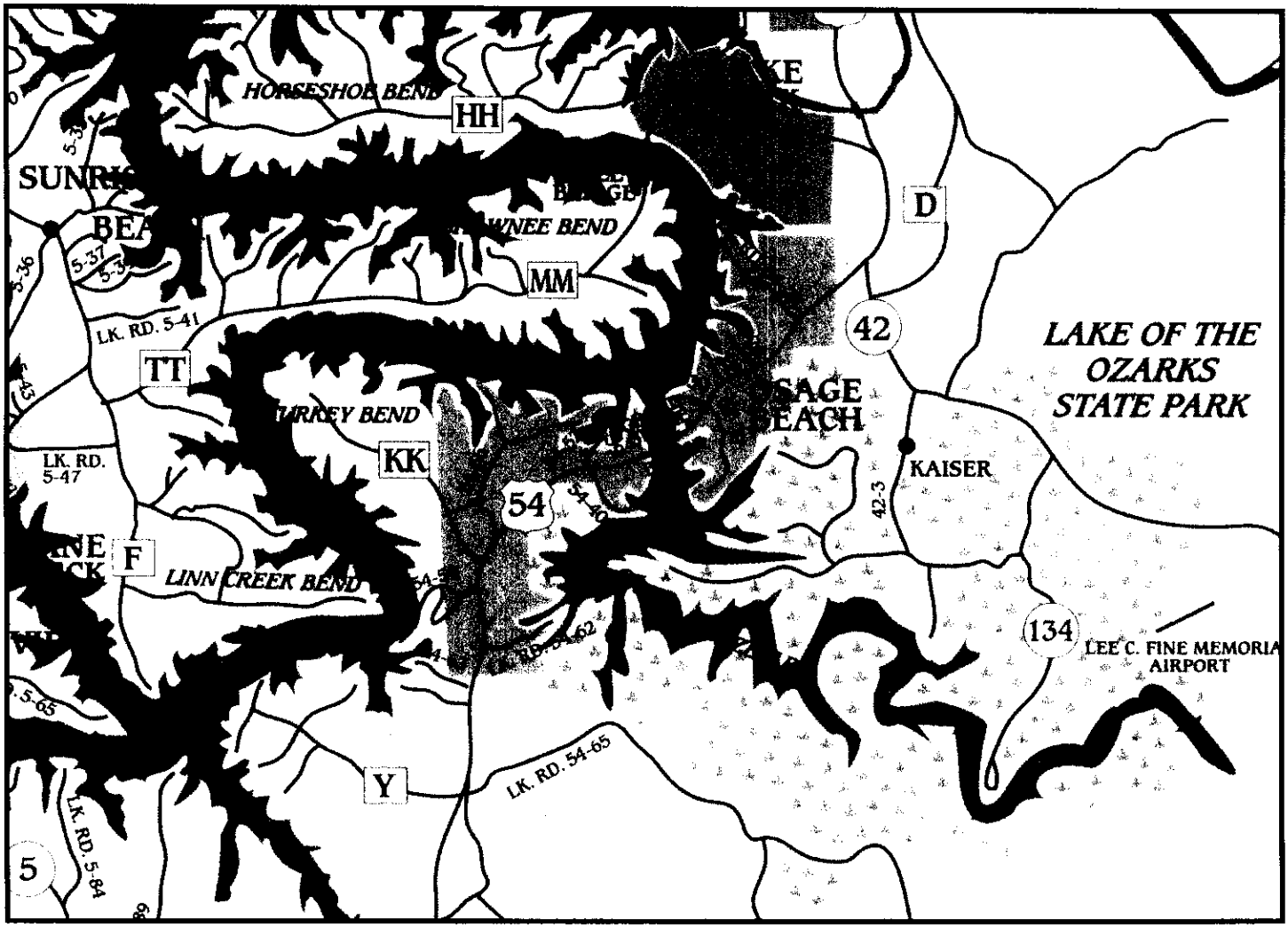
FINAL

CITY OF OSAGE BEACH
COMPREHENSIVE PLAN



Prepared For:

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THE LANG GANG, INC.

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Executive Summary

The Consultant firm, Planning Works was hired in 2005 to undertake development of the Comprehensive Plan for the City of Osage Beach. The Comprehensive Plan was completed in December, 2006 by consultant firm, The Lang Gang, Inc. The Plan consists of nine principal sections and includes information on the past, present, and future scenarios.

The Comprehensive Plan is an important tool for defining the City's growth pattern, the timely provision of public faculties and services, and the adoption of funding mechanisms to pay for the public costs that new growth brings to bear on the existing community. The purpose of the Plan is to develop goals and objectives which, when implemented, will allow the City to realize its future desires.

A community's long-range plan should reflect the interest, values and desires of the community at-large. For the Plan to contain the community's vision of its desired future, and a realistic action program for reaching that vision, it must be developed through a process that includes interested or affected community members. For Osage Beach, updating the Comprehensive Plan included various public involvement techniques throughout the planning process.

Key issues identified through the public imput process included issues related to the key areas of transportation, residential development, economic development, land use compatibility, community identity, and planning and zoning.

Osage Beach was incorporated in 1959 and has since undergone steady population growth. The 2000 Census showed a population of 3,662 persons. However, Osage Beach has a tremendous number of seasonal residents, which helps account for the over 4,000 housing units identified in the 2000 Census. The City has seen a 35 percent increase in housing units between 1990 and 2000, which translates to a 3 percent compounded average growth.

The population of Osage Beach is aging. The population 65 years and older grew between 1980 and 1990 from 14 percent to over 20 percent. This growth slowed somewhat between 1990 and 2000. Factors such as the aging of the baby boomer generation, Osage Beach as a retirement community, and higher age expectancy levels all contribute to the City's aging population.

Based upon projected growth scenarios, and evaluating past development trends, it is expected that almost 1,100 acres of additional land area will be required through the planning period (2027). Given even the topography of Osage Beach, with almost 3,000 acres of undeveloped land; the City appears to have sufficient total land areas to accommodate projected growth.

The Comprehensive Plan process evaluated three alternative growth scenarios; Commercial Center, Village Centers, and Resort Community. Each alternative represented a differing regional approach and varied the location of different types of growth within the Community. Following a process of community impact, the final growth scenario represented a combination of all three alternatives. The Future Land Use map is a reflection of these growth scenarios.

The Future Land Use map should be viewed as a general guide in helping to make future land use decisions. The purpose of the Future Land Use map is to assist local officials in evaluating the

appropriateness of specific development proposals. The map should not be viewed as an absolute. However, deviations from the map should be strongly supported by planning principles and practices.

An assessment was made of various community facilities. It examined the locally appropriate level-of-service for public safety, parks and recreation, and other community facilities and services, based on historic demand characteristics for Osage Beach's public facilities and services. Although there are definitive numeric measures of service levels for public facilities and services, the locally accepted standards are a matter of policy.

The Implementation Strategy section of this Comprehensive Plan presents Goals and Objectives in seven key community areas; land use, annexation/growth, housing, economic development, aesthetics, transportation, and open space. These goals and objectives form the basis for future actions by the community to help the City achieve its desired "vision". The Implementation Strategy section includes 27 goals and almost 120 objectives for action.

I. Overview

A. Role of Planning

The City of Osage Beach is working through a planning process that is important to the future of the City – to define how the area should develop, its economic success, and quality of life for its citizens. The Comprehensive Plan (the "Plan") is an important tool for defining the City's growth pattern, the timely provision of public facilities and services, and the adoption of funding mechanisms to pay for the public costs that new growth brings to bear on the existing community. The purpose of the Plan is to develop goals and objectives which, when implemented, will allow the City to realize its future desires.

The first step in this process is to evaluate where the City is today - both quantitatively and qualitatively - so that it can determine the desirability and feasibility of alternative growth strategies that will guide the City over the planning period (between 2007 and 2027).

The next step will explore various growth management alternatives that reflect the unique needs of the City and identify techniques for implementing the "preferred growth alternative". Each growth management alternative will be evaluated based on fiscal, economic, and environmental costs and opportunities, together with the necessary legal tools to carry out the alternative.

The final step includes developing a Comprehensive Plan that creates an Implementation Strategy that allows the community to realize its goals.

This portion of the Plan is the beginning statement of the community's vision for its own future and a guide to achieve that vision. It examines the locally appropriate level of service for police, fire, parks and recreation, water, wastewater and road infrastructure, facilities and services, based on historic demand characteristics for Osage Beach's public facilities and services. Although there are definitive numeric measures of service levels for public facilities and services, the locally accepted standards are a matter of City policy. Ultimately the community, through its appointed and elected officials, determines the acceptable service levels necessary to achieve and maintain the desired "quality of life". Thus, the Plan is a tool for managing community change to achieve the desired quality of life. It is a guide for action. By ensuring that individual actions are consistent with the goals, and objectives of the Plan, the City can effectively achieve its vision.

B. Purpose of the Background Assessment

This Chapter focuses on land use and development issues facing Osage Beach. The following listing outlines the major areas by summarizing existing conditions, trends and issues facing the community and establishing the background, for the Plan.

• **Community Vision** defines a vision for the community's future that is the basis for the Plan's recommendations. One of the most significant aspects of Osage Beach's planning process has been the high level of community involvement. The City's outreach program included steering committee meetings, interviews, public workshops, press releases and newsletters, in an effort to inform the public and to capture the thoughts, ideas, hopes and

desires of the community. Community values set priorities for community action and plan implementation.

• **Community Growth** identifies demographic characteristics and trends, particularly relating to the provision of public facilities and services. This also establishes the basis for goals and objectives, which address issues related to existing and future land use and the provision of facilities and services.

• **Levels of Service** defines the City's role as a service provider, and in partnership with other service providers, for the provision of facilities and services and defines public and private responsibilities for the provision of facilities.

C. Coordination with Other Jurisdictions

Many problems faced by local governments are regional in nature. Issues such as population growth, environmental preservation, growth patterns, and the adequacy of public facilities and services often go beyond local, neighborhood or City boundaries. This Plan strongly supports partnerships between Osage Beach, Camden and Miller Counties, nearby communities, and other service providers. To the extent possible, these partnerships should focus on coordinated growth management and service provision strategies. Through effective coordination, residents and business owners will enjoy the benefits of more cost-effective service provision and a more stable, sustainable region. Failure to coordinate may result in excessive consumption of valuable open space land, as well as the inefficient use of existing public investments in infrastructure.

The strategies of the Plan should be implemented in a timely manner in order to ensure that the vision of the Plan becomes a reality. Who should be charged with the implementation of the goals, objectives and strategies? It should be a joint effort of the Board of Aldermen, the Planning Commission, City staff, the private sector and other service providers.

II. Community Vision

A. What is the Community's Vision?

A community's long-range plan should reflect the interests, values and desires of the community at-large. For the Plan to contain the community's vision of its desired future, and a realistic action program for reaching that vision, it must be developed through a process that includes interested or affected community members. For Osage Beach, updating the Comprehensive Plan included various public involvement techniques throughout the planning process. This input began at the outset of the planning process. Key objectives of this initial public involvement effort were to:

• ***Involve all potentially affected interests (groups or individuals) during the initial phase of the planning process.*** By involving those who may be affected, the process addressed concerns, included ideas, and responded to objections by building support for the Plan.

• ***Provide a forum for all interested citizens to participate in identifying issues and defining community goals that will be reflected in the Plan and regulations that result from it.*** Since the Plan is intended to reflect community values and goals, extensive citizen involvement assures that the result will communicate the goals and action recommendations of Osage Beach.

• ***Obtain information, opinions and suggestions about planning issues from key community leaders and organizations.*** The Plan addresses many issues that have been researched and discussed in the past. Rather than repeating these efforts, the planning process is designed to capitalize on community expertise and the results of previous planning efforts.

B. The Visioning Process

This report describes some of the public involvement used in developing the Osage Beach Comprehensive Plan. These and other public participation techniques have been used to ensure that policy decisions and action recommendations of the Plan are responsive to the concerns of the community. The Osage Beach comprehensive planning process included the role of the Steering Committee which helped identify appropriate phases in the planning process for public information and other forms of citizen participation such as community workshops.

Interviews with Key City Leaders

Interviews provided a means to obtain information, opinions and suggestions from individuals who are leaders in the community and who play an important role in shaping, supporting and implementing the Plan. To gather additional information, interviews were conducted with key stakeholders and focus groups composed of potentially affected interest groups in the community.

Steering Committee

An advisory committee can serve many valuable functions in a planning process -- it can make recommendations on substantive issues, create a forum for negotiation among interest groups, review the Plan in light of community values, and contribute additional resources to the planning effort. A successful advisory committee builds a consensus

among its members, who then communicate the committee's ideas and recommendations to the interest groups they represent. As a result, a broader community consensus can be achieved.

The City of Osage Beach appointed a Steering Committee to work with the Staff, its consultants, Board of Aldermen and the Planning Commission. The Steering Committee's primary role was to shape the Plan through a consensus building process so the Committee can recommend a Plan for adoption to the Planning Commission.

Throughout the planning process, various Steering Committee meetings were held to build consensus and generate recommended updates to the Comprehensive Plan. Many of these meetings included others in the Comprehensive Plan process such as the Planning Commission, members of the Board of Aldermen and the citizens of Osage Beach.

Community Workshops
Community workshops attract the most active residents and sometimes fail to reflect the majority voice. The City conducted several public workshops, attended by interested residents of Osage Beach and adjacent areas, which were structured to provide information and obtain input on key issues facing Osage Beach, community strengths, needs and goals.

Community Survey
The City of Osage Beach conducted a survey during October, 2005 to gauge resident opinion concerning the Comprehensive Planning process. The survey was completed by 42 residents. Survey topics included City issues and needs, public services, and future development. Survey results included:

• Nearly all (90%) of respondents felt the quality of life in Osage Beach was either good or excellent;

• Street improvements (streetlights and roads) were the most welcome improvements within the past ten years;

• Respondents identified traffic as the top concern;

• All respondents felt the City should encourage single-family residential development and nearly all (98%) felt the City should encourage office development; and

• Two-thirds of respondents feel that adequate public facilities should be required for necessary public services before new development commences.

Respondents' Background: Respondents to the survey have generally lived or worked within the area for a significant amount of time, which is generally characteristic of a population with common goals and a mutual concern for the community: 38% of respondents have lived or worked in the Osage Beach area for over 20 years and 40% have lived or worked in the area for 6 to 15 years.

Quality of Life: Things are improving. Over 80% of respondents felt that the quality of life in the Osage Beach was excellent or good when they first moved to the area.

Respondents felt the quality of life has slightly improved since then, with 90% responding that the quality of life today is either excellent or good.

Community Issues and Needs:

• Obviously, respondents indicated that they are attracted to Osage Beach for the lake and the shopping. The hospital facilities have also been a draw.

• Respondents feel the three most positive changes within the City over the past ten years are infrastructure improvements (such as roads, water, sewer, and Streetlights), increased shopping and entertainment, and the hospital.

• The changes over the past ten years that concern respondents the most are traffic, condos, the lack of affordable housing, and growth. Respondents feel that traffic issues are the most important improvement need. These changes, both positive and negative, drive the issues that respondents want to see addressed by the comprehensive planning process.

• Respondents feel that addressing growth and infrastructure issues, and revision of the Zoning Code, are the most important results from the planning process.

Development:

• Respondents were split on issues regarding the pace of new development. Half feel that development has been occurring too rapidly, while half feel that development has been occurring at about the right pace.

• Almost three-quarters of respondents feel that residential development should be encouraged throughout the City; two-thirds say they would like to see residential development restricted to areas with existing infrastructure. Over half of respondents do not feel that the City should discourage residential development where there is not available infrastructure.

• A majority of respondents want at least some controls for the location of commercial development – most do not want to encourage new commercial development throughout the City or where there is no infrastructure, and three quarters agree that new commercial development should be encouraged where there is existing infrastructure.

• When asked how the City should respond to specific types of development, all respondents felt that single-family residential development should be encouraged. Respondents were split whether the City should encourage (54%) or discourage (46%), multi-family condominiums but most gave a favorable (76%) response regarding the encouragement of apartment development.

• Ninety-two percent of respondents felt that the City should encourage commercial development, 98% felt that the City should encourage office development and 70% felt that the City should encourage industrial development.

• When asked if the City should adopt additional site design and architectural criteria for residential development, 49% of respondents said yes, while 64% of respondents felt that the City should adopt additional site design and architectural criteria for commercial development.

Public Services:

• Respondents generally rated public services as fair to good. Cultural public services garnered the most negative responses, with 15% of respondents giving them a poor rating. Police and schools received the most favorable ratings, with police receiving 44% excellent ratings and schools receiving 53% excellent ratings.

• Respondents generally felt that the City should require adequate public facilities for most public services before new development starts.

• An issue that will require greater community discussion and consideration, is whether new development should pay its fair share of growth-related development costs, or whether the community at-large should continue to subsidize growth-related development costs – two-thirds of respondents did not feel that the cost of the additional infrastructure needed by new development should be shared by new development and existing residents, while a similar number of respondents felt that those costs should be paid for solely by the new developments.

• Respondents felt that building new access to the City or outer roads was very important (81%), and that improving pedestrian access was somewhat (33%) to very important (55%). Improving public transit received a mixed response with 22% of respondents rating it a very important, 54% saying it was somewhat important, and 24% saying it was not important.

Media Outreach

The planning process has included outreach through available local media sources. The City's newsletter has provided valuable coverage of events in the planning process. Periodic progress reports and informational data will be forwarded to the local media to keep the public informed about the progress of the Plan and opportunities to participate.

C. Key Issues

The following summary highlights public input received during a series of focus groups held in May, 2005 and May, 2006. Individual sources have not been identified and issues have not been prioritized. While no effort has been made to resolve conflicting opinions, comments have been organized by categories to highlight the range of perspectives from citizens, business owners, service providers and other participants in the meetings.

