

OZARK

Comprehensive Plan 2019



by the
SMCOG Southwest Missouri
COUNCIL OF GOVERNMENTS

RESOLUTION NUMBER 19-

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

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

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

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

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

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

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

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

WHEREAS, the motion carried unanimously.

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

Passed and Adopted by the Planning and Zoning Commission on this 25th day of February 2019.



Chairman, Ozark, Missouri
Planning and Zoning Commission

ATTEST:



Secretary, Ozark, Missouri
Planning and Zoning Commission

RESOLUTION NUMBER 1934

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

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

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

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

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

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

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


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

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

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

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

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


Rick Gardner, Mayor

ATTEST:


Chandra Hodges, City Clerk

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INTRODUCTION

Introduction

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

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



Ozark City Hall. Source: SMCOG

Visioning Statement

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

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

Jurisdiction Responsibilities

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

Role of Planning and Zoning Commission

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

Role of Board of Aldermen

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

Planning Process

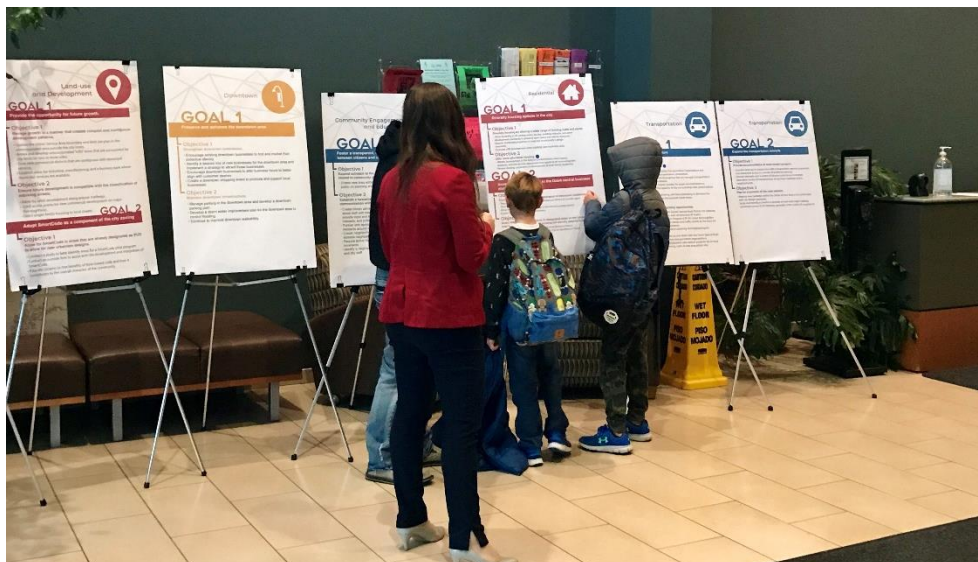
Over the course of seven months, the Southwest Missouri Council of Governments (SMCOG) worked with City staff, citizens, and a planning committee to create this comprehensive plan update for the City of Ozark. An online survey was conducted from August 28th until October 3rd, 2018 to receive community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

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

The planning committee included:

Cameron Smith
Steve Childers
Christina Posey
Dolores Lamb
Chuck Branch
E. Matt Bedinghaus
Shannon Todd

John Dillon
Jean Ann Hutchinson
RJ Flores
Jeff Garrison
Darrell McGuire
Charles E. Powell

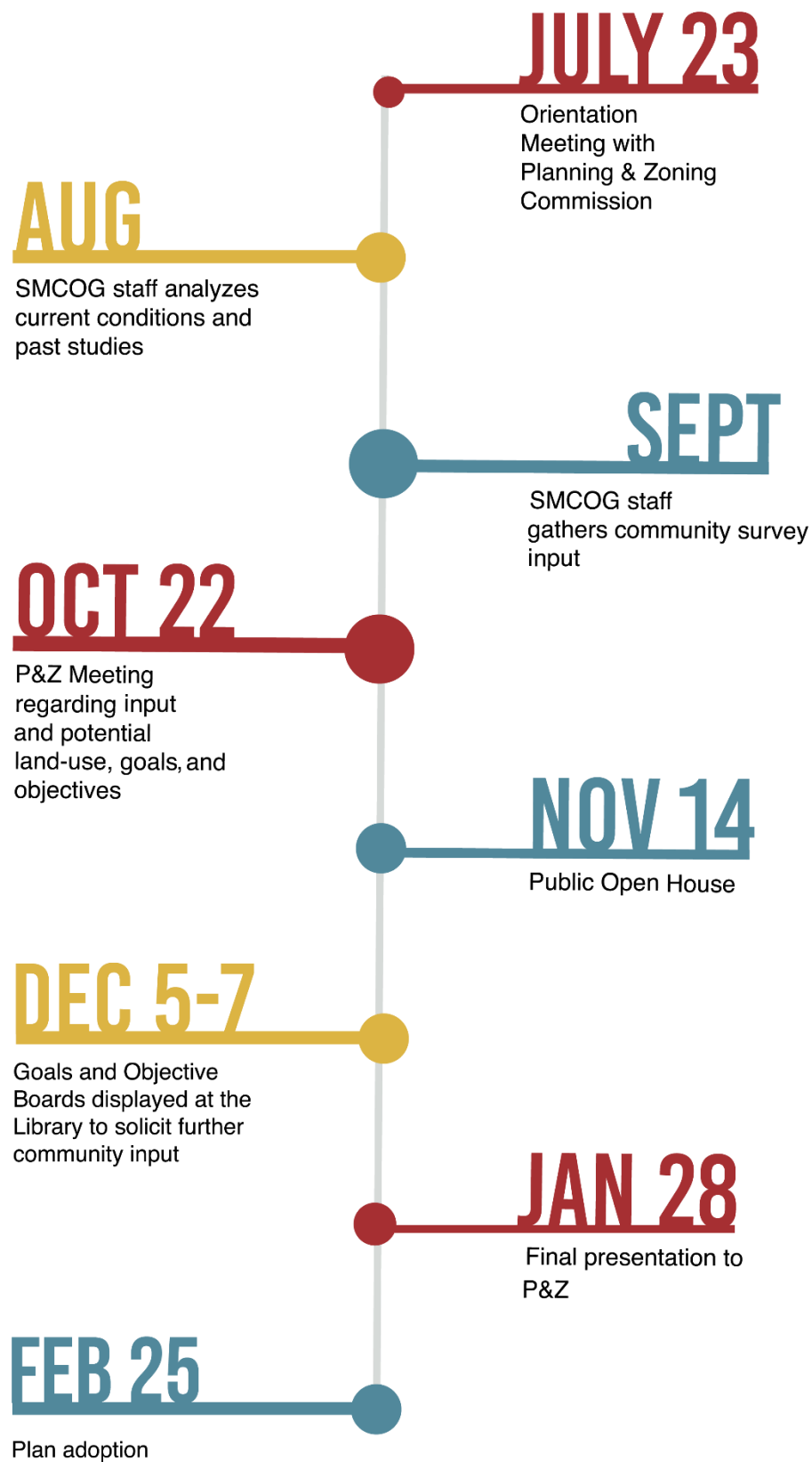


Comprehensive Plan Open House, Source: SMCOG

the Planning Process



Planning Timeline



Past Plans & Studies

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

DOWNTOWN STRATEGIC PLAN GOALS

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

Downtown Strategic Plan

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

RETAIL MARKET ANALYSIS GOALS

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

Retail Market Analysis

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

Residential Market Analysis

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

RESIDENTIAL MARKET ANALYSIS GOALS

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

Christian County Economic Development Strategic Plan

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

CHRISTIAN COUNTY STRATEGIC PLAN GOALS

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

Parks & Recreation

Next Step Master Plan

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

PARKS & RECREATION PLAN THEMES

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

Ozark Strategic Plan

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

Redevelopment Plan for the Finley River Redevelopment Area

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



COMMUNITY PROFILE

History

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

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

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



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

Source: (Glenn, 2004)

Demographics

Population Pyramids

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

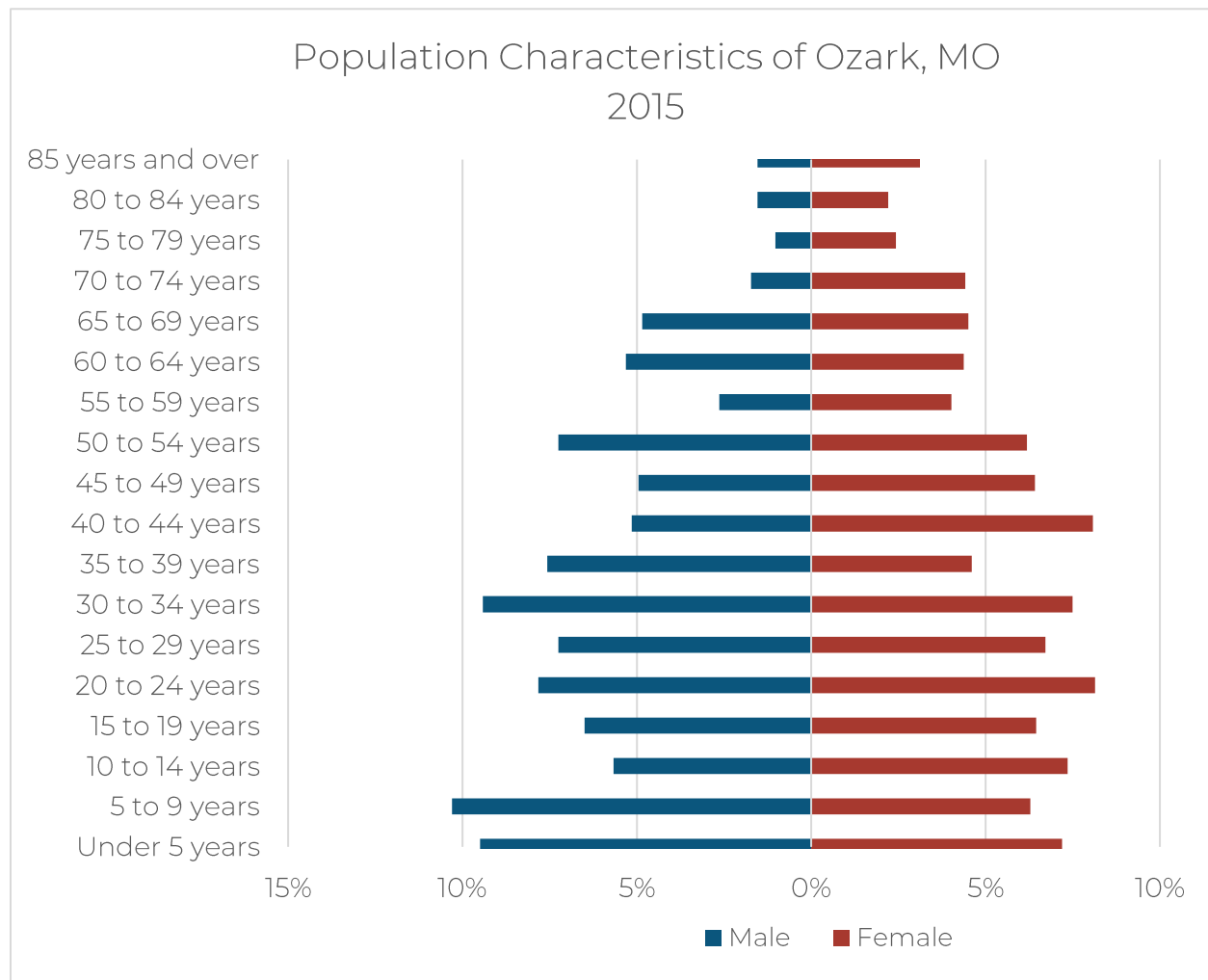


Figure 1. Ozark Population Pyramid

Population Growth

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

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

Table 1. Ozark Population

Economic Characteristics

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

Employment

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

Household Demographics

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

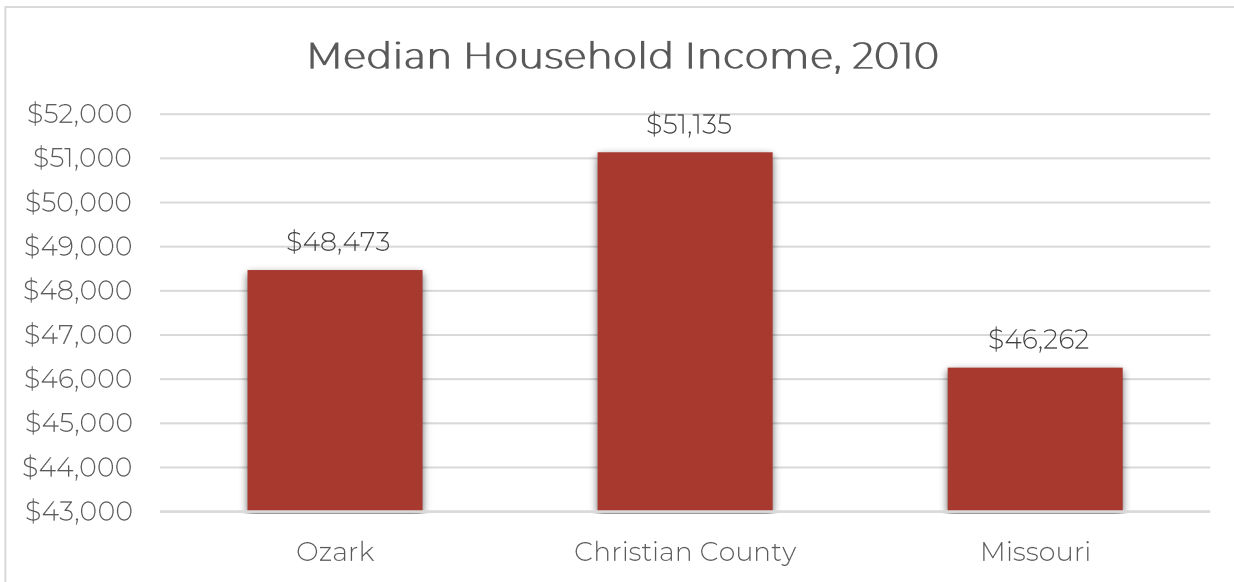


Figure 2. Median Household Income

Housing Characteristics

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

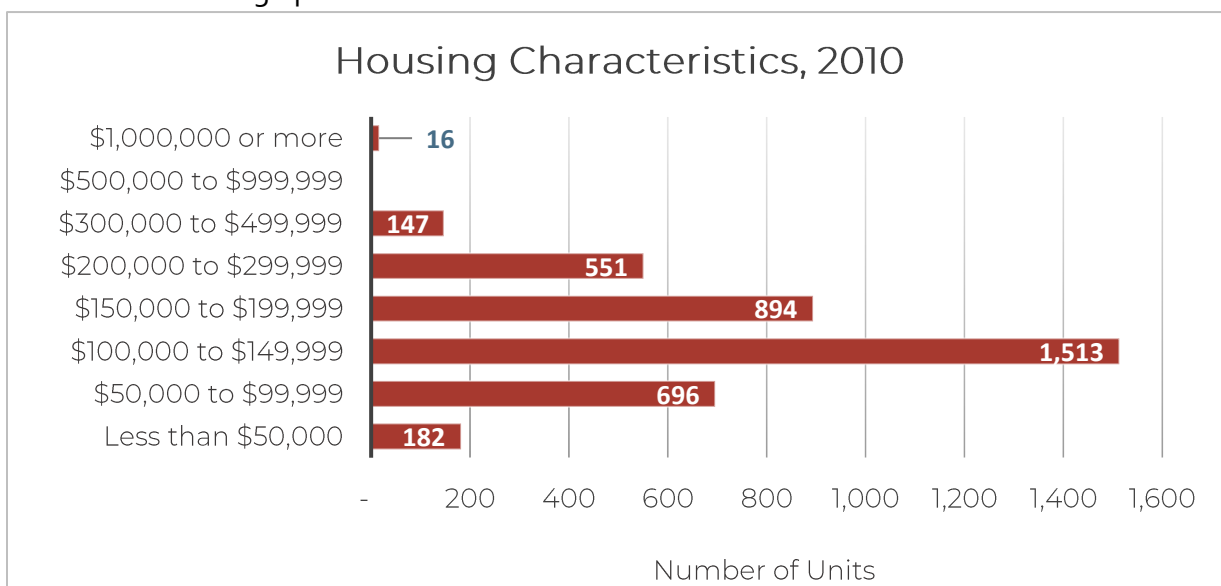


Figure 3. Housing Characteristics

Community Facilities

Police

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



Source: City of Ozark

Fire

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



Source: Ozark Chamber of Commerce

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

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

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

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

Average response time to fire alarms within the District is 2 ½ to 3 minutes and fire insurance ratings range from 3 to 5, depending on location. The District also provides rescue services and storm warnings.

Emergency Medical Services

Ambulance services for Ozark are provided by Cox Ambulance Services through Christian County. The county is divided into two separate districts. One is tax supported and the second is supported by user fees. Ozark is located within the tax-supported district which includes most of the county, with the exception of the panhandle area. The district is funded from 2.22% of the overall property taxes in Ozark. The ambulance district has three operating stations located in Nixa, Sparta and Ozark. The average response time from each station is five minutes. A standing mutual aid agreement is available from the surrounding communities (Christian County Planning and Zoning, 2009).



Source: Christian County Ambulance District

Schools

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



Source: Ozark School District

Library

The Christian County Library has several locations throughout the county with one Ozark branch located near the Finley River Park. It was recently renovated after a 20% tax levy was voted into renewal in 2017. Ten years of planning led to the Ozark branch library getting a complete overhaul with a new community room, new floors, bookshelves, and additional space (Alexander, 2018). The library reopened to the public on August 11, 2018.



