0              |

Source: CoStar.

Since 2010, no office buildings were built within the South Street Corridor.

From 2010 through 2023, a total of 3,700 square feet of office space was absorbed within the South State Street Corridor. Vacancies have remained below market equilibrium since 2013 and by year-end 2023 the existing inventory of office space was fully occupied.

**North State Highway NN Corridor**

The North State Highway NN Corridor begins as North 9th Street at the intersection with 3rd Street/Highway 14 and then transitions into Highway NN and extends north to the intersection with West State Highway J. Of the three corridors, the North State Highway NN Corridor is the least developed consisting largely of vacant undeveloped land. Most of the existing development is located at the far northern portion of the corridor. Development restrictions include the sloping topography, impacted flood plain, presence of active farms, lack of utilities and road access, low traffic counts, and MoDOT governance of the roadway.

By year-end 2023, the North State Highway NN Corridor maintained just four office properties totaling 27,411 square feet of commercial space. Since 2010, just one office building was constructed totaling 16,086 square feet of commercial space.

Since 2010, the net absorption of office space within the North State Highway NN Corridor totaled 16,686 square feet, peaking in 2013 and 2014 at 17,286 square feet of space in response to the construction of a new office building.

Since 2013, the North State Highway NN Corridor has operated at a vacancy rate below market equilibrium. By year-end 2023, the Corridor’s office space inventory was fully occupied.



**North State Highway NN Corridor  
Office Market Trends: 2010 to 2023**

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 3               | 11,325            | 700          | 6.2%         | -100           |
| 2011 | 3               | 11,325            | 2,300        | 20.3%        | -1,600         |
| 2012 | 3               | 11,325            | 2,200        | 19.4%        | 100            |
| 2013 | 3               | 11,325            | 600          | 5.3%         | 1,600          |
| 2014 | 4               | 27,411            | 1,000        | 3.6%         | 15,686         |
| 2015 | 4               | 27,411            | 1,000        | 3.6%         | 0              |
| 2016 | 4               | 27,411            | 0            | 0.0%         | 1,000          |
| 2017 | 4               | 27,411            | 0            | 0.0%         | 0              |
| 2018 | 4               | 27,411            | 0            | 0.0%         | 0              |
| 2019 | 4               | 27,411            | 220          | 0.8%         | -220           |
| 2020 | 4               | 27,411            | 220          | 0.8%         | 0              |
| 2021 | 4               | 27,411            | 220          | 0.8%         | 0              |
| 2022 | 4               | 27,411            | 3,564        | 13.0%        | -3,344         |
| 2023 | 4               | 27,411            | 0            | 0.0%         | 3,564          |

Source: CoStar.

To conclude, all three corridors within the Ozark Corridor Planning Area support a modest inventory of office space operating at healthy occupancy levels. Benefitting from direct highway access and sufficient street improvements and utility infrastructure, the South Street Corridor supports the largest inventory of office space. Given the availability of several large parcels of vacant commercial land the South Street Corridor is well positioned to support future professional and medical development.

The South 3<sup>rd</sup> Street/Highway 14 Corridor supports 32,125 square feet of office space in ten buildings. Future office development is possible within the downtown area, the Historic River District, and along the northern portion of South 3<sup>rd</sup> Street/Highway 14.

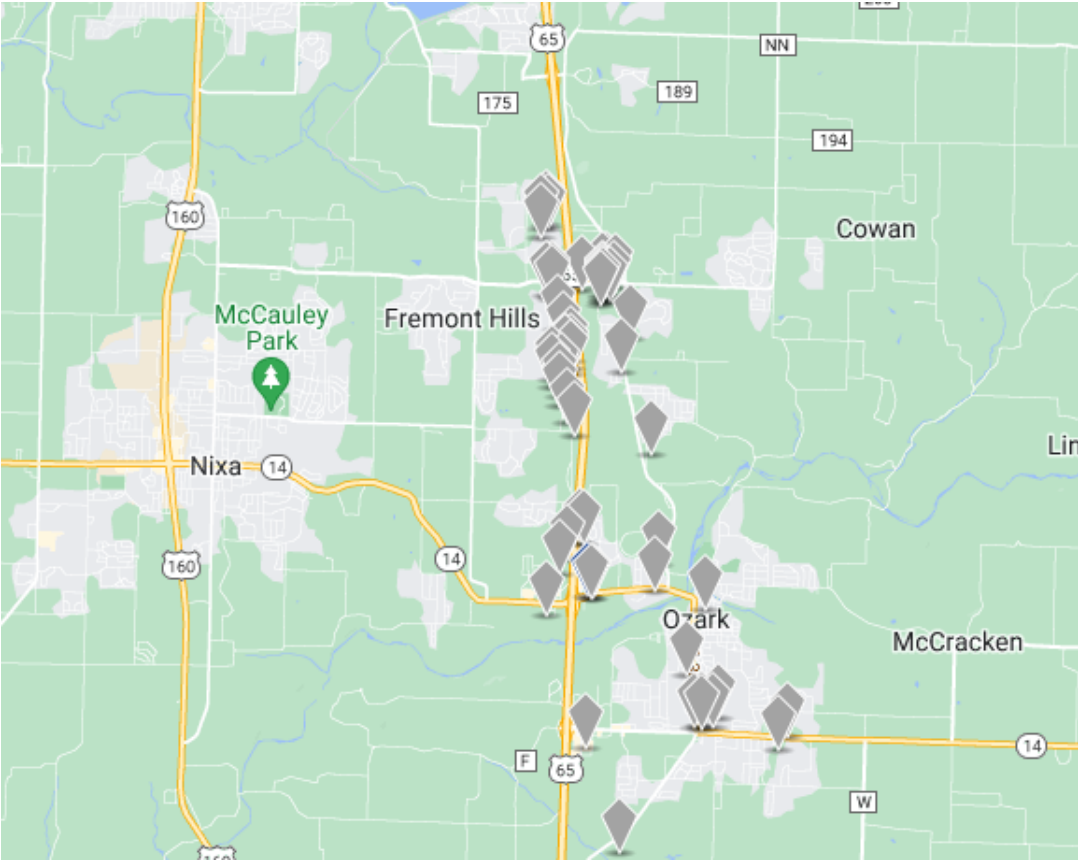
The North State Highway NN Corridor is the least developed supporting just 27,411 square feet of office space. Development restrictions include the sloping topography, presence of active farms, lack of utilities and road access, low traffic counts, and MoDOT governance of the roadway.

**Ozark Industrial Market Trends**

According to Esti Business Analyst, industrial-related employment in Ozark totals 997 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, accounting for 11.5 percent of total employment.

CoStar provided historical and current industrial market trends in Ozark, Missouri. The Costar database identified 56 existing industrial buildings in Ozark totaling 1.2 million square feet of space. The map below depicts the location of the surveyed industrial buildings in Ozark.

**Ozark, Missouri Industrial Buildings**



The largest concentration of industrial space is within the Highway 65 corridor with hubs at the intersections of State Highway CC and Jackson Avenue. Since 2010, five industrial buildings were built in Ozark totaling 84,115 square feet. The table on the following page summarizes industrial market trends in Ozark from 2010 through 2023.

Construction has started on two new industrial properties in Ozark totaling 54,500 square feet of space. Jared Commercial is under construction on two warehouse buildings at 967 and 975 West State Highway NN totaling 42,500 square feet of space. The buildings feature 2,500 square foot and 5,000 square foot bays leasing for \$10.00 per square foot triple-net. Construction completion is planned for January 2024. A 12,000 square foot warehouse is under construction at 1143 West



State Highway NN featuring four, 3,000 square foot bays with 500 square feet of office space and 2,500 square feet of warehouse space. The building is scheduled for completion in January 2024 with space being marketed at \$9.50 per square foot triple-net with CAM charges of \$3.00 per square foot.

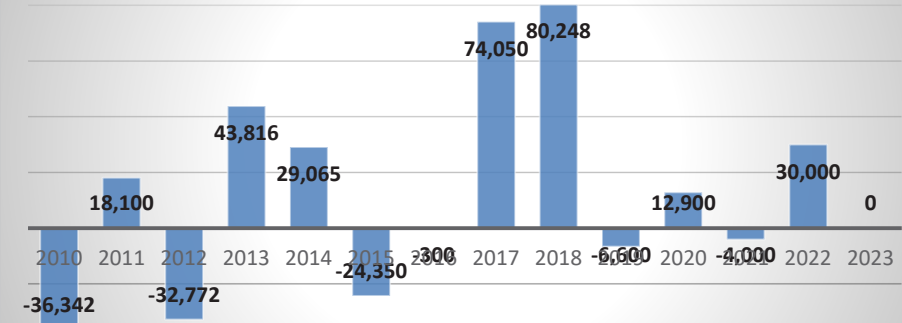
Ozark, Missouri Industrial Market Trends

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption | Average Rent |
|------|-----------------|-------------------|--------------|--------------|----------------|--------------|
| 2010 | 51              | 1,117,272         | 136,042      | 12.2%        | -36,342        | \$3.64       |
| 2011 | 51              | 1,117,272         | 117,942      | 10.6%        | 18,100         | \$3.66       |
| 2012 | 51              | 1,117,272         | 150,714      | 13.5%        | -32,772        | \$3.22       |
| 2013 | 51              | 1,117,272         | 106,898      | 9.6%         | 43,816         | \$3.52       |
| 2014 | 52              | 1,133,387         | 93,948       | 8.3%         | 29,065         | \$3.76       |
| 2015 | 53              | 1,154,387         | 139,298      | 12.1%        | -24,350        | \$3.76       |
| 2016 | 53              | 1,154,387         | 139,598      | 12.1%        | -300           | \$4.14       |
| 2017 | 54              | 1,172,387         | 83,548       | 7.1%         | 74,050         | \$2.79       |
| 2018 | 54              | 1,172,387         | 3,300        | 0.3%         | 80,248         | \$2.57       |
| 2019 | 54              | 1,172,387         | 9,900        | 0.8%         | -6,600         | \$6.60       |
| 2020 | 55              | 1,181,387         | 6,000        | 0.5%         | 12,900         | \$8.85       |
| 2021 | 55              | 1,181,387         | 10,000       | 0.8%         | -4,000         | \$8.20       |
| 2022 | 56              | 1,201,387         | 0            | 0.0%         | 30,000         | \$8.30       |
| 2023 | 56              | 1,201,387         | 0            | 0.0%         | 0              | \$8.00       |

Source: CoStar.

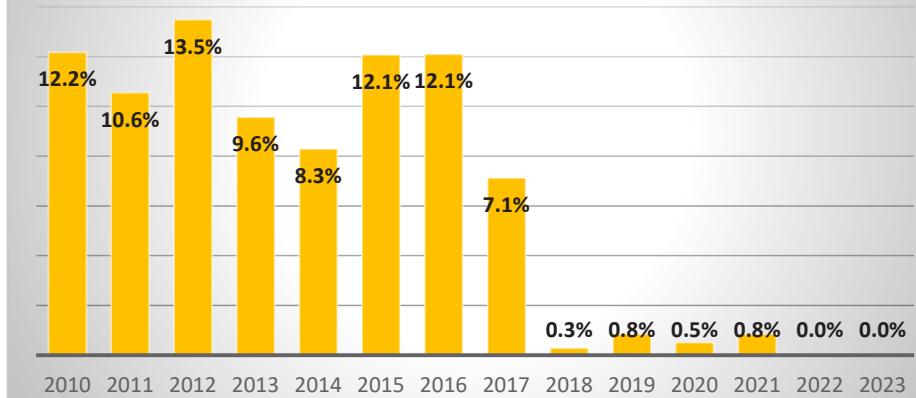
According to Costar, since 2010, net space absorption within the surveyed industrial properties in Ozark totaled 183,815 square feet. Industrial space absorption peaked in 2011 and 2012 with 72,881 square feet of net occupied space and again in 2017 and 2018 with 154,298 square feet. The peaks in industrial space absorption coincided with the completion of new inventory.

Ozark Industrial Space Absorption Trends



The overall industrial vacancy rate for the Ozark, Missouri market peaked at 13.5 percent in 2012 and again during 2015 and 2016 at 12.1 percent. Since 2018, the Ozark industrial market has operated at vacancies well below market equilibrium. From 2018 through 2023, the Ozark industrial market operated at or near full occupancy.

Ozark Industrial Vacancy Rate Trends



By year-end 2023, Ozark supported 1.2 million square feet of industrial space operating at full occupancy. **The absence of industrial space available for immediate occupancy is a barrier to accommodating expansion of existing industrial businesses and attracting prospective new businesses to Ozark. The market has reacted to the absence of industrial space with two projects totaling 54,500 square feet are now under construction in Ozark with rents at \$9.50 to \$10.00 per square foot triple-net.**

Planning Area Industrial Market Conditions

The Ozark Corridor Planning Area (“Planning Area”) incorporates three transportation corridors, including: 1) South 3<sup>rd</sup> Street/Highway 14 Corridor, 2) South Street Corridor, and 3) North State Highway NN Corridor. Industrial market trends for each corridor are outlined in the text below.

South 3<sup>rd</sup> Street/Highway 14 Corridor

The South 3<sup>rd</sup> Street/Highway 14 Corridor extends from the intersection with South Street, north to the intersection with North 9th Street. The corridor is anchored at the north end by Finley Farms and downtown Ozark with the southern half consisting predominantly of single-family homes and single tenant commercial properties. Development constraints include a steep topography at the southern half and road width limitations.

The South 3<sup>rd</sup> Street/Highway 14 Corridor is not a prominent industrial market with just three industrial properties totaling 17,120 square feet of space. Since 2010, no new industrial buildings came online and net absorption amounted to just 1,000 square feet of space. Given the absence of direct highway access and visibility and the lack of an industrial park or suitable zoning, the South 3<sup>rd</sup> Street/Highway 14 Corridor is not envisioned to be an industrial growth corridor.



**South 3<sup>rd</sup> Street/Highway 14 Corridor  
Industrial Market Trends: 2010 to 2023**

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 3               | 17,120            | 1,200        | 7.0%         | -200           |
| 2011 | 3               | 17,120            | 500          | 2.9%         | 700            |
| 2012 | 3               | 17,120            | 500          | 2.9%         | 0              |
| 2013 | 3               | 17,120            | 0            | 0.0%         | 500            |
| 2014 | 3               | 17,120            | 500          | 2.9%         | -500           |
| 2015 | 3               | 17,120            | 500          | 2.9%         | 0              |
| 2016 | 3               | 17,120            | 600          | 3.5%         | -100           |
| 2017 | 3               | 17,120            | 0            | 0.0%         | 600            |
| 2018 | 3               | 17,120            | 0            | 0.0%         | 0              |
| 2019 | 3               | 17,120            | 0            | 0.0%         | 0              |
| 2020 | 3               | 17,120            | 0            | 0.0%         | 0              |
| 2021 | 3               | 17,120            | 0            | 0.0%         | 0              |
| 2022 | 3               | 17,120            | 0            | 0.0%         | 0              |
| 2023 | 3               | 17,120            | 0            | 0.0%         | 0              |

Source: CoStar.

Since 2010, no new industrial space was built in the South 3<sup>rd</sup> Street/Highway 14 Corridor. Since 2017, the existing inventory of space has operated at full occupancy.

**South Street Corridor**

The South Street Corridor extends from intersection with Highway 65 to the intersection with Highway W. The Corridor. Of the three corridors, the South Street Corridor is the most developed, supported by direct access from Highway 65.

Costar identified seven properties totaling 56,334 square feet of commercial space within the South Street corridor from Highway 65 east to Highway W. Since 2010, one industrial property totaling 20,000 square feet of space was completed within the South Street Corridor. Vacant land within the corridor zoned I-2 and available for future industrial development is limited to property on the north side of South Street at 22<sup>nd</sup> Avenue near the Liberty Utilities Service Center.

From 2010 through 2023, a total of 21,400 square feet of industrial space was absorbed within the South State Street Corridor. Vacancies have remained at or near full occupancy since 2013 and by year-end 2023 the existing inventory of industrial space was fully occupied.

**South Street Corridor  
Industrial Market Trends: 2010 to 2023**

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 6               | 114,700           | 1,500        | 1.3%         | -100           |
| 2011 | 6               | 114,700           | 10,000       | 8.7%         | -8,500         |
| 2012 | 6               | 114,700           | 10,000       | 8.7%         | 0              |
| 2013 | 6               | 114,700           | 0            | 0.0%         | 10,000         |
| 2014 | 6               | 114,700           | 0            | 0.0%         | 0              |
| 2015 | 6               | 114,700           | 0            | 0.0%         | 0              |
| 2016 | 6               | 114,700           | 0            | 0.0%         | 0              |
| 2017 | 6               | 114,700           | 0            | 0.0%         | 0              |
| 2018 | 6               | 114,700           | 0            | 0.0%         | 0              |
| 2019 | 6               | 114,700           | 0            | 0.0%         | 0              |
| 2020 | 6               | 114,700           | 0            | 0.0%         | 0              |
| 2021 | 6               | 114,700           | 10,000       | 8.7%         | -10,000        |
| 2022 | 7               | 134,700           | 0            | 0.0%         | 30,000         |
| 2023 | 7               | 134,700           | 0            | 0.0%         | 0              |

Source: CoStar.

**North State Highway NN Corridor**

The North State Highway NN Corridor begins as North 9th Street at the intersection with 3rd Street/Highway 14 and then transitions into Highway NN and extends north to the intersection with West State Highway J. Existing industrial development within the North State Highway NN Corridor is located along Liberty Avenue east of Highway NN and along Skyline Avenue and Lloyd Street west of Highway NN.

Of the three Planning Area corridors, the North State Highway NN Corridor supports the largest inventory of industrial space. By year-end 2023, the North State Highway NN Corridor maintained eleven industrial properties totaling 157,888 square feet of building area. Since 2010, just one industrial building was constructed in the North State Highway NN Corridor, totaling 16,115 square feet of space.

Since 2010, the net absorption of industrial space within the North State Highway NN Corridor totaled 40,715 square feet, peaking 2014 at 32,265 square feet of space in response to the construction of a new industrial building.

Since 2018, the North State Highway Corridor industrial inventory has operated and full occupancy.

Construction of a proposed Highway 65 overpass/interchange at Longview Road would create the potential to support future development of a business park or industrial park within the North State Highway NN Corridor.



**North State Highway NN Corridor  
Industrial Market Trends: 2010 to 2023**

| Year | # of Properties | Inventory Sq. Ft. | Vacant Space | Vacancy Rate | Net Absorption |
|------|-----------------|-------------------|--------------|--------------|----------------|
| 2010 | 10              | 141,773           | 51,442       | 36.3%        | -26,842        |
| 2011 | 10              | 141,773           | 32,042       | 22.6%        | 19,400         |
| 2012 | 10              | 141,773           | 10,600       | 7.5%         | 21,442         |
| 2013 | 10              | 141,773           | 24,850       | 17.5%        | -14,250        |
| 2014 | 11              | 157,888           | 8,700        | 5.5%         | 32,265         |
| 2015 | 11              | 157,888           | 10,100       | 6.4%         | -1,400         |
| 2016 | 11              | 157,888           | 11,400       | 7.2%         | -1,300         |
| 2017 | 11              | 157,888           | 4,300        | 2.7%         | 7,100          |
| 2018 | 11              | 157,888           | 0            | 0.0%         | 4,300          |
| 2019 | 11              | 157,888           | 0            | 0.0%         | 0              |
| 2020 | 11              | 157,888           | 0            | 0.0%         | 0              |
| 2021 | 11              | 157,888           | 0            | 0.0%         | 0              |
| 2022 | 11              | 157,888           | 0            | 0.0%         | 0              |
| 2023 | 11              | 157,888           | 0            | 0.0%         | 0              |

Source: CoStar.

To conclude, all three corridors within the Ozark Corridor Planning Area support a modest inventory of industrial space operating at healthy occupancy levels. Benefitting from direct highway access and sufficient street improvements and utility infrastructure, the South Street Corridor supports 134,700 of industrial space. However, the potential for supporting future industrial development within this highly commercialized corridor is modest given the limited inventory of land zoned I-1.

Challenges for future industrial development within the South 3<sup>rd</sup> Street/Highway 14 Corridor include a steep topography at the southern half, road width limitations, and little land zoned I-1. Given the absence of direct highway access and visibility and the lack of an industrial park or suitable zoning, the South 3<sup>rd</sup> Street/Highway 14 Corridor is not envisioned to be an industrial growth corridor.

Benefitting from direct highway access and presence of industrially zoned land, the North State Highway NN Corridor is the most developed supporting 157,888 square feet of industrial space. A modest inventory of vacant land zoned I-1 is available along West Liberty Avenue for future industrial development. Construction of a proposed Highway 65 overpass/interchange at Longview Road would create the potential to support development of a business park or industrial park within the North State Highway NN Corridor.

**Forecast Space Need**

Professional and medical office and industrial space need projections for the City of Ozark through the year 2040 provide an understanding of future market conditions directly impacting the feasibility of supporting new employment-related development.

**Professional Office Space**

According to Costar, by year-end 2023, Ozark supported 369,686 square feet of office space, operating at an overall vacancy rate of 1.6 percent. The need for professional office space is closely correlated with expansion in office-related employment sectors. An occupational employment-driven model was applied to forecast the future need for professional office space. This model uses the variables of increased employment in categories of economic activity typically associated with demand for office space and average space requirements per employee. A share of regional demand is assigned to the submarket (and specific project) based on location, competition, access, project scale, etc.

According to the Esri Business Analyst, the City of Ozark supports 8,679 total jobs. Office-related employment in Ozark totals 744 jobs in the information; management and administration; legal services; and finance, insurance, and real estate sectors, accounting for 8.6 percent of total employment. By comparison, office-related jobs account for 21.0 percent of employment in Missouri. It is common for outlying suburban communities to support a modest inventory of office-related jobs and professional office space.

Through 2040, the City of Ozark is forecast to realize job growth at an average annual rate of 1.0 percent to 1.2 percent, yielding 1,600 to 1,951 new jobs. Office-related employment is forecast to account for 10 percent to 12 percent of Ozark’s total job growth, yielding 160 to 234 new jobs.

Office space need created by the future growth in office-related employment was forecast by applying standard job creation ratios published by NAIOP of 1.0 job per 200 to 225 square feet of office space that accounts for both owner-occupied and speculative office space. From 2024 through 2040, office-related job growth in Ozark is projected to support the need for 32,000 square feet to 52,650 square feet of occupied owner-occupied and speculative office space.

**Forecast Professional Office Space Need  
Ozark, Missouri; 2024 to 2040**

|                                              | Conservative Scenario | Optimistic Scenario |
|----------------------------------------------|-----------------------|---------------------|
|                                              |                       |                     |
| <b>Ozark, Missouri</b>                       |                       |                     |
| Office-Related Employment Growth             | 160                   | 234                 |
| Net Office Space Demand (Sq. Ft.)            | 32,000                | 52,650              |
| Average Annual Office Space Demand (Sq. Ft.) | 1,882                 | 3,097               |



As outlined in the table below, accounting for the year-end 2023 inventory of vacant office space in Ozark and a market equilibrium vacancy rate of 7.0 percent, through 2040 the City of Ozark is forecast to support the need for 56,000 square feet to 78,000 square feet of new office space.

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast office space need through 2040 would absorb an estimated 4.3 to 5.1 acres of commercial land under the conservative scenario and 6.0 acres to 7.2 acres under the optimistic scenario.

Supportable New Office Space Estimates  
Ozark, Missouri; 2024 – 2040

|                                                  | Conservative<br>Scenario | Optimistic<br>Scenario |
|--------------------------------------------------|--------------------------|------------------------|
|                                                  |                          |                        |
| Supportable New Office Space Need                |                          |                        |
| Ozark Inventory of Occupied Office Space 2023 Q4 | 363,910                  | 363,910                |
| Forecast Office Space Demand 2024-2040           | 32,000                   | 52,650                 |
| Total Occupied Office Space Inventory 2040       | 395,910                  | 416,560                |
| Market Equilibrium Office Space Need             | 425,710                  | 447,914                |
| Less: Existing Inventory of Office Space 2023 Q4 | 369,686                  | 369,686                |
| Supportable New Office Space 2024-2040           | 56,024                   | 78,228                 |
|                                                  |                          |                        |
| Supportable Development Acres                    |                          |                        |
| 25% FAR                                          | 5.1                      | 7.2                    |
| 30% FAR                                          | 4.3                      | 6.0                    |

Source: Canyon Research Southwest, Inc.; January 2024.

Medical Office Space

Medical office space need is a function of expansion in medical practices and associated needs, which is related to growth in population. While population growth trends are associated with economic trends, the fluctuations are less pronounced and demand for this market segment is less cyclical. The need for medical office space is typically highly specific geographically, with healthcare services gravitating to locations at or near hospitals.

The need for medical office space was forecast via a methodology that includes a determination of medical employment per capita for the trade area which is then multiplied by the average square footage required per medical employee to derive a total medical office square footage per capita coefficient. This local area coefficient is applied to current (future) estimates of area population to generate an estimate of current (future) medical space need, excluding demand related to acute care hospitals and other more specialized surgical centers.

According to physician census data compiled by the Federation of State Medical Boards (FSMB) in 2022, the number of licensed physicians in the United States totaled 1,073,616. The United State population of 329.7 million, equating to 307 licensed physicians per 100,000 population.