An important component of each of these issues is the Lake itself. A great majority of focus groups and individual stakeholders identified the Lake as one of the City's biggest strengths. The Lake draws residents and visitors to the area, provides an incredible recreation opportunity, and defines the character of the area. AmerenUE, the entity responsible for the Lake, is an important participant in the planning process.

Transportation

Osage Beach is a very linear City, defined by the spine of Highway 54 as it curves between the peninsulas and coves of the Lake. There are two main transportation issues facing the City: providing better options for local traffic, and planning for the future of Highway 54.

The next five to eight years will be a critical time for the Highway 54 corridor. As the Missouri Department of Transportation finalizes plans and begins construction on the new Highway 54 Expressway through the City, the City must begin to identify a future for the existing Highway 54 and find tools to achieve that future. Some focus group participants expressed concerns about getting people to exit the Expressway and experience Osage Beach. Improvements along the Business Highway 54 corridor could play an important role in developing an attractive place for visitors to enjoy and use.

The City has already begun to discuss the future of Business Highway 54, particularly regarding the possibility of reducing speeds along the corridor and reallocating traffic signals. However, merely posting new signs with lower speed limits may not lower speeds. Focus group participants responded positively to a variety of ideas for improving the existing Highway 54 corridor, including the addition of medians, adding landscaping, improving signage, and adding facilities for pedestrians and bicyclists. A Transportation Development District (TDD), a separate taxing district for improvements along the Highway 54 corridor, was also generally well received by focus group participants. Participants noted that a TDD proposal must be well crafted to generate support and expressed concerns that additional taxes be kept reasonable.

Access was a concern that was raised repeatedly regarding businesses on Highway 54. Many businesses along the corridor have their own curb cuts. Additionally, the continuous center turn lane through most of the City allows for left turns at any point. Improvements to the corridor will eventually cause the City to re-evaluate the need for these curb cuts and may necessitate an access management policy for the corridor and other methods to manage access, such as cross-access easements and shared driveways.

Connectivity is another transportation constraint. Because of the physical geography of the City, there are few street connections between individual peninsulas. For most of the City, there are no alternate routes between two locations, forcing all traffic to use the same limited number of connecting streets. Connectivity was identified as a key issue facing the City by nearly every focus group and individual stakeholder. Because the City will have few opportunities to provide connecting streets due to geography, it is essential to pursue opportunities that do arise.

Residential Development

There are two main issues regarding residential development which will be addressed in the updated Comprehensive Plan – the City's housing mix and residential design, particularly with respect to large condominium developments.

As identified in the Demographic Assessment, most housing units in the City are either single-family detached homes or part of large housing developments, generally condos. These two housing types account for 76 percent of all housing units in the City. Housing mix is a planning issue in Osage Beach because of the low inventory of what might be categorized as “workforce housing” – housing that is affordable for people working in the City, such as teachers, firefighters, City employees, and laborers. Workforce housing can be of any type or ownership pattern.

There was no agreement among focus group participants on the need for workforce housing in the City. Some participants identified a need for workforce housing to support economic development in the City. There was some concern that the lack of housing hinders the ability of new businesses to find quality employees. While some employees may be willing to commute long distances for work, difficulties in reaching a job may contribute to higher turnover.

On the other hand, some focus group participants discounted the importance of providing workforce housing within the Osage Beach City Limits. Many participants identified Linn Creek, Camdenton, and other areas surrounding Osage Beach as the current location of workforce housing and did not see a need for providing more of that housing within the City itself. Other participants found a middle ground, identifying areas currently outside the City Limits as possible annexation areas that would provide more land for workforce housing.

Additionally, land prices were identified as a constraint on developing additional workforce housing within the City. One component of development costs is the City’s impact fees. Some focus group participants suggested that the City explore ways to reduce or waive impact fees for workforce housing development. However, there was a lack of agreement that the waiver of impact fees alone would incite housing development.

Some focus group participants suggested that workforce housing might be more feasible in rental housing and apartments. To facilitate this, participants identified a need for more land in the R-2 and R-3 zoning districts. This need is related to the predominance of commercial zoning throughout the City and the use of Special Use Permits to permit the development of residential uses in commercial districts. While the focus groups did not reach consensus on whether residential development in commercial districts is particularly risky or undesirable, there was general discussion that these situations demonstrate a need for changes in the Comprehensive Plan. Many focus groups also suggested that the City annex land to provide more area for new development, particularly for workforce housing.

Anecdotal information indicates that there is a demand for workforce housing or more affordable housing within the City. A subdivision built for seniors in the northeast area of the City is fully occupied and recent housing sales have occurred with a very short time on the market. Another development, financed with Low Income Housing Tax Credits, currently has a waiting list for open units. One focus group participant cited Timberlane Estates, a townhome development where prices started at $100,000 and quickly escalated due to high demand, as another example.

Recent development of large condominium buildings has prompted many concerns about compatibility between residential uses. Osage Beach has a high number of condo developments that cater to second-home buyers who mainly visit the City on the weekends and during the summer. Condos are attractive because they have fewer maintenance requirements for the owner and provide many amenities, such as boat docks and recreational areas.

Focus group participants identified building heights, mass, and visual appeal as issues that should be addressed. Building heights have become a growing issue as condominium developments have grown taller and gained greater potential to block views of the lake from property behind them. Building mass has contributed to this problem, as some developments include both tall and wide buildings. In some areas of the City topography has further impacted the effect of building scale.

As one focus group participant put it, some condos need more “curb appeal” than others. Landscaping can have the effect of camouflaging buildings and allowing them to blend better into the environment. Without landscaping, architectural detail becomes more important to prevent the buildings from becoming boxes wrapped in vinyl.

Many focus group participants spoke generally about the undesirability of condos. However, it is important to note that participants' concerns about condos are not about the use, but about the building design. Some specific condo developments were mentioned as examples of good design. These good examples tended to be older condominium developments that are smaller in scale and have a high amount of landscaping around the buildings.

Economic Development

Focus group participants identified economic development as one of the City’s strengths. The City has been an incubator for small business and entrepreneurial spirit throughout its history. Focus group participants spoke passionately about encouraging continued economic development in the City.

The City does not collect a property tax, so revenues for the City’s general fund are primarily based on sales tax revenues. Some focus group participants identified a downside to the City’s reliance on sales taxes – a possible over-reliance on on-going growth in sales tax revenue to support City services.

The City’s existing labor pool was identified as a limiting factor for economic development. Focus group participants expressed concern that new businesses may be hesitant to locate in the City because it is more difficult to find and retain employees. Others expressed concern that attracting higher income level employees – management, professionals, etc., – is more difficult because there are fewer opportunities for their spouses to find professional employment.

Some focus group participants identified a need to attract more light industrial development as a way to diversify the employment base of the City and provide year-round employment for City residents. One suggestion was for the community to better

support college expansion in the area to provide a college student labor pool. A second suggestion was for the City to be more proactive in attracting new business that would provide year-round jobs through buying or developing an industrial park.

Land Use Compatibility

Compatibility between commercial and residential uses is a top concern for many City residents. Compatibility is a particular concern in coves where old resorts, originally zoned for commercial uses, have turned into more intense commercial uses.

One focus group suggested that the City might designate one cove for a boating and entertainment cove, where floating bars, restaurants, and other entertainment activities might be concentrated without raising quality of life issues with residential neighbors. There was consensus that nightlife on the water is not attractive in all locations.

Boat storage, or dry dock storage, is a growing compatibility issue. There are already some boat storage facilities in Osage Beach, big box buildings that are built on the water as a type of boat warehouse. These storage facilities are expected to increase as AmerenUE limits the number of docks at large condominium developments. Most focus group participants suggested that the design of these buildings could play a role in preventing a negative impact on neighboring property owners. Property maintenance codes might also play a role in preventing boat storage from becoming a nuisance.

Community Identity

The area is defined by its Lake – it attracts people to the area and provides a focal point for development and activity. When asked to define the character of the area, most respondents identified the Lake.

The boom in franchise development in the City is both an opportunity and a challenge. It is an opportunity in that it adds to the City's tax base and attracts additional visitors to shop, eat, and spend money. It is a challenge in that franchises come in with a set of standards for their buildings, so that one franchise restaurant looks alike no matter what City it is in. One focus group participant urged that "we can expect more than what we're just given."

Focus group participants were cautiously optimistic about the prospect of design guidelines to improve community character. Many people felt the City should encourage better design and the use of design guidelines or design cues to reinforce the character of a lake resort area. Others were concerned that guidelines could become too restrictive or place the heaviest burden on the small businesses that are the hallmark of this entrepreneurial area. Examining the Highway 54 corridor, it is easy to pick out some basic design cues that could help define a sense of place. As an example, wood and stone are key materials.

There was also a general consensus among focus group participants that the burial of overhead utility lines could have a huge impact on the character of the City, as would any changes along the Highway 54 corridor.

Planning and Zoning

Some focus group participants spoke positively about the need for the City to focus its efforts on planning and zoning and the importance of efforts to update the Comprehensive Plan. Others expressed real concerns about the City causing a decrease in the value of various parcels by making changes to the Future Land Use map. These comments illustrated the importance of continuing to educate the public about the role of planning.

It's important to be clear that the Future Land Use map, which will be updated as part of the Comprehensive Plan update, is not a Zoning map. Land use designations included in the Future Land Use map are not the same as zoning districts. The Future Land Use map identifies general allocations of land uses throughout the City. It expresses the will of the community and should guide development decisions as they come before the Board of Aldermen, Planning Commission, and City Staff. As such, the Future Land use map is merely a guide to assist in making land use decisions and should not be viewed as the absolute last word in reviewing rezoning requests.

The City's official Zoning map and the text of development regulations are implementation tools for the Comprehensive Plan. The City may choose to update the Zoning map and development regulations once the Comprehensive Plan has been updated, but these changes do not happen automatically.

Some focus group participants were concerned that changes in the Comprehensive Plan and development regulations might result in decreased value for some property. Other participants expressed frustration that requests for the down zoning of property, in which the developer requests a lower zoning designation – for example, from C-1 to R-3 – are subject to great opposition based on the use.

The Zoning map and development regulations are important implementation tools because they define how the Comprehensive Plan will be translated to the built environment. Focus group participants expressed concern with the effect the tools will have on property values. Strategies included in the Comprehensive Plan should address these concerns. Additionally, it should be realized that the Future Land Use map itself is only a guide to assist in making future land use Zoning decisions.

III. Demographic Assessment

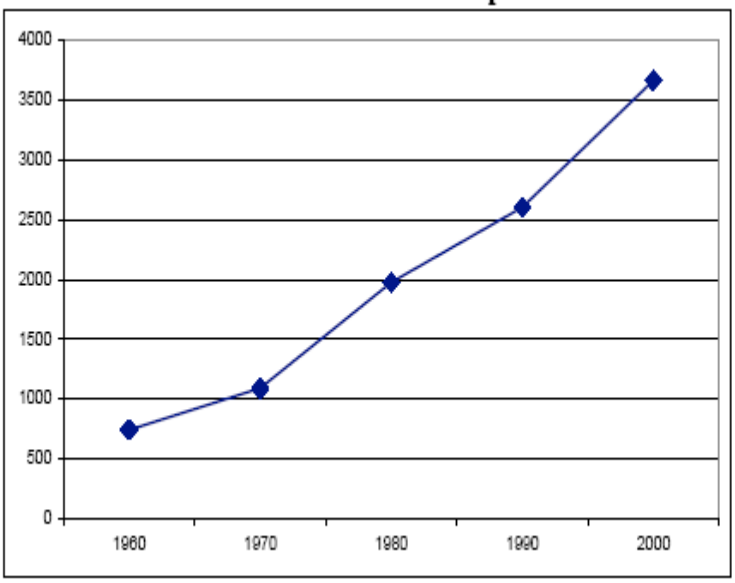
The characteristics of population change have and will continue to have impacts on the economic, social and natural environment of Osage Beach. Changes in age, income and education will shape demands for housing, services, jobs and infrastructure. For instance, if the City's senior population grows, the City should expect to have a greater demand for attached and communal type housing, increased medical services, passive recreational opportunities and public transportation. On the other hand, if the population of families with young children grows, the City should expect to see a greater demand for larger houses, day care facilities, schools, active recreational opportunities and a mix of transportation options.

This chapter summarizes these various demographic indicators relevant to this assessment of existing conditions and to the development of the City's Comprehensive Plan.

A. Current and Historical Population Trends

Osage Beach was incorporated in 1959 and has since undergone steady population growth as illustrated in **Exhibit 1**. Since 1960, Osage Beach has averaged an annual increase of 73 persons, with the most rapid growth occurring between 1970 and 1980 where the City grew annually by 88 persons, a rate of 6.1 percent per year. The greatest absolute growth occurred between 1990 and 2000, during which the City added 1,053 persons, an annual rate of 3.4 percent. **Exhibit 2** further illustrates this population growth as compared to Camden and Miller Counties and the State of Missouri. The City's growth correlates well with the growth of Camden County. In addition, the City's growth is outpacing both Miller County and the State. Two of the factors contributing to the rate of growth in the City are in-migration and annexation.

Exhibit 1: 1960 to 2000 Census Population Trend



Source: University of Missouri Census Archives

Exhibit 2: 1970 to 2000 Census Population Change Comparison

Year	Osage Beach		Camden County		Miller County		Missouri	
	Number	Percent Change	Number	Percent Change	Number	Percent Change	Number	Percent Change
1970	1,091	n/a	13,315	n/a	15,026	n/a	4,676,501	n/a
1980	1,971	80.7%	20,017	50.3%	18,532	23.3%	4,916,686	5.1%
1990	2,609	32.4%	27,495	37.4%	20,700	11.7%	5,117,073	4.1%
2000	3,662	40.4%	37,051	34.8%	23,564	13.8%	5,595,211	9.3%

Source: SEMO U.S. Census

Exhibit 3 shows that the City's population reached 3,890 in July of 2002, up from the 2001 population of 3,783, an annual growth rate of 2.5 percent. Current population estimates are not available, however previous trends, from 1970 through 2000 indicate that the city's population should be expected to continue to grow.

Exhibit 3: Post-2000 Census Population Estimates

July, 2000	July, 2001	July, 2002	July, 2003	July, 2004
3,723	3,783	3,890	3,970	4,083

Source: U.S. Census

B. Housing Trends

Osage Beach is known as a resort community because it attracts many tourists due to its proximity to the Lake of the Ozarks. The housing market reflects this attraction. From 1990 to 2000, the total number of housing units rose dramatically. Much of this growth was generated by large multi-family (10 or more units) structures, as seen in **Exhibit 4**. Overall, multi-family structures accounted for over 50 percent of the total number of housing units.

Exhibit 4: Housing Units

Housing Units in Structure	1990		2000	
	Number	Percent	Number	Percent
1-unit detached	1,252	42%	1,477	37%
1-unit attached	187	6%	112	3%
2 to 4 units	194	7%	306	8%
5 to 9 units	275	9%	301	7%
10 or more units	723	24%	1,556	39%
Mobile home, trailer, or other	344	12%	268	7%
Total	2,975		4,020	

Source: U.S. Census

This trend appears to be continuing as post-2000 Census building permits indicate there are 439 units being built in structures of greater than 5 families (**Exhibit 5**) out of a total of 722 permitted units. Housing stock growth has kept pace with population growth in the City, as shown in **Exhibit 5**. The City has seen a 35 percent increase in housing units between 1990 and 2000, which translates to a 3 percent compounded average growth.

Current growth is keeping pace at an annual rate of just over 3 percent according to new building permits issued.

Exhibit 5: New Building Permits (Housing Units)

Structure	2000	2001	2002	2003	2004	2005 (1st half)	Total Units	Percent Of Total
Single Family	22	22	22	24	77	39	206	28.6%
Two Family	8	8	10	12	4	16	58	8.0%
Three and Four Family	4	4	4	7	0	0	19	2.6%
Five or More Family	53	74	75	88	60	89	439	60.8%
Total	87	108	111	131	141	144	722	100.0%

Source: SOCDS Building Permits Database, U.S. Department of Housing and Urban Development

While the number of housing units has increased, the average number of people per household has decreased from 2.25 persons in 1990 to 2.09 in 2000. The percentage of seasonal housing increased from 1990 to 2000, as shown in **Exhibit 6**. In 1990, owner occupied units outnumbered renter occupied units nearly 3 to 1. This ratio remained nearly constant from 1990 to 2000 (**Exhibit 6**). The amount of vacant housing has increased, although at a slightly slower pace than the increase in the number of occupied housing. Most of the vacant housing units are actually in seasonal, recreational, or occasional use, such as for people who spend weekends at the Lake. A dramatic decrease in rental vacancies happened between 1990 and 2000, declining from 53.5 percent to 16.7 percent. In addition, owner-occupied vacancy rates have decreased slightly from 9.1 percent in 1990 to 5.7 percent in 2000.

