



LOOK42

A VISION FOR LAND USE, OPPORTUNITY,
OPEN SPACE, *and* COMMUNITY

ADOPTED 11.14.2022

ACKNOWLEDGMENTS

This document reflects the consensus reached by those who helped guide Lockwood's future. The individuals listed here are elected officials, City staff, and citizens who participated in or functioned as advisors in formulating the plan:

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A SPECIAL THANKS >

A SPECIAL THANKS:

We want to say thank you to those involved in the comprehensive planning process. A special appreciation for those in the community who participated in surveys, committee meetings, and public input events. This plan would not have been possible without your involvement.

– Jake Phillips, Program Director



[EXPLORE THE PLAN >](#)

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RESOLUTION NO. 2022-05

REQUEST FOR ADOPTION OF THE LOCKWOOD COMPREHENSIVE PLAN

WHEREAS, it is in the best interests of the City of Lockwood to adopt the city's first comprehensive plan to establish guidance for the future growth of the city and that promotes the health, safety, and welfare of the public, protection of the natural and man-made environment, and the efficient use of resources; and

WHEREAS, the City of Lockwood contracted with the Southwest Missouri Council of Governments which conducted extensive study and has developed a Comprehensive Plan for the City; and

WHEREAS, a Public Hearing was held at City Hall on November 7th, 2022, at 5:30 P.M; and

WHEREAS, notice of the public hearing was published in the Vedette Newspaper, which has general circulation within the City of Lockwood, for at least fifteen (15) days prior to the public hearing; and

WHEREAS, the Mayor of the Board of Alderman of the City of Lockwood, Missouri called the meeting to order and opened a public hearing for the City of Lockwood Comprehensive Plan; and

WHEREAS, the report titled "LOOK42, The City of Lockwood Comprehensive Plan", maps, community surveys, and charts were discussed; and

WHEREAS, it was moved and seconded that the report titled "LOOK42, The City of Lockwood Comprehensive Plan", maps, and charts contained therein, be approved as the Comprehensive Plan for the City of Lockwood, Missouri, and that copies be certified to the City Council and City Clerk, and that one (1) copy be made available in the office of the Dade County Recorder of Deeds; and

WHEREAS, all required documentation and payments have been received by the City of Lockwood, Missouri; and

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMAN OF THE CITY OF LOCKWOOD, MISSOURI, THE FOLLOWING:

Section 1: The Board of Alderman hereby approves of Lockwood Comprehensive Plan for all properties legally within the Lockwood, Missouri.

Section 2: The motion carried with 4 aye vote(s), 0 nay vote(s), and 0 abstention(s).

Section 3: This resolution shall be in full force and effect after its passage and approval.

ADOPTED, by the Board of Alderman on this 14th day of November 2022.



Kenny Snider
Mayor, Lockwood, Missouri

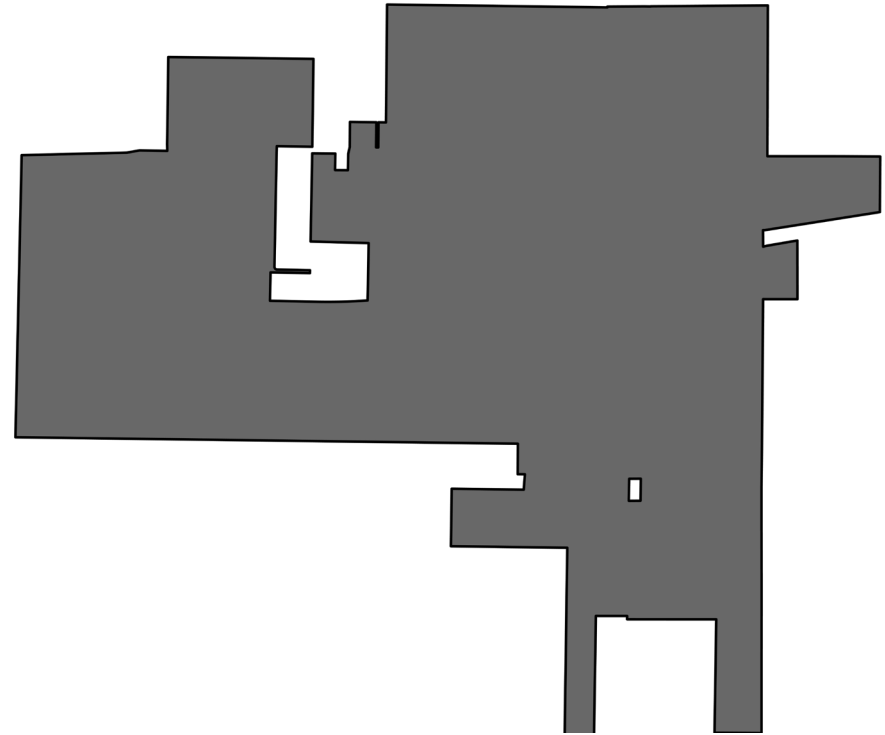
ATTEST:



Joy Finley
City Clerk, Lockwood, Missouri

INTRODUCTION

In March 2022, the City of Lockwood partnered with the Southwest Missouri Council of Governments (SMCOG) to begin the 10-month process of the City's first comprehensive plan and establish the community's long-term vision and guide. This document represents the culmination of the planning process including data and information collection, site visitations, community surveys, and public outreach events.



[EXPLORE THE PLAN >](#)

01

INTRODUCTION

02

Purpose of the Plan

A comprehensive plan is an official guide for future growth, development, and land use activities within a city. The plan is made through a collaborative effort between the local government and its citizens, which includes research, analysis, and public input.

03

Section 89.040 RSMo of Missouri Statutes requires that zoning regulations “shall be in accordance with a comprehensive plan.”

04

A comprehensive plan is not a legally binding document, but a guide for governing bodies to be consistent during policy and planning decisions.

05

06



USING THE PLAN

- Foundation for policy and decision-making
 - Protect the community's natural resources
 - To increase the city's economic stability and competitive edge
 - To increase the city's access to state, federal, and private funding
 - Identify needs for future studies and master plans
 - Source of data
 - A Long-term guide for progress
-

Planning Process

Throughout a 10 month process, the Southwest Missouri Council of Governments worked with city officials, citizens, and the comprehensive planning committee (CPC) to develop surveys, goals, objectives, and strategies. These helped formulate future land use recommendations relating to types of developments and defin-

INTRODUCTION

01

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ing areas of interest. Public input is one of the most important aspects of the comprehensive planning process; this documents' goal is to improve the community's quality-of-life through the encouragement of sustainability, increased resiliency, and strengthen a sense of place, while addressing future needs.

- 1 • The first CPC meeting was held on April 19, 2022. This meeting's purpose was to introduce the comprehensive planning process, discuss demographic information, and potential future meeting dates.
- 2 • The second meeting was held on May 17, 2022. This meeting helped draft the community survey and introduce the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis exercise.
- 3 • The third meeting was held on June 28, 2022. This meeting was to conduct a SWOT analysis and review the community survey results.
- 4 • The fourth meeting was held on August the 9, 2022. This meeting was held to build a future land use map and the goals, objectives, and strategies.

- 5 • The fifth meeting was held on October 1, 2022, during the open house event at Pink Infusion Studio during the September days community event. The purpose of this meeting encouraged participation of the goals and objectives survey and aid in the development of the current and future land use maps.

The Planning Process



COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT

June 16, 2022. The survey received a combined total of 192 online and paper survey responses. Access to the survey, made available on SMCOG's webpage, was advertised on the City of Lockwood's website, QR codes, and flyers around the city. The survey collected community members' input and feedback on a variety of topics that helped frame planning committee discussions which led to the development of goals and objectives through a SWOT analysis. The planning committee reviewed the proposed questions before the survey went to the public. The survey questions related to topics such as demographic, housing, economic, infrastructure

open from September 17, 2022, to October 4, 2022. It was made available on SMCOG's dedicated webpage as well. The site could be accessed through links on the city's website, QR codes, and public flyers. SMCOG's project team presented these action items to the planning committee who helped shape the final goals and objectives. The purpose of this survey was to prioritize the goals and objectives on a scale of low, medium, and high importance. Prioritization is important for community leaders when implementing policy and financial decisions. Decision makers, staff, supporting boards, and commissions should focus efforts to see projects completed with highest ranking goals and objectives.

Goals and objectives were ranked by calculating a cumulative weighted response for each. These were multiplied by a point value in the frequency of occurrences, based on percentages. The goals and objectives were evaluated separately and later combined for a total of weighted rank. Refer to the Implementation Matrix and appendix for the specific ranking score.

and resident experiences. Refer to Community survey results in the appendix.

Goals and Objectives
The Goals and Objectives prioritization survey was

Lockwood Comprehensive Survey 2022

What is **YOUR VISION** of Lockwood for the next 20 years?

City of Lockwood, MO
Comprehensive Plan Survey 2022
"A Community on the Right Track"

- > Share your ideas and join us!
- > What changes do YOU want to see?
- > Survey is open until June 14th, 2022, at 11:45PM
- > Scan QR code or visit: smcog.org/lockwoodsurvey

Pick up & drop off paper copies to City Hall at 400 Main St, Lockwood, MO 65682

City of Lockwood SMCOG

COMMUNITY ENGAGEMENT

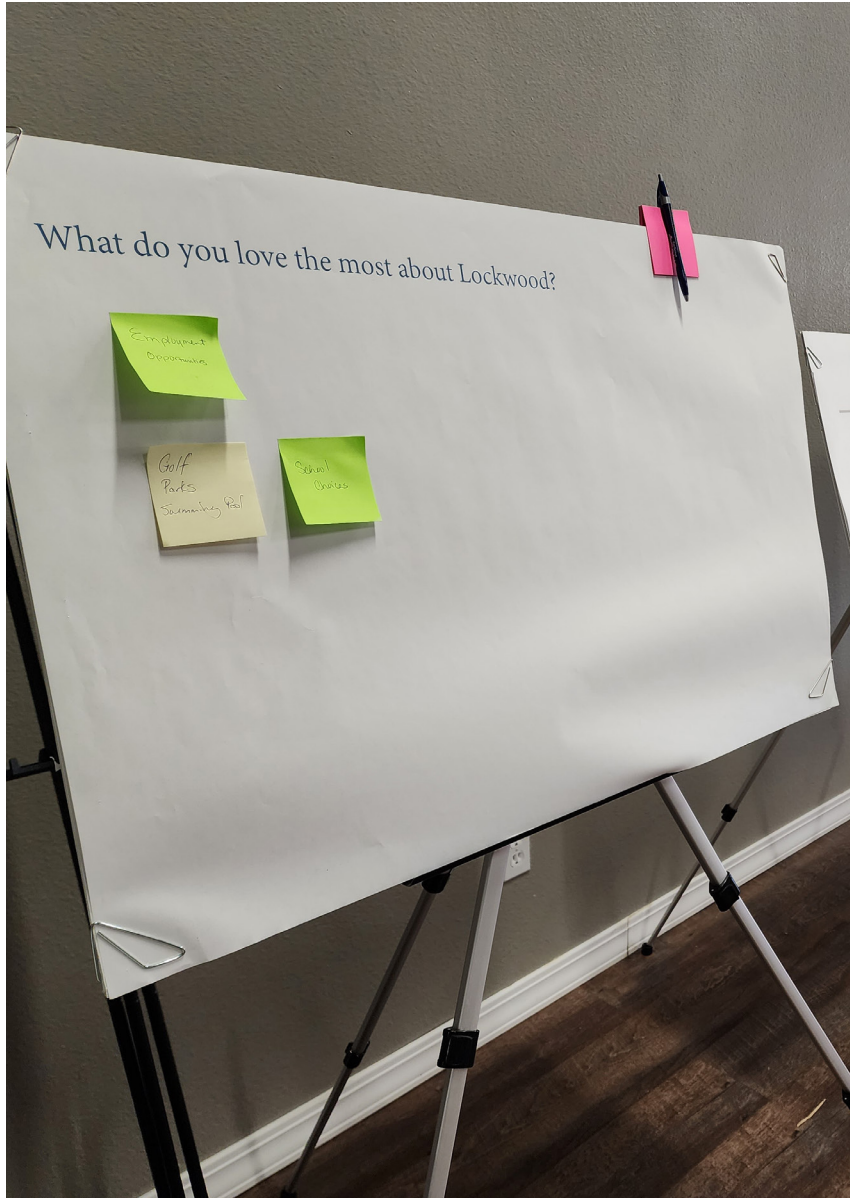
Open House

The Open House public input event provided an opportunity for the community officials, planning committee, city staff and SMCOG project team to engage with the public. The open house was held at the Pink Infusion Studio on Main Street. Easel panels were used to display interactive boards, goals, objectives, DRAFT current and future land use maps, and the comprehensive planning process. Citizens were asked to sign in upon arrival and SMCOG staff facilitated participant questions and comments. Input from the open house was considered and while drafting the final plan. Documentation and additional photos of the event can be found in the appendix.



SEE THE PHOTOS FROM
THE OPEN HOUSE >

COMMUNITY ENGAGEMENT



PAST PLANS & STUDIES

PAST PLANS & STUDIES

Prior to the adoption of the city's first comprehensive plan several studies have been completed. A few of these relevant studies and regional plans provided information and guidance on a variety of topics and served as references. A brief description of the each is provided in this section.

Dade County Hazard and Mitigation Plan

In 2019, Dade County, participating jurisdictions, schools, and special districts developed a multi-jurisdictional local hazard mitigation plan update to reduce future losses from hazard events within the county. These plans are renewed every five years to have access to disaster funding for the participating municipalities and districts.

Dade County 2019 Annual Report, University of Missouri Extension

The annual report from the University of Missouri Extension is a summary of highlights of educational efforts during 2019. The MU Extension report focuses on improving economic opportu-

nity, educational excellence, and improving community health.

Reference to this report can be found on Missouri Extension plans and reports webpage.

Low-Water Crossing Inventory + Prioritization Dade, Dallas, & Polk Counties

Southwest Missouri Council of Governments (SMCOG) performed the Low-Water Crossing Inventory from mid summer 2017 till spring of 2018. The study was made possible due to 2016 Disaster Grant through Community Development Block (CDBG) and Missouri Association of Councils of Governments (MACOG). As part of the grant, the study included an inventory and action plan for low water crossing improvements. Actions were prioritized by structure condition ratings and public input. These structures were mapped with the related condition rating. No identifiable structures were within Lockwood city limits, however crossings near the city were rated in good conditions.

STORMWATER STUDY >

PAST PLANS & STUDIES

Stormwater Study

The study was performed by TREKK Design Group LLC to determine problematic stormwater areas, stormwater egress points into the city, and existing infrastructure including but not limited to gravity and force mains, manholes, lift stations, lamp holes, treated lagoons, storm pipes, flow paths, basins, and known flooding areas. Maps demonstrating these areas were provided by TREKK and referenced in the public services and facilities section.

2021 Electrical Distribution System Study

The study was performed by ALLGEIER, MARTIN and ASSOCIATES, INC CONSULTING ENGINEERS and prepared by A. Brent Corwin in July of 2021. This study was conducted to evaluate Lockwood's current electrical distribution and capacities. The purpose of the study was in effort by the City to provide sufficient services at the lowest possible costs for users. The study provided recommendations for future system improvements for the years 2022 till 2028.

Lockwood Sidewalk Inventory

The sidewalk inventory report was performed during the beginning phases of the comprehensive planning process. SMCOG staff developed the report using global positioning system (GPS) and Environmental Systems Research Institute (ESRI) applications. This process of mapping ensured the accuracy of data collection of existing sidewalk conditions, connectivity, and recordation of over 250 photographic events. The sidewalk inventory report provides recommendations to the City for areas in need of improvement which lack in providing safe sidewalks for the community.



LOCKWOOD SIDEWALK INVENTORY

COMMUNITY PROFILE >

COMMUNITY PROFILE

COMMUNITY PROFILE

The community profile includes the City's history and demographic information. Specifically, information pertaining to the City's location, population, employment, income, and the educational makeup of the community.

Regional Setting

The City of Lockwood is situated along Highway US 160, located approximately 47 miles northwest of Springfield tucked away in the southwest corner of Dade County. The City is accessible by US 160 and MO 97 and connected to Golden City, MO to the west and the City Greenfield, MO to the east.

History

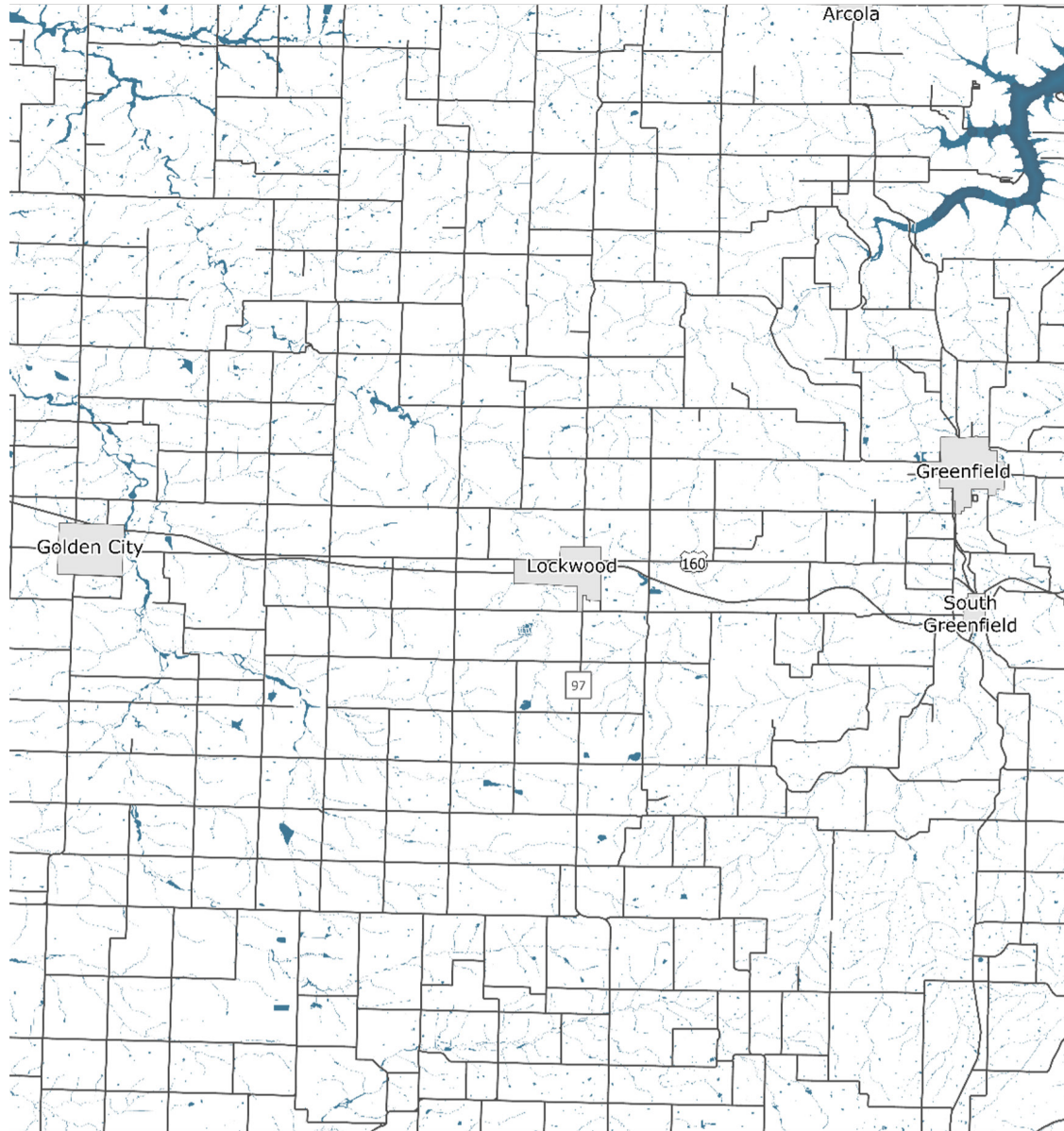
Residents began settling in Lockwood in the early 1870s. In 1881, the first train went through the City along with establishment of the post office. The City was named after a railroad official and local landowner, J.E. Lockwood. Surrounded by prime farmland with the railway access and major highways, Lockwood was deemed one of the best shipping points on the entire Frisco



railroad system for agriculture uses. By 1882 the population of Lockwood grew to 250. The Farmers Agricultural Fair Association, an agricultural and stock fair, held in 1883 was the first significant community event. The City has historically been a considerable producer and a distributor of oats, wheat, flour, and corn. Lockwood was the only place for trains to be coaled between Springfield and Fort Scott. The coal chute would eventually

COMMUNITY PROFILE

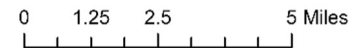
F1 Regional Setting Map



REGIONAL SETTING

Key

- Communities
- Roads
- Water



COMMUNITY PROFILE

be demolished mid 1900s. The St. Louis-San Francisco Railway would eventually become under the control of Burlington Northern Santa Fe (BNSF), which serves two-thirds of the United States. The St. Louis-San Francisco railway connects Lockwood to major cities including Springfield, Kansas City, and St. Louis, MO and as far as Birmingham, AL and Fort Worth, TX.

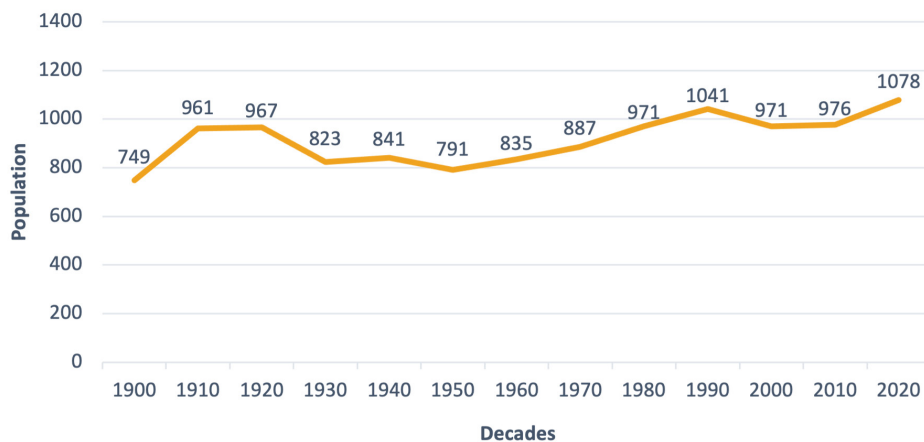
Lockwood would be become incorporated on August 6, 1883. The following year, Lockwood opened its first public school. By 1887, the population grew to an estimated 700. The City became

nicknamed the “Queen City of the Prairie.” By the end of the 18th century, there were many businesses and local services that contributed to the town’s economic growth which included various mercantile stores, banks, churches, hotels, milling industries, creameries, and entertainment operations.

Demographic Overview

Community demographics are a valuable tool in the comprehensive planning process. Demographic assessments are formed by reviewing the community’s current conditions and assets through topics such as population, economic characteristics, housing, incomes, transportation, and employment data.

F2 CENTURY POPULATION CHANGE BY DECADE



Population Trends

The population of Lockwood’s grew by half a percent from 2000 to 2010. After 2000, the growth continued to increase between 2010 to 2020, the population grew approximately 10%. The 2020 American Community 5-year Survey (ACS) estimates Lockwood’s population has experienced continuous growth over the past two

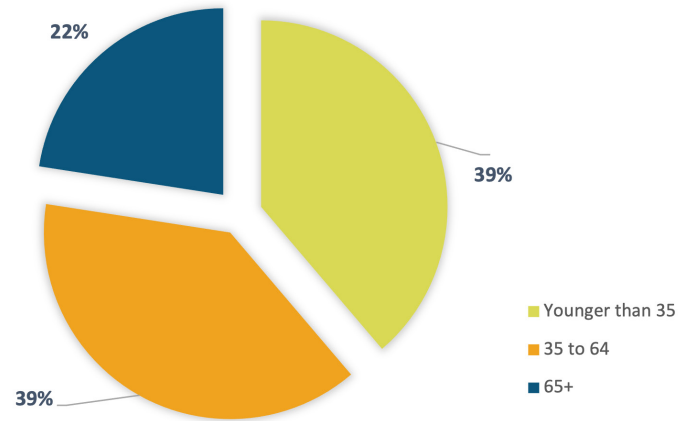
COMMUNITY PROFILE

decades. However, the 2020 10-year decennial census estimates a decrease in population from 2010-2020. It is important the ACS data is collected over time while the decennial census is collected from one point in time, which occurred during the COVID-19 pandemic.

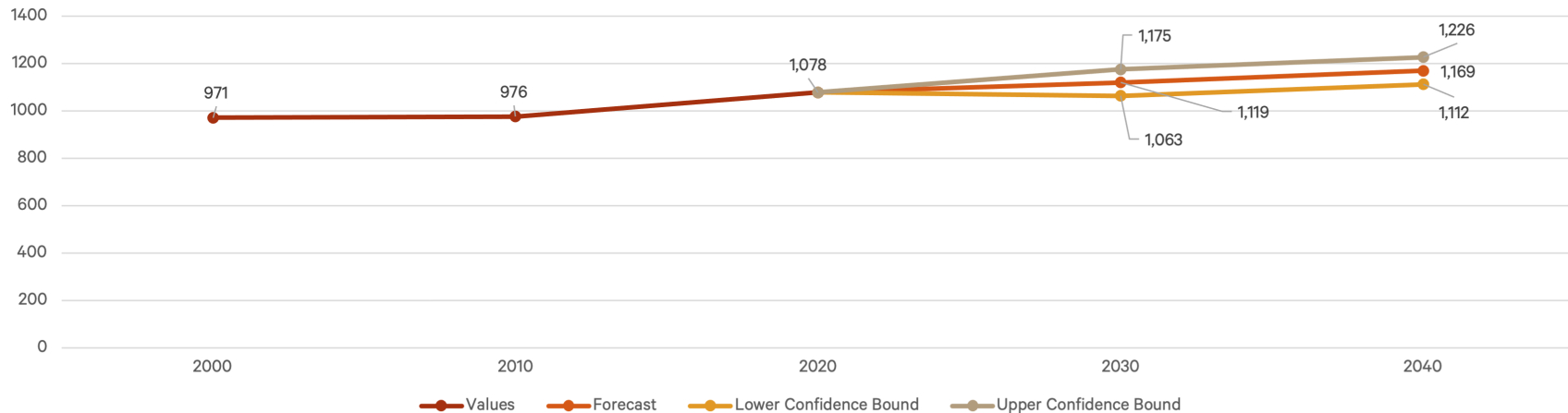
Population Projections

Using a series of methods, three estimated population projections were identified, which include a forecast, the most likely, low, and high potential scenarios. Projections were forecasted with lower

F3 PERCENT OF POPULATION



F4 ACS POPULATION PROJECTIONS



COMMUNITY PROFILE

confidence, upper confidence, and the exponential forecast. Upper confidence shows the highest projected population estimated change while the lower confidence represents the lowest projected estimates. This represents a decrease in population.

The exponential model is considered the most likely scenario, shown as the center line. In the likely scenario, Lockwood would increase about 8% from 2020 to 2040, increasing the population to 1,169. These are important figures to consider when planning future development and housing needs. The city may consider these projections during development proposals to ensure diverse residential opportunities in a variety of densities and districts.

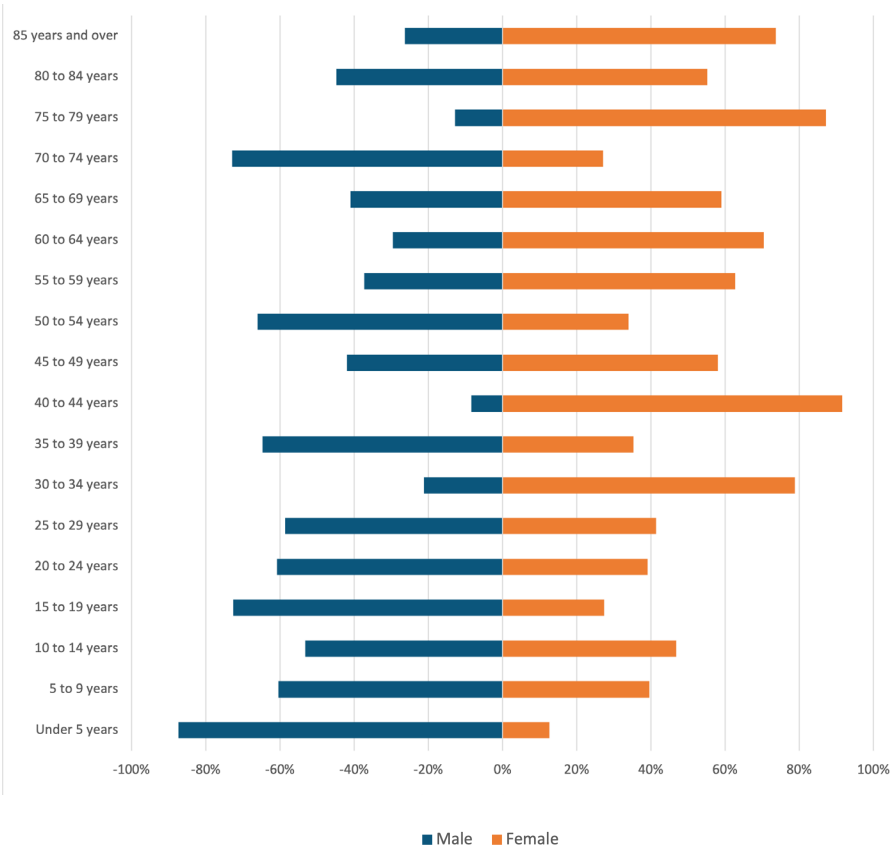
Population Pyramid

A population pyramid provides visual rendition of the community's age and gender. Typical communities with stable populations, visually resemble a pyramid shape, with large base and tapering top. This represents a population with a large youth

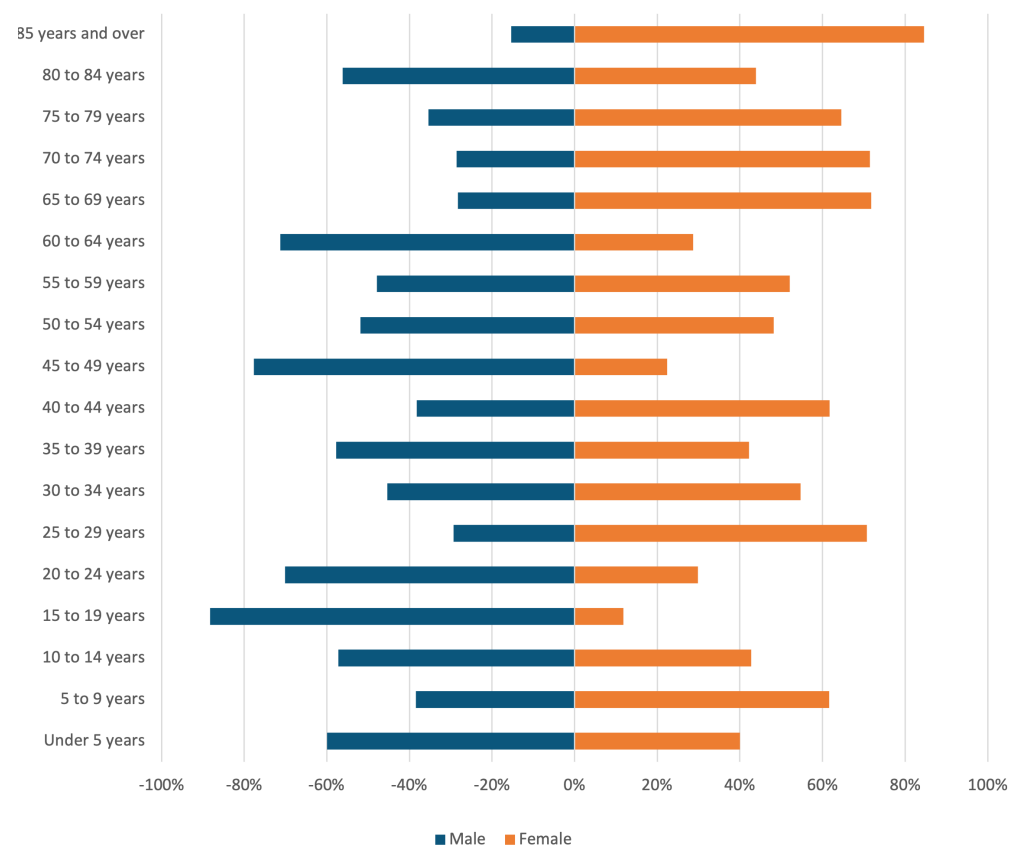
population contributing to taxes and retirement systems. This is all whilst the decreasing population consists of older generations that are more likely to have settled and working towards or are in retirement. Two population pyramids are represented with similar characteristics in 2010 and 2020. The 2010 ACS population data displays, a large aging population dominated by females with an influx of ages between females and males in the 15-19 ages and 25-29 ages. Whilst the 2020 ACS displays a declining female population under the ages of 30 and an increasing aging population displayed with a wider midsection and top. Lockwood's population is inconsistent with a stable community, with alternating patterns in population. The increase in aging population defines the potential needs for senior services ranging from medical care, recreational activities, and housing. Likewise, the inconsistency in ages, is likely caused by younger populations leaving for work, housing, or other issues the city could not support those populations.

COMMUNITY PROFILE

F5 2010 ACS POPULATION PYRAMID



F6 2020 ACS POPULATION PYRAMID



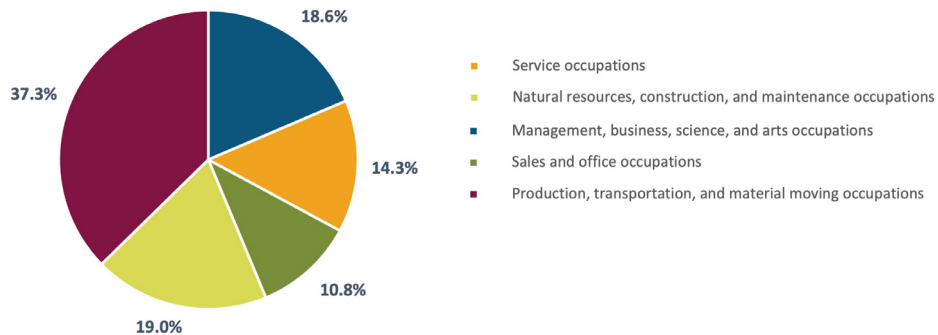
COMMUNITY PROFILE

Employment & Income

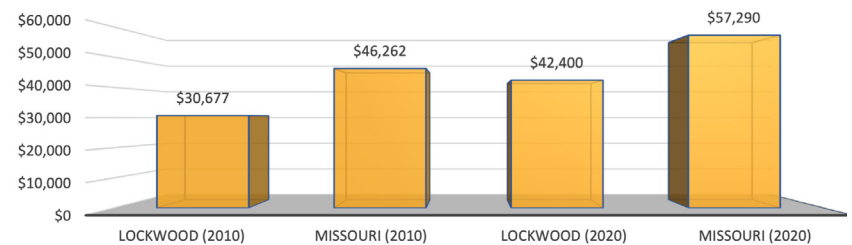
The American Community Survey estimated, the median household income in 2010 was \$30,677, which increased to \$37,067 in 2019. However, this increase was still less than both the county and the state in 2019 respectively increasing to \$43,752 and \$55,461. 2020 employment data shows (58%) of residents, 16 years and above, were employed in the labor force. Manufacturing, education, and health care services make up for more than 50% of those jobs in Lockwood. According to the ACS data for 2020, (16.5%) of residents in Lockwood live below the poverty level and (67.9%) of residents living above the poverty level. This is higher than the state average at (13%). From 2010



F7 OCCUPATION 16+ CIVILIAN EMPLOYED

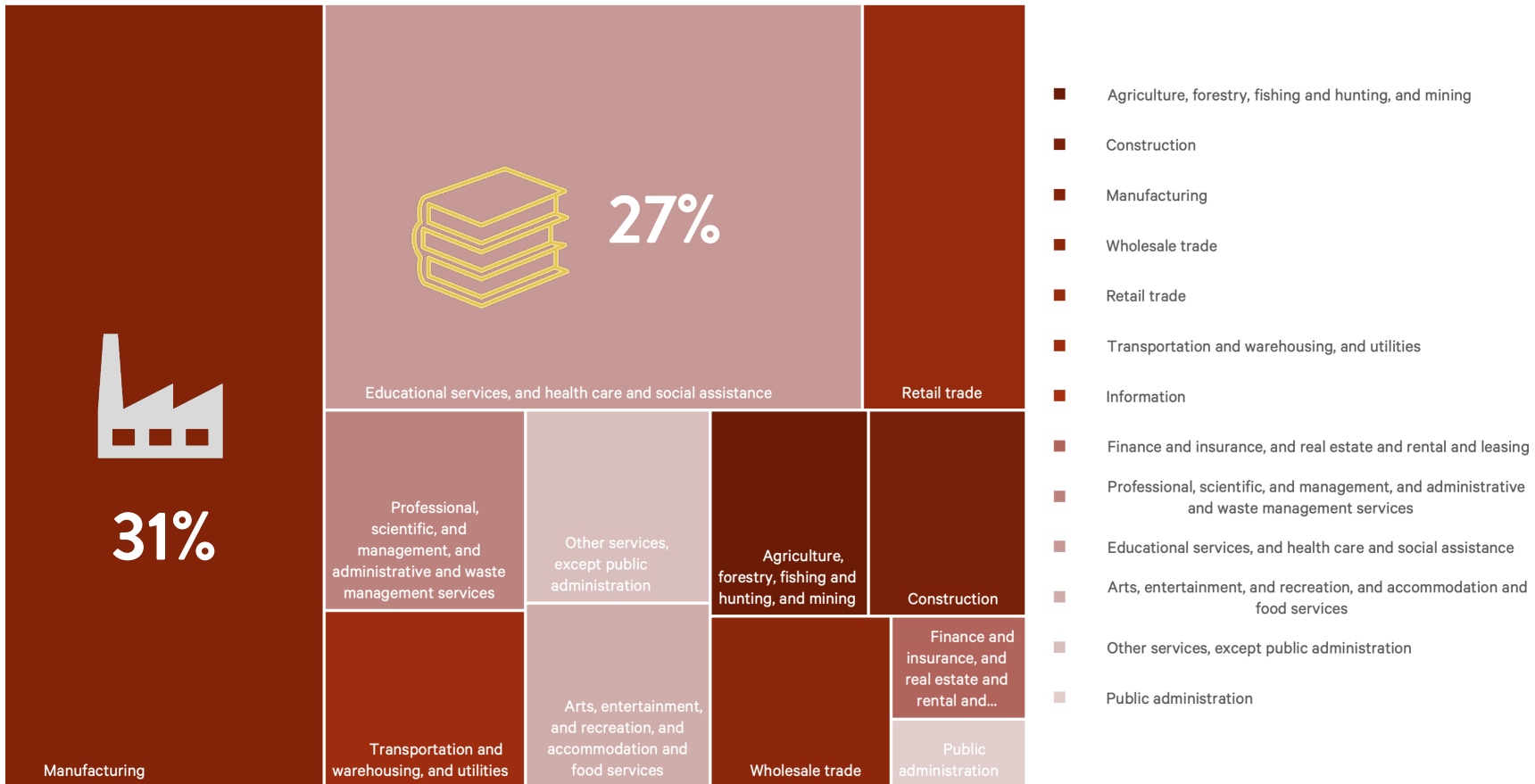


F8 2010-2019 MEDIAN INCOMES



COMMUNITY PROFILE

F9 LABOR INDUSTRIES 2020 ACS



COMMUNITY PROFILE

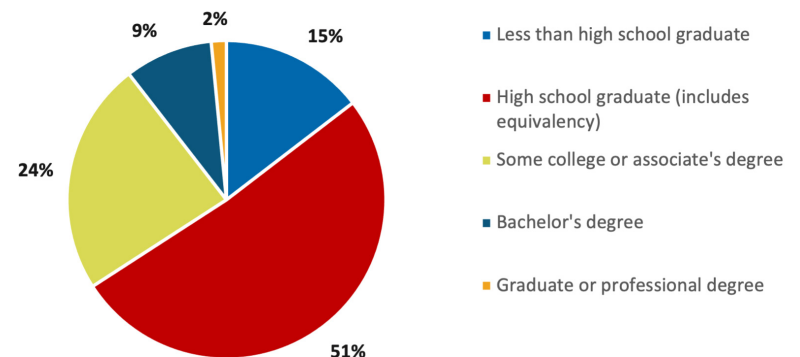
to 2020 Lockwood has seen a decrease in employment across all industry sectors. For more in depth percentages of changes refer to the Industry by Decade Snapshot Description (EMSI Industry Report Change 2010-2020) in Appendix B.