Source: Christian County Library

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

Environmental

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



Finley River. Source: SMCOG

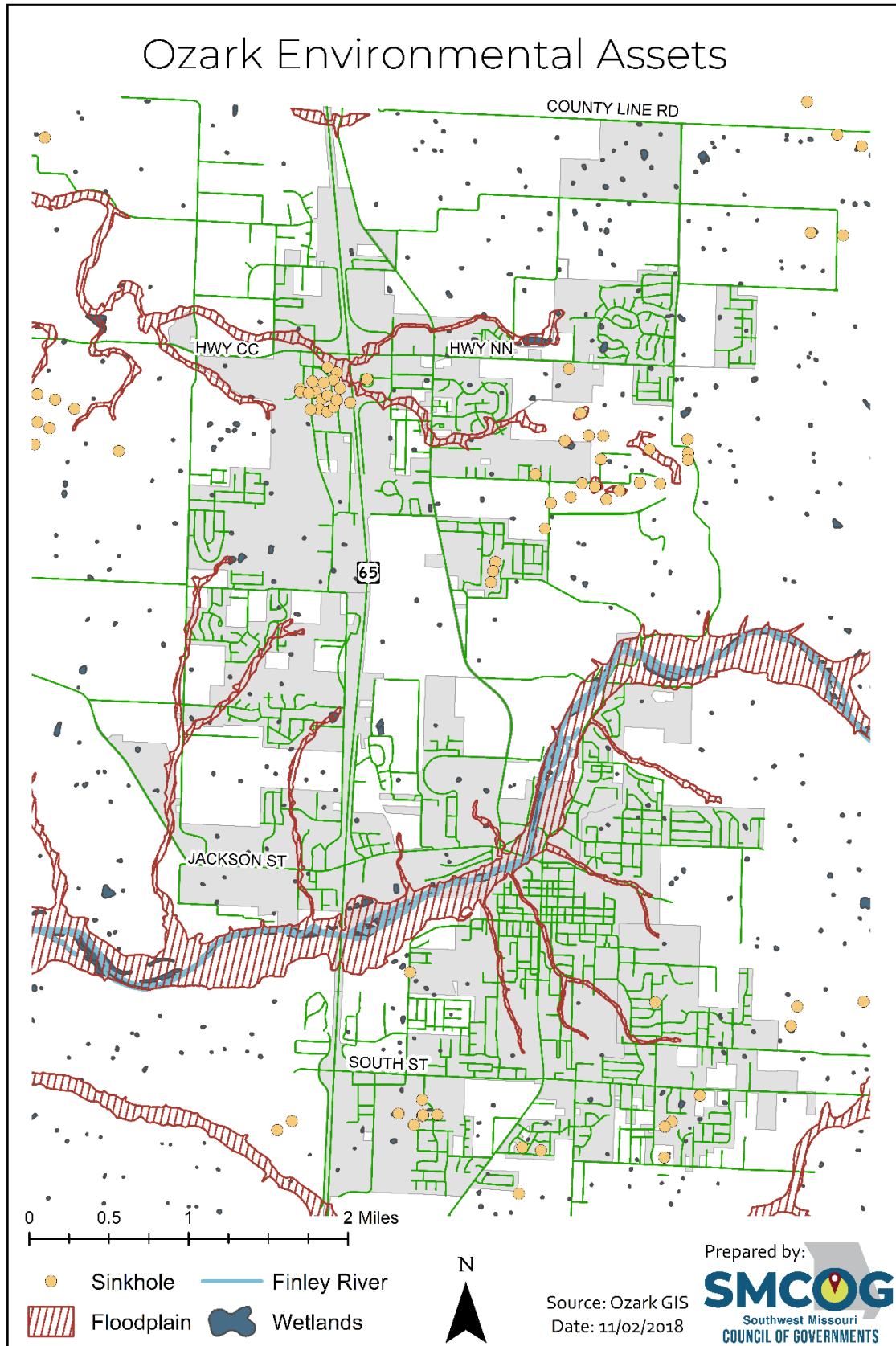


Figure 4. Ozark Environmental Assets

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

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

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

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

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

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

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

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

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

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

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

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

GOAL 1:

Plan for the utilization and preservation of natural resources.

How to achieve this goal

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

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

Objective 2: Build with topography of the land

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

Current Land Use

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

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

Current Land-use (Acres)

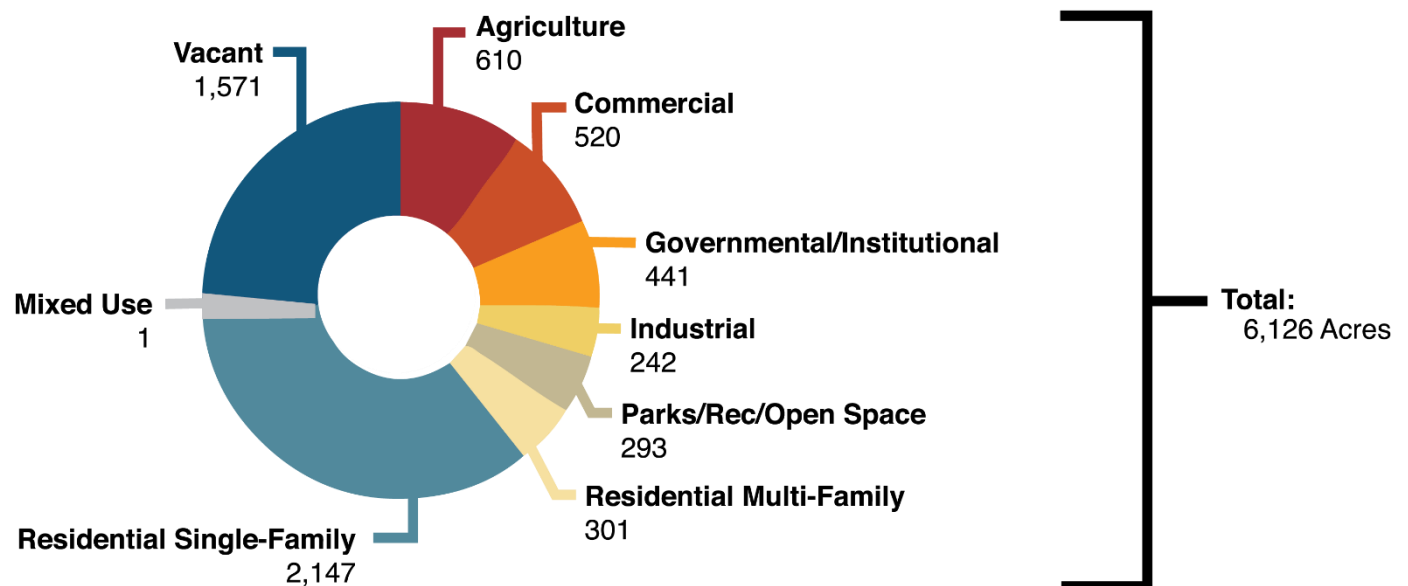
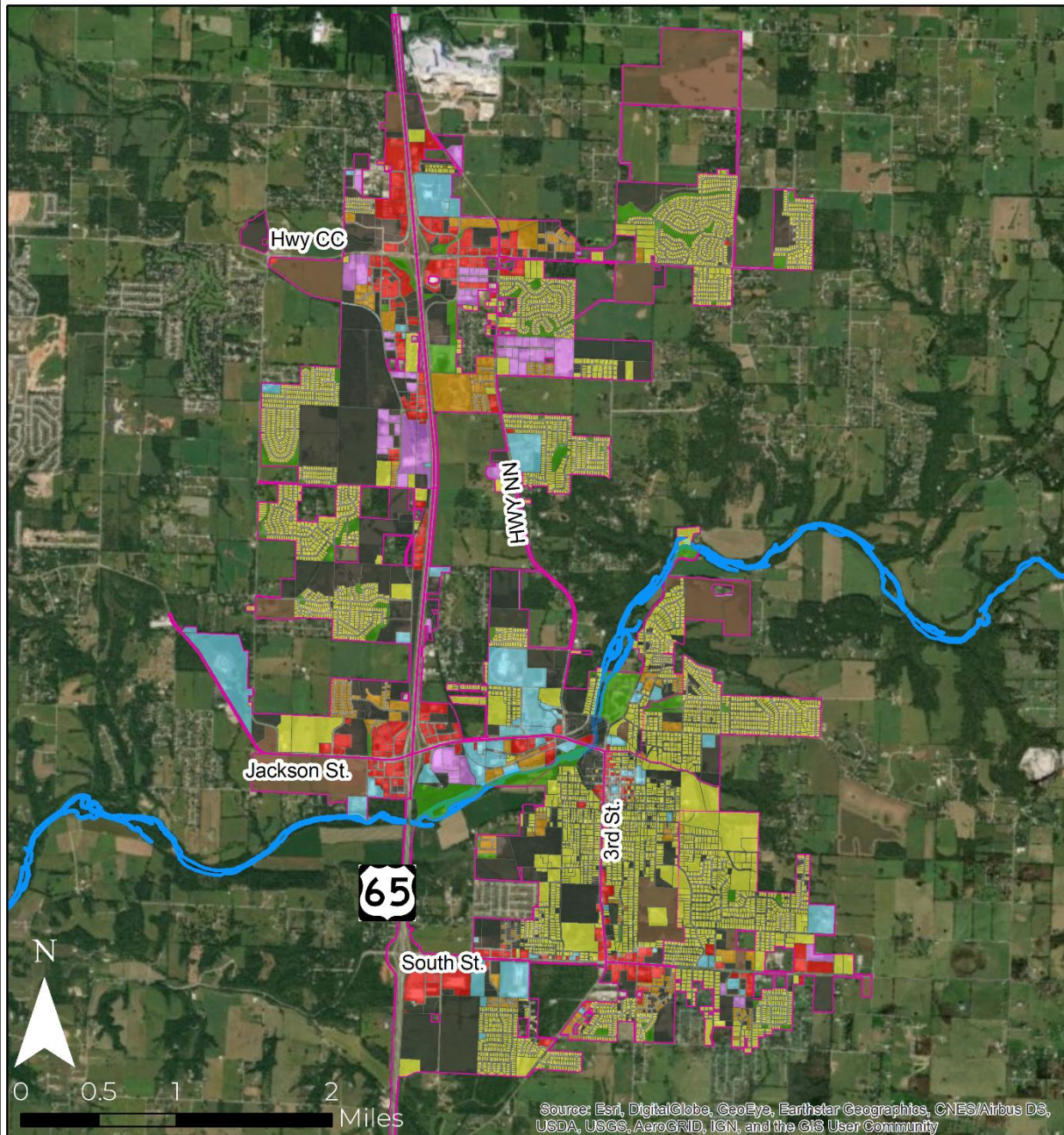


Figure 5. Current Land Use Acreage

Current Land Use



Current Land Use

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

Data: Ozark GIS

Date: 11/14/2018



Figure 6. Ozark Current Land Use Map

Zoning

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

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

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

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

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

Table 2. Zoning Table

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

1. Lots located within an "R-4" High Density Multi-Family District shall have minimum side yards of twenty (20) feet each where the dwellings located thereon do not exceed two (2) stories. An additional three (3) feet per side yard will be required with each additional story.
2. Lots located within an "R-4" High Density Multi-Family District shall have a minimum width of eighty (80) feet, however, the width shall be increased by ten (10) feet for each additional building exceeding five (5).
3. The minimum lot width shall be measured at the property line that abuts a street. Lots which have road frontage on a cul-de-sac shall have a minimum width of forty-five (45) feet at the property line which abuts the cul-de-sac, except for "R-1P" districts which shall have a minimum thirty-five (35) foot frontage on a cul-de-sac.
4. In the "R-1P" District, the common wall of the dwelling unit shall be placed on the common property line with a zero (0) setback and the setback on the other side property line shall be a minimum of ten (10) feet.

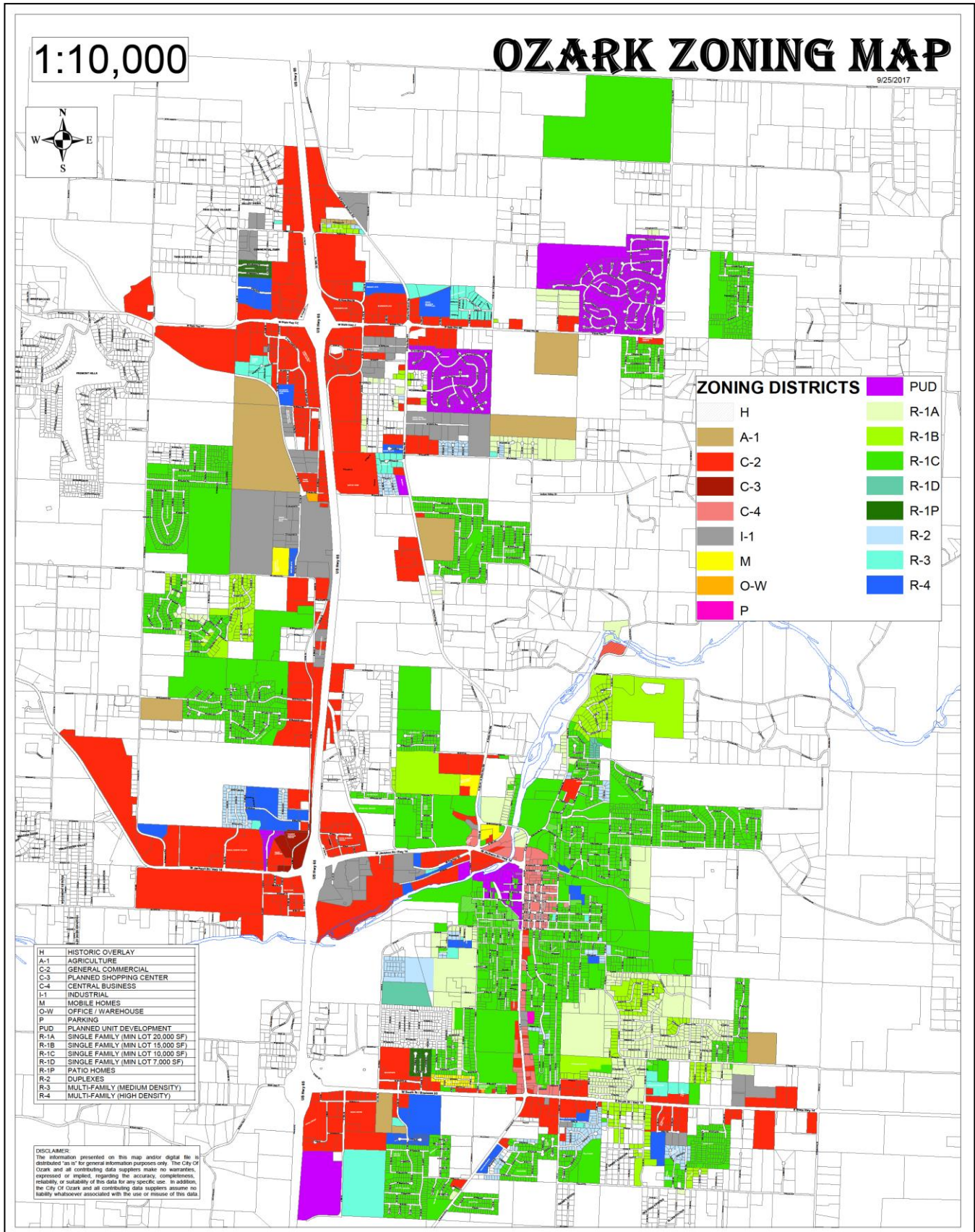


Figure 7. Ozark Zoning Map. Provided by City of Ozark 09/20/2018

A photograph of a construction site during the day. In the foreground, there are large stacks of light-colored wooden lumber. In the background, the wooden skeleton of a building is under construction. To the left, there is a red metal structure with a large letter 'B' on it and the words 'BAYVIEW BRANCH' below it. The sky is clear and blue.

03

LAND-USE, DEVELOPMENT, & GROWTH MANAGEMENT

Future Land Use

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

Goal 1: Provide the opportunity for future growth.

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

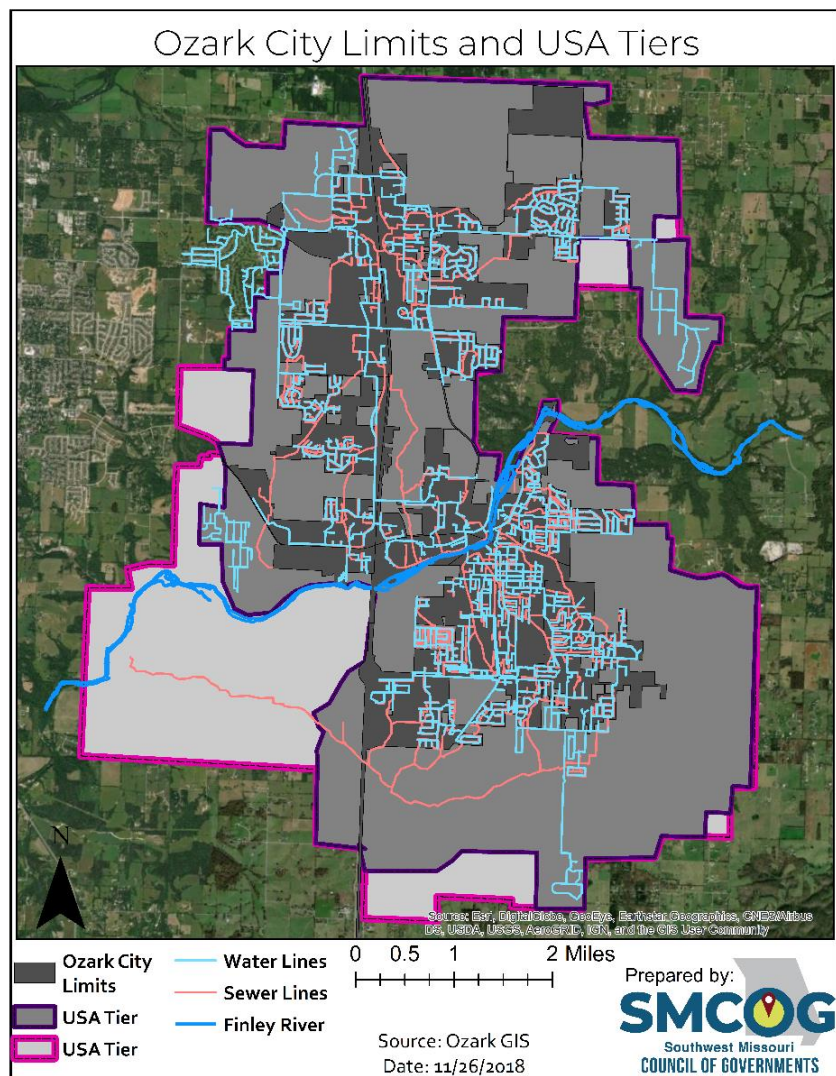


Figure 8. Ozark USA Tiers

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

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

U.S.A. Tier Definitions

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

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

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

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

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

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

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

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

GOAL 1:

Provide the opportunity for future growth.