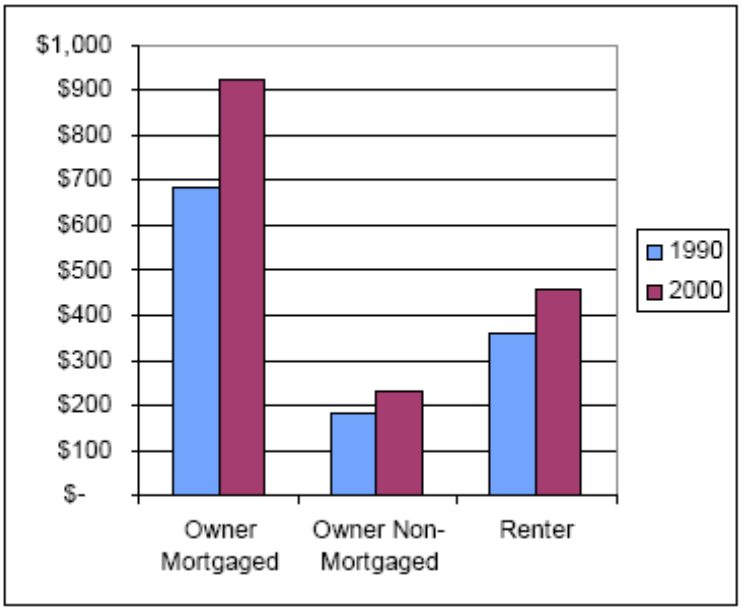
Exhibit 6: Housing Occupancy

Housing Occupancy	1990	2000
Total occupied housing units	1,092	1,687
Owner occupied	755	1,134
Renter occupied	337	553
Vacant housing units	1,883	2,368
Seasonal, recreational, or occasional housing units	1,210	2,101
Total	2,975	4,055
Homeowner vacancy rate	9.1%	5.7%
Rental vacancy rate	53.5%	16.7%

Source: U.S. Census

Cost of housing has increased for both owners and renters at approximately the same rate. Mortgaged home costs increased 35 percent from 1990 to 2000, while non-mortgaged home costs and rental costs increased by 27 percent. (**Exhibit 7**) The average value of homes rose from $84,400 in 1990 to $133,800 in 2000 (not adjusted for inflation). Recent trends in the mortgage market will continue to drive housing prices further.

Exhibit 7: Monthly Housing Costs



Source: U.S. Census

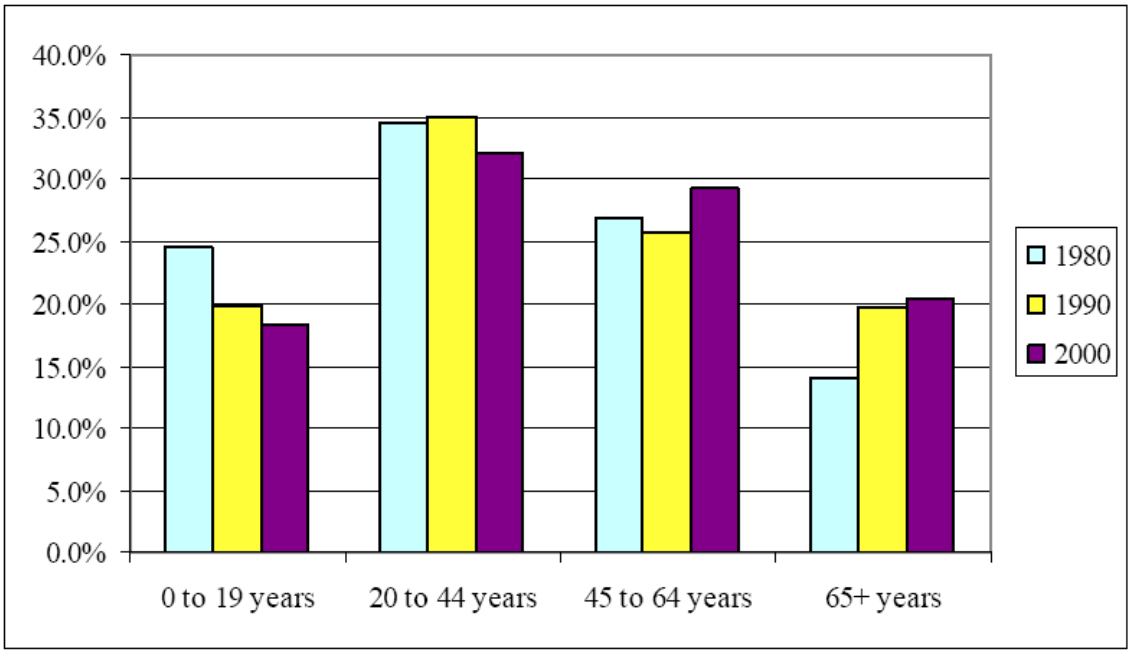
The Department of Housing and Urban Development's State of the Cities Data System also collects information about housing rents and reports the fiftieth percentile rent. While this data is not available for the City, it is available for Camden and Miller counties. According to this data, rents in Camden County for a one-bedroom apartment increased over 28 percent between 2001 and 2005. Rents in Miller County for a one-bedroom apartment increased over 13 percent. These figures indicate ongoing demand for housing in the area.

C. Age Trends and Racial Composition

The population of Osage Beach is aging. The population 65 years and older grew between 1980 and 1990 from 14 percent to 20.2 percent, as seen in **Exhibit 8**. Although this growth slowed somewhat between 1990 and 2000 various factors indicate continued growth in this age population. Factors such as the aging of the baby boomer generation, Osage Beach as a retirement community, and higher age expectancy levels all contribute to the City's aging population.

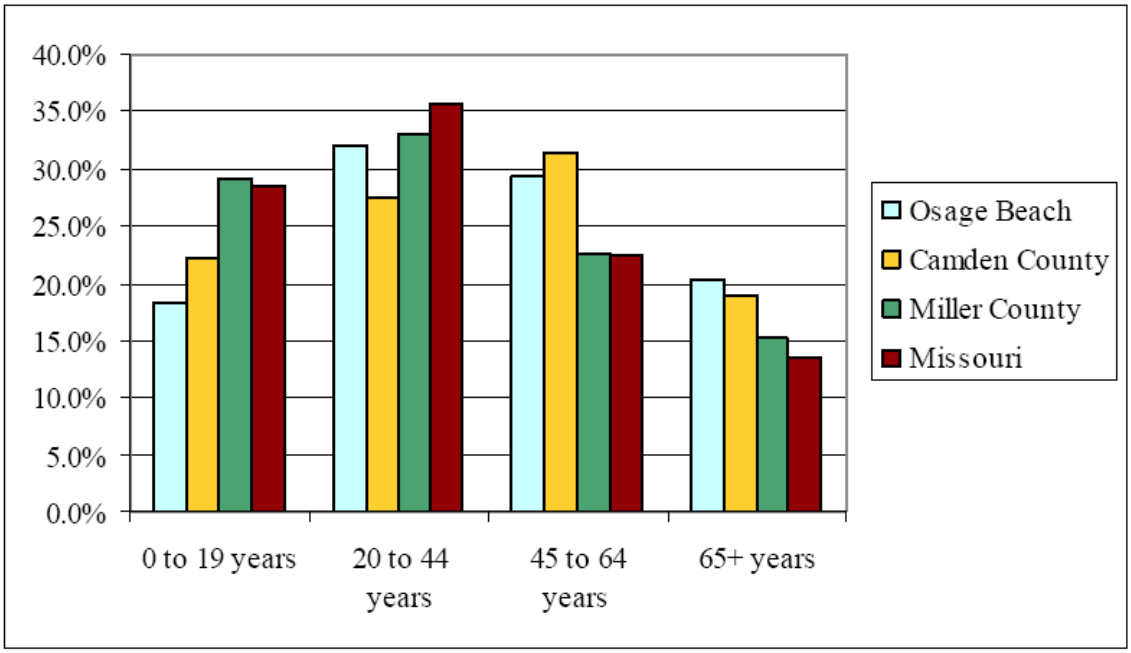
The age structure of the City is somewhat similar to that of Camden County, while being significantly different from the age structures of Miller County and the State. The percentage of the youth-aged population (0 – 19 years) of Osage Beach is significantly lower and the percentage of the aged population (65+ years) is significantly higher than that of Miller County and the State (**Exhibit 9**).

Exhibit 8: Aging Trends in Osage Beach



Source: U.S. Census

Exhibit 9: Age Comparison



Source: U.S. Census

Exhibit 10 provides youth dependency and aged dependency ratios that reflect the number of people in the working age population for every young person and older person who are not in their prime wage earning years. The dependency ratio is equal to the number of individuals aged 19 years or younger, the youth population or aged 65 years or older, the aged population, divided by the number of individuals aged 20 to 64 years, the intermediate population. The result is expressed as a percentage. The combined

dependency ratio is equal to the ratio of the combined youth population and the aged population, collectively referred to as the “dependent” ages to every 100 people of the intermediate population referred to as the "productive working" ages.

The dependency ratio is often used as an indicator of the economic burden the “productive working” portion of a population must carry, although in instances some persons defined as "dependent" may be producers and some persons defined as "productive working" may be economically dependent. In general terms, these ratios indicate whether there is a significant imbalance between the workforce and those dependent on the workforce for goods and services. This factor must be considered along with other economic indicators to ascertain the health of the overall economy.

Exhibit 10: Dependency Ratios (2000)

	Osage Beach		Camden County		Miller County		Missouri	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Youth (0 – 19 years)	669	18%	8,238	22%	6,866	29%	1,594,172	28%
Working (20 – 64 years)	2,248	61%	21,790	59%	13,102	56%	3,245,660	58%
Aged (65+ years)	745	20%	7,023	19%	3,596	15%	755,379	14%
Total	3,662	-	37,051	-	23,564	-	5,595,211	-
Youth Dependency	29.8%		37.8%		52.4%		49.1%	
Aged Dependency	33.1%		32.2%		27.4%		23.3%	
Combined Dependency Ratio	62.9%		70.0%		79.9%		72.4%	

Source: U.S. Census

The Osage Beach youth dependency ratio is significantly lower than those for Camden and Miller Counties and the State. The City’s ratio is consistent with the relative low numbers of youth aged population in the City. Compared to the State the City’s aged dependency ratio is consistent with the higher percentage of residents aged 65 and older. Osage Beach has approximately 10 more aged dependent persons per 100 “productive working” persons than the State. This ratio when compared to both Camden and Miller Counties is similar. The combined dependency ratio for Osage Beach is lower than Camden County and the State and is significantly lower than Miller County. This is due to the relatively low youth-dependency ratio of the City.

The racial composition of the City, as shown in **Exhibit 11**, is predominantly white, although the city is slowly becoming more diverse.

Exhibit 11: Racial Composition

Racial Composition	1990		2000	
	Number	Percent	Number	Percent
White	2,545	97.9%	3,526	96.1%
Black	15	0.6%	31	0.8%
American Indian, Eskimo, or Aleut	11	0.4%	36	1.0%
Asian or Pacific Islander	9	0.3%	22	0.6%
Other race	4	0.2%	9	0.2%
Hispanic origin (of any race)	15	0.6%	44	1.2%
Total	2,599	-	3,668	-

Source: U.S. Census

D. Employment, Commuting and Income

Osage Beach's employment base is primarily service and trade related as shown in **Exhibit 12**. This can be expected for the City since there are a relatively high number of tourist destinations.

Exhibit 12: Employment by Occupation and Industry 2000

Occupation	Number	Percent
Management, professional, and related occupations	609	33.6%
Service occupations	291	16.1%
Sales and office occupations	605	33.4%
Farming, fishing, and forestry occupations	0	0.0%
Construction, extraction, and maintenance occupations	172	9.5%
Production, transportation, and material moving occupations	135	7.5%
Total	1812	-
Industry	**Number**	**Percent**
Agriculture, forestry, fishing and hunting, and mining	16	0.9%
Construction	120	6.6%
Manufacturing	106	5.8%
Wholesale trade	65	3.6%
Retail trade	353	19.5%
Transportation and warehousing, and utilities	50	2.8%
Information	49	2.7%
Finance, insurance, real estate, and rental and leasing	215	11.9%
Professional, scientific, management, administrative, and waste management services	129	7.1%
Educational, health and social services	313	17.3%
Arts, entertainment, recreation, accommodation and food services	269	14.8%
Other services (except public administration)	43	2.4%
Public administration	84	4.6%

Source: U.S. Census

Average travel times to work have consistently increased since 1980 as illustrated in **Exhibit 13**. Travel times of 10 to 14 minutes increased the most, growing nearly 5 percent from 1990 to 2000. According to the 2000 Census, the average commute for workers is just over 18 minutes.

Exhibit 13: Means of Transportation to Work

Means of Transportation to Work	1990		2000	
	Number	Percent	Number	Percent
Drove alone	1,013	77.0%	1,341	75.2%
In carpools	130	9.9%	278	15.6%
Using public transportation	2	0.2%	0	0.0%
Using other means	14	1.1%	22	1.2%
Walked or worked at home	155	11.8%	142	8.0%
Total	1,314	-	1,783	-

Source: U.S. Census

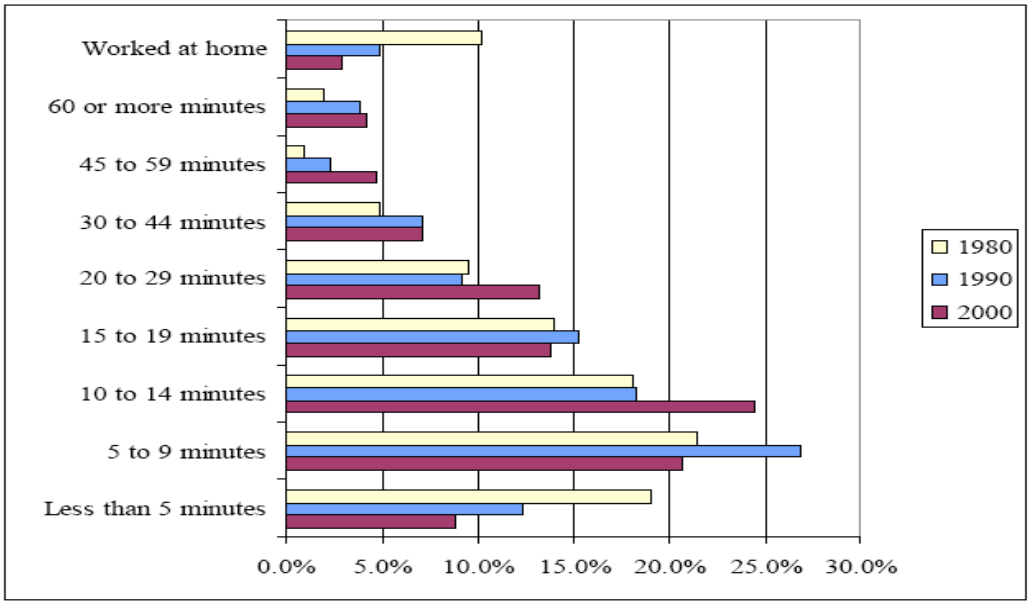
Employees in Osage Beach travel less time to work than do their counterparts in Camden and Miller Counties, as depicted in **Exhibit 14.** This is also true when the City's travel time is compared to the average times throughout the State. A more detailed view of commuting times for workers in Osage Beach is illustrated in **Exhibit 15**. Commute times seem to be increasing from the previous decades and the percentage of people working at home has dropped since 1980.

Exhibit 14: Average Commute Times to Work (in minutes), 2000

	Osage Beach	Camden County	Miller County	Missouri
Average Commute	18.1	23.3	25.0	23.8

Source: U.S. Census

Exhibit 15: Osage Beach Commute Times to Work 1980 to 2000



Source: SETA U.S. Census

The U.S. Census Bureau reports that the 2000 median household income in Osage Beach was $38,448. As **Exhibit 16** shows, this income level is slightly higher than the State average of $37,934.

Exhibit 16: 2000 Income Comparison

	Osage Beach	Camden County	Miller County	Missouri
Median Household Income	$38,448	$35,840	$30,977	$37,934
Per-Capita Income	$22,685	$20,197	$15,144	$19,936

Source: U.S. Census

Exhibit 17 indicates household income by range. The population earning incomes of $25,000 or more increased as those making less decreased from 1980 to 2000. The largest percentage of growth occurred in the population earning incomes of $75,000 or more. From 1980 to 1990 this population increased from 1 percent to approximately 10 percent of the population. Between 1990 and 2000, this population continued to increase dramatically to approximately 18 percent of the population. Those earning less than $10,000 decreased from 33.4 percent of the population in 1980 to 7.8 percent of the population by 2000. Inflation is the main reason for these changes, as the figures have not been adjusted for inflation.

Exhibit 17: Household Income 1980 to 2000

Household Income	1980		1990		2000	
	Number	Percent	Number	Percent	Number	Percent
Less than $10,000	281	33.4%	155	14.1%	129	7.8%
$10,000 to $24,999	373	44.4%	337	30.7%	319	19.2%
$25,000 to $39,999	146	17.4%	250	22.8%	420	25.2%
$40,000 to $74,999	33	3.9%	249	22.7%	504	30.3%
$75,000 or more	8	1.0%	105	9.6%	292	17.5%
Total	841	-	1,096	-	1,664	-

Source: SETA U.S. Census

E. Education

Exhibit 18 summarizes the educational attainment for Osage Beach's population. The majority of the City's population has received a high school diploma, equivalency or more. Over the past 20 years, the percentage of persons with a high school education or more has increased, rising from 71 percent in 1980 to 85 percent in 2000. The percentage of the population without a high school education has decreased, dropping from 14.7 percent in 1980 to only 4.1 percent in 2000.

Exhibit 18: Educational Attainment 1980 to 2000

Educational Attainment	1980		1990		2000	
	Number	Percent	Number	Percent	Number	Percent
Less than 9th grade	190	14.7%	209	10.6%	113	4.1%
9th to 12th grade, no diploma	187	14.4%	258	13.1%	282	10.2%
High school graduate	548	42.3%	600	30.5%	961	34.8%
Some college, no degree	190	14.7%	436	22.1%	610	22.1%
Associate degree	n/a	-	86	4.4%	138	5.0%
Bachelor's degree	181	14.0%	262	13.3%	471	17.1%
Graduate or professional degree			119	6.0%	183	6.6%
Total	1296	-	1970	-	2758	-

Source: SETA U.S. Census

Geographically, Osage Beach is within two school districts: The Camdenton R-III district and School of the Osage R-II district. The majority of elementary school students attend Osage Beach Elementary (Camdenton R-III), while the remaining attend Osage Elementary (School of the Osage R-II).