The 11,966 licensed physicians in Missouri amounts to an average of 513 physicians per 100,000 population.

From 2024 to 2040, the City of Ozark population is forecast to increase by 6,344 to 7,652 residents. Based on the statewide average for physician density and forecast population growth produces the need by 2040 for 32 to 39 additional physicians. The Medical Group Management Association (“MGMA”) in its annual costs survey reported that for family practices, the median medical office space need is approximately 1,900 square feet per full-time equivalent physician.

Based on these factors, from 2024 through 2040, population growth within the City of Ozark will support the need for 60,800 to 74,100 square feet of medical office space.

Forecast Medical Office Space Need  
Ozark, Missouri; 2024 to 2040

|                                           | Moderate<br>Scenario | Optimistic<br>Scenario |
|-------------------------------------------|----------------------|------------------------|
|                                           |                      |                        |
| Ozark, Missouri                           |                      |                        |
| Growth in Physicians                      | 32                   | 39                     |
| Net Medical Office Space Demand (Sq. Ft.) | 60,800               | 74,100                 |
| Average Annual Space Demand (Sq. Ft.)     | 3,576                | 4,359                  |

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast medical office space need through 2040 would absorb an estimated 4.7 to 5.6 acres of commercial land under the conservative scenario and 5.7 acres to 6.8 acres under the optimistic scenario.

Industrial Space

By year-end 2023, Ozark supported 1,201,387 square feet of industrial space, operating at 100 percent occupancy.

The need for industrial space is a function of employment, investment, and technology. The U.S. Department of Labor defines industrial employment as jobs in the manufacturing, wholesale trade, and transportation and warehousing industries. According to Esti Business Analyst, industrial-related employment in Ozark totals 997 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 11.5 percent of total employment.

Through 2040, employment growth in the City of Ozark is forecast at 1,600 to 1,951 jobs. Industrial employment is forecast to account for 12 to 15 percent of total job growth, adding an estimated 192 to 293 jobs.

Space needs created by the future growth in industrial employment was forecast by applying standard job creation ratios of 1.0 job per 800 to 1,000 square feet of light manufacturing, warehouse, and flex industrial space. These job creation rates account for both owner-occupied and speculative industrial space.



Forecast Industrial Space Need  
Ozark, Missouri; 2024 to 2040

|                                                  | Conservative Scenario |         | Optimistic Scenario |         |
|--------------------------------------------------|-----------------------|---------|---------------------|---------|
|                                                  |                       |         |                     |         |
| Ozark, Missouri                                  |                       |         |                     |         |
| Industrial-Based Employment Growth               |                       | 192     |                     | 293     |
| Industrial Space Demand (Sq. Ft.)                |                       | 153,600 |                     | 293,000 |
| Average Annual Industrial Space Demand (Sq. Ft.) |                       | 9,035   |                     | 17,235  |

Source: Canyon Research Southwest, Inc.; January 2024.

From 2024 through 2040, industrial job growth in Ozark, Missouri is projected to support the need for 153,600 to 293,000 square feet of industrial space.

Accounting for the inventory of vacant industrial space in Ozark as of year-end 2023 and a market equilibrium vacancy rate of 7.0 percent, through 2040 the city is estimated to support the need for 256,000 to 405,000 square feet of new industrial space.

Based on an average floor-area-ratio of 35 percent to 40 percent, the forecast industrial space need through 2040 would absorb an estimated 14.7 acres to 16.8 acres of industrial land under the conservative scenario and 23.3 acres to 26.6 acres under the optimistic scenario.

Supportable New Industrial Space Estimates  
Ozark, Missouri; 2024 – 2040

|                                                       | Conservative Scenario |  | Optimistic Scenario |  |
|-------------------------------------------------------|-----------------------|--|---------------------|--|
|                                                       |                       |  |                     |  |
| Supportable New Industrial Space Need                 |                       |  |                     |  |
| Ozark Inventory of Occupied Industrial Space 2023 Q4  | 1,201,387             |  | 1,201,387           |  |
| Forecast Industrial Space Demand 2024-2040            | 153,600               |  | 293,000             |  |
| Total Occupied Industrial Space Inventory 2040        | 1,354,987             |  | 1,494,387           |  |
| Market Equilibrium Industrial Space Need (7% Vacancy) | 1,456,975             |  | 1,606,868           |  |
| Less: Existing Inventory of Industrial Space 2023 Q4  | 1,201,387             |  | 1,201,387           |  |
| Supportable New Industrial Space 2024-2040            | 255,588               |  | 405,481             |  |
|                                                       |                       |  |                     |  |
| Supportable Development Acres                         |                       |  |                     |  |
| 35% FAR                                               | 16.8                  |  | 26.6                |  |
| 40% FAR                                               | 14.7                  |  | 23.3                |  |

Source: Canyon Research Southwest, Inc.; January 2024.

Residential Housing Market Analysis

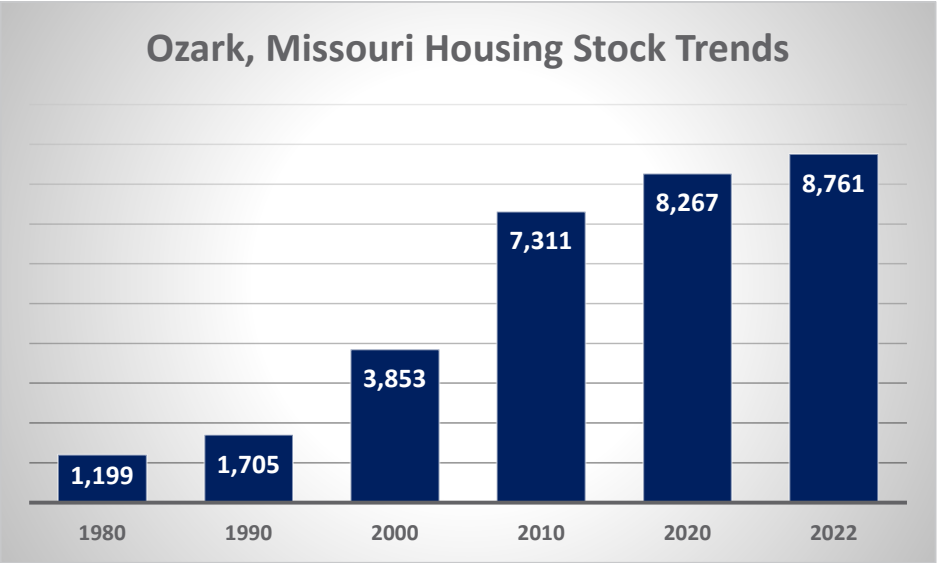
This section of the report evaluates the City of Ozark residential housing market with the goal is to identify current and future opportunities to support new housing stock within the Ozark Corridor Planning Area.

Housing Stock Characteristics

To identify the City of Ozark’s existing housing stock characteristics this section of the study addresses the total inventory of dwelling units, occupancies, age, mix of housing types, housing values, new housing construction trends, and recent owner-occupied housing sales activity.

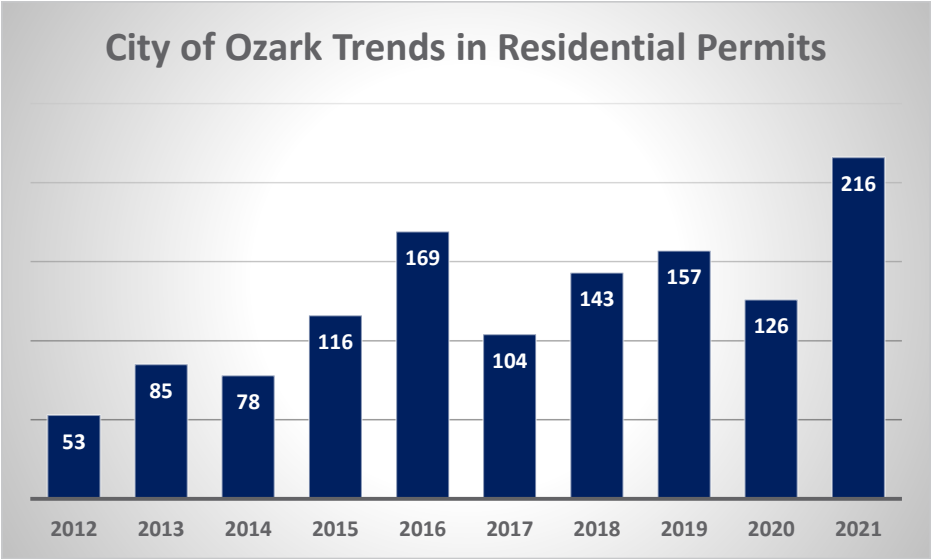
Housing Inventory Trends

Over the past 40 years the Ozark’s housing stock has increased steadily. The 1980 Census reported the Ozark housing stock at 1,199 dwelling units. By the 2010 Census, Ozark’s housing stock increased to 7,311 dwelling units. Housing stock growth was the highest from 2000 to 2010 with the addition of 3,458 new housing units. From 2010 through 2020, the city’s housing stock increased by 13.1 percent, or 956 dwelling units. By 2022, Ozark’s housing stock totaled 8,761 dwelling units.



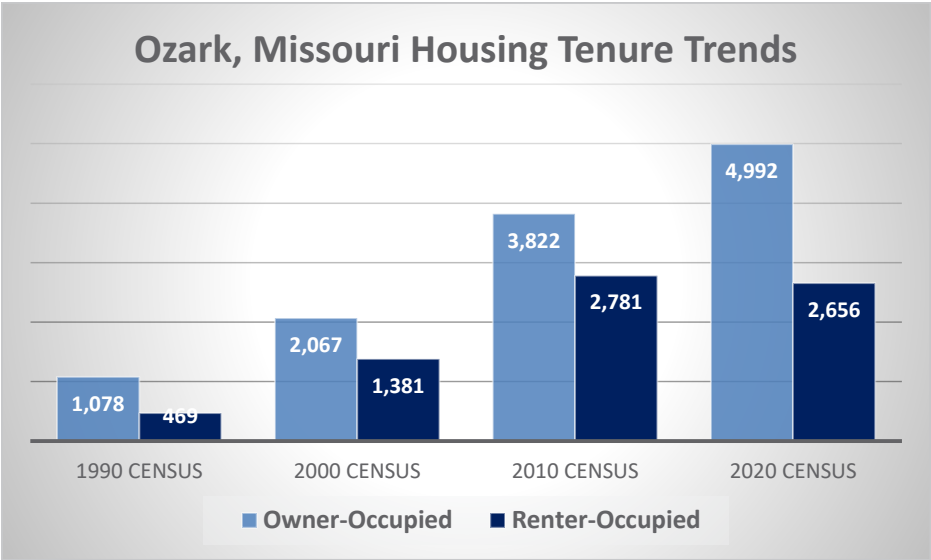
From 2012 through 2021, the City of Ozark issued building permits for the construction of 911 new residential dwelling units. New residential construction peaked from 2016 through 2019, with building permits issued for 573 housing units. During 2021, a reported 216 residential dwelling units were issued permits for construction. The bar chart on the following page outlines annual residential building permits issued by the City of Ozark from 2012 through 2021 as report by the City of Ozark.





**Housing Tenure Trends**

The 1990 Census reported Ozark’s occupied housing stock at 1,547 dwelling units, including 1,078 owner-occupied units and 469 renter-occupied units. From 1990 to 2000, the number of owner-occupied housing units in Ozark increased 91.7 percent to 2,067 units while the inventory of renter-occupied housing units increased by 194 percent to 1,381 housing units. As a share of the total occupied housing stock, owner-occupied housing declined from 69.7 percent in 1990 to 59.9 percent by 2000 while renter-occupied housing increased from 30.3 percent in 1990 to 40.1 percent by 2020.

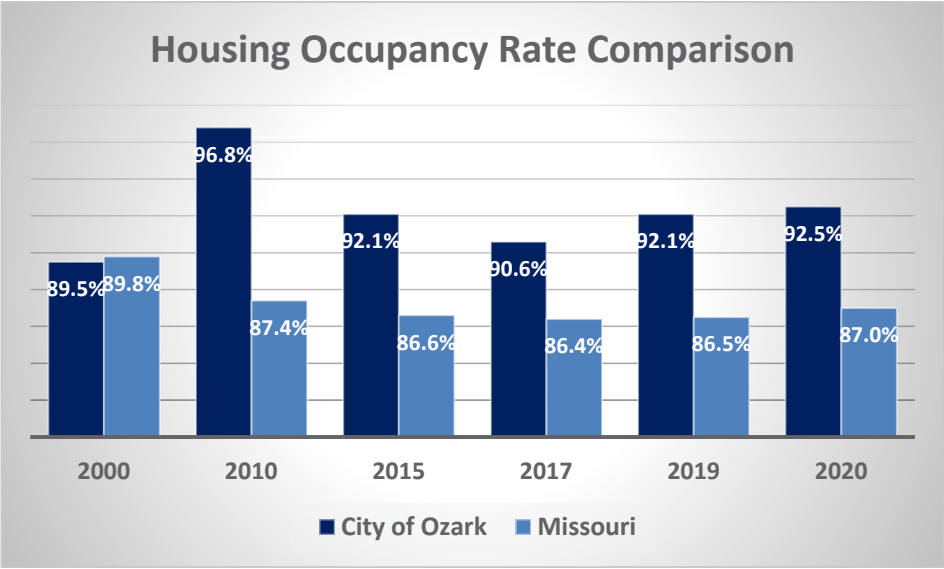


From 2000 through 2010, owner-occupied housing continued to lose market share while renter-occupied housing gained. This trend was impacted by the housing crisis of the late 2000’s. As a share of the total occupied housing stock, the housing tenure for Ozark’s owner-occupied housing decreased from 59.9 percent in 2000 to 57.9 percent by 2010 while renter-occupied housing increased from 40.1 percent in 2000 to 42.1 percent by 2010.

From 2010 through 2020, the housing tenure for Ozark reversed its two-decade long trend, as the share of the total occupied housing stock, owner-occupied housing increased from 57.9 percent in 2010 to 65.3 percent by 2020 while renter-occupied housing decreased from 42.1 percent in 2000 to 34.7 percent by 2020. This trend continued through 2022 with owner-occupied housing increasing to 67.1 percent and renter-occupied decreasing to 32.9 percent. By comparison, during 2022 the Missouri housing stock was reported at 67.6 percent for owner-occupied housing units and 32.4 percent with renter-occupied housing units.

**Housing Occupancy Trends**

The U.S. Census reported the overall occupancy rate for housing in Ozark declined steadily from 96.8 percent in 2010 to 90.6 percent by 2017. Missouri experienced a similar downward trend in occupancies during this 7-year period, but not as severe. Ozark’s housing occupancy rate has since rebounded, reported at 92.5 percent in 2020.



From 2010 to 2020, housing occupancy rates for Ozark significantly outpaced the statewide average. During 2010, Ozark’s housing occupancy rate of 96.8 percent compared favorably against that of 87.4 percent for Missouri. By 2020, Ozark’s housing occupancy rate of 92.5 percent exceeded the statewide average of 87.0 percent.

**Housing Stock Mix**

Ozark’s housing stock mix is influenced by its suburb character whereby the demand for single-family housing exceeds that for attached rental housing. Detached single-family housing accounts for 71.2 percent of Ozark’s housing stock which is similar to the statewide rate of 70.5 percent.

Multi-family housing accounts for 20.0 percent of Ozark’s housing stock compared to 20.2 percent for Missouri. Large-scale properties in Ozark with 20 or more dwelling units account for just 2.6 percent of the housing stock, compared to 5.2 percent statewide. Duplexes account for 3.3 percent of the Ozark housing stock which mirrors the statewide rate. Properties with 3 to 9 housing units account for 11.0 percent of Ozark’s housing stock, compared to 8.3 percent statewide.



Ozark, Missouri Housing Stock by Type, 2021

| Units in Structure  | # of Units | % of Total | Missouri % |
|---------------------|------------|------------|------------|
| 1-Unit, Detached    | 6,029      | 71.2%      | 70.5%      |
| 1-Unit, Attached    | 536        | 6.4%       | 3.6%       |
| 2 Units             | 272        | 3.3%       | 3.3%       |
| 3 or 4 Units        | 668        | 8.0%       | 4.6%       |
| 5 to 9 Units        | 252        | 3.0%       | 3.7%       |
| 10 to 19 Units      | 263        | 3.1%       | 3.4%       |
| 20+ Units           | 219        | 2.6%       | 5.2%       |
| Mobile Home         | 87         | 1.0%       | 5.7%       |
| Boat, RV, Van, etc. | 31         | 0.4%       | 0.1%       |
| Total Housing Units | 8,357      | 100.0%     | 100.0%     |

Source: U.S. Census Bureau.

Occupancy by Housing Type

Homeowners in Ozark are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. According to the U.S. Census Bureau, during 2021 owner-occupied housing in Ozark accounted for 66.2 percent of the entire occupied housing stock with renter-occupied accounting for 33.8 percent. By comparison, owner-occupied housing accounts for 68.8 percent of Missouri’ total occupied housing stock with renter-occupied accounting for 31.2 percent. Ozark’s slightly below average median household income and higher median housing value may contribute to the below average owner-occupied housing stock.

City of Ozark Occupied Housing Stock by Type – 2021  
Owner-Occupied vs. Renter-Occupied Housing

| Housing Type                           | Total  | Owner-Occupied | Renter-Occupied |
|----------------------------------------|--------|----------------|-----------------|
| Occupied Housing Units                 | 7,893  | 5,222          | 2,671           |
| Units in Structure                     |        |                |                 |
| 1-Unit, Detached                       | 73.6%  | 97.2%          | 27.5%           |
| 1-Unit, Attached                       | 6.6%   | 1.8%           | 15.8%           |
| 2 Units                                | 2.8%   | 0.0%           | 8.2%            |
| 3 or 4 Units                           | 8.5%   | 0.0%           | 25.0%           |
| 5 to 9 Units                           | 2.9%   | 0.0%           | 8.5%            |
| 10 or More Units                       | 4.6%   | 0.0%           | 13.5%           |
| Mobile Home and other Types of Housing | 1.1%   | 0.9%           | 1.5%            |
| Totals                                 | 100.0% | 100.0%         | 100.0%          |

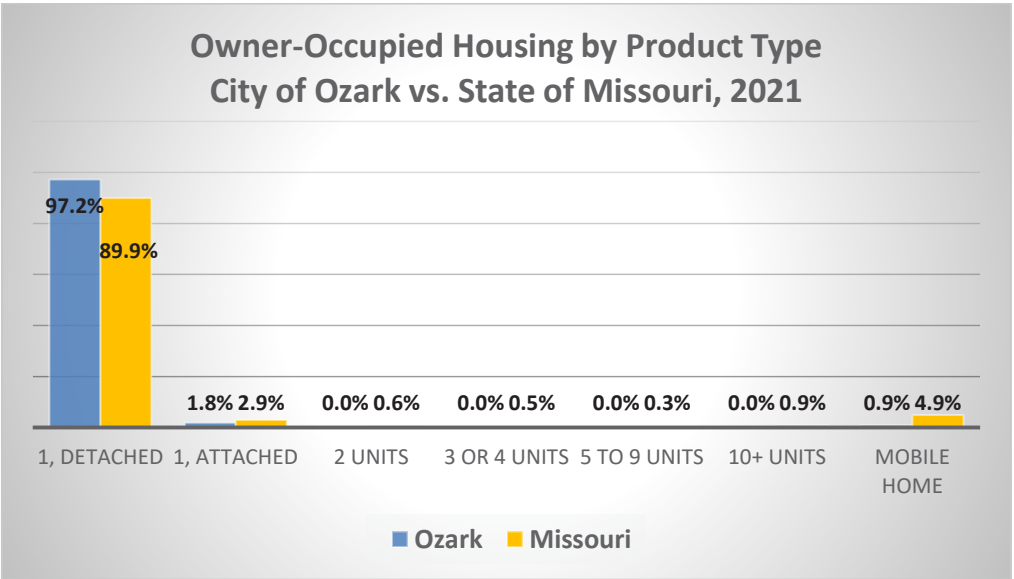
Source: U.S. Census Bureau.

For 2021, according to the U.S. Census Bureau, of Ozark’s occupied housing stock totaled 7,893 dwelling units, including 5,222 owner-occupied housing units and 2,671 renter-occupied housing units. Detached single-family homes accounted for 97.2 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for just 27.5 percent of all occupied rental units.

Properties in Ozark with 3 to 4 dwelling units are the most popular attached housing product for renters accounting for 25.0 percent of all renter-occupied units. Duplexes account for 8.2 percent of all renter-occupied units, while structures with 5 to 9 dwelling units account for 8.5 percent of all renter-occupied units. Structures with ten or more dwelling units account for 13.5 percent of all renter-occupied housing units in Ozark.

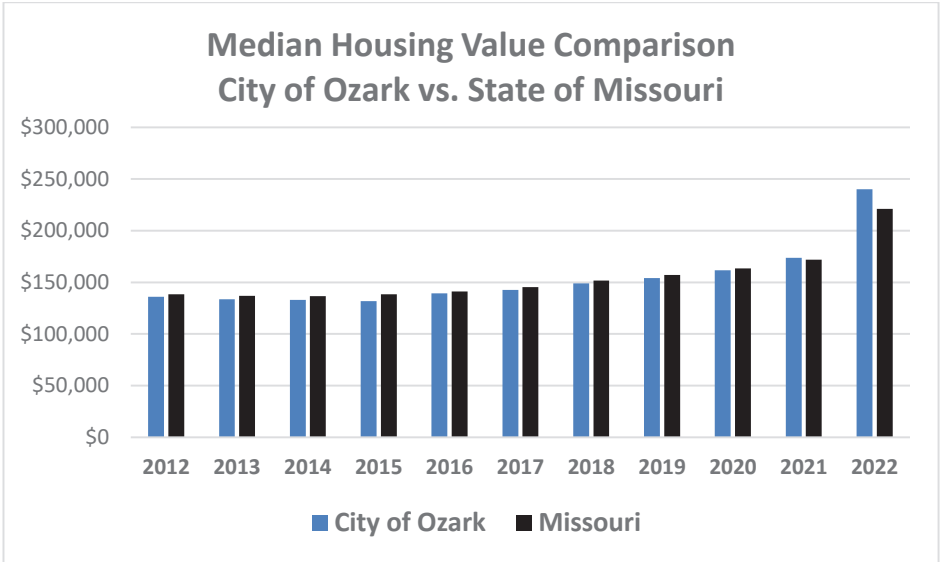
For-Sale Housing Market

According to the *American Community Survey 2021*, owner-occupied housing in Ozark accounted for 66.2 percent of the entire occupied housing stock, compared to 67.6 percent of Missouri’ total occupied housing stock. Detached single-family homes account for 97.2 percent of Ozark’s owner-occupied housing stock, compared to 89.9 percent for the State of Missouri. The predominance of owner-occupied detached single-family housing is common within suburban communities. One-unit attached housing accounts for 1.8 percent of Ozark’s owner-occupied housing and multi-family units with mobile homes accounting for 0.9 percent.



According to the *American Community Survey*, during 2012 the median housing value in Ozark of \$136,000 lagged the statewide median of \$138,400. Stemming from the national housing bust, the median housing value for both Ozark and the State of Missouri declined steadily from 2010 through 2014. From 2015 to 2021, the median housing value in Ozark rose 32.0 percent while Missouri housing reported value appreciation of 24.1 percent. By 2021, Ozark’s median housing value of \$173,800 exceeded the statewide value of \$171,800. During 2022, the median home value in Ozark increased by 38.2 percent to \$240,200, exceeding the statewide value of \$221,200. The bar chart on the following page provides a comparison of median housing values between the City of Ozark and the State of Missouri from 2013 to 2022.





For 2022, a reported 7.1 percent of the owner-occupied housing stock in Ozark was valued under \$100,000, compared to 17.1 percent statewide. Housing valued at \$100,000 to \$199,999 accounts for 24.6 percent of Ozark’s housing stock, compared to 27.7 percent statewide. This price range generally caters to first time homebuyers.

Move-up housing in Ozark valued at \$200,000 to \$299,999 accounts for 38.8 percent of the housing stock compared to 24.0 percent statewide. This price range represents Ozark’s largest market segment.

Housing priced at \$300,000 or more accounts for 29.5 percent of Ozark’s housing stock, compared to 31.4 percent statewide.