How to achieve this goal

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

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

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

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

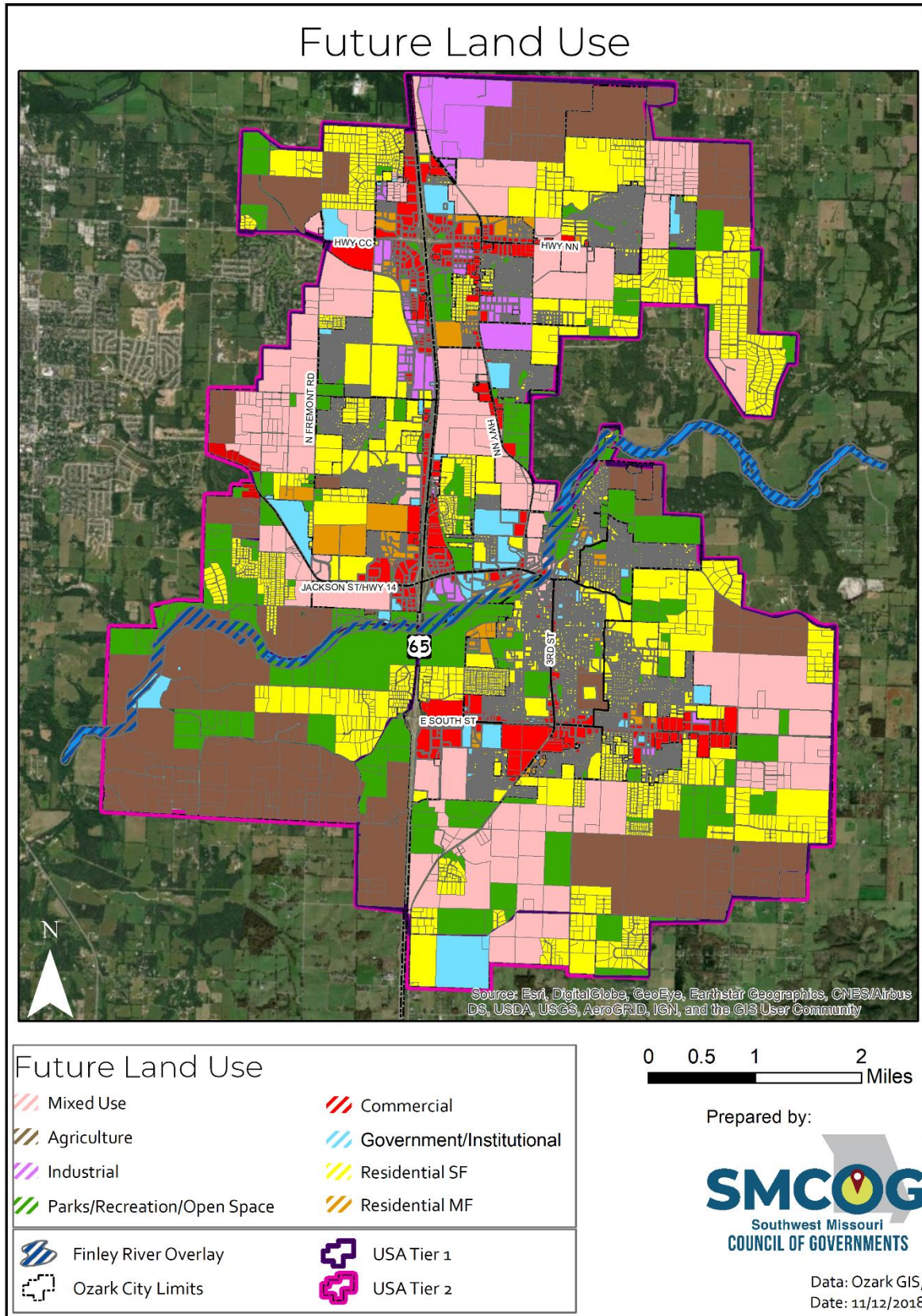


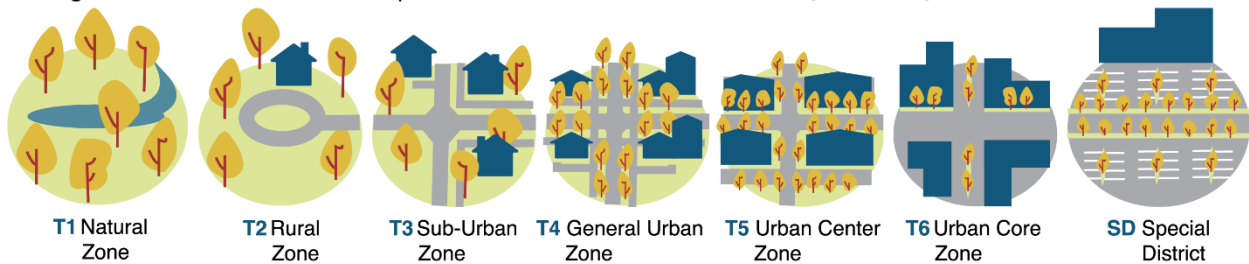
Figure 9. Ozark Future Land Use Map

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

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

What is SmartCode?

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



Created by the
SMCOG Southwest Missouri
COUNCIL OF GOVERNMENTS

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

How to achieve this goal

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

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

Residential

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



House in Ozark. Source: SMCOG

Goal 1: Diversify housing options in the city.

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

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

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

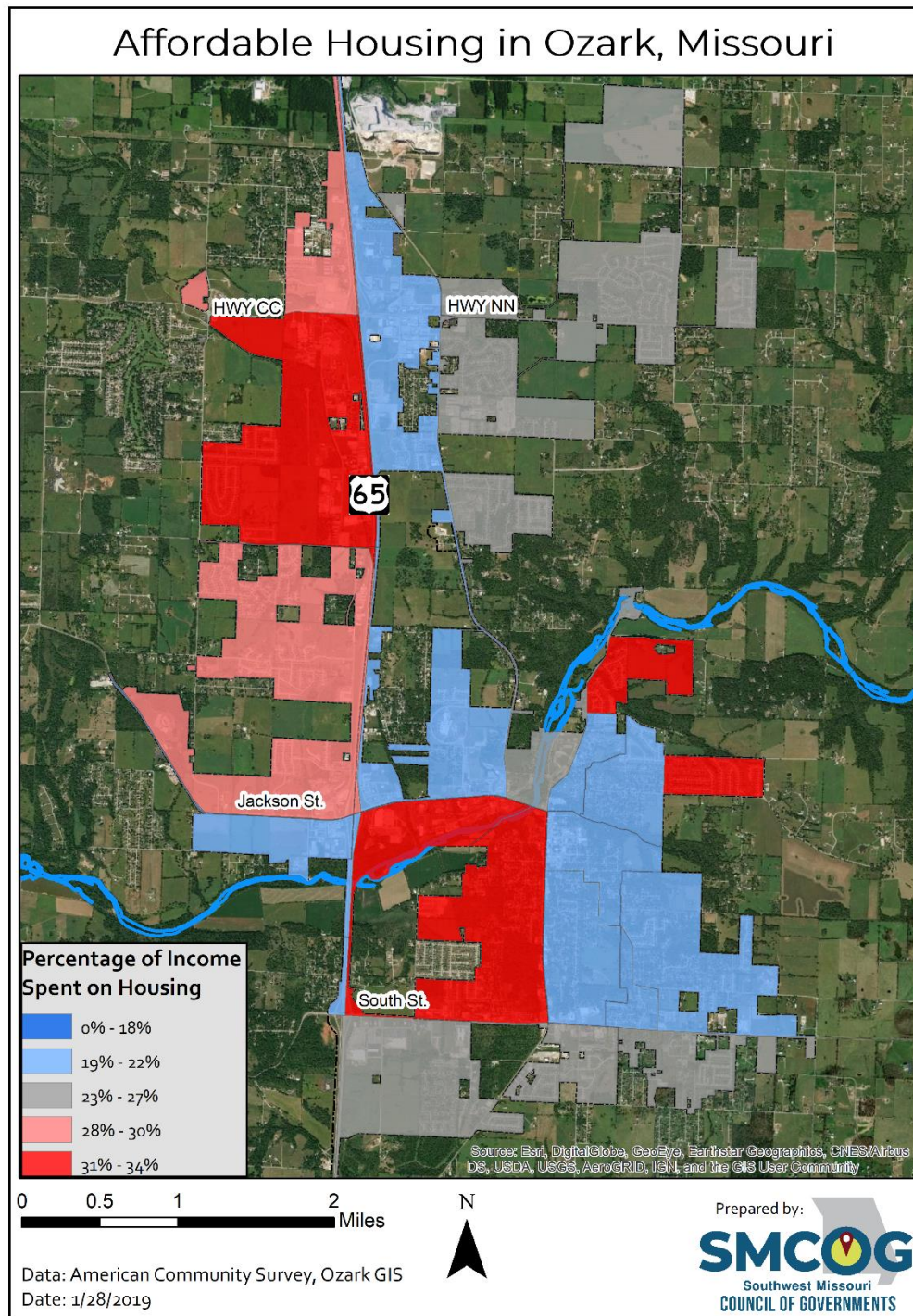


Figure 10. Ozark Affordable Housing

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

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

Demographic data shows that Ozark's population pyramid has seen an increased rate of both the elderly and millennial age groups. Figure 1 displays this data. With this shift in demographics, Ozark should plan to meet those residents' needs. According to SMOG's 2018 land use inventory, there are currently 5,508 single-family parcels in Ozark and 443 multi-family parcels. Multi-family parcels include senior living units as well. Based on data from Suburban Stats, there are 1,618 homes in Ozark where at least one person is over the age of 60 (Suburban Stats, 2018).

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



Figure 11. LCRA Property

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

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

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

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

GOAL 1:

Diversify housing options in the city.

How to achieve this goal

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

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

Objective 2: Promote more affordable housing.

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

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

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

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



Apartments near downtown. Source, SMCOG

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

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

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

How to achieve this goal

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

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

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

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

Downtown

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

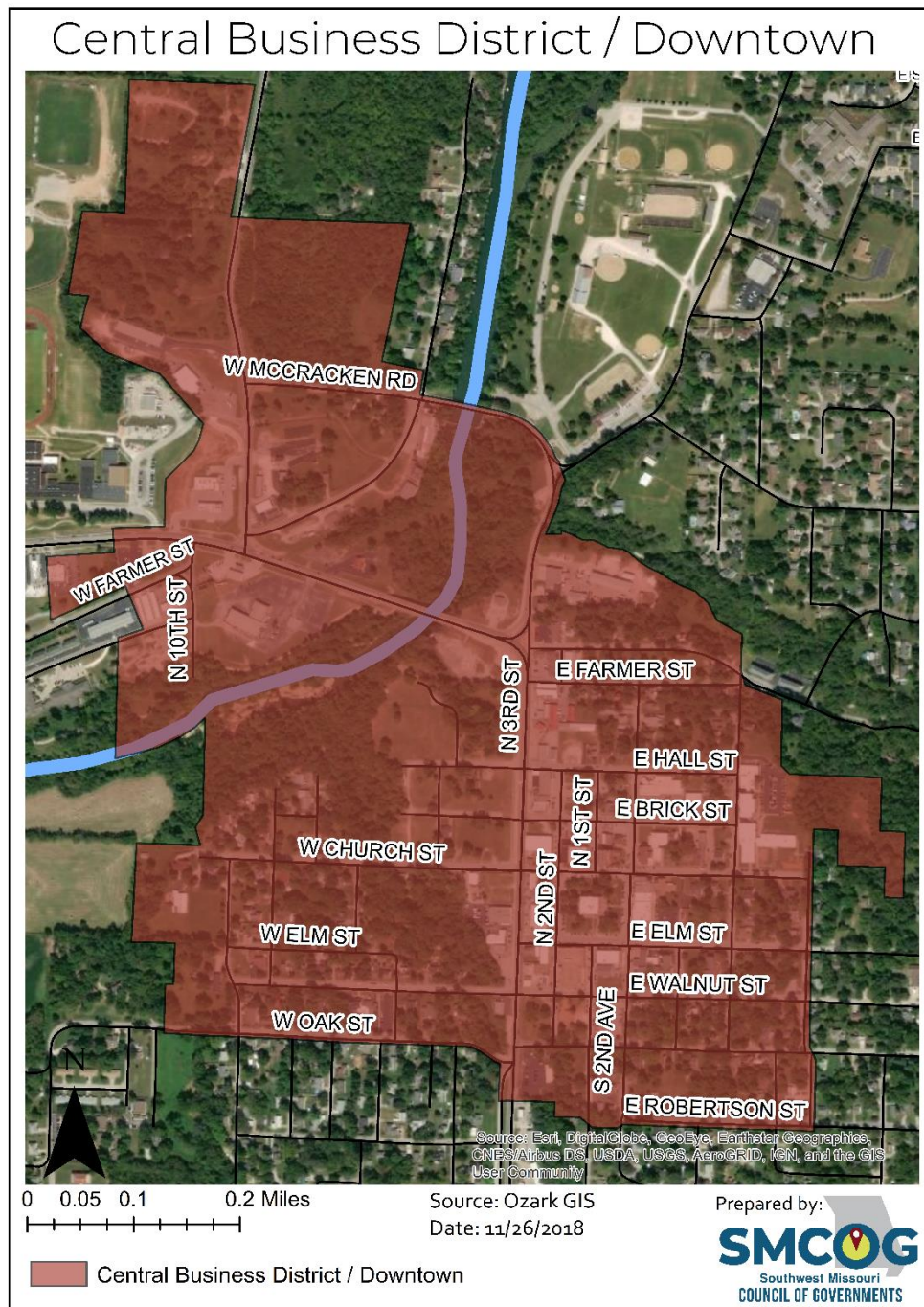


Figure 12. Ozark Central Business District

Goal 1: Preserve and enhance the downtown area.

OZARK VISION

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

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

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

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



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

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

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

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

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

GOAL 1:

Preserve and enhance the downtown area.

How to achieve this goal

Objective 1: Strengthen downtown businesses.

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

Objective 2: Maintain downtown infrastructure

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

Goal 2: Extend the atmosphere of the downtown square.

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

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

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

OZARK RETAIL MARKET ANALYSIS

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

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

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

GOAL 2:

Extend the atmosphere of the downtown square.

How to achieve this goal

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

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

Historic Preservation

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

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



Downtown Ozark Historic Sign, Source: SMCOC

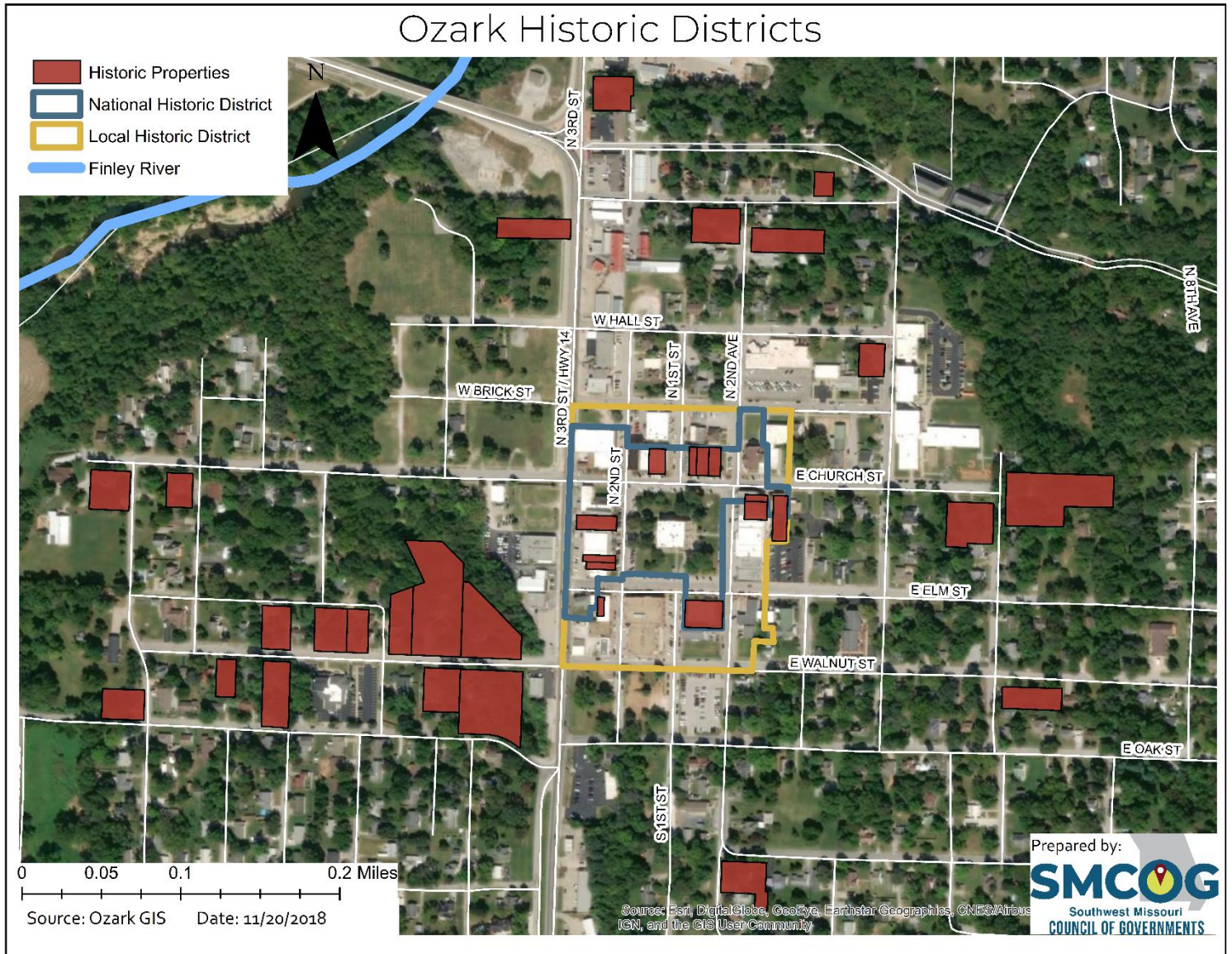


Figure 13. Ozark Historic Districts

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

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

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

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

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

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

PRESERVATION PRACTICES

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



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

GOAL 1:

Uphold Ozark's heritage with strong preservation.