The majority of the City's high school and middle school students attend Camdenton High School and middle schools despite the School of the Osage High School and Middle Schools lying within the City limits. The high school students living in the southern portion of the City typically attend Camdenton High School while those living in the northern portion of the City usually attend School of the Osage High School.

For both schools, graduation rates between 1999 and 2003 remained above statewide graduation averages. In addition, both schools also have a higher rate of students entering four-year colleges immediately after finishing school, with over half of all graduates from the School of the Osage attending a four-year college. Both schools experienced some growth in graduates entering the workforce immediately after high school between 2002 and 2003, but overall rates are down from 1999.

Camdenton and the School of the Osage also exceed statewide percentages of students scoring at or above the national average on the American College Test (ACT). Thirty four percent of students statewide scored at or above the national average, while students from Camdenton averaged 36 percent and students from the School of the Osage averaged 49 percent in 2002.

Osage Beach has two post-secondary educational facilities serving the community. Columbia College is a private, coeducational liberal arts and sciences college offering associate and bachelor's degrees on campus and online. The College is one of the most affordable in Lake of the Ozarks with a nationwide enrollment of nearly 25,000 students. The Lake of the Ozarks campus was established in 1990. The Columbia College – Lake of the Ozarks campus completed a 17,400 square foot building in 2005.

State Fair Community College (SFCC) serves the educational needs of 14 counties in west central Missouri. The original service area of the College was expanded in 1995 to include Miller and Camden counties, among others. State Fair Community College offers associate of applied science degrees and professional certificates in nearly 30 programs. In addition to vocational – technical degrees, SFCC offers an associate of arts degree, allowing for transfer to a baccalaureate program.

IV. Land Use Assessment

Shaping Osage Beach's future requires an analysis of historical community land use trends from which reasonable growth rates and land use patterns can be projected and upon which future community development preferences may be assessed. This section examines historic and projected residential and non-residential development trends and provides baseline assumptions upon which future land use, public infrastructure and service demands, and fiscal stability can be measured.

A. Population Projections

Population projections for Osage Beach are based on historic growth trends. Information available from the Missouri Office of Social and Economic Analysis suggests that Osage Beach will continue to experience strong population growth. These projections use an average annual growth rate of 4.10 percent. Under this scenario, Osage Beach will reach a population of almost 10,000 by 2025, as shown in **Exhibit 19**. This growth equates to a population increase of approximately 170 percent of the City's official 2000 population.

Exhibit 19: Population Projections

	2000	2005	2010	2015	2025	Increase 2000 to 2025	Percent 2000 to 2025
Population	3,662	4,476	5,469	6,683	9,982	6,320	170%

B. Residential Development

In general terms, as population grows the demand for housing grows as well. In order to accommodate these growing demands for housing; private investment, public services, regulatory approvals and the construction industry must respond in a timely and equitable fashion. The timing and form of residential construction reflects the needs of consumers and the developers' experience with producing various housing types. Therefore, changes in population quantity and its characteristics are determinants of residential construction activity. This section reviews the nature of residential construction over the past decade and projects the amount and mix of new residential development, which may be needed to provide for future demands.

Recent Residential Growth Trends

Housing data available from the U.S. Census, described in the previous section, provides a foundation for evaluating recent residential growth. According to the Census data, the City's housing stock grew by 1,045 housing units between the 1990 census and 2000 census, a growth of over 35 percent. In addition, building permits issued in 2000 through the first quarter of 2005 provided for 722 new housing units. As shown in **Exhibit 5**, most units permitted since 2000 have been located in large buildings of five or more housing units. This type of development accounts for nearly 60 percent of all permitted units since 2000. Building permit data shows a consistent increase in the demand for housing.

Housing Tenure

Housing "tenure" is a term used to denote whether a housing unit is owner or renter-occupied. The projection method used treats growth of owner-occupied and renter-occupied dwellings as separate calculations. **Exhibit 20** shows the housing tenure characteristics of Osage Beach housing. The U.S. Census data indicates that, during the decade of the 1990's:

• Owner-occupied dwellings rose from 25.4 percent to approximately 28 percent of all dwelling units;

• Renter-occupied housing rose, from 11.3 percent to 13.6 percent of total units; and

• The vacancy rate for all dwelling units dropped to 58.4 percent.

Exhibit 20: Housing Tenure (1990, 2000)

Year	Owner-occupied		Renter-occupied		Vacant		Total
	Number	Percent	Number	Percent	Number	Percent	
1990	755	25.4%	337	11.3%	1,883	63.3%	2,975
2000	1,134	28.0%	553	13.6%	2,368	58.4%	4,055

Source: U.S Census

As would be expected, The City of Osage Beach has a lower proportion of owner-occupied dwellings than most comparable sized communities due to the large number of second homes and vacation homes in the area. Owners are considered to be those which occupy their Osage Beach home as a principal residence.

Housing Projections

The demand for housing may be projected using the population projections, household size and dwelling unit tenure ratios. Although residential growth projections may be calculated, numerous relevant social and political factors influence the ultimate amount and quality of future residential construction. These factors include, but are not limited to; the regulatory environment, interest rates, fluctuations in the local job base, natural disasters and changing migration patterns. Although Osage Beach's housing market has exhibited strong recent growth, the local economy could either stabilize the local housing market, or cause it to deteriorate depending on changing conditions.

Housing construction projections are based on population projections. The projection of average household size is used to determine how many households will result from the projected population. The ratio of owners to renters is used to approximate the ratio between single-family and multi-family housing units. For the purposes of projecting Osage Beach's residential housing growth needs by 2025, the assumed tenure ratios will be 40 percent single-family, 53 percent multi-family, and seven percent mobile homes, mirroring current housing market ratios.

Household Size

Household size refers to the number of people living in a single housekeeping unit in a specific dwelling. Generally, household sizes rise during times of economic distress, as

young people continue to live with their parents and people choose to live together to share expenses. Similarly, household sizes tend to fall during times of economic prosperity, as people have the resources to find new housing. Household sizes are projected to remain constant at an average 2.09 persons per household.

National trends in household size have been going steadily down as “baby boomers” become “empty nesters” and the elderly live longer. The U.S. Census Bureau projects that household sizes will continue to decrease through 2010 and on. However, Osage Beach occupies a unique housing niche because of its tourism aspect, and so household size was held constant for the purpose of calculating projections.

Seasonal Dwelling Units

Osage Beach occupies a unique housing niche because of the amount of housing units used seasonally, such as units used as second homes. Making accurate projections for these dwelling units is difficult due to the lack of hard data on the number of dwelling units used seasonally. For the purposes of this report, seasonal dwelling units were projected based on the ratio of seasonal units to occupied units from the 2000 Census (the last detailed accounting). In 2000, there were 1.26 seasonal units for every occupied housing unit in Osage Beach, as shown in **Exhibit 21**. The housing projections assumed that this ratio would be constant over the next 20 years; however, the actual ratio is likely to be influenced by changes in the tourism market and changes in the overall economy.

Exhibit 21: Seasonal Dwelling Units

	1990	2000	Average Annual Growth
Occupied Units	1,093	1,663	4.29%
Seasonal Units	1,056	2,096	7.10%
Ratio, Seasonal to Occupied	0.97	1.26	2.76%

Projected Growth Trends

The number of single-family and multi-family dwelling units needed to accommodate the projected population scenarios are shown in **Exhibit 22** in 5-year intervals. Based on this analysis, the following observations are made about the residential growth projections:

◦ The housing stock will include 10,794 housing units with almost 6,000 additional units being built between 2005 and 2025;

◦ Over 2,000 new single-family dwelling units will be needed for the full-time occupancy market; and

◦ Multi-family housing units will increase by over 3,000 units.

Exhibit 22: Projected Dwelling Units by Type

	2000	2005	2010	2015	2020	2025	Percent of Total
Single-Family Units	1,589	1,936	2,366	2,891	3,533	4,318	40%
Multi-Family Units	2,163	2,565	3,134	3,830	4,682	5,720	53%
Mobile Homes	268	339	414	506	618	756	7%
Total Dwelling Units	4,020	4,840	5,914	7,227	8,833	10,794	-

Based on these projections, a total of over 800 acres of land will be needed to be developed by 2025 to meet the projected housing demand.

C. Commercial and Industrial Development

Commercial and industrial uses provide shopping, entertainment, services and employment opportunities for residents and visitors to the community. Based on this relationship, there is a clear relationship between population growth and commercial/industrial growth trends.

The method employed to project Osage Beach's commercial and industrial growth uses employment projection scenarios based on the population projections and typical floor area ratios (FARs) to determine the additional amount of floor space and land needed to accommodate growth to the year 2025.

There are a number of assumptions that are inherent in the projection method, including:

• Floor Area Ratios for future commercial and industrial development in Osage Beach will reflect typical ratios;
• The total acres of land use for the year 2025 will remain relatively constant; and
• The amount of commercial and industrial development per person within the community will remain relatively constant.

Floor Area Ratios

Floor Area Ratios (FARs) refer to the amount of floor area relative to the parcel of land that the building sits on. For instance, a 10,000 sq. ft. commercial building on a 20,000 sq. ft. lot would have a FAR of 0.5 indicating that the floor area of the building is equal to half the lot size. Multiple floor structures can often reach FARs above 1 when the cumulative floor space surpasses the size of the lot. The Urban Land Institute (ULI), Center of Urban Policy Research (CUPR) and the Institute of Transportation Engineers (ITE) have conducted extensive research into typical FARs based on the classification of use. **Exhibit 23** lists typical FARs for general commercial land use classifications.

Exhibit 23: Typical Floor Area Ratios

Land Use Category	Typical Floor Area Ratios
Office and Services	0.2
Commercial	0.2
Industrial	0.3

Source: Compilation of ULI and ITE data.

Projected Commercial and Industrial Development

Commercial and industrial development was projected through the year 2025. Commercial land uses were separated into three categories: office, commercial/retail and industrial. **Exhibit 24** shows the projected total amount of commercial development in square feet of floor space and parcel acreage.

Exhibit 24: Commercial and Industrial Growth Projections

Year	Office		Commercial/Retail		Industrial		Total	
	Acres	Sq. Ft. Floor Space	Acres	Sq. Ft. Floor Space	Acres	Sq. Ft. Floor Space	Acres	Sq. Ft. Floor Space
2005	34.7	302,538	39.0	339,558	17.4	227,861	91.1	869,957
2010	42.5	369,844	47.6	415,099	21.3	278,553	111.4	1,063,496
2015	51.9	452,151	58.3	507,478	26.1	340,544	136.3	1,300,173
2020	63.4	552,772	71.2	620,411	31.9	416,328	166.8	1,589,511
2025	77.6	675,761	87.1	758,449	38.9	508,959	203.6	1,943,169

Based on these projections, a total of over 200 acres of land will be developed for non-residential land uses by 2025. It should be noted that this acreage demand will be driven by consumer population and income levels and may vary from this projection.

D. Land Use Mix

Exhibit 25 shows the existing mixture of land uses within Osage Beach. This table summarizes land uses for developed land only; The existing Land Use map shows how these land uses are distributed through the City. Residential land uses account for 32 percent of developed land. Commercial and industrial land uses account for 22 percent of the developed land area. This table is based upon a “window survey” of the Osage Beach area. This survey method involved driving throughout the Osage Beach area and recording land uses on a base map of the City. This information was then calculated upon a parcel/lot basis.

Exhibit 25: Developed Land Use Mix Table

Land Use Category	Acreage	Percentage
Low-Density Residential	696	21.7
High-Density Residential	320	10
Public/Semi-Public	335	10.4
Commercial	708	22.1
Industrial	11	0.3
Parks/Open Space	1,137	35.5
Total	3,207	100

Source: Windshield Survey

Exhibit 26 summarizes the undeveloped land available for future development in the City and sphere of influence. Given even the topography of Osage Beach, with almost 3,000 acres of undeveloped land, the City appears to have sufficient total land area to accommodate projected growth, which will require almost 1,100 total acres. However, not enough undeveloped land is available in residential zoning districts to handle the projected residential growth. Steep slopes can act as a constraint on development in certain areas, by raising development costs or forestalling development altogether.

Exhibit 26: Undeveloped Land Use Mix Table

Land Use Category	Acreage on Steep Slopes	Acreage without Steep Slopes	Total Acreage
Single-Family Residential	1,016.8	212.7	1,229.5
Multi-Family Residential	82.6	22.7	105.1
Mobile Home	10.4	2.5	12.9
Residential Resort	44.9	8.1	53.0
Community Commercial	966.7	444.0	1,410.7
Regional Commercial	0.2	0.3	0.5
Industrial	94.3	49.7	144.0
Total	2,215.9	739.8	2,955.7

Source: Osage Beach Planning Department

E. Lodging Information

As one might expect, there are a number of lodging establishments available in and around the City of Osage Beach. These units provide a means to support the tourist market which has a strong influence on the Osage Beach economy. While not intended to be all inclusive the following lodging information will give the reader a sense of the variety of lodging available to support the tourist market;

ESTABLISHMENT	LOCATION	NUMBER OF ROOMS/UNITS
A&J Motel	401 W. Highway 54	12
Best Western Dogwood Hills Resort Inn	State Road KK	63
Breakaway Vacation Condos	122 Ginger Road	6
Comfort Inn	5885 Highway 54	70
Comfort Inn & Suites	3518 S Highway 54	44
Days Inn	6412 Highway 54	50
Deepwater Inn	Sunrise Beach	31
Drop Anchor Resort Motel	Highway 5	7
Econo Lodge	5760 Highway 54	62
Edgewater Beach Resort & Marina	1160 Bagnell Dam Blvd.	25
Eldon Inn	200 N Business Highway 54	29
El Kay Lake View Motel and Resort	Highway 5 N	10
Five-81 Motel & Mobile Home Park (Rented By Month-Usually)	5649 Highway 5	5
The Golden Door Resort – Motel	4690 Highway 54	37
Hawks Nest Lodge & Condominiums	Highway 54	26
Holiday Inn Express	4533 Highway 54	60
Howard Johnson Express	4755 Highway 54	69
The Knolls Resort Condominiums	Bady Peak & State Road KK (1/3 to ½ Rental Prog.)	162 Total
Lakehouse Inn		28
Lodge of the Four Seasons	Horseshoe Bend Parkway	300 rooms 50 condos
Marina Inn	3290 Bagnell Dam Blvd.	27
Orchard Motel	3420 Bagnell Dam Blvd.	22
Osage National Condominiums	100 Osage Hills Road	
Osage Village Inn	4616 Highway 54	53
Quail's Nest	4644 Highway 54	56
Randles Court	407 E Fourth Street	23
Rockwood Resort Motel	1701 Bagnell Dam Blvd.	22
Scottish Inn 5404	5404 Highway 54	23
Shawnee Bluff Inn	2430 Bagnell Dam Blvd.	12
Skyline Motel	Highway 54	16
Tan-Tar-A Resort	State Road KK	867
Tomahawk Motel	2865 Bagnell Dam Blvd.	26
Town and Country Motel	5451 Highway 54	32
Williamsburg Inn	Jct. Highway 54 & State Rd. KK	22

V. Alternative Growth Scenarios

A. Introduction

The consultant firm, Planning Works went through an alternatives analysis process with the Steering Committee, City Staff and the general public. These groups discussed the merits of land use pattern alternatives and formulated a consensus-based Future Land Use Plan. The preliminary Future Land Use Plan assists in guiding the foundation of Plan goals and objectives.

To determine where the growth of residential and non-residential uses were most appropriate and to start to identify a preferred future growth alternative, a community form exercise was conducted at a community workshop, with participants in small groups to discuss and consider alternatives.

The community considered two levels of analysis. The initial analysis considered three generalized conceptual development patterns -- continue current growth trends, promote **compact development** patterns and infill, and develop the City as a regional provider of services. The final alternatives analysis refined the generalized concepts and considered specific community-based development alternatives -- Osage Beach as a **resort community**, a series of **village centers** or as a **commercial center** for the Lake area.

Undertaking this exercise of evaluating various growth scenarios helped to focus development, infill, and redevelopment where it is appropriate based on the existing levels of public facilities and services availability and the City's ability to efficiently provide additional facilities and services to support development.

B. Purpose of Growth Alternatives Analysis

As Osage Beach develops its growth plan, the community faces various choices regarding the character, intensity and location of new growth. By exploring the implications of alternative growth patterns, the City can chart a course that best achieves the community's preferred growth scenario. Through the alternatives analysis process, the Steering Committee, City Staff and general public discussed the merits of land use pattern alternatives and formulated a consensus-based Future Land Use Plan.

Building on the information gathered for the Existing Conditions Report, this alternatives analysis assessed the impact that three future land use patterns would have on community growth, local economics, public facilities and services and the area's natural environment. These three alternatives (**Commercial Center**, **Village Centers**, and **Resort Community**) represent differing regional growth approaches and vary the location of different types of growth within the community. Each alternative shares some common characteristics due to the existing land use pattern of the City. However, each alternative represents a distinct future growth pattern, which has varying influence on the community. The advantages and disadvantages of each alternative were identified. Plan alternatives were designed with four objectives in mind:

• The alternatives should reflect a clear understanding of the existing conditions within Osage Beach. The process should evaluate land use and fiscal impacts over a 20-year period in 5-year increments.

• The alternatives should propose growth trends and development patterns that reflect realistic possibilities for the City, recognizing Osage Beach's regional context.

• The alternatives should describe future land uses with enough detail to permit detailed quantitative and qualitative analysis.