**Housing Value Comparison; 2022  
City of Ozark vs. State of Missouri**

| Price Range           | City of Ozark | State of Missouri |
|-----------------------|---------------|-------------------|
| Less than \$50,000    | 5.9%          | 7.3%              |
| \$50,000 - \$99,999   | 1.2%          | 9.8%              |
| \$100,000 - \$149,999 | 5.1%          | 12.4%             |
| \$150,000 - \$199,999 | 19.5%         | 15.3%             |
| \$200,000 - \$299,999 | 38.8%         | 24.0%             |
| \$300,000 - \$499,999 | 19.4%         | 21.6%             |
| \$500,000+            | 10.1%         | 9.8%              |

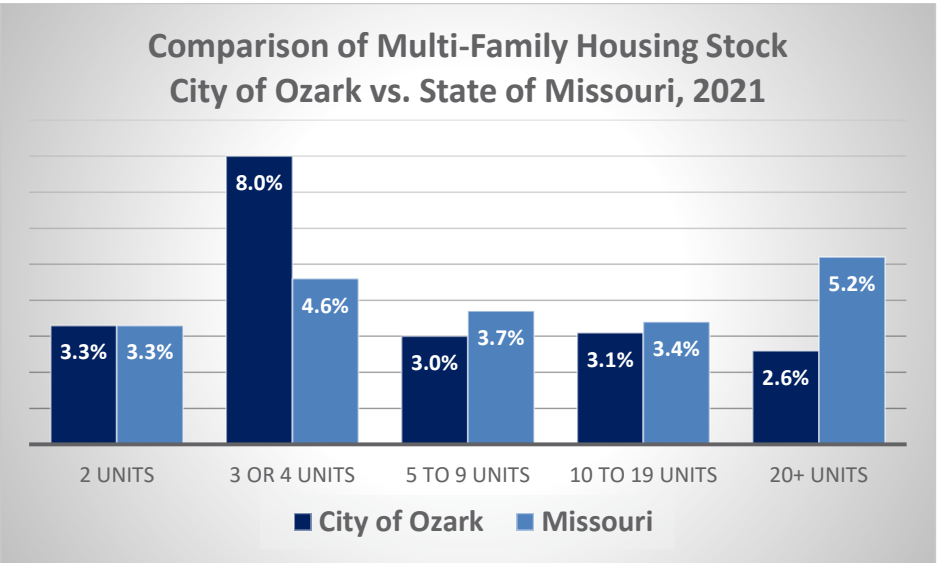
Source: U.S. Census Bureau.

Given the cost of land, infrastructure, and vertical construction, it is difficult to meet the need for first-time home buyers.

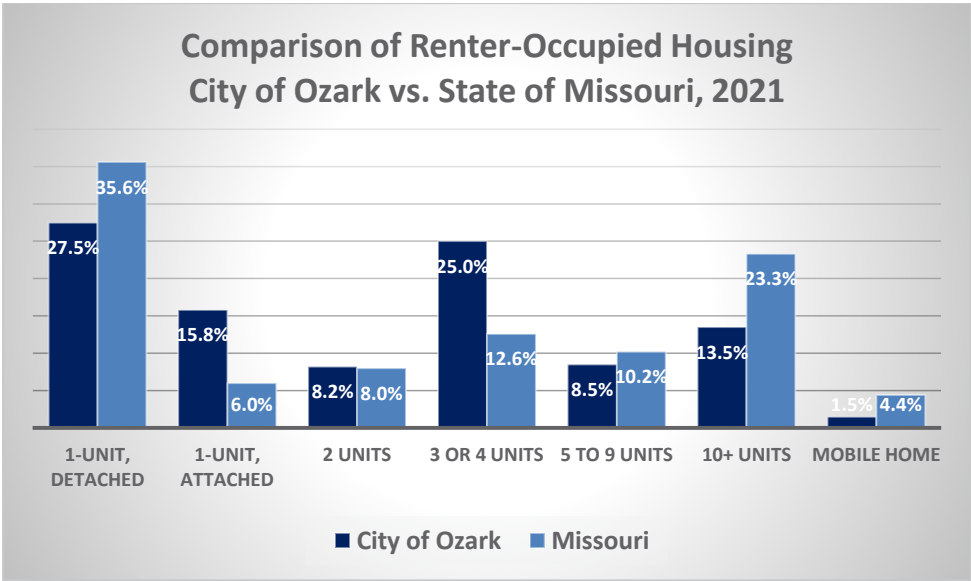
**Rental Housing Market**

According to the *American Community Survey 2021*, Ozark’s housing stock totaled 8,357 dwelling units, of which 20.0 percent, or 1,674 dwelling units were in multi-unit structures. By comparison, multi-family housing accounts for 20.2 percent of the statewide housing stock.

Large-scale properties with 20 or more dwelling units account for just 2.6 percent of Ozark’s housing stock, compared to 5.2 percent statewide. Duplexes account for 3.3 percent of both the Ozark and Missouri housing stocks. Properties with 3 to 9 housing units account for 11.0 percent of Ozark’s housing stock, compared to 8.3 percent statewide.



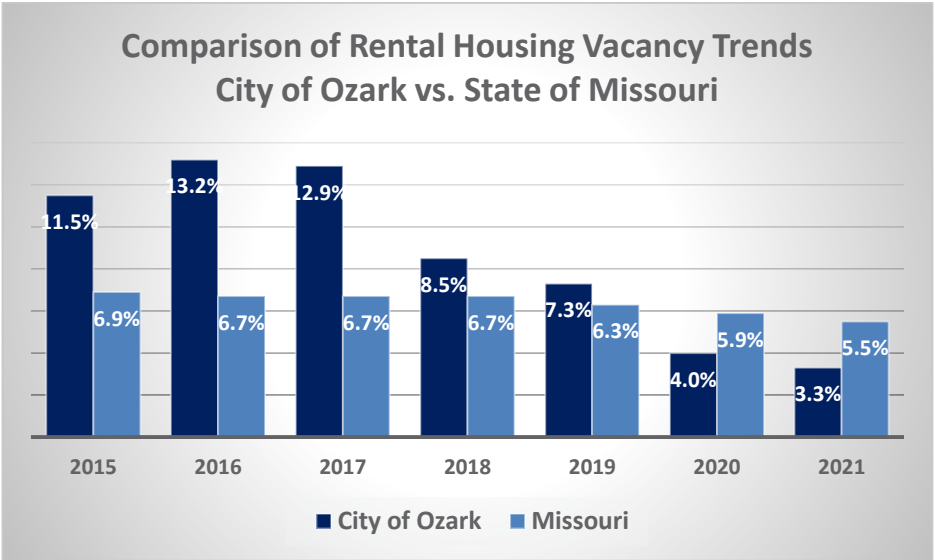
According to the U.S. Census Bureau, as of 2021, Ozark’s inventory of occupied rental housing totaled 2,671 dwelling units, or 33.8 percent of the city’s occupied housing stock. By comparison, rental housing accounts for 31.2 percent of Missouri’s occupied housing stock.



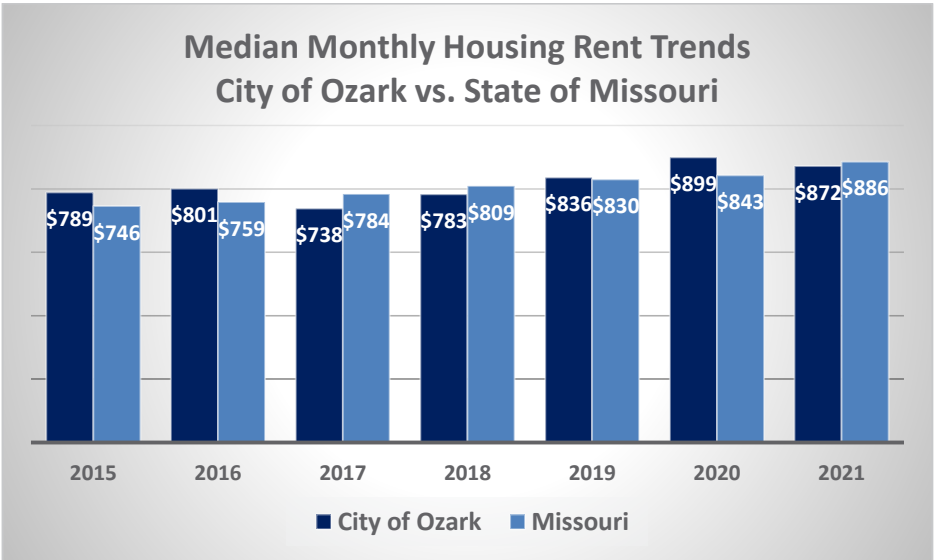


Large-scale apartment properties with 10 or more units account for 13.5 percent of Ozark’s occupied housing stock, compared to 23.3 percent statewide. Duplexes and properties with 3 to 4 dwelling units together account for 33.2 percent of Ozark’s occupied housing stock, compared to 20.6 percent statewide.

According to the *American Community Survey*, from 2015 through 2019, the Ozark rental housing market operated at a vacancy rate well above market equilibrium and the statewide average, with annualized rates peaking at 13.2 percent in 2016 before improving to 7.3 percent by 2019. Ozark’s rental housing vacancy rate continued to improve, reaching a low of 3.3 percent by 2021. By comparison, Missouri’s rental housing vacancy rate was 5.5 percent in 2021.



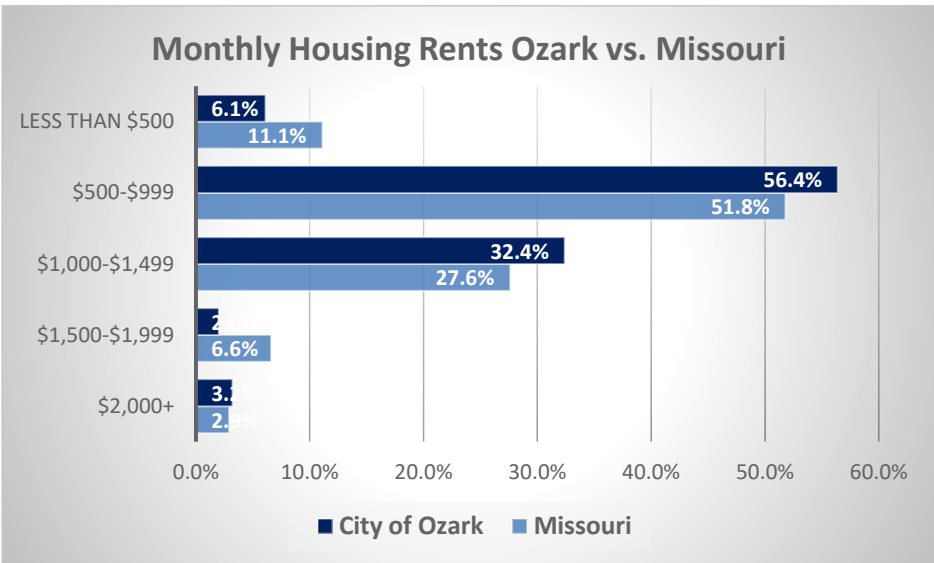
Since 2015, Ozark’s median monthly housing rent has been comparable to the statewide median. From 2015 through 2021, Ozark’s median monthly housing rent increased 10.5 percent, reaching \$872 by 2021. Missouri’s median rent in 2021 of \$886 per month was 1.6 percent above the median for Ozark.



Of Ozark’s occupied rental housing units, just 6.1 percent rented for less than \$500 per month compared to 11.1 percent statewide. This disparity in rents suggests Ozark can support a larger inventory of affordable and income-based rental housing.

An estimated 56.4 percent of the Ozark rental housing stock garner rents of \$500 to \$999 per month, compared to 51.8 percent statewide. Housing units renting for \$1,000 to \$1,499 per month account for 32.4 percent of the Ozark rental market compared to 27.6 percent statewide.

Luxury rental units renting for \$1,500 per month and above account for just 5.2 percent of Ozark’s housing stock compared to 9.5 percent statewide. Ozark’s modest supply of luxury rental housing stems from a limited inventory of large-scale apartment properties that support unit features and community amenities that garner above market rents.



In summary, of Ozark’s housing stock, 20.0 percent, or 1,674 dwelling units are in multi-unit structures. Large-scale properties with 20 or more dwelling units account for just 2.6 percent of Ozark’s housing stock, while properties with 3 to 9 housing units account for 11.0 percent. Despite the lack of large-scale apartment properties, median monthly rents in Ozark are comparable to the statewide median. Luxury rental units renting for \$1,500 per month and above account for just 5.2 percent of Ozark’s housing stock compared to 9.5 percent statewide.

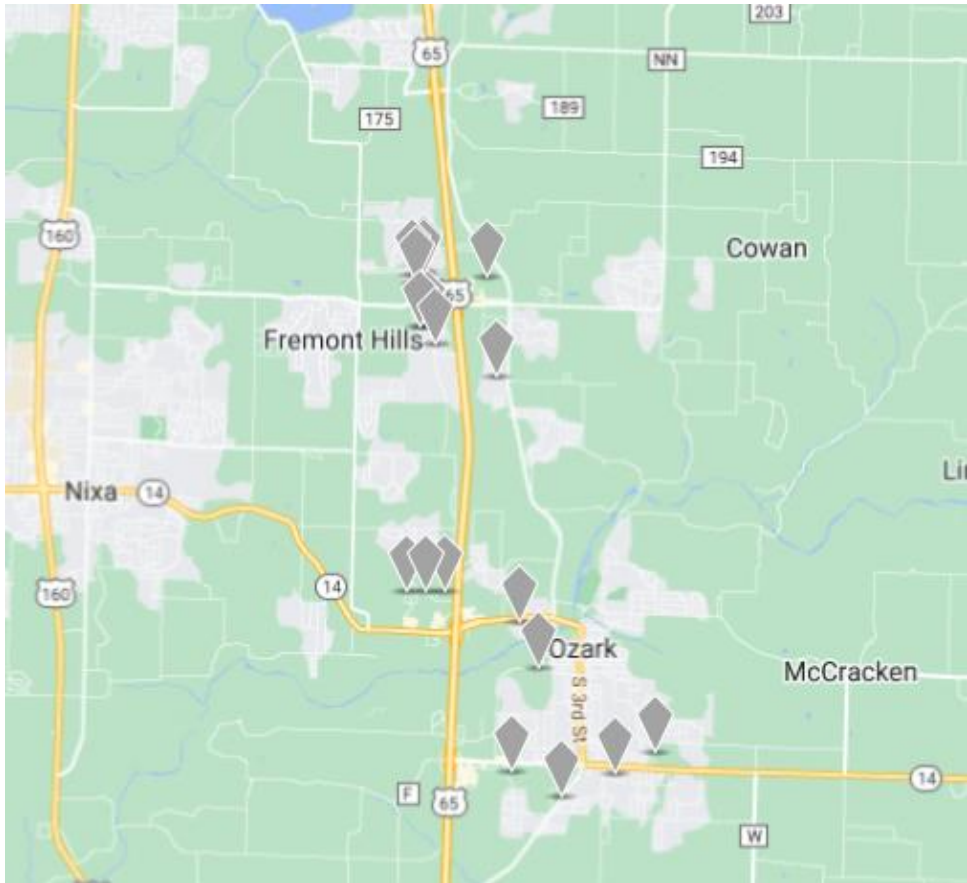
As Ozark continues to grow, its rental housing stock will mature, marked by the construction of large-scale apartment communities featuring luxury unit features and community amenities that warrant above market rents.



Large-Scale Apartment Properties

Current rental housing market conditions in Ozark, Missouri were identified by conducting a search on Costar for large-scale apartment properties of 25 or more dwelling units. Ozark has 18 large-scale apartment properties totaling 1,464 dwelling units, most of which are in the Highway 65 corridor. Sixteen apartment properties totaling 1,388 dwelling units are market-rate and two income-based properties include 32 family units and 44 senior housing units.

Ozark, Missouri Large Apartment Properties



The table on the following page summarizes operating trends for large-scale apartment properties in Ozark. Since 2020, two large-scale apartment properties were built in Ozark, totaling 272 rental units. In 2023, Bryan Properties completed construction of the 240-unit River Ranch.

From 2013 to 2022, the apartment properties operated at a health vacancy rate well below market equilibrium. By year-end 2022, just 15 vacant apartments were available for lease yielding a vacancy rate of 1.2 percent. During 2023, 240 apartment units came online with net YTD absorption of 111 dwelling units, pushing the overall vacancy rate to 9.8 percent. This spike in the vacancy rate is temporary and will improve as the new property achieves lease-up.

Since 2010, the average rent for large-scale apartment properties in Ozark increased by 38.7 percent, reaching \$933 per month by the fourth quarter 2023.

Ozark, Missouri Apartment Market Trends

| Year | # of Properties | Inventory # of Units | Net Absorption | Vacant Units | Vacancy Rate | Average Rent/Mo. |
|------|-----------------|----------------------|----------------|--------------|--------------|------------------|
| 2010 | 15              | 1,092                | 51             | 90           | 8.2%         | \$677            |
| 2011 | 15              | 1,092                | 4              | 86           | 7.9%         | \$683            |
| 2012 | 16              | 1,192                | 91             | 95           | 8.0%         | \$691            |
| 2013 | 16              | 1,192                | 26             | 68           | 5.7%         | \$702            |
| 2014 | 16              | 1,192                | 7              | 61           | 5.1%         | \$708            |
| 2015 | 16              | 1,192                | 10             | 51           | 4.3%         | \$720            |
| 2016 | 16              | 1,192                | 10             | 42           | 3.5%         | \$739            |
| 2017 | 16              | 1,192                | -7             | 48           | 4.0%         | \$758            |
| 2018 | 16              | 1,192                | 19             | 30           | 2.5%         | \$776            |
| 2019 | 16              | 1,192                | 2              | 27           | 2.3%         | \$786            |
| 2020 | 17              | 1,224                | 38             | 22           | 1.8%         | \$807            |
| 2021 | 17              | 1,224                | 10             | 11           | 0.9%         | \$843            |
| 2022 | 17              | 1,224                | -4             | 15           | 1.2%         | \$907            |
| 2023 | 18              | 1,464                | 111            | 144          | 9.8%         | \$933            |

Source: CoStar.

As the City of Ozark continues to grow, the construction of large-scale apartment communities will continue. The introduction of additional luxury apartment properties will be important in supporting continued economic development of the city by providing a housing product suitable for young professionals, young couples without children, and empty nesters.

Forecast Housing Need

Residential housing need forecasts for the City of Ozark through the year 2040 were based on anticipated demographic and economic trends for the community. Key input to the model includes historical patterns in annual residential building permit activity and projected population and household growth, average household formation rates, households by income levels, and population by age.

The U.S. Census Bureau provided demographic characteristics and historic population growth trends for Ozark while Esri Business Analyst provided employment data. The *American Community Survey* provided housing characteristics for Ozark. Canyon Research Southwest generated population growth projections for Ozark based on historic growth patterns, forecast employment growth, availability of developable land, and economic development factors.

The U.S. Census Bureau estimated Ozark’s 2022 residential housing stock at 8,766 dwelling units, operating at an overall occupancy rate of 98.4 percent, equating to 135 unoccupied dwelling units. The occupied housing stock included 5,787 owner-occupied units (67.1%) and 2,839 renter-occupied units (32.9%). A total of 135 housing units were vacant. Ozark’s current average household size is 2.61 persons.



The U.S. Census Bureau estimated Ozark’s 2022 population at 22,512 residents. From 2023 to 2040, Ozark’s population is forecast to increase by 6,344 to 7,652 residents, generating the need for additional housing units.

Supportable residential housing absorption through 2040 will be a function of resident population growth and latent demand while income levels and age composition will dictate the type and mix of housing product.

**Housing Need from Population Growth**

Net population and household growth are the largest single drivers of the need for new housing units. From 2024 through 2040, the City of Ozark population is forecast to increase by 6,344 to 7,652 new residents. The City of Ozark’s average household size is 2.61 persons. Ozark’s forecast population growth through 2040 is estimated to yield an estimated 2,430 to 2,932 new households and occupied housing units.

**Latent Housing Need**

Another housing needs component considers the number of units a market requires to offer balanced market conditions. Vacant housing units are necessary to accommodate the turnover of the housing stock as people move for family, work-related, or financial reasons. Latent demand occurs when the inventory of available housing is severely constrained.

A housing market operating at equilibrium supports a 92 percent to 95 percent occupancy rate. Healthy markets require 5 percent to 8 percent of the housing stock to be available to allow for inner-market mobility and encourage competitive housing prices and rental rates. Markets with vacancy rates below a healthy rate often suffer from escalating home values and rents, minimal tenant turnover, residents being forced into housing situations that do not meet their housing needs, and the inability of nonresidents to enter the market. Esri Business Analyst estimated that in 2022 a total of 135 residential housing units were vacant in Ozark, equating to an overall occupancy rate of 98.4 percent.

Ozark’s 2022 residential housing stock totaled 8,761 dwelling units, of which 8,626 dwelling units were occupied. Through 2040, population growth will result in the need for 2,430 to 2,932 additional housing units, bringing the total inventory to 11,056 to 11,558 occupied housing units.

At market equilibrium occupancy rate of 95 percent, by 2040 Ozark’s housing stock would total 11,638 to 12,166 dwelling units, of which 582 to 608 dwelling units would be vacant and available for sale or rent. Given the 2022 inventory of 135 vacant housing units in Ozark, latent housing need totals 447 to 473 dwelling units.

**Total Housing Need**

From 2024 through 2040, the City of Ozark’s forecast population growth and latent housing need will create the need for an estimated 2,877 to 3,405 new housing units. Ozark’s current mix of occupied housing units is 61.1 percent owner-occupied and 32.9 percent renter occupied. Given the city’s population age composition, household income levels, and existing housing stock, from 2024 through 2040 the housing need is estimated to be segmented 65 percent owner-occupied and

35 percent renter occupied. Therefore, by 2040 the mix of new housing inventory is estimated at 1,870 to 2,213 homeownership units and 1,007 to 1,192 rental units.

The City of Ozark’s mix of future housing needs is best determined by evaluating the city’s population demographics with that of the various housing life-cycle stages. Emphasis is placed on age, education, and income.

Entry-level householders are generally single or couples without children in their early 20’s and often prefer to rent basic, inexpensive apartments. Residents 15 to 24 years of age account for 12.1 percent of the Ozark population with those 25 to 34 years of age accounting for 14.0 percent. Individuals with high school degrees or less are more likely to be renters than homeowners. An estimated 33.9 percent of Ozark residents are high school graduates or less. Ozark’s population demographics provide a strong market for entry-level for-sale and rental housing.

An estimated 21.5 percent of Ozark households earn less than \$35,000 annually with 14.8 percent of households earning less than \$25,000. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. Ozark’s resident profile suggests an additional need for rental housing with an emphasis on affordable and income-based housing. A sizable market exists for housing priced under \$150,000.

First-time homebuyers and move-up renters are usually married or cohabitating couples in their mid-20’s or 30’s, some with children, but most are without children. These individuals prefer to purchase modest-priced single-family homes or rent more upscale apartments. An estimated 14.0 percent of Ozark residents are 25 to 34 years of age with 9.1 percent of residents attaining an associate degree and 22.7 percent of residents possess a bachelor’s degree. An estimated 18.2 percent of households earn \$35,000 to \$49,999 annually and 16.7 percent of households earn \$50,000 to \$74,999 annually. Ozark possesses a sized market for homes priced from \$150,000 to \$300,000 and move-up renters.

Move-up homebuyers are typically in their late 30’s to 40’s, married with children. There is a total of 44.0 percent of households in Ozark with children. An estimated 14.7 percent of Ozark residents are 35 to 44 years of age with 22.7 percent of residents attaining a bachelor’s degree and 13.3 percent of residents possessing a graduate or professional degree. An estimated 20.1 percent of households earn \$75,000 to \$99,999 annually and 23.4 percent of households earn \$100,000 or more annually. Ozark possesses a large market for housing priced at \$300,000 and more.

The table on the following page summarizes the forecast housing mix by owner-occupied and renter-occupied units and by product type.

Through 2040, the market share for new single-family housing in Ozark is expected to decrease slightly relative to the trends over the past twenty years. The market share of 2- to 9-unit multi-family structures is anticipated to decline with large-scale apartment development becoming more prevalent.

Through 2040, Ozark’s housing need is forecast at 2,014 to 2,384 single-family detached and attached housing units, 230 to 272 housing units in 2- to 4-unit structures, 58 to 68 housing units in 5- to 9-unit structures, and 575 to 681 housing units in structures with ten or more dwelling units.



Forecast Housing Need by Product Type  
Ozark, Missouri; 2024-2040

|                            | 2023 Estimate |            | 2040 Forecast |            |
|----------------------------|---------------|------------|---------------|------------|
|                            | # of Units    | # of Total | # of Units    | # of Total |
|                            |               |            |               |            |
| Total Housing Units (2022) | 8,761         |            | 2,877 – 3,405 |            |
| Occupied Housing Units     | 8,626         |            |               |            |
| Home Ownership Units       | 5,787         | 67.1%      | 1,870 – 2,213 | 65.0%      |
| Rental Units               | 2,839         | 32.9%      | 1,007 – 1,192 | 35.0%      |
| Vacant Housing Units       | 135           |            |               |            |
|                            |               |            |               |            |
| 2022 Housing Inventory     |               |            |               |            |
| Single Family              | 6,716         | 76.7%      | 2,014 – 2,384 | 70.0%      |
| 2 to 4 Units               | 1,073         | 12.2%      | 230 – 272     | 8.0%       |
| 5 to 9 Units               | 373           | 4.3%       | 58 – 68       | 2.0%       |
| 10 or More Units           | 368           | 4.2%       | 575 – 681     | 20.0%      |

Source: U.S. Census and Canyon Research Southwest, Inc.

STUDY RECOMMENDATIONS

The *Highest and Best Use Analysis* evaluated the ability of the Ozark Corridor Planning Area (“Planning Area”) to accommodate development of a variety of commercial, office, industrial, and residential uses. Based on the study findings, land use plan options for future development of the Planning Area were identified. Study conclusions and recommendations include the following:

1. Identify each corridors’ market niche and suitable prospective business types.
2. Quantify supportable demand for new commercial and industrial space as well as residential housing units.
3. Identifying feasible development and redevelopment sites and land use formats.
4. Quantify market rental rates.
5. Identify potential development incentives to attract private investment.