Education

Educational attainment can be linked to factors such as median income levels and employment opportunities. Based on 2020 ACS data, (51%) of residents over the age of 25 have a high school degree or an equivalent and (24%) have an associate degree. These figures exceed that of the County, with (28%) of residents being high school graduates and only (8%) having obtained an associate degree.

F10 2020 ACS EDUCATIONAL ATTAINMENT AGES 25+



COMMUNITY PROFILE

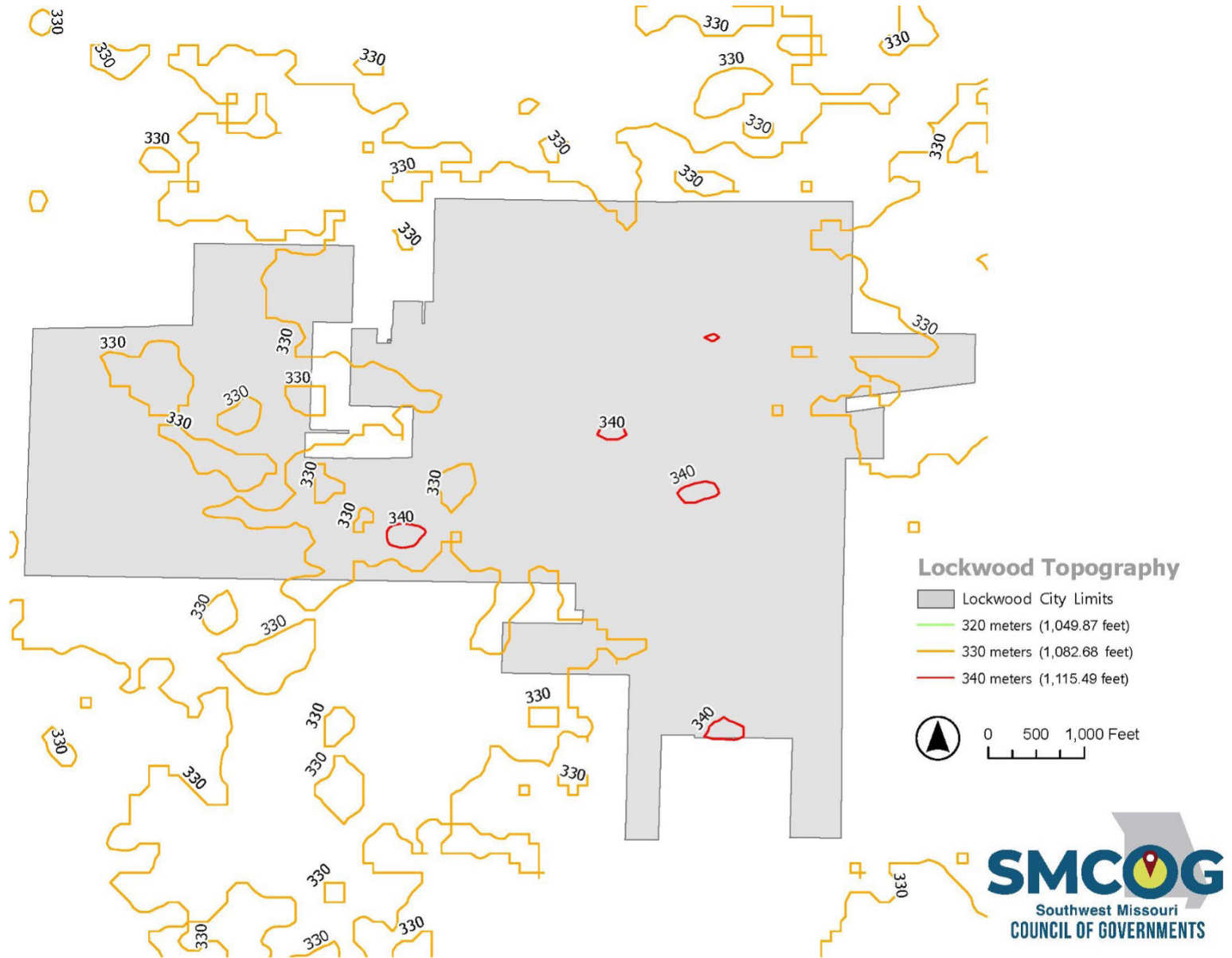
F11 SINGLE FAMILY HOUSING



Households

Homeownership is a key mechanism for communities encouraging residential retention and infill. Homeownership in 2020 decreased from 2010 with (68.54%) of households being owner-occupied, whereas, in 2010, (80%) of households were owner-occupied. In 2022, the average household size was 2.46 persons and a family size being 3.04 persons. The housing section provides an in-depth review of the current housing stock and options for future policies to encourage resident retention, infill development of existing neighborhoods, and improvements to the existing housing stock.

COMMUNITY PROFILE



COMMUNITY PROFILE

Natural Environment

The natural environment is an important factor that impacts a city's potential for growth. Environmental factors must be considered when developing a sustainable and resilient community that fosters future needs. This section summarizes Lockwood's geographic characteristics.

Topography

Lockwood's elevation is 1,086 feet, covering approximately 640.78 acres of land. The area Lockwood occupies is topographically flat, with very little variation surrounding city boundaries. The elevation of terrain within city borders only varies by approximately 32 feet, which means that expansion of city borders is unimpeded by land separation such as steep slopes, ravines, rivers, streams, and other dividing geographies. These geographies can impact cost and direction of growth and development; without these influences impeding the city, Lockwood has a distinct topographic advantage which may be attractive to certain industries and developers.

Climate

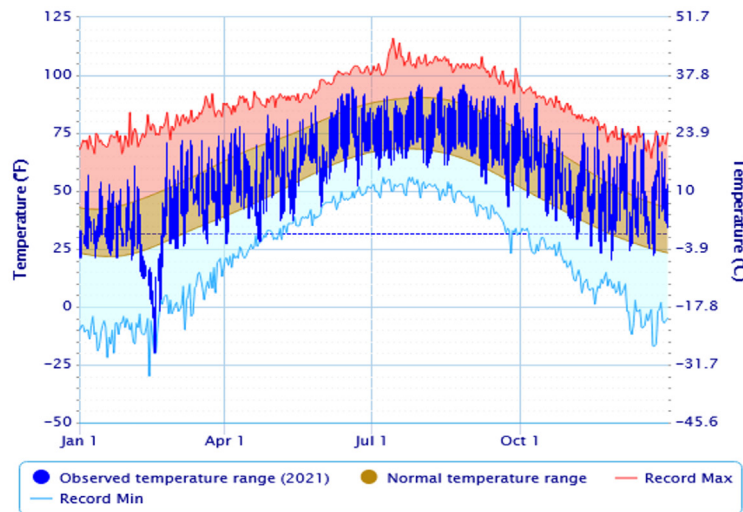
The climate of Lockwood has remained consistent throughout the last 20 years. The National Oceanic and Atmospheric Administration (NOAA) reports an average yearly temperature of (56° F) from 1991-2020. A chart of the temperature ranges during 2021 shown in the Daily Temperature Graphic. According to the USDA's Central Hardwoods Ecosystem Vulnerability Assessment and Synthesis report, Lockwood's temperature is similar to the rests of the Ozark Highlands, which reported an average annual temperature of (55.6° F) recorded from 1971 to 2000.

Lockwood experiences an average of 3.94 inches of precipitation each month, totaling an estimated average annual precipitation of 47.25 inches. This is higher than the average precipitation for the Ozark region, which experienced an average annual precipitation of 43.92 inches from 1971 through 2000.

COMMUNITY PROFILE

Climate studies of the Ozark Highlands suggest potential changes in temperatures and precipitation patterns are to be expected due to environmental factors. Expected changes may include an increase of average annual temperatures, irregular soil moisture retention patterns, decreased snowfall, increase of invasive plant and insect species. It is important for the city consider implementing environmentally friendly policy to minimize environmental effects and increase resiliency from flooding, droughts, and other impacts on human health.

F13 DAILY TEMPERATURE DATA



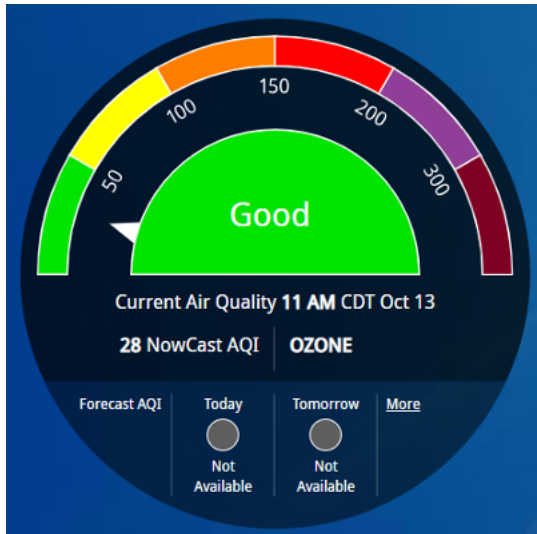
Air Quality

Air quality affects everyone in the community, while not as significant in rural communities such as Lockwood than dense urban environments, monitoring and protection will mitigate future impacts. Air pollution is measured by the amount of particulate matter in the air. Particulate matter is defined by the Environmental Protection Agency (EPA) as small particles containing microscopic solids or liquids which when inhaled can cause health problems. PM_{2.5} is the most measured particulate matter as it poses the greatest health risk. PM_{2.5} is measured in micrograms per cubic meter of air, notated as $\mu\text{g}/\text{m}^3$. 12 $\mu\text{g}/\text{m}^3$ has been set as the current annual fine particle standard by the EPA, with this level of particulate matter being considered a relatively healthy level of PM_{2.5} to take in within a 24-hour period.

Most studies indicate that high PM levels above 35 $\mu\text{g}/\text{m}^3$ during a 24-hour period are considered unhealthy and some cases severe with people having existing health issues. Prolonged exposure to

COMMUNITY PROFILE

F14 LOCKWOOD AIR QUALITY



PM levels over $50 \mu\text{g}/\text{m}^3$ can cause serious health problems and even death. Lockwood currently has a $\text{PM}_{2.5}$ level of approximately $10\text{-}12 \mu\text{g}/\text{m}^3$ according to the EPA Downscale Model, making it a relatively safe level of $\text{PM}_{2.5}$. The city should adopt zoning regulations and ordinances to continue improve and maintain the current air quality.

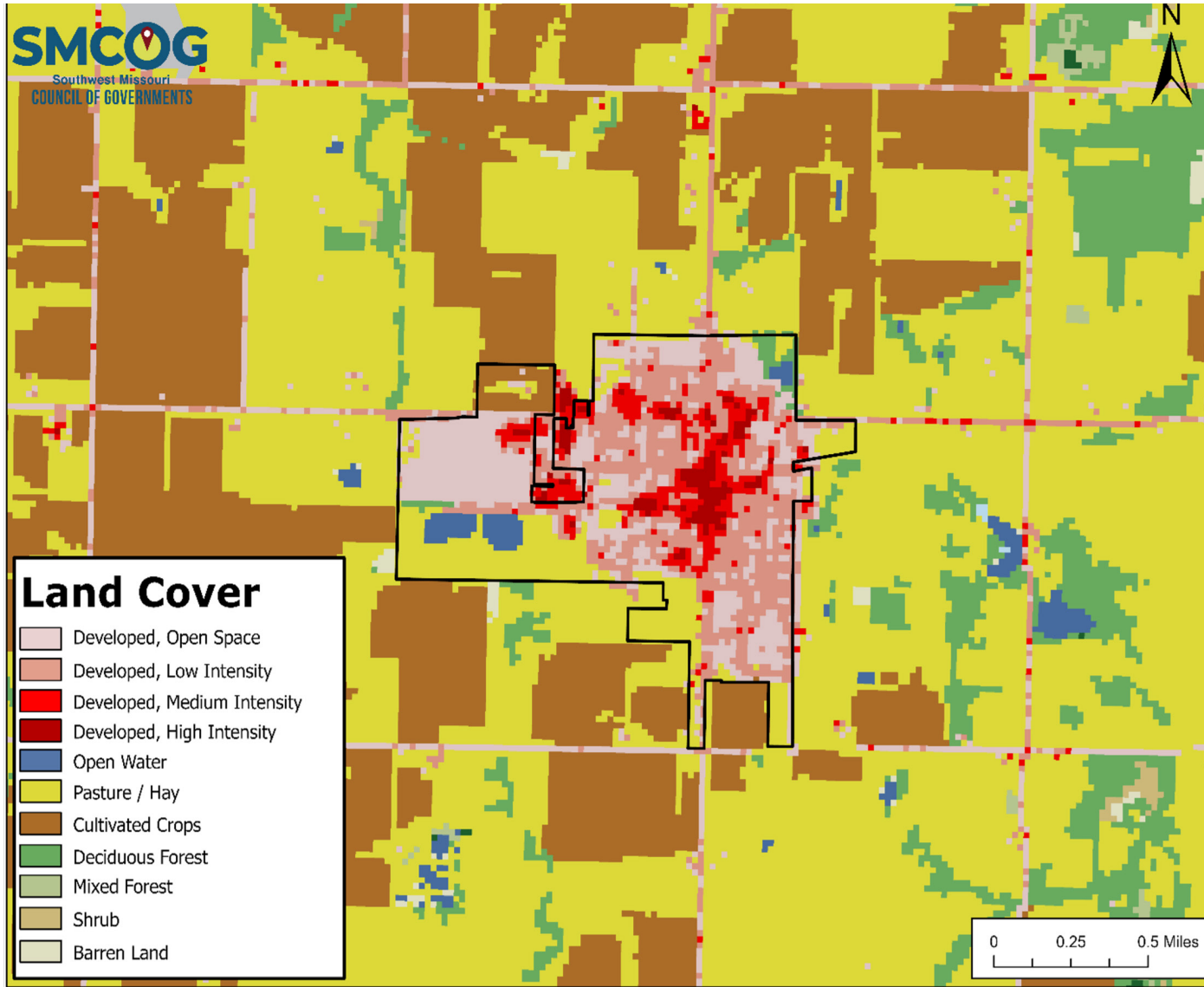
Land Cover

Land cover shows the human impact on the land through a series

of intensity levels. Intensity levels are measured with high being the most developed and developed open space and agriculture being areas associated with natural environments or having little impact. According to land-cover data provided by the Multi-Resolution Land Characteristics Consortium (MRLC), Lockwood is primarily surrounded by pasture, cultivated crops, and deciduous forests scattered around the area. Whilst Main Street having the most concentration of development.

EXPLORE LAND COVER >

COMMUNITY PROFILE

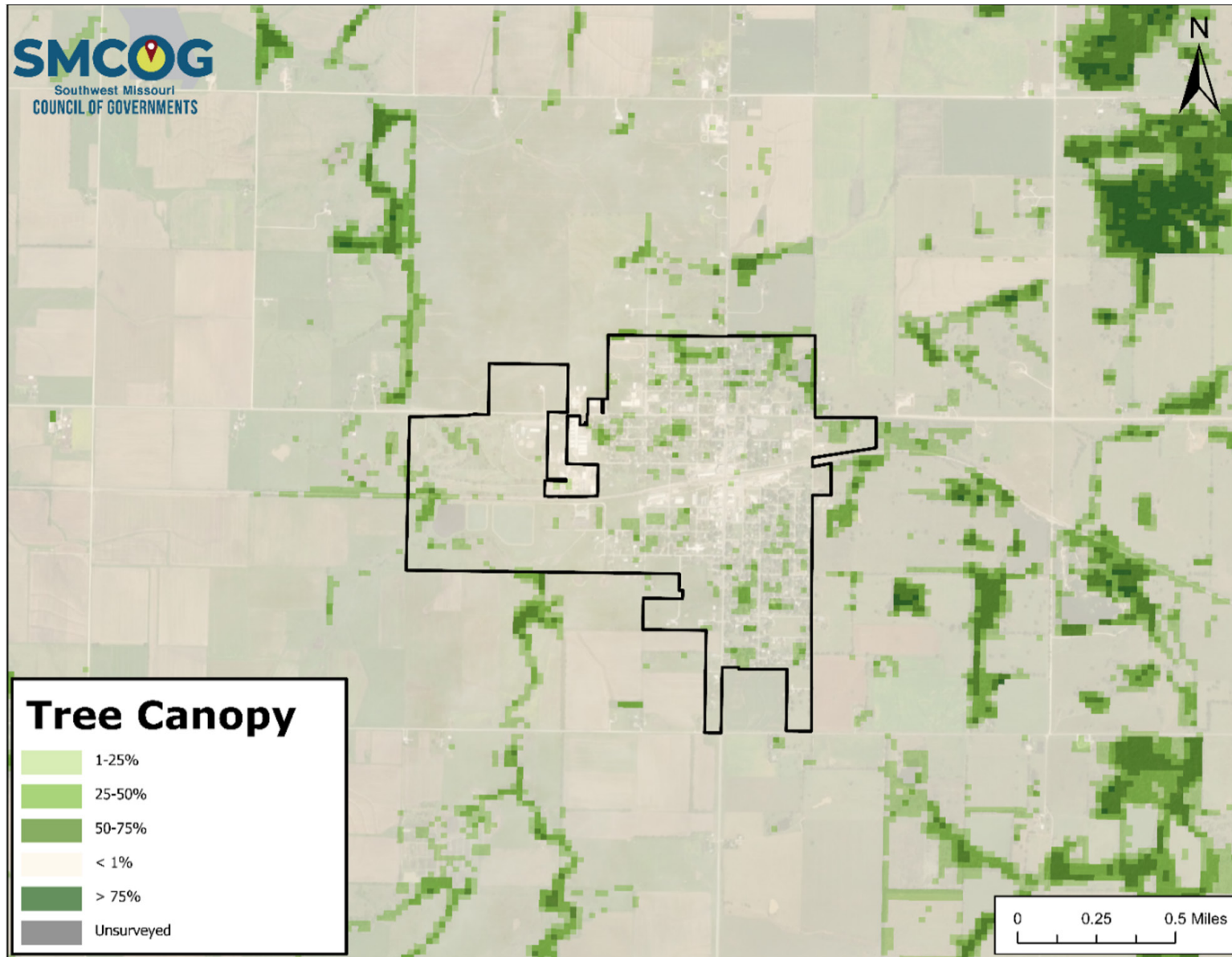


The Land Cover map shows the different levels of development intensities with Main Street, MO 97, having the focus of development.

F15 LOCKWOOD Land Cover Map

EXPLORE TREE CANOPY >

COMMUNITY PROFILE



F16 LOCKWOOD TREE CANOPY MAP www.itreetools.org

COMMUNITY PROFILE

Tree Canopy

Trees can be utilized by the City to accomplish several goals, including carbon absorption, reduction in stormwater runoff, flood mitigation, improvement of air quality, providing shade, and enhancing community aesthetics.

Plant trees.

Implementation of a city planting initiative could provide Lockwood with the benefits of trees in urban areas while improving the community's sense of place.

Trees provide a low-cost and a naturally reoccurring option when addressing environmental issues. Trees drastically reduce water runoff by through absorption and slowing runoff. Depending on the size and location, trees can absorb anywhere from 10 to 150 gallons of water per day, according to Purdue University. This absorption rate is crucial for the management and mitigation of

stormwater runoff.

Trees reduce energy costs and heat islands.

Trees reduce energy consumption by providing shade which minimizes the heat island effect direct sunlight on structures, pavement, and concrete or other heat absorbing surfaces. The EPA defines a heat island as any urbanized area which experiences higher temperatures than in the outlying rural areas caused by buildings and roads which store and re-emit the sun's heat. Cities, towns, and villages or any urbanized area tend to be 7 degrees warmer in the day and up to 5 degrees during the evening and nighttime hours.

Carbon absorption is another key role that trees can play in protecting the local environment through sequestration. This is the process of absorbing and storing CO₂. This reduces the amount of carbon dioxide in the air, benefiting the residents. Carbon dioxide is one of the main causes of climate change, as the gas builds up in the atmosphere and traps heat in, causing temperatures to rise. Carbon dioxide can be dangerous when inhaled in large quanti-

COMMUNITY PROFILE

ties, causing numerous health issues. Trees improve the local air quality by absorbing these gaseous pollutants.

Preserve the exiting tree canopy.

The city could look to adopt policy relating to tree preservation and regulations encouraging tree protections. Lockwood has a well established tree canopy throughout exiting neighborhoods but lacking within the commercial and industrial areas. The city should review opportunities to implement policy for tree preservation regulations during development and land clearing to protect and increase the tree canopy. These could include regulation which defining different tree types such canopy or supplementary, installation and site plan requirements, tree removal or land disturbance permitting. Planting of trees and tree care should be identified in zoning regulations to include compliance with the American National Standards Institute (ANSI) publication A300.

Work with local arborists and Missouri Department of Conservation to conduct a tree

inventory.

The city should conduct a tree inventory to identify native species, size, and ages of the trees. Lockwood should apply to become a tree city through Tree City USA and the Arbor Day Foundation. This is a great award and recognition the city would benefit from. The city may have trees which could be identified as Champion Trees, through the Missouri Department of Conservation. These trees are identified during the inventory process and coordination with MDC. These are large trees meeting specifications for tree species, height, circumference, and crown spread. Application to the program can be found on the Missouri Department of Conservation website.

PUBLIC SERVICES & FACILITIES

PUBLIC SERVICES & FACILITIES

GOAL: PROVIDE COMMUNITY SUPPORT, SECURITY, AND SAFETY.

Objectives:

- Collaborate with the County Sheriff and Fire district to ensure sufficient services.
- Evaluate potential costs to establish a Lockwood Police department.
- Explore reestablishing a fire protection service within the city limits of Lockwood.
- Assist residents in the creation of volunteer-based public services (i.e Neighborhood Watch).

GOAL: MAINTAIN AND EXPAND PUBLIC SERVICES AND COMMUNITY FACILITIES TO PROMOTE PUBLIC HEALTH AND ACCESSIBILITY.

Objectives:

- Adopt and implement a Master Parks and Recreation plan.

- Expand and modernize broadband and technology systems.
- Explore opportunities to enhance community health through indoor and outdoor recreational activities and programs.
- Prioritize maintenance of current community facilities and public services.

GOAL: PLAN, FUND, AND CONSTRUCT INFRASTRUCTURE IMPROVEMENTS.

Objectives:

- Adopt a Master Infrastructure plan to assist in the planning and development of all utilities, stormwater, wastewater, green infrastructure, streets, and lighting.
- Prioritize maintenance and improvements at critical areas to expand curb and guttering to minimize stormwater runoff.
- Explore funding options to implement improvements.

COMMUNITY FACILITIES >

PUBLIC SERVICES & FACILITIES

COMMUNITY FACILITIES

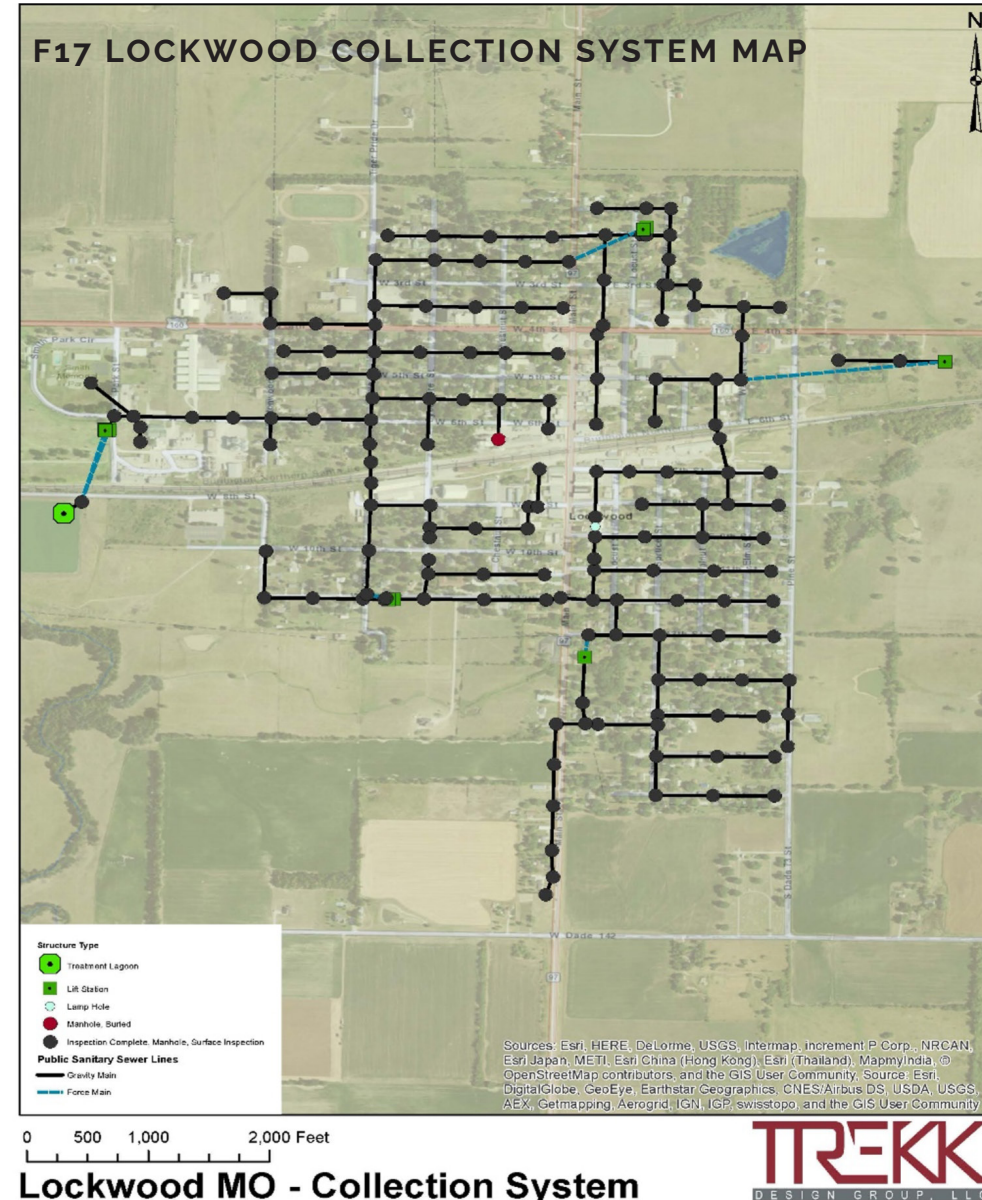
Utilities

The City of Lockwood provides electricity, sewer, and water for its citizens. Sewer and wastewater are city owned with technical assistance provided by Anderson Engineering. City lagoons are to be compliant with Missouri Department of Natural Resources (DNR) by November 2022 following the 2013 mandate.

City water has historically been provided by the well, which was built in the 1800s and is currently treated with chorine. The city passed a bond to include upgrades to the original well and water lines through TREKK for the initial phase water loop projects. The city is working on a second phase and exploring funding opportunities.

Electric services were evaluated in the electrical study. CWEP

Electric is contracted for services for system maintenance.



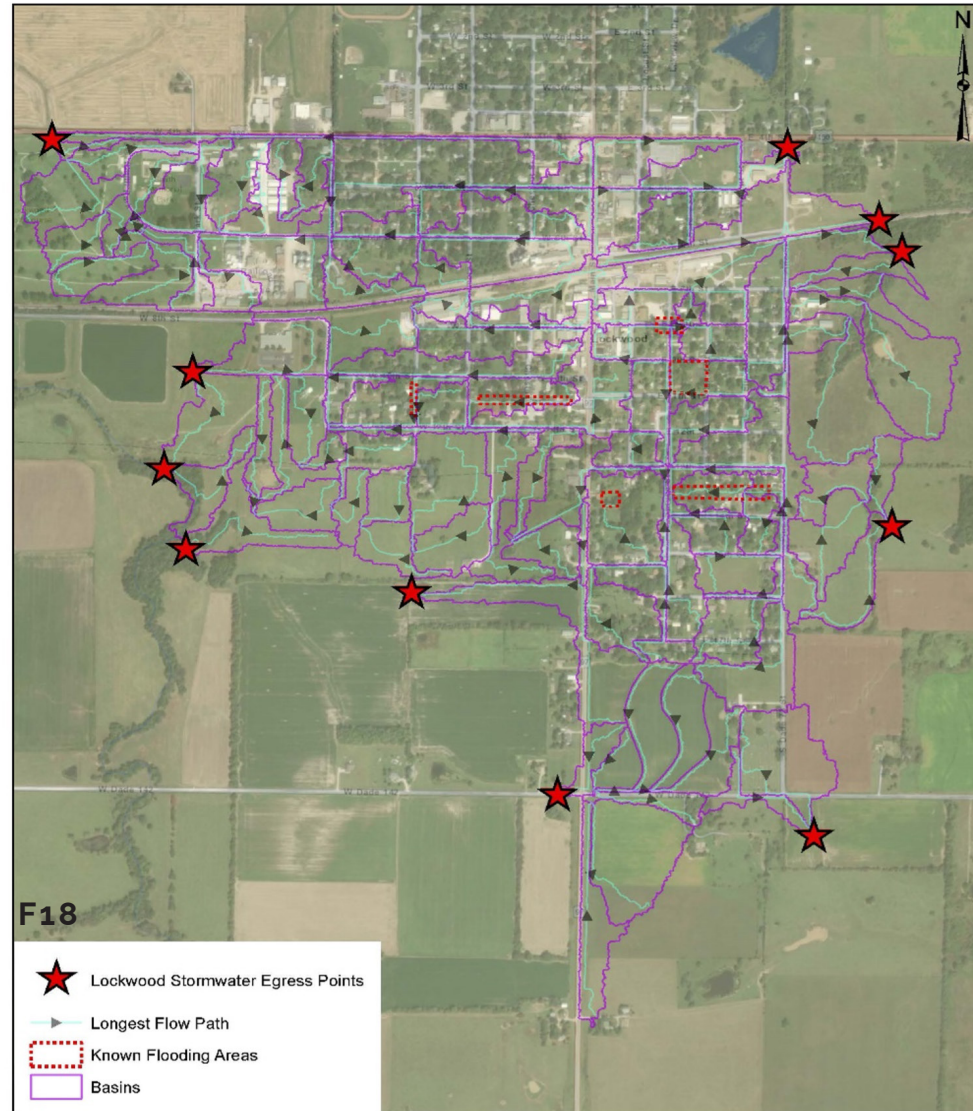
PUBLIC SERVICES & FACILITIES

Natural Gas is provided by Spire Missouri Inc., who acquired Missouri Gas Energy in 2013. Trash is provided by BSW Waste Services, with recycling services provided by external agencies.

Fire

The volunteer Rural Fire Protection district station is located along the St. Louis-San Francisco Railway near the town center. City officials noted the fire district, and the city are discussing construction plans and designs for a new station on a city owned vacant lot along south Main Street.

The City once operated its own fire department but due to limited funding of the tax district, Lockwood fire separated from the city around 2016 to increase its tax revenue district.

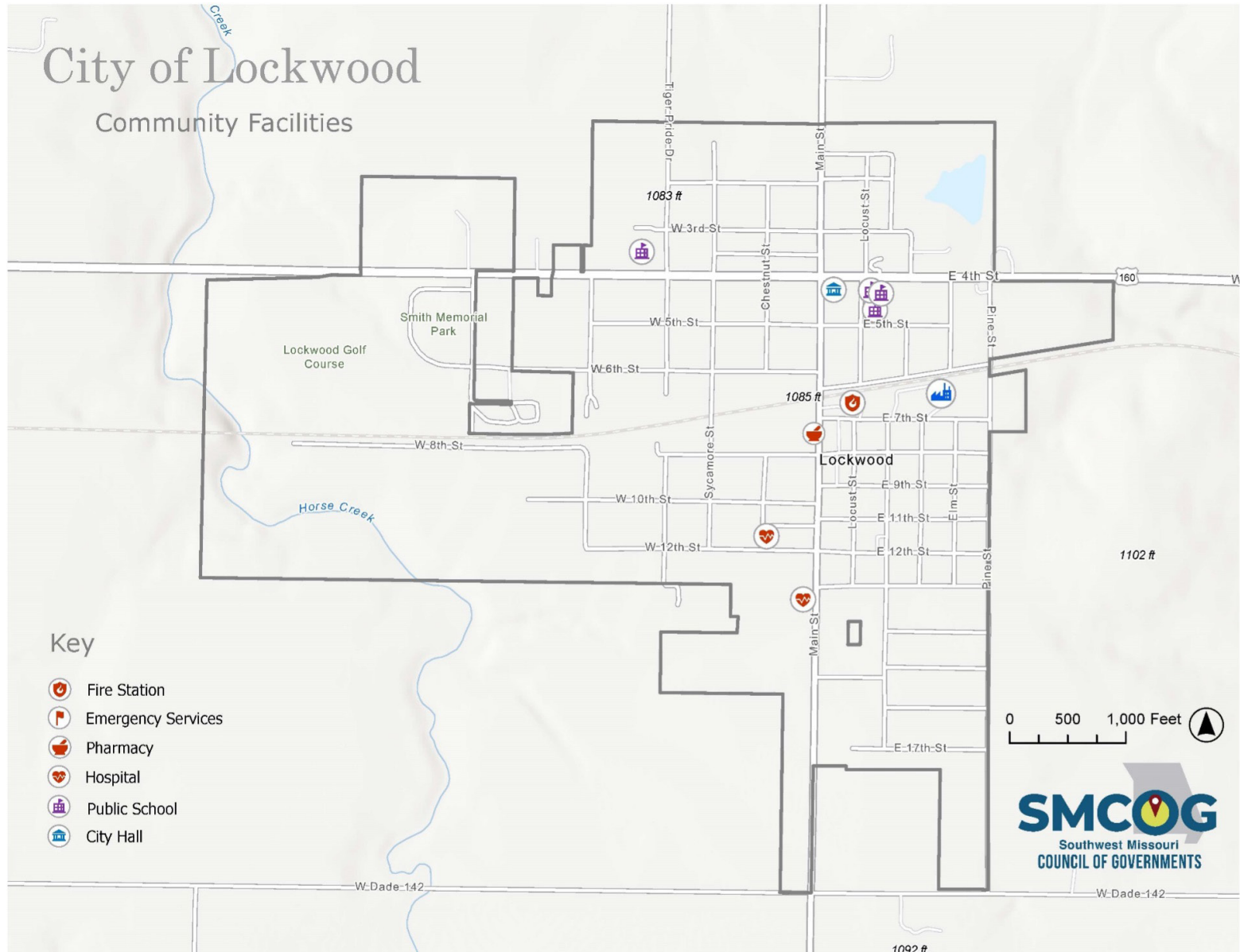


Lockwood, MO
Stormwater Egress Points

1 inch = 917 feet
0 300 600 1,200 Feet



PUBLIC SERVICES & FACILITIES



F19 COMMUNITY FACILITIES MAP

PUBLIC SERVICES & FACILITIES

EMS

The City of Lockwood uses Dade County EMS. Dade County, in total, has two ambulance services, Cox Ambulance Paramedics of Greenfield located in Greenfield, Missouri and Dade County Ambulance located on Main Street.

City Hall

Lockwood City Hall is located at the intersection of Highway 97 and Highway 160. City council meetings are held every second Monday night of the month. City meetings include four Board of Alderman, the Mayor, City Clerk, and City Attorney. City Hall uses an existing structure, previously used as a bank. The city had budgeted for construction of a new city hall, until it was approved that the reuse and utilization of the existing structure would better serve the community and appropriation of taxpayer dollars.

Police

Dade County Sheriff's currently provides police services.

Previously, Lockwood had a contract for an on duty officer within Lockwood city limits. Due to limited staffing, the contract for services is being reviewed by the city during the comprehensive process.

Library & Museum

The City of Lockwood has one public library that is located along south Main Street. The library is open Monday through Thursday with two staff members. The is funded through the City of Lockwood and a variety of grant opportunities. The library offers many programs and services including a summer reading program, story time for children, free wi-fi, books, and computer access.

SCHOOLS >

PUBLIC SERVICES & FACILITIES

Schools

The City of Lockwood has Lockwood's R-1 School District and Private Emanuel Lutheran K-8. Lockwood's R-1 School District includes Lockwood elementary, Lockwood Middle and Lockwood High school. The district services more or less than 300 students with a 13:1 student to teacher ratio according to the Missouri Department of Elementary and Secondary Education (DESE) 2020-2021 school year. 2018-2019 graduates from R-1 District had higher than state average career placement percentage after continued education or military service. DESE data suggests (51.5%) of graduates took the ACT averaged an 18.8 score. R-1 had a higher graduation rate than the state average in 2021, which was a significant increase from 2019 and 2020. Comparatively, Emanuel Lutheran K-8 school services more or less than 88 students with a 13:1 student to teacher ratio. The school is a private elementary school located within Lockwood and is the 241st largest private school in Missouri and 9,830th nationally ranked according to elementrayschools.org.

Parks & Recreation

The Lockwood Park District consists of three public parks. These parks are equipped with playgrounds, pavilions, ball fields, and basketball courts. Along with parks, the Park District provides a public golf course and a swimming pool along Highway 160. Currently, the parks support a wide variety of activities and hosts organized leagues for all ages.