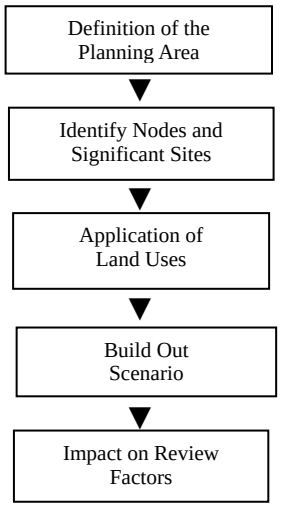
• The alternatives should pose distinct land use policy options, which reflect the goals and objectives of the various constituencies within the City.

The Steering Committee formulated a preferred land use scenario, with public input, which incorporated different aspects of each of the growth alternatives. It should be recognized that the Future Land Use map is not a static document and should be used as a general guide to assist in future land use decisions. This process of continual refinements allows the building of community consensus and ensures that stakeholder concerns are addressed in an appropriate manner.

C. Methodology

The alternatives analysis process employed in this study consisted of several clearly defined steps. **Exhibit 27** shows the steps in sequential order.

Exhibit 27. Analysis Process



Definition of the Planning Area

The initial step in conducting an alternatives analysis is to define the boundry of the planning area in which the alternatives are going to be applied. In addition to delineating a geographic study area, demographic, land use, economic, infrastructure and environmental information should be considered in helping to qualify vairables related to the impact of new development.

Identify Nodes and Significant Sites

Within the planning area there are a number of key community nodes and significant sites which tend to dictate land use patterns, private investment, public investment and community identity.

Within the contest of this analysis, “nodes” are represented by the intersection of thoroughfares and freeways. At nodes, access to land is the most convenient, which contributes to speculative land prices that makes the “highest and best use” of land shift to more intensive urban uses. The avaibality of water, sewer and other necessary services accelerates land conversion adjacent to transportation nodes. When establishing growth alternatives, the most intensive land uses should be clustered around nodes. However, the degree of the land use intensity will vary between alternatives.

By comparison, “significant sites” are parcels of land that occupy an important location or function within the community’s fabric. These sites may represent commercial or industrial opportunities, major environmental hazards, treasured local landmarks, or other unique characteristics that warrant special consideration. Identification of nodes and significant sites is necessary to establish land use starting points from which the remainder of the planning area can receive land use designations in a coordinated manner.

Apply Land Uses and Development Assumptions

Once the planning area is defined and significant community features (nodes and sites) are identified, land use categories can be assigned to areas in accordance with the community development philosophy. General land use categories include residential, commercial, industrial and open space. These general categories are further divided into specific intensity and design subcategories in order to replicate the intricate variations of development patterns. The land use categories in this analysis mirror the City’s existing zoning districts.

Community development is influenced by a large number of social, economic and physical factors. Many of these factors are beyond the purview of local government while others may be influenced directly or indirectly by Osage Beach’s actions. In order to evaluate the alternative growth scenarios, it is essential to examine the residential, commercial and industrial development potential according to the alternative’s land use pattern. The following assumptions are made concerning selected variables relevant to the scope of this analysis.

- Land will be developed at a constant growth rate under the land use categories;
- Existing development will remain in place;
- Public facilities and services are essential to the orderly and rational development of undeveloped areas in the urban fringe;
- Existing public facility/infrastructure demand will remain constant;
- Strategies designate areas that are appropriate for development due to the availability of urban-type services (i.e., public water, sewer and off-site wastewater treatment and paved roads);
- Development will be encouraged in areas where facilities exist and accommodated in areas where facilities can be provided in a cost-effective manner;
- Development in areas not served or planned to be served will be discouraged to minimize impacts and to reduce demands for additional public facilities and services;
- Water/Sewer availability will need to be completed in order to fully implement the Future Land Use ;
- Uniform application of demographic projections as identified in this Report. The analysis also includes identifying future growth areas, including incorporated and unincorporated areas. These areas are identified as being efficiently developed within the 20-year planning horizon and can provide residential and commercial growth projections beyond 2025.

Data generated through this analysis provides insight into the alternative impacts on a number of community factors. The community factors reviewed in this analysis were categorized as: community growth, economic development, public facilities and services,

and the environment. Some review factor impacts are quantifiable (i.e., water service demand, employment opportunities, etc.) and some are descriptive based on urban planning research (i.e., community character, congestion, etc.). Impacts on review factors are summarized in order to provide the Steering Committee, public officials and the public a basis for comparing the effects of each alternative. Through discussion of these comparisons the Steering Committee created a preferred alternative.

D. Land Use Categories

The alternative analysis land use categories consist of a general land use type and development intensity, which serve as a common thread among the alternatives. All three growth alternatives consist of hypothetical land use patterns using the land use categories described in **Exhibit 28**. These land use categories were also used in the community exercise.

Exhibit 28: Alternative Growth Scenario Land Use Categories

Category	Description	Density
Low-Density Residential	Primary single-family detached residential development with home occupations, schools, churches and other non-profit organizations. Can be identified as “high dollar” or average cost housing.	1-5 DUs per acre
Moderate-Density Residential	Are composed of moderate-density residential development serving as a transition between commercial and low-density residential land uses. Mixed use residential and commercial development may occur adjacent to Community Commercial, Regional Commercial and Industrial areas.	5-13 DUs per acre
High-Density Residential	Includes areas with individually owned dwelling units. Can be multi-story or detached.	13-18 DUs per acre
Mobile Home	Limited applicability in City. Includes manufactured housing required to meet design standards similar to “stick-built” homes. Primarily intended to provide affordable housing opportunities and as buffer between commercial and residential uses.	5-10 DUs per acre
Commercial	Smaller commercial plazas/strips, offices, apartments and condominiums and larger commercial centers with coordinated design, parking, etc.	
Industrial	Includes both light and heavy industrial uses with similar performance standards	

E. Growth Alternatives Defined

The first step in the alternatives process is the consideration of Conceptual Development Alternatives. These concepts reflect idealized development patterns and were intended to be refined to reflect reasonable community preferences. The Trends Concept is shown in **Exhibit 29**; the Resort Community is shown in **Exhibit 29**; and the Village Centers is shown in **Exhibit 29**. The concepts were refined to create the Alternative Development Scenarios, with their development intensities shown in another exhibit. A critical factor during the review of alternatives is that each will provide equivalent total development potential – each offers about 2,600 to 2,700 dwelling units and 4.7 million square feet of commercial floor area – but different allocations of respective land uses. This allows the community to focus on coordinating the layout and development of the City with the vision of an ideal Osage Beach.

Exhibit 29: Development Intensities

Land Use	Commercial Center		Resort Community		Village Center	
	Dwelling Units	Sq. Ft. Gross Floor Area	Dwelling Units	Gross Floor Area	Dwelling Units	Sq. Ft. Gross Floor Area
Single-Family	1,200		1,000		1,400	
Multi-Family	900		450		900	
Mobile Home	300		100		100	
Resort Residential	200		1,100		300	
Total Residential	2,600		2,650		2,700	
Commercial (Community)		871,200		2,178,000		3,049,200
Commercial (Regional)		2,613,600		2,178,000		1,306,800
Indusrial		1,306,800		435,600		435,600
Total Non-Residential		4,791,600		4,791,600		4,791,600

With non-residential development playing such an important role in the City's economics, the non-residential development intensities provided in each alternative are greater than the projected demand to ensure that there is ample land planned for non-residential development.

Commercial Center

This alternative seeks to accommodate and promote Osage Beach's position as the region's center of commerce and employment. The Commercial Center scenario's primary attributes include:

- Emphasizes the City's role as a regional provider of services throughout the area;
- Osage Beach will continue to be the center for most employment;
- Slightly less single-family residential than the other Alternatives;
- More regional commercial and industrial uses than the other Alternatives;
- Most employment concentrated in retail/service centers;
- Increased opportunities for business parks and mixed/planned uses;

• Offers opportunities for limited suburban residential cluster development and limited retail growth centers in outlying areas;

• Modest industrial sites located near existing industrial and commercial locations;

• Regional commercial centers that anchor the Highway 54 corridor.

Resort Community

Osage Beach, has developed and blossomed based on Lake of the Ozark popularity, The Resort Community alternative continues this development pattern in the City and adjacent areas. Primary attributes of the Resort Community alternative include:

• Characterized by a focus on resort residential development primarily lakeside, as well as throughout the City and at activity centers;

• Retail, service and in business parks along key entry corridors, activity centers and along primary thoroughfares;

• Nodes of multi-family residential development at regular intervals adjacent to commercial corridors;

• Greater amount of resort residential; less single-family and multi-family residential uses;

• Less regional commercial, and more community commercial.

Village Centers

Prior to the Post World War II housing boom, most American cities were configured into well-defined neighborhoods with a centralized commercial and industrial center known as a downtown. The Village Centers alternative revives this traditional development pattern by:

• Development establishes a distinct edge that separates uses and areas;

• Public investments are focused on providing an attractive environment and establishing neighborhood character;

• Characterized by a mix of uses and densities, with greatest amount of moderate and high density residential;

• High-density residential land uses would be located along the corridor and at key locations within some neighborhoods;

• More single-family and multi-family residential than the other alternatives, but much less resort residential;

• More community commercial, but much less regional commercial than the other alternatives.

F. Analyzing Alternatives

This analysis included an examination of the vacant land available for development. To determine where the growth of residential and non-residential uses were most appropriate and to start to identify a preferred future growth alternative, a group exercise was conducted at a community workshop. Four groups were charged with distributing land uses throughout the City and its environs where they wanted to see future growth. The groups could determine the intensity of land uses as well as the type. Each group started with the same amount of total future development available, but they were not required to allocate all of it. The amount of growth indicated in each group's scenario is different because each group had a different opinion about the placement and the amount of future development. The summary of each group's results includes a general description of their scenario and the uses placed in various areas.

Summary of Group Alternatives

The community form exercise was designed to determine where the growth of residential and non-residential uses were most appropriate and to provide a starting point for the identification of a preferred future growth alternative. Attendees were divided into four groups that were charged with distributing land uses throughout the City and its environs where the group wanted to see future growth. Each group started by choosing a development pattern from three choices:

• Commercial Center – focused on providing commercial services that attract visitors from throughout the Lake area.
• Resort Community – emphasizes the City as a resort and tourist destination; or
• Village Centers – promotes low-density housing and development centered around neighborhoods and activity centers;

Each development pattern had a different mix of tiles representing land uses, although each choice provided for the same number of dwelling units and amount of nonresidential development. Each group was able to further refine its growth scenario by trading in tiles for equivalent amounts of development in a different form; for example, a group could trade a neighborhood commercial tile for a regional commercial tile, or four single-family residential tiles for one multi-family residential tile.

The results of the exercise were four different alternatives for growth in and around Osage Beach. While three of the groups chose Village Centers as their starting development pattern, each scenario shows distinct preferences. The summary of each group's results includes a general description of their scenario and the uses placed in various areas.

Group 1

This group chose to begin with the Village Centers development pattern. Most of their single-family residential tiles were placed at the ends of peninsulas and along coves, marking areas for development or redevelopment to single-family uses. The group also differentiated between single-family development on the water that would command high prices and single-family development inland that could be more affordable. The black "wild card" tiles were used to represent 5 acre parks that could serve as neighborhood anchors, providing additional recreational space with pedestrian access. Resort residential development was limited to two tiles along the east side of the main channel.

Neighborhood commercial tiles were placed along the Highway 54 corridor. A big-box center, including both regional and neighborhood and multifamily residential uses, was located off the map to the south, toward Camdenton. This group also traded tiles for additional industrial development to boost the City's employment base.

Group 2

This group also began with the Village Centers development pattern. They did not feel there was much change possible in the existing core of the City, so they located some single-family residential as infill development to create neighborhoods. The group identified a possible annexation area to the east of the City, where they located additional residential uses for workforce housing. They identified an additional annexation to the west with additional single-family and multi-family residential uses that are also a possibility for workforce housing. Resort residential uses were placed outside the City. This group placed neighborhood commercial uses along the Highway 54 corridor and along Highway 42. Regional commercial uses were kept at the edges of the City.

Group 3

This group began with the Village Centers pattern. Their guiding principles included more workforce housing and continued aggressive economic development. Most of the groups' tiles are located away from the waterfront to provide second tier and infill development. On the southwest, a large cluster of affordable housing surrounded neighborhood commercial uses. The black "wild card" tiles were used to provide additional neighborhood commercial uses along the Highway 54 corridor and on Highway 42. Resort residential uses are confined to the main channel.

Group 4

This group differed from the rest by choosing to start with the Commercial Center development pattern and it traded tiles to provide for additional resort residential and industrial uses. The group felt that Osage Beach needed to continue to provide employment and tourist destinations for people from outside the City limits.

Both single-family and multi-family residential uses were generally located on the fringes of the City, where land costs might allow for more affordable developments. Resort residential uses are located throughout the City and included the identification of some possible redevelopment areas where older resorts may be losing profitability.

The group located regional commercial uses near anticipated Expressway interchanges in the outer areas of the City. Neighborhood commercial uses were located along the

highway 54 corridor, as were industrial uses. The black wild cards were used to represent a community exhibition center.

G. Reaching a Preferred Alternative

The Steering committee carefully weighed the impacts of each of the growth alternatives and community input before selecting a preferred alternative on which to base the Plan. Based on the alternatives' impacts and community workshop group alternatives, the Steering Committee selected a growth scenario that integrated key factors of all three growth alternatives to create a preferred alternative, which formed the basis for the Future Land Use map.

VI. Future Land Use

The Future Land Use map identifies the type and intensity of land uses. The Future Land Use map was developed using the Citizen Input received during Steering Committee Meetings and Public Hearings. The map identifies the vacant and underutilized future land use parcels using the citizen's future growth vision. This map shows land uses and intensities for future development throughout the planning area.

The future direction of the City includes:

- Resort Residential (Condominium) uses located predominately near or along the main channel;
- Regional Commercial uses located along the Highway 54 and Highway 54 Expressway corridors, with major commercial nodes at each end of the City;
- Uses along the Highway 54 corridor shall include predominately Community Commercial, Regional Commercial, Multi-family Residential, and some Resort Residential;
- Any Industrial uses located along or near Highways 54 and 42;
- Single-family Residential uses that are both along the water and in "second tier" areas.

The allocation of uses in the Future Land Use is summarized in **Exhibit 30.** As shown in the exhibit, the Future Land Use map provides for 45 percent of the City to be developed for non-residential uses, allowing for more than a doubling of the current amount of non-residential development.

Exhibit 30: Preliminary Future Land Use Summary

Land Use	Existing Land Uses	Percent of Total Land	Percent of Developed Land	Future Land Use Acreage	Percent of Total Land
Residential, Low/ Moderate Density	1,273.90	22.0%	49.0%	2,209	34%
Residential, High Density	22	0.4%	0.8%	747	12%
Mixed Use (PUD)	286.1	4.9%	11.0%		
Total Residential	1,582	27.3%	60.8%	2,956	46%
Commercial (Community)	670.4	11.6%	25.8%	2,546	39%
Industrial/Public/Semi-Public	349	6.0%	13.4%	396	6%
Total Non-Residential	1,019	17.6%	39.2%	2,942	45%
Parks/ Open Space	~	~	~	563	9%
Vacant	3,183.80	55.0%	122.4%	~	~
Total	5,784.80	~	222.4%	4,791,600	~

Exhibit 31 compares the land use allocation of the Future Land Use map to the land use demands calculated by the housing and non-residential development projections (**Exhibits 22** and **24**). It should be emphasized that the Future Land Use Demand is based upon a total future build-out of the Osage Beach area. Additionally, there are some areas shown on the Future Land Use map which are not presently in the Corporate limits of the City of Osage Beach. These areas would need to "come into" the City for the future land uses to be fully realized.

Land Use	Future Land Use Demand	Percent of Total Demand	Percent of Future Land Use Acreage
Residential, Low-Moderate Density	93.5	28%	34%
Residential, High-Density	439	13%	12%
Total Residential	1,374	42%	46%
Commercial	1,876	57%	39%
Industrial/Public/Semi-Public	47	1%	6%
Total Non-Residential	1,923	58%	45%
Parks	-	-	9%
Total	3,297	100%	100%

The Future Land Use map should be viewed as a general guide in helping to make future land use decisions. The purpose of the Future Land Use map is to assist local officials in evaluating the appropriateness of specific development proposals. The map should not be viewed as an absolute. However, deviations from the map should be strongly supported by planning principles and practices.

It should be noted that the Future Land Use map was developed on a broader scale than the growth scenarios shown in Exhibits 30 and 31. A broader Future Land Use map provides the Community with more flexibility in determining the particular type of residential and non-residential uses to be promoted on an individual parcel basis.

VII. Community Facilities Assessment

The Community Facilities Assessment is the beginning of a statement of the community's vision for its future and a guide to achieve that vision. It examines the locally appropriate level-of-service for public safety, parks and recreation, and other community facilities and services, based on historic demand characteristics for Osage Beach's public facilities and services. Although there are definitive numeric measures of service levels for public facilities and services, the locally accepted standards are a matter of policy. Ultimately the community, through its appointed and elected officials, determines the acceptable service levels necessary to achieve and maintain the desired "quality of life".

Though the City of Osage Beach is a primary provider of community facilities to residents of the City, other service providers also operate within the planning area. Fire protection, schools, electricity, and cable television are all services which are provided by non-City public or private entities. Despite the fact that Osage Beach does not provide all of the community services, the City can influence how, where, and when, these services are provided and how projected growth will affect the service delivery requirements.

While the City does not provide all community facilities and services, the City is *solely* responsible for planning and land use approvals within the City limits. The City may rely on the availability and/or adequacy of community facilities and services as a factor in the approval, approval with conditions, or denial of applications for development. This may be accomplished informally as the development application is reviewed by City Staff; more formally via a referral process whereby each service provider reviews the development for compliance with its standards and requirements; or through a highly structured management system requiring adequate services be "in place" or immediately available with development.