Market Niche Options

The Planning Area incorporates three transportation corridors, including: 1) South 3<sup>rd</sup> Street/Highway 14 Corridor, 2) South Street Corridor, and 3) North State Highway NN Corridor. A market niche is a specialization that allows a commercial district to gain dominance in specific categories of the retail market. Niche strategies help a commercial district compete in the local and regional retail market. A niche can be based on a certain type of consumer or focuses on specific goods and services.

The South 3rd Street/Highway 14 Corridor is anchored on the north end by Finley Farms and downtown Ozark with the southern half consisting mostly of single-family homes and single tenant commercial properties. Given the presence of downtown, Finley Farms, and the Historic River District, a suitable market niche for the South 3rd Street/Highway 14 Corridor is specialty retail and entertainment catering to city residents, tourists, and visitors. The goal is to complement downtown and create a destination that supports a regional trade area. Prospective businesses include sit-down restaurants, breweries, farmers market, boutique hotel, clothing and accessories, entertainment, furniture and home décor, antiques, healthcare and wellness, and personal and professional services.

Of the three corridors, the South Street Corridor is the most developed. Walmart and Lowe’s anchor the west end of the corridor with smaller commercial nodes at the South Street intersections at 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue. An appropriate market niche for the South Street Corridor is neighborhood shopping for everyday goods and services capitalizing on the high traffic counts and existing anchor retailers. Prospective businesses include a grocery store, drug store, junior anchors, restaurants, coffee shops, hair salons, dry cleaners, general merchandise, convenience stores, bank branches, financial services, insurance agents, automotive parts and repair, healthcare providers, daycare, and others. Incorporating large-scale apartment communities into the corridor will assist in driving retail sales and overall economic development efforts in Ozark.



Of the three corridors, the North State Highway NN Corridor is the least developed consisting largely of vacant undeveloped land. Development restrictions include the sloping topography, presence of active farms and flood plain, lack of utilities and road access, and MoDOT governance of the roadway. Much of the property is not located within the Ozark city limits. These development restrictions coupled with low traffic counts and lack of direct access to Highway 65 significantly reduces the potential of the North State Highway NN Corridor to support a significant inventory of commercial development. Instead, the corridor is best suited for a mix of residential uses complemented by a modest inventory of office, retail, and industrial uses.

Construction of a proposed Highway 65 overpass/interchange at Longview Road would alter the character of land use within the corridor, creating the potential to support more intense employment-related development, leveraging off the direct highway access, visibility, and exposure. The land surrounding the intersection would be suitable for development of a master planned business park or industrial park featuring a mix of commercial and multi-family residential uses. Such a development would have a significant impact on economic development in Ozark.

**Forecast Real Estate Need**

From 2024 through 2040, the City of Ozark is estimated to support the need for 342,000 to 392,000 square feet of new retail space, 117,000 to 152,000 square feet of professional and medical office space, and 256,000 to 405,000 square feet of industrial space.

Through 2040, Ozark’s new housing need is forecast at 1,994 to 2,362 single-family detached and attached housing units, 284 to 338 housing units in 2- to 9-unit structures, and 570 to 675 housing units in structures with ten or more dwelling units.

**Forecast Real Estate Need  
Ozark, Missouri, 2024 – 2040**

| Land Use    | Forecast   | Demand     |  | Land      | Acres     |
|-------------|------------|------------|--|-----------|-----------|
|             | Low        | High       |  | Low       | High      |
|             |            |            |  |           |           |
| Retail      | 342,000 SF | 392,000 SF |  | 34 - 39   | 39 - 45   |
| Office      | 117,000 SF | 152,000 SF |  | 9 - 11    | 12 - 14   |
| Industrial  | 256,000 SF | 405,000 SF |  | 15-17     | 23 - 27   |
| Residential | 2,848 DUs  | 3,375 DUs  |  | 556 - 647 | 658 - 759 |
| Totals      |            |            |  | 614 - 714 | 732 - 845 |

The forecast real estate need through 2040 for Ozark would require an estimated 614 to 714 acres of land under the conservative scenario and 732 to 845 acres of land under the optimistic scenario.

**Development Sites and Land Use Recommendations**

By applying real estate industry site location criteria, the *Highest and Best Use Analysis* evaluated the ability of the Planning Area to accommodate development of a variety of commercial, office, industrial, and residential formats. Based on site and locational characteristics as well as forecast need in Ozark through 2040 for retail, office, industrial, and residential housing, development sites and land use allocations were recommended for the Planning Area’s three corridors.

**South 3rd Street/Highway 14 Corridor**

Given the severe sloping topography and limited parcel depths for properties fronting onto South 3<sup>rd</sup> Street, the principal development opportunities within the South 3<sup>rd</sup> Street/Highway 14 Corridor are limited to the areas in and surrounding downtown and Finley Farms as well as the extreme southern portion of the corridor.

Potential development sites within the South 3<sup>rd</sup> Street/Highway 14 Corridor include: 1) south side of Jackson Street at 9<sup>th</sup> Street, 2) southwest corner of 3<sup>rd</sup> Street and Jackson Street, 3) downtown on the east side of 3<sup>rd</sup> Street from Farmer Street south to Brick Street, 4) east side of 3<sup>rd</sup> Street from Walnut Street south to Jay Street, 5) east side of 3<sup>rd</sup> Street from South Street north to Wren Street, and 6) vacant land northwest of 3<sup>rd</sup> Street and South Street.

Finley Farms serves as a major visitor destination featuring a general store, restaurants, event space, chapel, workshop, and urban farm. Future expansion plans for Finley Farms include lodging, brewery, and kayak and canoe launch along the river frontage. Continued expansion of Finley Farms is encouraged with land available to the immediate north.

The property at the southeast corner of 9<sup>th</sup> and Jackson Streets currently occupied by the Ozark Career Center benefits from major arterial frontage, a signalized intersection, and proximity to the river. The property is an excellent redevelopment site for retail and restaurant use.

The property at the southwest corner of 3<sup>rd</sup> Street and Jackson Street is zoned PUD and as a development site benefits from good access and visibility, river frontage, and proximity to downtown. The highest and best use of the property is for a destination development featuring a mix of sit-down restaurants, breweries, boutique hotel, farmers market, and multi-family residential. Higher density, mixed-use development would be appropriate.

The downtown square backs onto 3<sup>rd</sup> Street, limiting visibility and customer traffic. To provide increased exposure for downtown businesses and facilitate synergy with a potential mixed-use development at the southwest corner of 3<sup>rd</sup> Street and Jackson Street, redevelopment of the two city blocks on the east side of 3<sup>rd</sup> Street between Farmer Street and Brick Street are encouraged. Higher density, mixed-use development would be appropriate for this location.

The east side of 3<sup>rd</sup> Street from Walnut south to Jay Street houses a mix of automotive, strip center, and convenience store uses that pose redevelopment opportunities. The properties are zoned C-2 and C-4 that afford the opportunity to accommodate the development of small office and retail buildings that are more complementary to the downtown area.



The three identified development sites along 3<sup>rd</sup> Street in and near downtown could feature building design and character that is complementary to the historic buildings on the square to create a unified streetscape and identifiable image for the corridor.

Constraints in redeveloping the southern half of the South 3<sup>rd</sup> Street/Highway 14 Corridor include a steep slope, road width limitations, and shallow lot depths. The most suitable redevelopment site is on the east side of 3<sup>rd</sup> Street between South Street and Hartley Street. The properties are zoned C-2 and C-4 with existing uses including single-family homes, small commercial buildings, and vacant land. This location is the southern gateway into the South 3<sup>rd</sup> Street/Highway 14 Corridor and redevelopment into a mix of commercial and multi-family residential uses would enhance the perception of the corridor.

Development of the large parcel of land northwest of 3<sup>rd</sup> Street and South Street zoned R-1C is restricted by severe slope and its highest and best use might be as a recreational amenity.

**South Street Corridor**

The South Street Corridor supports concentrations of C-2 zoned land at the intersections of Highway 65, 3<sup>rd</sup> Street, 6<sup>th</sup> Avenue, 15<sup>th</sup> Avenue, and 22<sup>nd</sup> Avenue. For future commercial development, those parcels of land closest to Highway 65 are the most valuable. Potential development and redevelopment sites within the South Street Corridor include:

- 1. Vacant land at the northeast corner of South Street and Highway 65
- 2. Vacant land at the northeast corner of 17<sup>th</sup> Street and Waverly Street
- 3. Vacant land immediately east of Lowe’s
- 4. Vacant land on the west side of 19<sup>th</sup> Street south of the Walmart Supercenter
- 5. Vacant land at the southwest corner of South Street and 3<sup>rd</sup> Street
- 6. Vacant land and buildings on the north side of South Street between 3<sup>rd</sup> and 8<sup>th</sup> Streets
- 7. Buildings on the north side of South Street between 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue
- 8. Vacant land east of the northeast corner of South Street and 6<sup>th</sup> Avenue
- 9. Vacant land at the southwest corner of South Street and 15<sup>th</sup> Avenue
- 10. Land and buildings at the southeast corner of South Street and Thomas Avenue
- 11. Vacant land at the southwest corner of South Street and State Highway W

The 20 acres at the northeast corner of South Street and Highway 65 possess the necessary site characteristics to support development of an anchored shopping center occupied by a grocery store, junior anchors, inline shop space, and outparcels. The property is not within the Ozark city limits and is not zoned by the City.

The vacant land at the northeast corner of 17<sup>th</sup> Street and Waverly Street is suitable for the development of apartment or a single-family home subdivision.

The vacant land located on the east side of 15<sup>th</sup> Street immediately east of the Lowe’s store is suitable for the development of apartments or an office park.

The vacant land on the west side of 19<sup>th</sup> Street south of the Walmart Supercenter apartment development site.

The approximate 80 acres of land at the southwest corner of South Street and 3<sup>rd</sup> Street offers the size, access, and visibility to support mixed-use development including an anchored shopping center, single-family home subdivision, and large-scale apartments. The property is not within the Ozark city limits and is not zoned by the City.

The property on the north side of South Street from 8<sup>th</sup> Street east to Kim & Go at 3<sup>rd</sup> Street is occupied by several single-family homes. Given frontage onto South Street the property as an assemblage is ideal for redevelopment with retail uses including a strip center or freestanding restaurants, bank branch, or automotive repair.

The properties located on the north side of South Street between 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue are occupied by two older strip centers and two freestanding commercial buildings. The properties are zoned C-2 by the City of Ozark and benefit from signalized intersections on South Street at both 3<sup>rd</sup> Street and 6<sup>th</sup> Avenue. The properties offer the necessary characteristics to support redevelopment of freestanding retail buildings, restaurants, bank branches, and professional and medical office buildings.

The vacant land east of the northeast corner of South Street and 6<sup>th</sup> Avenue is suitable for commercial use with possible land uses including a strip center, freestanding retail buildings, restaurants, bank branches, and professional and medical office buildings.

The land at the southwest corner of South Street and 15<sup>th</sup> Avenue is zoned C-2. A self-storage facility is at the back portion of the property with expansion of the facility possible. Potential uses for the property include office buildings and apartments.

The land at the southeast corner of South Street and Thomas Avenue is zoned C-2 by the City of Ozark. Possible development formats include apartments and professional office space.

The approximately 40 acres at the southwest corner of South Street and State Highway W currently consists of several single-family homes and vacant land. The Way Community Church has plans to build a church at the immediate corner. The property is not currently located within the Ozark city limits. The highest and best use of the property is for a mix of single-family and multi-family housing.

**North State Highway NN Corridor**

The North State Highway NN Corridor possesses a large inventory of vacant land, much of it not currently within the Ozark city limits. The corridor is best suited for a mix of residential uses complemented by a modest inventory of office, retail, and industrial uses. The middle portion of the corridor between Garton Road and Bluff Drive is ideal for a mix of single-family housing and apartment communities. Given the amount of vacant land and topography, a mix of single-family densities is achievable. The northern and southern portions of the corridor are best suited for low scale office, retail, and industrial uses.

Two large-scale development sites were identified within the North State Highway NN Corridor, including: 1) vacant land on the east side of Highway NN immediately north of Finley Farms and 2) vacant land surrounding the proposed Highway 65 overpass/interchange at Longview Road.

The vacant land at the northeast corner of McCracken Road and Highway NN is suitable for mixed-use development with potential land uses including retail, office, and multi-family residential.

Construction of a proposed Highway 65 overpass/interchange at Longview Road would alter the character of land use within the corridor, creating the potential to support more intense employment-related development. The land at the northeast and southeast corners of the intersection east to Highway NN would be suitable for development of a master planned business park or industrial park featuring a mix of office, light industrial, retail, hotel, apartments, and recreational uses. This property could serve as a major economic engine for the City of Ozark.

**Market Rental Rates**

CoStar and LoopNet provided market rents for retail, office, and industrial space in Ozark. A commercial real estate broker was interviewed regarding local commercial rents.

Quality inline shop space in Ozark rents for \$14.00 per square foot to \$15.00 per square foot triple-net with restaurant space (inline and freestanding) going for \$20.00 per square foot to \$25.00 per square foot triple-net.

Quality professional office and medical office space in Ozark is renting for \$12.00 per square foot to \$15.00 per square foot modified gross.

New warehouse space in Ozark is leasing for \$9.50 per square foot to \$10.00 per square foot triple-net.

**Development Incentives**

The City of Ozark administers various tax credits and property tax incentives that are available for new investments. Economic incentives available to property owners and businesses within the Planning Area are summarized in the text below.

Special taxing districts such as **Community Improvement Districts (“CID”)** and **Transportation Development Districts (“TDD”)** assess an additional sales tax of up to 1.0 percent within a qualified district for the purpose of funding public improvements, public services, blight removal, and construction of roads, bridges, interchanges, intersections, parking facilities or other transportation related improvements.

**Tax Increment Financing (“TIF”)** is a financial tool used to capture the increase in property taxes and sales taxes created from new construction. Up to 100% of the increase in property taxes and 50% of the increase in local sales taxes (the “increment”) can be captured within the TIF project area. The property tax and sales tax increment may then be used to reimburse a private developer for eligible expenses or to repay principal and interest on bonds used to finance the eligible expenses for up to 23 years.

A **Neighborhood Improvement District (“NID”)** is a type of special purpose district which is formed to finance public improvements, including acquisition, construction, engineering, legal and related costs. General obligation bonds are issued by the municipality and retired through special assessments against property owners in the area in which the improvements are made. The cost

of the public improvements assessed against property owners in the district are apportioned in a manner commensurate to the amount of benefit received from such improvements.

Sections 100.010 to 100.200 of the Revised Statutes of Missouri (“Chapter 100”) authorize municipalities, counties, towns, and villages to issue **Industrial Development Bonds**, which are revenue bonds used to finance industrial development projects for private corporations, partnerships, or individual companies. Under Chapter 100, the City issues revenue bonds to finance real and/or personal property for eligible development projects. Eligible projects include warehouses, distribution facilities, research and development facilities, office industries and manufacturing plants; and may apply to the financing of land, buildings, fixtures, and machinery.

**Downtown Central Business District** tax abatement is an incentive allowed by Missouri law to encourage the redevelopment of blighted areas through the abatement of real property taxes and, where appropriate, the use of eminent domain. The use of this incentive is based on the premise that there will be an increase in the value of real property, new jobs, and other economic activity within the redevelopment area as redevelopment occurs. To be eligible for tax abatement, either the City or a private entity must form an Urban Redevelopment Corporation (URC) pursuant to the Urban Redevelopment Corporations Law (Chapter 353 of the Revised Statutes of Missouri).

**Sales Tax Reimbursement Agreements** are a funding mechanism allowed by Missouri law that may be used to achieve public benefits through funding public infrastructure. Under such an agreement, municipalities can annually appropriate the increase in sales taxes created by new private capital investment to offset a portion of their project investment costs. The sales tax increment must be used for a public purpose, primarily through the funding of public improvements. Under such an agreement, a portion of City sales taxes captured from the increased sales generated by the project would be reimbursed to the company for eligible expenses.

The State of Missouri offers economic incentives to businesses. Examples of economic incentives available to property owners and businesses operating within the Planning Area are summarized in the text below.

**Missouri Works:** Businesses that create new full-time jobs in Missouri may be eligible for a tax incentive and payroll benefit through the Missouri Works program which awards businesses the ability to retain the state withholding taxes of newly created jobs and, in some cases, receive a refundable, sellable, or transferable corporate income tax credit equivalent to a percentage of new payroll created.

**Business Facility Headquarters Tax Credit Program:** This program provides tax incentives to facilitate the expansion of new or existing business in Missouri. Eligible business facilities include engineering firms, architectural firms, and accounting firms. To receive tax credits in any of the ten years the facility must create 25 new jobs and make \$1 million in investment in that year compared to the base year. They also must maintain a total new facility investment of at least \$20 million and total employment of at least 500 new facility employees.

**R&D Tax Credit:** State income tax credit equivalent to 15% of qualified research expenses. Companies can receive an additional 5% credit for qualifying research expenses related to research conducted with a Missouri-based university. The program has a credit cap of \$10 million annually with no single company allowed to receive more than \$300,000 in credits per year. Of the \$10 million cap, \$5 million is reserved for minority and women business enterprises and small



# C

## EXISTING PLANS AND STUDIES

*Appendix C* summarizes the plans and studies Ozark already has, such as other master plans and the city's comprehensive plan. The summaries of these plans and studies have a dedicated appendix to illustrate their importance in the corridor planning process. Where applicable, recommendations from these plans and studies were carried forward into this Plan.

businesses. New businesses, defined as a business less than five years old, are issued full tax credits first.

**Missouri One Start:** Missouri’s training programs are designed to be flexible so companies can effectively recruit and train their current and future workforce in new or improved processes. Funding can be targeted to include areas such as technical training, quality training, or soft skills training. Eligible companies can be reimbursed for training expenses incurred through hired training partners, community colleges, their own internal resources, or any combination of all three. Training awards typically average \$1,000-\$3,000 per qualified employee, and the overall level of assistance is determined by the number of jobs, the wages, and availability of resources.

**Missouri’s Quality Jobs Program** facilitates the creation of quality jobs by targeted business projects. For small and expanding businesses, the benefit of the program is the retention of the state withholding tax of the new jobs.

**State and Federal Historic Tax Credits** are available within the Ozark Courthouse Square Historic District and River Historic District. The Historic Tax Credit Program helps provide an incentive for the redevelopment of commercial and residential historic buildings in Missouri by providing state tax credits equal to 25 percent of qualified rehabilitation expenses for approved historic structures. The federal program provides for an additional 20 percent tax credit.

# EXISTING PLANS AND STUDIES

## CITY OF OZARK STRATEGIC PLAN (2024)

The City of Ozark Strategic Plan was created in late 2023 as an update to the previous strategic plan created in 2016. The goal of creating a new strategic plan was to develop a 10-year vision that blends aspirational goals with measurable action items. The plan creates a clear path for the future by providing a S.W.O.T. analysis, a 10-year vision broken down into a series of 3-year priorities, and five areas of focus for the next 12 months, including the following:

- Financial Stability;
- Public Safety;
- Civic Engagement;
- Economic Development and Land Use; and
- Natural Resources and Access to the Outdoors.

## CHRISTIAN COUNTY HOSPITALITY FEASIBILITY REPORT (2023)

This report analyzes the overall demand and financial feasibility of hotel development in Christian County, Missouri. Per the report, by developing a high-quality hotel, Christian County will recapture the demand generated by events in the area otherwise lost to Springfield, which will spur opportunities for tourism development. After reaching the required number of hotel rooms, the report recommends adding a five percent lodging tax to fund future development. This demand is predicted to grow given the population trends and higher incomes compared to surrounding areas. It is recommended that the hotel development include 95 rooms, 4,500 square feet of divisible meetings rooms, and 95 parking stalls to be constructed over a 16-year period.

## ACTIVE TRANSPORTATION PLAN (2022)

An active transportation plan is a comprehensive set of strategies to ensure better options for biking, walking, and transit. By incorporating active transportation, a city promotes healthy lifestyles and addresses environmental issues such as air pollution and greenhouse gas emissions. According to Ozark’s Active Transportation Plan, the best way to connect people safely and conveniently is to provide an integrated multimodal transportation system. The plan states that this can be accomplished by including three-eighths cent transportation sales tax to ease vehicular traffic concerns, building a trail connection within one-half mile of every residence, and partnering with multimodal transportation advocates. This plan provides recommendations to improve sidewalks, wayfinding, education and etiquette, safety, and design standards for pedestrians, bicyclists, and Ozark’s Blueway users. Ultimately, this plan provides Ozark with the framework for building an active transportation network that will lead to a more healthy and vibrant community.

This Plan incorporates the community sidewalk, neighborhood sidewalk, and recreational trail recommendations into its multimodal transportation framework plans for each corridor.

## OZARK DISTRIBUTION MARKET STUDY (2021)

This study’s purpose is to inform the feasibility of attracting and growing business operations in distribution sectors in Ozark. Industry clusters are examined to see which sectors have the highest potential for growth within the City of Ozark. The study includes three conclusions:

- Ozark must do everything in the city’s power to keep up with growth.
- Ozark should ensure utilities are sufficient to support growth, and broadband availability is critical.
- Ozark needs to prioritize hospitality infrastructure, and especially hotels, as this will promote tourism growth and drive increased sales tax revenues.

Placing emphasis on these priority areas will breed a variety of additional economic development opportunities including the ability to attract distribution and e-commerce businesses.

Five themes are identified to help leverage existing city assets. Most urgently, the city should continue to address needed infrastructure improvements by exploring creative ways to address the lack of shovel-ready sites. It is recommended that city officials engage and educate residents on the importance of taxes to fund projects in demand. The city should also consider improvements to their development process, and redesign current development processes and policies, to accommodate private developers. Additionally, the city should transition to a charter government, giving more opportunities for public funding. The final theme is unlocking momentum to enhance the quality of Ozark’s unique small-town charm for visitors.



**OZARK COMPREHENSIVE PLAN  
(2019)**

Since the previous comprehensive update in 2008, Ozark included additional sections in their comprehensive plan to address the needs of this growing community. The 2019 comprehensive plan provides an accurate guide for the city to follow based on research, community input, and collaboration with city administration. To make the comprehensive plan more manageable, the plan is separated into the following sections: Natural Resources, Land Use, Economic Development, Infrastructure, Parks and Recreation, Community Image and Urban Design, and Community Engagement and Education. Each section has a set of goals and objectives.

The comprehensive plan provides future land use recommendations for the three corridors studied by this Plan. The future land use map in the comprehensive plan indicates single-family residential will be along South 3rd Street with commercial lining the southern portion of the arterial. It is recommended that commercial uses be located at the intersection of US 65 and South Street, and a dense portion of commercial uses be located at the intersection with South 3rd Street and South Street. Just north of South 3rd Street, MO-NN is recommended to be primarily used for mixed uses, commercial uses, and open space. The comprehensive plan further recommends that Ozark trails be attached to South Street and expand north along South 3rd Street, and east of MO-NN to provide access to proposed trails. As South 3rd Street is a major corridor, the comprehensive plan states that the city will need to implement new design standards that enhance the natural charm that residents would like to preserve.

The comprehensive planning process, led by the Southwest Missouri Council of Governments (SMCOG), consisted of several months of work with city staff members, residents, and a planning committee. SMCOG also led a community survey and open houses that provided residents with opportunities to participate in the process. The final sections of the comprehensive plan consist of funding sources and implementation for officials to follow. The implementation matrix was based on the planning process and was intended to be updated regularly as the city's priorities change.

**DOWNTOWN STRATEGIC PLAN  
(2015)**

The initiative for this plan is to amplify the function, structure, and image of Downtown Ozark. The document seeks to leverage the existing tools to obtain additional funding for downtown improvement projects. The highest priority goal is to establish a formal downtown organization (made up of property owners, merchants, and residents) to drive revitalization efforts. Secondly, downtown wayfinding needs to be improved so that visitors do not overlook tourist opportunities. Similarly, the Downtown Ozark Partnership should work to broaden the variety of retail businesses that address unmet retail market needs. This effort will naturally increase the residential demand to support businesses and make downtown more vibrant.

The goals, objectives, and tasks were developed based on the Land Use, Buildings, and Infrastructure Survey, community engagement, residential market, retail market, and review of organizations with an active interest in Downtown Ozark. The city deployed advancements to downtown revitalizations, infrastructure improvements, and wayfinding across downtown. Additionally, the plan emphasizes wayfinding and historic preservation by recommending that the city continue to improve code enforcement and adopt building standards for downtown.

**OZARK TRANSPORTATION  
MASTER PLAN (2010)**

This plan's primary focus is to identify preliminary scoping of transportation projects. A previous report identified 24 transportation projects based on congestion relief, economic competitiveness, safety, and road conditions. The consultant, Mai, was tasked to narrow those projects based on the most urgent needs over a five-to-seven-year period. Each project includes a description, proposed improvements, and estimated costs. After being given input from city and county staff members, the South 3rd Street and Jackson Street intersection and State Highway NN and Jackson Street intersection were given the highest priority.