PUBLIC SERVICES & FACILITIES

Broadband

According to Broadband USA, the American Community Survey, and Ookla Speedtest, (20.40%) of Lockwood households are without internet access and (17.60%) are without a computer, smartphone, or tablet device. Dade County, including Lockwood, is considered high poverty with (20%) or more of the households below the poverty level. Lockwood has 11 broadband providers available. AT&T and Mediacom are the top two service providers for the community. Average internet speeds in Lockwood are 24 Mbps down to 4 Mbps. The Ookla Speedtest for all of Dade County averaged a median 13.72/2.63 Mbps and fixed broadband being below 25/3 Mbps for Lockwood. Broadband Access, upload, and download maps demonstrate a user's broadband access capabilities and speeds. For more information reference Dade County's BroadbandUSA Community Report Appendix.

GOAL: PROVIDE COMMUNITY SUPPORT, SECURITY, AND SAFETY.

The Community Survey suggests a fervent desire for the improvement and expansion of community infrastructure and facilities with a focus on police and fire protection, recreational facilities and public health, and water management systems. To manage the projected growth, it is essential that the city focuses on these improvements for the protection of the citizens, properties, and other assets.

Objectives

- Collaborate with the County Sheriff and Fire district to ensure sufficient services
- Evaluate the potential costs to establish a Lockwood Police department
- Explore reestablishing a fire protection service within the city limits of Lockwood.
- Assist residents in the creation of volunteer-based public services (i.e Neighborhood Watch)

PUBLIC SERVICES & FACILITIES

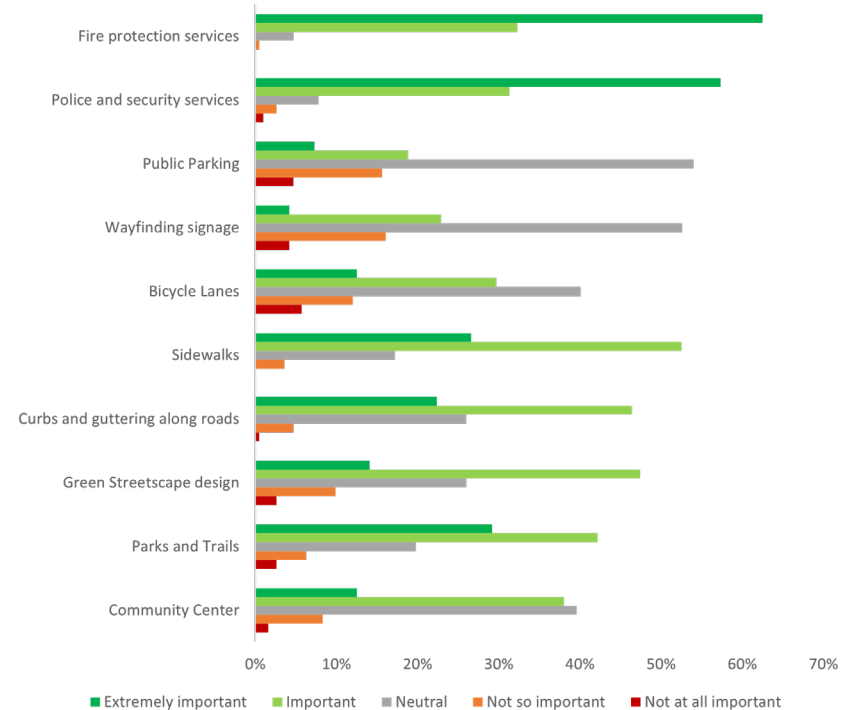
IT IS IMPORTANT TO COLLABORATE WITH THE COUNTY SHERIFF AND RURAL FIRE DISTRICT TO ENSURE SUFFICIENT SERVICES ARE AVAILABLE FOR RESIDENTS.

To ensure sufficient services, the city should seek funding from the state and federal level to provide a full-time officer. Financial opportunities can be sought through the Department of Justice or tax revenues.

Community survey showed (88.6%) of respondents in the said it was important to of have police and security services when the City looks at developing new public services and facilities.

Contracting with the county will provide immediate service for police support. Long term actions should be taken to create long-term financial goals to obtain a permanent Lockwood police chief. When establishing a police department, it is essential to evaluate potential costs associated with infrastructure, equip-

Importance of New Public Facilities & Services



F20 SURVEY RESULTS

ment such as vehicles, self-defense gear, training, salaries, and fees associated with violations and courts. Lockwood should determine the difference of costs associated with contracting services. Forecasting these issues may help the city better prepare

PUBLIC SERVICES & FACILITIES

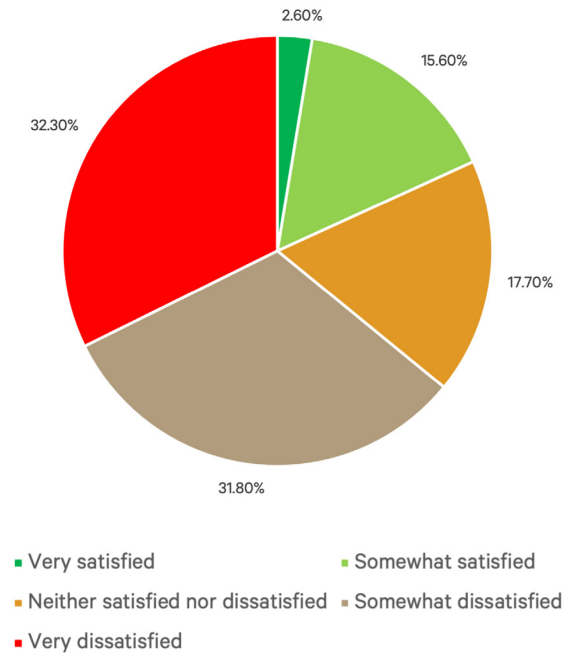
and make cost comparisons associated with employing a full time office versus continuing contracting for services.

Comparatively to police and security services, (94.8%) of survey respondents said reestablishing a fire protection service within the City was of high importance. To achieve this, collaborate efforts with local and the rural fire protection services to secure state and federal funding opportunities may open a path for staffing and facilities. One example of potential funding may be sought through the Federal Emergency Management Agency, (FEMA), which provides a small-town fire service grants to help towns establish fire protection districts and departments.

Encourage the development of neighborhood watch programs.

Volunteer based watch programs are tools that encourage community communication and public safety. The City of Lockwood should provide support and assist residents in the creation of these groups. The City's assistance will be in educating the public

F21 POLICE AND SECURITY



about opportunities by holding events, sending out information through email, social media, and mail, and collaborating with other organizations. The City should connect watch program representatives with local law enforcement for education. Neighborhoods can create groups and appoint leaders to help manage the program and continued education.

PUBLIC SERVICES & FACILITIES

National Neighborhood Watch (nnw.org/start) recommended

steps:

1. Recruit and organize
2. Discuss neighborhood concerns
3. Contact local law enforcement
4. Develop an action plan
5. Develop a communication plan
6. Take action! Stay connected!

GOAL: MAINTAIN AND EXPAND PUBLIC SERVICES AND COMMUNITY FACILITIES TO PROMOTE PUBLIC HEALTH AND ACCESSIBILITY

Objectives

- Adopt and implement a Master Parks and Recreation plan.
- Explore opportunities to enhance community health through indoor and outdoor recreational activities and programs.
- Prioritize maintenance of current community facilities and public services.
- Expand and modernize broadband and technology systems.

Adopt a Master Parks Plan

The purpose of a parks plan is to create a guide of the acquisition, development, and administration of the parks and recreation resources, programs, and facilities. To adopt a master plan, the City will need to collaborate with local parks organizations, boards, and planners to determine costs and budgeting for a plan.

A feasibility study to evaluate the current conditions of the parks and the users. Public input and engagement are essential to any master plan, and it would be beneficial to facilitate charrettes with the community and stakeholders to understand the main concerns and identify future needs. The Park Board will be an instrumental tool in evaluating the local needs through local knowledge and community relationships.

MASTER PARK PLAN >

PUBLIC SERVICES & FACILITIES



MASTER PARK PLAN

1. Community engagement
 2. Collaborate with partner agencies, planning commissions, parks board, and park designers
 3. Create a budget
 4. Conduct feasibility study
 5. Develop a strategic framework
 6. Plan and study
 7. Adopt Master Parks plan
 8. Implement parks policy and zoning regulations based on findings
 9. Create parks revenue source
 10. Maintain parks and trails
-

PUBLIC SERVICES & FACILITIES

Create a Strategic Framework

The next phase would include analyzing the findings and align the focus of the plan with public opinion to create and establish a strategic framework for parks organizational and development. After the study has been complete the City can prioritization actions listed in the plan depending on the need and feasibility of completion.

Explore opportunities to enhance community health through indoor and outdoor recreational activities and programs.

Lockwood can explore opportunities to enhance the overall community health through indoor and outdoor recreational activities and programs. To support these, the City should investigate providing facilities and activities and programs for all ages, and identify possible repurposing an existing building or developing vacant land into a new community facility (ex. Parks, pocket parks, urban space, community gardens, community center, etc.).

By using vacant land, this will help in the beautification of the City along with promoting the public health of the community. Along with developing land, it is essential that these community facilities are connected to each other in a safe and accessible way. Lockwood should look to improve bicycle and pedestrian infrastructure that ties into both local regional trail network. This will promote public health, safety, and being environmentally conscience by providing opportunities for multi-modal transportation.



UPLOAD SPEED >

PUBLIC SERVICES & FACILITIES

Public engagement will be instrumental through community events and to increase communication between Lockwood leaders and citizens. This will help gauge the community desires for future facilities development and design ideas. According to the community survey (44%) of responses rated all parks to be in fair condition while (39%) in good condition. Priority should be taken to maintain and make improvements to existing facilities before the addition of new parks. Similarly, (53%) of respondents rated Lockwood's recreation or sport programs to be adequate. The city and parks board could work together to either improve existing programs or introduce new recreation sports such as disk golf, pickle ball, splash pads, cycling, and other activities which cater to all ages.

Maintain the identified needs will help city beautification efforts, promote public health, and safety.

It is important ensure that all recreational facilities are accessible to all ages regardless of individual limitations. To accomplish

this, all recreational facilities need to be compliant with American Disabilities Act (ADA). To compliment ADA standards and special needs persons the incorporation of all-inclusive playground equipment to provide access to people with special needs such as wheelchair accessible, swing, slides, equipment for the deaf and impaired, and many others. It would be important to include professionals and teachers with special education backgrounds for support and knowledge.

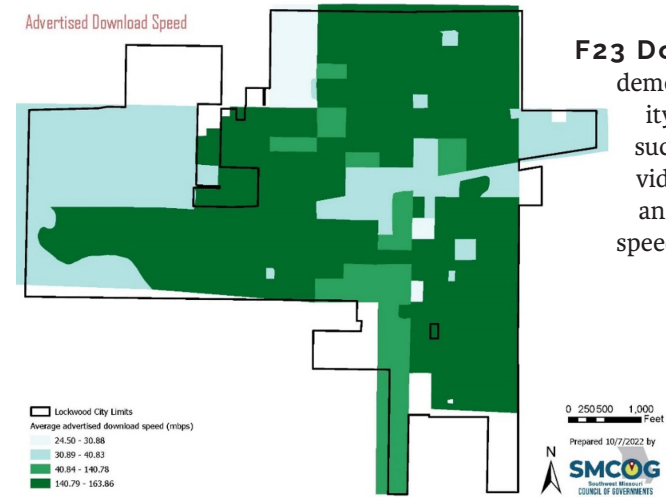


PUBLIC SERVICES & FACILITIES

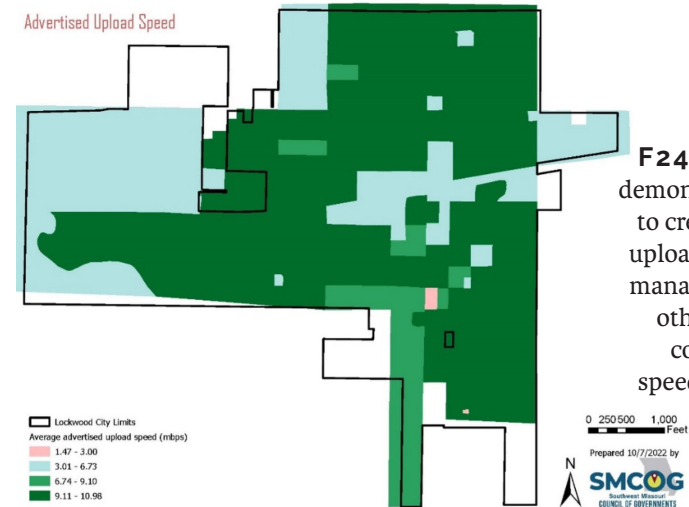
The City should explore possible state and federal funding to help with planning activities, land acquisition, purchasing of all-inclusive playground equipment. Some options the city may explore will include Community Development Block Grant programs (CDBG), Land and Water Conservation Fund (LWCF), T-Mobile urban parks grants, Clif Bar Family Foundation Small Grants, and potentially Patagonia Grant Programs. Other parks revenue and funding sources can be found in implementation section.

Identifying current conditions and resident access will be essential when determining the needs for infrastructure.

When expanding broadband access infrastructure there should be sufficient coverage to satisfy all educational, telehealth, employment, residential and local business needs. The city or partner agencies should maintain record by tracking current accessibility and successes of coverage improvements.

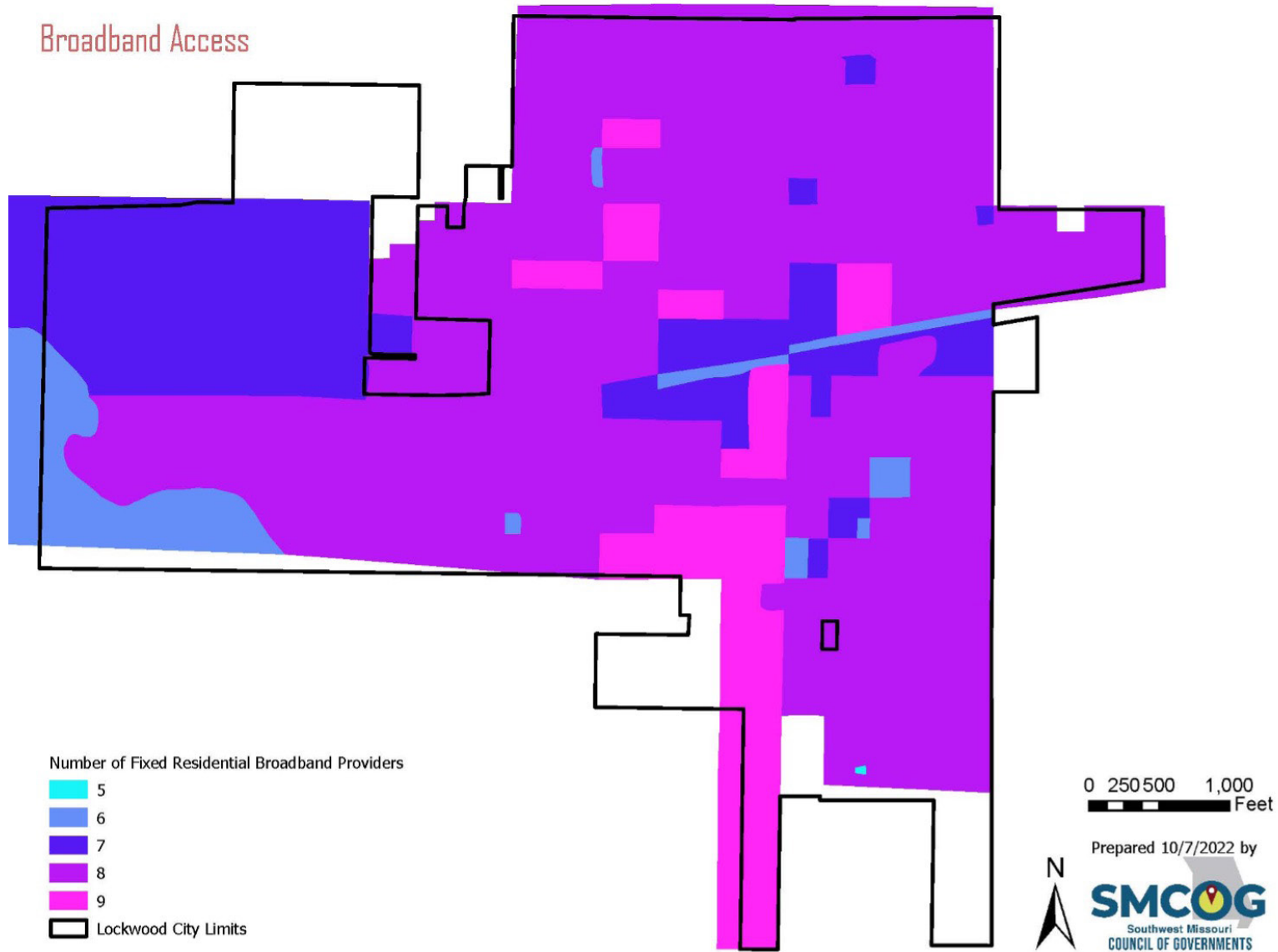


F23 Download speeds demonstrates a user's ability to download content such as files, documents, videos, images, research, and data with the higher speeds in dark green being best.



F24 Upload speeds demonstrates a user's ability to create online content by uploading images, webpage management, files, and any other activity for sharing content with the higher speeds in dark green being best.

PUBLIC SERVICES & FACILITIES



F25 BROADBAND ACCESS MAP

PUBLIC SERVICES & FACILITIES

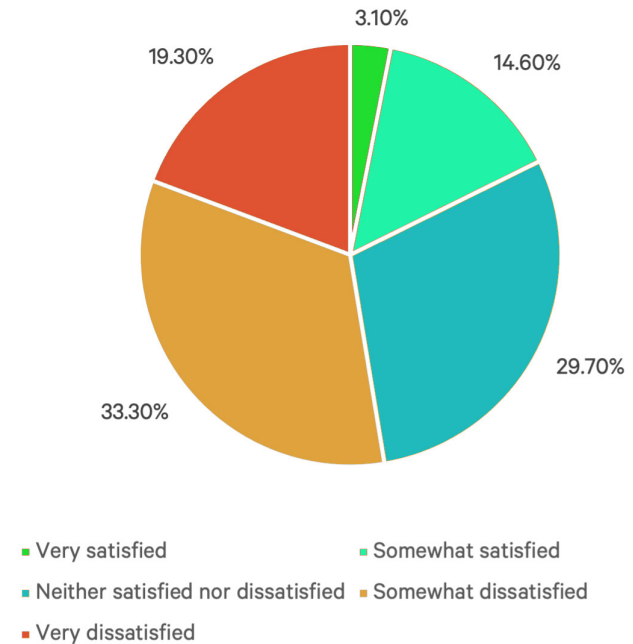
Expand and modernize broadband and technology systems.

As previously mentioned, and referenced in the appendix, citizens of Lockwood have limited broadband access and speeds and a significant percentage of people without broadband capable devices. According to the Federal Communications Commission (FCC), broadband improves the lives for people of all ages, by connecting families, friends, and access to online sales of goods and services. During the COVID-19 pandemic the 2020 ACS census shows a decreasing in commuting and an increase in working from home or third spaces. Third spaces are places where someone can perform their work outside of the residence or place of work. As state and federal grant opportunities arise for increasing broadband activities, the City of Lockwood should expand and modernize technology systems.

GOAL: PLAN, FUND, AND CONSTRUCT INFRASTRUCTURE IMPROVEMENTS.

Objectives

F26 STORMWATER CONTROL



- Adopt a Master Infrastructure plan to assist in the planning and development of all utilities, stormwater, wastewater, green infrastructure, streets, and lighting.
- Prioritize maintenance and improvements at critical areas to expand curb and guttering to minimize stormwater runoff.
- Explore funding options to implement identified improvements.

PUBLIC SERVICES & FACILITIES

Master infrastructure plans are long-range strategies focused on the development of a community and sustainability.

Providing sufficient services will be guided by the identification of areas in need of utility improvements and anticipating new residential or commercial development. These plans use the comprehensive plan as the foundation to identify current conditions of the infrastructure and provide guidance for the next 25-30 years of the replacement or expansion of stormwater, wastewater, and green infrastructure.

Lockwood is in a great position to move forward with this plan with the completion of the electrical grid and stormwater studies performed near the time of the comprehensive planning process. Early in the planning phase financial factors should be identified to determine an in-depth analysis reviewing city financial policies considering revenue and cost streams. Example of new revenue streams might include enacting policy for development impact



fees, grant opportunities, public-private partnerships, bonding, or project funding as monies become available.

The City should collaborate with engineering, architectural, and planning organizations to determine other feasibility studies will help guide future projects. The next steps would include the city developing a strategic framework which best represents the combined community and city needs. Topics to incorporate into Muni-code and internal city policy might include green infra-

PUBLIC SERVICES & FACILITIES

structure, stormwater, wastewater best management practices, utility design (over head utilities or underground utilities). Code should incorporate city lighting and modern technologies to reduce energy consumption, light pollution and overall enhance Lockwood's safety and sense of place. These regulations provide resident protections the reduction of developmental impacts, improve water and air quality and help preserve the watershed and ecosystems.

New developments should be coordinated with emergency services to ensure the site structures and users are adequately serviced to ensure community health. Requiring new developments to install or pay for infrastructure expansions will help off sets on the city.

Prioritize maintenance and improvements at critical areas to expand curb and guttering to minimize stormwater runoff.

Key areas have been identified by residents, city staff, and partner TREKK Design which are prone to flooding and traffic issues. These identified areas through partnered agencies should take priority to reduce future property damages and life safety. The addition and expansion of curb and guttering will help guide the water away from the area and reduce future impacts to road maintenance.

Explore funding options to implement identified improvements.

Funding options for the immediate improvements may be through the dedicated streets tax. This tax should be evaluated to determine if the previous rate will be sufficient for the current cost of materials and labor. Other funding sources can be sought through grants and loans identified in the funding section.

HOUSING >

HOUSING

HOUSING

GOAL: IMPROVE AND MAINTAIN THE QUALITY OF EXISTING HOMES AND NEIGHBORHOODS.

Objectives:

- Formally adopt property maintenance codes.
- Encourage renovation and development of vacant and dilapidated housing stock to provide attainable and accessible units.
- Encourage partnerships with urban renewal organizations (ex. Habitat for humanity).
- Encourage infill development of vacant properties.
- Implement a rental property inspection program.

GOAL: DIVERSIFY HOUSING STOCK TO ENCOURAGE A VARIETY OF HOUSING TYPES AND ATTAINABLE UNITS.

Objectives:

- Require neighborhood amenities for new subdivision developments.

- Allow for diversification in housing structures, types, and styles.
- Adopt code to allow for high-density residential units.

GOAL: INCREASE HOUSING OPPORTUNITIES ALONG MAIN STREET AND ADJACENT PROPERTIES.

Objectives:

- Encourage adaptive reuse of historic buildings.
- Promote Main Street buildings for restoration and residential opportunities.

GOAL: PRESERVE SMALL-TOWN IDENTITY, WHILE FOSTERING NEW DEVELOPMENT.

Objectives:

- Adopt and implement plans review process.
- Maintain digital information on infrastructure and utility capacities including any future planned developments or infrastructure updates.

HOUSING

HOUSING

Housing is a vital component of any community. Housing is a top priority for Lockwood due to the lack of attainable units within the city limits. Households are categorized as “cost-burdened” when 30% or more of total household income goes toward housing expenses. This housing section explores community survey results and collected housing data to make comparisons and evaluations.

Lockwood has 465 housing units with a median home value of **\$73,100**.

This figure is below Dade County’s median home value of \$80,800. However, both Lockwood and the county are below the average home value in Missouri of \$172,800. It is important to note, that the median home value in Lockwood increased (50.41%) from 2018 ACS estimates, while Dade County only increased (17.45%) and Missouri increased (1.17%). This shows



THE MEDIAN HOME VALUE IN
LOCKWOOD INCREASED BY **50.41%**
FROM 2018 ACS ESTIMATES

Lockwood has seen an increased demand for housing as the price increases due to a shortage in supply of housing units. Lockwood is a primarily owner-occupied community with (66.4%) of housing units being occupied and (33.6%) being occupied by renters. Out of 465 total housing units, 9.3% are vacant structures.

Structure age and conditions play a role in the housing available, architecture styles, construction methods, and efficiency.

HOUSING

30.7% OF THE EXISTING HOUSING STOCK WERE BUILT IN 1939 OR EARLIER.

These structures are likely using dated utility systems and appliances. Dated infrastructure puts a burden on the City's infrastructure producing more energy consumption due to inefficiency.

GOAL: IMPROVE AND MAINTAIN THE QUALITY OF EXISTING HOMES AND NEIGHBORHOODS.

Objectives

- Formally adopt property maintenance codes.
- Implement a rental property inspection program.
- Encourage renovation and development of dilapidated housing stock to provide attainable and accessible units.
- Encourage infill development of vacant properties.
- Encourage partnerships with urban renewal organizations (ex. Habitat for Humanity).

Housing Survey Synopsis

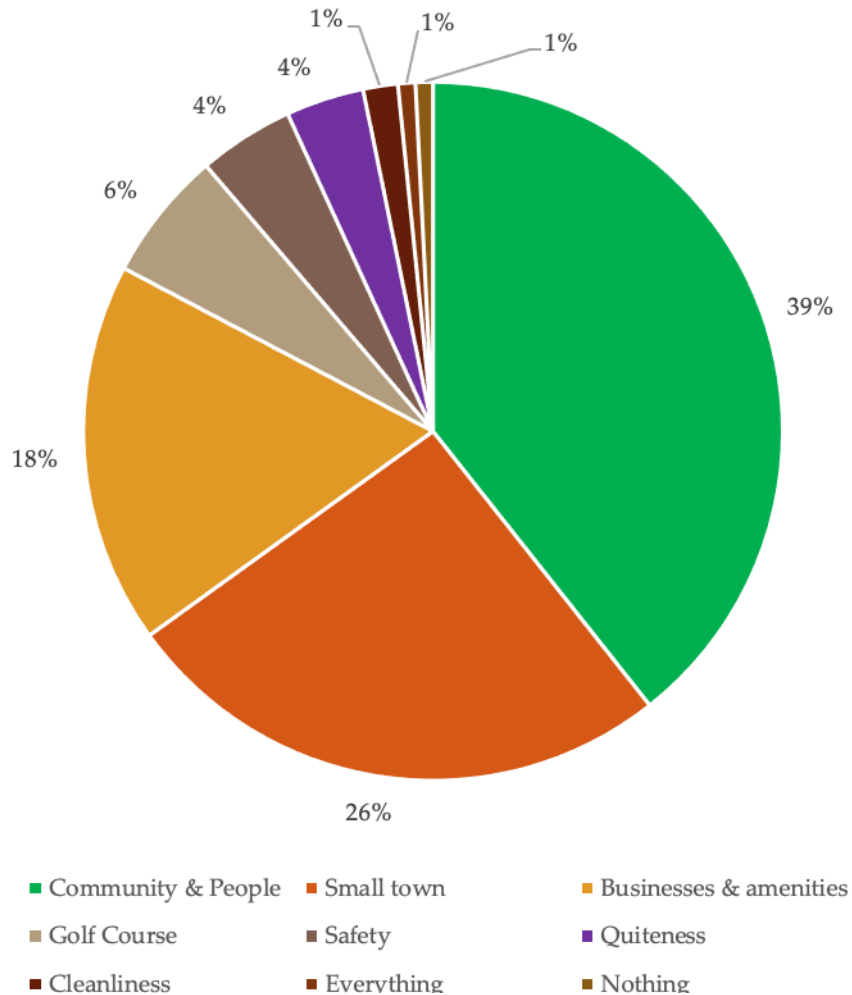
Community survey asked respondents questions relating to residential location, resident longevity, affordability, and why the community would live or move to Lockwood. About (57%) of respondents do not live within Lockwood city limits. While the majority of residents that claim to live in city limits have lived in the city for 25 years or more, with most having grown up in the community. An equal number of residents have moved during the last five years to Lockwood just as the previous 10-15 years. This suggests the city has seen consistent popularity during the past 15 years as a residential community.

Respondents stated their interest to move into city limits if there were available housing units and removal of dilapidated buildings. They also stated their interest of living within Lockwood for its small town feel, amenities, job opportunities, schools, atmosphere and sense of community.

HOUSING

F27 SURVEY RESULTS

Benefits of Living in Lockwood



HOUSING NEEDS ASSESSMENT WILL BENEFIT THE CITY.

Housing Assessments are used to identify the specific needs and demand of the current market and how to address the housing demand through policy and additional resources.

HOUSING MARKET STUDY WILL HELP WITH FORECAST LOCKWOOD'S SUCCESS IN HOUSING DEVELOPMENTS.

Forecasting the housing market will determine the potential success of development. These are used by developers and lenders to determine viability of investing in Lockwood.

HOUSING

The planning committee recognized housing supply issues and costs associated with housing expenses. To better identify Lockwood's housing needs and potential for housing developments, renters and homeowners were asked to compare current expenses versus affordability.

Homeowners' monthly expenses ranged from \$500 to \$1499. According to the 2020 ACS, owner occupied household's median incomes of \$49,643, equating to \$4,136 +/- monthly. Homeowners had a median \$586 monthly expenses. This figure coincides with survey results for the affordability range between \$500 to \$799. It is important to note that (16.5%) of owner-occupied units exceeded what is considered a cost burden. The largest percentage of households considered to be cost-burdened had incomes of \$35,000 or less. Based on the median incomes and monthly expenses for households spending more than \$1,200 a month in housing costs exceeded the affordable threshold. This suggests households are less likely to have disposable income for luxury and commodities. This impact limits the availability of dollars

to be spent back into the community. This should be considered during the development of housing and encourage a diversity of attainable housing to allow families to drop below the cost-burdened threshold.

Similarly, (33.2%) of the renters identified as cost-burdened had median incomes up to \$75,000. Renters most affected by housing costs had median incomes of \$35,000 or less, equating to (27.5%). The survey responses correlate with census data in terms of what renters considered affordable.

According to the 2020 ACS, renter occupied households had a median income of \$37,222, equating to a \$3,101 +/- monthly. Households spending more than \$930 +/- a month were exceeding the affordable threshold. Renters averaged an estimated housing expenditures of \$825 a month. Results suggest renters considered this range to be in the affordable range. Future housing developments should consider the potential occupants and incomes to provide housing for all income levels. Families and

HOUSING

seniors may be most affected by housing costs when establishing or relocating.

Formally adopt property maintenance codes.

To ensure improvement of current housing conditions, the community identified a need to manage dilapidated properties. Property maintenance codes and enforcement is a tool, cities utilize to prevent life safety issues and preserves a community image. With the adoption of International Property Maintenance code (IMPC), the city can regulate the homes. This ensures homes are livable and aid in the beautification of the city. Consideration should be taken regarding budgeting for code books, online resources, and inspector training. As previous identified the need for police and fire, the city could combine these positions and trainings.

Once codes have been adopted, policies and procedures with a violation fee schedule should be created. Personnel should enforce codes per legal property. The city may establish a user-friendly mobile application complaint system using ESRI mobile applica-

F27 CONVINCED TO MOVE TO LOCKWOOD COMMENTS



tions or on the city's website. Property codes should be reevaluated and revised annually or bi-annually as seen fit by staff to ensure effectiveness.

HOUSING

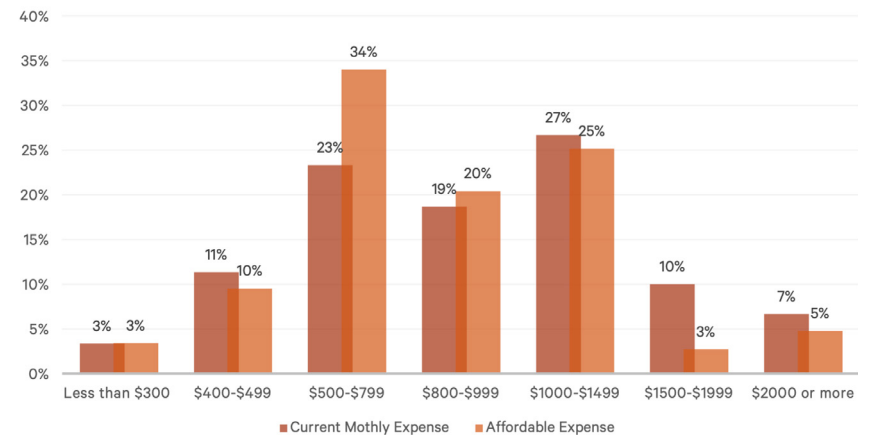
Create rental inspection program.

To address the community's response to address the removal of dilapidated buildings and improving poor conditions, it is recommended the city adopt and implement a rental property inspection program. Rental inspection programs are another tool southwestern Missouri municipalities have utilized to protect renters, rental properties, and effects on adjacent properties. Versions of this program are conducted in the City of Billings, MO and Nixa, MO. The program requires landlords to be licensed and pay inspection fees to ensure rental properties are safe for the occupants. These programs ensure safe housing using deterrents such as violations and fees attached to the properties which enable the city to recoup the costs and encourage corrections before a property is sold.

To support the lack of housing availability and dilapidated structures it is recommended the city encourage development of those structures and infill vacant properties. When conversations with developers, landlords, and landowners arise the city should look

for opportunities where infrastructure already exists and provide digital data online to show availability. Potential funding through CDBG's Demolition grant for the removal of its dilapidated housing stock through grant administration provided by SMCOG. Coordination with Dade County will be key during the application process. The survey suggests the community prefers inward growth rather than expansion of city limits. The

F28 HOMEOWNERS MONTHLY VS AFFORDABLE EXPENSIVES

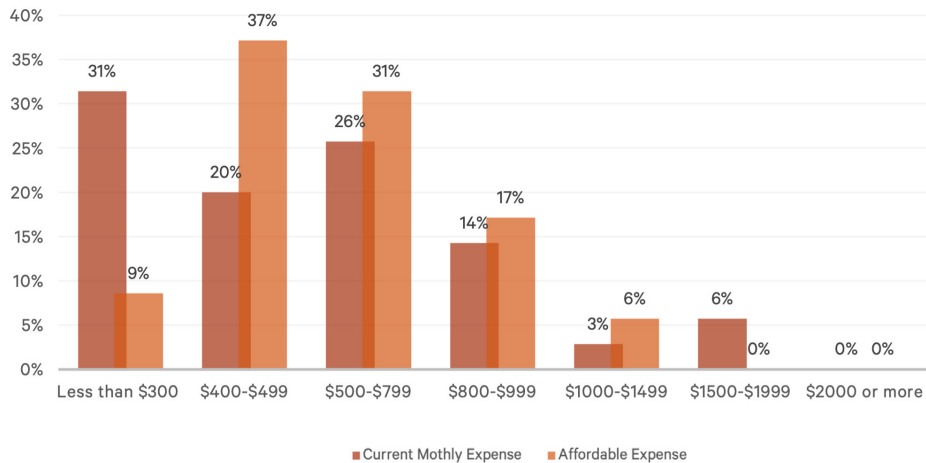


Monthly expenses in this context included all expenses such as utilities, rent or mortgage, insurance, fees, and taxes.

HOUSING

city should focus on encouraging the development of vacant lots. Efforts should be made to aide property owners through building permitting process for a quick turn around on development after demolition of failing structures. This will aid in the reduction of vacant and dilapidated properties throughout the city.

F29 RENTERS MONTHLY EXPENSES VS AFFORDABLE EXPENSES



Encouraging preservation of the existing housing stock and renovations can strengthen the residential community.

The City could enact rebate programs or resident low-interest loans, bonding programs to replace existing systems with energy efficient systems including but not limited to high R-value insulation and air sealing, windows, electrical systems, high-efficiency toilets, appliances, exterior doors, solar water heaters, and AC units. Grant opportunities for assistance and tax deductions are available through the IRS, state, and federal funding. Creative financing options may be possible by creating a revolving loan program to update and restore homes but property owners which need assistance energy efficiency and potential issues such as failing siding, roof repair, bathroom updates for the disadvantage and so forth as deemed by the city.

Neighborhood Improvement Districts (NID) benefit infrastructure and neighborhood improvements.

HOUSING

NID's are special taxing districts created by petition or election of property owners within the designated district boundaries. These districts can be created and designed through adopted ordinances to pay for public infrastructure, facilities, or other improvements for the properties within the residential district. Improvements may include siding, guttering, landscaping, streets, stormwater, sidewalks, utility connections, and even parks and playgrounds. According to Missouri Department of Economic Development, improvements are generally funded through the sale of municipal revenue bonds backed by the districts special property assessments which may be extended for maintenance and upkeep.

Urban renewal collaborations can clean up and unite a city.

Opportunities can be found by communicating and partnering with urban renewal organization such as Habitat for Humanity and their program Neighborhood Revitalization. These organization are great resources for volunteers and organizations which can help the community. It is encouraged the city make

those connections and create a directory for staff to reach out to potential groups.

GOAL: DIVERSITY HOUSING TYPES AND ENCOURAGE ATTAINABLE HOUSING

Objectives

- Allow for diversification in housing structures, types, and styles.
- Adopt code to allow for high-density residential units.
- Require neighborhood amenities for new subdivision developments.

Diversifying the housing options within Lockwood will make Lockwood more attainable and accessible for all families. Survey suggests a strong desire for new development of traditional-style housing. Rural single-family residential dwellings are common in the Midwest and often a driving factor for families to get started in a small-town feel. Lockwood's limited housing stock limits the potential to attract homeowners and resident retention.

This effect of limited housing was increased during the COVID-19 pandemic with all time low interest rates and workforce's transi-

HOUSING

Smart growth development through zoning regulations.

Smart growth policies aim at preserving farmland, open space, and the environment while fostering an attractive community. Creating an attractive community can be achieved by creating walkable neighborhoods, utilizing compact buildings at city center for mixed uses, strengthen economy, and providing a range of housing opportunities. Implemented policies should consider these areas in the intent of the code. Missing middle housing graphic, represents the opportunities often lacking in cities

reducing the housing transition from commercial districts to detached single-family. More importantly, these are missed housing opportunities which can aide in providing additional housing to different financial classes of the population.

Whilst increasing single-family homes are priority, the city can encourage other residential developments near the city center adjacent to Main Street and US 160. Multi-family housing might include structures such as townhomes, triplexes, quadplexes, condominiums and apartments. Many families would be attracted



HOUSING

to Lockwood but due to the lack of housing opportunities this will limit future population growth. It is essential for Lockwood to provide diverse housing options. The city should evaluate adopting code to allow for accessory dwelling units (ADUs) otherwise known as, in-law suites, lofts, backyard bungalows, basement apartments, granny flats or guest houses.