The key point is that while the City is not responsible for providing all community facilities and services, it does have a responsibility to ensure that all necessary community facilities and services are available at adopted level-of-service standards at the time of development.

A. Methodology

Level-of-service ("LOS") standards for community facilities and services are most commonly presented in terms of the functional resident population served. Initially, LOS can be determined by investigating the existing levels-of-service that are provided to the existing resident population. Level-of-service indicators will be evaluated based on the service provider's goals, performance data provided by other jurisdictions and/or professional standards. Levels-of-service typically are measured and projected in terms of service area population (i.*e.*, two police officers per 1,000 population). The levels-of-service also may be based on responses to calls for service. This measure frequently is used for police, fire and EMS services.

Based on the level-of-service standards and the projected population to be served, costs can be projected for facility levels-of-service. Costs referenced in this section were provided by the service provider, or estimated based on professional standards. Existing

level-of-service data have been provided by the City and independent service providers. All of the projections of future needs rely on these data.

B. Police

The Osage Beach Police Department provides community-oriented police services, including: patrol, detectives, and emergency medical services. Police and EMS operations are funded by the City, but the Department's budget is supplemented by state and federal grants. The Police Department operates four divisions – Administration, Detectives and Patrol, EMS, and Communications**.**

The number of incidents handled by the Department has remained relatively stable. **Exhibit 32** summarizes the number of incidents handled by the City since 2001.

Exhibit 32: Police Incidents

Type of Call	2001	2002	2003	2004	2005
Patrol	8,685	8,881	8,276	*	13,676
Incidents	4,559	4,556	4,680	*	4,602
Service	1,486	1,506	1,420	*	1,455
Offenses	629	657	617	*	776
Totals	15,359	15,600	14,993	13,673	20,509

Source: Osage Beach Police Department* No Detailed Breakdown Available

Staffing

The Department currently consists of 25 uniformed officers, four paramedics, eight communications officers and four administrative employees. The Department also uses some part-time officers to cover absences such as vacations, but those personnel are used to maintain the staffing level, not to provide additional services.

Facilities

All of the Department's operations are centralized in one facility, comprising about 15,000 square feet of the Osage Beach City Hall. The Police Department’s current facilities are considered adequate for their current needs. Because the police facilities are focused on one side of the Grand Glaize Bridge, future expansion may allow the police to establish a physical presence on the east side of the Bridge.

Equipment

Equipment needs are particularly important with regard to patrol cars. Patrol cars are one of the most expensive pieces of equipment owned by the Department and they experience extreme stress from typical use. Used patrol cars may be passed down for less demanding use by detectives or other City Departments. **Exhibit 33** provides an inventory of existing police vehicles and their average costs. The Department participates in a vehicle rotation program, which allows the Department to trade out patrol vehicles at 50,000 miles to receive new vehicles. Under this program, the Department requests six new vehicles each year. Because the Department uses this rotation program, vehicle fleet will not be analyzed in this Plan.

Exhibit 33: Police Department Vehicle Inventory

Vehicle Type	Number	Average Cost per Unit
Patrol Vehicle	16	$20,800
Administration Vehicles	2	$22,000
Investigation Vehicles	2	$22,000
Ambulances	2	$100,000

Source: Osage Beach Police Department

Other capital equipment used by the Department includes communications equipment. The Department currently owns 53 radios, 23 of which are vehicle radios. In addition, the Department also owns other communications dispatch units such as recorders and computers.

Levels-of-Service

The Department currently maintains a personnel ratio of approximately 4.9 sworn officers per 1,000 persons. Overall police staffing per 1,000 persons is at 8.9 employees. Maintaining this level of staffing through 2025 will require approximately 49 additional employees. These additional personnel will cost nearly $1.4 million annually by 2025.

Exhibit 34: Police Levels-Of-Service For Capital Equipment

Capital Facility	Existing LOS per 1,000 population	Additional Equipment Needed by 2025	Cost to Meet Need
Vehicles	5.36	29.61	$906,971
Radios	11.84	65.38	$159,139
Facility Space	3,350.5	18,504.60	$2,775,687

This level of staffing is relatively high for a City the size of Osage Beach. This exceptional level-of-service is likely due to the high number of visitors and part-time residents.

To maintain current levels-of-service through 2025, the Department will need at least 29 additional vehicles, 65 radios, and at least 18,500 square feet of building space. Maintaining current levels-of-service through 2025 is estimated to cost more than $3.8 million in capital costs for equipment, vehicles, and building space, as shown in **Exhibit 34**.

C. Fire – Osage Beach Fire Protection District

The Osage Beach Fire Protection District provides fire protection, emergency medical services and technical rescue services to the cities of Osage Beach and with mutual aide, to Lake Ozark and the unincorporated areas located within Camden and Miller Counties. The District also provides a HAZMAT hazardous materials response team. The District responds to over 1,000 calls per year. A majority of calls are for emergency medical services.

As indicated, the Fire Protection District serves portions of Miller and Camden Counties in addition to Osage Beach. The analysis of the District's levels-of-service and future needs is based solely on population and growth within the City of Osage Beach.

Personnel

The Osage Beach Fire Protection District has a total of 15 firefighters. In addition, the District has a current roster of 25 volunteer firefighters. The District has identified a shortage of personnel and plans to add 12 additional paid firefighters as funds are available.

Facilities

The District owns four existing fire stations, ranging in size from 5,200 square feet to 8,000 square feet. Station #1 is located within the boundaries of Osage Beach on Bluff Drive and Station #2 on KK is also within the City limits. The District has a need for a training tower area and estimates that this facility will cost $350,000 to develop.

Equipment

Firefighting equipment is distributed at facilities throughout the District's service area and is summarized in **Exhibit 35**. The projected life of the fire engines and tankers is twenty years, at which point they would be replaced. Other vehicles used by the District include four pickup trucks/brush trucks, two boats, a rescue vehicle and five cars.

Exhibit 35: Fire District Vehicle Inventory

Vehicle Type	Number	Average Cost per Unit
Fire Apparatus	8	$ 369,313
Automobiles	5	$ 25,500
Brush Trucks	4	$ 34,300
Tankers	3	$ 205,000
Boats	2	$ 280,000

Source: Osage Beach Fire Protection District

Exhibit 35: Fire District Vehicle Inventory

Vehicle Type	*Number*	*Average Cost per Unit*
Fire Apparatus	**8**	**$369,313**
Automobiles	**5**	**$25,500**
Brush Trucks	**4**	**$34,300**
Tankers	**3**	**$205,000**
Boats	**2**	**$208,000**

Source: Osage Beach Fire Protection District

The District also maintains 26 radios and spends an average of $30,000 on portable equipment each year.

Levels-of-Service

As shown in **Exhibit 36**, to maintain current levels-of-service through 2025, the Fire Protection District will need at least 27 additional fire vehicles, at least 32 additional

radios and at least 31,334 square feet of additional building space. In addition, it is estimated the district will need at least 24 full-time staff. Maintaining current levels-of-service through 2025 will cost nearly $8 million in capital expenses.

Exhibit 36: Fire Levels-of-Service for Capital Equipment

Capital Facility	Existing LOS per 1000 population	Additional Need: By 2025	Cost to Meet Need
Vehicles	**4.91**	**27.14**	**$5,420,855**
Equipment	**5.81**	**32.07**	**$48,112**
Facility Space	**5,673.4**	**31,334.4**	**$2,506,754**

Exhibit 36: Fire Levels-of-Service for Capital Equipment

Capital Facility	Existing LOS per 1,000 population	Additional Needs by 2025	Cost to Meet Need
Vehicles	4.91	27.14	$5,420,855
Equipment	5.81	32.07	$48,112
Facility Space	5,673.4	31,334.4	$2,506,754

Calculating the number of additional personnel needed by the District to maintain current levels-of-service is complicated by the District's use of volunteer firefighters. Changes in the ratio of volunteers to full-time firefighters could change the number of each type of firefighter needed. At the current ratio of 1.67 volunteers for every full-time firefighter, the District will need at least 24 additional full-time firefighters and at least 30 additional volunteer firefighters. These additional firefighters will cost nearly $1.3 million annually by 2025.

These cost estimates do not include the Fire Protection Districts' own estimates of costs to remodel the existing fire stations and add new training space and to expand the paid personnel with 12 new full-time firefighters. Realization of those plans would increase the Districts' level-of-service to area residents.

D. Water Facilities

In 1998 the City of Osage Beach embarked upon a program to develop a water system to provide for fire protection and domestic water service for the residents and visitors of the City of Osage Beach. The current system is designed for a current capacity of approximately 1,617,000 gallons per day and is comprised of variable 16-inch to 8-inch sized water mains, three operating water towers, five production wells, and appropriate fire hydrants, valves, etc. to provide a complete and operable system. The system has been designed for an ultimate capacity of approximately 3,092,000 gallons per day of average flow. Work is currently in progress to provide one additional water tower and another production well. Prior to distribution, the water is chlorinated and fluoridated. The system is licensed and operated in accordance with the Missouri Department of Natural Resources regulations.

For all practical purposes there are two separate systems, the Eastside System and the Westside System. The Eastside System currently has three operational production wells, Columbia College Wells 1 and 2, and the Parkview Bay Well. It has two operating water towers; the 500,000 gallon capacity Columbia College Tower, and the 150,000 gallon

capacity Parkview Bay Tower. An additional production well and 750,000 gallon water tower located off Bluff Drive was completed in 2006. The Eastside System is fully developed to meet City needs through the year 2019 with an average daily capacity of 845,000 gallons per day.

The Westside System currently has two production wells in service and one 1.2 million gallon water tower. The system has been setup so that it can provide service to, or use water from, the Lake Regional Hospital Water System for emergency service. The Westside System has not yet been fully developed. Expansion of the system to cover areas off Airport Road and the El Terra Area is planned within the near future. Pending development plans within and adjacent to the City may require further expansion of the system. The current Westside System is capable of sustaining 192,000 gallons per day through 2019.

The water demand in Osage Beach is shaped by future projections of the City's land uses, population growth, and fluctuations in population during resort season-Memorial Day through Labor Day. The City's water supply system has been designed to accommodate these shifts, recognizing the higher demand during the City's resort season peak periods.

E. Wastewater

The City of Osage Beach owns and operates a centralized sewer collection system which services the entire City as well as the Tan-Tar-A resort. The Osage Beach Sewer System is rather unique in that the system is primarily a pressure system utilizing approximately 625,000 linear feet of low-pressure sewer mains and 50,000 linear feet of gravity sewer. The system includes 59 lift stations (42 are SCADA equipped) and over 1,100 grinder pumps. The system includes two sewage holding and pumping facilities, the Sands Pumping and Holding Facility (500,000 gallon storage capacity) and the KK Sewage Holding and Pumping Facility (400,000 gallon storage capacity). The overall system currently transmits approximately 1,570,000 gallons per day to the Osage Beach / Lake Ozark Regional Sewage Treatment Facility-a 2.4 million gallon per day capacity treatment facility. The Osage Beach collection system is owned by the City of Osage Beach; operated, and maintained by the Osage Beach Department of Public Works-and the Osage Beach / Lake Ozark Regional Treatment Facility is owned, operated, and maintained by the Osage Beach / Lake Ozark Joint Sewer Board.

The Osage Beach sewer system is currently undergoing a major expansion and upgrading of facilities in order to meet the projected demand of 3.3 million gallons per day. This will meet the projected need through the year 2022, and beyond. In order to accomplish this the City has recently completed the construction of the Sands Pumping and Holding Facility rated at a peak capacity of over 7,000 gallons per minute; the Rockway Lift Station with a capacity of over 1,500 gallons per minute; and the Bypass Sewer Force Main (an 18 inch diameter force main from the Sands Lift Station to the Regional Treatment Facility). These improvements and other upgrades bring the system east of the Grand Glaize Bridge up to the projected 2022 capacity.

In 2005, voters approved a $7.5 million bond issue and the City is in the process of accomplishing design and beginning construction of the Westside Sewer System. This system includes a Route KK Sewage Pumping and Holding Facility rated at over 3,000

gallons per minute and a storage capacity of 400,000 gallons. The Westside Sewer System includes an 18-inch sewer force main from Route KK (Tan-Tar-A Area) to and across the Grand Glaize Bridge to the Sands Pumping and Holding Facility. This system is scheduled for completion in 2008. Upon completion the City will have achieved its projected capacity requirements for the year 2022 and beyond.

F. Roads and Transportation

Roads within Osage Beach are constructed, reconstructed, and maintained by several agencies. The City of Osage Beach maintains all public streets. The Missouri Department of Transportation (MoDOT) maintains Highway 54, the main arterial bisecting the City, State Highway 42, and Highway KK. In addition, there are a number of private streets maintained by individual landowners and homeowner associations. Due to topography, the opportunity for connecting streets is limited. However, the City recognizes that it should take advantages of any opportunities to disperse traffic through alternative routes.

Personnel

The Engineering Department is composed of a City Engineer, two Civil Engineers, three seasonal Civil Engineer Interns, one part-time Inspector, and one Secretary.

Levels-of-Service

Levels-of-Service for roads are based on the capacity of the road and its level of congestion, rated on a scale of A to F.

City streets are planned, designed, and constructed under the auspices of the Engineering Department, under the direction of the City Engineer. The Department of Public Works is responsible for street maintenance, including repairs, snowplowing, and drainage maintenance.

While the City does not use a Capital Improvements Plan to plan for its capital improvements, the Engineering Department does prioritize improvements based on traffic levels and design needs.

US 54 Expressway Alignment for Osage Beach and Vicinity

The Highway 54 alignment was originally listed in Amendment A in 1987. Recognizing that traffic had been steadily increasing, MoDOT recommended an expressway alignment for Highway 54 from Lake Ozark through Osage Beach, south toward Camdenton. The purpose of the alignment was to improve traffic service throughout the region, while addressing future traffic demand from increased development along Highway 54. Originally the plan had called for a 2-lane bypass, however due to increasing growth in the region, plans were changed to propose a 4-lane expressway.

Funding for the alignments was approved through Constitutional Amendment 3 in 2004. In May 2005, MoDOT selected the Highway 54 Expressway realignment to receive funding under a 5-year State Transportation Improvement Plan. During this process, the funds allocated to the project were cut from $135 million to $99 million. Construction has been approved and will begin in multiple phases. Construction was expected to begin in October of 2006, for the section north of the Grand Glaize Bridge, while construction south of Grand Glaize and west of Highway KK is expected to begin in October of 2008.

The entire project is scheduled to be completed in 2010. These dates are tentative and are subject to change. A major obstacle facing MoDOT is right-of-way acquisition. The Osage Beach Highway 54 alignment is the third part of MoDOT's Highway 54 realignment for greater access to, and within, the region. The first two parts are nearing completion. Camdenton to State Road Y is currently under construction, and a 4-lane bypass below Bagnell Dam is completed.

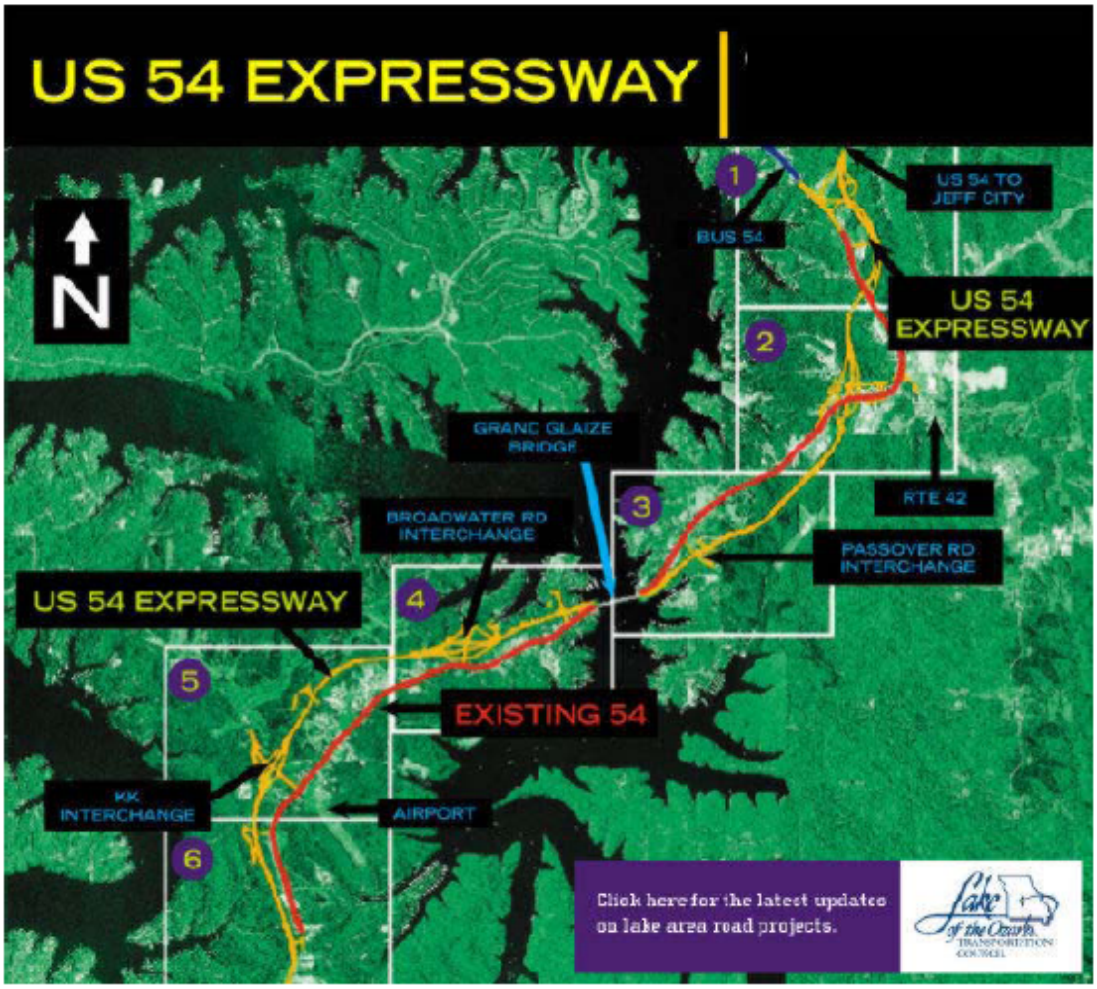
Alignment traffic impact to the region has been forecasted by MoDOT in a Traffic Technical Memorandum published September, 2002. While only the northern quadrant of Osage Beach was included in the study, it is highly relevant to the entire City.
Findings include:

• Traffic nearly doubles during peak months of May through August;
• The amount of traffic is generally steady from 10 a.m. to 6 p.m.;
• Delay is mild in many areas, with the exception of a few key locations, namely the Outlet Mall and Wal-Mart;
• Some intersections are currently operating at a level-of-service of either E of F;
• 79% of trips are from non-local sources within the area;
• 56% of trips were local to local;
• 45% of all trips were to Wal-Mart or the Outlet Mall;
• 54% of existing traffic is projected to be moved to the new expressway;
• A 59% increase in traffic volume is expected by 2020;
• The no-build scenario shows a forecasted LOS of F for all intersections, i.e., existing US 54 would be extremely over-capacity without alignment;
• Some intersections fail to operate at an acceptable LOS in the build scenario, due to physical constraints;
• MoDOT recommends the City add a local collector road connecting Route 42 to Hatchery Road; and
• MoDOT also recommends that the Grand Glaize Bridge be striped for 3 lanes in each direction.