The South 3rd Street and Jackson Street intersection project includes the following proposed improvements:

- Widen South 3rd Street for two through lanes in each direction with continuous center turn lane
- Add center turn lane for southbound approach of Riverside Street
- New signal
- Curb and gutter
- Enclosed stormwater system
- Sidewalks on both sides

The State Highway NN and Jackson Street intersection project includes the following proposed improvements:

- Widen Jackson Street for two westbound through lanes (east of State Highway NN)
- Widen State Highway NN for southbound left turn lane
- New signal
- Asphalt pavement with six-foot wide shoulders
- Open channel stormwater conveyance
- Multi-use sidewalk on east side of State Highway NN to McCracken Street

**CHRISTIAN COUNTY AND CITY OF  
OZARK – URBAN SERVICE AREA  
AGREEMENT**

This agreement between Christian County and the City of Ozark to establish an overlay district is intended to better manage and control land use and development. The district would enhance areas for urban development involving land use, transportation, and natural resource planning. Urban Service Areas are categorized into three tiers based on the comprehensive master plans: Urban Service Area, Rural/Low Density Planning Area, and Extending Planning Area. This agreement also indicates the standards and general guidelines for development within each tier.

- Ozark must do everything in the city's power to keep up with growth.
- Ozark should ensure utilities are sufficient to support growth, and broadband availability is critical.
- Ozark needs to prioritize hospitality infrastructure, and especially hotels, as this will promote tourism growth and drive increased sales tax revenues.



**ENGAGEMENT SUMMARY**



In the end, a good plan is developed with the community, and not just for it. **Appendix D** summarizes the stakeholder and public engagement process and outcomes utilized in this planning process. Each engagement opportunity allowed participants to share their ideas for the future of each of the corridor study areas. This information shaped and reshaped the Plan's priorities and recommendations, ultimately leading to a unified vision for the future of Ozark.



# VISIONING PHASE

## KEY FINDINGS

Visioning provides valuable input from stakeholders, city staff members, and the public. While the planning team considers the existing conditions of the city and ‘what is,’ the primary purpose of this phase was to ask members of the community what they see as their concerns for each of the corridors and to start dreaming about ‘what could be.’

The following section provides a summary of findings from the visioning phase for each of the three corridors.

### NORTH CORRIDOR

Throughout the visioning phase of the engagement process, repeated themes for North Corridor included transportation and utility improvements, including multimodal connections between schools, local amenities, and downtown. There was a strong desire among stakeholders for additional residential development along the corridor and to utilize the frontage along US Highway 65 for large-scale commercial and industrial development. Some suggestions on how to ensure cohesion among the varied land uses included creating step down buffers from commercial development to typical, neighborhood-style residential areas. This could include multifamily residential areas and mixed use development, particularly at the intersection of North State Highway NN and McCracken Road.

Ozark High School, Ozark Middle School, and Ozark North Elementary School are all located within or directly adjacent to the corridor study area. Stakeholders repeatedly indicated they would like to see safer access to schools with additional multimodal transportation options, such as multiuse paths and bike lanes along the corridor. Multiple comments indicated that stakeholders would also like to see trail and sidewalk connections to and along the Finley River.

Stakeholders thought that the North Corridor would benefit from additional enhancements, including landscaping, improvements to utilities, and lighting. In addition to other types of development, stakeholders indicated that it was appropriate to create park space and preserve greenspace along this corridor.

### CENTRAL CORRIDOR

Currently, the Central Corridor is difficult to navigate, especially for pedestrians and bicyclists. Stakeholders desired to make the Central Corridor safer for all modes of traffic. There were multiple comments about expanding the existing sidewalk network, improving existing pedestrian crossings, especially at the intersections along South 3rd Street at Church Street and Walnut Street, adding more pedestrian crosswalks, improving access management, and realigning intersections for better traffic flow, especially at South 3rd Street and Oak Street.

The Central Corridor is directly adjacent to the downtown area and should complement and enhance the existing amenities. Suggestions for how to do this included wayfinding signage, preserving and continuing historic design elements, and burying overhead utilities. Stakeholders noted that they would like to see mixed use development along this corridor, providing a mixture of commercial, retail, and office space on the lower floors with residences above.

### SOUTH CORRIDOR

Stakeholders see the South Corridor as a commercial hub and would like to see improvements and expansions to these uses. Repeated suggestions on how to accomplish this included redeveloping outdated strip centers, adding additional retail and family entertainment options, and developing vacant land, especially around the US Highway 65 intersection. Stakeholders expressed the desire to protect the commercial frontage along South Street and set residential uses back.

Overall connectivity was repeatedly noted as an issue. Stakeholders indicated that they typically experienced traffic while driving along South Street. While sidewalks exist along parts of South Street, stakeholders reported that the South Corridor was not a pedestrian or bicycle-friendly area and indicated a need for a safer multimodal network. Streetscape improvements with elements such as wayfinding signage and pedestrian amenities were often suggested as way to improve connectivity and aesthetics throughout the corridor.





# PLANNING PHASE KEY FINDINGS

Planning utilized the findings of the visioning phase, along with a thorough analysis of existing conditions, to begin forming a future vision for each of the corridors. At this point in the process, the corridors were considered individually and as a collective whole, understanding that the three are interconnected in a variety of ways and that an action taking place on one will ultimately affect the other two. The planning phase began at the visioning and planning charrette, which allowed for real-time design feedback from stakeholders and city staff, and continued throughout the process until the final review of the draft plan document to ensure that the Plan aligned with the vision of the community for the future of Ozark. Key findings for each of the three corridors are provided below.

## NORTH CORRIDOR

Opportunities exist along the North Corridor for new development, especially along the US Highway 65 frontage. Large plots of land could be master planned as an enterprise zone, which could include office parks, medical uses, commercial areas, mixed uses, a variety of housing ranging from high to medium density, and sports and/or recreational areas. The area should be well-connected with new roadway connections and trails. A new interchange and overpass on US Highway 65 should be strongly considered to increase access.

Another potential commercial development area exists along the Finley River at the southeastern corner of 9th Street and Jackson Street, which could serve as an entryway into this corridor from Downtown Ozark and existing natural amenities around the Finley River.

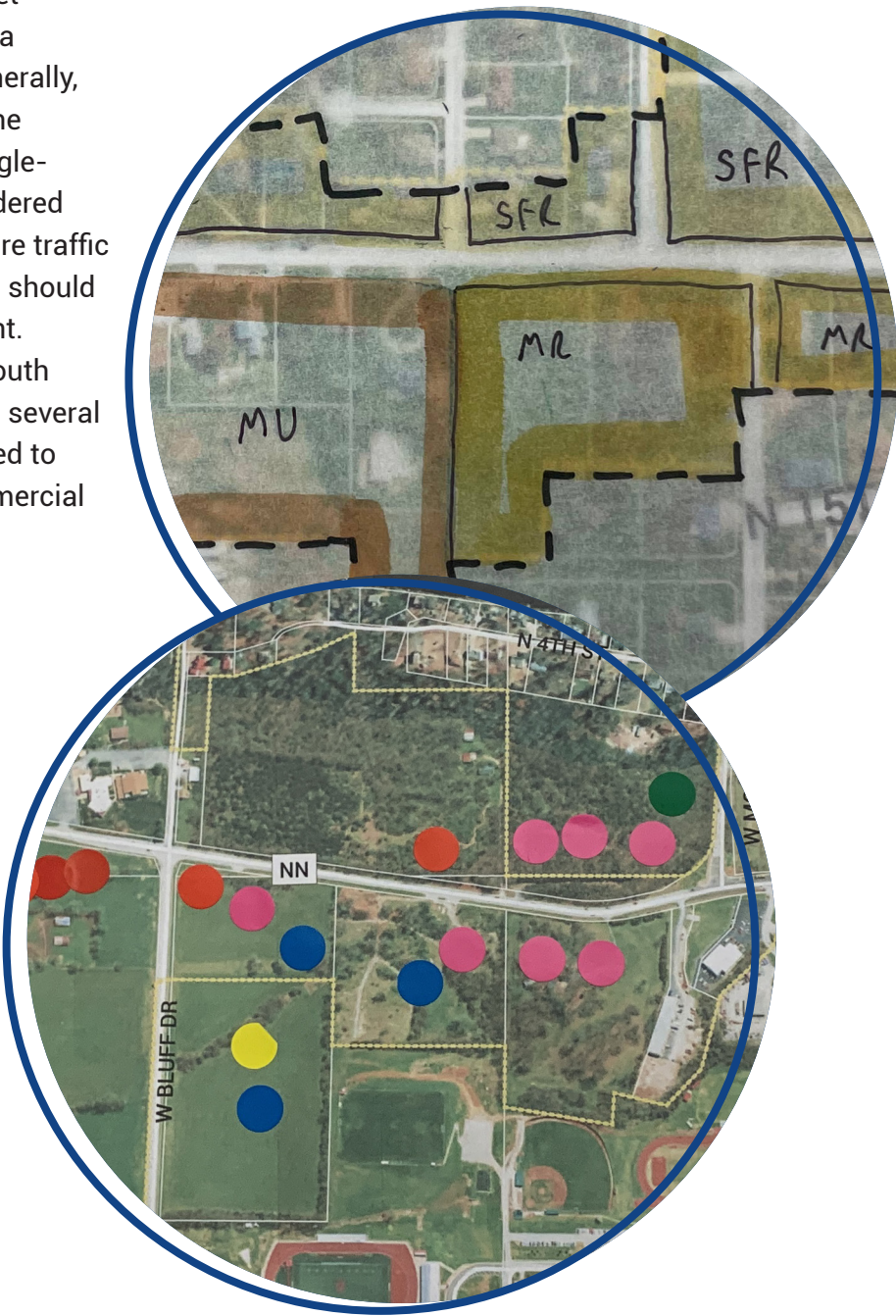
Additionally, recommended uses along the corridor could include a variety of housing types and small-scale commercial to serve residents. Multimodal connections should be prioritized alongside new development. Safe pedestrian crossings should be developed at several points along North State Highway NN.

## CENTRAL CORRIDOR

The Central Corridor has potential to become a vibrant compliment for Downtown Ozark, building on the existing historic character and expanding the activity to the Finley River area to the north. The open space between 3rd Street and 9th Street should be developed into a large central park, providing an additional outdoor recreational amenity closer to the South Street commercial areas. The 3rd Street frontage should predominantly be a mix of commercial, retail, and professional uses. Access management should be considered to mitigate traffic congestion along the corridor, along with pedestrian infrastructure to expand the walkability of downtown and make it possible to walk comfortably to each amenity.

## SOUTH CORRIDOR

The South Corridor should continue to focus on commercial development, with larger-scale commercial uses at the east end of the corridor and smaller-scale to the west. The open area near the southwest corner of South Street and 3rd Street should be developed into a master planned commercial district. Generally, residential development should match the density of commercial development. Single-family residential areas should be considered near the eastern side of the corridor where traffic is less intense. Pedestrian infrastructure should be prioritized alongside new development. Sidewalks should be on either side of South Street throughout the entire corridor and several pedestrian crossings should be developed to ensure safe access to schools and commercial areas.





# PROJECT MARKETING

Multiple media outlets were utilized to ensure that residents throughout the City of Ozark were aware of the opportunities to be involved in the planning process. These communication channels included a dedicated project page on the city's website, social media posts from city accounts, press releases, email blasts, and text alerts. These various methods are described below.

## PROJECT WEBSITE

A dedicated project webpage (<https://ozarkmissouri.com/732/Onward-Ozark-Planning-Our-Corridors>) was created on the city's website to act as a landing page for anyone interested in learning more about the planning process. The webpage provided information on a variety of topics related to the Plan, including:

- A project overview, which detailed the purpose of the Plan, identified each of the three corridor study areas, and described the goals of the planning process;
- A project timeline detailing the phases of the planning process;
- A list of engagement opportunities that took place throughout the planning process and instructions on how to get involved;
- Project downloads such as Plan drafts; and
- An opportunity to ask questions and provide comments to the city.

The project webpage was regularly updated throughout the planning process, providing a single location for project-related information.



A unified brand was created for the Plan, including set colors, fonts, and logos (seen above). The brand standardized the visual identity of materials related to the planning process, so that outreach efforts could be easily attributed to the Plan.

## SOCIAL MEDIA

The City of Ozark's social media platforms promoted project information and informed residents of upcoming engagement efforts. The planning team developed and created the social media graphics and captions to encourage engagement with the project.

## NEWS AND MEDIA OUTREACH

Cameron Smith, City of Ozark Community Development Director, was interviewed by KSMU News for a story on the Plan. The story, which describes the planning process and described ways for the public to get involved, was published on the news outlet's website and aired on the evening news on Monday, January 8, 2024. KSMU News is one of the top news outlets serving the Springfield, Missouri metropolitan area.

## PRESS RELEASES

Four press releases were distributed and used to formally announce milestones in the planning process. Each press release included basic project information and directed readers to the project webpage. The four press releases focused on the following topics:

- Press Release 1: project kick-off
- Press Release 2: virtual public open house announcement
- Press Release 3: virtual public open house reminder
- Press Release 4: TBD

## EMAIL BLASTS

The project webpage provided the public with the option of joining the contact list to receive project communications. Various e-blasts were sent to those who opted for email notifications about the project to provide information on engagement opportunities.

## TEXT MESSAGE ALERTS

A text message alert service was utilized as a quick way to notify individuals of Plan updates, including engagement opportunities and draft document postings. Instructions on how to sign up for text notifications were available on the project website and on promotional flyers posted around the community.

## FLYERS

The planning team created a flyer that was distributed throughout the community. It provided a brief description of the Plan and corridor planning process, a link the project webpage, and an option to sign up for text message alerts.



# EXAMPLE MARKETING MATERIALS

The graphics on this page are examples of the marketing and outreach materials designed and distributed for the planning process.



**ONWARD  
OZARK**

We're planning for the future of three important corridors in Ozark, and we need **your** help.

**Take the survey today!**

Visit [ozarkmo.info/onwarddozark](http://ozarkmo.info/onwarddozark)



**ONWARD  
OZARK**

Ideas are in the works for the corridors. Help refine the ideas via the **virtual public open house!**

Open now through February 18





**ONWARD  
OZARK**  
PLANNING OUR CORRIDORS

**It's time to evaluate and build up the Ozark Corridors through smart land use, economic development, and enhanced character. To do this, we need your help!**

Onward Ozark is a planning study that will guide future growth and development, aesthetics and character, and services located along three corridors in Ozark.

The planning study area starts at North Highway NN and stretches to South 3rd Street, which then runs to South Street. The South Street corridor spans from the intersection with Highway 65 to the intersection with Highway W.

**How do I get involved?**

Take the public survey by visiting project webpage: [www.ozarkmo.info/onwardozark](http://www.ozarkmo.info/onwardozark)

Sign up for Onward Ozark updates:

**By Email:** Sign up via the project webpage

**By Text Message:** Text "OnwardOzark" to 888.521.3871 and follow the prompts





# CORRIDOR TOUR

Part of the existing conditions analysis included a tour of the corridors given by city staff members to the planning team. This occurred on September 25, 2023. Overall, the tour provided the planning team with a sense of the corridors, their unique characteristics, and their individual challenges. In addition to documenting the corridors and taking site photos, the planning team was able to engage with members of the city staff members one-on-one and learn more about the corridors from the city's perspective.





# VIRTUAL STAKEHOLDER INTERVIEWS

As part of the engagement process, the planning team held hour-long virtual stakeholder meetings with six focus groups to gather input during the visioning phase of the project. This also provided insight into the Plan's vision, goals, and objectives.

The focus of these meetings was to better understand the economic development opportunities, existing and potential transportation (including multimodal) and infrastructure projects, and existing land use conditions and present natural resources.

## KEY FINDINGS

### Education/Schools Focus

- Concerns have been voiced regarding the safety of pedestrian crossings near schools, notably at 9th Street and Jackson Street, which is a key intersection near Ozark High School.
- There is an overall lack of adequate pedestrian infrastructure, which raises concerns about the overall safety and accessibility of these routes.
- Coordination challenges with the Missouri Department of Transportation (MoDOT) on infrastructure projects further complicate efforts to address these safety concerns.
- Peak hour congestion, particularly along North State Highway NN, has been highlighted as a significant concern, affecting the efficiency and safety of transportation to and from schools.

- High traffic areas, such as 9th Street and Jackson Street, pose significant safety risks, necessitating attention and potential improvements to ensure the safety of both pedestrians and motorists.
- Requests have been made for traffic signal improvements to address congestion issues, particularly along North State Highway NN and 3rd Street.
- There is a desire for mixed-use development and the expansion of transportation infrastructure to accommodate the growing needs of the community and enhance overall accessibility.
- Positive collaboration with the city has been emphasized, highlighting effective communication and cooperation in addressing shared concerns and implementing solutions.
- Suggestions for overall safety improvements include exploring options for intersection realignment and conducting a thorough review of public survey feedback to gather valuable insights for future planning and decision-making processes.

### Transportation and Infrastructure Focus

- MoDOT is planning improvements on South Street, considering options such as a roundabout at 3rd Street and a multimodal trail along MO-14.
- The city is planning for pedestrian safety enhancements and realignment of Oak Street across 3rd Street. There is an overall feeling of pedestrian discomfort along 3rd Street.
- Speeding on South Street is an issue.
- There are gaps in multimodal infrastructure, offering opportunities for development-driven improvements, particularly along North State Highway NN.
- Pedestrian crossings should be improved with safety enhancements, especially along South Street and North State Highway NN. Indicated locations for new pedestrian crossings include South Street at 15th Street and near multifamily developments along North State Highway NN.
- Priorities for enhancement prioritize safety, with ongoing discussions regarding beautification along Highway 65 and gateway opportunities on the east side of the city.
- Coordination between the city and MoDOT proves generally effective, involving early MoDOT engagement and utilization of design guides.

### Municipality/Downtown Focus

- Vision for South Street includes tackling sporadic sprawl and enhancing road connectivity, primarily to alleviate traffic congestion.
- Proposed for 3rd Street is a potential CID extending from downtown to South Street, prioritizing cohesion and safe pedestrian crossings.
- Improvements needed on 3rd Street include enhancing pedestrian safety, developing downtown-adjacent land, and addressing parking and access concerns.
- The water main service gap along North State Highway NN needs to be addressed before considering development and enhancements.
- Ideal land uses along South Street include commercial/retail, mixed uses, and multifamily housing.
- Ideal land uses along 3rd Street include park/recreation areas, residential development, and enhancing existing land uses.
- Ideal land uses along North State Highway NN include single and multifamily housing, commercial, industrial, and business parks. Development should complement surrounding uses.
- Collaborative efforts between cities and downtown areas are pivotal for coherent corridor development.
- Identifying and analyzing successes along each corridor is essential to understand their effectiveness.

Natural Resources Focus

- Flooding is a common issue, especially at the bottom of the hill on 3rd Street and the Finley River crossing at Jackson Street.
- Protection and enhancement of vegetation along streambanks are crucial for preserving sensitive areas.
- There needs to be a continued focus on preserving the Finley River, preventing impairment, and leveraging EPA plans for the James River watershed and Garrison Springs management.
- Enhancements should prioritize considerations like upstream development, vegetation preservation, recreational access, and dispersed water management.
- Viability of Low Impact Development requires education and commitment, despite past challenges.
- Environmental considerations should include overlay protection districts, Grow Native initiatives, public education, grants, and working landscapes.
- Balancing native plantings with stormwater management and wildlife habitats is crucial, possibly necessitating ordinance revisions.
- Sustainability initiatives need to be cost-conscious.
- Planning for natural resource protection should align with active transportation and blueway plans.
- Assessment of current impacts on natural resources along corridors is necessary amid ongoing growth.
- Collaboration with HOAs and grassroots initiatives can promote native plantings and soil testing, as seen in successful examples such as Southern Hills in Springfield

Economic Development Focus

- Gaps in the market indicate opportunities for development, including a large central park, mixed use areas, retail, and housing.
- Trail connectivity, especially across South Street and 3rd Street, would be a substantial asset to economic development.
- Beautification and aesthetic enhancements should be prioritized at key areas, including the intersection of South Street and 3rd Street, indicated as a gateway into Downtown Ozark.
- Challenges in recruiting economic development include infrastructure barriers, financial constraints, and frustrations with NIMBY attitudes.
- Incentive policies are similar to neighboring Nixa, with challenges related to state statutes governing program eligibility and benchmarks.
- Challenges for local businesses vary, with South Street area thriving due to highway proximity, but small downtown boutiques struggling.
- Efforts to revise ordinances aim to address housing affordability, balancing amenities with housing prices and concerns about rental properties.
- Property acquisition is limited, with challenges including holdouts demanding high prices and difficulty with timing in the past.

Land Use Focus

- Issues with incompatible uses or challenges in the current land use mix are identified, prompting discussions on necessary improvements.
- Increased commercial development is desired on South Street, with emphasis on connectivity and residential development.
- Opportunities for redevelopment and aesthetic improvements along 3rd Street are focused on enhancing pedestrian-friendliness and safety.
- Intersection improvements are priority projects, but can be costly.
- Storage facilities are considered a detrimental land use due to their negative impact to the overall appearance of the area.
- Land use gaps impact different populations and will play a significant role in long-term needs, such as the addition of a second high school.



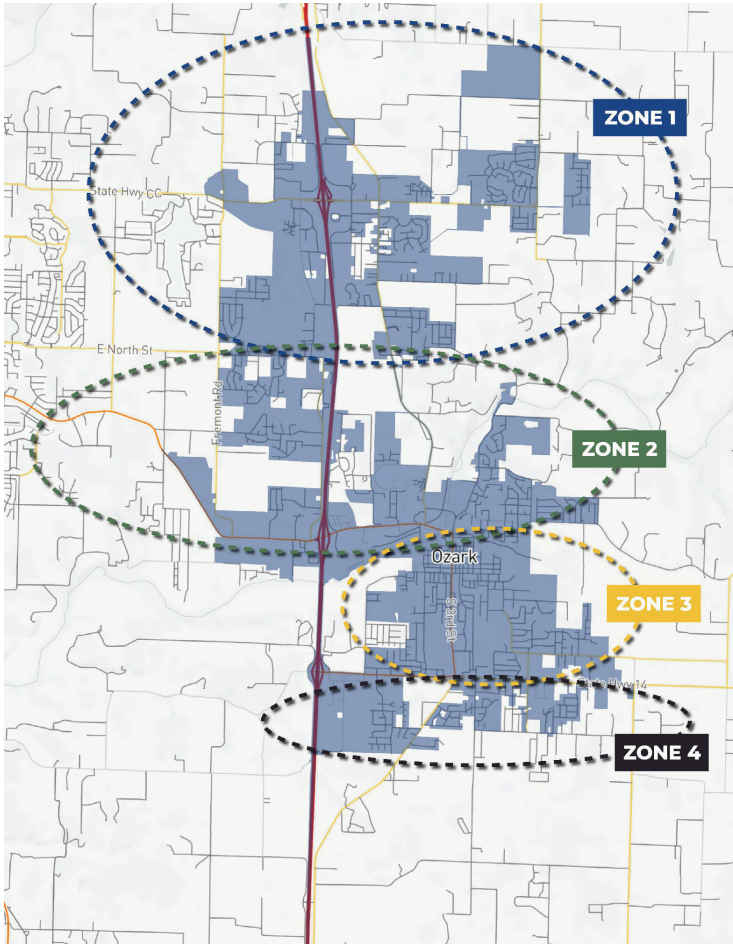
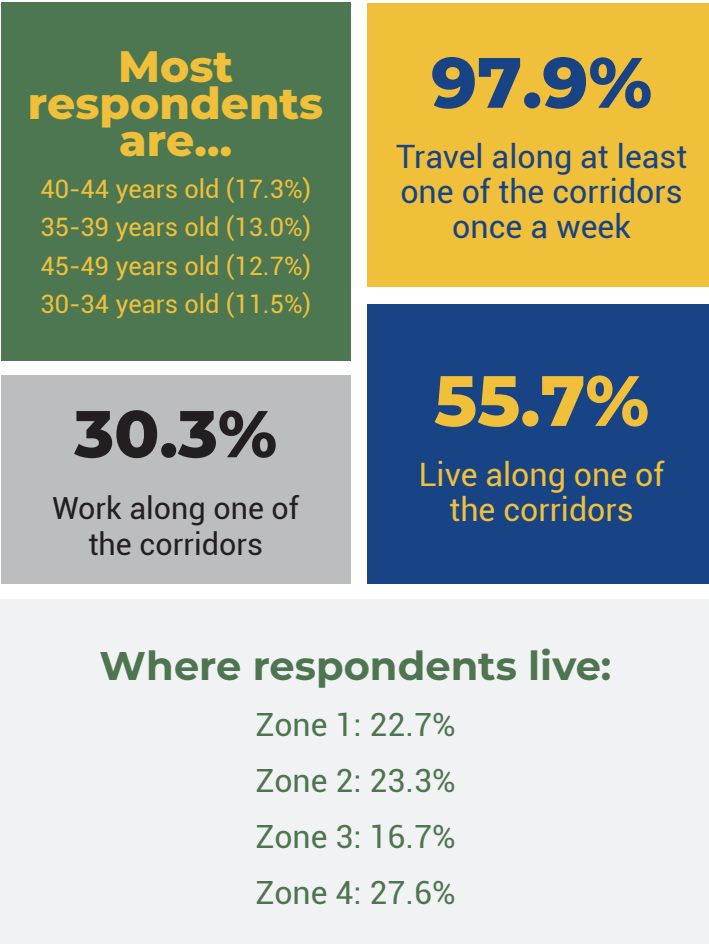


# COMMUNITY SURVEY

As part of the public engagement process, a community survey was distributed to residents and stakeholders, which was the first primary public engagement opportunity. The survey focused on residents' and stakeholders' preferences for the future of each corridor. These results were essential for the planning team to better understand the community's desires in transportation needs, aesthetic improvements, and development opportunities.