Zoning codes and regulations should require new developments of neighborhoods and subdivision to dedicate a percentage of the land for neighborhood amenities such as parks, pools, trails, fountains etc. These specific requirements will be unique to Lockwood. It is essential to plan for growth over the next 20 years and have regulations in place which enhance a community and increase economic development.

Survey results represent a desire for residential opportunities, and it will be important to foster housing developments. Planning and zoning regulations should allow for a variety of housing types to encourage mixed housing developments. These regulations can

aid in encouraging specific housing types, styles, and architecture for each zoning district. Density requirement will influence the types of housing structures, with traditional single-family housing have the least density and increased density with medium and high densities. High density units are recommended to be permitted adjacent to commercial and mixed use land uses.

GOAL: INCREASE HOUSING OPTIONS ON MAIN STREET AND ADJACENT PROPERTIES

Objectives

- Encourage adaptive reuse of historic buildings.
- Promote Main Street buildings for restoration and residential opportunities.

Main Street was identified as the City's center for commercial and community activities. Many of these buildings along Main Street have historical value and remain in use since the town was developed. Some of these buildings have been repurposed over the past

HOUSING

few years but some remain unused showing signs of decay, failing facades, and hindering Lockwood's image. It is recommended the city encourage adaptive reuse of these historic buildings. As seen in other communities these structures can also be converted to a mixture of commercial and residential uses. An example would be a structure with housing units in the rear and a commercial use along street frontage. Or residential units such as apartments, condos, lofts on the upper floors and commercial uses such as retail on the ground floor.

Encouragement of these types of uses will be provided in the adoption of zoning regulations and establishment of districts or zones. The city can help aide property owners in restoration or conversions of property through incentives, rehabilitation loans, and grant opportunities. The city should hold public workshops with Main Street property owners to better asses the needs and look for opportunities to promote renovation for these spaces including public recognition programs and establishing a historic district.

GOAL: PRESERVE AND FOSTER THE SMALL-TOWN COMMUNITY IDENTITY, WHILE ACCOMMODATING FUTURE GROWTH AND DEVELOPMENTS

Objectives

- Adopt and implement plans review process.
- Maintain digital information on infrastructure and utility capacities including any future planned developments or infrastructure updates

Small Town Preservation

It is essential to keep the small-town community identity that the residents enjoy. The city should adopt and implement plans review process. This process allows for personnel or on-call planning services to evaluate development proposals to ensure compliance with code. The plan review helps oversee the permitting process of an applications such as business licenses, building permits, and zoning changes.

HOUSING

The plans review process will be developed from implementing a building permit review process policy for new construction or renovations. Developing a permitting process will help the city evaluate the estimated cost for reviewing a permit application. Once established the city should create a fee schedule which states all application fees for various type of construction permits. These fees may be associated with a percentage cost of construction and impacts on infrastructure. The city should budget to adopt the International Building Code (IBC) and Internal Residential Code (IPC).

The plans reviewer will apply the applicable city code to project site to ensure consistency with regulations and the comprehensive plan. This is tool used by municipalities to ensure resident protections from developments and are consistent with the comprehensive plan vision. The city will need to dedicate staff and training to this position or reach out to SMCOG for potential on-call planning services and building inspections.



To Encourage ADUs

LOCAL OFFICIALS can ...

- allow all ADU types (detached, attached, interior)
- simplify the building permit process for ADUs
- waive or reduce permit and impact fees
- establish funding programs to help homeowners create ADUs
- let garages be converted into ADUs without requiring replacement off-street parking
- allow for the creation of a second ADU, subject to a combined size cap

COMMUNITY PLANNERS can ...

- adopt simple, flexible but nondiscretionary ADU rules about setbacks, square footage and design compatibility with the primary dwelling

LENDERS can ...

- work with homeowners to finance the construction of ADUs by using renovation loans

ADVOCATES can ...

- organize tours of completed ADUs in order to inform and inspire the community
- educate homeowners, real estate agents, architects and builders about local zoning regulations and the permit process

REAL ESTATE AGENTS can ...

- educate themselves and their clients about rules for the construction of ADUs

LOCAL MEDIA can ...

- report on how and why homeowners build ADUs

F31 ADU ENCOURAGEMENT *Courtesy of ABCs of ADUs - AARP.orgTT*

HOUSING

“In general, site design entails the whole range of concerns relating to the development, or redevelopment, of a piece of ground for some planned purpose.”

city. Building inspectors visit the physical site throughout the construction to inspect structure safety and conformance with to the adopted International Building Code (IBC) or Internal Residential Code (IPC) standards. Typical inspections are performed on foundations, framing, plumbing, electrical, drywall, driveways, and landscaping requirements.

F32 EXAMPLES OF LOW-SCALE RESIDENTIAL TYPES

Courtesy of the City of Tacoma & theurbanist.org

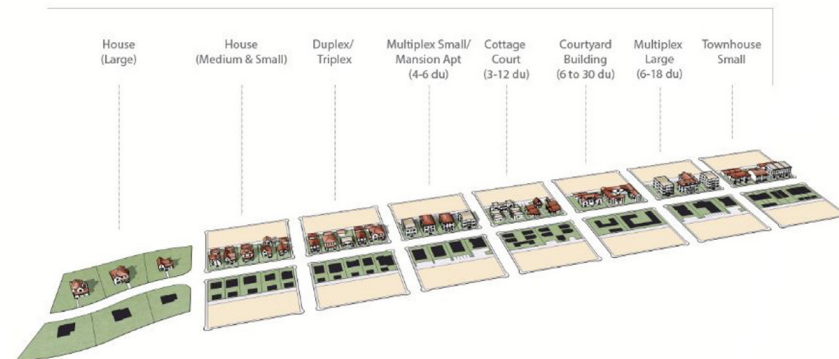
Examples of Low-scale Residential Housing Types



– Ambrose & Brandow, 1992, p. 1, Simplified Site Design

Site plans, land uses, and zoning regulation reviews typically involve building setbacks, heights, landscaping, utility locations, and applicable zoning regulations that have been adopted by the

F33 HOUSING SCALE



Courtesy of Opticos Design,

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

GOAL: CONTINUE TO SUPPORT EXISTING BUSINESSES AND ENTREPRENEURS WITHIN THE COMMUNITY.

Objectives:

- Promote communication between the city and business owners regarding economic development plans.
- Assist small businesses and entrepreneurs with economic development programs and incentives.
- Utilize economic development organizations to promote local business development. (Chamber of Commerce, Missouri Partnership, etc.).

GOAL: ATTRACT NEW BUSINESSES AND ENTREPRENEURS THROUGH OPPORTUNITY, INCENTIVES, AND COMMUNICATION.

Objectives:

- Establish relationships and communication with businesses from the surrounding area.
- Identify and create suitable areas for vendors, food trucks, and farmer's markets.
- Aid current and future local businesses in applying for state, federal, and other potential funding sources.
- Use incentives to entice quality businesses and new development that align with the community vision.

GOAL: IDENTIFY POTENTIAL LAND FOR COMMERCIAL USES ALONG PRIMARY AND SECONDARY CORRIDORS.

Objectives:

- Ensure new developments align with the preferred future land use plan.
- Zone properties for commercial uses adjacent to Main Street and US 160.

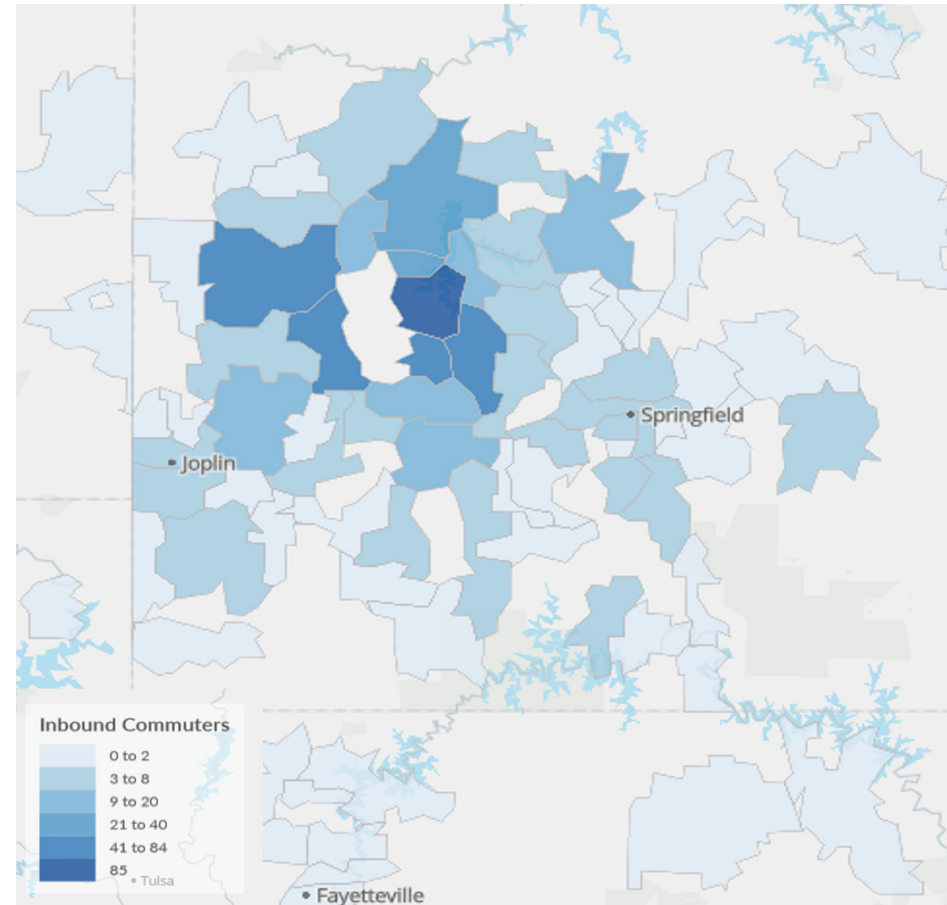
Economic growth and development should be a priority of any

ECONOMIC DEVELOPMENT

community. Understanding a community position and economic characteristics such as existing businesses, labor force, and commuting patterns help identify areas of improvement. Lockwood has potential for inward economic growth that would benefit the community and its residents. The City of Lockwood currently has (58%) of the population in the labor force. Of those are employed, (31.3%) are in the manufacturing industry. Whilst, and educational services, health care, and social assistance make up (27.3%). These were identified as the community's most predominant industries.

Commuters

According to ACS 2020 5-Year estimate data, the average resident commute is 20.7 minutes, with (79%) of these commuting alone, while only (13%) carpool. According to US Census, over half of the population are employed in the city are living outside of Lockwood city limits. This suggests, the city experiences a large influx of commuters several times a day.



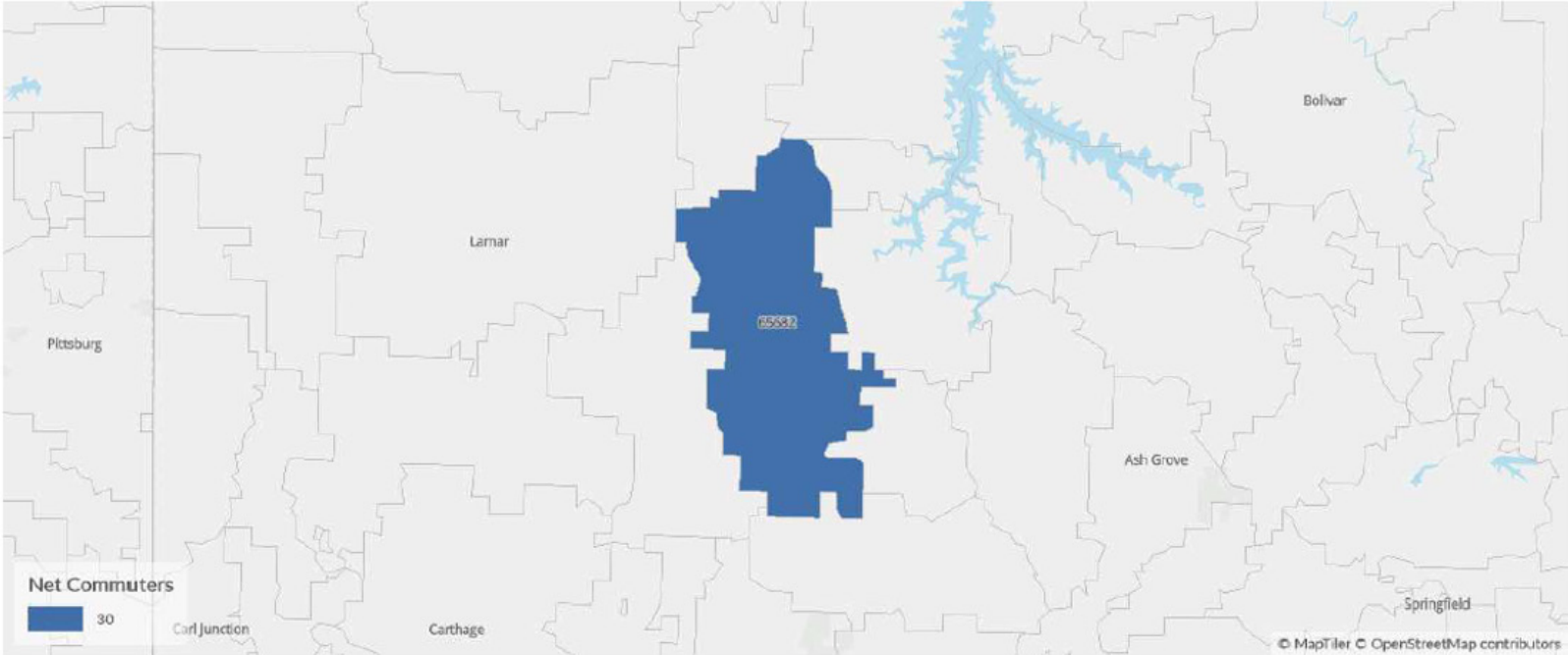
F34 Commuter Lightcast August 2022 Map

Courtesy of EMSI, MapTiler, OpenStreetMap

ECONOMIC DEVELOPMENT

F35 PLACE OF WORK VS PLACE OF RESIDENTS

Understanding where talent in Lockwood, MO (in Dade county) currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2021 Employment
65682	Lockwood, MO (in Dade...	837

Where Talent Lives

ZIP	Name	2021 Workers
65682	Lockwood, MO (in Dade...	807

Lightcast™, accessed Lightcast Q3 2022 Data Set | www.economicmodeling.com August 24, 2022

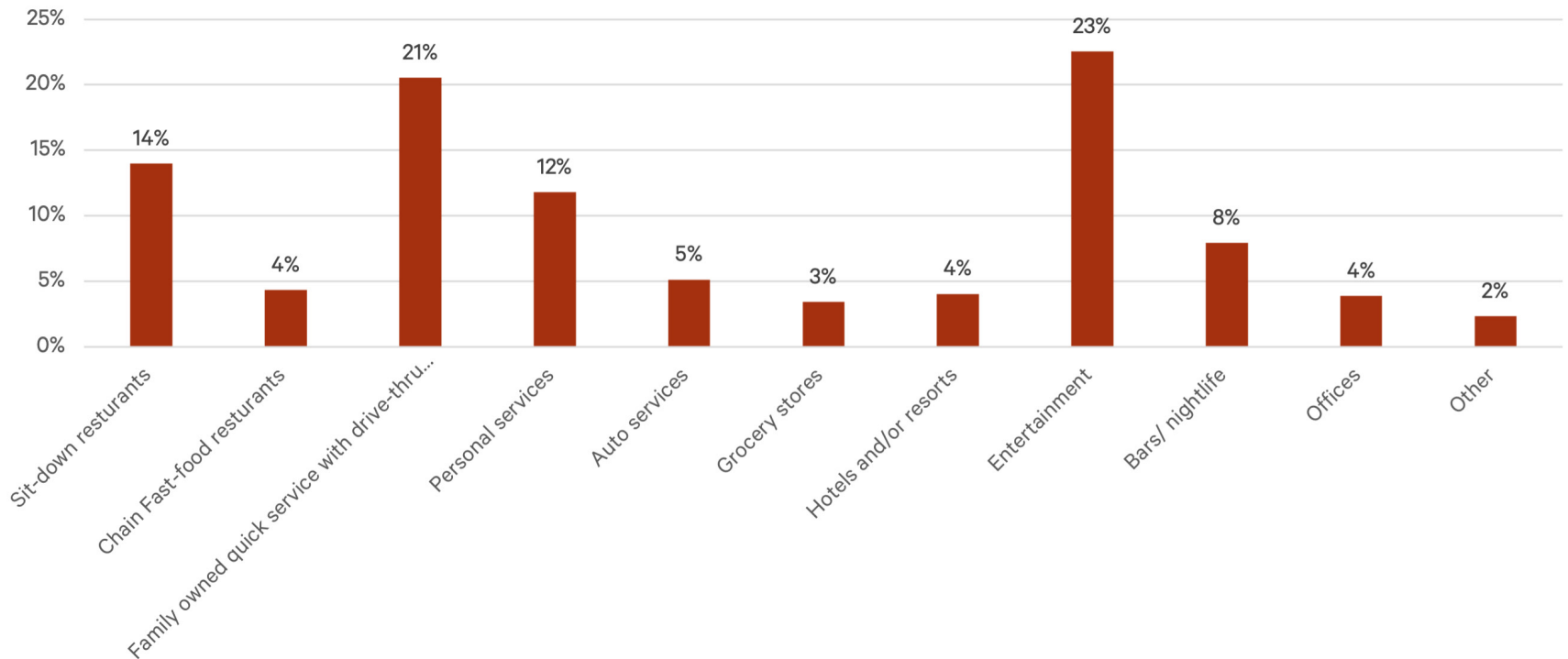
ECONOMIC DEVELOPMENT

Market Opportunities

Community input suggests a strong desire for an increase of economic development with a primary focus on maintaining the small-town feel and support of locally owned businesses. Lockwood community displays strong community support. This support is a great asset which can be strengthened through the promotion and protection of small businesses. According to a

2022 EMSI economic report, the top growing industries and employment opportunities are in sectors of accommodation and food services, retail, and wholesaling. Lockwood has a strong industrial, manufacturing, and wholesale stance being well above the national average with respect to the city's size and existing industries.

F36 MISSING MARKETS SURVEY RESPONSE



ECONOMIC DEVELOPMENT

The city should look at opportunities to strengthen these industries and take advantage of the St. Louis-San Francisco railway.

Lockwood's least prevalent industries are activities involving agriculture, conservation, and commercial services such as restaurants, retail, financing, insurance, and other public administration. These industries are below the national average, and it should be evaluated why these markets are lacking in Lockwood.

Community respondents suggested Lockwood was missing commercial developments that offered entertainment for the community and open after school or business hours and restaurants. Lockwood has a strong community event basis with multiple large events throughout the year. It would be beneficial for the city to encourage these types of industries to operate within Lockwood which will increase the city's tax base and community amenities. Complementary to these events and commercial services the city might benefit from the addition of hotels, motels, bed, and breakfasts along Main Street.

GOAL: CONTINUE TO SUPPORT EXISTING BUSINESSES WITHIN THE COMMUNITY

Objectives

- Promote communication between the city and business owners regarding economic development plans.
- Assist small businesses and entrepreneurs with economic development programs and incentives.
- Utilize other economic development organizations to promote local business development. (Chamber of Commerce, Missouri Partnership, etc.).

Supporting the existing businesses and communication regarding businesses development plans will help guide growth. Regular scheduled meetings with businesses owners and creating a communication channel for sending updates, briefings, training or creating a webpage/forum for businesses owners will be beneficial to promoting Lockwood. Creation of a Lockwood Economic

ECONOMIC DEVELOPMENT

group and legalities should be reviewed by the city attorney pertaining to responsibilities of the city. However, creating a business directory at city hall and on the city, website will help encourage business retention and community resources.

Strengthen Lockwood's community image.

The city should incorporate the community brand into policy and regulations. The foundation of the brand and community vision should be the driving force for economic development. The brand can be incorporated into design requirements for example sign regulations and designs including storefront signage to encourage variety of signs which aide in displaying Lockwood qualities in the city center. Policy decisions would ideally promote Lockwood as a destination and strengthen the community image.

Another way the city can establish strong relationships with the community may be in the form of business recognitions. Local businesses will benefit from acknowledgment for outstanding contributions to the community through increasing jobs, commu-

nity involvement, and donations to parks, trails, playgrounds, etc. To encourage relationships the city may hold yearly summits for business owners. By establishing communication and strong relationships with local businesses, Lockwood could transform from a place to a destination through increased economic development and business retention.

Creating economic development programs for local and small businesses will aid in fostering the growth and sense of community. These programs could be in the form of tax credits, assisting businesses in applying for state and federal financing and incentives, providing financing for investments that will lead to job creation in the community. To continue to support businesses, the City of Lockwood should utilize other economic development organizations such as the Chamber of Commerce and Missouri Partnership.

ECONOMIC DEVELOPMENT

GOAL: ATTRACT LOCAL AND QUALITY BUSINESS OPPORTUNITIES WITHIN THE COMMUNITY.

Objectives

- Establish relationships and communication with businesses from the surrounding area.
- Identify and create suitable areas for vendors, food trucks, and farmer's markets.
- Aid current and future local businesses in applying for state, federal, and other potential funding sources.
- Use incentives to entice quality businesses and new development that align with the community vision.

The city should create a one-source economic development page on the city's website.

This source may include resources for small businesses linking them to organizations such as license and permit applications, city message board, to the SBA, EDA, and DED's resources for startups and small businesses and specialist.

When discussions arise with potential entrepreneurs and stakeholders the city can refer the to the comprehensive plan, market studies, or economic organizations which identify the demand for services and potential market opportunities. Development proposals should be discussed with city staff. City staff should meet with the developers and owners to discuss any community concerns and provide relevant market data. Special uses may be identified in zoning code which would need to go before the planning commission for approvals. Sensitive development proposals which may conflict with the comprehensive plan and community should be reviewed through special use permitting to give the public the opportunity to voice community opinion at a public hearing. Business relationships with the city will grow as developments approach and are handled appropriately and fairly.

According to the community survey, (64%) of respondents were interested in the produce markets, temporary vendors, farmers markets and food trucks. To accomplish this, the city should identify vacant or dilapidated properties that could be redeveloped

ECONOMIC DEVELOPMENT

for these types of vendors. The City should consider implementing policies to allow for vendors and street markets to operate in the right-of-way or on public property such as at the golf course. Since the community has many large events, it will be essential to preserve these activities ensuring these events can legally operate under the municipal code. The City may review opportunity to implement special event permitting process for the conduct of sales and impacts on the street such as road closures to ensure resident safety. Fees associated with permitting can be used for funding a plans reviewer, police, and fire services.

The City can encourage new businesses and retain exiting business by providing guidance for financial assistance. Possible funding opportunities may include forming special districts such as a Community Improvement District (CID), dedicated economic funds in the general fund, and the Missouri State Department of Economic Development, Small Business Loans, Missouri Works Program, and Action Fund Loans. Other agencies provided economic development programs such as U.S. Department of

Housing and Urban Development (HUD) and Community Development Block Programs (CDBG). The use of incentives should be used to entice quality developments utilizing exiting structures and infrastructure should take priority over new developments. These areas would include renovation of depilated building and vacant lot along primary and secondary corridors.

The Department of Economic Development defines a Community Improvement District (CID) as a local special taxing district. This designated district collects revenue within its boundaries to pay for public improvements, facilities, and services. For Lockwood to have a CID district, the proposed area, legally defined boundaries, will require approval by ordinance. Once approved the CID district will become a separate political subdivision with governing powers to impose and collect special assessments, property, and sales taxes. CIDs can also generate funding through fees, rents, charges, or services through grants, its, or donations. CIDs must submit annual reports to the city and the Department of Economic Development. However, it is important to note the DED is not

ECONOMIC DEVELOPMENT

responsible for overseeing or auditing the CID district.

Implement a CID district:

- Petition of property owners and signatures,
 - Petition must include property owners that collectively own more than 50% of the assessed value of real property
 - AND 50% per capita of real property owners within the designated district
- A 5-year plan which describes the purpose of the proposed public improvements, services, estimated costs, and all other purposes of the plan
- Information and structure of the type of CID organization, whether being a political subdivision or as a nonprofit.
 - This decision will affect funding opportunities and board of directors' selection
- If property taxes and special assessments are imposed, the maximums of those rates must be provided
- Documented statement regarding sales tax, and if collected, how will taxes be pursued
- Documented statement regarding the borrowing capacities, revenues, and limitations
- The length of time the CID will exist
- Board of Directors
 - Nonprofit Corporation shall be elected in accordance with RSMo Chapter 353.
 - Political Subdivision directors are chosen by the method layout in the petition statement. Directors can be appointed by the City Council or elected by qualified voters.
- Conforming to State Law
 - All legal activities should be coordinated with the city legal council and conformance with state law.
 - State law provides guidance regarding the components in the petition. The city should adopt a petition and agreements for stakeholders and developers.

All public notice, hearings, and adoption procedures will need to follow state law guidelines.

ECONOMIC DEVELOPMENT

Cities can offer other incentives such as tax incentives for job creation. These tax incentives may include commercial property taxes or credits based on a maximum tax allotted credit for a specific length of time and percentage for every job created. The city may consider implementing policy for the encouragement of economic growth. Other opportunities the city should consider are financial incentives in the forms of low-cost loans, city grants, and low-interest or interest-free loans for expansions, startups, technical and educational trainings, and fast-tracked permitting processes.

The City should evaluate the potential for the establishment of Enhanced Enterprise Zones (EEZ).

EEZ designation can be applied through the Missouri Department of Economic development. These areas are created to create sustainable jobs in targeted industries based on data collected from the US Bureau of Labor Statistics and US Census. These zones benefit communities create jobs in blighted areas and link

businesses in the zones to state incentives through the Missouri Works program. Local incentives can also be offered to those businesses within the designated area for business expansion and job creation.

Lockwood would benefit from a market study.

A market study is a process to help determine the viability of new services with the potential customers. According to the U.S. Small Business Association (SBA), market research helps identify potential customers, identify competitors, and create a competitive advantage. The city would benefit from a market study to better identify Lockwood strengths and weaknesses. The study will help the city develop a unique brand which may be used to attract specific industries. A market study can be used to identify the existing economic inventory and statistics. Market studies are also more traditionally aimed at industry specifics such as the viability of increasing manufacturing or studies specific to increase entertainment and commercial services. The city should determine which type of market study to perform.

ECONOMIC DEVELOPMENT

GOAL: IDENTIFY POTENTIAL LAND TO BE CONVERTED INTO COMMERCIAL PROPERTY.

Objectives

- Ensure new developments align with the preferred future land use plan.
- Zone properties for commercial uses adjacent to Main Street and US 160

It will be important for the city to monitor and educate developers about the comprehensive plan and newly adopted policies.

This will ensure new development is coordinated with the future land-use plan. The planning and zoning commission should review applications as necessary to determine compatibility with the future land use map and adopted zoning regulations.

The future land use map should be referenced in staff reports and presented to the planning commission during zoning changes or

special permit hearings. This will allow for proper land-management and consistency during plan reviews of applications. One of the first actions the planning and zoning commission will be to zone the entire city into zoning districts. During the zoning process, Main Street and area along US 160 should be considered for commercial zoning. The zone district applied may consider other factors such as a downtown or Main Street District to allow for mixed uses while other areas may be more suitable for commercial uses only. Permitted uses in these districts should be identified and adopted in a use table within the zoning regulations. Clearly defined zoning districts and uses will give developers and property owners clarity and provide direction for economic development decisions.

TRANSPORTATION
+ CIRCULATION >

**TRANSPORTATION
+ CIRCULATION**

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GOAL: IMPROVE AND MAINTAIN CURRENT TRANSPORTATION SYSTEM.

Objectives:

- Adopt a Master Transportation Plan to assist in the planning and development of future roads and streets.
- Review opportunities to connect to regional trails.
- Ensure transportation improvements and expansions support future growth of the community.

GOAL: PROVIDE ACCESSIBLE MULTIMODAL TRANSPORTATION.

Objectives:

- Develop an interconnected sidewalk and complete street network.
- Maintain local traffic safety and maximize carrying capacities.
- Encourage and incentivize the implementation of EV charging stations.

TRANSPORTATION

Lockwood is situated at the intersection of State Highway 97 and US 160. US 160 is a major west to east connector, and a major arterial traveling through the north section of the town connecting to Joplin and Springfield metropolis. MO 97 is a major collector traveling north to south connecting to Interstate 44 to MO 32 to the north. Most business and economic opportunity activities predominantly occur along MO 97, Main Street. These highways intersect at the heart of the city. Lockwood has one railway situated through the center of the city and is part of the Saint Louis-San Francisco railway.

These roads provide the major gateways to the city identified in the functional classification map. Functional classifications assess the road network's conditions and traffic volumes. The evaluation of the modes helps determine possible alterations and improvements to increase efficiency, safety, and access to daily activities such as work, shopping, entertainment, parks,

TRANSPORTATION + CIRCULATION

and markets. Lockwood's transportation assessment is prepared from resources such as MoDOT TMS data zone 2021, and ACS (American Census Data) 2021, planning committee and residents through the public input.

Functional Classification

is a process by which roads are grouped into classes to be based on capacity, traffic volumes, and related factors. According to MoDOT guidelines, the four classifications are defined as follows:

Principal Arterial: A road whose primary purpose is to provide long-distance mobility between areas as well as connections between roads of lower functional classification, particularly minor arterials, and collectors.

Minor Arterial: A road whose primary purpose is to provide access between collectors and roadways of higher functional classification provide local mobility.

Collector Street: A road whose primary purpose is to move traffic from local roads to principal or minor arterials.

Local Road: A road whose primary purpose is to provide access

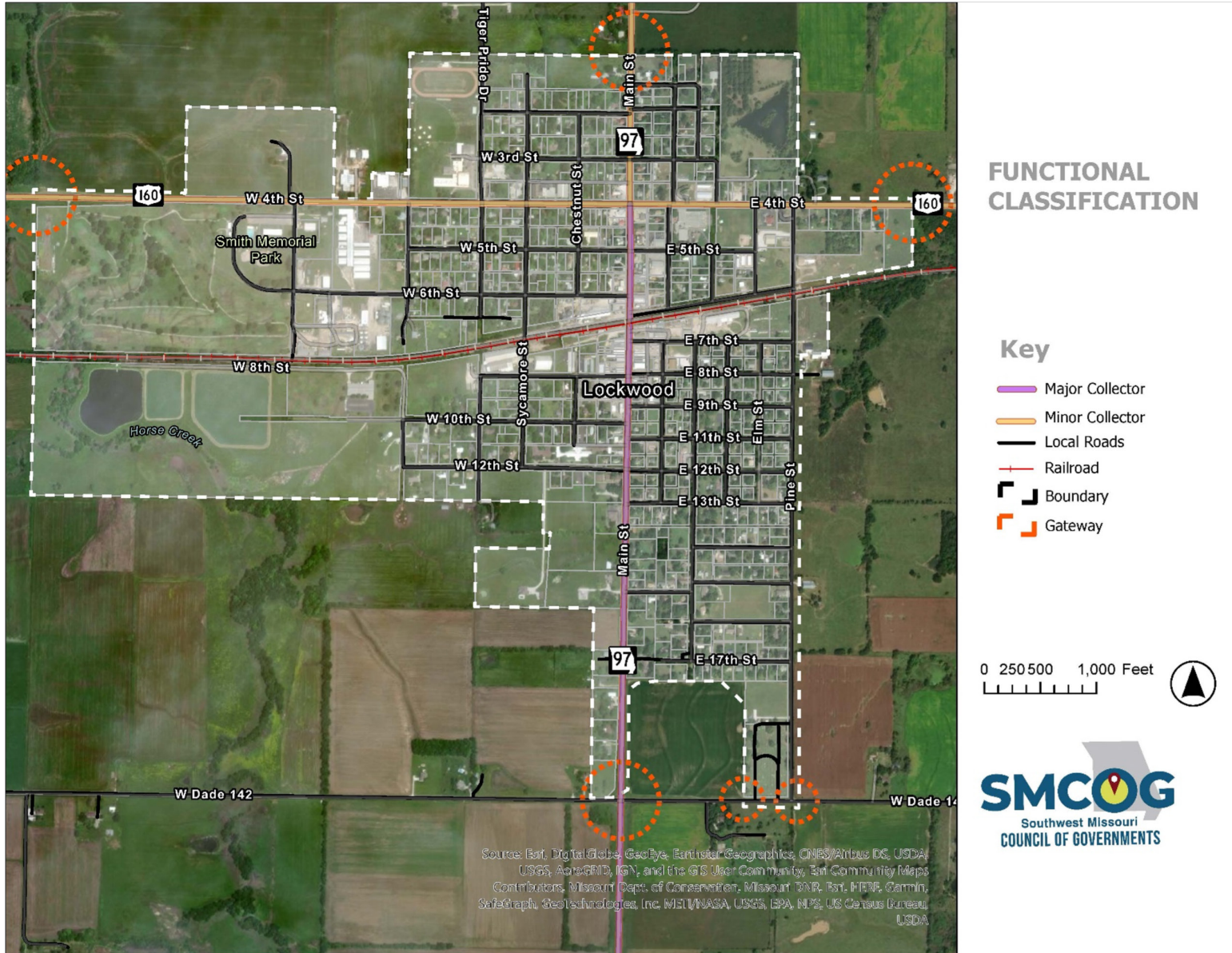
between neighborhoods, parks, schools and roads of higher functional classification.

Walkability

Walkability is the ease with which an area can be traversed by foot, and walkability is measured by government agencies like the EPA by using the National Walkability Index. Walkability scores are determined by characteristics of the built environment which increase the likelihood of walking. On a scale of 1-20, with twenty having the highest likelihood of people walking in an area. Lockwood scored below average walkability rating ranging between 5 and 10. This is due to the lack of quality sidewalks and pedestrian safety in the city. 93.7% of survey respondents identified construction of sidewalks as a high priority. Further detail about sidewalks and conditions can be referenced in the 2022 Lockwood Sidewalk Inventory report.

The sidewalk network consists of an estimated 16.46 miles as identified in the Sidewalk Inventory Report. As referenced in the

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F37 FUNCTIONAL CLASSIFICATION MAP

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report, the inventory maps display the current conditions and locations recorded through mobile GIS applications. Conditions of the sidewalk were categorized in detail in the inventory report.

- Poor conditions consisted of failing sidewalks, large cracks or deemed unsafe.
- Fair condition sidewalks shown signs of age without repair, having relatively flat and smooth surfaces with minimal cracking and overgrowth.
- Good conditions sidewalks shown no signs of cracking, buckling, overgrowth, and were constructed with adequate widths.

Community survey suggests residents have a high priority for

47 ROADS
26 HAVE SIDEWALKS

SIDEWALK NETWORK OF
APPROXIMATELY **4.9 MILES**

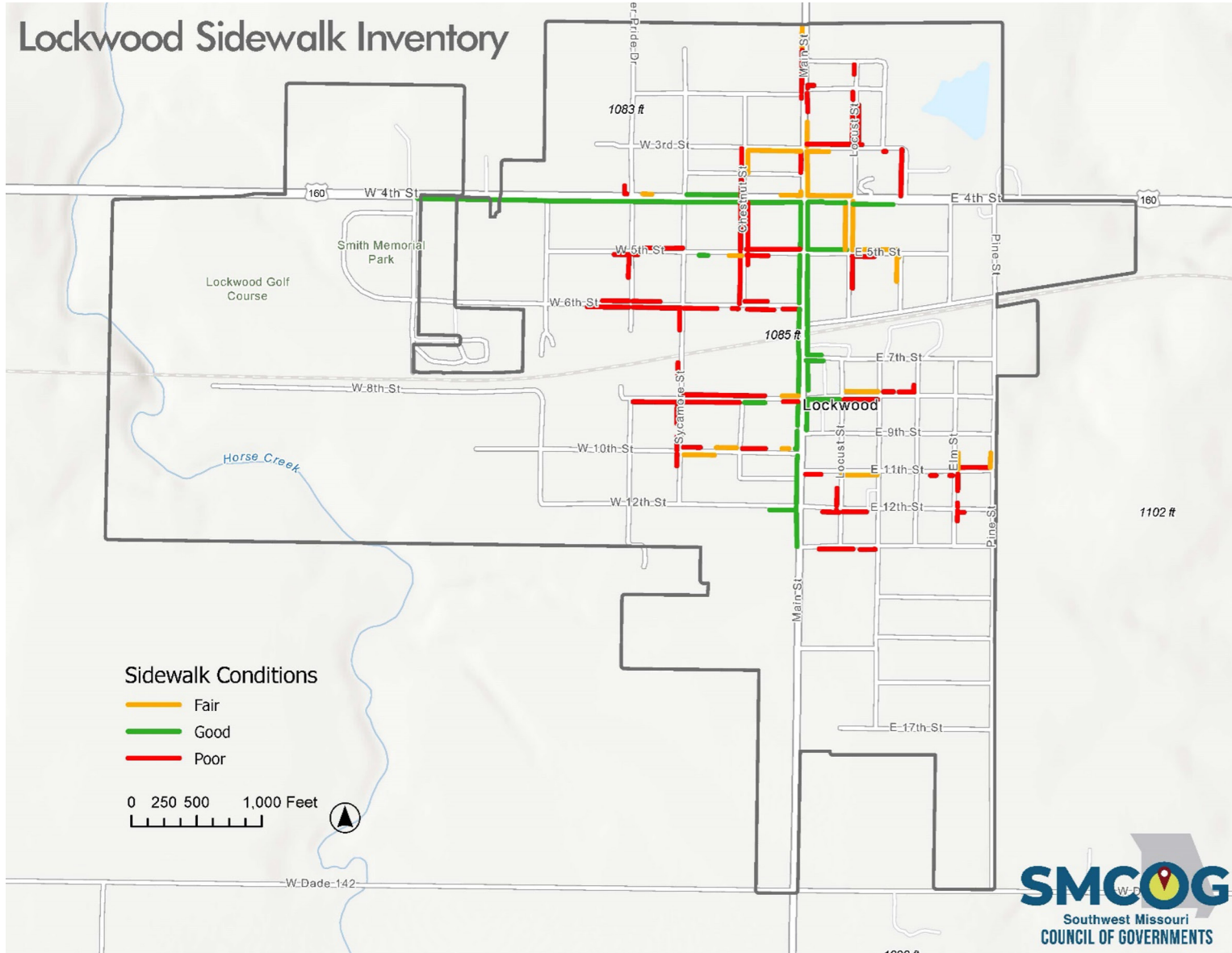
2.25 MILES (45.92%) ARE
CURRENTLY CLASSIFIED AS
POOR CONDITION.

new and improved sidewalks. In terms of new public facilities and services, (79.2%) of respondents ranked sidewalks having either some importance or extreme importance. Similarly, to importance, (35.4%) of respondents were either somewhat or very dissatisfied with the existing sidewalks and trails. The community rated Lockwood's walkability a 3.71 out of 5.