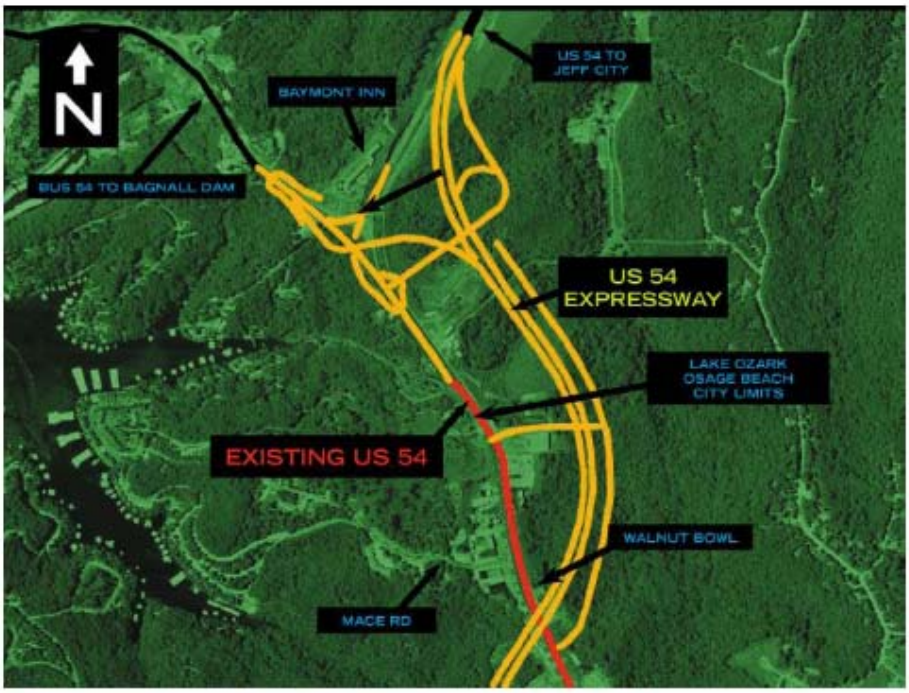
The Lake of the Ozarks Transportation Council has been advocating for the construction of the Expressway and has identified benefits to the region stemming from the expressway. These benefits include the following:

• Decreased congestion on the current route will bring easier, faster and safer access to businesses, shops, attractions and professional services already located on this corridor.
• New development will occur on the existing US 54 for the same reasons,
• Connectors between the New Expressway and the existing 54 will provide almost unprecedented access between the two corridors.
• Local residents, non-resident property owners, conventioneers, and tourists at the Lake can more conveniently and safely move around the Lake area with a choice of using the existing 5-lane roadway or the Expressway which ties back to the existing US 54 at multiple access points.
• Large trucks and other through-traffic can go non-stop on a 4-lane corridor from North of Osage Beach through Camdenton.

Exhibit 37: Expressway Alignment Graphics



Source: Lake of the Ozarks Transportation Council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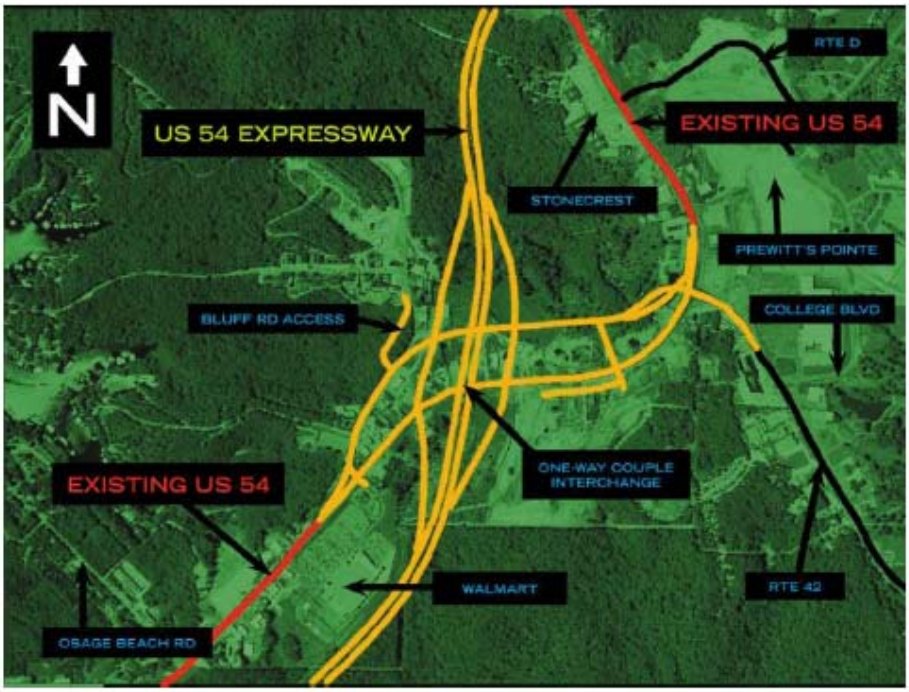
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COLLEGE BLVD
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WALMART
RTE 42
OSAGE BEACH RD


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EXISTING US 54
OUTLET MALL
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RED BUD RD
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US 54
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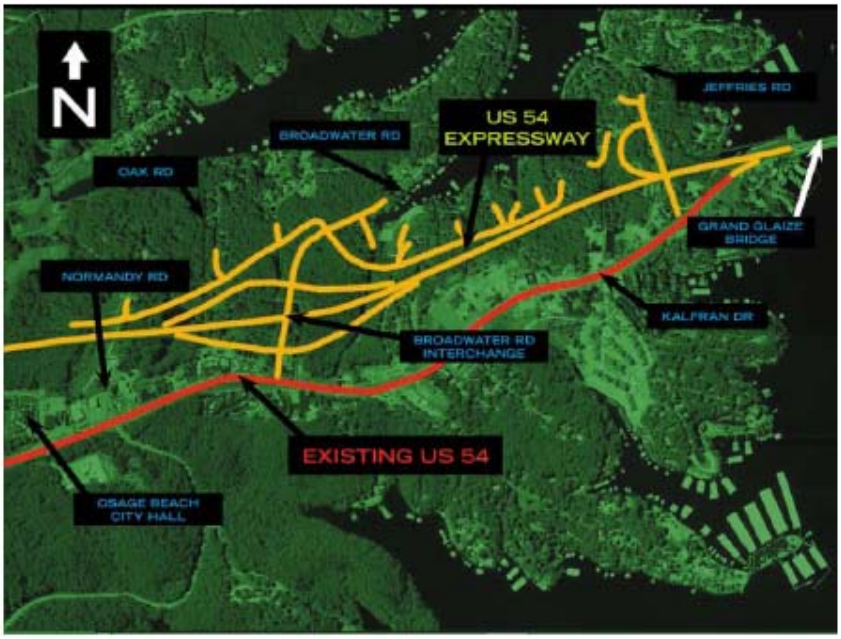
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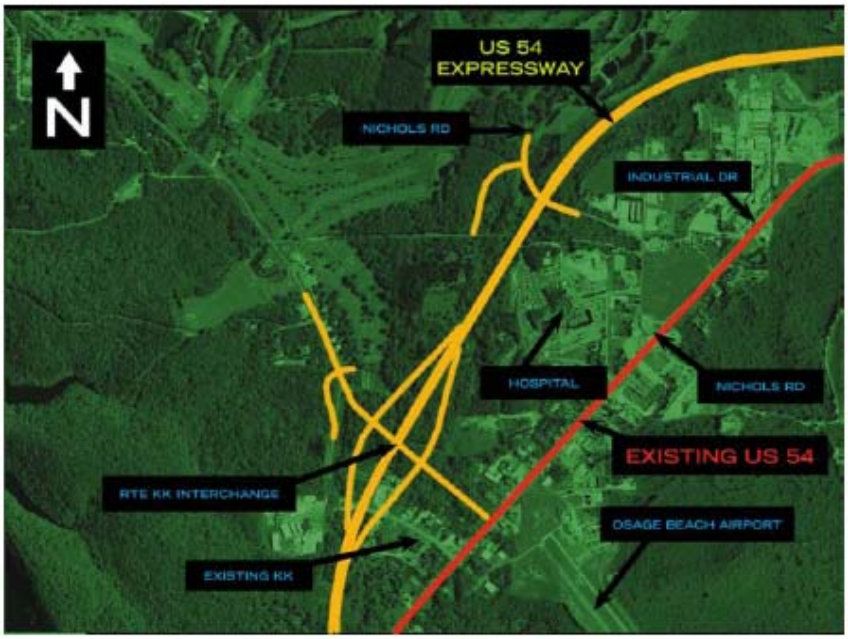
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HOSPITAL
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EXISTING US 54
RTE KK INTERCHANGE
OSAGE BEACH AIRPORT
EXISTING KK


N
SWISS VILLAGE RD
OSAGE BEACH
AIRPORT
EXISTING US 54
US 54
EXPRESSWAY
KEY LARGO RD
LAZY DAYS RD

Lee C. Fine and Grand Glaize Airports
The City of Osage Beach is unique in operating two public airports, adding aviation to local transportation options. Both airports offer fuel, hangar space, tiedowns and automobile parking.

Grand Glaize is centrally located off of Highway 54. The two runways are 3,205 feet in length. There are 25 aircraft based at Grand Glaize airport. Nearly 70 percent of all operations at the airport are transient general aviation, with local general aviation making up the bulk of other operations.

Lee C. Fine Memorial Airport is located on Highway 134, southeast of the City. It is surrounded by Lake of the Ozarks State Park. The two runways are 6,497 feet in length. There are in excess of ten aircraft based at Lee C. Fine. Nearly 70 percent of all operations at the airport are transient general aviation, with air taxis accounting for 18 percent of operations and local general aviation accounting for 11 percent of operations. The City recently negotiated a new airport lease with the Missouri Department of Natural Resources.

G. Parks and Recreation
Osage Beach currently possesses two City parks. City Park #2 is currently under development. It will contain three soccer fields, three softball fields, two basketball courts, a beach, a fishing pier, and an outdoor amphitheater when completed, according to the City's Master Plan. City Park #1 is smaller, but also provides a variety of recreation opportunities, including two baseball/softball fields, a basketball court, a playground, walking trails, and picnic areas.

In addition, the City is immediately adjacent to Lake of the Ozarks State Park, a 17,441 acre park that includes hiking trails, campgrounds, swimming beaches, marinas, and Ozark Caverns.

The entire Lake of the Ozarks region can be considered a recreation area, with the Lake attracting thousands of visitors and residents to the area. The shoreline is managed by AmerenUE through its federal license to operate Bagnell Dam and the Osage Power Plant. This review focuses on the formal parks and recreation programs provided to residents and visitors.

Levels-of-Service
The City's current level-of-service for parks, 25.11 acres per 1,000 residents, is higher than usually found in cities of this size. The National Recreation and Parks Association (NRPA) recommends a level-of-service of at least 3.0 acres of parkland per 1,000 residents. To meet the NRPA recommendation for park space through 2025, the City would need just over 19 acres of parkland, a standard that has already been surpassed.

- One baseball or softball field for every 2,500 residents;
- One basketball court for every 5,000 residents; and
- One soccer field for every 5,000 residents.

To meet these recommendations through 2025, the City would need four baseball or softball fields, two basketball courts, and two soccer fields. If City Park #2 is developed as planned, the City will exceed these level-of-service recommendations for its 2025 population. It is expected that the softball fields planned for City Park #2 will be used for tournament play in addition to serving the localized community.

VIII. Implementation Strategy

The Implementation Strategy section of this Comprehensive Plan presents Goals and Objectives in key community areas; land use, annexation/growth, housing, economic development, aesthetics, transportation, and open space. These goals and objectives form the basis for future actions by the community to help the City achieve its desired “vision”.

The goals and objectives were developed based upon citizen impact and a comprehensive review and discussion by the City's Steering Committee. Following a “vote” by area residents on the goals, the Steering Committee further refined the objectives to best match the goal. The goals under each key area are arranged from the most to least (i.e. 1-4) important based upon citizen response to the goal statements.

Lastly, it should be realized that although the goals are arranged according to citizen input, the City of Osage Beach should pursue goals and objectives in the manner which best advantages the City. For example, if Federal transportation funders were to become available, the City should utilize those funds. By maximizing opportunities, the community can realize its “vision” more quickly.

A. Land Use

Goal 1: Expand water and wastewater service to efficiently serve long-term urban development needs within the City's planning area.

1. Continue to update the development of an urban service area map that shows the City's water and wastewater systems and planned 20-year service area, which also is referred to as the Urban Service Area.

2. Continue to coordinate wastewater facility improvements with land use planning by sizing improvements to meet projected demand derived from the Future Land Use Map.

3. Continue to require new development to fund its fair share of the costs of wastewater collection and treatment facilities.

Goal 2: Develop a coordinated land use planning effort to better integrate new uses with existing land uses.

1. Maintain a Disaster Preparedness Plan for emergencies.

2. Review building height, bulk, and density.

3. Continue to closely scrutinize rezoning requests and their impact on existing development.

4. Continue to review special use areas and conditions for boat and trailer storage.

Goal 3: Maintain a sustainable mix of land uses in and around the City through effective, coordinated growth management.

1. Continue to use the land use categories for future land use planning. Each category may permit land uses and intensities from more than one zoning district.

2. Use the Future Land Use Map to guide land use and development decisions.

3. Provide sufficient land to accommodate projected residential and non-residential development in areas that have or can readily be provided with adequate services.

4. Protect neighborhoods from encroachment of incompatible land uses by ensuring that zoning is consistent with the Future Land Use Map, by implementing area plans and enhancing compatibility standards that address noise, traffic and aesthetics.

5. Continue to allow alternative residential dwelling types through the use of planned developments so long as such developments must demonstrate compatibility with adjacent uses and other performance standards that may be adopted.

6. Allow maximum residential densities to exceed those otherwise specified through the use of planned development regulations that require specified community benefits (e.g., compatible infill, amenities, affordable housing, community parks, trails or open space). The development regulations will need to establish the conditions by which bonuses are granted and limitations on gross density increases.

7. Permit the development of neighborhood-scale service and retail uses through planned development regulations to allow such uses to be integrated compatibly with proposed residential development.

8. Continue to establish standards to ensure that non-residential development occurs at appropriate scales and locations. Standards should ensure that uses (including home occupations) within or adjacent to residential areas are compatible with adjacent residential uses.

9. Develop and maintain a coordinated intergovernmental planning and development review process to foster efficient City growth patterns.

10. In outlying areas that are not contiguous with existing development and public facilities, the City may defer approval of the development or agree to a phased development plan that is tied to provision and full funding of all public facilities.

Goal 4: Develop and maintain adequate water supplies, treatment capacity and distribution capacity to efficiently meet the needs of growth within the City's service area.

1. Ensure that extraterritorial water sales are subservient to municipal service.

2. Continue to ensure that water systems within the City and its planned urban service area are designed and constructed to meet normal demands and provide adequate fire flow for planned land uses.

3. Continue to require new development to fund its proportional share of the costs of water distribution and treatment capacity.

Goal 5: Promote responsive fire protection, EMS and law enforcement services that efficiently enhance public safety.

1. Continue to maintain mutual aide agreements with surrounding service providers, monitor the costs and benefits of mutual aide services, and modify agreements as necessary to maintain equitable costs of services.

2. Plan and provide appropriate police services to meet the needs of businesses and residents and monitor levels of services and endeavor to maintain or improve service levels over time.

3. Promote minimum fire service standards and design requirements, which should be based on fire insurance guidelines, in its development regulations.

4. Continue to support the provision of emergency medical services appropriate to meet the needs of urban, suburban and developing areas and regularly update Emergency Medical Service (EMS) providers on significant development proposals and growth trends.

Goal 6: Promote land use compatibility.