The survey was available from October 6 to November 30, 2023, via the project webpage. The survey was completed by 520 respondents. The results of the survey are detailed briefly with the following graphics.

The planning team drafted and published a community survey to gather input from the public about the corridors. This included questions about the quality of life, development, aesthetics, and other aspects that contributed to the Plan.



## NORTH CORRIDOR SUMMARY

### What is Generally Important



1. Parks and Recreation (59.2%)
2. Connectivity and Safety Improvements (57.1%)
3. Enhanced Pedestrian and Bicycle Transportation (48.6%)

### Types of Housing to Prioritize



1. Standard Lot Detached Single-Family Homes (58.7%)
2. No Residential Needed (36.2%)
3. Age-Restricted or Senior-Oriented Communities (25.6%)

### Land Uses to Prioritize



1. Parks and Recreation (58.1%)
2. Single-Family Residential (41.9%)
3. Open Space (36.4%)

### Level of Comfort With...



- **DRIVING:** Very Comfortable (45.7%)
- **BICYCLING:** Very Uncomfortable (56.9%)
- **WALKING:** Very Uncomfortable (59.2%)

### Key Transportation Improvements



1. Additional Travel Lanes/ Widening of Roadway (59.2%)
2. Consistent Sidewalks and Crosswalks (56.9%)
3. Dedicated Bicycle Facilities (37.2%)

### Aesthetic Improvement Needed



1. Some (57.1%)
2. None (22.2%)
3. Extensive (20.7%)

CENTRAL CORRIDOR SUMMARY

What is Generally Important



- 1. Unique Identity and Community Character (51.3%)
- 2. Enhanced Pedestrian and Bicycle Transportation (48.4%)
- 3. Connectivity and Safety Improvements (47.2%)

Types of Housing to Prioritize



- 1. No Residential Needed (39.6%)
- 2. Mixed Use Residential (38.4%)
- 3. Standard Lot Detached Single-Family Homes (32.3%)

Land Uses to Prioritize



- 1. Entertainment/Nightlife (52.5%)
- 2. Vertically Mixed Uses (49.0%)
- 3. Parks and Recreation (41.4%)

Level of Comfort With...



- DRIVING: Very Comfortable (45.5%)
- BICYCLING: Very Uncomfortable (30.5%)
- WALKING: Very Uncomfortable (26.1%)

Key Transportation Improvements



- 1. Consistent Sidewalks and Crosswalks (69.8%)
- 2. Dedicated Bicycle Facilities (41.9%)
- 3. Additional Travel Lanes/ Widening of the Roadway (40.8%)

Aesthetic Improvement Needed



- 1. Some (56.9%)
- 2. Extensive (32.6%)
- 3. None (10.6%)

SOUTH CORRIDOR SUMMARY

What is Generally Important



- 1. Connectivity and Safety Improvements (56.8%)
- 2. Economic Development and Destination Creation (43.5%)
- 3. Sustainable Design (40.8%)

Types of Housing to Prioritize



- 1. No Residential Needed (43.5%)
- 2. Standard Lot Detached Single-Family Homes (36.9%)
- 3. Mixed Use Residential (23.3%)

Land Uses to Prioritize



- 1. Community or Regional Commercial (33.8%)
- 2. Parks and Recreation (33.8%)
- 3. Neighborhood Commercial (30.8%)

Level of Comfort With...



- DRIVING: Very Comfortable (42.9%)
- BICYCLING: Very Uncomfortable (39.9%)
- WALKING: Very Uncomfortable (42.0%)

Key Transportation Improvements



- 1. Consistent Sidewalks and Crosswalks (62.2%)
- 2. Additional Travel Lanes/ Widening of the Roadway (47.7%)
- 3. Increased Intersection Control (34.1%)

Aesthetic Improvement Needed



- 1. Some (54.1%)
- 2. Extensive (33.5%)
- 3. None (12.4%)



# VISIONING AND PLANNING WORKSHOP

## WHY VISIONING AND PLANNING?

The visioning and planning workshop is not only the first in-person opportunity for stakeholders and city staff members to meet and work together, it is the time when the collective tone for the process to come is set. The goal of the workshop is to guide the development of the Plan, ensuring it is reflective of overarching community goals.

The workshop is a time when participants are initially encouraged to ignore price tag and timing concerns. Visioning intentionally strips away what often holds people back from being truly honest about what they want to see. With the openness that comes from sharing with one another about what is desired, a more informed conversation can be had about the barriers that currently exist.

In addition to providing a dedicated time and space for community members to participate actively in the planning process, this time is also important for the planning team, allowing them the opportunity to listen intently to what the community hopes to achieve from the project. Although the facilitated dialogue and exercises provide rich input, the act of simply listening to conversations being had between neighbors, acquaintances, city staff members, and city leadership with their constituents is invaluable to shaping the plan.

## WORKSHOP OVERVIEW

Before a plan's vision can be crafted, it is important to meet with stakeholders to (1) ensure a clear understanding of their desires for the future; (2) to gather local knowledge related to the issues and opportunities facing the corridor study areas; and (3) to build consensus around a multifaceted solution.

The visioning and planning workshop was held December 11-12, 2023, at the First Baptist Church of Ozark, 1400 West Jackson Street, Ozark, MO 65721. The two-day workshop was attended by the planning team, Stakeholder Group (SG) members, and Technical Committee (TC) members.

The SG was made up of property owners, business owners, and other key stakeholders who have a vested interest in the future of the city. The TC was made up of representatives from the city that would, in part, be responsible for implementing portions of the Plan.

In preparation for the workshop, the planning team designed a project brand and logo, developed a project page on the city's website, attended a corridor tour and site visit, conducted stakeholder interviews, and carried out an existing conditions evaluation and analysis. These matters were presented at the workshop, allowing all participants to provide input on and ask questions about these initial findings. After presenting this information, the planning team led a series of exercises over the course of two days. These are described on the next few pages.

## DAY ONE

On the morning of day one, the planning team met with SG and TC members to go over the visioning process and schedule over the two-day period. The planning team also gave participants an overview of the existing conditions, economic and market analyses, and the preliminary results of the public survey.

## Word Clouds

Near the end of the presentation, the planning team led the SG and TC members through the first activity. Using an online platform called Mentimeter, the group was asked to answer two questions for each of the three corridors. The first question was an open-ended response and the second question asked for single-word answers, generating a word cloud. Results were populated and viewed in real time, allowing the entire group to understand collective thoughts and feelings going into the workshop. Word clouds for each of the three corridors can be seen in **Figures D.1 – D.3** and all open ended responses are provided in Full Documentation of Responses. Questions asked for each corridor are as follows:

1. *What issues does the (North/Central/South) Corridor face?*
2. *In three single words, describe your desired future for the (North/Central/South) Corridor.*

### FIGURE D.1

DESCRIBE YOUR DESIRED FUTURE FOR THE **NORTH** CORRIDOR.



**FIGURE D.2**

DESCRIBE YOUR DESIRED FUTURE FOR THE **CENTRAL** CORRIDOR.

**FIGURE D.3**

DESCRIBE YOUR DESIRED FUTURE FOR THE **SOUTH** CORRIDOR.



## Issues and Opportunities

After the presentation, the planning team split the participants into six groups and asked them to work their way through four different topic stations for each of the three corridor study areas. Each group was given approximately 20 minutes at each station to provide their comments on different questions created by the planning team. The different topic stations included the following:

- **Land Use;**
- **Mobility and Connectivity;**
- **Placemaking and Aesthetics; and**
- **Natural Resources and Recreation.**

After working through each station, the groups were asked to prioritize their top elements/ideas from each category and rewrite them on new sticky notes. This exercise allowed for participants to work together and think through their priorities for the future for each of the three corridor study areas. This also provided the planning team an opportunity to field questions from the stakeholders.

**Tables B.1** through **B.6** on the following pages detail each group's priorities by category for each of the three corridors. All comments received during this exercise are listed in Full Documentation of Responses.

Later that afternoon, the planning team met with members of the TC to discuss the findings and comments from the earlier sessions. This was also a chance for the planning team to ask the technical committee questions to begin working on initial concepts for the following day's sessions.

## DAY 2

Day two of the workshop started with closed studio work time for the planning team. Initial design concepts and ideas were drafted based on participant feedback gathered during the previous day's exercises. At 4:30pm, the planning team presented the concepts to members of the SG and TC in a concept review period. The group left detailed comments on each concept, which are provided in ***Full Documentation of Responses***.



TABLE D.1  
GROUP 1 PRIORITIES

| CATEGORY                        | NORTH CORRIDOR                                                                                                                                              | CENTRAL CORRIDOR                                                                                         | SOUTH CORRIDOR                                                                                                                                           |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| LAND USE                        | <ul style="list-style-type: none"><li>• Development (all types)</li><li>• Connectivity – community to schools – community to amenities + downtown</li></ul> | <ul style="list-style-type: none"><li>• Consistency</li><li>• Quality development (aesthetics)</li></ul> | <ul style="list-style-type: none"><li>• Commercial! Economic hub - 65 to 3rd Street</li></ul>                                                            |
| MOBILITY AND CONNECTIVITY       | <ul style="list-style-type: none"><li>• Multimodal</li><li>• Safety</li></ul>                                                                               | <ul style="list-style-type: none"><li>• Sidewalks/traffic calming</li><li>• Trails</li></ul>             | <ul style="list-style-type: none"><li>• Pedestrian walkways – commercial, school</li></ul>                                                               |
| PLACEMAKING AND AESTHETICS      | <ul style="list-style-type: none"><li>• Activity centers (park, sports, activity, river)</li></ul>                                                          | <ul style="list-style-type: none"><li>• Capitalize on traditional downtown</li></ul>                     | <ul style="list-style-type: none"><li>• Retail showcase (65 intersection)</li><li>• Parks and rec (SW corner of 3rd Street &amp; South Street)</li></ul> |
| NATURAL FEATURES AND RECREATION | <ul style="list-style-type: none"><li>• Trails; connect to schools</li><li>• Activity centers</li></ul>                                                     | <ul style="list-style-type: none"><li>• Public access to water</li><li>• Beautification/parks</li></ul>  | <ul style="list-style-type: none"><li>• Trees?</li></ul>                                                                                                 |

TABLE D.2  
GROUP 2 PRIORITIES

| CATEGORY                        | NORTH CORRIDOR                                                                                                      | CENTRAL CORRIDOR                                                                                          | SOUTH CORRIDOR                                                                                                   |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| LAND USE                        | <ul style="list-style-type: none"><li>• Opportunity to create</li><li>• Need for comprehensive plan</li></ul>       | <ul style="list-style-type: none"><li>• Reuse and redevelopment</li><li>• Mixed use</li></ul>             | <ul style="list-style-type: none"><li>• Develop empty land</li><li>• Focus on 3rd Street to 65</li></ul>         |
| MOBILITY AND CONNECTIVITY       | <ul style="list-style-type: none"><li>• Safe access for schools</li><li>• Trail as transportation in area</li></ul> | <ul style="list-style-type: none"><li>• Walking and biking lanes</li><li>• Crosswalks/sidewalks</li></ul> | <ul style="list-style-type: none"><li>• Vehicular driven</li><li>• Safe sidewalk</li></ul>                       |
| PLACEMAKING AND AESTHETICS      | <ul style="list-style-type: none"><li>• Sidewalks/connectivity</li><li>• Open and green space</li></ul>             | <ul style="list-style-type: none"><li>• Underground utilities</li><li>• Signage and wayfinding</li></ul>  | <ul style="list-style-type: none"><li>• Gateway to 3rd Street</li></ul>                                          |
| NATURAL FEATURES AND RECREATION | <ul style="list-style-type: none"><li>• Trails</li><li>• River</li></ul>                                            | <ul style="list-style-type: none"><li>• Parks trails</li><li>• Preserve river</li></ul>                   | <ul style="list-style-type: none"><li>• Preserve green space</li><li>• Expand recreation opportunities</li></ul> |

TABLE D.3  
GROUP 3 PRIORITIES

| CATEGORY                        | NORTH CORRIDOR                                                                                                                                                       | CENTRAL CORRIDOR                                                                                                                                                                               | SOUTH CORRIDOR                                                                                                                                                              |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LAND USE                        | <ul style="list-style-type: none"><li>• Need for commercial development of busy streets</li><li>• Development of industrial and commercial along 65 and NN</li></ul> | <ul style="list-style-type: none"><li>• Redevelopment along 3rd Street with emphasis on mixed use</li><li>• Presentation of natural features and where topography limits development</li></ul> | <ul style="list-style-type: none"><li>• Annex and develop the large unincorporated land for commercial and higher density residential (west side of South Street)</li></ul> |
| MOBILITY AND CONNECTIVITY       | <ul style="list-style-type: none"><li>• Multiuse path all along NN</li></ul>                                                                                         | <ul style="list-style-type: none"><li>• Pedestrian improvements for 3rd Street and crossing 3rd Street for all</li><li>• Separated ped/bike facilities</li></ul>                               | <ul style="list-style-type: none"><li>• Traffic calming</li><li>• Separated facilities for bike/ped</li></ul>                                                               |
| PLACEMAKING AND AESTHETICS      | <ul style="list-style-type: none"><li>• Utility/lighting improvements</li><li>• Greenspace preservation</li></ul>                                                    | <ul style="list-style-type: none"><li>• Improve aesthetics of all streetscape</li></ul>                                                                                                        | <ul style="list-style-type: none"><li>• Improve aesthetics</li><li>• Incorporate wayfinding</li></ul>                                                                       |
| NATURAL FEATURES AND RECREATION | <ul style="list-style-type: none"><li>• Trails</li><li>• River preservation</li></ul>                                                                                | <ul style="list-style-type: none"><li>• Preserve, protect, enhance the natural areas that border either side of 3rd Street (Park/Finley) and the large natural area</li></ul>                  | <ul style="list-style-type: none"><li>• N/A</li></ul>                                                                                                                       |

TABLE D.4  
GROUP 4 PRIORITIES

| CATEGORY                        | NORTH CORRIDOR                                                                                                                              | CENTRAL CORRIDOR                                                                                                                                                                         | SOUTH CORRIDOR                                                                                                                                                                                                                                                          |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LAND USE                        | <ul style="list-style-type: none"><li>• 65 frontage should be a hub for economic activity</li><li>• Desire for variety of housing</li></ul> | <ul style="list-style-type: none"><li>• Mixed use along 3rd street</li><li>• Preserve large green space and Finley River frontage</li><li>• Mixed use of residential</li></ul>           | <ul style="list-style-type: none"><li>• Commercial use along South Street to 9th Street then transition to multi/single-family residential</li><li>• Redevelopment of older strip centers and homes to residential</li></ul>                                            |
| MOBILITY AND CONNECTIVITY       | <ul style="list-style-type: none"><li>• Traffic and safety concerns around schools</li><li>• Add sidewalks and bike lanes</li></ul>         | <ul style="list-style-type: none"><li>• Make 3rd Street walkable and bikeable</li><li>• Pedestrian crossing is needed</li></ul>                                                          | <ul style="list-style-type: none"><li>• Protect commercial frontage along south corridor; annex in properties and change zoning to commercial</li><li>• Housing needs to be set back from main corridor</li><li>• Traffic control</li><li>• Pedestrian safety</li></ul> |
| PLACEMAKING AND AESTHETICS      | <ul style="list-style-type: none"><li>• Corridor enhancements</li><li>• Be mindful of land preservation during development</li></ul>        | <ul style="list-style-type: none"><li>• Keep historic feel and charm (and green space) during development</li><li>• Put utilities underground</li><li>• Mixed use is important</li></ul> | <ul style="list-style-type: none"><li>• Gateway to downtown</li><li>• Preserve natural green space</li></ul>                                                                                                                                                            |
| NATURAL FEATURES AND RECREATION | <ul style="list-style-type: none"><li>• Preserve Finley River area</li><li>• Create park space</li><li>• Trail connections</li></ul>        | <ul style="list-style-type: none"><li>• Keep green space and improve areas for recreation and trail connectivity</li></ul>                                                               | <ul style="list-style-type: none"><li>• Trails</li><li>• Enhance problem areas (sinkholes)</li></ul>                                                                                                                                                                    |



TABLE D.5  
GROUP 5 PRIORITIES

| CATEGORY                        | NORTH CORRIDOR                                                                                                                                                 | CENTRAL CORRIDOR                                                                                                                                                                   | SOUTH CORRIDOR                                                                                                                                                                                             |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LAND USE                        | <ul style="list-style-type: none"><li>Commercial/ industrial along US 65</li><li>Mixed use at McCracken/NN</li></ul>                                           | <ul style="list-style-type: none"><li>Mixed use along 3rd Street</li><li>Multi-use trails and parks</li><li>Redevelopment of existing residential areas along 3rd Street</li></ul> | <ul style="list-style-type: none"><li>Commercial from Highway 65 east to 14</li><li>14 east transitions to mixed use/industrial</li><li>Retail/family entertainment</li></ul>                              |
| MOBILITY AND CONNECTIVITY       | <ul style="list-style-type: none"><li>Transportation improvements at schools</li><li>Infrastructure to handle future development</li></ul>                     | <ul style="list-style-type: none"><li>Traffic issues (all types) along 3rd Street near downtown space</li><li>Pedestrian safety issues</li></ul>                                   | <ul style="list-style-type: none"><li>17th Street and South Street for traffic and ped/bike</li><li>Multi-use trail in green space</li><li>14th Street and South Street for traffic improvements</li></ul> |
| PLACEMAKING AND AESTHETICS      | <ul style="list-style-type: none"><li>Utility improvements (stormwater, sewer, etc)</li><li>Aesthetics at Jackson &amp; NN</li></ul>                           | <ul style="list-style-type: none"><li>Utility (electric underground)</li><li>Update existing buildings along corridor</li></ul>                                                    | <ul style="list-style-type: none"><li>Multi-use trail development in greenspace</li><li>12th Street and 3rd Street intersection enhancements</li></ul>                                                     |
| NATURAL FEATURES AND RECREATION | <ul style="list-style-type: none"><li>Incorporating trails/sidewalks/open space development into future developments</li><li>Preserve river corridor</li></ul> | <ul style="list-style-type: none"><li>River activities</li><li>Build out of bike paths and trails (w/ appropriate trail heads)</li><li>Family outdoor space</li></ul>              | <ul style="list-style-type: none"><li>Multi-use trail development in open green space (bike path)</li></ul>                                                                                                |

TABLE D.6  
GROUP 6 PRIORITIES

| CATEGORY                        | NORTH CORRIDOR                                                                                                                                  | CENTRAL CORRIDOR                                                                                                                                                                              | SOUTH CORRIDOR                                                                                                                                                                                                                                            |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LAND USE                        | <ul style="list-style-type: none"><li>Connection</li><li>Mixed use</li><li>New development</li><li>Residential</li></ul>                        | <ul style="list-style-type: none"><li>Mixed use</li><li>Historical contact (i.e., townsquare)</li><li>Commercial but pedestrian-friendly</li><li>Amphitheatre or theater</li></ul>            | <ul style="list-style-type: none"><li>Commercial and retail corridor</li><li>Annexation</li><li>Mixed use</li></ul>                                                                                                                                       |
| MOBILITY AND CONNECTIVITY       | <ul style="list-style-type: none"><li>Sidewalks – 10’ &amp; connector</li><li>Signage</li></ul>                                                 | <ul style="list-style-type: none"><li>Sidewalks</li><li>Trails</li><li>Crosswalks</li></ul>                                                                                                   | <ul style="list-style-type: none"><li>Trails</li><li>Traffic control</li></ul>                                                                                                                                                                            |
| PLACEMAKING AND AESTHETICS      | <ul style="list-style-type: none"><li>Lighting</li><li>Outer Road along 65</li><li>Streetscape 7 landscape, especially at stop lights</li></ul> | <ul style="list-style-type: none"><li>Streetscape</li><li>Wayfinding</li><li>Get rid of overhead utilities</li><li>Connection to the river</li><li>Amphitheatre or theater</li></ul>          | <ul style="list-style-type: none"><li>3rd Street and South Street area needs help</li><li>Look at programs where grants are available</li><li>Gateway off 65 South Street (gateway to historic district)</li><li>Streetscape</li><li>Wayfinding</li></ul> |
| NATURAL FEATURES AND RECREATION | <ul style="list-style-type: none"><li>Athletic facility</li><li>Trails</li><li>Preserve land</li></ul>                                          | <ul style="list-style-type: none"><li>Parks, connectivity</li><li>Terraced parking</li><li>River activities</li><li>Regional connection (i.e. outfitter)</li><li>River preservation</li></ul> | <ul style="list-style-type: none"><li>Preserve and protect 9th Street and Waverly area – topography, springs, cave, wildlife, etc</li><li>Trails and parks would be perfect here</li></ul>                                                                |

# VIRTUAL PUBLIC OPEN HOUSE #1

The first virtual public open house was available via the project webpage from December 15, 2023, to February 18, 2024. The virtual open house was set up in a series of posters. As participants followed the questions through the virtual open house, they were able to “pin” their comments to the pages of the virtual stations, providing an opportunity to agree, disagree, or provide additional feedback on the idea presented. One hundred eighteen comments were received during this period. These comments are recorded in **Full Documentation of Responses**.

The virtual public open house stations included:

- Welcome
- North Corridor: Issues and Opportunities
- Central Corridor: Issues and Opportunities
- South Corridor: Issues and Opportunities
- North Corridor: Development/Redevelopment Framework – Initial Ideas
- Central Corridor: Development/Redevelopment Framework – Initial Ideas
- South Corridor: Development/Redevelopment Framework – Initial Ideas
- Future Land Use: Initial Land Use Category Ideas
- North Corridor: Future Land Use Framework – Initial Ideas
- Central Corridor: Future Land Use Framework – Initial Ideas

- South Corridor: Future Land Use Framework – Initial Ideas
- North Corridor: Connectivity Framework – Initial Ideas
- Central Corridor: Connectivity Framework – Initial Ideas
- South Corridor: Connectivity Framework – Initial Ideas
- North Corridor: Mixed Use Enterprise District – Initial Ideas
- Central Corridor: Mixed Use River District – Initial Ideas
- Central Corridor: Mixed Use Central Park District – Initial Ideas
- South Corridor: Mixed Use Commercial District – Initial Ideas
- Thank you! What Did We Miss?

Comments recieved gave detailed feedback on current issues facing each of the three corridors. Some of the most repeated topics included:

- Traffic congestion and safety concerns;
- Pedestrian safety concerns;
- Lack of pedestrian and bicycle infrastructure;
- Need for improved intersections and crossing points;
- Lack of visual cohesion and aesthetics;
- Desire for better access and connection to downtown; and
- Need for greater housing variety and affordability.

# VIRTUAL PUBLIC OPEN HOUSE #2

A second virtual public open house was available online via the project webpage from July 12, 2024 to July 28, 2024. A series of posters with draft Plan recommendations and concepts were available for review and open feedback. Similar to the first virtual public open house, visitors were able to “pin” their comments to the pages of the virtual stations, providing an opportunity to agree, disagree, or provide additional feedback on the idea presented. Comments received during this period are recorded in **Full Documentation of Responses**.

The virtual public open house stations included:

- Welcome
- Key Themes
- Future Land Use Categories
- Future Land Use – North Corridor
- Future Land Use – Central Corridor
- Future Land Use – South Corridor
- Transportation and Placemaking Improvements – North Corridor
- Transportation and Placemaking Improvements – Central Corridor
- Transportation and Placemaking Improvements – South Corridor
- Overarching Corridor Goals and Strategies



# FULL DOCUMENTATION OF RESPONSES

## VISIONING AND PLANNING WORKSHOP

### Issues and Opportunities: North Corridor

#### Land Use and Development

*Which areas of the North Corridor should be considered for new development or infill development? Use pink dots to show us where and your sticky notes to tell us why. Which areas of the Central Corridor need to be redeveloped? Use yellow dots to show us where and your sticky notes to tell us why.*

- Outer road connection to CC the NN connector will help school traffic
- Utilize on location here redevelopment
- Hospitality, retail, mixed use
- Residential recreation needed
- With development along 65 frontage, an outer road, potentially developer or city driven would need to give access
- Plenty of land for development
- Commercial + retail between 65 & HWY NN
- Needed – residential – annexation, sports complex,
- This area has a lot of land for new development

*Are there existing land uses that are misplaced or no longer appropriate? Use Purple dots to show us where and your sticky notes to tell us why.*

- Industrial uses along Liberty area appropriate but adjacent lots on corridor should be step-down buffers
- NN & Bluff categorized as Residential will be a future fire station
- Move Residential from NN frontage & replace w/ commercial
- This area has a lot of residential, but it is better suited for commercial and industrial
- Vacant land No Ag being used

*Which areas along the North Corridor currently act or should act as hubs of economic activity? Use red dots to show us where.*

- Hospitality retail/ mixed use outer road connect to NN for mill & school relief
- 65 Visibility create commercial industrial/ office redevelopment – Athletic facility could be regional hub
- Outer road

#### Mobility and Connectivity

*Where do you notice transportation safety issues throughout the North Corridor (i.e., traffic, speeding, dangerous turns, low visibility)? Show us where by placing a yellow dot on the map and use your sticky notes to describe the issue.*

- Intersection improvements traffic congestion school
- Connect the schools w/ trail/multi use side paths to help alleviate carlines/etc

- The wider the lane the faster the vehicular traffic – don't widen lanes!
- Speeding happens throughout for all the schools on the route
- High enough traffic volume that traffic control may be necessary @ sunset
- Future development along 65 may require intersection improvements at Carter Rd

*Where is it difficult to walk along the North Corridor? Where are there missing connections (i.e., sidewalks, safe crossings, etc.)? Use red dots to show us where and use a sticky note to give us details.*

- New MODOT to participate in Ped Improvements
- All along NN
- Not safe along where
- All along NN- Sidewalks – Bicycle
- Entire corridor
- All along NN
- New East/West Connector

*Where is additional biking infrastructure needed along the corridor (i.e., off-road trails, road shoulder, painted bike lanes, etc.)? Show us where by placing a green dot on the map and use a sticky note to give us details.*

- Everywhere: Utilize trail/multi-use side paths to move people on bike/foot/wheelchair
- Entire corridor larks Bike transport options – No connection to the school
- Trail Biking – 10' Sidewalks – Biking -Walking
- Entire corridor
- All along NN
- NO on-street bike lanes. Entire corridor would benefit from off-road accommodations.