Sidewalk demand at Open House.

Residents suggested sidewalks need to be wider to accommodate two families walking past or side by side. Have a minimum width of six feet and at least one complete sidewalk on every street on at least one side connecting neighborhoods to schools. Residents pointed out issues with traffic speeding down local streets, the lack of four way stop intersections, and the lack of crosswalk and pedestrian identifiers. It is recommended the city review policy for sidewalk design standards to help create a more inclusive sidewalk plan for new sidewalks and maintenance of existing. Other recommendations may include to have at least seven foot wide on at least one side of a street. This allows the City and de-

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F38 LOCKWOOD SIDEWALK INVENTORY MAP

TRANSPORTATION + CIRCULATION

velopers to save costs on materials, labor, and realigning utilities. The city should prioritize streets which extend through neighborhoods connecting to schools and adding crosswalks and pedestrian awareness along intersections.

GOAL: IMPROVE AND MAINTAIN CURRENT TRANSPORTATION SYSTEM

Objectives

- Adopt a Master Transportation Plan to assist in the planning and development of future roads and streets.
- Review opportunities to connect to regional trails.
- Ensure transportation improvements and expansions support future growth of the community.

Guide growth with Master Transportation Plan.

A master plan is a sub plan of a comprehensive plan, and both are important for increasing the chances for grant and funding awards. The master plan will study and evaluate existing conditions and rate problematic areas for needed improvements whilst

providing aid in planning future roads and streets, streets design, and street lighting standards (degrees of light and lamp post design).

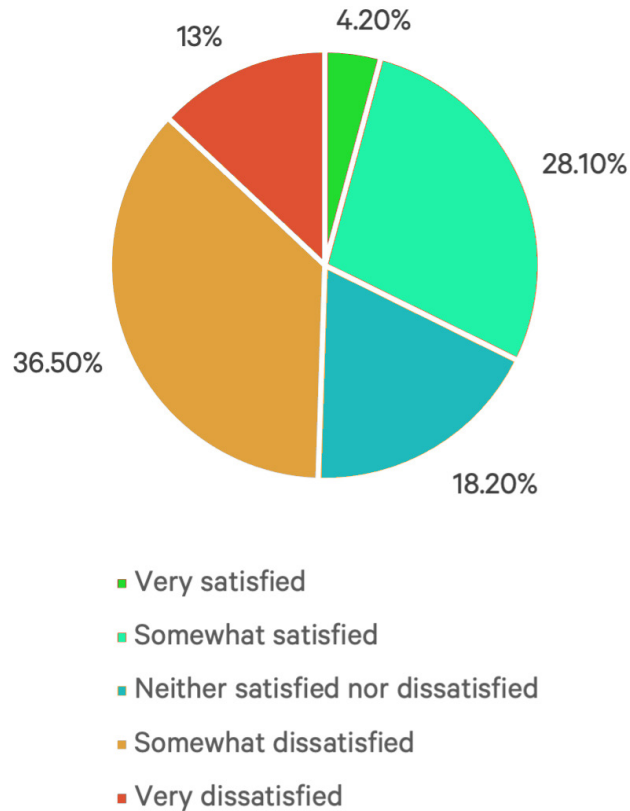
Roads were a top concern and priority for the Lockwood community; with (81.7%) of respondents rating road development having significant importance and (49.5%) being dissatisfied with current conditions. The need for road and stormwater improvements were identified by city staff, partner agencies, the comprehensive planning committee which were reinforced by the survey results. Improvements in these areas should be evaluated at the same time to ensure improvement effectiveness and cost efficiency.

Prioritize maintenance for problematic areas.

The City of Lockwood should develop a street maintenance and improvement program. Improvement should focus on improvement of road safety and flooding areas. To do this, the City should contract with a partner agency, transportation planners and

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F39 ROAD QUALITY SATISFACTION



planning commission to aid in the creation and aid in the planning process. The city should implement best transportation and active transportation policies. These will help the city develop procedures and street maintenance schedules for existing and future roads.

Regional trails help connect communities and multi modes of transportation for the community.

The City should coordinate future transportation improvements with regional trail networks including cross country cycling. This opportunity will add to Lockwood's community character. Collaboration with regional trail groups and Dade County commission will be essential in determining trail feasibility, locations, and land acquisitions. Regional trails will help promote public health of the community.

The City will perform best by ensuring transportation improvements and expansion support future growth of the community. To achieve this goal, the City should work with MoDOT to determine potential impacts of traffic, especially at the junction of US160 and MO-97. By accommodating the future growth of the community, the assets of both the residents and the city will be more protected. One way the city can protect adjacent property

TRANSPORTATION + CIRCULATION

owners will be to adopt code focused on new developments. The City could require developers to install infrastructure, replace, or pay road improvements during the time of development or significant construction. Other opportunities may lie by requiring high impact developments to perform traffic and impact studies before permit approvals. These processes help anticipate the effects from increased activity on roads such as drive thru restaurants, heavy equipment from industrial uses, and pollution.

Main Street

Preserve and improve Lockwood's Main Street as a historic center of commercial and community activity.

The City should perform a subarea plan for the Main Street Corridor. This study could benefit the city and economic development by providing potential businesses which would be viable for the community. The study should focus review street design and potential road improvements. Respondents from the community survey ranked Main Street as a high priority for Main Street

beautification. Comments and ratings identified the city should evaluate the potential improvements for aesthetic and design requirements. Policy's that may be considered would include the adoption of zoning regulations pertaining to solar street lighting, landscaping requirements, traffic calming measures, crosswalks, and architectural façade requirements. Collaboration with MoDOT, residents, and Main Street Stakeholders will be key during code development. Street trees have been proven to improve a community health and sense of place. The City should determine adopting code to plant native trees along Main Street replacing some parking stalls with landscape islands. The city may need to obtain jurisdiction over parts of the right-of-way from MoDOT.

The City should reach out to main street groups and organizations for education and technical assistance. Missouri Main Street Connection (MMSA) organization offers matching grant programs, educational trainings, and other services.

The City should stay updated for the release of a study by PlaceEconomics which is involves the impacts of Main Streets

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and historic preservation in Missouri over the past 10 years.

Potential Grant opportunities the City may be eligible for through Missouri Main Street Connection (MMSC) include:

- Community Empowerment Grant
- People Energizing Places (PEP) Grant
- Strategic Teams Engaging Places (STEP) Grant

Similarly, to Main Street, the city should evaluate the benefits of layering street tree plantings along major corridors to capture carbon, particulate matter and reduce noise pollution. This can be

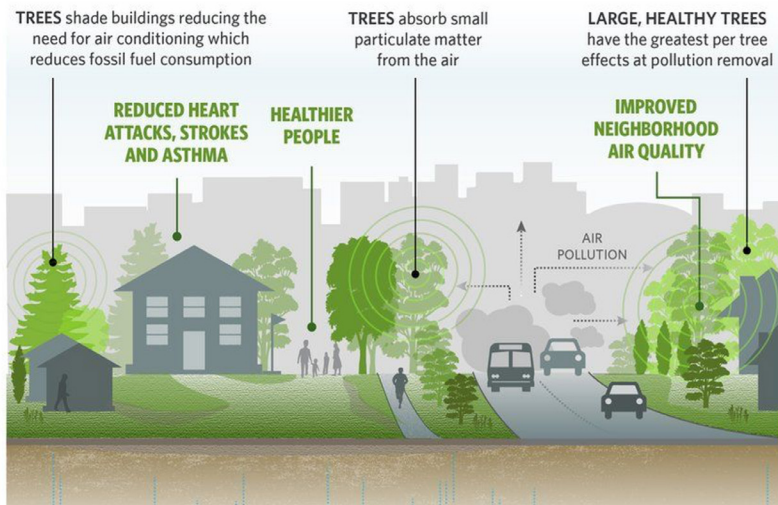
done in many areas and focused in areas between large industries and major roadways, such as Main Street and along US 160.

This layering can also be referred to as micro-forests. Typical layering includes a variety of native tree species which include needleleaf trees and shrubs. These would include conifers and evergreens. These are recommended because of their ability to efficiently capture carbon from industry and automobiles. Whilst layered with broadleaf trees because of their ability to reduce noise and variety of color. These include varieties such as oaks, elms, and maples. These are planted in cluster or triangular planting patterns to maximize space, capture, and design. The purpose of these planting is to enhance the community image, provide year round beautification, and many environmental, economical, sociological, and physical health benefits.

GOAL: PROVIDE ACCESSIBLE MULTI-MODAL TRANSPORTATION MODES

Objectives

- Develop an interconnected sidewalk and complete street



TRANSPORTATION + CIRCULATION

network.

- Maintain local traffic safety and maximize carrying capacities.
- Encourage and incentivize the implementation of EV charging stations.

Complete Streets

As pointed out previously, the city should develop a connected sidewalk system. Developing a connected sidewalk system is crucial to provide accessible multimodal transportation. The City of Lockwood should look to adopt complete streets and landscaping design standards to enhance the quality of life and pedestrian protection. The complete streets should focus on pedestrian safety with a focus on designing streets for kids. Leading agencies and transportation planning are key resources when adopting codes and regulations. Some of these resources in *completestreets.org*, *globaldesigningcities.org*, *NACTO-GDCI's Global Street Design Guide (GSDG)*. During this process, the City should also look to adopt a sidewalk inventory report and begin prioritizing key connecting locations between neighborhoods, parks, schools,



TRANSPORTATION + CIRCULATION

medical and government facilities.

The City of Lockwood should repair and expand the existing sidewalk network to enhance the walkability in the community. Enhancing the walkability of the community promotes public health, being environmentally conscience, and provide more options for transportation within city limits. As the city repairs and expands the sidewalk network, it should also ensure that all sidewalks and curb ramps are ADA accessible.

EV Charging Stations

The planning committee identified the lack of EV charging stations as a weakness for the City. National level support for green energy and use has increased and federal policies were enacted during the planning phases which offers tax credits for electrical vehicles, residential solar, and green infrastructure improvements. The City should encourage and incentivize the implementation of EV charging stations. The community survey showed some interest in the implementation of these stations. Further-



more, implementing EV charging stations plans for the city to be environmentally conscience and promotes the use of electric vehicles. There may be an opportunity to install charging stations along Main Street and US 160. It will be beneficial to provide education and assistance for residential home installations. Because of the new technology there is a gap in electrical grid capacities required for charging. The City may need to consider current systems capacity as well as residential electoral standards.

LAND USE

LAND USE

GOAL: PROTECT AND PRESERVE SMALL-TOWN QUALITIES.

Objectives:

- Encourage development where infrastructure already exists.
- Identify areas for potential future annexations which align the future land use map and community desires.
- Enhance historic Main Street.
- Support the development of attainable multi-family housing units adjacent to commercial uses.
- Attract quality residential and commercial development.

GOAL: ENCOURAGE SUSTAINABLE AND EFFICIENT LAND-USES.

Objectives:

- Collaborate with partner agencies.
- Establish Planning and Zoning Commission.
- Adopt zoning regulations to promote sustainability and establish resident protections.

Land use describes how land is being used, rather, the impact of human activity on the land. The land use section describes those activities and the existing conditions. Land uses differ from public and private uses in that these have vastly different use intensities. For instance, private lands change more frequently than public lands. Private lands are often associated with limited environmental protections and maximizing the space. Uses naturally change over time and at different magnitudes, which can affect human health, climate, wildlife, watersheds, air, and water quality. These issues are particularly concerning and should be considered at the time of development according to United States Environmental Protection Agency (EPA).

Implementing policy for land management will help develop sustainability and strengthen the community's resiliency. The land use section reaffirms the previous chapters and should be used frequently during policy decisions. Zoning regulations and districts should be based on the adopted preferred future land use map. Consideration for sociological and environmental impacts











LAND USE

caused by commercial, industrial, and agricultural uses is essential; as the land use section is a cumulation of the full comprehensive plan that incorporates public input from elected officials, city staff, stakeholders, and the residents. A zoning map and all regulations related to zoning, building, and permitting should be made available to the public through online resources and at the city hall. The following chapter will layout guidance, recommendations, and land use maps. Future land use maps are provided in this section along with a red-green, deuteranomaly, version of the future land use in the appendix.

Current land Use

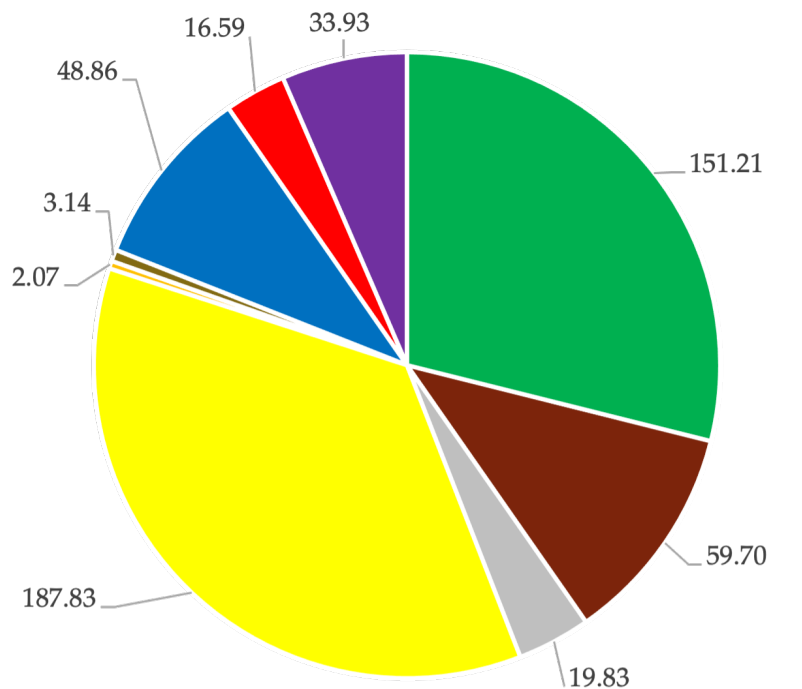
The current land use section represents how land is currently being used. Land use information was collected from Lockwood staff and elected officials, Dade County Assessor, and a wind-shield survey performed by SMCOG. The comprehensive planning committee updated the current land use map.

Lockwood is comprised of an estimated 523.16 more or less observable acres and each identified land uses were grouped into 10 categories:

-  Parks and Open Space
-  City and Suburban Agriculture
-  Vacant
-  Low Density Residential
-  Medium Density Residential
-  High Density Residential
-  Government/Institutional
-  Mixed Use
-  Commercial
-  Industrial/Manufacturing

LAND USE

F41 CURRENT LAND ACREAGE



- Parks and Open Space
- City & Suburban Agriculture
- Vacant
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Government/Institutional
- Commercial
- Industrial/Manufacturing

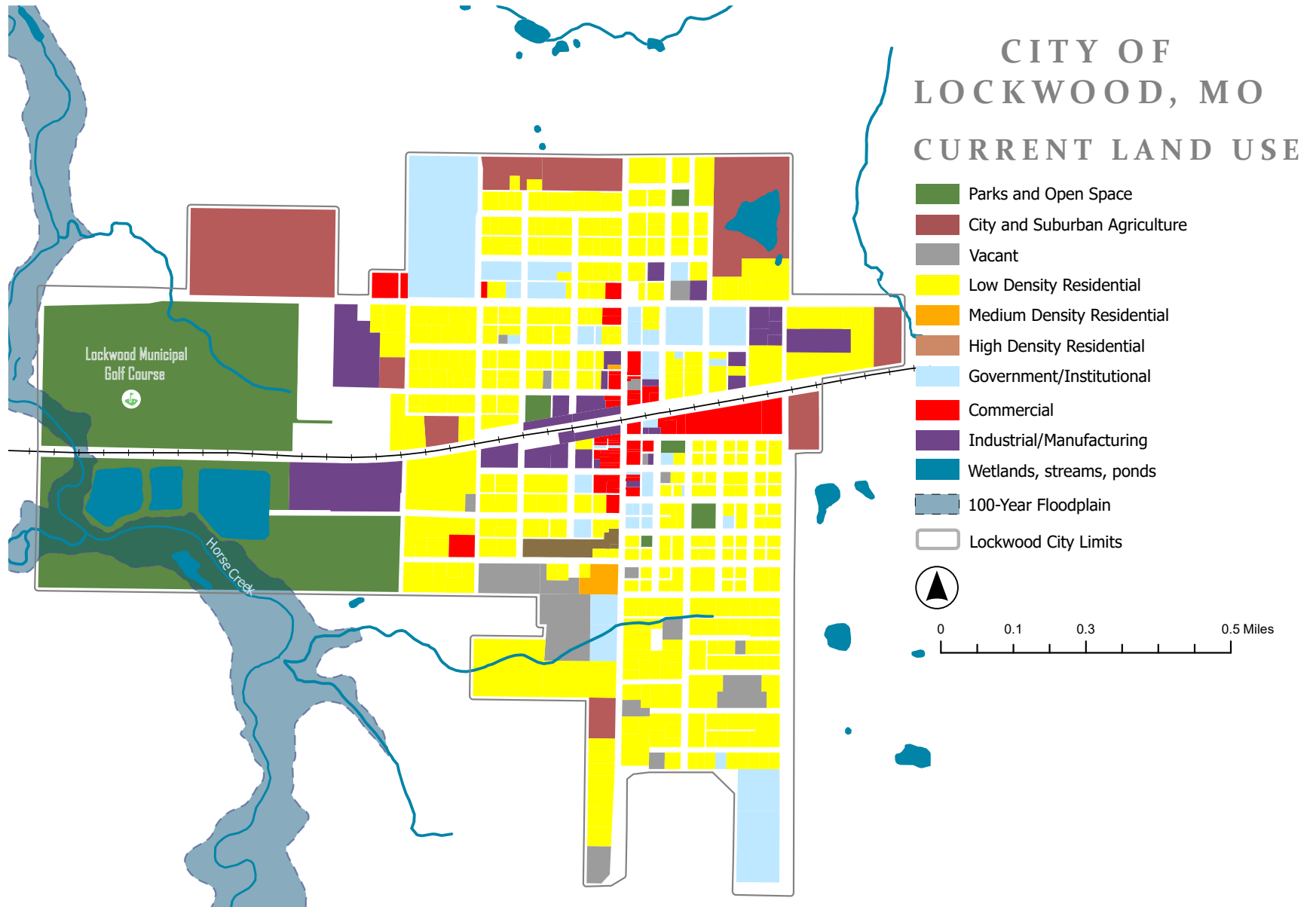
● Parks and Open Space

Parks and open space land use is either publicly or privately owned land. It is important to identify whether these open spaces are open to the public. This space consists of open land or parks which have equipment for recreational purposes or connections to parks such as playgrounds, pavilions, trails, or other public use areas. Some of these identified areas include city parks, school sports fields, and playgrounds. Parks and open space account for 151.21 more or less acres or 28.90% of the land.

● City and Suburban Agriculture

City and Suburban Agriculture land use were identified as properties that were being used primarily for agriculture activities. Activities in this category were designated as such if there was evidence of farming, cropping or crop covering, tilling, cultivation of products such as bailing of hay, livestock grazing, livestock housing or stabling. Much of the agriculture land includes single-family housing or structures supporting agricultural use. This land use

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LAND USE

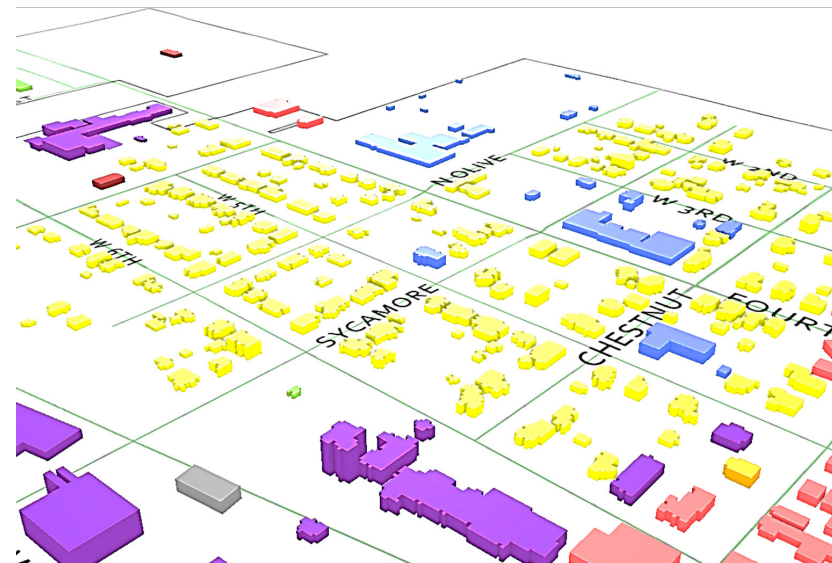
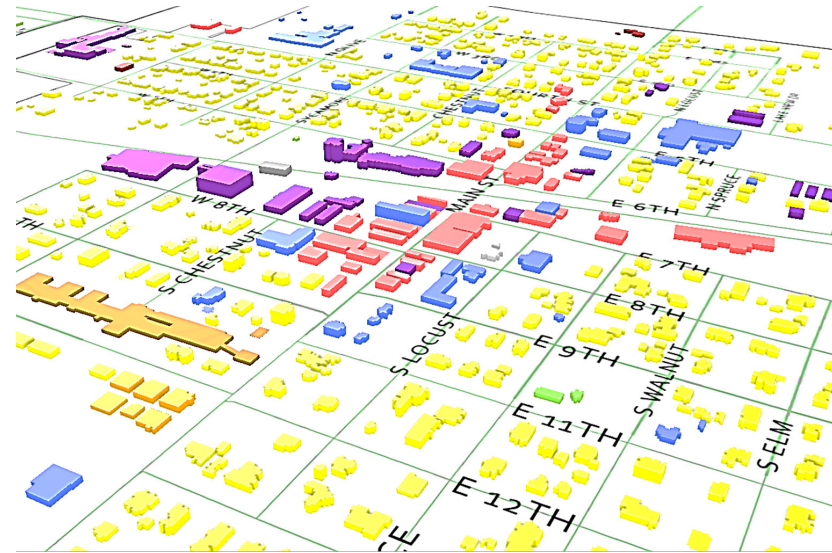
accounts for 59.70 more or less acres or (11.41%) of land.

● Vacant land uses

Vacant-land uses make up just over 19.83 more or less acres of land or (3.79%) of all parceled property. Parcels are listed as vacant if there were no buildings or structures on the land. Use designations are determined by the structure or buildings serving a specific use and ownership of lots were not considered. Vacant properties appear sporadically throughout the city.

● Low Density Residential

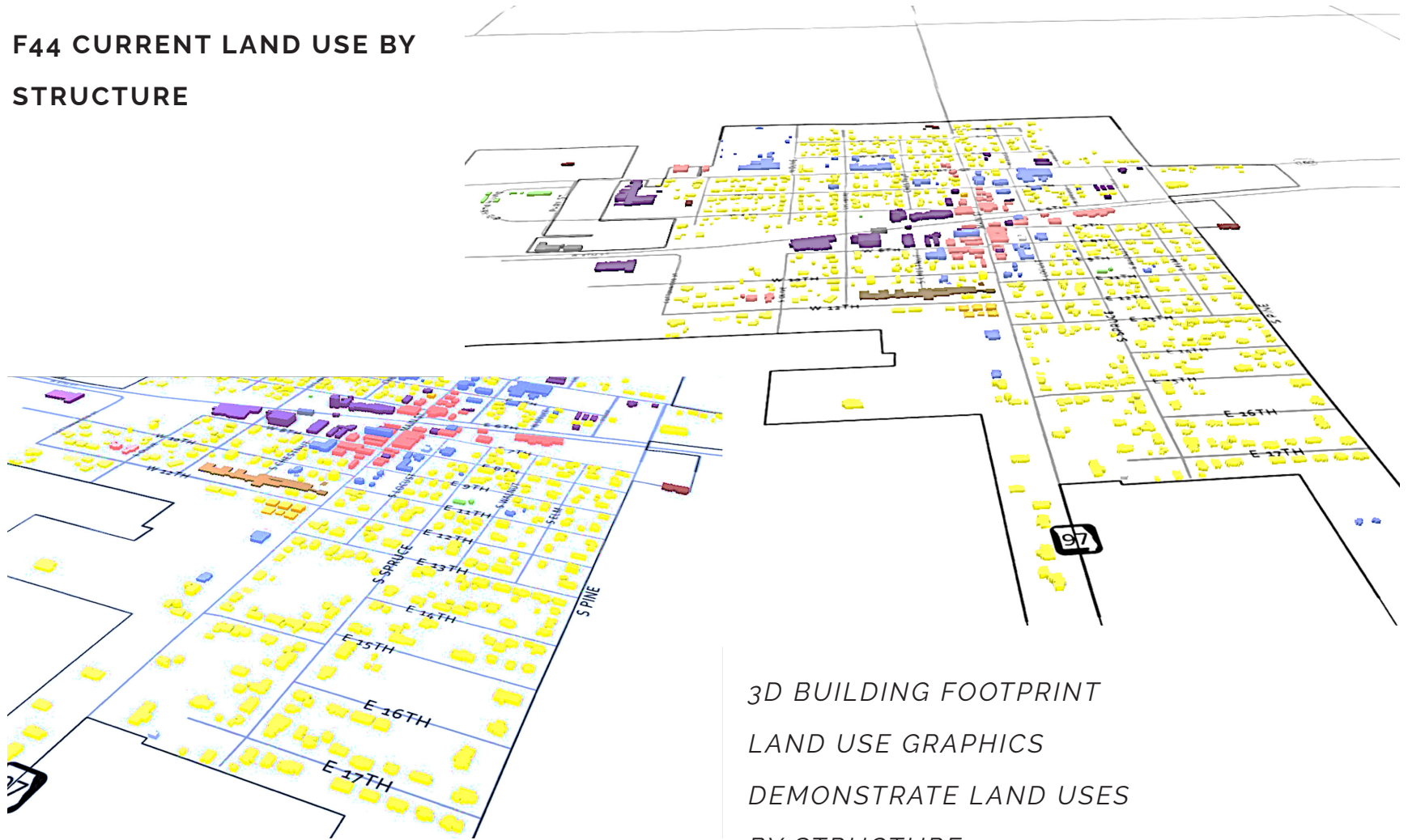
Low Density Residential and frequently referred to as Single-family residential is by far the largest land use, accounting for 187.83 more or less acres or 35.9% of land. Typical of rural communities this was most prevalent housing type in Lockwood as observed through the 2020 American Community Census survey and geographic information systems (GIS). Residential housing structures estimated totaled 426 units to be detached single-family dwelling units with an average lot size of 19,109 square feet. Density per



F43 CURRENT LAND USE BY 3D STRUCTURE WEST VIEW

LAND USE

F44 CURRENT LAND USE BY
STRUCTURE



*3D BUILDING FOOTPRINT
LAND USE GRAPHICS
DEMONSTRATE LAND USES
BY STRUCTURE.*

LAND USE



F45 CURRENT LAND USE BY STRUCTURE
MAIN STREET

acre for single-family dwelling units measured 2 more or less units per acre (2.27 du/ac).

● Medium Density

Medium Density Residential land use include common residential housing types observed in this designation were detached single-family dwellings, two-unit single-family dwelling units or attached single-family dwelling units. More commonly known as apartments, duplexes, triplexes, quadplexes, and town homes. A small number of apartments were located on the southwestern section of Lockwood. Density per acre for multi-family dwelling units measured at 10 units per acre (10 du/ac).

● High Density Residential

High Density Residential uses are the densest and most intense which exceeded more residential units per acre than the previous residential designations. High density in Lockwood consisted of a mixture of a variety of length-of-stay rental units and longer-term rentals. The identified area consisted of assisted living,

LAND USE

medical rehabilitation, and long-term rentals. Housing types in observed in this designation include attached multi-family units with limited medical and commercial services. Density per acre for high-density dwelling units was measured at 25 units per acre (25 du/ac).

● Government/Institutional

Government/Institutional land uses makeup only 48.86 more or less acres of land, or 9.34% of the land. This category consists of land having structures to serve identified uses including city hall, public facilities and services, utility providers, healthcare services and medical facilities, schools, funeral homes, cemeteries, churches, and other religious institutions.

● Commercial land

Commercial land uses account for 16.59 more or less acres of land or 3.17% of land. The commercial designation includes retail establishments, restaurants, office, warehousing and storage, gas stations, automobile service centers, pharmacies, and other ser-

vices to include offices for professionals such as attorneys, financial institutions, architects, and engineers.

Future land Use

Future land use represents potential land development patterns based on public input and guidance from the planning committee. A draft of the future land use map was presented at the open house event on October 1, 2022, during Lockwood's September Days community event. Significant findings from community survey input suggests respondents strongly prefer future growth of Lockwood to be targeted at increasing only in size slightly and focus on growing its population through infill development of vacant parcels and dilapidated buildings.

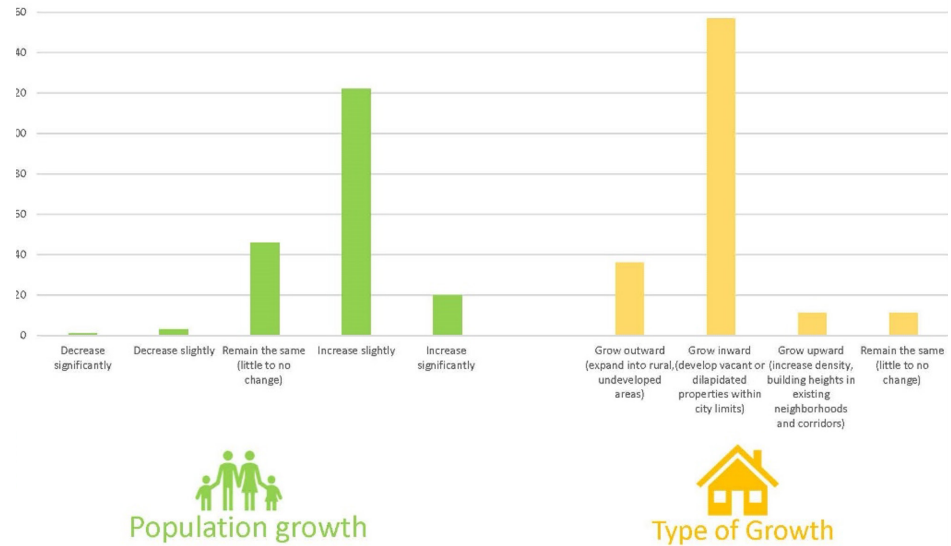
The City of Lockwood is in a capable position for future development. At the beginning stages of the comprehensive plan, Lockwood passed new taxes for street improvements and executed feasibility studies for water and electrical improvements. With these substantial studies projects to

LAND USE

upgrade electrical capacities, city well, and infrastructure improvements are being planned. Survey data suggests the community of Lockwood is progressive towards four principal areas of development: new services, protection and preservation of small-town qualities, beautification of Main Street (MO 97), improvements to transportation system and infrastructure.

The future land use designations were developed from the community survey, current land use, infrastructure capacities, and anticipated developments. Survey responses suggests a strong desire for new development activities, with (71.4%) priority in expanding the available locally owned quick service restaurants including drive-thru. These may also include walk-up ordering window services. Contrary to locally owned restaurants, the least desired development with 65.6% of respondents not interested in the expansion or addition of new services of fast-food chained restaurants such as Taco Bell, McDonalds, Kentucky Fried Chicken (KFC), Wendys, etc. These are commonly known as quick-service restaurants. It is important to note, the category for locally

F46 Community Survey Growth vs. Pop Change



owned quick-service restaurants was created by the planning committee. This category is specifically to express the interest of maintaining current unique family-owned restaurants in Lockwood, promote interest in new family-owned restaurants, and expressing a need and desire for expanding service opportunities. The top five preferred developments included (percentage of responses):

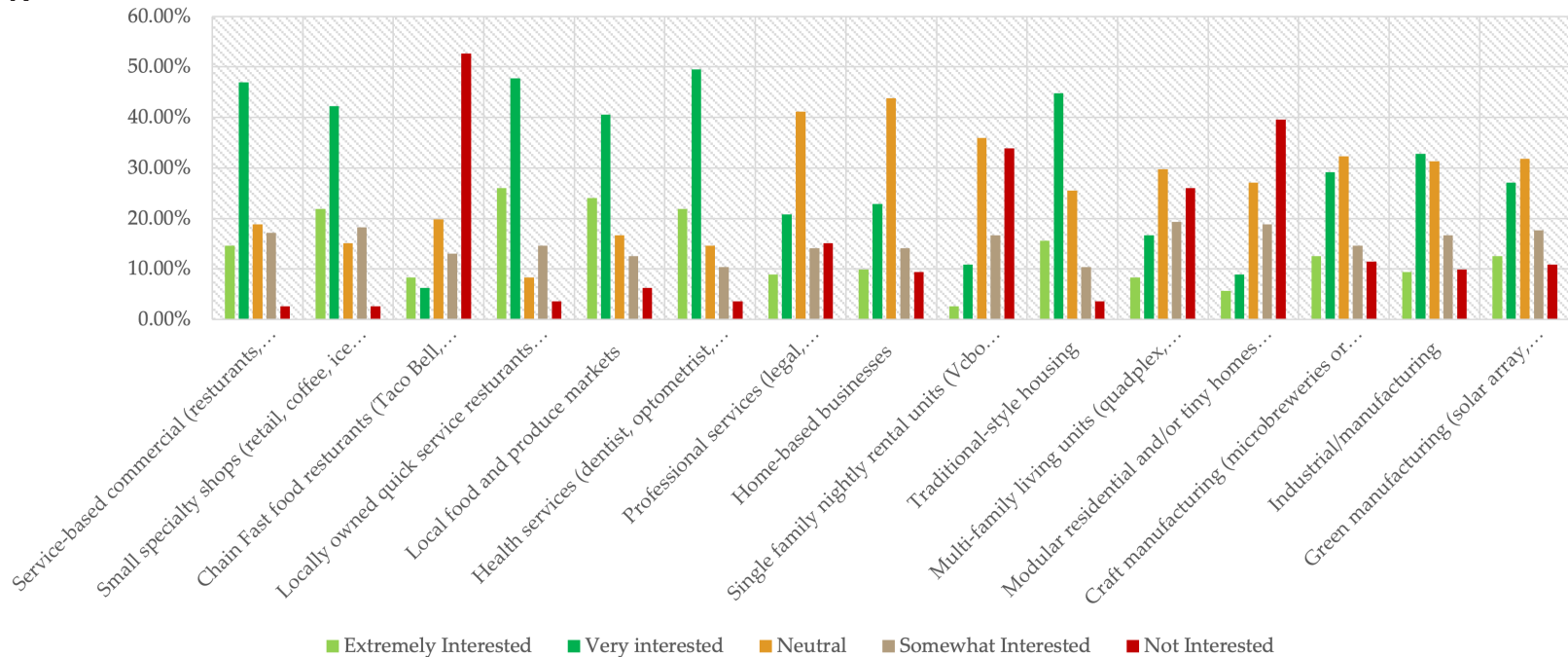
1. Locally owned quick service restaurants with a drive thru.

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- (73.7%)
- 2. Health services (dentists, optometrist, etc.) (71.4%)
- 3. Local food and produce markets (street vendors, farmers markets or seasonal events) (64.6%)
- 4. Small specialty shops (retail, coffee, ice cream, etc.) (64.1%)
- 5. Service-based commercial (restaurants, salons, barber shops, laundromats, etc.) (61.5%)

The future land use map is the foundation for planning activities and policy. While land use is not zoning, the future land use map should be referred to by the governing bodies and staff when making decisions regarding application requests. Identifying land use types caused by human activity is required by Missouri Law for municipalities with zoning regulations.

F47 DEVELOPMENTS OF INTEREST IN LOCKWOOD



LAND USE

Lockwood future land uses were grouped into nine categories:

1. Parks and Open Space
2. City and Suburban Agriculture
3. Low Density Residential
4. Medium Density Residential
5. High Density Residential
6. Government/Institutional
7. Mixed Use
8. Commercial/Office Park
9. Industrial/Manufacturing

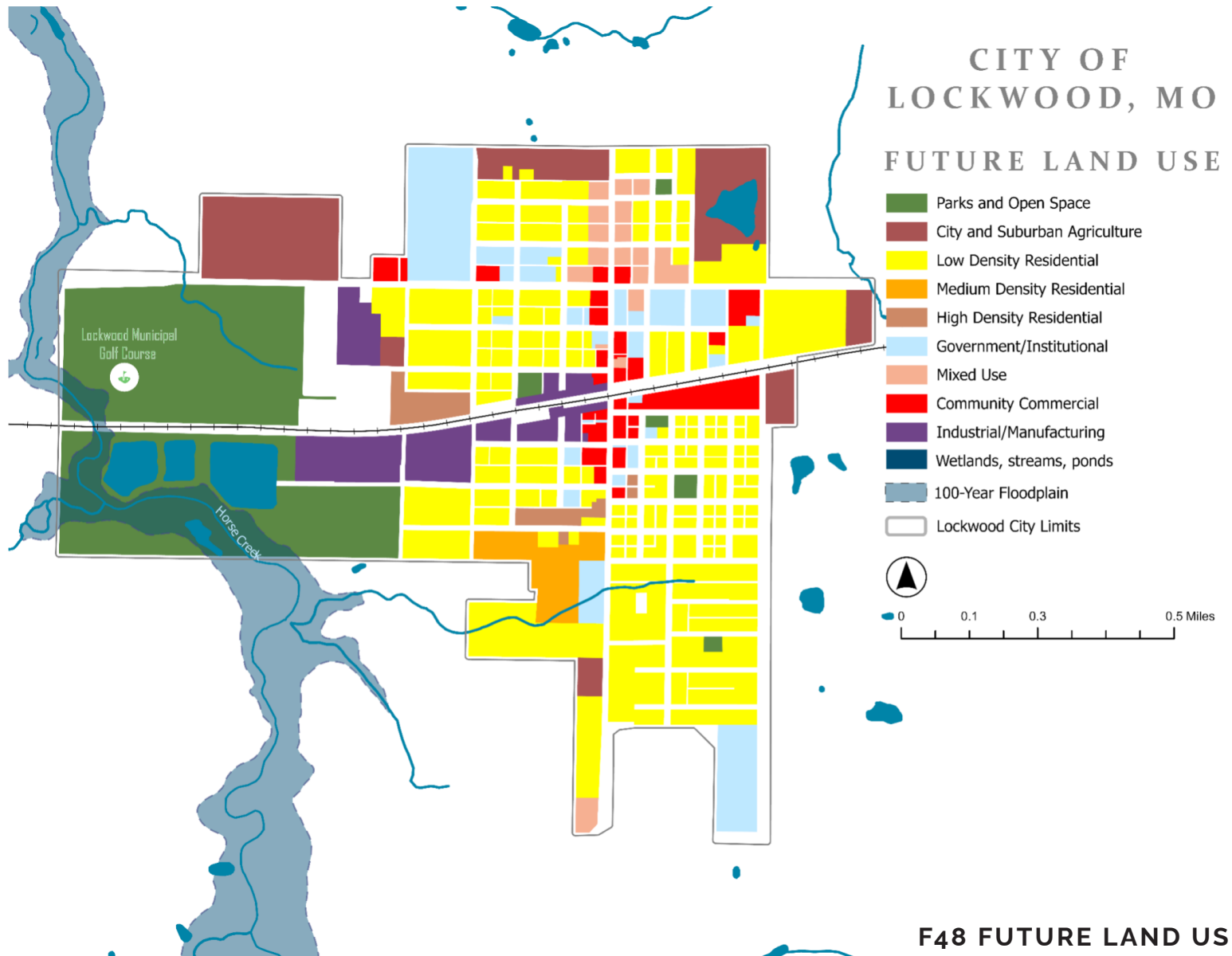
Respondents were asked for other comments regarding specific developments and services. Of those responses the most mentioned included restaurants, small specialty shops, medical services, night life activities, businesses to be open past working and school hours, microbreweries, laundromats, childcare, and place for minors to hangout.