How to achieve this goal

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

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



04

ECONOMIC DEVELOPMENT

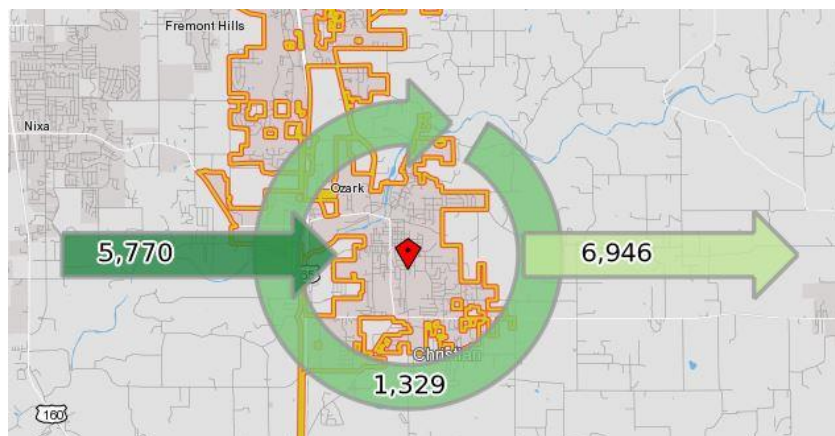
Economic Development

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

Ozark currently has at least three economic groups operating within the region. The Ozark Historic River District is an organization aligned with the Missouri Main Street Connection, a group focused on economic, social, cultural, and environmental well-being of historic downtown business districts in Missouri. The Chamber of Commerce is focused on economic development, business attraction, and communication between area businesses within the city. Show Me Christian County is responsible for economic planning and development within the County. These three groups are vital to the success of economic development in the area and, by working in partnership with each of them, Ozark can ensure its place as an economically sustainable community in the coming years.



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



Graphic representing commuting characteristics in Ozark, Missouri.

Source: On the Map

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

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

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

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

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

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

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

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

GOAL 1:

Attract new businesses and visitors to the city.

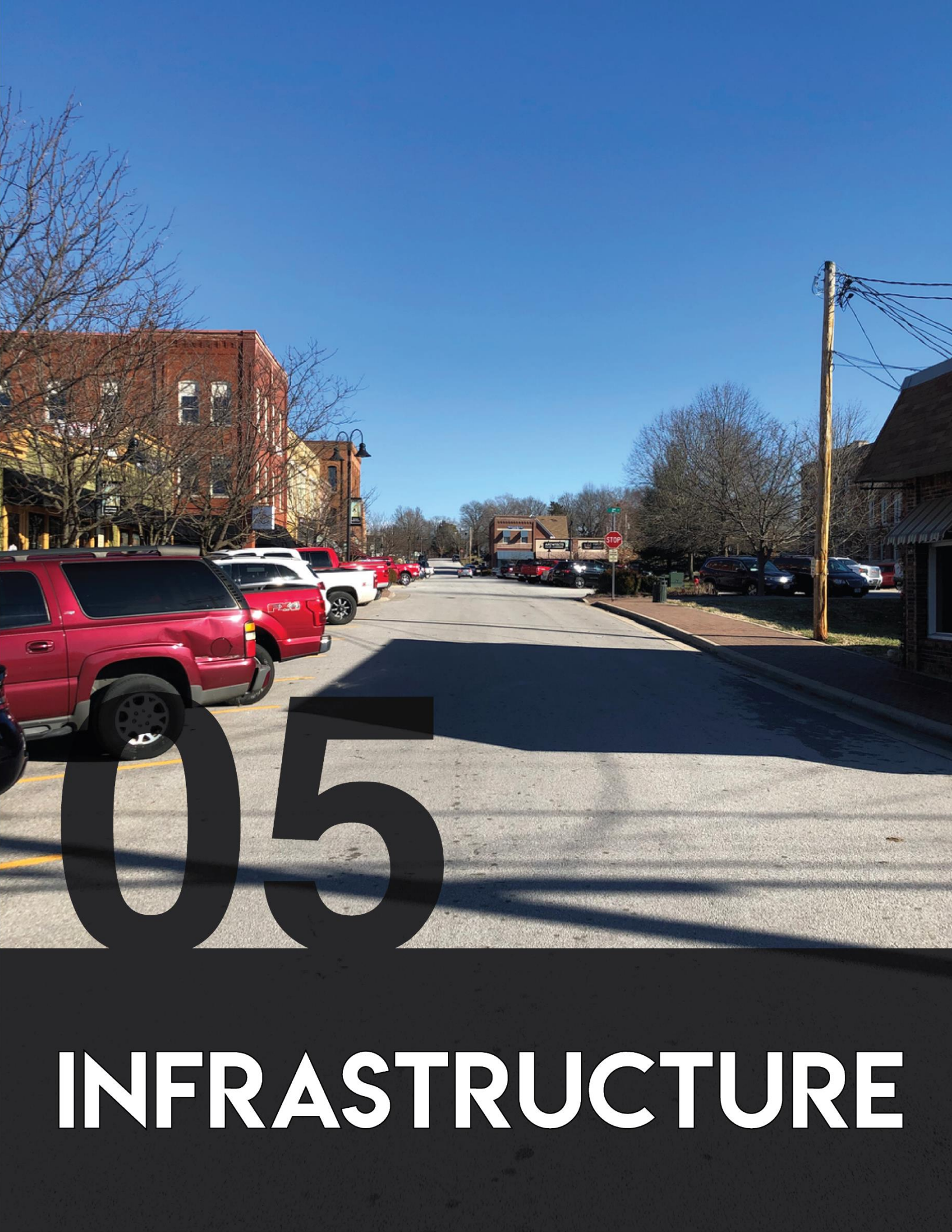
How to achieve this goal

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

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

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

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



05

INFRASTRUCTURE

Transportation

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



Street Classifications

Freeway

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

Primary Arterial

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

Secondary Arterial

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

Collector

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

Local Street

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

Source: Ozarks Transportation Organization, Long Range Transportation Plan

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

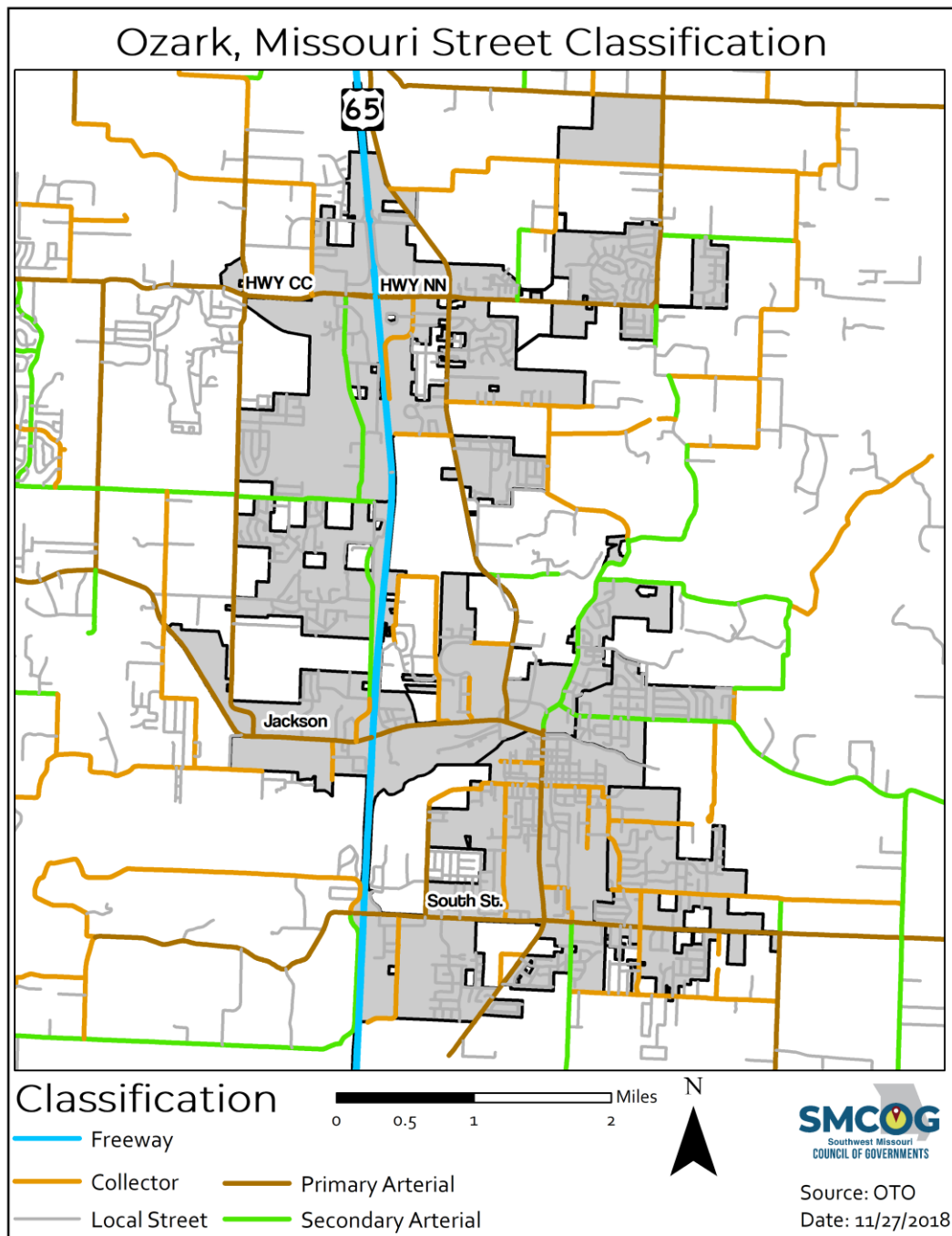


Figure 14. Ozark Street Classification

Goal 1: Improve road infrastructure.

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

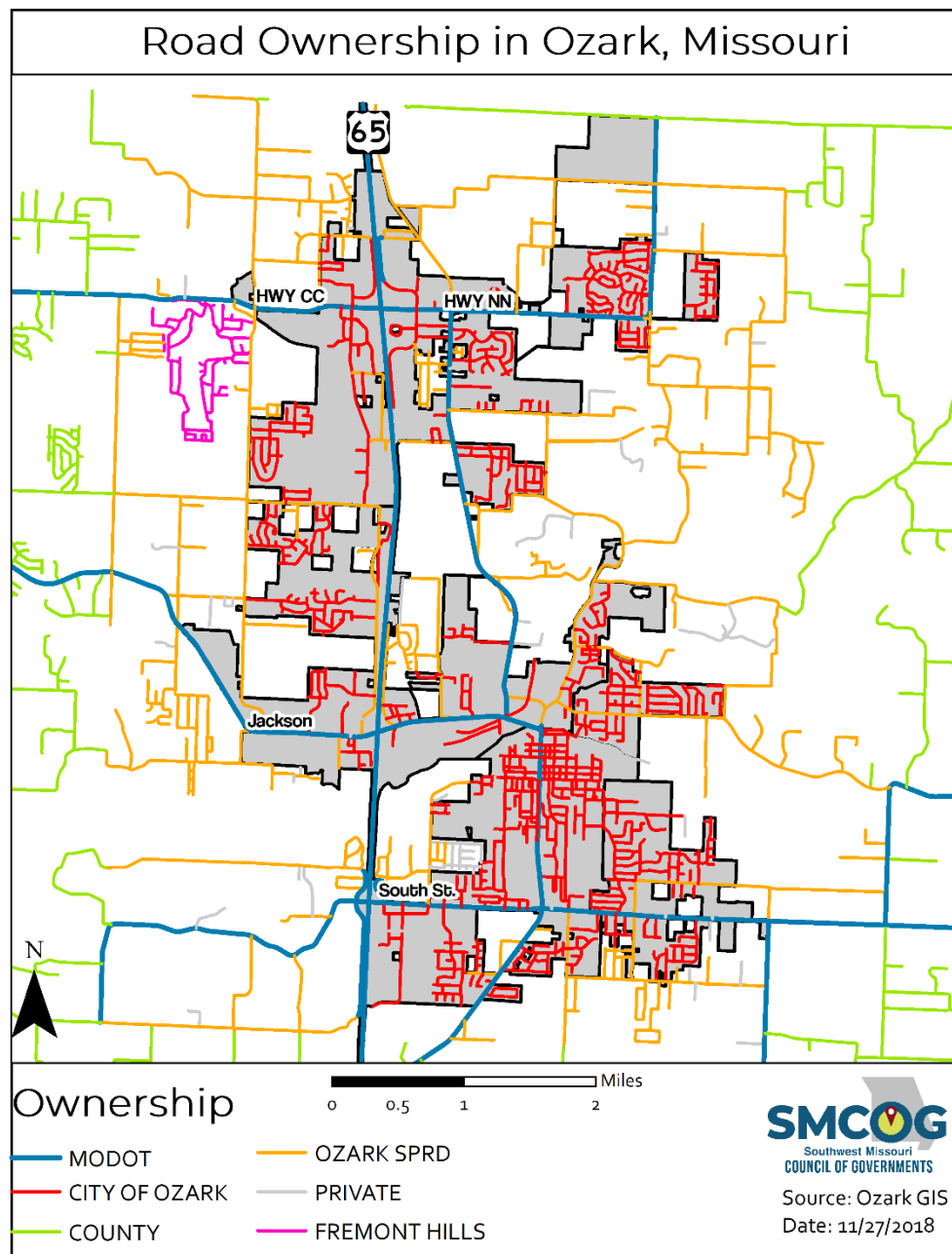


Figure 15. Ozark Road Ownership

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

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

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

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



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

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

GOAL 1: Improve Road Infrastructure

How to achieve this goal

Objective 1: Reduce traffic congestion

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

Objective 2: Maximize resources and funding opportunities.

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

Ozark Special Road District

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

Goal 2: Expand the transportation network.

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

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

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

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

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

GOAL 2:

Expand the transportation network.

How to achieve this goal

Objective 1: Provide accommodation of multi-modal transport.

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

Objective 2: Plan for expansion of road network.

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

Public Utilities

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

Water

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

Wastewater

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



North 22nd Street Wastewater Facility. Source: SMCOG

Ozark Water and Sewer Systems

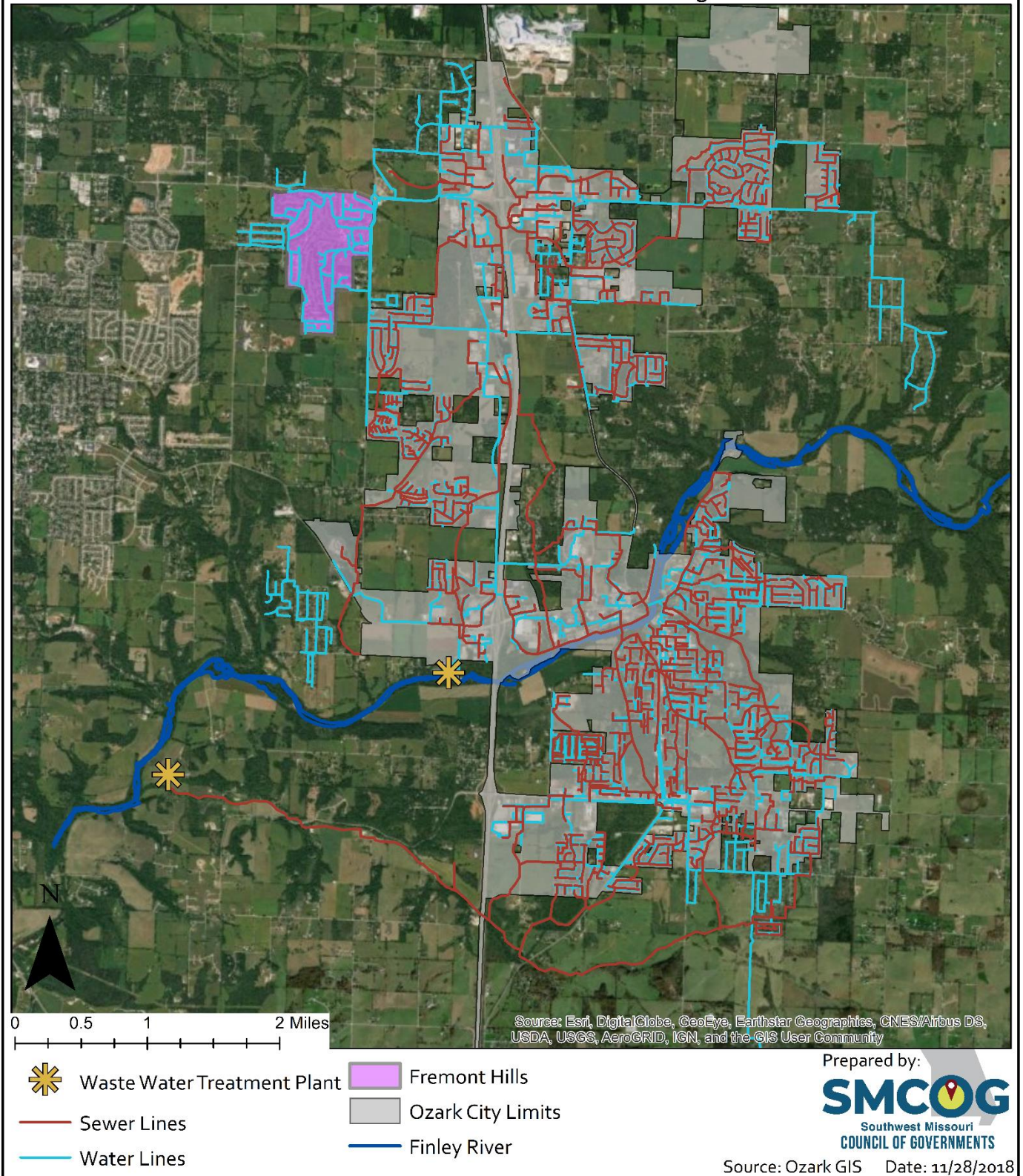


Figure 16. Ozark Water and Sewer Systems

Goal 1: Provide necessary infrastructure and facilities.

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

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

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

GOAL 1:

Provide necessary infrastructure and facilities.

How to achieve this goal

Objective 1: Maintain and expand infrastructure and facilities.