*What would make walking or biking along the North Corridor more enjoyable for you? Tell us with a sticky note.*

- Widen road
- Sidewalks signage
- Directional signage
- Actual biking pathway, posted signs, Hwy options
- Both 10' sidewalks
- Separated multi-use path

#### Placemaking and Aesthetics

*What aesthetic and/or cultural aspects along the corridor do you think should be preserved or enhanced? Tell us with a sticky note.*

- Don't lose all the trees dwelling redevelopment +1
- Widen lanes
- 65 corridor clear building material consistent and fair to business with good aesthetics
- Land preservation predom. land uses areas – Don't lose sight of agriculture
- NN mixed use with green space to mill
- This corridor is a great space for green space and a less metropolitan feel. Preserving spaces like this help keep Ozark's historic character. Focus commercial on the other 2 corridors
- Opportunities for business/industrial park. Could set aesthetic building requirements between NN & 65

**Are there areas along the corridor that should be focused on code enforcement and/or maintenance concerns? Use orange dots to show us where and your sticky notes to describe the concerns.**

- Offsite regional stormwater flows under NN & through industrial properties causing flooding & rendering properties unstable

**What areas of the corridor need the most aesthetic improvements? What types of enhancements would you like to see in these areas? Use pink dots to show us where and your sticky notes to describe the types of desired enhancements.**

- Ped/bike improvements
- Sidewalks wide 10' – lighting in dark areas of NN – streetscape at book ends + stoplights
- Enhanced utilities underground
- Lighting
- Connect water & sewer between the high school & middle school
- Outer Road 14 to CC connect to NN for traffic relief Access to Nixa
- Build on outer road along hwy 65

**What additional aesthetic or placemaking aspects would you like to see along the corridor that do not currently exist? Describe them specifically. Tell us with a sticky note.**

- Develop a multimodal path along NN (not on road)
- Off road single track and multi-use path
- Multimodal transport sidewalks
- 10' sidewalks – streetscape – light poles in dark areas
- Constant wayfinding
- Wayfinding distinguishing b/n school/ commercial

**Natural Features and Recreation**

**Think through the natural features and potential recreational opportunities along the corridor. Please indicate on the map with red dots where development is not appropriate and use green dots to indicate where development is appropriate. Tell us why with a sticky note.**

- East West 65 over pass contract for Nixa connector traffic relief of 14 & CC
- Amphitheater YES!
- Need a large community park
- Hospitality w/ trail or walkway access to will or sports complexes
- Have a small bike park w/ paved pump track off the paved trail network
- Trail connectivity is KEY!
- Floodplain
- Need athletic facility like fieldhouse in Springfield, for regional pull
- Development drive trail connectivity
- The U.S. 65 corridor is a prime developable area

**What recreational opportunities should be added to this corridor? Tell us with a sticky note.**

- Regional storm pedestrian node
- Trails – athletic facility – parks
- Consider regulating in trail easement at back of lots rather than frontage
- Put the trail easement in the best spot to move people
- Public parks around schools
- Connect the school with trails
- Bike/walking trail
- Expand parks and trees around school for public use – tennis, frisbee, golf, running, gym/ fitness, climbing, wall, etc.
- Connect trails – ped/bike

**Where are key natural areas or park spaces that should be preserved? Please indicate on the map with yellow dots where these are located. Tell us why with a sticky note.**

- Trails to connecting to north/ballpark
- Trails following natural corridors
- Outdoor amphitheater
- Place conservation easements along Finley River for Riparian Corridor preservation
- Riverbank should be preserved
- Preserve as much land as possible along Finley River
- The land along the river should be preserved

**Issues and Opportunities: Central Corridor**

**Land Use and Development**

**Which areas of the Central Corridor should be considered for new development or infill development? Use pink dots to show us where and your sticky notes to tell us why. Which areas of the Central Corridor need to be redeveloped? Use yellow dots to show us where and your sticky notes to tell us why.**

- Commercial/multi-family along road, green space on steep slopes
- Protect this land
- Commercial/mixed use needed in "LCRA" area and along the "central bike park"
- Home service business don't need this high value frontage

**Are there existing land uses that are misplaced or no longer appropriate? Use purple dots to show us where and your sticky notes to tell us why.**

- Corner of south 3rd should be all commercial – lead up to intersection is outdated unattractive residential. Potential for collective destination development – mixed use retail
- Flooding
- Parcels along busy corridor should be commercial/office use or even mixed use
- Residences @ Hall & Brick Streets are making development

**Where do you think housing is appropriate along this corridor? Show us where you think different kinds of housing is appropriate.**

- Encourage mixed-use

**Mobility and Connectivity**

**Where do you notice transportation safety issues throughout the Central Corridor? (i.e, traffic, speeding, dangerous turns, low visibility) Show us where by placing a yellow dot on the map and use your sticky note to describe the issue.**

- Bridge is too narrow
- Church Street difficult to make left turn out of
- Oak Street/3rd Street intersection should line up



**Where is it difficult to walk along the Central Corridor? Where are there missing connections (i.e, sidewalks, safe crossings, etc)? Use red dots to show us where and use your sticky notes to give us details**

- All along 3rd – Major issues crossing the street
- All of Third Street
- Corner of 3rd – DANGEROUS FOR PEDESTRIANS
- No Sidewalks on S. 3rd St.
- Hard to cross 3rd safely

**Where is additional biking infrastructure need along the corridor (i.e, off-road trails, road shoulder, painted bike lanes, etc.)? Show us where by placing a green dot on the map and use a sticky note to give us details.**

- Connect Ozark trails to the regional Chadwick Flyer Trail
- Bike/mixed-use trails through the large wooded area. (the topo suits trail use well) can then connect all the way to the Finley river trail
- BIKE LANE ON JACKSON ST. BRIDGE?

**What would make walking and biking along the Central Corridor more enjoyable for you? Tell us with a sticky note.**

- Sidewalks
- Separated facilities
- Trail sidewalks
- Separate bike/pedestrian path along main road
- Sidewalks
- Sidewalk streetscape placemaking
- Trails

**Placemaking and Aesthetics**

**What aesthetic and/or cultural aspects along the corridor do you think should be preserved or enhanced? Tell us with a sticky note.**

- Trees
- Use topography as unique asset
- Brick Structures
- Enhance Directional signage + diverse access
- Maintain a node to historic charm of Ozark. Resist an overly modern architecture
- Great homes across the street + old commercial – craftsman homes
- Mtn Bike Park & paved trail connectivity to Finley River Park & CFTrail
- I envision this corridor looking like Chesterfield --> 2-3 stores business on first floor. Condos on 2/3 or offices. Brick buildings. Look historical - in Springfield, especially Jackson + Third area
- Landscaping + signage for downtown
- Preserve the large tract of land for a mtn bike park

**Are there areas along the corridor that should be focused on code enforcement and/or maintenance concerns? Use orange dots to show us where and your sticky notes to describe the concerns**

- Improve safely & function of access to business along street
- Outside storage

**What areas of the corridor needs the most aesthetics improvements? What types of enhancements would you like to see in these areas? Use pink dots to show us where and your sticky notes to describe the types of desired enhancements.**

- Seymore & Hwy 14 intersection needs to be a esthetically appealing
- Utilities underground
- Utilities + back of building
- Junky strip center
- Trashy old houses
- Ugly buildings in park SRD barn is an ugly representation of our community

**What additional aesthetic or placemaking aspects would you like to see along the corridor that do not currently exist? Describe them specifically. Tell us with a sticky note.**

- Mixed Use Plan – River Access – Multifamily – Entertainment – Trails – Park w entertainment – Retail
- Development along 3rd to modernize the area incorporate bike/ped enhancements
- Take the opportunities as they arise for beautification & consistency in land usage – this corridor is a mishmash for many disparate uses and doesn't have a cohesive identity. Could be a tourism /retail draw.
- Family entertainment – Restaurants w/ outdoor seating
- The rear of biz's on the square aren't uniform or attractive.

**Natural Resources and Recreation**

**Think through the natural features and potential recreational opportunities along the corridor. Please indicate on the map with red dots where you think development is not appropriate and use green dots to indicate where development is appropriate. Tell us why with a sticky note.**

- Ugly SRD barn should be razed & turned to a park
- Case study for Columbian MO Trails
- Aesthetically pleasing residential corridor along west side. Enhances the corridor
- Need parking (garage) near 3rd & brick area
- Additional parking & signage to riverside trail access
- Protect riparian corridor of the Finley River
- Improvements to park areas
- Make the parking for trail access more intentional. Trunk: cater mtn bike parking
- Improve aesthetic + walkability of bridge to finley river

**What recreational opportunities should be added to this corridor? Tell us with a sticky note.**

- Biking, rock climbing, hiking, park to take advantage of the topography of the big valley
- Hiking (nature center, bicycling, water feature, outdoor event space
- 100 acre – change to central park – hiking trail bikes
- Improved kayak canoe & fishing (wade) access downstream of Jackson St
- Trail, skate park, park w/ picnic tables, gathering space
- Trail & river access, entertainment park
- Outfitter for biking, mtn biking structures

- Small nature center for learn about plants, riverways, animals, etc
- Water tenure morphology natural sandstone
- Outdoor event center
- Bike park + trails
- River activities
- Skateboard park
- Preserve the multi use unpaved (natural surface/soft surface) trails, optimize for folks on mountain poten connected no paved trail to the regional trail system

**What are the key natural areas or park spaces that should be preserved? Please indicate on the map with yellow dots where these are located. Tell us why with a sticky note.**

- Great Natural space in the middle of city. Can service south & central corridors
- Preserve water features and buffers
- Preserve & enhance riparian corridors along finley (50-100') and tribs (50')
- Opportunity for bike/park facilities that use the topography on sw corner
- River & tributaries stay natural
- More benches small + picnic areas along riverfront especially
- Gravel bars/benches

Issues and Opportunities: South Corridor

Land Use and Development

**Which areas of the South Corridor should be considered for new development or infill development? Use pink dots to show us where and your sticky notes to tell us why. Which areas of the South Corridor need to be redeveloped? Use yellow dots to show us where and your sticky notes to tell us why.**

- Retail mixed use apartments – traditional zoning
- Old strip mall needs rehab
- Preserve as bike park/trails develop around perimeter
- Pink-Prime land along the corridor surrounded by city limits / yellow – not the highest + best use along the corridor

**Are there existing land uses that are misplaced or no longer appropriate? Use purple dots to show us where and your sticky notes to tell us why.**

- Annex & reimagine these spaces
- Agriculture not appropriate especially closer to HWY 65
- Agricultural not applicable on corridor
- No mini storage or ag. On the corridor

**Which areas along the South Corridor currently act or should act as hubs of economic activity? Use red dots to show us where.**

- 3rd Street Improved aesthetics grants for existing business owners
- Commercial retail front mixed use in back

**The South Corridor contains a fair amount of commercial land uses. What kind of businesses and retail venues are missing from this submarket? What could be added? Be specific. Tell us with a sticky note.**

- Dine in (not fast food) multi/mixed use
- Mixed-use restaurants/dine in
- Family destinations
- Outdoor retail/outfitters
- More larger retail by wall mart
- Entertainment + retail
- Restaurants
- High enough density development for some

- one to show up and spend an extended amount of time
- Family fitness / Family entertainment such as movie theater
- Non-fast food restaurants retail clothing
- Real restaurants
- Family activity center of some type / bowling, ropes course, skyzone, etc.

Mobility and Connectivity

**Where do you notice transportation safety issues throughout the South Corridor (i.e., traffic, speeding, dangerous turns, low visibility)? Show us where by placing a yellow dot on the map and use your sticky notes to describe the issue.**

- Dangerous to pull out onto South St
- Speeding between S 15th Street & S 3rd Street
- Poor turning ability. Access to controlled intersections

**Where is it difficult to walk along the South Corridor? Where are there missing connections (i.e., sidewalks, safe crossings, etc.)? Use red dots to show us where and use a sticky note to give us details.**

- Bi safe places to walk
- Congestion and accidents

**Where is additional biking infrastructure needed along the corridor (i.e., off-road trails, road shoulder, painted bike lanes, etc.)? Show us where by placing a green dot on the map and use a sticky note to give us details.**

- No real bike infrastructure along South Street

**What would make walking or biking along the South Corridor more enjoyable for you? Tell us with a sticky note.**

- Slow down traffic. Maybe add median
- Don't widen car lanes, add separated facility for bike/ped
- 3rd Street trail connector spurs east west to residential
- Buffer from Roadway, Traffic Calming
- Traffic is too fast for safe pedestrian traffic crossing – develop over or under crossing

Placemaking and Aesthetics

**What aesthetic and/or cultural aspects along the corridor do you think should be preserved or enhanced? Tell us with a sticky note.**

- Develop parks/bike/trails
- Funding chasing for existing bus stop on 3rd + improve aesthetics
- Bike park w/ commercial/ mixed use around it along 3rd
- Develop a park
- Entryway gave into downtown 3rd & South

**What areas of the corridor needs the most aesthetic improvements? What types of enhancements would you like to see in these areas? Use pink dots to show us where and your sticky notes to describe the types of desired enhancements.**

- Landscaping & natural buffers



**What additional aesthetic or placemaking aspects would you like to see along the corridor that do not currently exist? Describe them specifically. Tell us with a sticky note.**

- Improvements or redevelopment of existing residential structures especially near South & 3rd intersection
- Gateways & wayfinding
- Sidewalks w/ buffers within developments
- Consistent wayfinding

**Natural Features and Recreation**

**Think through the natural features and potential recreational opportunities along the corridor. Please indicate on the map with red dots where development is not appropriate and use green dots to indicate where development is appropriate. Tell us why with a sticky note.**

- Parks & Trails @ Waverly & S. 9th St,
- Yes to parks/Recs/Trails
- S. 19th St make a park
- Parks Recs Trails Green Space for entertainment
- Parks and recreation facilities Yes!
- Trails in large parcels
- Read carefully

**What recreational opportunities should be added to this corridor? Tell us with a sticky note.**

- Biking + single track 9th & waverly
- Trails & Connectivity
- Trails = Recreation & Transportation. Use trails to meet multimodal needs/wants
- Biking
- Pocket park 15th st & north of Rainey
- Trails
- Bike/ped small greenspace

- Outdoor event space, Trails, Biking, Green Development
- Parks, trails
- Bike park/trails
- Bring light to downtown @ intersection

**Where are key natural areas or park spaces that should be preserved? Please indicate on the map with yellow dots where these are located. Tell us why with a sticky note.**

- Potential for multi-use, un-paved (natural/soft surface) trails

**Are there existing drainage issues or concerns along the South Corridor? Please indicate on the map with purple dots where these are located. Tell us why with a sticky note.**

- Sinkholes – storm water- all purple
- Sinkholes (x2)
- Maintain vegetated, protected buffers around sinkholes & least features

**Day 2 Initial Concepts**

**What do you like or dislike about the multi-modal connectivity ideas for the North Corridor?**

- Please be sure to cross check this w/ the OTO regional trail study in addition to the 2019 complex
- School traffic streets down entry
- The trail connections b/t schools are really attractive

**What do you like or dislike about the connectivity ideas for the Central Corridor?**

- Please be sure to cross check w/ OTO regional trail study
- Consider roundabouts at 3rd/Jackson & 3rd Church with raised median in between
- Road Diet – Slow Down – Streetscape – Ped Central
- Love the traffic calming plan for 3rd
- Parking for concentration of development on Both Side
- 3rd Street (side one) as a ped/bike trail that partially connects the Central Park to downtown
- To do: city & MODOT Master Plan
- Trail connections are great

**What do you like or dislike about the connectivity ideas for the South Corridor?**

- Please be sure to cross check w/ OTO regional trail study
- Please refer to “regional trails” as “trails” - TAP/STBG/ETC funds are used for trails w/ a regional system

**What do you like or dislike about development/redevelopment areas in the Central Corridor?**

- Love the idea of a Central Park

**What do you like or dislike about development/redevelopment areas in the North Corridor?**

- Consider redevelopment of property just south of J – maybe mixed use – something commercial retail
- I would like to see this included in redevelopment
- This area to be developed
- Traffic snares
- Finley Farms Plan

- I'm not hating. I like there food. The Chinese restaurant land seems like a missed opportunity for something cooler (redevelopment)
- I agree on redevelopment here. The Caneer Center parking lot seems like a waste of prime real estate for business
- Agree ++

**What do you like or dislike about the development/redevelopment areas in the South Corridor?**

- Stormwater Limitations on westside
- I See More Robust Redevelopment On Eastern End

**What do you like or dislike about the future land use in the Central Corridor?**

- How to balance historic preservation w/ abutting buildings along 3rd St. near downtown or just the thinking about the balance b/t redevelopment and historic preservation
- Use for entire park & parking

**What do you like or dislike about the future land use in the North Corridor?**

- No SF only abutting corridor – mixed residential – esp on large streets

**What do you like or dislike about the future land use in the South Corridor?**

- Looks good to me! \*addendum: remove SFR from major corridor frontage (east end)

***What do you like or dislike about these initial ideas and concepts?***

- Would not recommend traditional single family residential to the southeast. Industrial development planned in the area
- Residential neighborhoods off Longview would be reactive impact
- The regional CT trail is in these parts – please accommodate & use to spur economic activity!
- Single family residential could be located elsewhere in Ozark & not on this corridor

***“Iconic Spors Park” Idea***

- Too cluttered
- Like this concept but topography may limit sports location?
- The sports “entrance” is a good idea.

***“Center Commercial” Idea***

- Sports Park
- No S.F. Front Hwy 65

***“Finley Live” Idea***

- DON'T PUT RESIDENTIAL ALONG FRONTAGE / UNIVERSITY HEIGHTS = BAD
- No M.F. (confused) But 3 story with residential on top floor, commercial bottom
- Not MF here, Mu on neighborhood commercial
- This sounds like fun!
- Yes!
- I will invest in Tombstone Brewery. Drinks to die for!
- I like both of these equally but the “finley live” may succeed better
- I don't like multifamily on the Finley Live unless it's upper floors of business

***“Jackson Gateway” Idea***

- Best decision for pedestrian and traffic flow
- Best use Tombstone Brewery goes here
- MF will be used for short term rental dwellings
- Jackson Gateway Promotes A Main Street Feel As Well

***“Backyard” Idea***

- Be interested in more mixed residential
- Best part for connectivity between south & Jackson Developments/ Improve Parking
- The heavier commercial is better on 3rd
- I appreciate the multiple entrances to the Central Park
- Love this concept! Backyard & High lighting the beauty of the “Park”
- “Backyard” This is great concept
- The connection is great with this plan
- Maybe consider some multifamily (townhomes, patio homes, 2-3 story apartments, provide affordable options for residents)

***“Front Yard” Idea***

- Yas!
- If Space Uses For Mt Biking, Plan For Short Term Rental Dwellings With Bike Ability To Downtown
- Good for long term visitation planning overnight stays

***South Street***

- 2nd no SF on South St
- Like to see alternatives concept no residential south street frontage
- Like to see convert no SF and only M.F in corridor with commercial
- Multi use facing south. SF doesn't belong

facing south. MF & maybe SF in the back (duplexes townhomes)

- The entrance to 3rd/downtown is great

***What do you like or dislike about these initial ideas and concepts?***

- I feel the “Front Yard” idea makes for a better park – perhaps 2-sided business with a “back porch” on the park
- Parking
- Prefer front yard idea to take advantage of mixed use dev along 3rd

**VIRTUAL PUBLIC OPEN HOUSE #1**

[Welcome Page](#)

- Outdoor pickleball courts would serve so many people!
- Please get retail shops here and more eating variety.

[North Corridor](#)

***What are the primary issues facing this corridor? Think about transportation, connectivity, land uses, maintenance, or anything else you've noticed. Tell us by placing a comment anywhere on the map and describe the issues and their location using your text box.***

***Thinking about the future of this corridor, what key improvements should be made? Tell us by placing a comment anywhere on the map and describe the improvements using your text box.***

- School to have their own pool for swim teams practices and meets.
- Piciklball courts inside and outside

- There is nothing about the “other” north NN, but the 90 degree turn at Pheasant is quite dangerous. Please fix!
- Add back bike and walking lane on NN. It's difficult for people without a car.
- Ozark needs to become more walkable and bike rideable. IThere needs to be sidewalks on at least one side of NN going from The Workshop (Finley Farms) up to CC. I personally have been hit while riding my bike on NN by a dully truck with those big side mirrors. A pedestrian crossing at Bluff Dr and NN. would be nice. Building a pool just for the school would be nice so that the members of The OC aren't limited to open swim times available after the swim team. Indoor/Outdoor pickleball courts would be nice too.
- This corridor is one of the few opportunities the city has for a north south route to move traffic efficiently. Good access management practices has been and should continued to be utilized to minimize delay along the corridor. Preservation of ROW and planning for expansion should be in the thought process today such that there are no barriers to completion when the improvements are needed in the future.
- 2 primary issues: 1) availability of new, affordable, single family homes. Nixa and other surrounding areas have been ahead of the game for years. 2) infrastructure to support population growth - roads and access, utilities, etc.
- Incentives for SFH communities and increasing the # of lanes on NN as a major access road.
- I agree with others that NN needs sidewalks desperately. Lots of people walk this road, and they end up on the road, or in the ditch. Lighting along that sidewalk would be even better.



- Additionally, we need to beautify the spaces to the sides of the roads, and prevent industrial from backing right up to residential areas.
- There are no sidewalks. I have seen several people walking along the ditches. This road leads to so many public schools I've never understood why there aren't any sidewalks.
- I think we need another park with equipment for kids. Maybe some basketball courts or tennis courts for people to play also.
- It would be lovely to see this area kept open and beautiful, but that isn't practical. An east-west corridor connecting to an expanded frontage road at the highway would be good for development.
- A lack of guard rails on the curve. Very dangerous in ice and heavy rain.
- I also wouldn't be opposed to this being 4 lanes. When someone drives 35 MPH on NN, traffic can back up quickly. It was bad enough lowering the speed limit from 55 to 45.
- The only safe way to travel from North Ozark to South Ozark is by car, with the addition of the turn lane in the past it removed the sides where one could ride a bike or walk if they wanted, better trails between the High school/ Junior High and north side of town are needed, this would allow for bikes running, walking between the two
- Cobble stone steets, candy shop, ice cream parlor, bring back history. Fun shops, boutiques, flower shop, park in the mist of it with shade trees and flowers planted by the master gardeners. Let kids of today experience our world of years ago.
- We desperately need to invest in public EV charging stations at multiple locations throughout our town. Thankfully Liberty added one site near signal, we need more. Does Ozark plan to get ahead of this? Respectfully,

- Yes to sidewalks on Riverside Rd by Finley Park and NN. NN does need to be expanded. Lots of school traffic. I agree there is a need for basketball courts, tennis/pickle ball courts, volleyball, additional 18 hole disc golf area and water play areas. Street lights are important too! Love the new lights in Finley Park but the lights at Grubaugh Park have been vandalized. Thank you for expanding the paved greenway.