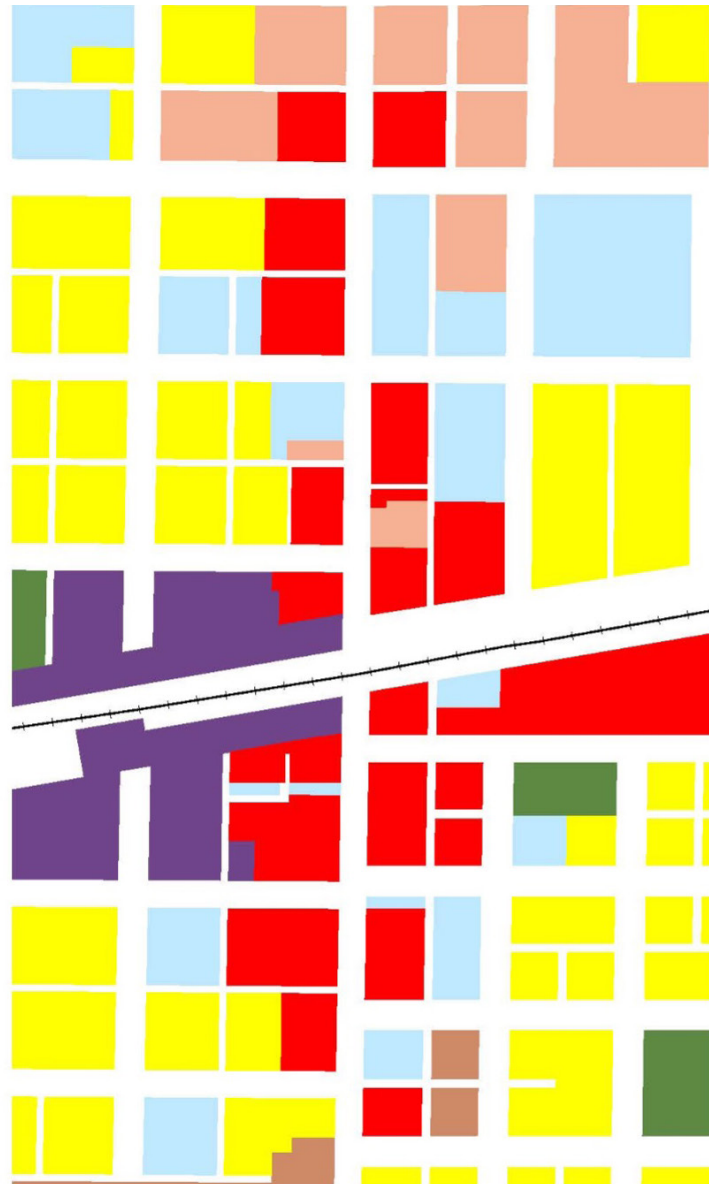
FUTURE LAND USE MAPS >

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LAND USE

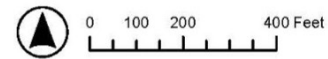


LAND USE



MAIN STREET FUTURE LAND USE

- Parks and Open Space
- City and Suburban Agriculture
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Government/Institutional
- Mixed Use
- Community Commercial
- Industrial/Manufacturing



F49 MAIN STREET FUTURE LAND USE

LAND USE

● Parks and Open Space

Parks and Open Space land use is either publicly or privately owned land. It is important to identify these open spaces are open to the public. These areas consist of open land or parks which have equipment for recreational purposes or connections to parks such as playgrounds, pavilions, trails, or other public use areas. Input from the community survey suggests respondents were relatively satisfied with the city's recreational programs. Contrary to the programs offered in Lockwood, 60% of respondents said city parks were in poor or fair conditions. The city should focus efforts in replacing old and failing equipment such as benches, pavilions, sports equipment and facilities, sidewalks, tables, and all-inclusive playground equipment at existing parks. The golf course is a great asset for the city and is actively used. Efforts to update the golf course should be considered to increase economic development and usage. Lockwood may benefit from a Master Golf Course plan performed by a golf course architect to determine the viability and greatest potential.

● City and Suburban Agriculture

City and Suburban Agriculture land use were identified as properties being used primarily for agriculture activities. Activities in this category will continue to be utilized for farming, cropping or crop covering, tilling, and cultivation of products such as bailing of hay, livestock grazing, livestock housing or stabling. Agriculture uses can affect water quality and watersheds, spread invasive species, and reduce natural habitats. Careful considerations should be implemented to reduce the impacts of agricultural activities on human health. According to the EPA's environmental and land use report, effects on the landscape and humans can be caused by livestock grazing in riparian zones, tillage and irrigation practices, runoff from fertilizer, pesticides, and animal matter, increased erosion, and increased growth of invasive species, and increase the spread of infectious diseases associated with environmental exposures.

● Low Density Residential

Low Density Residential designation applies to residential hous-

LAND USE

RESIDENTIAL RECOMMENDATIONS:

Establish minimum lot area square footage, widths, setbacks, building heights landscaping requirements and minimum and maximum density regulations to increase housing diversity. Encourage reduced lot sizes will help in supporting infill development, increase buildable area, and reduce sprawl into prime farmland.

ing units with varying lot sizes. Residential use of single-family housing is the largest land use designation. Respondents of the community survey suggested high importance for increased housing affordability, availability, and preservation of traditional-style housing. This land use designation establishes preservation and protection of the small-town feel and community character. Complementary housing types uses to low density developments would include single-family dwelling units and two-unit dwelling units such as duplexes, townhomes, or patio homes. Input from the community survey suggested low interest

in new developments for nightly rental units (Vrbo and Airbnb's) or modular or manufactured housing (shipping containers, tiny homes, or mobile homes). Development proposals for these uses or similar should be reviewed under a conditional review.

- **Residential uses:** Types of development in this designation would include single-family dwelling units.
- **Complementary uses:** Two-unit dwellings would include duplexes (side by side, rear to front, or above and below), townhomes, or patio homes and ADUs. Accessory dwelling units would be secondary in nature to the primary residence. Accessory dwelling units (ADUs) are small houses or apartments which are located on the same property lot as the primary residential structure. Accessory dwelling units are commonly known as in-law suites, granny flats, carriage houses, guest cottages, garage apartments, and many more. Zoning regulations considering the setbacks, buffering, screening, ingress and egress of driveways, and utilities should be implemented to limit the impacts on adjacent properties.

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● Medium Density Residential

Medium Density Residential designates land areas that may be suitable for increased housing densities than in low density. A variety of housing types would include structures having three to four dwelling units. Typical housing structures would include apartment or condominium complexes such as patio homes, duplexes, triplexes and quadplexes. This area would also include single-family housing structures or lessor intense use. This area can be expanded upon during the application of zoning to provide a transitional zone between high density residential and single-family or low density districts.

● High Density Residential

High Density Residential uses are the densest and most intense with more residential units per acre than the previous residential designations. High density residential areas are used as transitional uses between commercial and other less intense residential uses. This use should be considered adjacent to major employers, schools, and commercial areas. Common dwelling

structures include quadplexes, apartment buildings, and units above commercial uses. During zoning policy, this area should be considered as a transitional district between medium density and commercial uses.

● Government/Institutional

Government/Institutional land uses designation applies to public entities, such as local government, schools, religious institutions, health and medical services, quasi-government, and non-profit organizations. Complementary uses are similar in use intensity, when developed these places could see an increase in visitor activity while moderate and less intense than Mixed Use or Commercial designations. Governmental and institutional land uses are typically zoned to match the adjacent district which it fits best in.

- **Government:** These are areas for offices and facilities and a place that conducts government business such as public posting, maintenance facilities, and emergency operations.

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- **Institutional:** Healthcare providers, religious centers, and education.
- **Utility:** These are the main utility providers in the area which require signification land for the purpose of maintaining services and housing equipment.

● **Mixed Use**

Mixed Use designation combines residential and commercial activities which are of lessor intensity compared to traditional commercial uses. Mixed Use areas can be successful when they involve the community by inviting a mixture of complementary uses together. These transform areas into places which invite the public to experience temporary stays, residency, and other services. A mixed-use building or buildings provides a mix of uses with the ground floor having commercial services and the upper floors having residential uses, home-based work, or offices. When developed mixed-use areas could see an increase in visitor activity, however, with the intent that the uses would have less intensi-

ty than big-box commercial operations.

- **Residential:** Types of residential dwellings in mixed-use would include single-family, duplex or two units, multi-family three or more units not occupying the first floor of a building or street frontage.
- **Personal and Professional Services:** This use would include activities such as studios, barbers, salons, beauty shops, general office space, law, architecture, accounting services, real estate offices, insurance, advertising, law, property management or similar services.
- **Retail sales:** Activities involved would include recreation rentals, sale, or leasing for products to the public. These areas could be designated as a facility or special activity area for the sale of merchandise on the first/ground floor of a building. Examples sale may include food markets, recreation equipment sales, and other small businesses.
- **Office:** Office space activities would include areas for person-

LAND USE

al and professional services. These uses would typically be in space on the first or second floors of a structure with residential uses above.

- **Short-term rentals:** These uses include rentals of units for nightly purposes to not include the state definition for licensing of lodging establishments.

● **Community Commercial**

Community Commercial designation applies primarily light commercial uses and complementary residential uses that are secondary in nature. Zoning codes should be adopted with the intent to protect local businesses.

Community input suggests allowed uses in this category may include:

- **Retail:** Retail activities include the sale, rental or leasing for products to the public for a profit.
- **Neighborhood Goods & Services (NG&S):** Examples, rental equipment, the sale of clothing, food, drink, or similar merchandise. Specially, grocery stores, laundromats, florists, dry cleaners, salons or barber shops and other services which meet the need of the individual.
- **Food & Beverage (F&B):** Activities include restaurants, coffee shops, specialty shops such as breweries, bars, or other service based industries for which people will travel into the city to enjoy on occasion.
- **General Merchandise, Apparel, Furniture, and Other (GAFO):** Services in this category include the sale of a variety of material products such as clothing, shoes, electronics, and other related products.
- **Personal and Professional Services:** This use would include activities such as a studio, general office space, law firm, architecture, accountants, real estate office, insurance, advertising, law, property management or similar services.
- **Lodging establishments:** These consist of lodging establishments for transient guests. These activities should with align

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State regulations and the Department of Health and Senior Services pertaining to the number of owner units for rent such as resorts, hotels, motels, campgrounds, cabins, or other structures for the intended use to house transient guests. Nightly rentals can fall in this category with ownership and rental of units being below the threshold for a state regulated lodging establishment.

- **Light Commercial, institutional services, or health care:**

These uses would be all other services such as automotive service centers, service stations, rental or repair services, schools, institutions, or utility facilities.

- Complementary uses to commercial may include high density residential, specifically, multi-family. Example multi-family dwellings could include condominiums, apartments, duplexes with complementary facades to the surrounding neighborhood. Residential uses should be confined to the upper levels of buildings with existing uses with Main Street frontage.

Special circumstance and conditional approvals should be considered.

Allowed uses in Mixed Use and Commercial uses should be considered carefully regarding future development and license proposals. Conditional approvals for big box stores, drive-thru fast food, auto services, and small box discount stores, and other establishments which may leave the community vulnerable from negative impacts on local stores, fresh food access, elimination of jobs, noise and pollution activities, other small town degradations. Regulations should be in place to adhere to the community's desire for the preservation of small town qualities, housing, and enhancing Main Street.

● **Industrial designation**

Industrial designation applies primarily uses that manufacture, distribute, or consist of processing material and byproduct. This land use consists of existing industrial and wholesale operations identified during the planning process. This designation includes

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Lockwood's strongest industries and the identified potential areas for expansion. Uses in this category would be advantageous in utilizing the railway and highway system. While, these uses are non-conforming, expansions of existing and new industrial uses should be zoned appropriately to include landscaping, screening, and other greenery buffers to reduce the impact on community health, traffic, and the environment.

- **Industrial uses:** These uses typically consist of having contractor and construction offices, manufacturing, wholesale and distribution centers, building and maintenance sales, services, or supply, energy facilities, mining, quarrying, storage or use of heavy machinery, assembly, and other related uses as deemed by city officials.

GOAL: PROTECT AND PRESERVE SMALL-TOWN QUALITIES.

Objectives

- Encourage development where infrastructure already exists.

- Identify areas for potential future annexations which align the future land use map and community desires.
- Enhance historic Main Street.
- Support the development of attainable multi-family housing units adjacent to commercial uses.
- Attract quality residential and commercial development.

Encourage development where infrastructure already exists.

Future developments should be concentrated on infill development of existing neighborhoods and vacant lots along Main Street where infrastructure and utility exist. Medium density, high density, and mixed use developments should be concentrated near major commercial areas to act as a transitional buffer to single-family or low density areas. These developments should be required to provide landscape buffering and beautification and micro green spaces such as green patios and dog parks to support community public health.

LAND USE

When new development proposals occur guide developers to vacant and dilapidated buildings for reuse. City staff and partner agencies should encourage these practices to minimize sprawling developments. Reusing the historic buildings or dilapidated structures will improve the historic image of Lockwood. While some structures may be too costly for repurposing, infrastructure lines and connections are more efficiently maintained or reused. Provide developers with current infrastructure system specifications and locations and hook requirements. The city should update and compile a full inventory of the current infrastructure including locations for water and sewer lines, lift stations, broadband, electric, etc. This information will be useful for system maintenance and improve development efficiency.

Incorporation

Identify areas for potential future annexations which align the future land use map and community desires.

There are three types of annexation, voluntary, involuntary, and

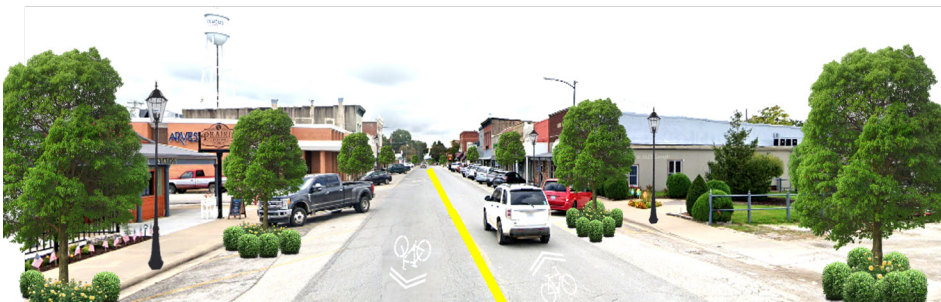
annexation.

- **Voluntary annexation** occurs when a property owner initiates the process with the city to extend the city limits to incorporate the property when said property is contiguous to the city limits. This occurs during development or to joining city services.
- **Involuntary annexation** occurs when the city initiates the process to acquire a property owners land and extend city limits. It is important to note this process is less frequent, is a very lengthy process and involves many levels of government and the property owner retains all ownership of their land.
- **De-annexation** is the process by which either a property owner or local government initiates a request to reduce the city limits and remove said property from city limits. This is usually occurring when a municipality cannot provide services within a period stated in Missouri statues, or other circumstances. Annexation of new land was not identified by the community survey respondents who enjoy living in the

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county while near Lockwood amenities. Other reasons for little interest to annex included farming families and large parcels and lack of infrastructure to support development. However, the city should evaluate the potential of future annexations and prepare for growth by implementing annexation policy and procedures.

The city should adopt annexation policy and procedures to include public hearing, advertising requirements, and zoning regulations. Property owners requesting to join city limits should draft a letter of intent and the requested zoning. All properties should receive a zoning designation of the lowest intensity and can be rezoned appropriately to the adjacent properties and future land



use map. Future annexations should first prioritize properties that are surrounded by city limits on three or more sides. These areas are called island parcels and often have access to city utilities. Annexations should be reviewed by the planning and zoning commission and the city council. Any maps and ordinances should be recorded, maintained, and updated frequently.

Main Street Visualization

Enhance historic Main Street

One of the principal areas that could benefit from the planting of trees is Lockwood's Main Street. As one of the primary roads in Lockwood and an area with higher foot traffic, Main Street would be a perfect area to incorporate greenery into the built environment. Tree canopy cover is sparse throughout Lockwood with tree-cover existing outside the eastern city boundary. Trees could be planted on the sides of streets to help provide canopy cover through the center of town. There are numerous types of trees that could be planted in this area. The i-tree tools report for Main Street used Missouri native Red Maple trees to simulate area

LAND USE

benefits from street tree planting.

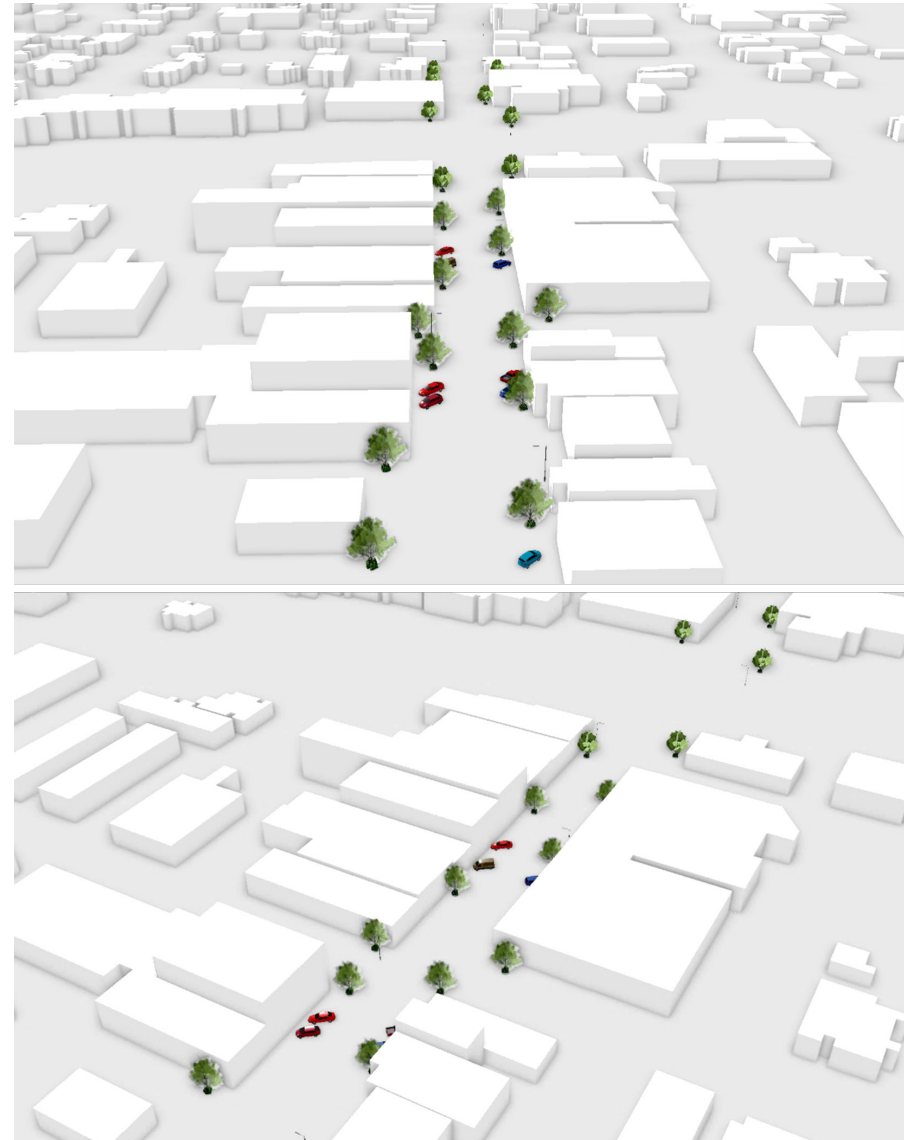
i-Tree Design was used to calculate the estimated statistics of benefits and savings these trees would provide Main Street. i-Tree Design is a tool provided by the USDA Forest Service which can calculate the financial and environmental benefits of planting trees on local structures. For the purposes of this study, 52 structures the area along Main Street between US-160 and W 10th Street were used to calculate the prospective advantages provided by planting street trees in either existing green space, replacing parking stalls with landscape islands and along sidewalks. In a 10-year predictive simulation, i-Tree Design provided information on the many benefits that street trees could provide for the city of Lockwood. If properly maintained, **the 20 selected trees in the simulation were estimated to save approximately \$19,380 over the next 10 years.** This accumulates to nearly an estimated \$1,000 saving per tree over the course of the 10 years and this would only grow as the tree ages.

EXPLORE TREE BENEFITS >

LAND USE

THESE WOULD PROVIDE MANY ENVIRONMENTAL BENEFITS

A reduction in atmospheric CO₂ of 323,640 pounds, interception of 219,336 gallons of rainwater (helping avoid 841 gallons of stormwater runoff), and removal of over 1,000 pounds of air pollutants. This is all in addition to the energy benefits provided, as the trees are projected to save 44,399 Kilowatt-hours of electricity and reduce consumption of heating fuel by 6,827.9 therms. Other scenarios were performed to compare results.



EXPLORE TREE BENEFITS >

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This example study and savings were calculated only from using Missouri Native Red Maples. Other tree varieties were shown to increase or decrease savings depending on tree characteristics and longevity. More information on the projected benefits included in the model can be seen in the full report, which can be found in the appendix.

This projection provides a visualization of benefits from the installment of street trees. These graphics illustrate the benefits from an improved street design, landscaping, and beautification efforts. The city should reach out to industry professionals for further inquiries into design and landscaping standards to determine the best design options for the city (i.e., creation of a main corridor design plan).



Total Projected Benefits (2022-2032) - Over the next 10 years, based on forecasted tree growth, i-Tree Design projects total benefits worth \$19,380:

- \$8 of storm runoff savings by avoiding 841 gallons of stormwater runoff (intercepting 219,336 gallons of rainfall)
- \$21 of air quality improvement savings by absorbing and intercepting pollutants such as ozone, sulfur dioxide, nitrogen dioxide, and particulate matter; reducing energy production needs; and lowering air temperature
- \$7,527 of savings by reducing 323,640 lbs. of atmospheric carbon dioxide through CO₂ sequestration and decreased energy production needs and emissions
- \$3,935 of summer energy savings by direct shading and air cooling effect through evapotranspiration
- \$7,890 of winter energy savings by slowing down winds and reducing home heat loss

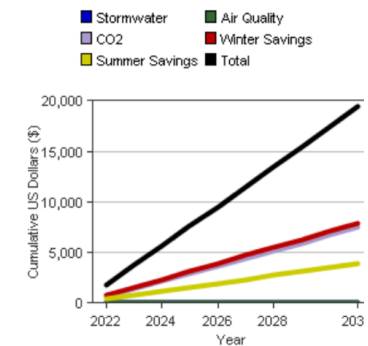


Figure 1. Tree benefit forecast for 10 years

F50 TREE BENEFIT FORECAST FOR 10 YEARS

LAND USE

Define the Main Street area and evaluate the feasibility of implementing a Community Improvement District (CID).

Main Street is the city center for commercial activity and community engagement. Main Street would benefit from developing a defined district. This will help provide a sense of direction and place for visitors and residents. Once defined it may be beneficial to create a Community Improvement District to fund Main Street improvements such as street trees, landscaping, updated services as sewer, water, electric, city lamp posts, and broadband access.

Define a Main Street façade and development regulations with community input.

A historic preservation district is a defined area which captures the community historical character. This district identifies structures and buildings within the set boundaries of the designated community's historical places. A historic district does require property owners to improve the buildings or restrict property

owner rights. These districts can protect the historic presence and character through design and material requirements and a resource for potential funding. The city can enact a local historical district and apply to the National Register of Historic Places.

The city can create a historic district and commission through the authority of the state statues RSMo 253.415, "Local Historic Preservation Act". The commission may be established by ordinance and may be responsible to conduct building inventories, document historical significance such as history, age, architecture, engineering, or cultural preservation. The role of the commission will be to review modifications of historic buildings, aid property owners, and recommendations for policy to the city. The Missouri Department of Natural Resources 2018-2024 Missouri's Comprehensive Statewide Historic Preservation Plan *Our Sense of Place: Preserving Missouri's Cultural Resources*, should be referred to for guidance and education on establishing and preserving historical significance.

LAND USE

A few funding sources for rehabilitation may be sought after through various sources such as:

- CDBG Special-purpose grants
- DNR Historic Preservation fund grants
- Missouri Historic Tax Credits
- National Register of Historic Places 20% Tax credit for certified historic places
- Community Improvement District (CID)

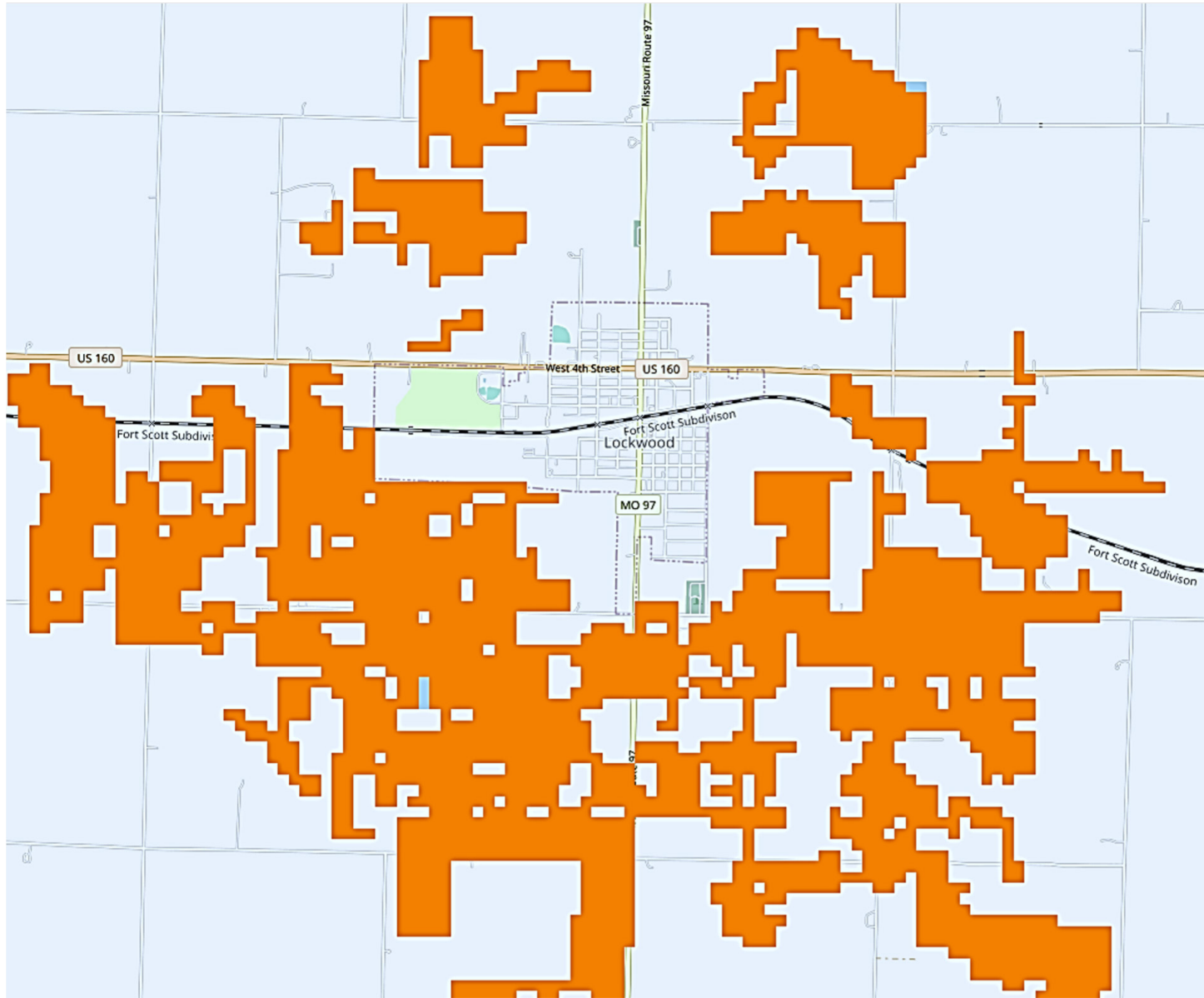
Adopt and amend the code to allow for outdoor seating and sales. Zoning regulations should encourage entertainment along Main Street to increase commercial activities. Outdoor seating and sales allow for business owners to conduct sales or provide services which may be in the right-of-way, on public property. To ensure a continued small town tradition. The city council should also adopt and amend zoning regulations for mixed-use buildings (typically commercial services on ground floor).

PROJECTED URBAN
DEVELOPMENT MAP >

P123

LAND USE

F51 PROJECTED URBAN DEVELOPMENT MAP



LAND USE

Urban Growth

Projected Urban Development is the environmental factor to consider with growth. The EPA has put together projections based on several scenarios and models used to generate housing density scenarios on a national scale through the year 2100. This was done as a part of the Integrated Climate and Land Use Scenarios (ICLUS) project to study the ways that climate change interacts with current and future land uses. The model shows regions and their projected areas of growth and expected change of land uses within the next 40-80 years.

Projections for the area surrounding Lockwood show the lands to the south of Lockwood changing from agriculture use to exurban areas. These include potential housing developments for people living outside of the city without annexation. The urban development map denotes a potential change in land use development by the year 2100. The map does not account for existing infrastructure or environmental factors such as the floodplain.

Support the development of attainable multi-family housing units adjacent to commercial uses.

Multi-family housing includes apartments, loft, or structures with three or more units. These units will help increase Lockwood's housing diversity and reduce commuting. When developments are proposed for multi-family near and within commercial or mixed use areas, these should be supported by the city following community support. There were several parcels along Main Street and the railroad that were identified for potential high density developments. The city should also look at opportunities to sell city properties to provide more developable lands for infill developments. Support can be through the provision of resources and education about the comprehensive plan and developable areas. Other opportunities may be provided through city assistance with and education for rehabilitation loans, Section 8 qualifications, and historic preservation.

LAND USE

Attract quality residential and commercial development.

Work with developers through a smooth permitting process and encourage communication. Developers are more likely to continue to do business in a city when permitting and construction processes are clearly communicated and efficiently completed. The city should evaluate building permit processes. The process may include developer and professionals' easy access to city code through the city website or through a codifier company such as Muni Code. Permit requirements should be clearly defined and shared and should pertain to permit fees schedule, timelines review, site plan requirements, and all other zoning and engineering requirements.

Ensure the comprehensive plan, housing, market, and Main Street studies are readily available to send to developers and interested investors.

The City should make digital copies of all plans and studies available through the city's website. Creating a user friendly page will help the city clearly communicate accomplished reports and studies.

Require developers to be licensed contractors.

The City should evaluate the need to establish code for developer requirements. Most cities in Missouri require any person conducting business within the city limits to require a business license. Contractor license requirements help encourage quality developments while fostering accountability. License requirements for contractors and other businesses should be reviewed and issued through a planner, planning service provider, engineering or other qualified professional as designated by the City. The City will need to develop a set of eligible requirements for licensing for approvals and ensure the approved contractors remain in good standing with the city. Some examples of requirements may include providing any applicable licenses, diploma, or GED, be a

LAND USE

certain age, provide proof of insurance and coverages, pass a city examination and post cash bonds with the finance department. Once policy has been created, the approved list of licensed contracts should be made available on the city's website. This allows residents to be knowledgeable about approved contractors to build within the city and ensures there is a level of accountability for the contractors.

GOAL: ENCOURAGE SUSTAINABLE AND EFFICIENT LAND-USES.

Objectives

- Collaborate with partner agencies.
- Establish Planning and Zoning Commission.
- Adopt zoning regulations to promote sustainability and establish resident protections.

Collaborate with partner agencies.

Collaborate with SMCOG for planning and zoning commission

and Board of Alderman public hearing conduct training (Roberts Rules and Sunshine Laws). The city should hold regular trainings for new board member or commissioners. These training should include the rules and responsibilities of members and how to conduct fair and appropriate meetings. Appointments and procedures are laid out in state statutes, however, vague, cities can adopt ordinances for conducting meetings, roles, terms, and publication notices. The city should utilize legal council during proceedings and trainings to ensure compliance with local and state laws. The city can utilize SMCOG's training services to review Roberts Rules of Conduct and information regarding Sunshine Laws.

Establish Planning and Zoning Commission.

This is one of the first steps the city can do to ensure future land developments follow the comprehensive plan. The city should review RSMo Chapter 89 for the appoint procedures laid out in state statutes. The mayor and Board of Alderman can appoint at least five Lockwood residents to the Planning and Zoning Commission

LAND USE

along with the mayor and one appointed board member. The appointment and adoption of the planning and zoning commission should be approved during a public hearing with a recommend 15 days of public advertising. Any legal action and notifications, ordinances, and resolutions should be approved by the city's legal council. After establishing the planning commission, the Board of Alderman should review resolution recommendations from the planning commission for site applications, annexations, major subdivisions, and zoning requests.

Adopt zoning regulations to promote sustainability and establish resident protections.

The city should evaluate potential for the creation of a city planner position to review zoning requests, building permits, business licenses, inspecting and writing the city's planning and zoning codes. A review of the city's current budget and capabilities will be essential to determine position feasibility. The city can also continue to collaborate with SMCOG's on-call planning services

through an Intergovernmental Agreement or contract for services to research, write, and present zoning regulations for adoption. Planning organizations, commissions and planners can write the city's code which is built from the future land use map and comprehensive plan. These regulations help guide development through plans review process and staff reporting to the planning commission and board of alderman relating to topics previously lined out.

IMPLEMENTATION >

IMPLEMENTATION

IMPLEMENTATION

Implementation & Funding

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

Jurisdiction Responsibilities

Local governments have a responsibility to its citizens to preserve and protect the welfare of the community. This includes ensuring public health, safety, general welfare, and development opportunities. The Board of Aldermen along with the Planning and Zoning Commission lead the city for policy adoption and land use decision. This power is granted to cities in Chapter 89 of the Missouri Statutes. MO Rev Stat 89.340. Although most of the identified goals and objectives may require action by City staff

and officials, several other stakeholders play a vital role in the successful implementation of the comprehensive plan.

Board of Aldermen

The Board of Aldermen is the legislative and policy-making body for local government. The board may pass, amend, and remove local laws. The board has the authority to enact and amend zoning regulations after considering the recommendations of the Planning and Zoning Commission. The Board of Aldermen must consider the comprehensive plan when making various policy decisions for the future of Lockwood. While not required by law, it is recommended that the Board of Aldermen also adopt the plan by resolution.

Planning & Zoning Commission

The primary role of the Planning and Zoning Commission is to review land use applications and make recommendations or approvals based on the vision outlined in the comprehensive plan and responsibilities laid out in the city's municipal code.

IMPLEMENTATION

The Planning and Zoning Commission acts as an advisory board by making land use and policy recommendations to the Board of Aldermen.

Economic Development Commission

The primary role of the Economic Development Commission is to promote the economic growth of the City by monitoring economic conditions and making recommendations to the Board of Aldermen.

Park Board

The Advisory Park Board serves as the Park Board for the City.

The primary role of the Advisory Park Board is to provide advice and information to the Mayor and Board of Aldermen regarding the needs and requirements of the City's Park system.

Historic Preservation Commission

The primary role of the Historic commission is to promote the restoration and reuse of historic areas. The commission acts as an

advisor for the other commissions or the board regarding reviews of architectural and engineering plans for restoration projects and design requirements.

Citizens

Private Developers, Residents, and Volunteers Many of the identified goals, objectives, and strategies in this plan rely on the private sector to take shape. Changes in land use, development proposals, and citizen education all require involvement and investment by developers, residents, and/or volunteers. These stakeholders play a crucial role in following through with the implementation of the comprehensive plan in Lockwood. It will be critical for the City to continue building relationships with each of these stakeholder groups. The City should provide these groups with the tools to successfully implement any planning efforts that are not within the city's capacity.

Partners

Partner agencies can also play an important part in implementing

IMPLEMENTATION

the identified goals of the community. Partnerships with other levels of government including other municipal, county, and state government are needed for administration of grants, funding sources, and implementing objectives that involve infrastructure projects. Several other agencies identified in this Plan, including but not limited to SMCOG, OTO, and MoDOT, offer technical expertise and funding resources.

Funding

The City of Lockwood has maintained the general fund balances, which are essential for financing large infrastructure projects. The community's desire for increased services and development will need to be matched by an increase in General Fund Revenue to support new infrastructure and maintenance. Increases in revenue typically come from new taxes or increase in existing taxes. The city may see increases in sales tax revenue through the new retail businesses or expansions. The city could also see increased revenue from the addition of residential and commercial property taxes.



IMPLEMENTATION

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

IMPLEMENTATION

SALES TAX	
State statute allows municipalities to collect several types of sales taxes.	
General Revenue Sales Tax	A general revenue sales tax may be imposed at a rate of 0.50 of a cent, .875 cent or 1 cent.
Utility Tax	A utility tax of 1% upon all sales within the City limits of metered water services, electricity, electrical current and natural, artificial or propane gas, wood, coal or home heating oil for domestic use, .06725% for commercial use and .025% on manufacturing use.
Capital Improvements Sales Tax	This tax may be imposed at a rate of .125, .25, .375 or .50 of 1 cent. Funds generated can be used for the operation or maintenance of a capital improvement and/or the repayment of bonds that financed a capital improvement project
Economic Development Sale Tax	A sales tax of up .50 cent can be used for the purpose acquiring land, installing and improving infrastructure and public facilities that relate to a long-term economic development project.
Transportation Sales Tax RSMo 94.700-94.755	This tax may not exceed .50 cent and is to be used solely for transportation purposes.
Storm Water/Parks Sales Tax	The tax may be used for storm water control, parks, or both. The tax may not exceed .50 of a cent.