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

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

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



**PARKS,
RECREATION, AND
OPEN SPACE**

Parks, Recreation, and Open Space

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

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

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

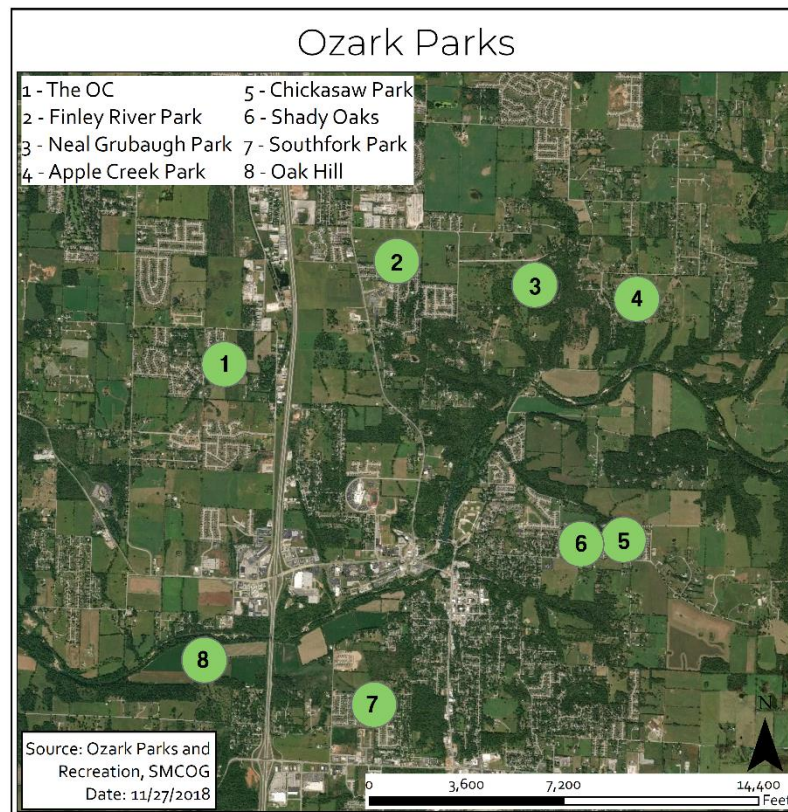


Figure 17. Ozark Parks

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



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

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

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

GOAL 1:

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

How to achieve this goal

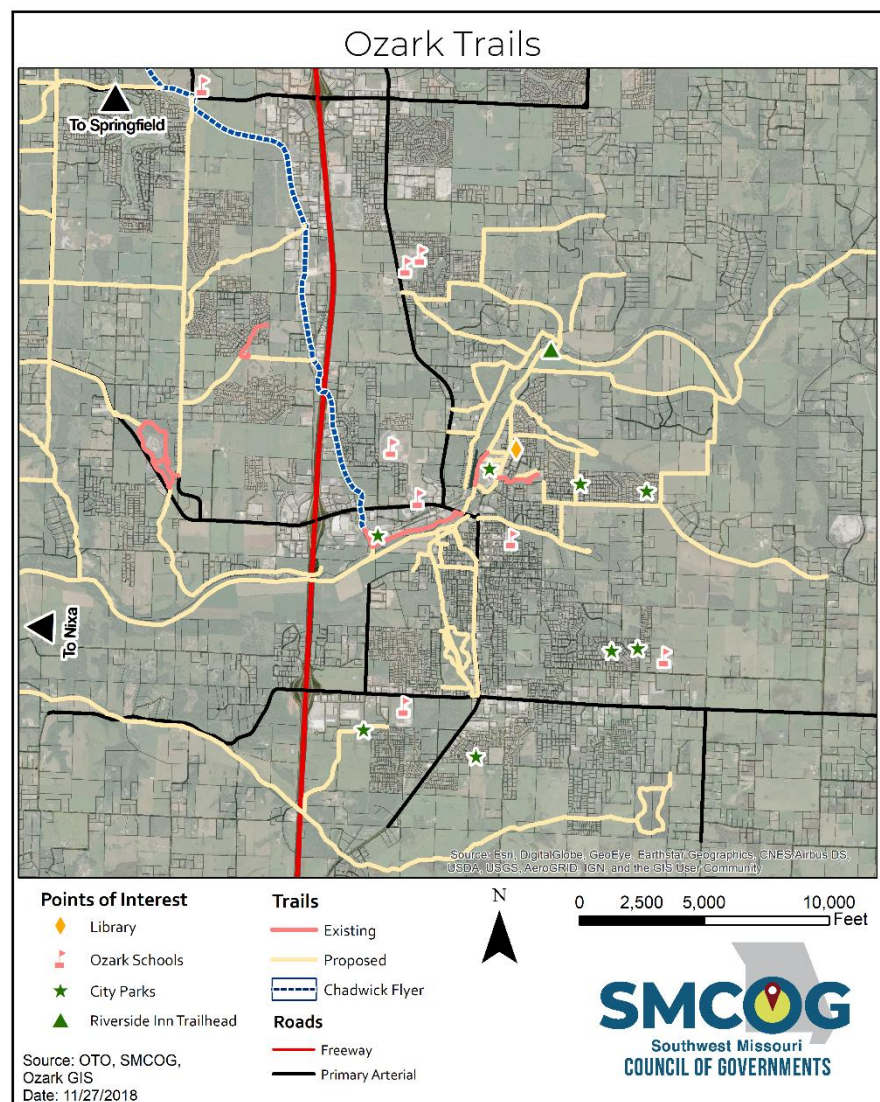
Objective 1: Ensure current and future parks provide for the needs of the community.

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

Goal 2: Expand the city and county trail system.

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

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



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

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

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

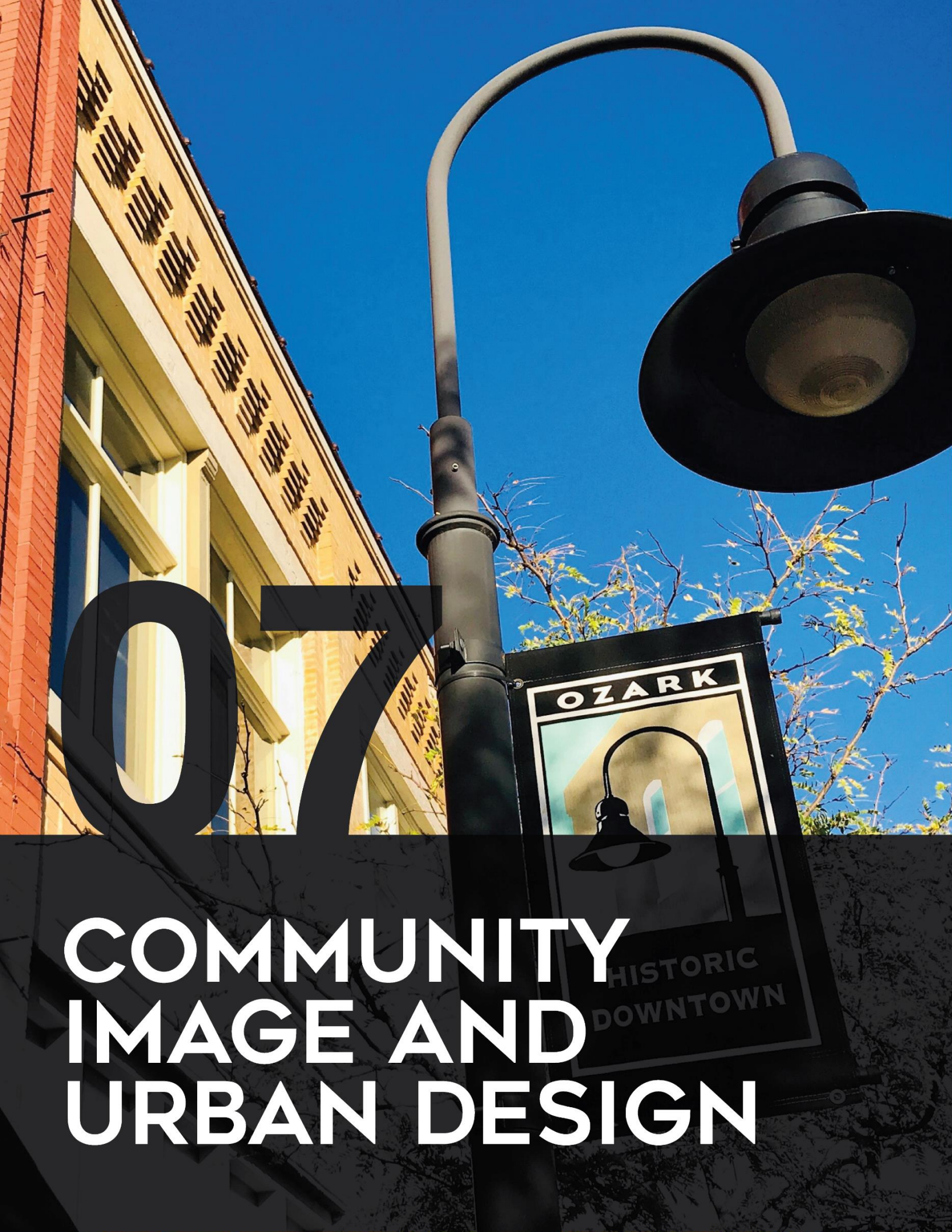
GOAL 2:

Expand the city and county trail system.

How to achieve this goal

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

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



07

COMMUNITY
IMAGE AND
URBAN DESIGN

Community Image & Urban Design

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

What are Complete Streets?

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

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

which should include

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



Data Source: smartgrowthamerica.org

Created by the
SMCOG Southwest Missouri
 COUNCIL OF GOVERNMENTS



Figure 19. Ozark Gateway Improvements

Goal 1: Review and revise city design standards.

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

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

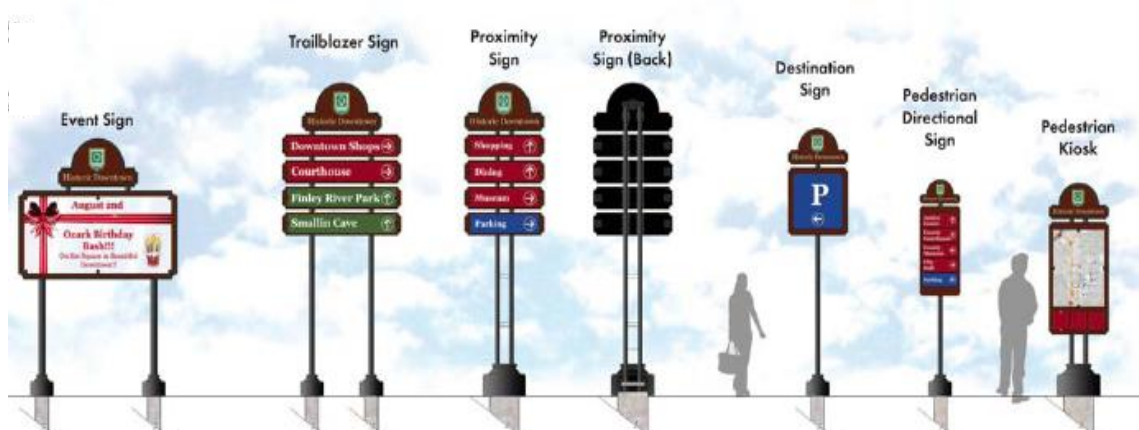


Figure 20. Ozark Wayfinding Signs

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

GOAL 1:

Review and Revise City Design Standards

How to achieve this goal

Objective 1: Adopt a Complete Streets ordinance.

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

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

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

WAYFINDING PROGRAM

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

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





08

COMMUNITY ENGAGEMENT AND EDUCATION

Community Engagement & Education

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

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

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

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

COMMUNITY EVENTS AND TECHNOLOGY

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

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

GOAL 1:

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

How to achieve this goal

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

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

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

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



**FUNDING THE
FUTURE**

Funding the Future

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

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

The General Fund

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

What does it cost?

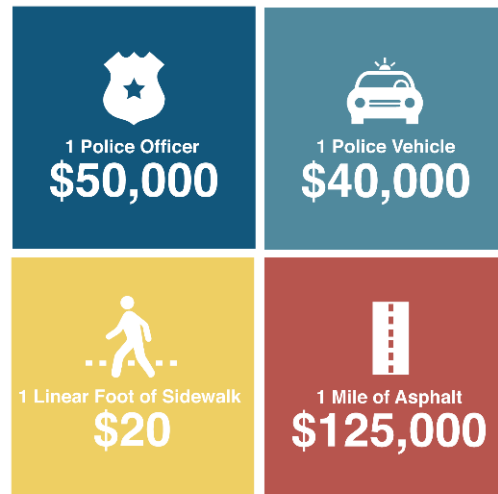


Figure 21. Cost of Selected City Services

Revenue Sources

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

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

Percentage of Property Tax Distribution

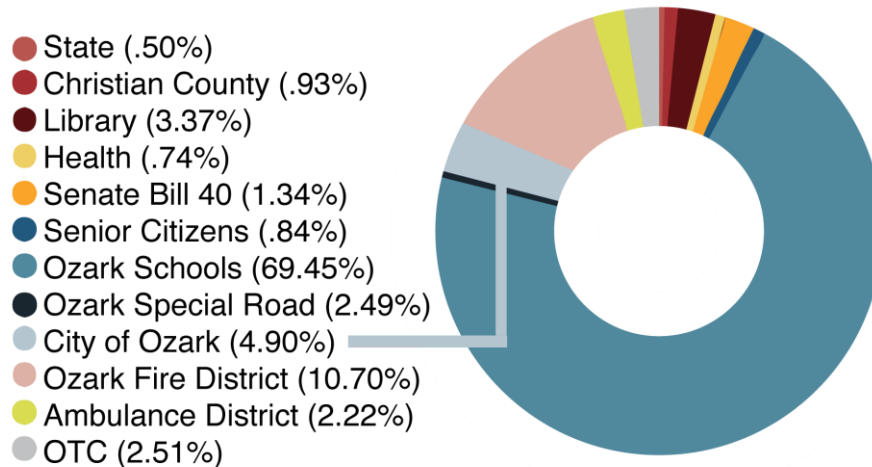


Figure 22. Property Tax Distribution

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

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

Table 3. Ozark Sales Tax Rates

Potential Revenue Sources

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

Sales Tax		City Status
State statute allows municipalities to collect several types of sales taxes. Ozark has already implemented many of those available, but may review options for implementing increased in existing rates or additional taxes if necessary.		
General Revenue Sales Tax	A general revenue sales tax may be imposed at a rate of .50 of a cent, .875 cent or 1 cent.	Ozark currently enacts a 1 cent general revenue tax.
Capital Improvements Sales Tax	This tax may be imposed at a rate of .125, .25, .375 or .50 of 1 cent. Funds generated can be used for the operation or maintenance of a capital improvement and/or the repayment of bonds that financed a capital improvement project.	Ozark currently enacts a .25 cent capital improvement tax.
Economic Development Sales Tax	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.	Ozark does not currently enact this tax.
Transportation Sales Tax	This tax may not exceed .50 cent and is to be used solely for transportation purposes.	Ozark currently enacts a .375 cent transportation tax.
Storm Water/Parks Sales Tax	The tax may be used for storm water control, parks, or both. The tax may not exceed .50 of a cent.	Ozark currently enacts a .50 cent stormwater/parks tax.
Local Use Tax	A local use tax is applied in lieu of the local sales tax on transactions that individuals and businesses conduct with out-of-state vendors, including internet, catalog, and direct market sales. The rate of the use tax is applied at the same rate as the local sales tax.	In order to not lose revenue, Ozark must pass a local use tax.

Property Tax The State Constitution and statutes set limits on permitted property tax rates. The tax rates are based on revenues permitted for the prior year and allowed growth based on the calculated rate of inflation and value of new development. As with sales tax, there are several types of property tax that a local government can levy.		City Status
General Operating Levy	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 a variety of ways. The general operating levy may be imposed at a rate of up to \$1.00 per \$100 of assessed value.	Ozark currently levies a property tax rate of 0.2922 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.	Ozark does not currently enact this levy.
Health/Solid Waste/Museums Levy	Municipalities have the authority to establish levies not to exceed \$0.20 on every \$100 of assessed value for hospitals, public health, solid waste, and museum purposes.	Ozark does not currently enact this levy.

Other Revenue Sources / Incentives

Business License	The fee can be based on a percentage of gross receipts, number of employees, square footage of a business or a flat rate depending on the type of business.
Liquor License	Municipalities may charge up to one and one-half times the rate charged by the state to license liquor providers. A municipality can increase the rate and gain more income without increasing administrative costs.
Municipal Utility Gross Receipts Taxes	Most Missouri municipalities levy a utility tax based on gross receipts but a few levy the tax by a flat fee arrangement. Five percent is the most common rate, but many municipalities levy a higher tax. In addition, city-owned utilities often contribute either a percentage of gross receipts or a transfer from the utility fund to the general fund in lieu of taxes.
Special Assessments	Many types of special assessments are levied by boards, districts, and municipalities. Some special assessments are levied for construction or improvement projects administered by the boards, districts, or municipality and these assessments may be for a certain number of years.
Special Business Districts	A Special Business District (SBD) is a separate political subdivision of the state that may impose additional property taxes and business license taxes to fund certain public improvements and services within the district.
Community Improvement District	A Community Improvement District (CID) is a local special taxing district that collects revenue within designated boundaries to pay for special public facilities, improvements or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the proposed district's boundaries. A CID is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property and sales taxes.
Neighborhood Improvement District	A Neighborhood Improvement District (NID) is a special taxing district that collects revenue within designated boundaries to help pay for public infrastructure, facilities or other improvements that confer a benefit on property within the district. NIDs are created by election or petition of owners of real property within the proposed district's boundaries and typically generate funding for projects through the sale of municipal revenue bonds backed by the district's special property assessments which may be extended beyond retirement of the bonds to pay for maintenance and upkeep.
Utility Tax	A utility tax is a tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy, natural gas, and water. The tax may exist in lieu of a business and occupation.
Impact Fees	Impact fees are payments required of new development for the purpose of providing new or expanded public capital facilities required to serve that development. The fees typically require cash payments in advance of the completion of development, are based on a methodology and calculation derived from the cost of the facility and the nature and size of the development, and are used to finance improvements offsite of, but to the benefit of the development.
Franchise Fees	A municipality can impose a fee on utility companies that use the public rights-of-way to deliver service. The City can determine the amount, structure and use of collected franchise fees. Generally, they are structured in two ways: a flat rate per utility account or a percentage of consumption used by each utility account.

Other Revenue Sources / Incentives	
Transportation Development Districts	Missouri statutes authorize a city to create transportation development districts (TDDs) encompassing all or a portion of a city. The purpose of TDD is to promote, design, construct, improve, or maintain one or more transportation projects. Funding TDDs is accomplished through an add-on sales or property tax and/or real property special assessments.
Tax Increment Financing	Tax Increment Financing (TIF) is available to municipalities to encourage redevelopment of blighted areas. TIF is a local development initiative with oversight and audit responsibility shared by the local TIF Commission and the local governmental body. To establish a TIF, the municipal governing body adopts a Redevelopment Plan, approved by the locally appointed TIF Commission. The Plan requests TIF to help fund construction of certain public use facilities within the designated Project Area and is accompanied by fiscal evidence that the development could not proceed without TIF supplemental funding. TIF relies on the assumption property values and/or local sales tax should increase after the development is operational and a portion of the additional tax over the Base Year taxes generated are allocated to pay for TIF-eligible projects in the development.
(Increased) Fees: user and/or service	A user or service fee is a sum of money paid as a necessary condition to gain access to a particular service or facility. This could include fees for use of recreational facilities, fees paid for permits such as building or stormwater, plat and site plan fees, etc.