### Central Corridor

***What are the primary issues facing this corridor? Think about transportation, connectivity, land uses, maintenance, or anything else you've noticed. Tell us by placing a comment anywhere on the map and describe the issues and their location using your text box.***

***Thinking about the future of this corridor, what key improvements should be made? Tell us by placing a comment anywhere on the map and describe the improvements using your text box.***

- It's not always easy to turn across traffic, the pavement is horrible, you can't see the pavement painted lines during rainy nights, no sidewalks available or in disrepair, landscaping on the side of the road is horrendous and ugly.
- This works well, both at the park and at the light onto Jackson/3rd. Thank you.
- This is a bad intersection. Traffic backs up to turn left onto third and people come down the hill from 14 onto third and blow through the yield constantly. This is after the intersection was already improved. Not sure how to fix this but its not great how it is.
- Public parks - perhaps pickleball courts!, retail and dining, business centers. roads must be upgraded to handle growing population.
- The downtown square area could benefit from additional parking across 3rd Street

with access to the square whether this be a ramped/raised bridge over or distinguished crosswalk. I think the community would benefit some type of pedestrian or bike path between the Finley park and the Square as well. Keeping this corridor narrow will hopefully keep the speed slow through here as well. It seems there could be a better connection (for faster traffic ) that could come off of S 17th from South, crossing the river and connecting near the OIC. Something like that would keep the 3rd St. corridor as more of a destination thoroughfare to the Square and Finley area, Finley Farms, Grubaugh Park and disc golf area etc.

- This is the primary business/industry thoroughfare. roads should be expanded to handle increasing population. also this is the place to focus on new retail, business parks, and community areas such as parks and other services.
- Pediatrician crosswalk could use some help. Either a stop light, flashing light, or an elevated walk way to cross 3rd from the square.
- This segment should be four lanes. I say this understanding that there are buildings with proximity to the roadway that could make this challenging from a historic preservation and ROW perspective.
- This section needs to be setup better to allow for safer left turns cross traffic as the turn lane ends going East on Oak everyone is in that weird middle "lane" waiting on traffic while keeping an eye on the offset Oak street going west, its heavy traffic in the morning and evenings
- Honest I Think this whole corridor has incredible potential to bring wealth and beauty to the community. I fear that will never happen just because of our historic track record of throwing Barns Storage units and car Garages on every corner. But I think it would be lovely

if all along this corridor on the east side from South St to downtown we would add a wide cobble pedestrian sidewalk lined with trees. We don't need this road to be vehicular traffic-centered but rather pedestrian-centered. With beautiful intentional buildings that aren't just boxes with a nametag. Buildings that bring life and awe with trees lined all across from north to south. That would attract so much wealth into our town so many businesses customers people from Springfield coming down to bring Ozark business just because we look clean and welcoming with beautiful architecture and thoughtful planning. I just woke up sorry I was dreaming

- For lanes on 3rd and fix the old 3rd st
- Definitely keep the character of the square and put zoning/historic requirements in place so that as properties turn over, they are made consistent with the nice ones we have along 3rd Street.
- It would be nice if there was another way to get across the Finley and connect to Oak, or find some way to make it 4 lanes all the way down (though that would be a bit of a challenge).

## South Corridor

**What are the primary issues facing this corridor? Think about transportation, connectivity, land uses, maintenance, or anything else you've noticed. Tell us by placing a comment anywhere on the map and describe the issues and their location using your text box.**

**Thinking about the future of this corridor, what key improvements should be made? Tell us by placing a comment anywhere on the map and describe the improvements using your text box.**

- This would be a good spot for large retail and DC fast charging for EVs. Ozark has one DC fast charger off of the Fremont Hills exit at the Signal station. The federal government, through the Inflation Reduction Act, is making \$\$\$ available to communities to build out DC fast charging infrastructure for EVs.
- Lots of recent growth in this area and has nearly overcome the Jackson St exit as the "primary" Ozark exit. Still some major opportunity as seen by large, undeveloped areas. smart planned zoning and continued infrastructure upgrades are needed to sustain growth!
- Being right off the highway and being across from current retail, makes the most sense for this area to be retail. Texas Roadhouse, HyVee, Target, destination retail for the area.
- I agree. This area makes sense for more retail. Some housing would work here. Sidewalks, walking/bike trails. Figure out a way to connect the trails to the OC. Create a pathway from this corridor to the OC.
- To me I see Marler and 19th and I avoid it. No one knows to stop at a green light when they're turning left. And plenty of accidents and close calls have occurred here they do every day. I used to work nearby and I'd see it all day long it's very dangerous and needs dealt with. Not sure how it is not an easy intersection to deal with. Maybe buy a mass section of Lowes property and work on a roundabout but then that would be difficult for trucks going to walmart or perhaps creating a back road behind lowes only dedicated to trucks to go to walmart and lowes while clearing that intersection. Regardless of what's done it will remain a tricky situation especially with commercial plans going in across South Street. It definitely needs dealt with before then there needs to be a safe plan. Maybe putting a round about on South Street with a branch of it merging into the western side of Marler and the other on the eastern side
- Someone almost didn't turn wide enough and almost hit me, while I sat at the light, waiting my turn. I agree, something could be done at this super busy intersection. Marler Ln is very congested right out front of the stores. Also, a stop sign at Starbucks exit would be nice! It's currently looking like a 3 way stop and confuses people.
- A traffic light is needed at 15th and South, or some kind of backroad to get over to Marler. Also a safer crossing zone (like a walking overpass) to get to South Elementary."
- Random-ish selected area, but I wouldn't mind seeing a few more businesses along South St, maybe some restaurants that are not just burger and pizza joints.
- I would love to see a park somewhere on the south side with playground for children and disc golf.
- Green space and conservation of natural attributes of our area. A park would be nice, however there is wildlife in the area (coyotes). It's almost inevitable that this area will be developed at some point... If it's housing only Single Family homes should be allowed. We don't need more apartments. Would make for a nice little subdivision with a neighborhood park/pool.
- I don't want to see this area developed. Trails through this area, preserving the landscape for wildlife. Make this area a nature preserve. Benches along the trail paths.
- Public parks/community space. improvements to some of the major side roads, now that the South Street improvements are done. smart planned zoning for retail/business areas and also new SFH development.
- There is a lot of traffic going north on 6th, especially to make a left hand turn onto south street. When it gets backed up enough, not too many people think to not block the entrance into Apple Market, so then south bound traffic can get stopped up. During evening rush hour traffic, it is nearly impossible to make a left hand turn at the signal going west on South St, or if going east on South St, turning left to go north on 6th (towards Casey's). I would think protected turn signals might be helpful for those going West or East on South Street, attempting to turn North or South onto 6th Ave, and possibly road widening by and coming up to Apple Market. I don't think a round about would be helpful here, though. There is heavy traffic leaving Sparta or going towards Sparta, and I would think the round about would need to be quite huge to accommodate everyone needing to use this intersection.
- Definitely need a turning lane or a stop light here traffic gets awful during rush hour and turning in and out is not an easy duty
- 14th Ave and hwy 14 that is
- This spot (south and 14) is high traffic for local residents trying to turn north on 14, or parents picking up or dropping off at Ozark East Elementary, it needs to have turn lane and light. additionally 14th Ave north to Hartley needs to be widened.
- Still a mess traffic-wise, sorry. Glad I don't have to travel this way much.
- A light or a roundabout is essential at this location at the intersection of hwy 14 and hwy W

## North Corridor - Development/Redevelopment Framework: Initial Ideas

**This map shows proposed areas for development along the North Corridor. What do you think? Tell us by placing a comment anywhere on this page.**

- Definitely some areas here that can be more SF Homes or multi family homes - definitely need affordable housing options! work with developers on incentives. for the area over by the river, more community park space and community use area - Pickleball Courts, pavilions, hiking trails, disc golf and green space!
- There needs another overpass with access on and off to route 65 between Jackson and CC Exits. To connect east a west side of town near Tracker building.
- We are in desperate need of low income housing, and state pay child care!!!!



- If you have to put housing, please only do single family or duplexes at the worst. Please do not have any more of those awful apartments on the west side of 65 just north of Jackson. I would prefer to see some kind of park there so that citizens on the north side of town (and kids who go to North Elementary) have closer access to a park.
- Deer live here. We have already taken over their habits on the other side of the Finley. Where are they supposed to go and will our next generation know the joy of seeing wildlife in our area?
- For the spot next to Finley Farms, if Johnny Morris doesn't have any plans, an extension of the Finley River Park. Maybe put the playground equipment on that side since it doesn't flood. If the playground equipment is moved, maybe parking could be redone and additional soccer fields be added on the existing part. Soccer seems to be getting more and more participants every year.

Central Corridor - Development/  
Redevelopment Framework: Initial Ideas

***This map shows proposed areas for development along the Central Corridor. What do you think? Tell us by placing a comment anywhere on this page.***

- I think developing those area would be a boost to the Historic River District. The areas marked would be good for small retail businesses, restaurants, town homes, condos, or apartments.

- The pink development area seems prime location for a large subdivision - SFH's, MFH's, perhaps some retail. the red areas definitely seem like more business use - perhaps some new office parks (not strip malls). The large red area by the river seems like a prime area for a "city center" with retail, dining, parks - something that draws people in.
- Finley River Landing. Like a mini Branson Landing
- First and biggest question: what would be the plan for the cemetery I have several family members buried there and my parents have their plots paid for out there too. Where Dennis Hanks used to be (Ozark career center), some river front dining and shops would be fun (so long as they were built to withstand flooding).

South Corridor - Development/  
Redevelopment Framework: Initial Ideas

***This map shows proposed areas for development along the South Corridor. What do you think? Tell us by placing a comment anywhere on this page.***

- Lots of great opportunity - large areas for SFH and MFH's - red areas for retail/dining/ business development. Also, I've mentioned parks in my other comments as it makes sense for the Jackson/downtown/river area, but this is another separate population center, so it would be important to also have a nice park, trails, pickleball courts, green space!

- Behind Walmart - Apartments. The land is already scarred up by Walmart/Lowes and the other businesses, so apartments won't be as impactful. Behind where the campaign signs usually go: another shopping center. It would expand opportunity to attract business off of 65 and would not have a significant impact on the scenery around Ozark. Behind Walgreens: single family units. Behind Ozark Assembly: Single family homes, townhomes or duplexes. Open area on South and Selmore: a park, or a multi-use facility that the rodeo could use and make more room at the Finley River Park (that would be good around the baseball stadium too). Next to K&G: Shopping strips. 3rd and South: CVS Pharmacy Where Sands is: Leave Sands alone. Next to Casey's: Water retention/green space/park/dog park. If that part of South was four lanes, retail would be ok. Across from Dollar General: Emergency services building. Toward Sparta: Single family homes or Ozark Schools (a second middle school for East and South and the current middle school for West and North)?"

Future Land Use - Initial Land Use  
Category Ideas

***Proposed land use categories included in the Future Land Use Framework Idea maps on the following pages are described in detail below. Tell us what you think by placing a comment anywhere on this page.***

- Additional, updated parks would be amazing as well. Maybe with pickle ball courts since that sport is so popular now.

- Before any more development of homes, we must address the traffic infrastructure. I don't want to see loss of green space. I want to see land set aside for this purpose that cannot be encroached on by development. We need more parks, we need more sidewalks. We need a variety with our parks. We need to support farming and preserve 4-H investment.
- I like the idea of adding mixed use spaces similar to what has been added to Galaway in Springfield - restaurants and shops on the lower level and condos or apartments above

North Corridor - Future Land Use  
Framework: Initial Ideas

***This map shows proposed future land use ideas for the North Corridor. What do you think? Tell us by placing a comment anywhere.***

- The "zoning" makes sense from what I can tell and it covers a lot of variety! just to reiterate: need to incentivize developers and builders to come in - we need more affordable housing and more business parks, retail, and even light industrial to attract and retain business. All the growth seems to be in other communities west of Ozark and Ozark will fall even further behind quick if new development isn't started.
- It would be wonderful to see some Parks/ Recreation area within this pink zone. Some basketball courts, pickleball/tennis courts, soccer fields and green space. The soccer fields/green space would be a wonderful to have outdoor movie nights in the summer.
- This would be lovely to have park area on both sides of the river.

- What does Public/Semi-Public mean in regards to Hopedale Baptist Church? Parks part is good. Enterprise District... homes and/ or parks. There does not need to be that much business traffic that close to the school. I may need a further understanding of what the expectation is for that area."
- I re-read the explanations. Understood about Public/Semi Public; still uncertain about the Enterprise District.

Central Corridor - Future Land Use Framework: Initial Ideas

***This map shows proposed future land use ideas for the Central Corridor. What do you think? Tell us by placing a comment anywhere.***

- The "central park district" is a pretty cool idea and would be awesome!
- What is the difference between a park and park district or are they both the same? If it is another city park, that is a wonderful idea; as long as Grubaugh and Finley River are kept as well. Hoover Park would be a good name, paying homage to Hoover's Mill (Ozark's original name). Would there be any way to somehow connect NN to Oak to have a backdoor to behind Walgreens?
- Depending on type of park this could be really great, Ozark would benefit from, hiking/bike trails (come to ozark to ride our trail along with Howler, two rivers, etc.) additionally newer courts like pickleball and additional tennis courts that are not used by the ozark schools all the time would be great idea.
- I agree with this idea.

South Corridor - Future Land Use Framework: Initial Ideas

***This map shows proposed future land use ideas for the South Corridor. What do you think? Tell us by placing a comment anywhere.***

- Toward Sparta: Does Multi Family Residential mean apartments or duplexes? If we're going to scar up the land that far away from the town center, can we please not have more apartments?

North Corridor - Connectivity Framework: Initial Ideas

***This map shows the proposed future transportation and connectivity network for the North Corridor. What do you think? Tell us by placing a comment anywhere.***

- Love the planned improvements to intersections and roads. also the additional trails!
- This is a must to add any of the options you want for development, the fact that CC and jackson are the only real way to get to ozark north elementary area today is an issue.
  - I agree with this comment.
- Excellent!

Central Corridor - Connectivity Framework: Initial Ideas

***This map shows the proposed future transportation and connectivity network for the Central Corridor. What do you think? Tell us by placing a comment anywhere.***

- Seems to be well thought out - much needed intersection improvements. need to plan for future growth with more lanes/road access?
- If your adding back a bridge here you need to make sure and have plenty of space for walking/biking along this as well, everything downtown area should be designed around easy walking/biking to allow for folks to use the trails easy and not have to drive a mile to get to a trail head because its not safe to walk that short mile to the trail.
- I like the idea of intersection improvements around the square, crossing 3rd to go to or leave the square on foot can be difficult during high traffic times. Cars do not stop at the crosswalk. A stop light, a flashing light for the crosswalk, or an elevated walkway over the road would make it much safer. An elevated walkway could be incorporated into a sign for the Historic Square.
- This would be huge, as it is a mess every morning at this intersection.
- If this is referring to aligning E and W Oak street I'm all for it
- If I'm looking at this correctly... isn't the ""proposed pedestrian bridge"" the Riverside bridge? I don't understand what would change. The sidewalks along Riverside Rd would be nice to have.

South Corridor - Connectivity Framework: Initial Ideas

***This map shows the proposed future transportation and connectivity network for the South Corridor. What do you think? Tell us by placing a comment anywhere.***

- Love all the road planning here - definitely needed!
- South Street & 3rd area desperately needs community commercial area. It makes sense to grow the South side of town as we have plenty of restaurants and entertainment on the other 2 exits. But the South side only has Walmart and fast food. We need sit down restaurants, retail, entertainment. Plus we have plenty of room to grow moving South. NN needs an enterprise district so that we can create more jobs in Ozark and keep our people here instead of commuting to Springfield & Branson. This will also increase local spending and revenue for the city. Central area need widened road, and restoration of older historic buildings that could be occupied with commercial businesses.
- If you connected this it could help a lot with south congestion
- Yes this one is for sure needed.
- It seems like the access roads to East Elementary really need to be improved. It appears that's what you're doing here.



Mixed Use - Enterprise District: Initial Ideas

**These graphics show three different ideas for the Mixed Use: Enterprise District in the North Corridor. What do you think? Which do you prefer? Tell us by placing a comment anywhere.**

- Trail is a must have for any new development, need to get folks to not drive when they can walk short distances safely, the safely walk being the hardest challenge in ozark overall most folks have to drive to a trail head to do any of the walking trails in Ozark. this would make the trail in the back door for this area.
- A sports park here would be a fantastic use of space. A multi-field baseball complex with outdoor pickleball courts. Easy access from NN or 65 Hwy.
- Each option seems to incorporate the same uses - just in slightly different ways. The biggest difference that I can see right away is option A has a nice trail that runs through a large section of the entire area, so that could be nice. Other than that, I can't really say which option is "better" than the other since they each seem to take into account the needs of the space!
- I like A or C. I am probably leaning more towards C.
- I appreciate looking at two very different layouts, Long Ramp vs. Iconic Sports Park. Thank you all for thinking about these things ahead. It seems like the connection to the schools in the Iconic Sports Park idea is a good plan.
- Hotel/commercial area here would be great to pair with the sports park development close. Great revenue opportunity for the city.
- Sports Complex. Yes. I love seeing this.
- I like the sports complex being in this location.

- What is the little green triangle thing in the Iconic Sports Park idea? I can't read the writing. I do like that one the best though.

Mixed Use - River District: Initial Ideas

**These graphics show two different ideas for the Mixed Use: River District in the Central Corridor. What do you think? Which do you prefer? Tell us by placing a comment anywhere.**

- I like the Finley Live concept! both seem pretty good though!
- That is tough! Honestly, I would not be upset with either plan. I love the idea of bringing more revenue to our city by having more of an entertainment district feel. As someone who walks the current trails a lot, the 2nd option is very appealing and I like the idea of driving home from work through the 2nd option as well. It really is a toss up for me!
- I agree, no need 5 lanes between Jackson and oak. much needed pedestrian walkable space
- Again, someone is putting on a good thinking cap, coming up with multiple ideas. I like the trees along 3rd Street shown in this plan.
- Are both designs blocking the view of the river from the cemetery?

Mixed Use - Central Park District: Initial Ideas

**These graphics show two different ideas for the Mixed Use: Central Park District in the Central Corridor. What do you think? Which do you prefer? Tell us by placing a comment anywhere.**

- I love this central park idea. one thing that I reiterate over and over again, is the need for public pickleball courts (the fastest growing sport in the USA and also this area). If not at this park, then plan some space at one of the other parks and you will see it attract a lot of people to that park. soccer and baseball fields for youth are also always a good idea, I just can't speak to the supply/demand for those as much.
- These are kind of the same, but I would say A is the better one as it has more park and would be better idea, the other mixed use and commercial would be better in areas with more road access.
- This one would be dependent on what is decided for the downtown area for me. I wouod balance them. If the finely live is picked, then I think it should be the option here with more green space. If the more green space is picked for the downtown area, then this one should be the option with more commercial space.
- Love this park concept. Leaning more towards the "Backyard Idea".
- Ah, excellent ideas for how to use the heavily steep area and keep things green. Not sure what the demand is for commercial space vs. residential?
- I like the Front Yard idea, but without the Mixed Family/Mixed Res.

Mixed Use - Commercial District: Initial Ideas

**These graphics show two different ideas for the Mixed Use: Commercial District in the South Corridor (generally located at the southwest corner of the intersection of South Street and 3rd Street). What do you think? Tell us by placing a comment anywhere.**

- Single family housing in this whole area. Not multifamily.
- Single family houses, no apartments.
- Need a safe way to cross from south side to north side of South St. Allow for students at elementary school to use the "Central Park" Either a walkway over or under the road.

What Did We Miss?

**What did we miss? Did we miss anything? Was there something you were hoping would be addressed that was not? Tell us by placing a comment in the box below. Thank you!**

- Not sure if this goes here. It would be nice to have an Ikea store, Hy-Vee store, Mama Jeans, or any shopping mall besides Walmart for locals without going to Springfield or Branson. Thank you.
- Please no mall. They tend to bring the wrong crowd. Increased violence potential and vandalism. Hyvee and a store like Mama Jeans would be wonderful. More healthy eating options. More farm to table restaurants/eateries. Community garden

- areas!! More focus on eating healthy and exercising outdoors. Would there be a place to do an ice skating rink in the winter?
- Thank you for this virtual platform for community to comment. I am so glad to know Ozark is thinking long range and mapping out the future look of our town. Please be considerate of accessibility for all. Wheelchair bound individuals need green spaces, sidewalks, retail spaces and restaurants to be accessible. For visually impaired, need stoplight street crossings to talk (count down, speak that is safe to cross, etc.).
- What I love most about Ozark, is it is not Springfield. Please keep that small town feel. More green spaces, preserved nature areas, minimal larger/taller buildings. No to more apartments and crammed housing.
- I think the people who live on the west side of the square will be disappointed some of the tiny, one lane roads and intersections aren't being addressed. I love all the ideas put forth here and am excited to see them put into action!

## VIRTUAL PUBLIC OPEN HOUSE #2

### Welcome Page

- I believe that on this page, the shaded areas are simply the properties that are adjacent to the relevant roads (corridors).
- I like the idea of not having to go all the way to JJ, though approval and easements would be needed to go through the property between where those streets dead end. It would likely ultimately be up to the property owner. You can view the Assessor's map with property lines here for reference: <https://christiangis.integritygis.com/H5/Index.html?viewer=christian>

- I'm now seeing that you want to put a road through my land on the West side of my land and on the North side of my land. I am NOT going to allow that, PERIOD!! Plus a pedestrian sidewalk through my land. I am in shock and I'm asking that you not do this to us. My land is in the County, NOT the City! It's also absolutely ridiculous to put roads in through the field to the North of my land as well, that land is on a steep hill goi g into a flood plane. To put a road in on the north side of my land will be right next to my home, literally. There would be vehicles speeding not only in front of my home but then turning East going past my home with their radios blaring and their lights on my home. We have wildlife here and that will drive all of our wildlife away. Why don't you instead leave us County people alone and do something with all the land around the square that the City did eminent domain to and then left it vacant after all the promises to make it like the landing over there. I am totally against what you are wanting to do and no one has even talked to me about this before planning it. I'm ticked
- Hi
- Can you tell me what happens if your home is within the shaded areas
- I believe that on this page, the shaded areas are simply the properties that are adjacent to the relevant roads (corridors).
- Helo
- When entire field to the north of my land on N 14th street is colored dark blue, what does this mean? I'm not able to see much on here using my phone. I don't want a road out in next to my land. I live in a quiet neighborhood with a lot of wild animals and putting a road on the land there will cause noise, lights, and will scare away the wildlife. Please don't put a road on that land

### Key Themes

- We are most interested in the “connect to” section of a potential new interchange. Quite awhile back I heard that this could occur across the street from North elementary and middle school. We hope that what comes to mind is NOT accurate. Assuming that is the location, we see the farm land split from 65 to North elementary. Businesses along the route similar to 65 14 to NN. Massive housing development. We dont want this area to look like Nixa or Hwy 14 from 65 o NN. If the above is the plan we want a very specific and strategic focus on creating a village look like Chesterfield Village. Retaining of trees as you required the new landscaping company to do at NN and Sunset. We do not wish to see NN widened. So many of us moved here to this area for the established homes, mature trees and quaint feel. Taking down mature trees would ruin the beauty that we love. Replacing mature trees with young trees will take years to develop maturity and rob us of the beauty we came here for. Create a thing of beauty from day 1. Not for the future. While we are sure you long for more businesses to generate revenue for the city, don't go with a standard approach. Hire a superior designer with strict guidelines for new businesses. For example, some cities do not allow tall signage. It must be at eye level and very aesthetic. Include landscaping and flowers in the common areas. No high rises or tall buildings. example : the new u-haul facility is a nice eyesore. Not at all what it should be in that area including the other metal building developments. CC and 65 isnt attractive at all. Thank you for this format to submit are thoughts and ideas.

### Future Land Use Categories

- Is there any sort of ordinance in Ozark for limit on building height? I think many of the citizens here enjoy a smaller town feel and like the semi-rural feel without tall buildings in the skyline. I think anything higher than 3 or maybe 4 stories would be too much.

### Future Land Use - North Corridor

- Adding additional housing, especially multi-family in the north corridor will add additional traffic to an already heavy trafficked area leading out to CC. This area really needs green space and park areas for outdoor opportunities.
- There is no way the best use of land across from the middle school is an enterprise zone. This land should benefit the students and the community. This purple area should be recreational, not an enterprise zone.

### Future Land Use - Central Corridor

- What are the ideas for this park district? Right now it looks like a dense forest from aerial views. I would hate to see much deforestation done here

### Future Land Use - South Corridor

- Salers Ln is north of South St, Hwy-W is south of South St.

### Transportation and Placemaking Improvements - North Corridor

- Loving the planning for pedestrian sidewalks! Thoughts of bike lanes also?



## Transportation and Placemaking Improvements - South Corridor

- Bike lanes on South St (marked by infrastructure, not just signs/paint) would be very beneficial for citizens traveling between homes and Walmart/commercial areas.
- Am I going to lose my home???
- Widening Hwy-14 to be how many lanes? 3 or 4? Based on the current traffic in the area, it might be beneficial to increase to 3 lanes (one each way with a turn lane). But 4 lanes can cause even more congestion, traffic, and wrecks. Just something to consider
- Not apart of the map but I believe connecting Hartley with McCracken via S 21st Ave would be a great idea alleviating the need to travel all the way to J to get to the school. 21st Ave should not dead end it should be connected with countrymen road
- Is there a plan at this intersection (Hwy-W and Hwy-14) with the county since it's outside of city limits? I know there was a traffic study done here a while back

## Overarching Corridor Goals and Strategies - Form and Character

- Absolutely, we want to make the corridors safe and inviting for pedestrians. Sometimes cities prioritize cars and that makes areas unsafe and undesirable for pedestrians.
- Lighting that faces DOWN. Doing this, as opposed to lights that shine sideways and/or up can help reduce light pollution at night
- Pervious Pavement yes!!!