IMPLEMENTATION

SALES TAX	
State statute allows municipalities to collect several types of sales taxes.	
Local Use Tax	A local use tax is applied in lieu of the local sales tax on transactions that individuals and businesses conduct with out-of-state vendors, including internet, catalog, and direct market sales. The rate of the use tax is applied at the same rate as the local sales tax
Parks and Recreation Property Tax RSMo 90.010 and 90.500-90.570	Allowable uses for this tax include park acquisition and maintenance with maximum allowed up to two million and requires voter approval and revenue funds be separated out into another fund. A park or pleasure grounds referred to Rs MO 90.010 can be levied as an amount of cent per \$100 and approved by voters
Foundation funding	Varies by program
Crowdfunding	Varies by program
Government Funds	Varies by program and department

IMPLEMENTATION

OTHER REVENUE SOURCES/INCENTIVES	
Business Licensee	Municipalities may charge a fee based on a percentage of gross receipts, number of employees, square footage of a business or a flat rate depending on the type of business.
Liquor License	Municipalities may charge up to one and one-half times the rate charged by the state to license liquor providers.
Municipalities Utility Gross Receipts Taxes	Missouri municipalities may levy a utility tax based on gross receipts, but a few levy the tax by a flat fee arrangement. Five-percent is the most common rate, but many municipalities levy a higher tax. In addition, city-owned utilities often contribute either a percentage of gross receipts or a transfer from the utility fund to the general fund in lieu of taxes.
Special Assessments	Many types of special assessments are levied by boards, districts, and municipalities. Some special assessments are levied for construction or improvement projects administered by the boards, districts, or municipality and these assessments may be for a certain number of years.
Special Business District (SBD)	The SBD is a separate political subdivision of the state that may impose additional property taxes and business license taxes to fund certain public improvements and services within the district.
Community Improvement District (CID)	is a local special taxing district that collects revenue within designated boundaries to pay for special public facilities, improvements, or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the proposed district's boundaries. A CID is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property, and sales taxes.

IMPLEMENTATION

OTHER REVENUE SOURCES/INCENTIVES

Neighborhood Improvement District	is a special taxing district that collects revenue within designated boundaries to help pay for public infrastructure, facilities or other improvements that confer a benefit on property within the district. NIDs are created by election or petition of owners of real property within the proposed district's boundaries and typically generate funding for projects through the sale of municipal revenue bonds backed by the district's special property assessments which may be extended beyond retirement of the bonds to pay for maintenance and upkeep.
Impact Fees	Impact fees are payments required of new development for the purpose of providing new or expanded public capital facilities required to serve that development. The fees typically require cash payments in advance of the completion of development, are based on a methodology and calculation derived from the cost of the facility and the nature and size of the development, and are used to finance improvements offsite of, but to the benefit of the development.
Franchise Fees	A municipality can impose a fee on utility companies that use the public rights-of-way to deliver service. The village can determine the amount, structure, and use of collected franchise fees. Generally, they are structured in two ways: a flat rate per utility account or a percentage of consumption used by each utility account.
Transportation Development Districts	Missouri statutes authorize a city to create transportation development districts (TDDs) encompassing all or a portion of a city. The purpose of TDD is to promote, design, construct, improve, or maintain one or more transportation projects. Funding TDDs is accomplished through an add-on sales or property tax and/or real property special assessments.

IMPLEMENTATION

GRANTS & LOANS	
American Rescue Plan Act (ARPA)	ARPA funds are used to support a community's health, expenditures, and public sector revenues. This funding is aimed at recovery efforts caused by the COVID-19 pandemic.
Community Development Block Grant (CDBG) – Missouri Department of Economic Development	Addresses concerns and issues related to health, safety, and the overall wellbeing of a community. This program also addresses improving local facilities, road networks, senior centers, and community centers.
Section 604(b) Water Quality Management Planning Grant	The Water Quality Management Planning Grant is administered by Missouri Department of Natural Resources (DNR) and is available for Missouri Regional Planning Commissions and Councils of Governments such as SMCOG. This grant aims as sub-awards to assisting RPC and COG's with helping local governments in planning efforts for issues of identifying water pollution, developing/implementing a Source Water Protection Plan, Stormwater Compliance, and the implementation of management programs.
Missouri's Drinking Water Revolving Fund (loans and grants)	Rs MO 640.107. refers to funding opportunities for local governments with a populations less than ten thousand people and when funds are available for public water systems, with 20% available to systems serving less than 3,300 people and 15% for systems serving 3,031-9,999.
The Clean Water State Revolving Fund (CWSRF)	This program is a federal-state partnership that provides communities a permanent, independent source of low-cost financing for a wide range of water quality infrastructure projects.

IMPLEMENTATION

GRANTS & LOANS

Smart Growth Action Grant	The National Association of Realtors offers a Smart Growth Action Grant that supports a range of land-use and transportation-related activities.
Placemaking Grant	The Placemaking Grant's goal is to transform underused or unused public spaces into vibrant gathering places accessible to everyone in a community.
Transportation Alternative Program (TAP)	The transportation alternatives program provides funding for a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities and trails. This program is administered through the Missouri Department of Transportation.
Recreational Trails Program (RTP) – Missouri State Parks	Open to local and state governments, school districts and nonprofit organizations for the purposes of restoration of recreational trails, development of trails, facilities, construction of new trails, acquisitions of easements and properties, and assessing a trails conditions concerning accessibility and maintaining trails.
Community Facilities Direct Loan and Grant Program, US Department of Agriculture	Direct loans and grant opportunities provided through the USDA target the development and maintenance of essential public facilities in rural areas of Missouri.

IMPLEMENTATION

GRANTS & LOANS	
<p>America Walks Community Change Grants</p>	<p>Organizations can seek funding opportunities through this private sector to encourage walkability.</p>
<p>PeopleForBikes Grant</p>	<p><i>PeopleForBikes</i> aims to make bicycling better for everyone and accepts Letters of Interest for its Community Grant Program. Through the annual program, grants of up to \$10,000 will be awarded to important and influential projects that leverage federal funding to build momentum for bicycling in communities across the United States.</p>
<p>Historic Preservation <i>All municipalities and non-profits with a historic preservation mission can apply for Historic Preservation Fund grants; however, only Missouri's Certified Local Governments (CLGs) qualify to compete for 10% of mandated pass-through funding.</i></p>	<p>Local and State level:</p> <ol style="list-style-type: none"> 1. CDBG Special Purpose grants and Planning grants 2. MO State Parks offers grant applications and funding from federal government including the National Register and Survey Grant, Planning and Outreach Grant, Predevelopment (Preconstruction) Grant 3. Missouri Historic Tax Credits <p>Federal Level:</p> <ol style="list-style-type: none"> 1. National Register of Historic Places – up 20% tax credits for rehabilitation costs Historic Preservation Easements – A voluntary legal agreement, typically in the form of a deed, which permanently protects a significant historic property. Perpetual (forever) easements assured the property owner the historic character will be preserved. Donations may allow the owner to be eligible for one or more forms of tax benefits.

IMPLEMENTATION

GRANTS & LOANS

<p>Missouri Main Street Connection (MMSC)</p>	<p>This organization offers matching grant programs, educational trainings, and other services. Main Street is releasing a study involving the impacts of Main Streets and historic preservation in Missouri over the past 10 years.</p> <p>Potential Grant opportunities:</p> <ul style="list-style-type: none"> • Community Empowerment Grant • People Energizing Places (PEP) Grant • Strategic Teams Engaging Places (STEP) Grant
<p>Smart Growth Action Grant</p>	<p>The National Association of Realtors offers a Smart Growth Action Grant that supports a range of land-use and transportation-related activities.</p>
<p>Placemaking Grant</p>	<p>The Placemaking Grant’s goal is to transform underused or unused public spaces into vibrant gathering places accessible to everyone in a community.</p>
<p>Transportation Alternative Program</p>	<p>The transportation alternatives program provides funding for a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities and trails. This program is administered through the Missouri Department of Transportation.</p>
<p>The Clean Water State Revolving Fund (CWSRF)</p>	<p>This program is a federal-state partnership that provides communities a permanent, independent source of low-cost financing for a wide range of water quality infrastructure projects.</p>
<p>Historic Preservation Fund Grants</p>	<p>All municipalities and non-profits with a historic preservation mission can apply for Historic Preservation Fund grants; however, only Missouri’s Certified Local Governments (CLGs) qualify to compete for 10% of mandated pass-through funding.</p>

IMPLEMENTATION

GRANTS & LOANS	
PeopleForBikes Grant	PeopleForBikes aims to make bicycling better for everyone and accepts Letters of Interest for its Community Grant Program. Through the annual program, grants of up to \$10,000 will be awarded to important and influential projects that leverage federal funding to build momentum for bicycling in communities across the United States.

Implementation

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

IMPLEMENTATION MATRIX >

OBJECTIVES	PRIORITY RANK	STRATEGY	RESPONSIBLE ENTITY					EXISTING FUNDING	POTENTIAL FUNDING	Completion Status (MM/YYYY) / ORD #
			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff			
PUBLIC FACILITIES & SERVICES										
Goal: Provide community support, security, and safety										
Continue to collaborate with the County Sheriff and Fire district to ensure sufficient services.	H	Explore grant funding opportunities from the Department of Justice (www.justice.gov/grants) to fund and appoint a police chief.	x				x	General Fund	Grants	
		Ensure the Fire and Police are in connection with the neighborhood watch program.	x		x		x	N/A	N/A	
		Evaluate the opportunity to fund a Lockwood Police chief.	x				x	General Fund	Grants	
Evaluate potential costs to establish a Lockwood Police department.	H	Review contract services agreement with Dade County.	x		x		x	General Fund	Grants	
		Explore funding law enforcement essential equipment (vehicles, self-defense gear, training, fees associated with courts and violations).	x		x		x	N/A	N/A	
Assist residents in the creation of volunteer-based public services (i.e Neighborhood Watch)	H	Help residents organize a neighborhood watch committee.	x		x	x	x	N/A	N/A	
		Aid committee with contacting and setting up a meeting with local law enforcement for education on neighborhood watch.	x			x	x	N/A	N/A	
		Assist residents in developing an action plan for communication and awareness.	x		x	x	x	N/A	N/A	
		Join a neighborhood watch organization such as the National Neighborhood Watch, A Division of the National Sheriffs' Association (nnw.org), to help aid in the program development and continuation of community safety.	x			x	x	N/A	Grants	

OBJECTIVES	PRIORITY RANK	STRATEGY	RESPONSIBLE ENTITY					EXISTING FUNDING	POTENTIAL FUNDING	Completion Status (MM/YYYY) / ORD #	
			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff				
Goal: Maintain and expand public services and community facilities to promote public health											
Adopt and implement a Master Parks and Recreation plan.	M	Conduct a feasibility study and evaluate existing conditions.	x			x	x	General Fund	Grants		
		Engage the public and key stakeholders	x	x		x	x	N/A	N/A		
		Analyze findings and align the focus of the plan with public opinion to establish a strategic framework		x		x	x	N/A	N/A		
		Collaborate with regional partners and SMCOG to ensure the development of the plan and priority of actions.	x	x	x		x	General Fund	N/A		
Expand and modernize broadband and technology systems.	M	Identify existing broadband access through existing studies, resident surveys, and available devices.			x	x	x	General Fund	Grants		
		Expand broadband access t to satisfy all educational, telehealth, employment, residential, and local business needs.	x	x		x	x	General Fund	Grants		
		Maintain broadband records by tracking current accessibility and success of coverage after improvements.				x	x	N/A	N/A		
Explore opportunities to enhance community health through indoor and outdoor recreational activities and programs.	M	Identify possible vacant land for the development of new community facilities (ex. Parks, pocket parks, urban space, community gardens, community center, etc.)		x	x	x	x	N/A	N/A		
		Continue to improve bicycle and pedestrian infrastructure that ties into both local and regional trail networks, sidewalks, and bike lanes to encourage a safer and more accessible alternative transportation system.		x	x		x	General Fund; Parks/ Stormwater Sales Tax; Streets Tax	Parks/ Stormwater Sales Tax; Grants; Private Donations		
Prioritize maintenance of current community facilities and public services.	M	Hold public workshops to discover the community's desires for future facilities development.		x		x	x	N/A	N/A		
		Maintain and improve existing parks and the golf course.		x			x	General Fund; Parks/ Stormwater Sales Tax	Parks/ Stormwater Sales Tax; Grants; Private Donations		
		Conduct a Master Golf Course Plan.	x	x	x			General Fund; Parks/ Stormwater Sales Tax	Parks/ Stormwater Sales Tax; Grants; Private Donations		
		Explore grant opportunities available through LWCF, T-Mobile, Cliff Bar, and TAP.		x	x		x	N/A	Grants		
		Evaluate potential to apply for a community facilities direct loan & grant program – Rural Development, U.S. Department of Agriculture.				x		x	N/A	Grants	
		Ensure all recreational facilities are compliant with American Disabilities Act (ADA).		x				x	General Fund	Capital Improvement Sales Tax	

OBJECTIVES	PRIORITY RANK	STRATEGY	RESPONSIBLE ENTITY					EXISTING FUNDING	POTENTIAL FUNDING	Completion Status (MM/YYYY) / ORD #
			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff			
Goal: Plan, Fund, and construct infrastructure improvements										
Adopt a Master Infrastructure plan to assist in the planning and development of all utilities, stormwater, wastewater, green infrastructure, streets, and lighting.	M	Conduct a feasibility study to determine existing conditions.	x	x	x	x	x	General Fund	Parks/ Stormwater Sales Tax; Grants; Capital Improvement Sales Tax	
		Develop a strategic framework that best represents the city and its residents.		x		x	x	N/A	N/A	
		Adopt and implement green infrastructure and stormwater best management practices.	x	x			x	N/A	Parks/ Stormwater Sales Tax; Grants; Capital Improvement Sales Tax	
		Research guidance for green infrastructure and stormwater management to reduce community impacts, watersheds, ecosystems, improve water quality and extend the lifespan of infrastructure through resources provided by EPA and the Global Designing Cities Initiative.		x	x		x	N/A	N/A	
		Adopt and implement underground utility design guidelines.	x	x	x		x	N/A	Parks/ Stormwater Sales Tax; Grants; Capital Improvement Sales Tax	
		Adopt and implement city lighting and new technologies to reduce energy consumption, light pollution, enhance sense of place and aesthetics.	x	x	x		x	N/A	Parks/ Stormwater Sales Tax; Grants; Capital Improvement Sales Tax	
Prioritize maintenance and improvements at critical areas to expand curb and guttering to minimize stormwater runoff.	M	Establish a timeline for projects and planning to be completed before funding and grants become available.					x	N/A	N/A	
		Conduct cost estimates and budget for capital improvement projects.	x		x		x	N/A	Capital Improvements Sales Tax	
Explore funding options to implement identified improvements.	M	Collaborate with regional planning commission SMCOG and local partners to determine funding sources per project.	x	x	x	x	x	N/A	N/A	
		Apply for grant and grant/loan combination, through EPA or other federal organizations, to maintain and improve stormwater infrastructure (ex. Sewer Overflow and Stormwater Reuse Municipal Grants Program).			x		x	N/A	N/A	
		Research CDBG funds for General Infrastructure to manage stormwater.					x	N/A	N/A	
		Review current utility rates and adjust rates to ensure rates sufficiently pay for maintenance and improvements to provide efficient services.	x				x	N/A	Grants	

OBJECTIVES	PRIORITY RANK	STRATEGY	RESPONSIBLE ENTITY					EXISTING FUNDING	POTENTIAL FUNDING	Completion Status (MM/ YYYY) / ORD #
			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff			
HOUSING										
Goal: Preserve small-town identity, while fostering new development.										
Adopt and implement a plans review process.	M	Reach out to SMCOG for potential on-call planning and building inspector services			x		x	N/A	N/A	
		Create a building permit for new construction, reconstruction, or remodel application and assess fees based on a percentage of construction costs and impacts on existing infrastructure.	x	x			x	N/A	N/A	
		Review building, business licenses, and zoning permits for code compliance.		x	x		x	N/A	Permit Fees	
		Adopt policy to require the planning and zoning commission to provide recommendations for new subdivision requests.	x	x				N/A	N/A	
Maintain digital information on infrastructure and utility capacities including any future planned developments or infrastructure updates.	M	Work with partner agencies and non-profits, SMCOG, and Missouri State University to create GIS files and data on current infrastructure locations.		x	x		x	N/A	N/A	
		Create downloadable maps, graphics, and information on the city's website for public use.					x	N/A	N/A	
Goal: Increase housing opportunities along Main Street and adjacent properties.										
Encourage adaptive reuse of historic buildings.	L	Help property owners identify funding options and rehabilitation loan programs for multi-family housing and historic preservation.		x		x	x	N/A	Grants; Loans	
		Identify historic and vacant structures and implement policies to preserve architecture, history, and culture through adaptive reuse into mixed-use buildings.		x			x	N/A	Grants	
		Establish relationships and communication efforts with Main Street property owners to identify housing opportunity issues.		x		x	x	N/A	N/A	
Promote Main Street buildings for restoration and residential opportunities.	L	Evaluate the potential for offering funding incentives by the city.	x	x			x	N/A	N/A	
		Conduct a Main Street corridor planning study.		x	x		x	General Fund	Grants	
Goal: Diversify housing stock to encourage a variety of housing types and attainable units.										
Require neighborhood amenities for new subdivision developments.	L	Adopt zoning and subdivision regulations for new developments to provide a percentage of the land for green space, parks, trails, etc.	x	x			x	N/A	N/A	
		Adopt policy with the intent to encourage a variety of housing structure types such as duplexes, Triplex, quadplex, ADUs, alley way homes etc	x	x			x	N/A	N/A	
Adopt code to allow for high-density residential units.	L	Adopt high-density residential district regulations, increasing the number of dwelling units per acre near major corridors and activity centers.	x	x			x	N/A	N/A	

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			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff			
Goal: Improve and maintain the quality of existing homes and neighborhoods.										
Formally adopt property maintenance codes.	H	Adopt the International Property Maintenance code regulations (IMPC), policies and procedures.	x	x				General Fund	N/A	
		Certify a code enforcement officer.	x	x			x	General Fund	N/A	
		Enforce codes per property and establish a user-friendly phone complaint system and record keeping such as on the city website or ESRI mobile apps.		x			x	General Fund	N/A	
		Reevaluate and revise property maintenance codes bi-annually as needed.	x	x				N/A	N/A	
Encourage renovation and development of dilapidated housing stock to provide attainable and accessible units.	H	Apply for CDBG's Demolition grant for dilapidated buildings in cooperation with SMCOG grants administration.		x	x		x	N/A	N/A	
		Create a revolving loan program to update homes to become energy efficient and up to building code compliance.	x	x			x	General Fund	Grants; Loans	
Encourage partnerships with urban renewal organizations (Habitat for Humanity).	H	Reach out to organization to determine feasibility and processes to help restore the community.		x	x		x	N/A	N/A	
Encourage infill development of vacant properties.	H	Educate developers on the location of vacant properties with existing infrastructure.		x		x	x	N/A	N/A	
		Conduct a housing needs assessment.	x	x	x		General Fund	Grants		
		Conduct a Housing Market Study.	x	x	x		General Fund	Grants		
		Encourage developers to use properties within city limits before the annexation of new land.	x	x		x	x	N/A	N/A	
Implement a rental property inspection program.	H	Research surrounding area and city policies for guidance.		x			x	N/A	N/A	
		Hold public meetings to gage the community opinion, issues, and concerns the public is facing.		x		x	x	N/A	N/A	
		Require rental properties to be licensed and pay permit fees and taxes.	x	x			x	N/A	Permit Fees	
		Adopt a site inspection policy.	x	x			x	N/A	N/A	
		Appoint, contract, or hire a property inspector.	x	x			x	General Fund	Grants	
		Educate landlords and future rental property owners on policy and requirements for inspections.		x		x	x	N/A	N/A	

OBJECTIVES	PRIORITY RANK	STRATEGY	RESPONSIBLE ENTITY					EXISTING FUNDING	POTENTIAL FUNDING	Completion Status (MM/YYYY) / ORD #
			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff			
ECONOMIC DEVELOPMENT										
Goal: Continue to support existing businesses and entrepreneurs within the community.										
Promote communication between the city and business owners regarding economic development plans.	H	Create an economic development page to advertise and promote a business directory.		x			x	N/A	N/A	
		Award and recognize businesses for outstanding contributions to the community.	x	x		x	N/A	N/A		
		Hold a yearly summit for the city and businesses to strengthen the relationship between the city and businesses.	x	x		x	N/A	N/A		
Assist small businesses and entrepreneurs with economic development programs such as the SBA, DED's resources for startups and small businesses, and business specialists.	H	Create a one-source stop to include links to resources such as the SBA, EDA, and DED's resources for startups and small businesses, and business specialists.		x			x	N/A	N/A	
		Consider offering tax incentives on the property or maximum credit per time frame for each job created.	x	x			General Fund	Grants; Loans		
		Consider offering financial incentives in the forms of low-cost loans, city grants, and low-interest or interest-free loans for expansions and startups.	x	x			General Fund	Grants; Loans		
		Consider offering technical and educational trainings.	x	x		x	General Fund	Grants		
		Consider offering a fast-tracked permitting process for new and expanding businesses.	x	x		x	N/A	N/A		
Utilize economic development organizations to promote local business development. (Chamber of Commerce, Missouri Partnership, etc).	H	Collaborate with the Chamber and continue to be members to promote Lockwood as an active community wanting economic development.	x	x			x	N/A	N/A	
Goal: Attract new businesses and entrepreneurs through opportunity, incentives, and communication.										
Establish relationships and communication with businesses from the surrounding area.		Create a list of permitted uses in zoning regulations by zone district.		x				N/A	N/A	
		Implement a business license review process to ensure use is permitted in the applicable zoning district.	x	x		x	N/A	N/A		
		Communicate with businesses to identify needs and interests to operate businesses in Lockwood.		x		x	N/A	N/A		
Identify and create suitable areas for vendors, food trucks, and farmer's markets.	M	Create a fenced-in food truck court at the golf course.		x			x	General Fund	N/A	
		Identify potential areas near Main Street for a farmer's park.		x			x	N/A	N/A	

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			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff			
Aid current and future local businesses in applying for state, federal, and other potential funding sources.	M	Consider reviewing options for dedicated economic development funding through the general fund.	x	x				General Fund	Grants	
		Research and aid in resource support for state-targeted funding and federal funding through EDA, SBA, HUD, and CDBG.		x	x		x	N/A	N/A	
Use incentives to entice quality businesses and new development that align with the community vision.	M	Consider offering financial incentives in the form of low-cost loans, city grants, and low-interest or interest-free loans for the redevelopment of dilapidated buildings and vacant lots along primary and secondary corridors.	x	x				General Fund	Grants; Loans	
		Evaluate the potential for the establishment of Enhanced Enterprise Zones (EEZ) through the DED's application.		x			x	General Fund	Grants	
Goal: Identify potential land for commercial uses along primary and secondary corridors.										
Ensure new development is coordinated with future land-use plan.	L	Present the future land use map, approved permit, and all other pertinent information during public hearing for zoning or special/conditional use permits.		x	x		x	N/A	N/A	
Zone properties for commercial uses adjacent to Main Street and US 160.	L	Define and create a Main Street zoning District.	x	x	x		x	N/A	N/A	
		Publicly advertise from 185 feet from the properties being zoned in the local newspaper of the time, date, and location of the Planning and zoning commission		x	x		x	General Fund	Permit Fees	
		Include property legal descriptions in public advertising, resolutions, and ordinances.	x	x	x	x	x	N/A	Permit Fees	
		Send property owners a letter notifying the proposed zoning for their properties during initial city wide zoning.		x			x	General Fund	N/A	

OBJECTIVES	PRIORITY RANK	STRATEGY	RESPONSIBLE ENTITY					EXISTING FUNDING	POTENTIAL FUNDING	Completion Status (MM/YYYY) / ORD #	
			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff				
TRANSPORTATION											
Goal: Improve and maintain current transportation system											
Adopt a Master Transportation Plan to assist in the planning and development of future roads and streets.	L	Conduct a feasibility study to determine existing street conditions and carrying capacities		x				x	General Fund; Parks/ Stormwater/ Streets Sales Tax; Streets Tax	Grants; Transportation Tax	
		Develop a strategic framework that best represents the users of the transportation network and their needs.		x			x	x	N/A	N/A	
		Develop a street maintenance and improvement program and schedule.						x	General Fund; Parks/ Stormwater/ Streets Sales Tax; Streets Tax	Grants; Capital Improvement Sales Tax	
		Prioritize maintenance of an existing road to improve current conditions.						x	General Fund; Parks/ Stormwater/ Streets Sales Tax; Streets Tax	Grants; Capital Improvement Sales Tax	
Maintain local traffic safety and maximize carrying capacities.	L	Identify areas for street calming measures particularly areas with excessive speeding and accidents.					x	x	x	General Fund; Parks/ Stormwater/ Streets Sales Tax; Streets Tax	Grants; Transportation Tax
		Work with local agencies such as MoDOT, Dade County Sheriff, and SMOG to perform traffic counts.		x		x			x	General Fund; Parks/ Stormwater/ Streets Sales Tax; Streets Tax	Grants

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			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff				
Ensure transportation improvements and expansions support future growth of the community.	M	Work with MoDOT to determine potential impacts of a traffic signal at the junction of US160 and MO-97.		x	x			x	General Fund; Parks/ Stormwater/ Streets Sales Tax; Streets Tax	Grants; Transportation Tax	
		Require developers to pay for or install infrastructure and perform necessary studies such as traffic or impact studies.	x	x				N/A	N/A		
		Perform a Main Street Corridor study.	x	x	x	x		General Fund; Parks/ Stormwater/ Streets Sales Tax; Streets Tax	Grants; Economic Development Sale Tax		
		Adopt street design policy guidelines to incorporate solar street lighting, landscaping, bulbous, crosswalks, and other street calming methods.	x	x				N/A	N/A		
		Adopt street tree policy to include the plantings of Missouri native canopy trees in the right-of-way and in the front yard of new developments, specifically for the purpose of layering plantings to reduce carbon, particulate, noise pollution, and beautification.	x	x				x	N/A	N/A	
		Evaluate potential of gaining right-of-way jurisdiction from MoDOT along Main Street	x					x	N/A	N/A	
Goal: Provide accessible multimodal transportation (trails, sidewalks, cycling, street safety)											
Develop an interconnected sidewalk and complete street network.	L	Adopt complete streets policy through zoning regulations and ordinances.	x	x				x	N/A	N/A	
		Identify key intersections to implement four-way stops and crosswalks.			x	x		x	General Fund; Street Tax	Grants	
Encourage and incentivize the implementation of EV charging stations.	L	Work with MoDOT and other agencies to gain permission to install EV stations along Main Street right-of-way.		x	x			x	General Fund; Street Tax	Grants	
		Explore grant opportunities through DNR, MoDOT, and sustainable organizations for EV funding.		x	x			x	N/A	Grants	
Review opportunities to connect to regional trails.	L	Communicate future transportation improvements to residents and commercial business owners.			x			x	N/A	N/A	
		Collaborate with Dade County Commission to establish a regional trail.	x	x	x			x	N/A	Grants	
		Collaborate with MoDOT to acquire trail signage and cycling awareness along state maintained roads after a trail has been approved through the county and City of Lockwood.	x	x	x			x	N/A	N/A	

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			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff			
LAND USE										
Goal: Protect and preserve small-town qualities.										
Encourage development where infrastructure already exists.	H	When new development proposals occur guide developers to vacant and dilapidated buildings for reuse.		x		x	x	N/A	N/A	
		Provide developers with current infrastructure system specifications and locations and hook requirements.					x	N/A	N/A	
Identify areas for potential future annexations which align the future land use map and community desires.	H	Review and reevaluate current annexation policy and procedures.	x	x			x	N/A	N/A	
		Annex island parcels surrounded by three or more sides of Lockwood city limits.	x	x				N/A	N/A	
		Ensure annexation applications include the applicant's specific request with a letter of intent.		x			x	N/A	N/A	
Enhance historic Main Street.	H	Define the Main Street area and evaluate the feasibility of implementing a Community Improvement District (CID).		x			x	N/A	N/A	
		Adopt a policy for Main Street façade design and development regulations with community input.		x		x	x	N/A	Grants; CID	
		Adopt and amend the code to allow for outdoor seating and sales.	x	x				N/A	N/A	
		Adopt ordinance for the appointment and establishment of a historic preservation district and commissioners	x	x				N/A	N/A	
		Encourage adaptive reuse of historic structures and mixed-use developments.	x	x			x	General Fund	Grants; CID	
		Evaluate potential funding and tax incentives through Historic Preservation Grant Funds.	x		x		x	General Fund	Grants	
Support the development of attainable multi-family housing units adjacent to commercial uses.	M	Offer funding opportunities and education for rehabilitation loans, Section 8 qualifications, and historic preservation.	x				x	General Fund	Grants	
Attract quality residential and commercial development.	H	Work with developers through a smooth permitting process and encourage communication.		x			x	N/A	N/A	
		Ensure the comprehensive plan, housing, market, and Main Street studies are readily available to send to developers and interested investors.					x	N/A	N/A	
		Require developers to be licensed contractors.	x	x			x	N/A	N/A	
		Adopt policy and assign zoning districts, permitted building types, uses, and all other pertaining regulations.	x	x				N/A	N/A	
		Work with local arborists and Missouri department of Agriculture to conduct a tree inventory.			x		x	General Fund	Grants	
		Apply to Tree City USA.			x		x	N/A	N/A	

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			City Council	Planning and Zoning Commission	Partner Agencies	Private Developers, Residents, Volunteers	City Staff			
Goal: Encourage sustainable and efficient land-uses.										
Collaborate with partner agencies.	L	Collaborate with SMCOG for planning and zoning commission and Board of Alderman public hearing conduct training (Roberts Rules and Sunshine Laws)	x	x	x		x	General Fund	N/A	
		Track the city's progress in completing goals and objectives and conduct a bi-annual audit.		x	x		x	N/A	N/A	
		Conduct a comprehensive plan update by 2028	x	x	x			General Fund	Grants	
		Conduct a new comprehensive plan by 2042.	x	x	x			General Fund	Grants	
Establish Planning and Zoning Commission.	L	The Board to appoint at least five Lockwood residents to the Planning and Zoning Commission	x	x		x		N/A	N/A	
		Approve ordinances establishing the P&Z commission.	x				x	N/A	N/A	
		The Board of Alderman should review resolutions and review commission recommendations for site applications, annexations, and zoning change requests.	x				x	N/A	N/A	
Adopt zoning regulations to promote sustainability and establish resident protections.	L	Collaborate with SMCOG through an Intergovernmental Agreement or contract for services to research, write, and present zoning regulations for adoption.	x	x	x		x	General Fund	Grants	
		Contract for on-call planning services to continue to amend and implement zoning codes as needed.	x	x			x	General Fund	Grants	
		Hire a planner for the review of permits, business licenses, and subdivision applications.	x				x	General Fund	N/A	
		Adopt a policy for landscaping requirements to be in compliance with the American National Standards Institute (ANSI) publication A300.	x	x				N/A	N/A	

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APPENDIX A:
*COMMUNITY SURVEY,
OPEN HOUSE MATERIALS*

APPENDIX A: COMMUNITY SURVEY

City of Lockwood Comprehensive Plan

192

Responses

27:05

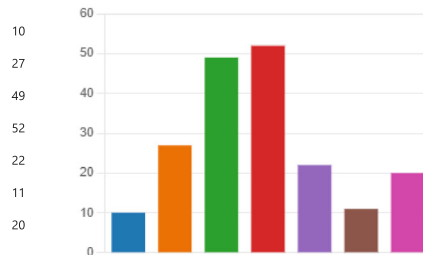
Average time to complete

Closed

Status

1. What is your age?

- under 18
- 18-29
- 30-39
- 40-49
- 50-59
- 60-64
- 65+ years



2. What is your gender? (Put N/A if you do not wish to disclose)

192

Responses

Latest Responses

"Male"

"Male"

"Male"

120 respondents (63%) answered **Female** for this question.

m **Female**

3. What do you enjoy most about Lockwood?

192

Responses

Latest Responses

"Friendly town"

"Small town life style and golf course "

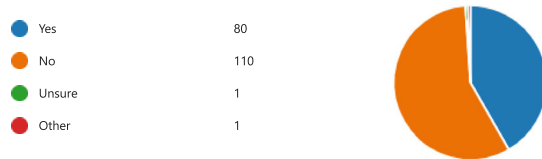
"The community backing support"

62 respondents (32%) answered **community** for this question.

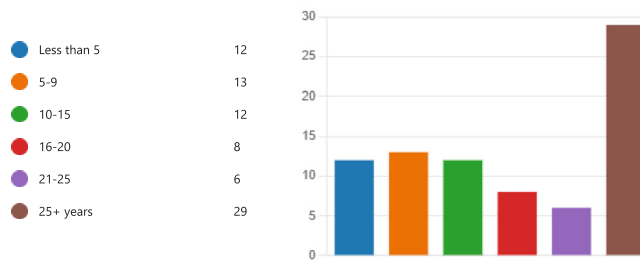
pride the community town and quiet local businesses
 sense of community Community support Small town
 Town community **community** businesses Tig
 community closeness town values Main Street golf course small b
 safe community small community friendly community town atmosphere Community invi

APPENDIX A: COMMUNITY SURVEY

4. Do you live within the boundaries of Lockwood? (See reference map above)



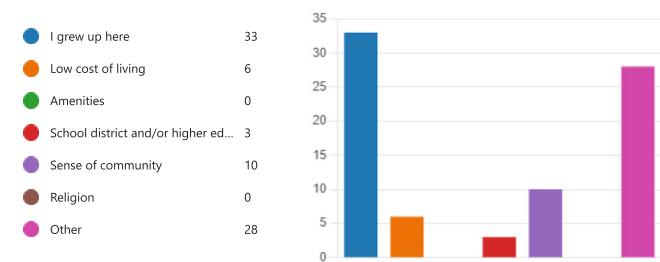
5. In terms of years, how long have you lived in Lockwood?



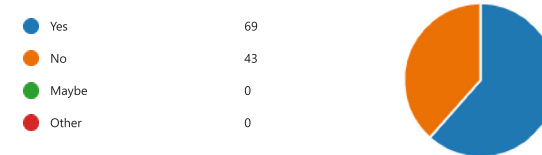
6. Where do you live in Lockwood?



7. Why did you choose to live in Lockwood?



8. Do you live within the Lockwood School district?



APPENDIX A: COMMUNITY SURVEY

9. What would convince you to move to Lockwood?

112 Responses

Latest Responses

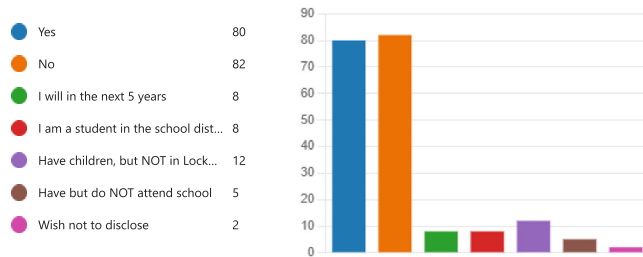
"Won't move to town, I am happy in the country"
 "Nothing really, roots are in a different location."

Update

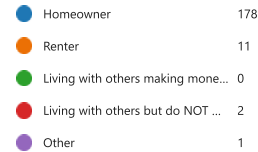
12 respondents (11%) answered **Job** for this question.



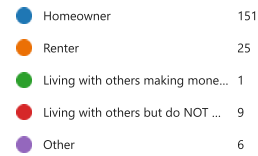
10. Do you have any children or dependents in the Lockwood School district?



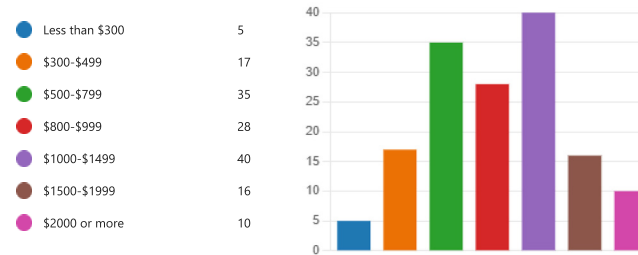
11. What is your ideal living situation?



12. Which living situation best applies to you?

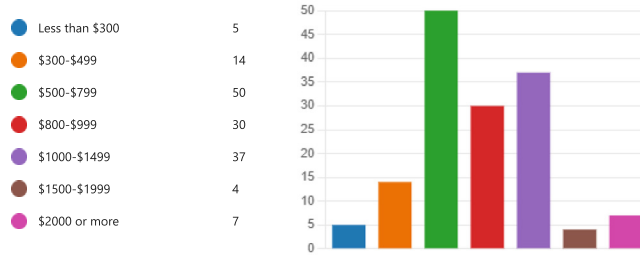


13. As a homeowner, in terms of monthly housing costs, what is your current monthly contribution for housing? (Includes all expenses such as utilities, mortgage, insurance, fees, taxes)

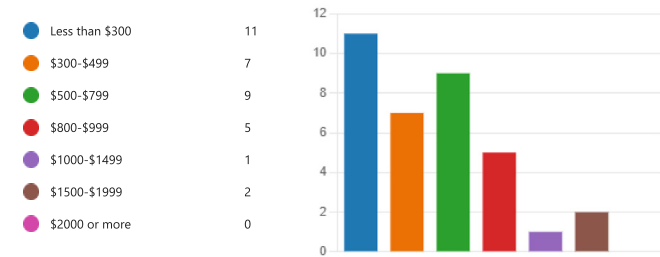


APPENDIX A: COMMUNITY SURVEY

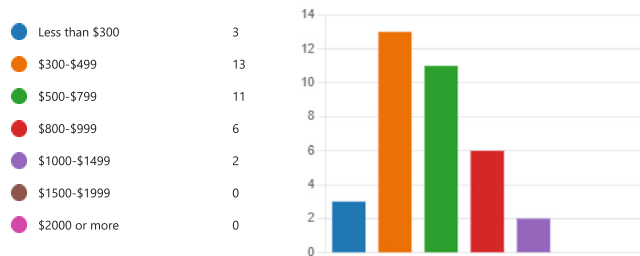
14. As a homeowner, in terms of monthly housing costs, what do you consider affordable? (Includes all expenses such as utilities, mortgage, insurance, fees, taxes)



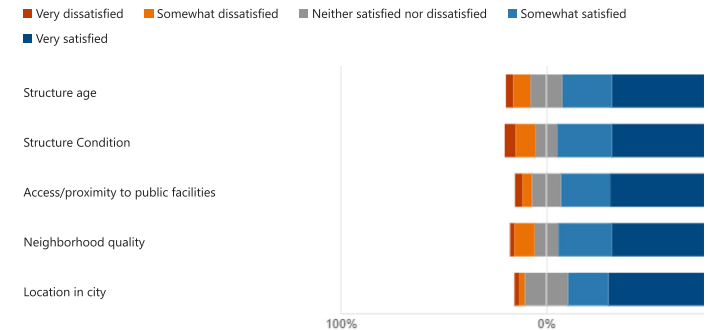
16. As a renter or living with others, in terms of monthly housing costs, what is your current monthly contribution for housing? (Includes all expenses such as utilities, rent, insurance, fees, taxes)



15. As a renter or living with others, in terms of monthly housing costs, what do you consider affordable? (Includes all expenses such as utilities, rent, insurance, fees, taxes)

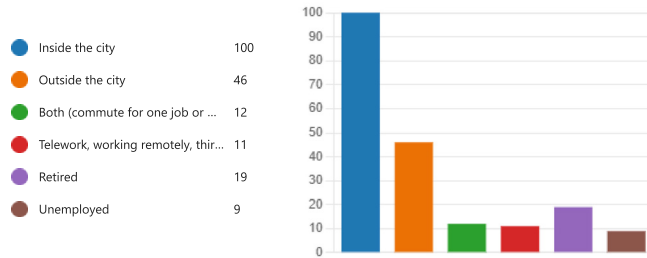


17. How satisfied are you with your housing situation in terms of:

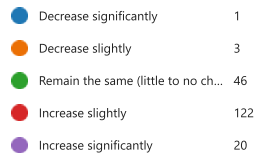


APPENDIX A: COMMUNITY SURVEY

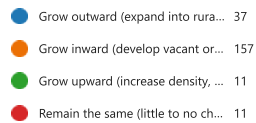
18. In relation to your living situation, where do you work?