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

Table 4. Potential Revenue Sources



COMMUNITY
BUILDING

100

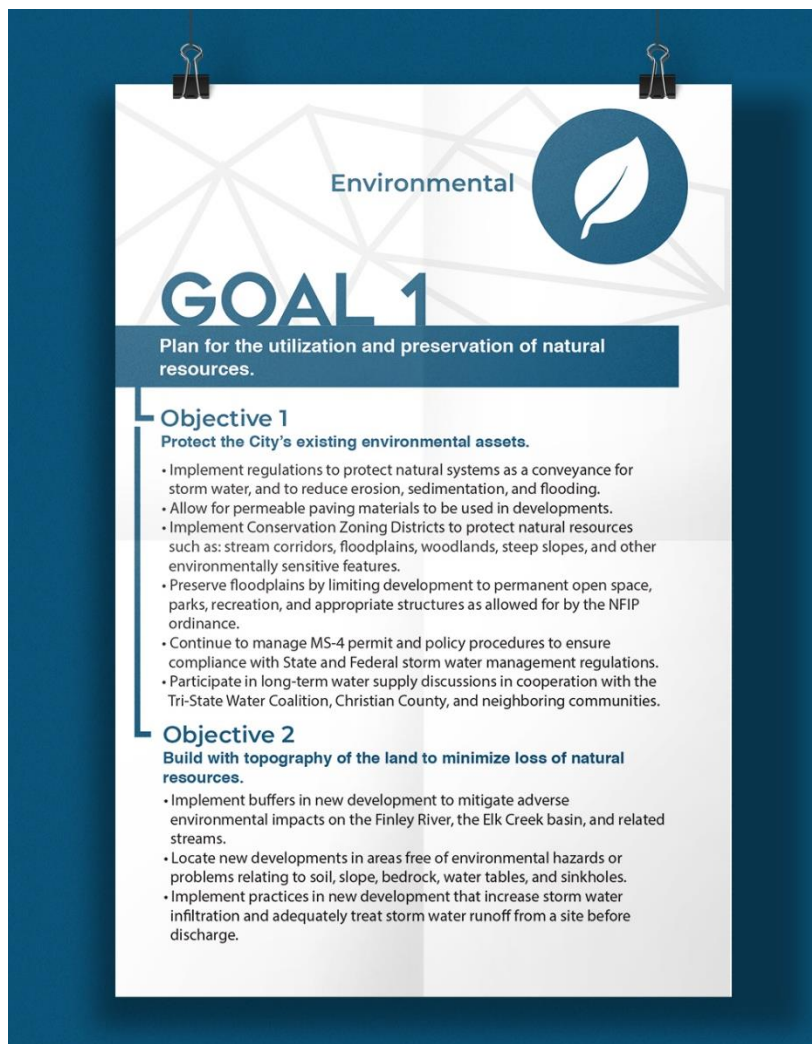
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IMPLEMENTATION

Implementation

The success of this plan depends on implementation measures made by city staff, citizens, and agencies. During the planning process, goals, objectives, action items, and implementation strategies were identified. The identified goals and objectives provide actions steps to be taken to ensure the future that Ozark resident's desire. The implementation matrix displays details for each identified goal, objective, and action item. The matrix is intended to be updated regularly as items and priorities are accomplished or changed. The annual city budget process is the ideal opportunity to review the implementation matrix to make appropriate updates and to note progress made.

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



Goal Boards used for prioritization, Source: SMCOG

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

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

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

	Priority	Action Steps	Responsible Department						Existing Funding Sources	Potential Funding Sources
			City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers		
Land Use and Development										
Goal 2: Adopt SmartCode as a component of the city zoning.										
Objective 1: Allow for SmartCode in areas designated as PUD to allow for new urbanism designs.	Medium	Conduct a study to best identify areas for a SmartCode pilot program within the City.	x	x					General Fund	Community Planning Assistance Teams through APA; Smart Growth America’s free workshops
		Contact an outside firm to assist with the development and integration of SmartCode.	x						General Fund	
		Educate citizens on the benefits of form-based code and how it contributes to the overall character of the community.	x						General Fund	

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

	Priority	Action Steps	Responsible Department						Existing Funding Sources	Potential Funding Sources
			City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers		
Residential										
Goal 2: Increase housing options in the Ozark Central Business District.										
Objective 1: Encourage the development and restoration of downtown residential units.	High	Require new development in the central business district to include upper floor residential units.	x	x	x		x		General Fund	Private Funds
		Allow for adaptive reuse for buildings in the central business district.	x	x	x				General Fund	
		Ensure downtown housing maintenance.	x						General Fund	
Objective 2: Direct mixed-use developments to designated areas on the future land use map to minimize conflicts with existing low-density neighborhoods.	Low	Incentivize housing development in the Central Business District.	x	x	x				General Fund	Special Districts such as transportation development district
		Rezone appropriate parcels to mixed-use or PUD as identified on future land use map.	x	x	x				General Fund	

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

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

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

	Priority	Action Steps	Responsible Department						Existing Funding Sources	Potential Funding Sources
			City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers		
Historic Preservation										
Goal 1: Uphold Ozark’s heritage with strong preservation practices.										
Objective 1: Preserve local cultural and historical assets to improve local pride.	Medium	Create public awareness of historic preservation.	x	x		x		x	General Fund	Partner agencies; Volunteer time
		Enforce the Historic Preservation Ordinance to maintain the quality and character of existing historic building by working with the Ozark Historic Preservation Commission.	x	x					General Fund	
		Study the necessity of expanding the historic district.	x	x		x		x	General Fund	SHPO Heritage Grants
		Update historical survey and design guidelines.	x						General Fund	

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

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

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

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

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

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

	Priority	Action Steps	Responsible Department						Existing Funding Sources	Potential Funding Sources
			City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers		
Parks, Open Space, Recreation										
Goal 1: Provide and preserve quality parks, open space, and recreation throughout the city.										
Objective 1: Ensure current and future parks provide for the needs of the community.	High	Implement a dedicated funding source for parks and recreation and trail development.	x		x					
		Work with the Christian County Agriculture and Mechanical Society to acquire the Finley River Park.	x		x	x			General Fund; Park Fund	
		Create evaluation criteria for proposed park land that is donated to the city.	x	x					General Fund; Park Fund	
		Develop a funding campaign to build a playground in front of the OC.	x	x	x	x	x	x	General Fund; Park Fund	Private donations; Private Foundations; Citizen-run committee
		Conserve high quality natural lands in the city for use as passive parks such as an urban forest, mountain bike trails, or educational walking trails.	x	x	x	x	x		General Fund; Park Fund	Private Donations; Recreational Trails Program; Missouri Department of Conservation

	Priority	Action Steps	Responsible Department					Existing Funding Sources	Potential Funding Sources	
			City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers			City Residents/ Volunteers
Parks, Open Space, Recreation										
Goal 2: Expand the city and county trail system.										
Objective 1: Provide connectivity between all parks, public open spaces, schools, and commercial districts.	High	Create a trails development plan to create a network of biking, hiking, and walking trails.	x	x	x	x			General Fund; Park Fund; Transportation funds; Ozarks Transportation Organization	
		Connect the Ozark greenway system to the Greene County Greenway Trail system and Nixa by implementing OTO’s regional trails plan.	x	x	x	x			General Fund; Park Fund; Transportation funds	Transportation Alternative Program; Recreational Trails Program
		Acquire land and easements for trails along greenways, streamways, and the conversion of former rail corridors from land owners and new development.	x		x				General Fund; Park Fund; Transportation funds	Transportation Alternative Program; Recreational Trails Program
		Complete the Riverside Inn trailhead and trail expansion.	x	x	x				General Fund; Park Fund; Transportation funds	Transportation Alternative Program; Recreational Trails Program

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

	Priority	Action Steps	Responsible Department							Existing Funding Sources	Potential Funding Sources
			City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers			
Community Image and Urban Design											
Goal 1: Review and revise city design standards.											
Objective 1: Adopt a Complete Streets ordinance.	Low	Improve 3rd St. with new streetscaping and enhancements.	x	x	x	x			General Fund		
		Review effectiveness of the HWY 65 corridor overlay and make necessary adjustments.	x						General Fund		
Objective 2: Stay up to date on the best practices for city design standards.	Low	Attend trainings or conduct research and discuss, at least biannually with the public, what the community wants in design standards.	x	x					General Fund		
		Expand the current wayfinding program.	x	x	x	x			General Fund		

	Priority	Action Steps	Responsible Department							Existing Funding Sources	Potential Funding Sources
			City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers			
Community Engagement and Education											
Goal 1: Foster a transparent, efficient, and responsive dialogue between citizens and city staff and officials.											
Objective 1: Expand outreach to the public so that citizens can provide input related to community planning projects, programs, and initiatives.	Medium	Create new links within the city webpage to update the public on planning and development projects.	x						General Fund		
		Encourage elected officials to communicate more with citizens by taking a more proactive approach for educating the public.	x	x					General Fund		

	Priority	Action Steps	Responsible Department						Existing Funding Sources	Potential Funding Sources
			City Staff	Planning & Zoning Commission	Board of Aldermen	Partner Agencies	Private Developers	City Residents/ Volunteers		
Community Engagement and Education										
Goal 1: Foster a transparent, efficient, and responsive dialogue between citizens and city staff and officials.										
Objective 2: Establish a formalized structure to create effective communication within the city.	Medium	Create citizen advisory committees as special topics arise to assist staff with research and recommendations, and to provide input and expertise on relevant community projects, interests, and potential developments.	x					x	General Fund	Other relevant special funds; Chamber of Commerce; National Association of Realtors Smart Growth Action Grant/Placemaking Grant
		Partner with appropriate and interested advisory groups to engage residents around relevant community interests and topics.	x					x	General Fund	Private Funds
		Create neighborhood districts to engage neighborhood associations to address neighborhood issues.	x		x			x	General Fund	
		Require active Homeowners Associations to govern neighborhood covenants.	x		x			x	General Fund	
		Identify a neighborhood liaison to communicate between residents and city staff.	x					x	General Fund	