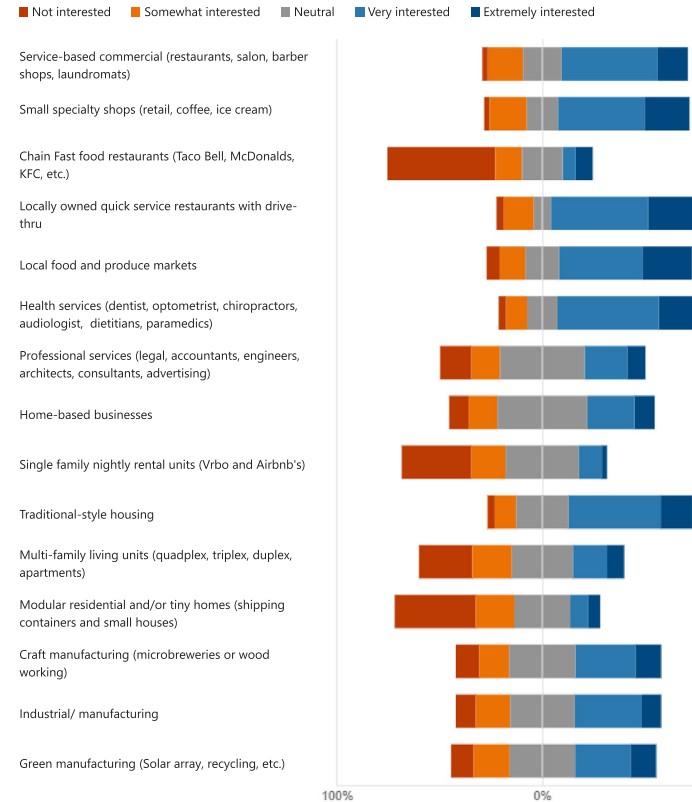
19. What do you feel would be the ideal population of Lockwood in 20 years?



20. How would you like to see Lockwood grow in the next 20 years?

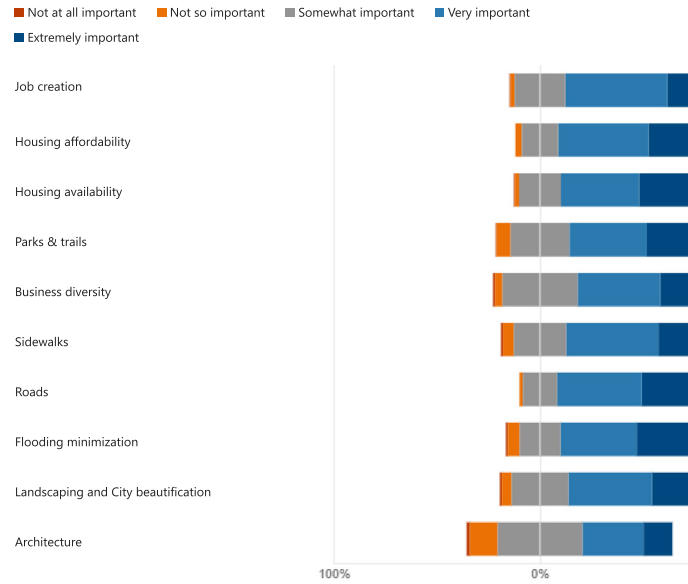


21. What new development, if any, would you be interested in seeing in Lockwood?

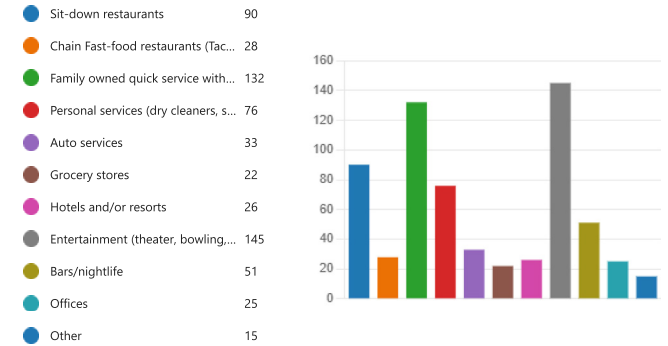


APPENDIX A: COMMUNITY SURVEY

22. In terms of new development, how important are the following topics to you?

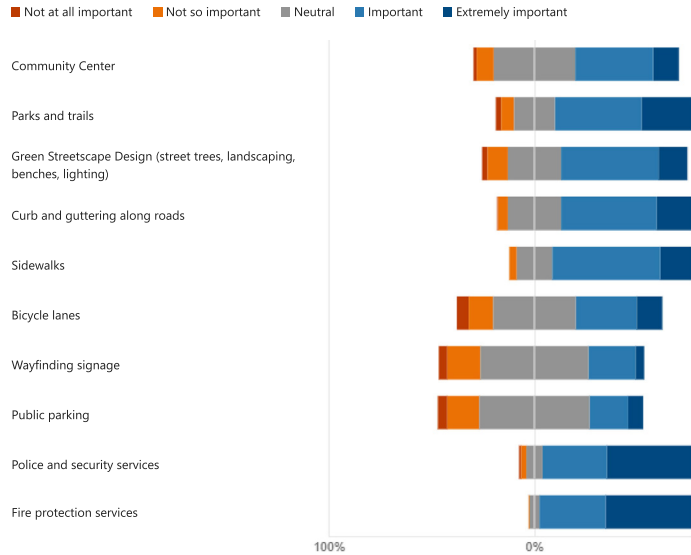


23. Which types of commercial development do you feel the city is lacking in? (Select all that apply)

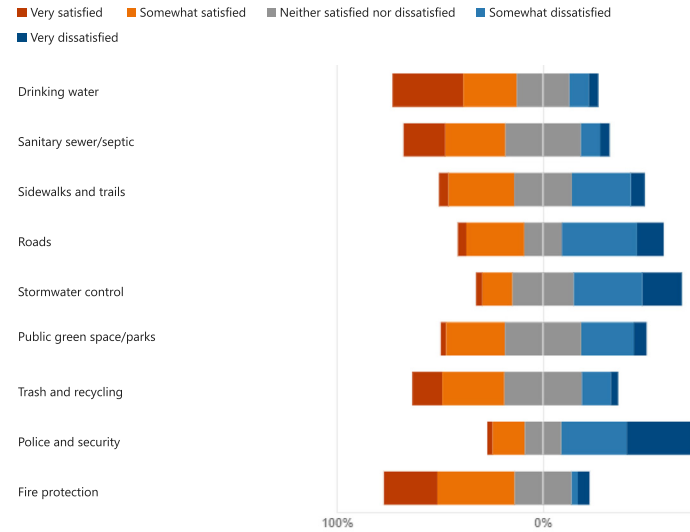


APPENDIX A: COMMUNITY SURVEY

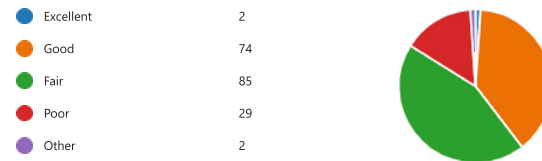
24. In terms of new public facilities and services, how important are the following to you?



25. How satisfied are you with infrastructure and services offered within Lockwood?



26. Overall, how would you rate the physical condition of ALL the City parks you have visited?



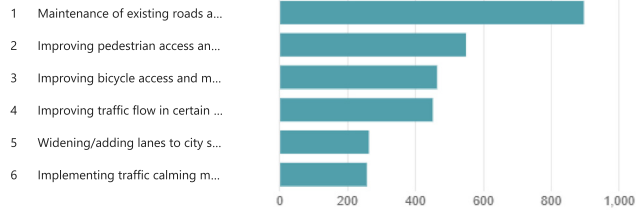
APPENDIX A: COMMUNITY SURVEY

27. How would you rate the overall quality of the city's recreation or sports programs that you and members of your household have participated in?

Excellent	32
Good	101
Fair	45
Poor	6
Other	8

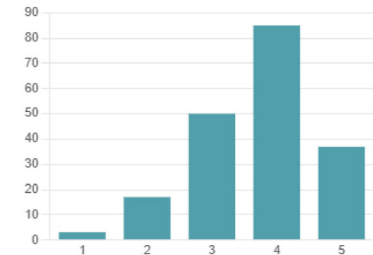


28. Rank Lockwood's transportation issues from highest priority to least priority, with 1 at the top having highest priority (Hover over the option and click the arrows to move up and down)



29. In terms of safety and overall comfort, please rank the city's walkability out of 5? (1 being NOT safe and 5 being VERY safe)

3.71
Average Rating



30. How important is the revitalization and architecture styles of Main Street to you?

Extremely important	72
Somewhat important	79
Neutral	30
Somewhat unimportant	7
Extremely unimportant	4



APPENDIX A: COMMUNITY SURVEY

31. What types of businesses would you like to see on Main Street? [write responses]

140
Responses

Latest Responses
 "Wide variety "
 "Restaurants "
 "Sports bars "

[Update](#)

24 respondents (17%) answered **restaurants** for this question.



32. What would be your vision for Main Street in the next 20 years? (Can be examples of other destinations, landscaping, street trees, types of signage, visual appearance, and uses)

192
Responses

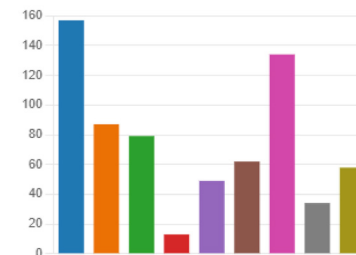
Latest Responses
 "Restored "
 "Visual land scaping "
 "NA"

32 respondents (17%) answered **business** for this question.



33. Please check ALL the ways how would you like for the City to communicate with you?

- Social media (Facebook, Snapch... 157
- Newspaper/articles 87
- Flyers/posters at Public Facilities... 79
- Radio 13
- US Mail 49
- Email 62
- Lockwood City Website 134
- Newspaper advertisements 34
- Text message/SMS 58



APPENDIX A: COMMUNITY SURVEY

34. Do you have any other comments or suggestions?

87

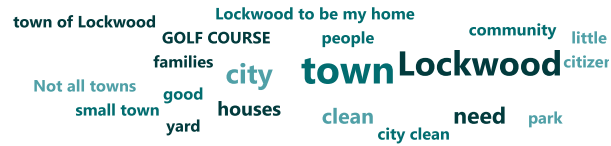
Responses

Latest Responses

"I appreciate the effort council is putting out to move the town ..."

[Update](#)

18 respondents (21%) answered **town** for this question.



APPENDIX A: GOALS AND OBJECTIVES PRIORITIZATION SURVEY

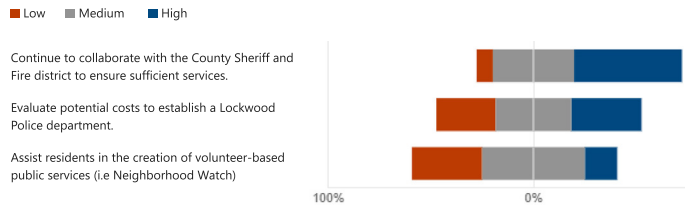
Lockwood Comprehensive Plan Goals & Objectives Prioritization Survey

38
Responses

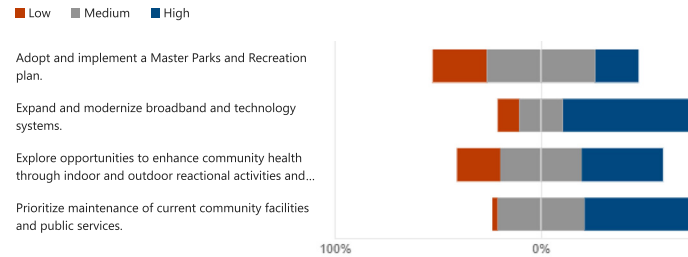
19:02
Average time to complete

Closed
Status

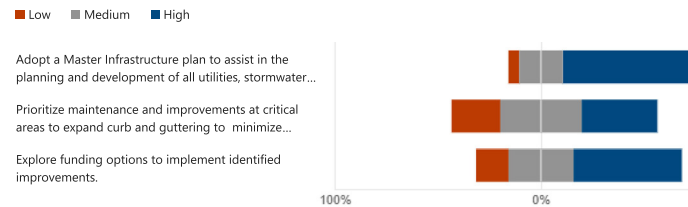
1. Goal: Provide community support, security, and safety



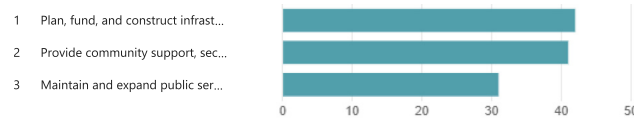
2. Goal: Maintain and expand public services and community facilities to promote public health



3. Goal: Plan, Fund, and construct infrastructure improvements



4. Rank the following goals related to public facilities and services in order of importance. (Top, having highest importance, bottom being of least importance)



APPENDIX A: GOALS AND OBJECTIVES PRIORITIZATION SURVEY

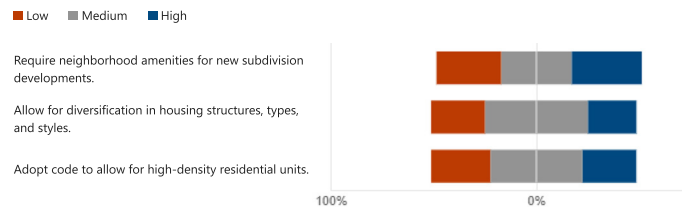
5. Goal: Preserve small-town identity, while fostering new development.



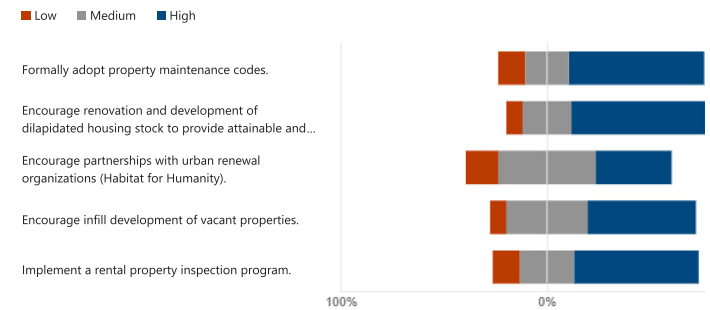
6. Goal: Increase housing opportunities along Main Street and adjacent properties.



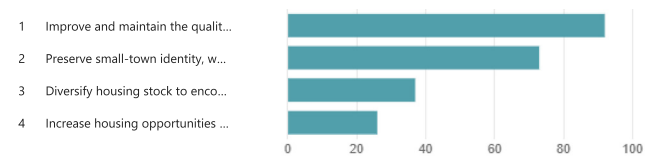
7. Goal: Diversify housing stock to encourage a variety of housing types and attainable units.



8. Goal: Improve and maintain the quality of existing homes and neighborhoods.

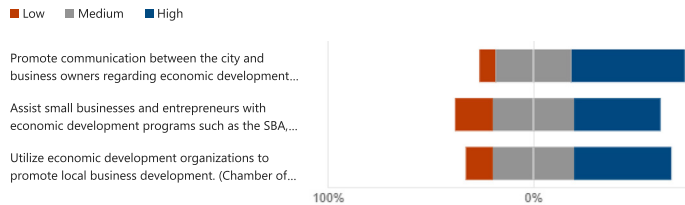


9. Rank the following goals related to housing in order of importance. (Top, having highest importance, bottom being of least importance)



APPENDIX A: GOALS AND OBJECTIVES PRIORITIZATION SURVEY

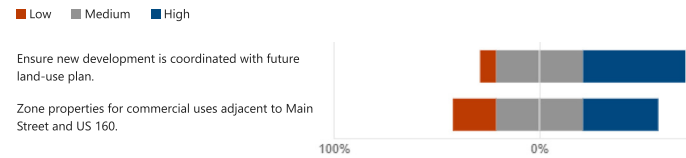
10. Goal: Continue to support existing businesses and entrepreneurs within the community.



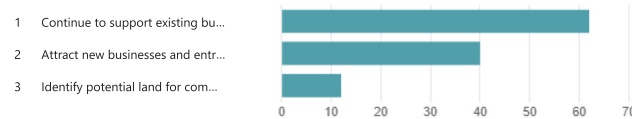
11. Goal: Attract new businesses and entrepreneurs through opportunity, incentives, and communication.



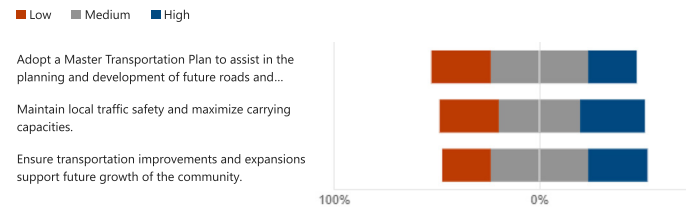
12. Goal: Identify potential land for commercial uses along primary and secondary corridors.



13. Rank the following goals related to economic development in order of importance. (Top, having highest importance, bottom being of least importance)

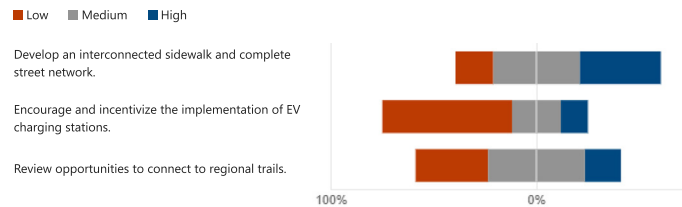


14. Goal: Improve and maintain current transportation system

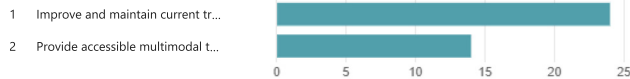


APPENDIX A: GOALS AND OBJECTIVES PRIORITIZATION SURVEY

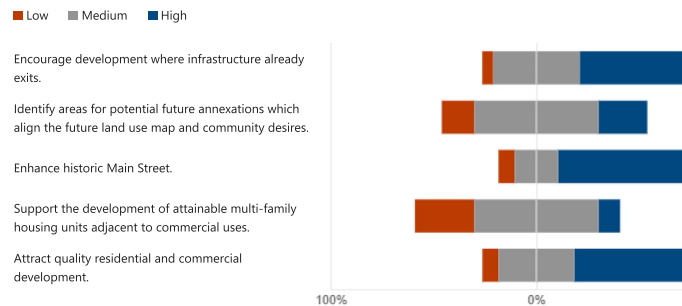
15. Goal: Provide accessible multimodal transportation (trails, sidewalks, cycling, street safety)



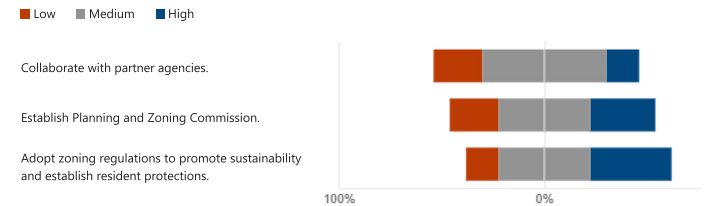
16. Rank the following goals related to transportation in order of importance. (Top, having highest importance, bottom being of least importance)



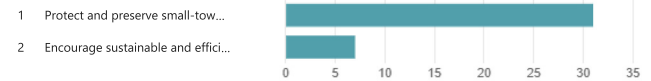
17. Goal: Protect and preserve small-town qualities.



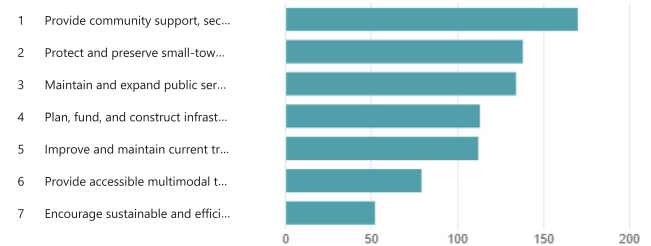
18. Goal: Encourage sustainable and efficient land-uses.



19. Rank the following goals related to land use in order of importance. (Top, having highest importance, bottom being of least importance)

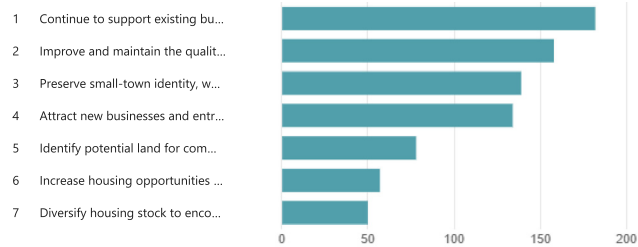


20. Rank the following foals related to the topics of Transportation, Public Facilities and Services, and Land Use in order of importance. (Top being highest of importance)



APPENDIX A: GOALS AND OBJECTIVES PRIORITIZATION SURVEY

21. Rank the following goals related to the topics of Economic Development and Housing in order of importance.(Top being highest of importance)

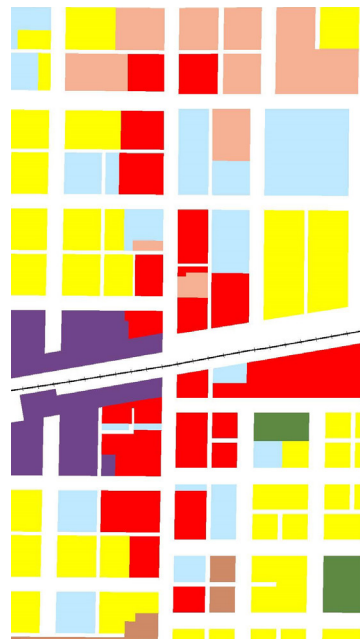


APPENDIX A: OPEN HOUSE MATERIALS



APPENDIX A: OPEN HOUSE MATERIALS

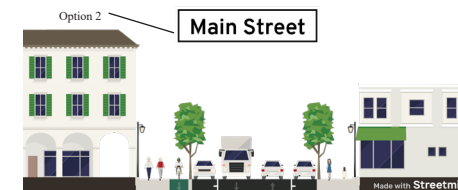
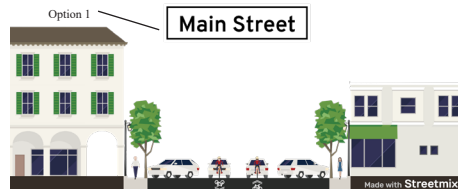
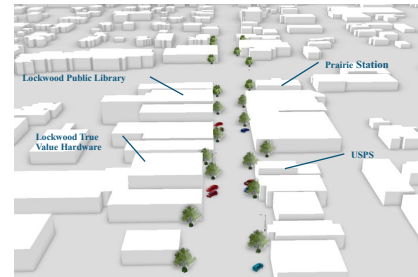
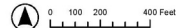
DRAFT MAIN STREET VISUALIZATION



MAIN STREET

FUTURE LAND USE

- Parks and Open Space
- City and Suburban Agriculture
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Government/Institutional
- Mixed Use
- Community Commercial
- Industrial/Manufacturing
- Lockwood City Limits



APPENDIX A: OPEN HOUSE COM-

Lockwood Comprehensive Plan Goals & Objectives Community Engagement Activity Comments

Housing Goals & Objectives

- No apartments or multifamily.
- Need to fix slumlord issue.
- Recognition of run-down homes.
- More housing.
- Get rid of old building and put new ones with reasonable price.
- More shopping areas.
- More restaurants open all day.
- More activities to bring people in.
- Few existing houses.
- Land is expensive.

Public Facilities and Services Goals & Objectives

- Stormwater, wastewater, city utilities. Water issues throughout the city.

Economic Development Goals & Objectives

- Social place for residents to come.
- Need food places that are open for breakfast and dinner.
- Need convenience store that is inexpensive for people on fixed income.
- Organic produce market with dry bulk foods; sourced from local farms.
- Coffee shop with drive through and discount coffee for seniors and veterans.
- More specialized physicians.
- Coffee house.

APPENDIX A: OPEN HOUSE COMMENTS

Sidewalk Conditions

- Construction of sidewalks along Sycamore St. from W 12th St. to W 3rd St., near Lockwood Highschool.
- Additional pedestrian crossings are needed along Sycamore St. at the intersections of W 10th St., W 6th St., W 5th St., and W 4th St.
- Residents prefer sidewalks that are full length and 6 feet wide.
- Golf, parks, swimming pool.
- School choices.
- Employment opportunities.

What is your vision of Lockwood in 20 years?

- Pickleball courts.
- Nighttime activities.
- Water on all golf fairways.
- Business growth.
- Housing choices - affordable

What do you love the most about Lockwood?

APPENDIX B:
EMSI SNAPSHOT,
i-DESIGN REPORT,
BROADBAND GRAPHICS

APPENDIX B: EMSI SNAPSHOT

Industry by Decade Snapshot Description. ⁹ (EMSI Industry Report Change 2010-2020)	Employed in Industry Group (2010)	Employed in Industry Group (2020)	Employed in Industry Group (2021)	Change (2010 - 2020)	% Change (2010 - 2020)	% of Total Jobs in Industry Group (2021)	Median Hourly Earnings
Production Occupations	127	120	122	(7)	(5%)	14.5%	\$16.06
Transportation and Material Moving Occupations	140	93	102	(47)	(34%)	12.1%	\$14.08
Office and Administrative Support Occupations	130	86	94	(44)	(34%)	11.2%	\$15.82
Sales and Related Occupations	82	76	81	(6)	(7%)	9.7%	\$15.97
Management Occupations	71	71	78	(0)	(0%)	9.3%	\$24.24
Educational Instruction and Library Occupations	85	70	71	(15)	(18%)	8.4%	\$16.58
Farming, Fishing, and Forestry Occupations	109	55	63	(54)	(50%)	7.5%	\$12.60
Installation, Maintenance, and Repair Occupations	64	56	59	(8)	(13%)	7.1%	\$19.54
Food Preparation and Serving Related Occupations	26	41	50	15	57%	6.0%	\$10.60
Business and Financial Operations Occupations	24	19	21	(5)	(21%)	2.5%	\$26.34
Personal Care and Service Occupations	15	17	17	2	13%	2.1%	\$11.93
Building and Grounds Cleaning and Maintenance Occupations	23	15	17	(8)	(36%)	2.0%	\$12.84
Community and Social Service Occupations	16	13	12	(3)	(21%)	1.4%	\$20.70
Healthcare Practitioners and Technical Occupations	11	10	<10	(1)	(11%)	1.1%	\$24.96
Healthcare Support Occupations	<10	<10	<10	(2)	(37%)	0.3%	\$13.65
Protective Service Occupations	<10	10	<10	0	4%	1.2%	\$19.46
Arts, Design, Entertainment, Sports, and Media Occupations	<10	<10	<10	(1)	(10%)	0.8%	\$17.78
Legal Occupations	<10	<10	<10	(1)	(26%)	0.1%	\$19.68
Construction and Extraction Occupations	12	<10	<10	(4)	(37%)	0.9%	\$20.56
Life, Physical, and Social Science Occupations	<10	<10	<10	(2)	(30%)	0.5%	\$22.49
Architecture and Engineering Occupations	<10	<10	<10	0	5%	0.4%	\$35.78
Computer and Mathematical Occupations	<10	<10	<10	(5)	(60%)	0.4%	\$31.14
Military-only occupations	<10	<10	<10	(1)	(12%)	0.5%	\$17.64
Unclassified Occupation	0	0	0	0	0%	0.0%	\$0.00

APPENDIX B: *i-DESIGN* REPORT

Total Projected Benefits (2022-2032) - Over the next 10 years, based on forecasted tree growth, i-Tree Design projects total benefits worth \$28,081:

- \$10 of storm runoff savings by avoiding 1,083 gallons of stormwater runoff (intercepting 282,522 gallons of rainfall)
- \$21 of air quality improvement savings by absorbing and intercepting pollutants such as ozone, sulfur dioxide, nitrogen dioxide, and particulate matter; reducing energy production needs; and lowering air temperature
- \$9,041 of savings by reducing 388,733 lbs. of atmospheric carbon dioxide through CO₂ sequestration and decreased energy production needs and emissions
- \$8,842 of summer energy savings by direct shading and air cooling effect through evapotranspiration
- \$10,168 of winter energy savings by slowing down winds and reducing home heat loss

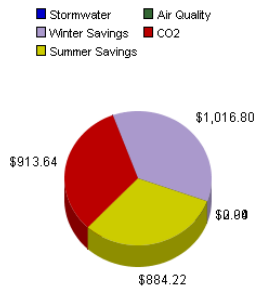


Figure 2. Annual tree benefits for 2022

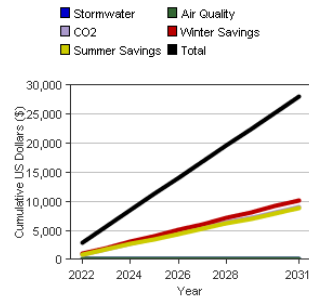


Figure 1. Tree benefit forecast for 10 years

Current Year - For 2022, i-Tree Design estimates annual tree benefits of \$2,817.59:

- \$0.94 of stormwater runoff savings by avoiding 105 gallons of stormwater runoff (intercepting 27,299 gallons of rainfall)
- \$2.00 of air quality improvement savings
- \$913.64 of carbon dioxide reduction savings
- \$884.22 of summer energy savings
- \$1,016.80 of winter energy savings

Future Year - In the year 2032, based on forecasted tree growth, i-Tree Design projects annual benefits of \$2,797.28:

- \$1.00 of stormwater runoff savings by avoiding 112 gallons of stormwater runoff (intercepting 29,256 gallons of rainfall)
- \$2.16 of air quality improvement savings
- \$893.10 of carbon dioxide reduction savings
- \$884.22 of summer energy savings
- \$1,016.80 of winter energy savings

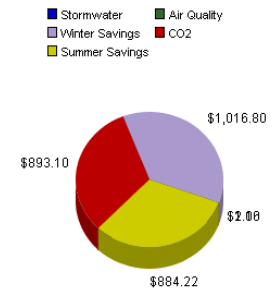


Figure 3. Annual tree benefits for the year 2032

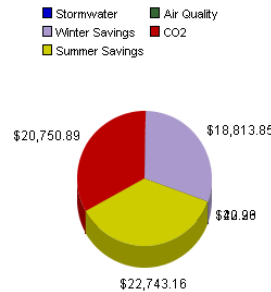


Figure 4. Total benefits to date

Total Benefits to Date - Over the life of the tree(s) so far, i-Tree Design calculates total benefits worth \$62,371:

- \$21 of stormwater runoff savings by avoiding 2,345 gallons of stormwater runoff (intercepting 611,612 gallons of rainfall)
- \$42 of air quality improvement savings
- \$20,751 of carbon dioxide reduction savings
- \$22,743 of summer energy savings
- \$18,814 of winter energy savings

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1 of 4

A cooperative initiative between:

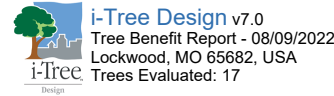
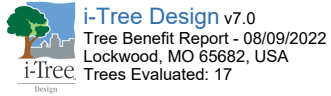


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APPENDIX B: *i-DESIGN* REPORT



Tree	DBH (in)	Condition	Location to Structure	Benefits			
				Current Year (2022)	Future Year (2032)	Projected Total (2022-2032)	Total to Date
				1. Paperbark maple	15	Excellent	24: East (10 ft) 25: East (8 ft)
2. Paperbark maple	15	Excellent	21: East (13 ft) 22: East (6 ft)	\$264.05	\$262.85	\$2,635	\$5,744
3. Paperbark maple	15	Excellent	19: East (9 ft) 20: East (8 ft)	\$182.46	\$181.26	\$1,819	\$3,867
4. Paperbark maple	15	Excellent	31: Northwest (44 ft) 32: West (18 ft)	\$249.29	\$248.10	\$2,487	\$5,724
5. Paperbark maple	15	Excellent	31: West (27 ft) 32: Southwest (25 ft)	\$294.03	\$292.83	\$2,935	\$6,639
6. Paperbark maple	15	Excellent	29: West (21 ft) 30: West (25 ft)	\$295.95	\$294.75	\$2,954	\$6,763
7. Paperbark maple	15	Excellent	16: Northeast (14 ft) 18: East (4 ft)	\$191.36	\$190.17	\$1,908	\$4,271
8. Paperbark maple	15	Excellent	27: West (22 ft) 28: West (23 ft)	\$239.70	\$238.50	\$2,391	\$5,315
9. Paperbark maple	15	Excellent	14: East (12 ft) 15: East (11 ft)	\$182.56	\$181.37	\$1,820	\$3,955
10. Paperbark maple	15	Excellent	13: Southeast (17 ft) 14: Southeast (44 ft)	\$110.06	\$108.86	\$1,095	\$2,408
11. Paperbark maple	15	Excellent	11: West (19 ft) 12: West (18 ft)	\$227.69	\$226.50	\$2,271	\$5,253
12. Paperbark maple	15	Excellent	3: East (15 ft) 4: Southeast (6 ft)	\$69.58	\$68.39	\$690	\$1,367

13. Paperbark maple	15	Excellent	7: West (9 ft) 8: Southwest (19 ft)	\$141.02	\$139.83	\$1,405	\$2,864
14. Paperbark maple	15	Excellent	2: Southeast (5 ft) 3: South (79 ft)	\$33.46	\$32.26	\$329	\$639
15. Paperbark maple	15	Excellent	6: West (15 ft) 7: Southwest (62 ft)	\$48.08	\$46.89	\$475	\$1,097
16. Paperbark maple	15	Excellent	25: East (66 ft) 33: West (19 ft)	\$48.08	\$46.89	\$475	\$1,097
17. Paperbark maple	15	Excellent	1: North (42 ft) 2: Southwest (58 ft)	\$73.00	\$71.81	\$724	\$1,651
Total				\$2,817.59	\$2,797.28	\$28,081	\$62,371

Note: "Location to Structure" lists location information for two closest structures, with structure ID numbers shown.
DBH: "diameter at breast height" is the standard measurement of tree trunk width at 4.5 feet (1.5 meters) above the ground.



APPENDIX B: BROADBAND GRAPHICS

NBAM Broadband Availability Report - County 2021 06

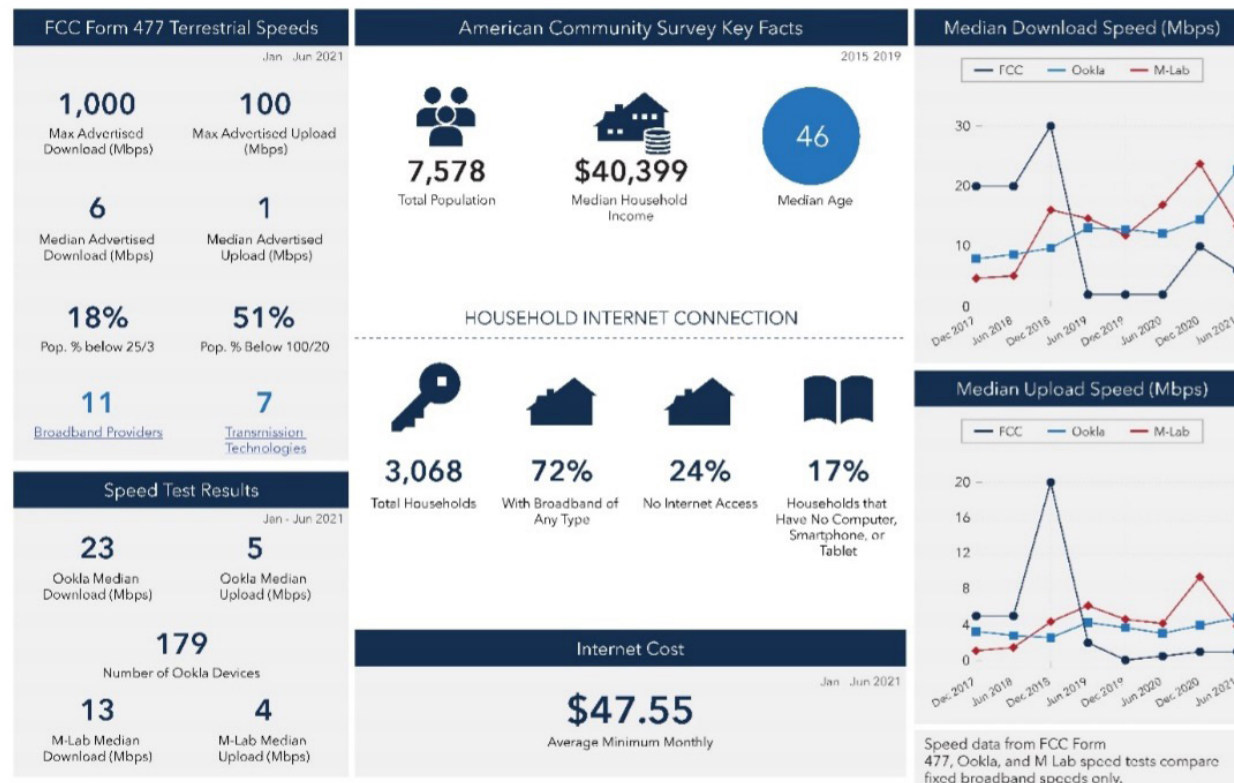
29057
Dade County

Prepared by Esri



BroadbandUSA Community Report

Dade County, Missouri (FIPS 29057)



Source: 2015-2019 American Community Survey 5-year (ACS), 2017-2021 FCC Form 477, 2017-2021 Ookla, 2017-2018 Bureau of Labor Statistics Consumer Expenditure Surveys, BroadbandNow, M-Lab

APPENDIX B: BROADBAND GRAPHICS

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