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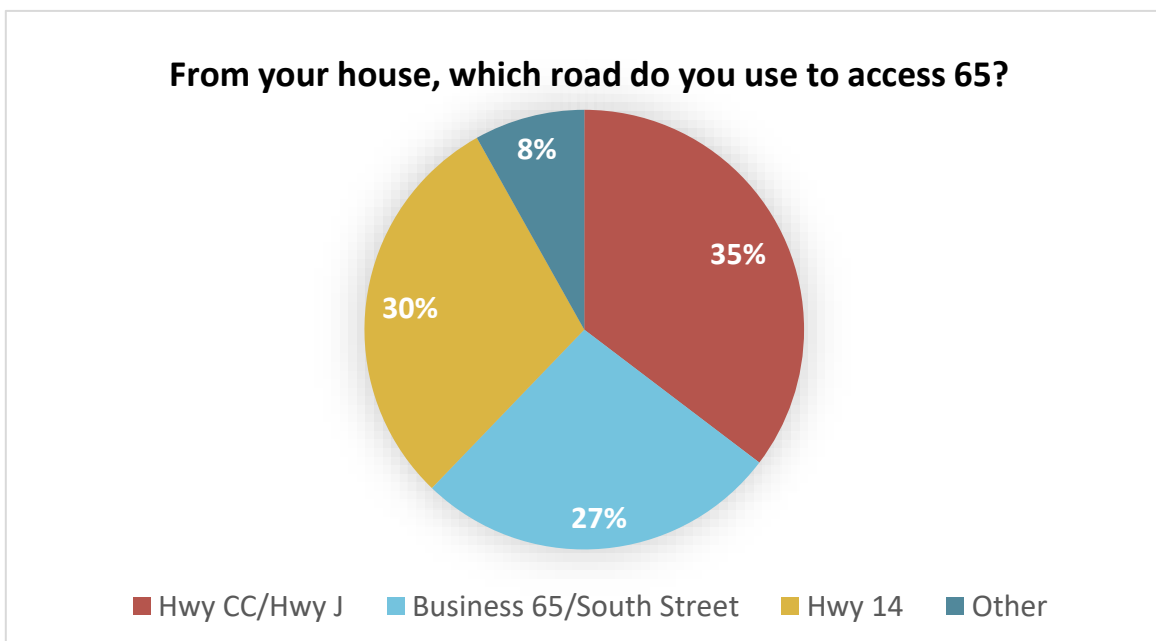
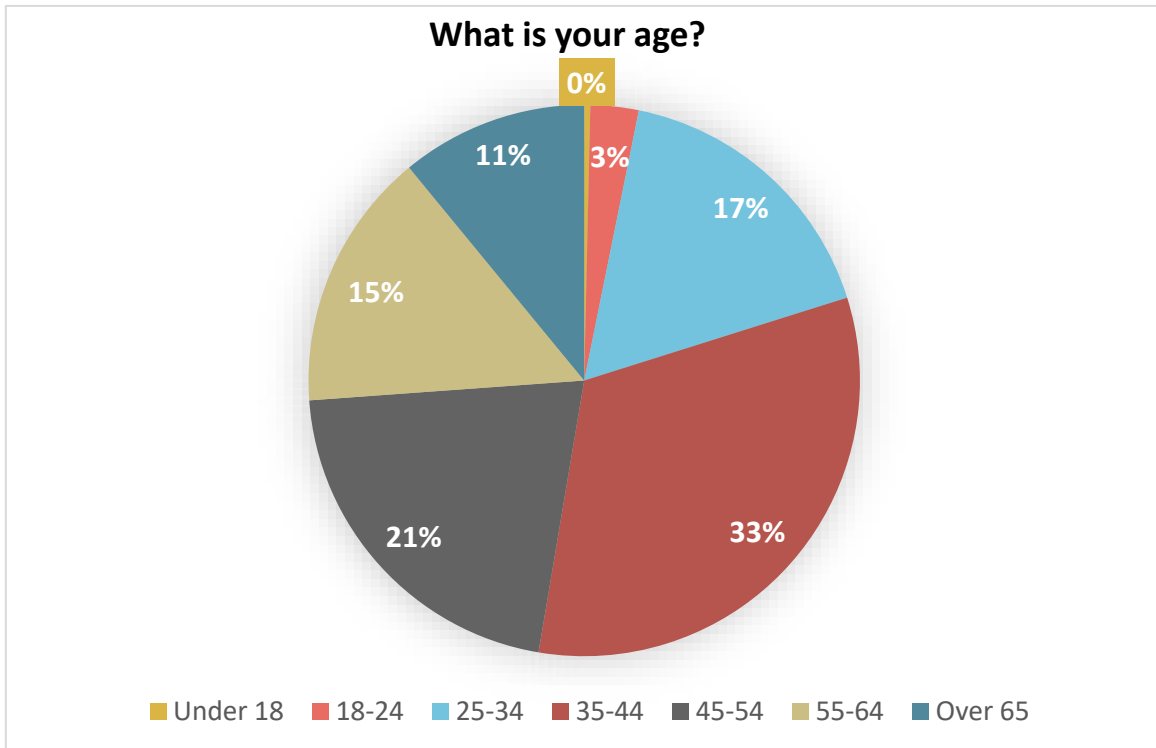
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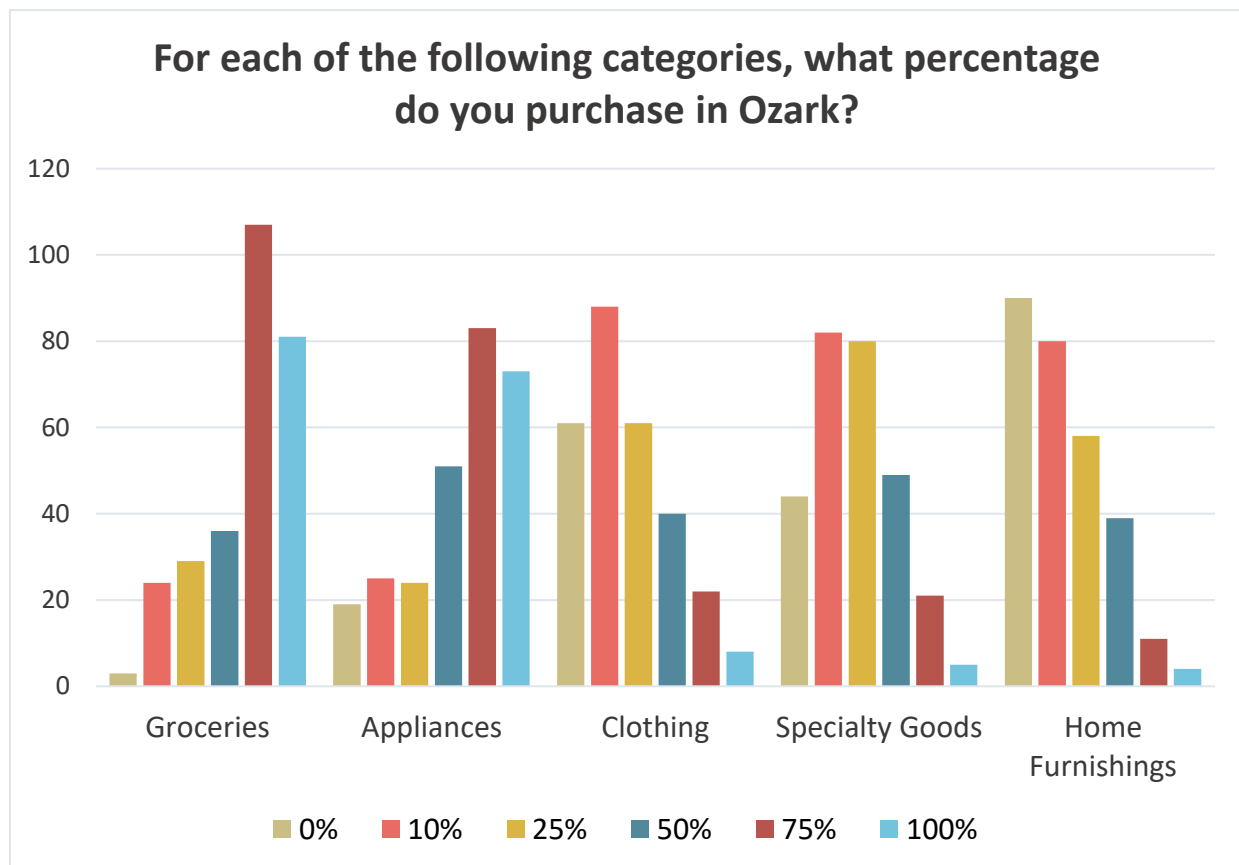
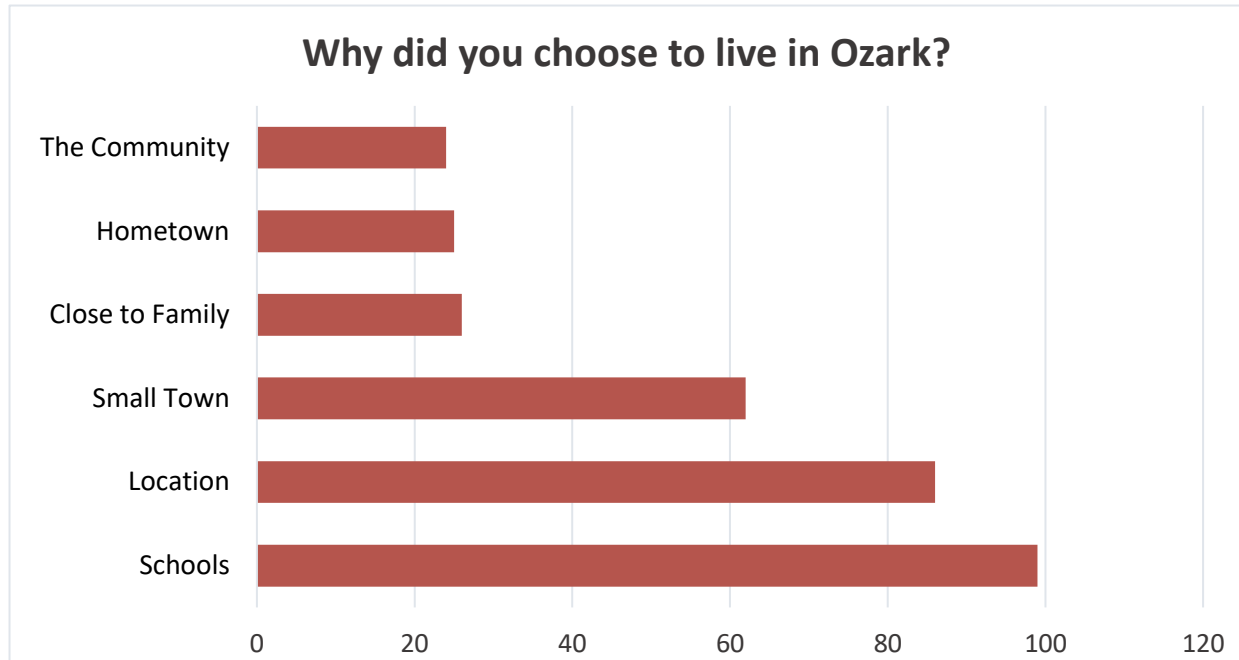
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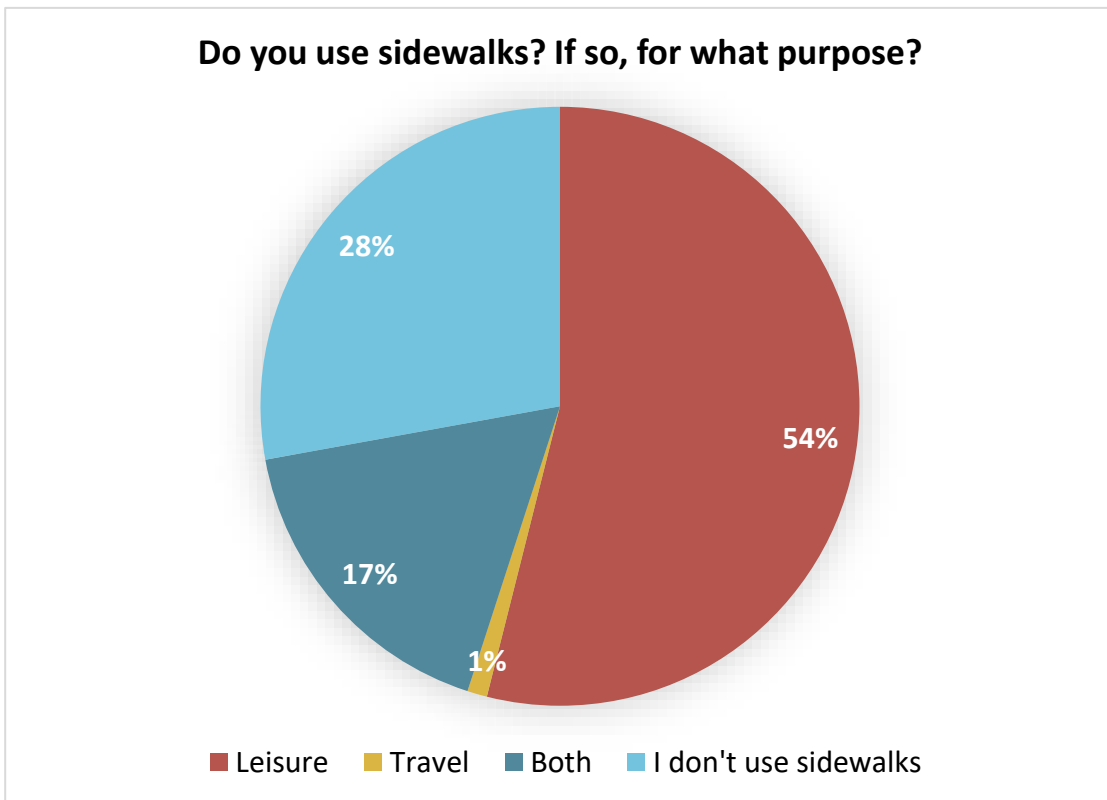
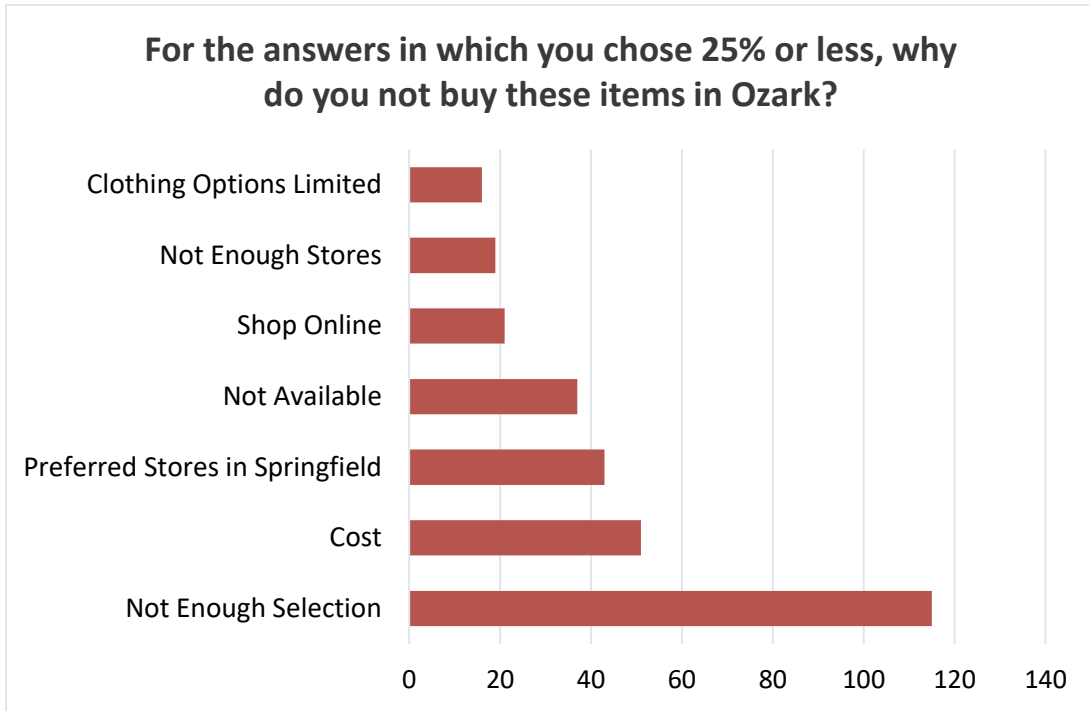
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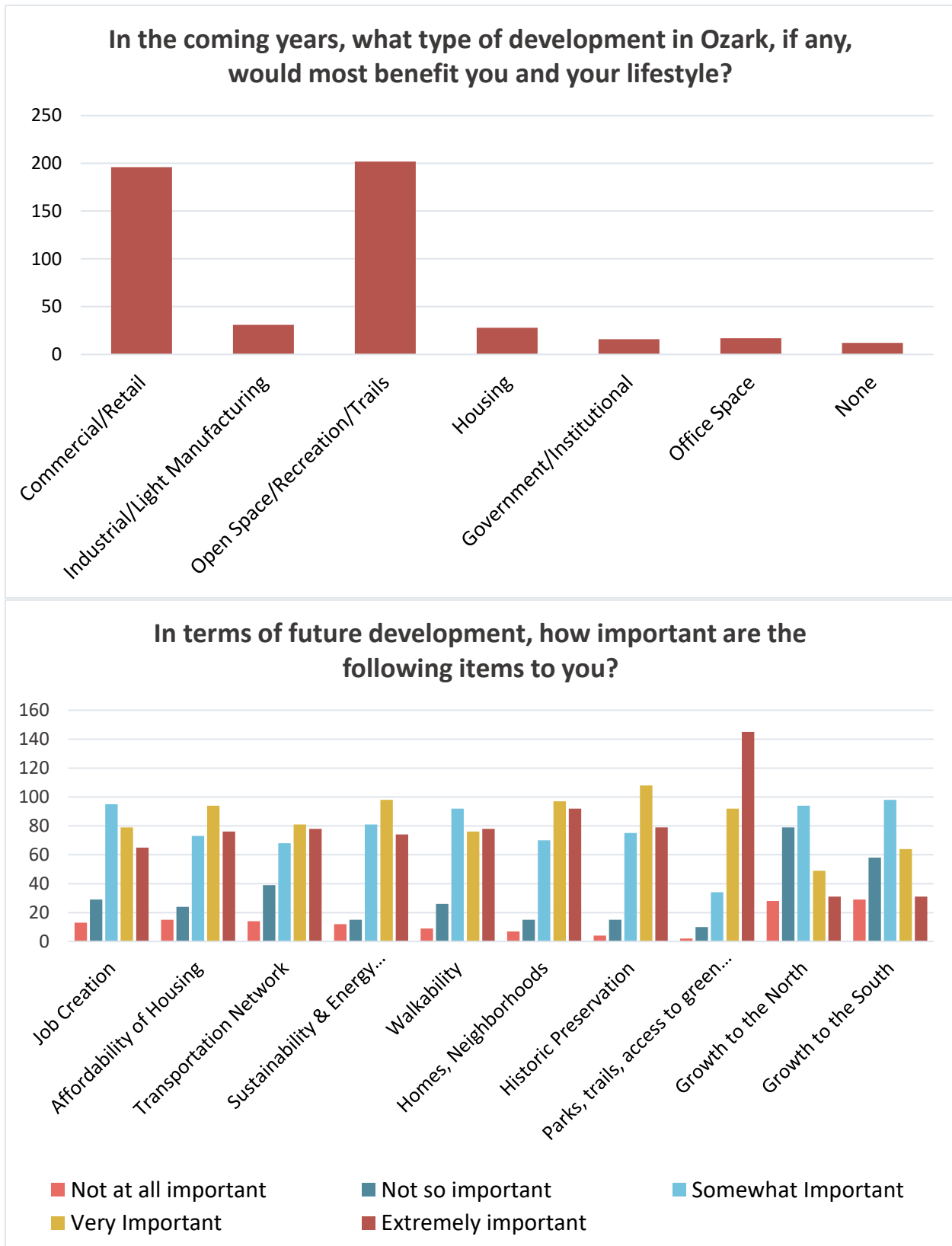
APPENDIX A

Survey Results

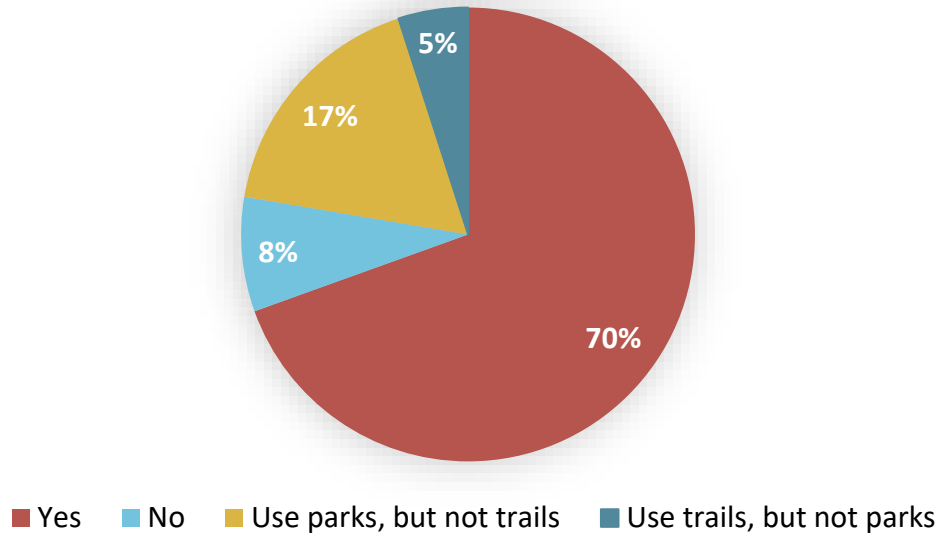




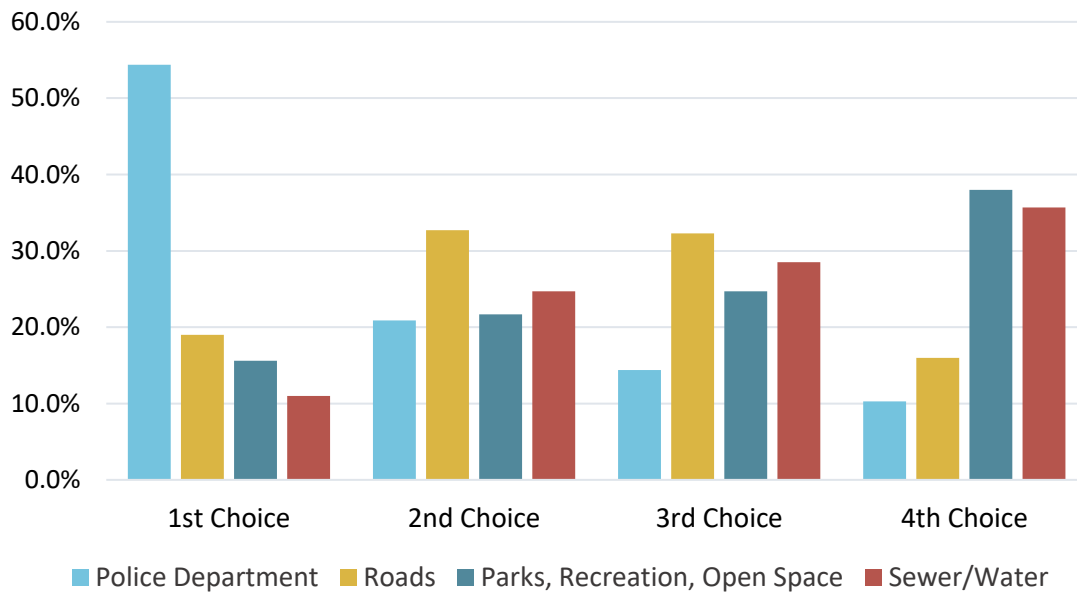


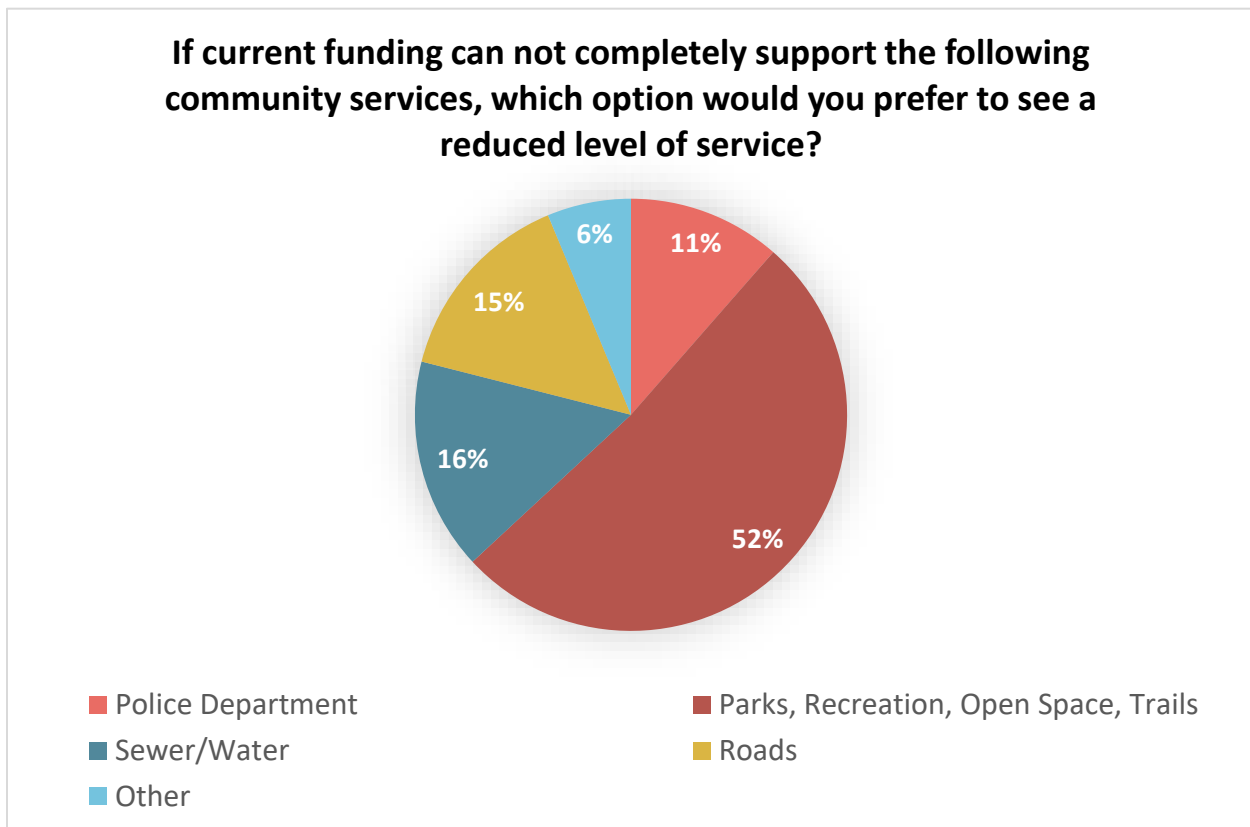
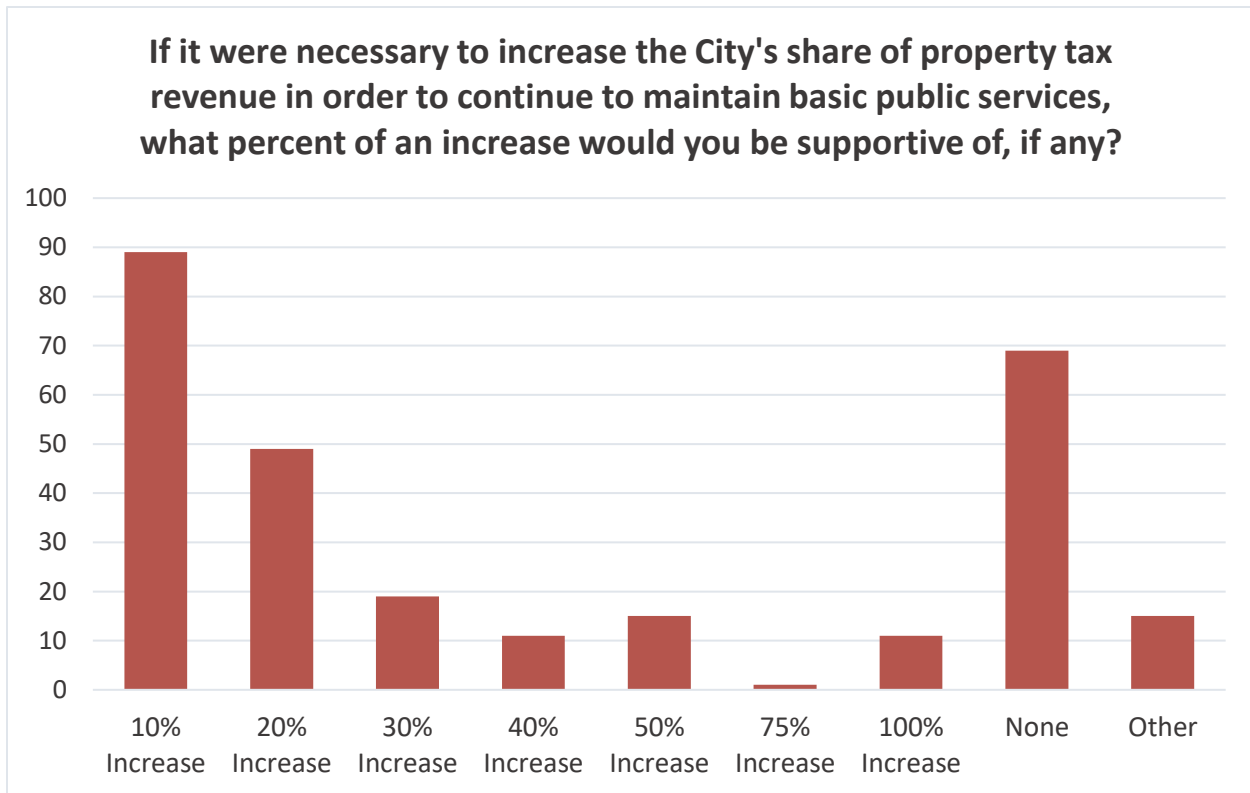


Do you use the park and trail system in Ozark?

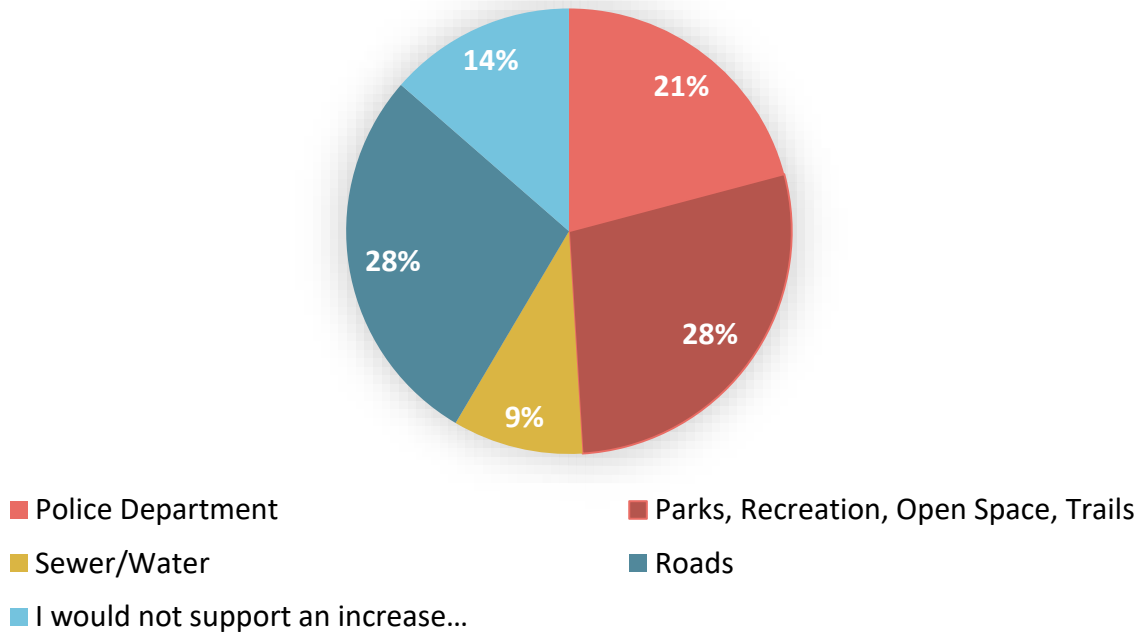


Please rank the following city services from highest to lowest according to which you feel is the most important.

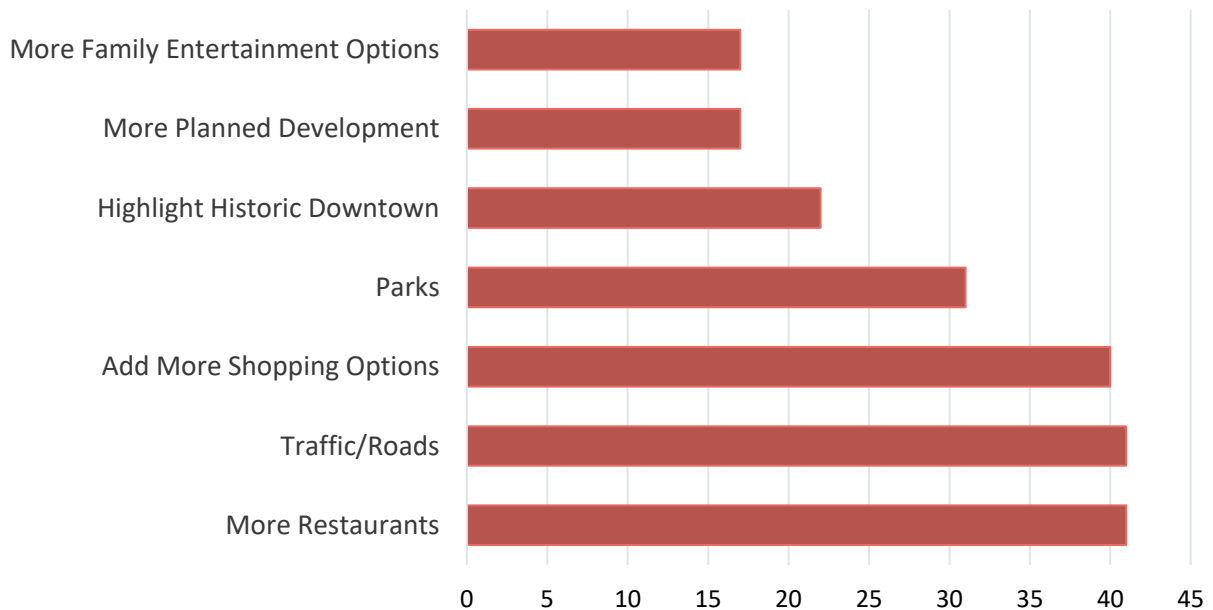




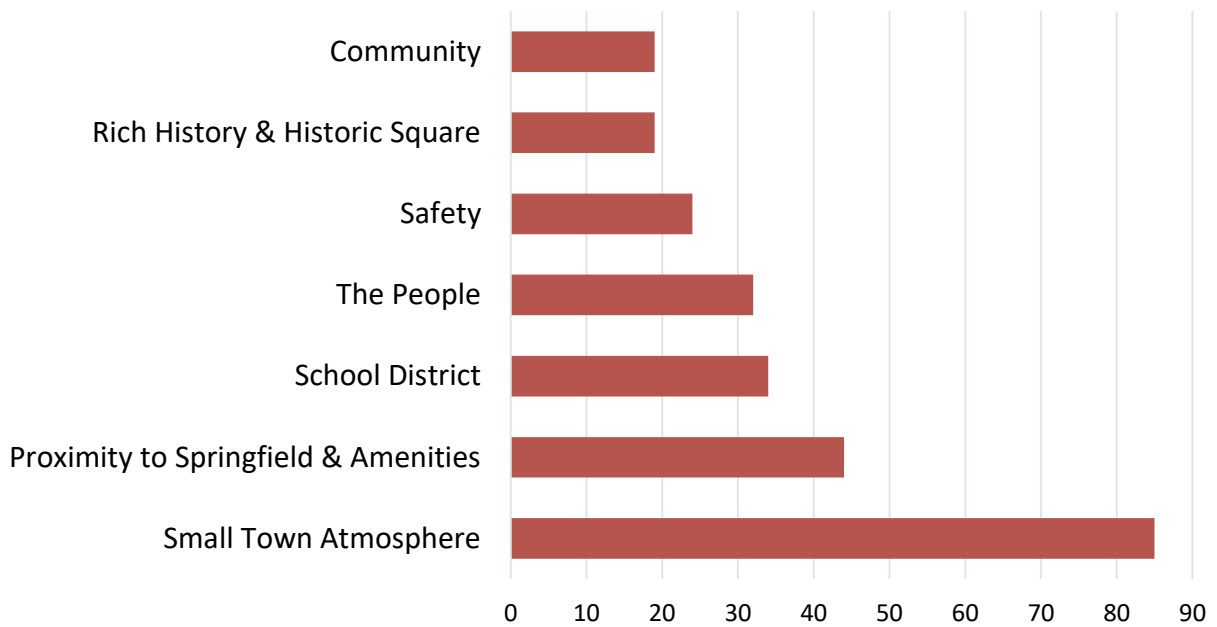
If you could support an increase in the city property tax levy, what services would you want the increased revenue to fund?



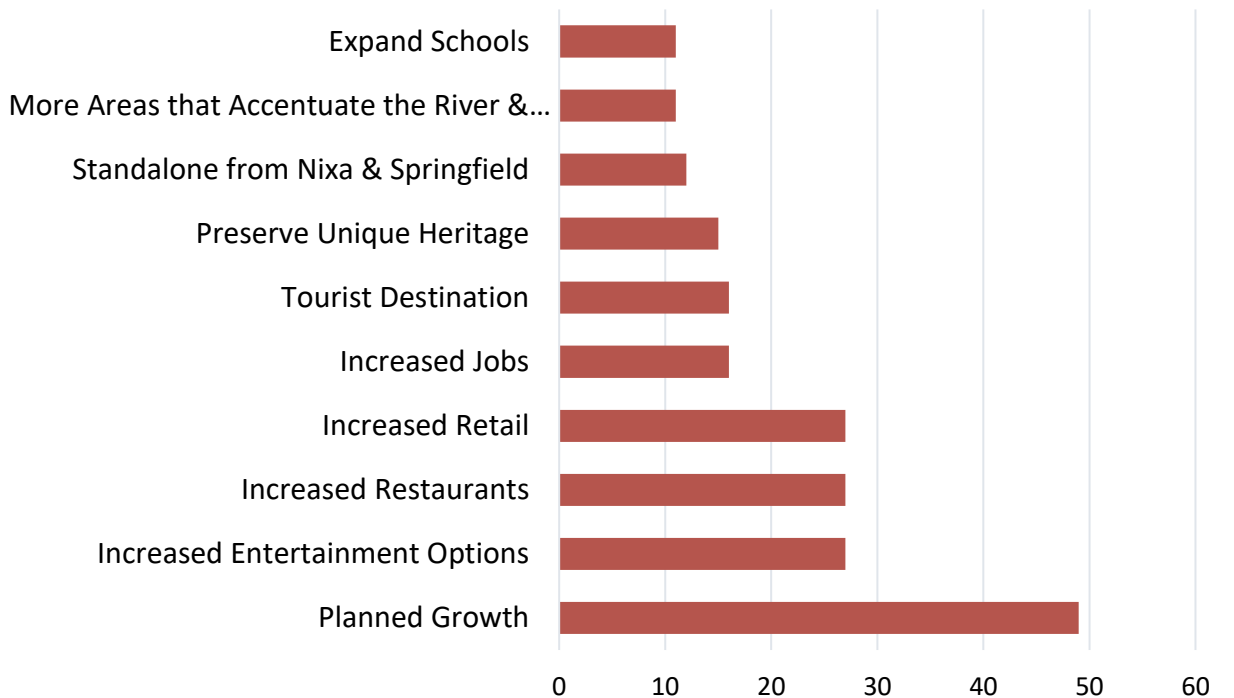
Looking to the future, what would you like to see as Ozark's focus?



What is your favorite part of living in Ozark?



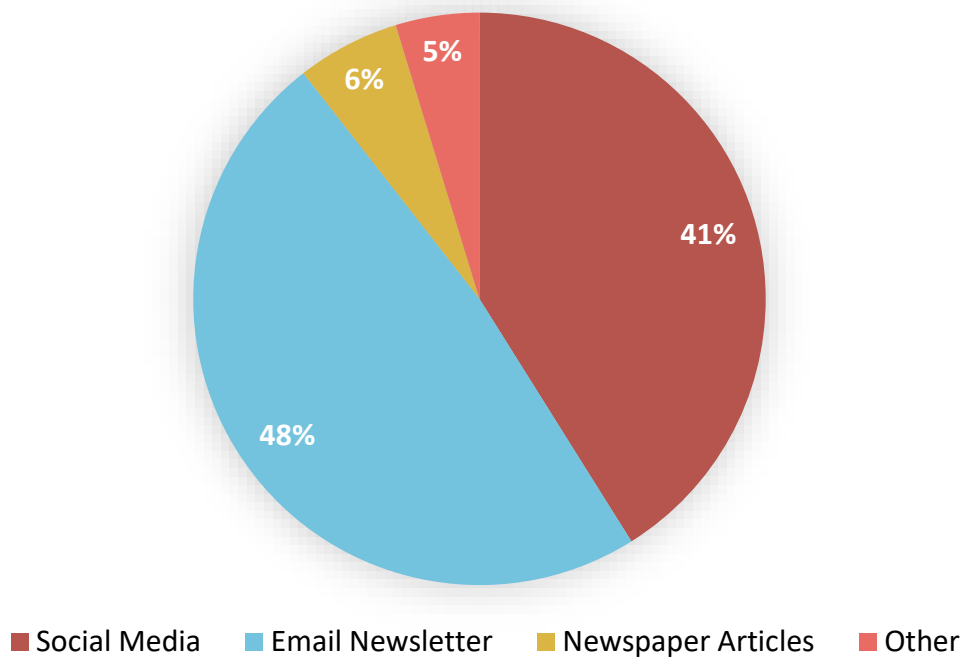
What is your vision of Ozark over the next 20 years?



What challenges/struggles do you face as a resident in Ozark?



How do you prefer the city to communicate with you?



APPENDIX B

Ozarks Transportation Organization Needs List—Submitted and Prioritized

Item Number	Location	Improvements	Cost
M172	Business 65 (South Street) Improvements from RT. 65 to 3 rd St.	Capacity improvements and pedestrian accommodations	\$3,949,115 (2018-2022)
M158	Rt. 14 (Jackson St.) Improvements	Capacity improvements from Cheyenne Rd. to Freemont Rd.	\$13,754,909 (2023-2030)
M159	Rt. 14 (Jackson St.) Improvements	Capacity improvements from Freemont Rd. to 22 nd St.	\$4,294,417 (2018-2022)
M167	Rt. 14 (Jackson St.) Improvements	Capacity improvements from 17 th St. to Rt. NN including pedestrian accommodations	\$5,764,631 (2018-2022)
M173	Rt. 14 (Jackson St.) Improvements	Capacity improvements and pedestrian accommodations on South St. from 3 rd St./Selmore to Rt. W	\$21,522,739 (2023-2030)
M408	Rt. 14 (Jackson St.) Improvements	Capacity improvements from Rt. NN to 3 rd St.	\$4,919,495 (2023-2030)
O13	Rt. 14 (3 rd St.) and Church St. Intersection Improvements	Widen Rt. 14 (3 rd St.) to include two through lanes in each direction with a continuous center turn lane, add a center turn lane for the eastbound and westbound approach of Church St., add signal	\$1,885,397 (2023-2030)
O25	Rt. 14 (South St.) and Rt. W Intersection Improvements	Signalize intersection and widen roadways to include left turn lanes at all approaches	\$1,524,138 (2031/2040)
O401	Rt. 14 and Oak Street Intersection Improvements	Improve existing intersection alignment with a realignment of Oak St.	\$1,885,397 (2023-2030)
O6	Rt. 14 (Jackson St.) and Rt. NN (9 th St.) Intersection Improvements	Widen Jackson St. to include two westbound lanes (east of Rt. NN) and realignment of 10 th St., widen Rt. NN to include a southbound left turn lane and add shoulders, replace signal	\$3,114,272 (2018-2022)
O403	Improvements to intersection of Rt. 14 and Business 65	Intersection improvements	\$2,185,454 (2018-2022)
M128	Rt. 65 Capacity Improvements	Capacity improvements from Evans Rd. to Rt. CC	\$7,321,271 (2018-2022)

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

Hazard Mitigation Plan Goals

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

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

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

APPENDIX C

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

REFERENCE APPENDIX

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