1. Ensure that neighborhood commercial facilities are located so as to serve residential areas without disrupting the integrity of residential areas.

2. Encourage commercial developments that provide for a pedestrian-friendly environment.

3. Ensure that low-intensity commercial uses adjacent to residential uses maintain the residential character and scale, and mitigate the effects of non-residential traffic into the adjacent neighborhoods.

4. Adopt standards that create attractive neighborhoods with a variety of housing types and convenient access to adjacent neighborhoods, parks, schools and neighborhood shopping.

5. Plan and provide for active and passive recreational facilities and opportunities to meet existing and projected needs of neighborhoods.

6. Pursue the compatible co-location of facilities by locating new public facilities as near as possible to existing and proposed community facilities, including parks, recreational centers, community centers, schools, galleries, libraries, and health centers.

7. Encourage schools, parks and shopping areas to be accessible to neighborhood residents via sidewalks and bikeways.

Goal 7: Provide for equitable levels-of-service throughout the City's service area.

1. Continue to require new development to comply with minimum levels-of-service standards for the water, wastewater and stormwater systems within its service area.

2. Continue to ensure that police and fire protection services provide adequate response times for all development within the City.

3. Coordinate with the school districts to ensure that new school sites can be adequately served by existing and planned infrastructure (including, streets, sidewalks, water, wastewater, stormwater and public safety facilities and services). Explore opportunities for joint use of school sites for recreational and educational purposes.

4. Coordinate capital improvements planning, development review and growth projections with the school district to improve the efficiency of capital planning and improvements.

5. Continue to provide high-quality, cost-effective water, wastewater and stormwater utility services throughout the City's planned service area.

6. Require mitigation of activities with the potential to decrease downstream water quality. Address impacts during and after the development process resulting from erosion, large parking lots and other point and non-point sources of water pollution.

7. Require facilities to be extended through new developments to provide for future growth. Facilities may be required to be over-sized to serve future development with provisions for reimbursement for facilities that benefit other properties. The City shall periodically review its standards for reimbursement when an applicant over-sizes facilities to serve future development to ensure that they are equitable.

B. ANNEXATION/GROWTH

Goal 1: Promote responsible growth for the City of Osage Beach.

1. Look at mechanisms to achieve long-term planning in growth areas.

2. Identify key areas for future annexation efforts.

3. Communicate the City interests to other government jurisdictions in a cooperative manner.

Goal 2: Coordinate extra-territorial development with each respective County to facilitate long-term growth. Provide equity for property owners and protect existing property owners from bearing the costs of growth.

1. Coordinate with each respective County to ensure that City and County decisions about the type and intensity of land uses within and adjacent to the City are consistent with City development needs, and consistent with the Future Land Use Map.

2. Establish and maintain an annexation program that is fiscally responsible, and serves the needs of Osage Beach's existing and future residents.

3. Develop intergovernmental dialogue for anticipated land use activities, development interests, and infrastructure improvements.

Goal 3: Protect critical commercial corridors and gateways to encourage land use compatibility and improve corridor function and appearance.

1. The City should act to protect and preserve key corridor and roadway segments in conjunction with State transportation improvements and revisions to the development.

2. The review of commercial development proposals along key corridors may consider reduced setbacks, parking requirements and landscaping requirements to promote redevelopment activities, pedestrian-oriented design and pedestrian-friendly parking areas and to consolidate drives and access points.

Goal 4: Foster a vibrant mixed-use growth corridor that retains the character of existing commercial and residential neighborhoods.

1. Involve local businesses in the process of establishing or amending sign regulations or design standards, if they are so desired by the community.

2. Promote joint, shared and centralized opportunities to satisfy parking needs, including public-private partnerships.

3. Use development incentives to encourage desirable development proposals.

4. Design and maintain governmental and civic facilities to serve as examples for the development community of the City's commitment to high quality development.

Goal 5: Provide for uniform growth throughout the City.

1. Continue to look at infrastructure expansion opportunities throughout the region.

2. Discuss with County officials the ability to expand and provide services.

3. Approach property owners in unincorporated areas about advantages of annexation.

4. Be receptive to opportunities to expand the City boundaries.

C. HOUSING

Goal 1: Increase neighborhood stability through collaborative code enforcement, provision of public amenities (e.g., sidewalks, green-space, streetscaping), and effective compatibility standards.

1. Maintain the safety and integrity of residences through effective enforcement of zoning, building and housing codes. Remove blighting influences within neighborhoods and enhance standards and enforcement for maintenance of vacant properties to prevent blight.

2. Maintain compatible transitions between different land use and housing types through site design regulations.

3. Protect stable single-family neighborhoods from the intrusion of incompatible residential and non-residential land uses.

4. Allow for development of neighborhood-scale retail and service centers that are integrated with residential neighborhoods. In addition to design compatibility, the development regulations allowing such centers should address the scale, location and parking areas of the centers.

5. Ensure that new development and redevelopment projects within and near neighborhoods are designed to protect residents from unsafe or congested streets, noise, and other impacts that reduce neighborhood stability.

6. Encourage residential and non-residential designs that facilitate alternative modes of transportation, rather than increasing reliance on automobiles.

7. Involve residents in the identification and resolution of neighborhood issues through ongoing community outreach, education and code compliance initiatives.

Goal 2: Develop a coordinated housing program for the community.

1. Review mass and scale requirements for housing developments.

2. Consider annexation of areas which could support additional workforce housing.

3. Ensure that adequate opportunities are provided for development of housing for seniors and other populations with special needs.

4. Assist housing agencies in the provision of workforce housing and other needed housing services.

D. ECONOMIC DEVELOPMENT

Goal 1: Provide support for tourism efforts within the region.

1. Investigate other taxing mechanisms as a way to promote and enhance tourism and the economy.

2. Consider a Civic Center for the region, if determined to be economically feasible.

3. Consider the feasibility of an Economic Development Director for the City.

Goal 2: Promote development activities that generate sufficient fiscal resources in order to provide high-quality public services to all residents while retaining relatively low tax rates.

1. Coordinate land use decisions to ensure that residential development does not create negative impacts on the viable operation of commercial and industrial uses.

2. Provide opportunities for economic development interests to participate in decision-making processes pertaining to economic development, capital facility planning and land uses.

3. Ensure that financial incentives are linked to specific performance criteria, such as specified numbers of jobs, wage rate targets, redevelopment objectives and/or other measurable economic development objectives.

4. Continue to support programs and businesses which provide skills assessment, job training and worker retraining, and coordinate with the public schools and community college to develop programs for training in communication and interpersonal skills through links to employers and private institutions.

Goal 3: Increase the diversity and quality of employment opportunities within Osage Beach through fiscally sound economic development practices.

1. If major industrial development occurs, re-evaluate the supply of industrial and commercial/industrial land designated in the Future Land Use plan to ensure that there is an adequate supply of vacant land that can readily be served by adequate public facilities.

2. Continue to coordinate with the Chambers of Commerce, local economic development agencies and the Counties to create a positive climate for both existing and new businesses by assisting in retention and expansion efforts.

3. Continue to participate in public private partnerships for economic development initiatives through investment in infrastructure and/or other development assistance.

Goal 4: Develop a more diversified local economy that provides a stable economic base, and greater employment opportunities for all segments of the local population.

1. Provide an atmosphere attractive to existing and new businesses and industries which will strengthen the area economy and provide opportunities for families and fosters economic growth that does not adversely affect the environment either physically or aesthetically.

2. Support a coordinated city-wide economic development program involving the City, County and State economic development organizations.

3. Identify and continue to support opportunities for regular and continuing communication between economic development entities.

4. Proactively coordinate with economic development interests to designate, serve and protect sufficient economic development sites to accommodate long-term employment growth.

5. Market all segments of the economy including tourism and non-tourism interests.

E. AESTHETICS GOALS AND OBJECTIVES

Goal 1: Improve the visual quality of Osage Beach and enhance the appearance of gateways and corridors through partnerships between the City, State and property owners.

1. Integrate trees and natural vegetation into the built environment to beautify, buffer, and shelter structures and facilities.

2. Effectively maintain street trees and tree canopy and natural vegetation on public rights- of-way through adequate funding for monitoring, maintenance and replacement.

3. Enhance landscaping, buffering, and street tree plantings in roadways for key gateways and corridors. Coordinate with other entities to upgrade existing streetscapes in conjunction with programmed capital improvement projects.

4. Consider adopting multi-family residential and non-residential design standards into the development regulations.

2. Continue to provide strong code enforcement efforts to keep weeds, derelict vehicles and other negative aesthetic images curtailed.

3. Consider development of architectural design guidelines for buildings constructed in the City.

F. TRANSPORTATION

Goal 1: Recognize and acknowledge the value of the airports to the region.

1. Market the airports for business usage and cargo transfer, as well as vacationing interests.

2. Actively promote use of the airports and work with others in the region to develop enhanced use of the facilities.

3. Maintain an updated airport layout plan for both airports, and build additional hangars as necessary.

Goal 2: Coordinate development and street improvements to maintain acceptable traffic flows and to minimize delays due to traffic congestion.

1. Continue to integrate transportation planning with land use planning to ensure that proposed transportation improvements safely and compatibly meet demands from planned development.

2. Employ adequate level of service standards on public roadways to accommodate the safe and efficient flow of traffic. Maintain a level of service C or better on arterial, minor arterial and collector streets for existing and design year traffic projection.

3. To the greatest practical extent, secure rights-of-way required to serve development before it occurs.

4. Require new development to pay a proportional share of the costs of roadway improvements required to serve the development.

5. Provide a mechanism to allow increased street design flexibility where an applicant can assure that design modifications enhance neighborhood character or protect environmental features without sacrificing street safety or the ability to provide public services.

6. Continue to maintain the existing street system to ensure long term safety and convenience, while minimizing long-term maintenance costs.

Goal 3: Develop a street system that safely and effectively serves all users, including pedestrians and bicyclists.

1. To the greatest extent establish a network of pedestrian ways, bicycle trails and bike lanes as an integrated part of the transportation system which connect residential neighborhoods, commercial development, employment centers and public facilities.

2. To the extent feasible, separate bicycle and pedestrian traffic from automotive traffic. Where trails can safely be accommodated, use existing utility corridors and drainageways.

3. Enhance pedestrian circulation and accessibility in the corridor area through streetscape improvements and pedestrian amenities.

4. Provide neighborhood and community parks that have safe linkages to surrounding neighborhoods for pedestrians and bicyclists.

5. Investigate the feasibility of safe pedestrian crossing of Highway 54.

6. Explore the opportunity for a pedestrian access on the Grand Glaize Bridge.

7. Work with MODOT on ways to provide pedestrian usage along the new Expressway.

Goal 4: Encourage efficient traffic flow throughout Osage Beach.

1. Investigate opportunities for additional signal synchronization.

2. Control congestion through the efficient use of traffic signals.

3. Encourage joint usage of adjacent properties for access.

4. Continue to enhance street lighting to add safety and help maximize traffic flow.

5. Explore ways to create connecting roads to help relieve congestion on main roadways.

G. OPEN SPACE

Goal 1: Preserve and protect resources essential to sustain a healthy environment, including the Lake, floodplains, river and stream corridors and woodland habitats.

1. Require all new development that encompasses major drainage-ways, wetland, floodplains or land within riparian corridors to place a conservation easement, deed restriction, covenant over said resources that preserves the natural drainage and vegetation within these areas.

2. Minimize the effects of human activity on the quality of surface and groundwater through effective stormwater management and subdivision design.

3. Require commercial and industrial land uses to detain stormwater prior to being released into the surface drainage system.

4. Incorporate green infrastructure into a Parks and Trails Master Plan, working with the private sector to protect, manage and balance a framework that enriches the community's quality of life.

5. Encourage the increased development of greenways and green infrastructure as a means to protect water quality and reduce damage from stormwater runoff.

6. Protect environmentally-valuable land, including the Lake, woodlands,wetlands, streambanks and wildlife habitat areas, from inappropriate development.

Goal 2: Develop an integrated open space program to preserve some of the natural beauty of the Ozarks.

1. Continue to promote green space as part of the site plan development process.

Goal 3: Provide a superior system of parks, facilities and programs that serve neighborhood and community recreational needs.

1. Develop and periodically update a Parks and Trails Master Plan and design parks and recreation facilities to meet the standards established in that Plan.

2. Continue the assessment of the recreational needs of the City residents through periodic surveys.

Appendix

The consultant firm, Planning Works conducted an online citizen survey in October, 2005 to gather opinions from City residents regarding growth issues. The survey was not intended to be scientific, but to provide a basis for identifying significant issues for further discussion and investigation.

The survey questions are listed below, along with the number of responses given for each question. Where the question required the respondent to write out an answer, only frequently given responses, mentioned by ten or more respondents, are listed.

1. How many years have you lived, worked or owned a business in the Osage Beach area?

0-5 Years	9	22%
6-10 Years	6	14%
11-15 Years	11	26%
20 Years plus	16	38%

2. How would you describe the quality of life in Osage Beach when you moved/started employment here?

Excellent	13	31%
Good	21	50%
Fair	7	17%
Poor	1	2%

3. What's the quality of life in Osage Beach today?

Excellent	14	33%
Good	24	57%
Fair	3	7%
Poor	1	3%

4. List three attributes about Osage Beach that make it a good place to live.

Frequent response subjects included: lake, shopping, and good place to live.

5. What have been the three most positive changes in Osage Beach over the past ten years?

Frequent response subjects included: sewer improvements, water improvements, streets and lights.

6. What are the three changes in Osage Beach over the past ten years that concern you the most?

Frequent response subjects included: traffic/streets and condos.

7. What are three most important issues facing Osage Beach today?

   Frequent response subjects included: growth, traffic/streets, sewer, and housing.

8. What do you feel are the three most important results that can come from the Comprehensive Plan update?

   Frequent response subjects included: growth management.

9. What do you feel are the three most important improvement needs in the area?

   Frequent response subjects included: traffic/streets.

10. I believe that growth has been occurring:

Too Rapidly	20	49%
About Right	20	49%
Too Slowly	1	2%

11. I believe Osage Beach should encourage residential development throughout the City.

Agree	29	71%
Disagree	12	29%

12. I believe Osage Beach should direct residential development to areas where existing infrastructure (i.e., water, sewer, roads, storm drainage, schools, etc.) is available.

Agree	28	68%
Disagree	13	32%

13. I believe Osage Beach should discourage residential development from areas where existing infrastructure (i.e., water, sewer, roads, storm drainage, schools, etc.) is not available.

Agree	19	45%
Disagree	23	55%

14. I believe Osage Beach should encourage commercial development throughout the City.

Agree	18	44%
Disagree	23	56%

15. I believe Osage Beach should discourage commercial development from areas where existing infrastructure (i.e., water, sewer, roads, storm drainage, schools, etc.) is not available.

Agree	18	44%
Disagree	23	56%

16. I believe Osage Beach should direct commercial development to areas where existing infrastructure (i.e., water, sewer, roads, storm drainage, schools, etc.) is available.

Agree	32	76%
Disagree	10	24%

17. What should the City's response be to the following type(s) of development – should the City encourage or discourage these uses?

Single Family Residential		
Encourage	40	100%
Discourage	0	0%
Multi-Family Residential - Condominiums		
Encourage	21	54%
Discourage	18	46%
Multi-Family Residential - Apartments		
Encourage	31	76%
Discourage	10	24%
Commercial		
Encourage	36	92%
Discourage	3	8%
Office		
Encourage	40	98%
Discourage	1	2%
Industrial		
Encourage	28	70%
Discourage	12	30%

18. Should the City adopt additional site design and architectural criteria (i.e., building orientation, building materials/colors, design coordination, building mass, etc.) for residential development?

Yes	20	49%
No	21	51%

19. Should the City adopt additional site design and architectural criteria (i.e., building orientation, building materials/colors, design coordination, facade treatment, etc.) for commercial development?

Yes	25	64%
No	14	36%

20. How would your rate public services, today:

(a)	Roads		
	Excellent	5	12%
	Good	21	51%
	Fair	12	29%
	Poor	3	8%
(b)	Water		
	Excellent	11	27%
	Good	27	66%
	Fair	1	2%
	Poor	2	5%
(c)	Sewer		
	Excellent	9	22%
	Good	24	59%
	Fair	7	17%
	Poor	1	2%
(d)	Police		
	Excellent	18	44%
	Good	18	44%
	Fair	4	10%
	Poor	1	2%
(e)	Fire/EMS		
	Excellent	16	40%
	Good	22	55%
	Fair	2	5%
	Poor	0	0%
(f)	Schools		
	Excellent	20	52%
	Good	16	42%
	Fair	1	3%
	Poor	1	3%
(g)	Parks		
	Excellent	2	5%
	Good	19	46%
	Fair	15	37%
	Poor	5	12%
(h)	Drainage		
	Excellent	1	3%
	Good	15	40%
	Fair	16	43%
	Poor	5	14%

(i)	Cultural		
	Excellent	1	2%
	Good	15	37%
	Fair	19	46%
	Poor	6	15%

21. The City should require adequate levels of service for the following before allowing new development:

(a)	Roads		
	Agree	33	85%
	Disagree	6	15%
(b)	Water		
	Agree	33	85%
	Disagree	6	15%
(c)	Sewer		
	Agree	33	85%
	Disagree	6	15%
(d)	Police		
	Agree	31	82%
	Disagree	7	18%
(e)	Fire/EMS		
	Agree	30	83%
	Disagree	6	17%
(f)	Schools		
	Agree	27	73%
	Disagree	10	27%
(g)	Parks		
	Agree	21	58%
	Disagree	15	42%
(h)	Drainage		
	Agree	35	90%
	Disagree	4	10%
(i)	Cultural		
	Agree	18	49%
	Disagree	19	51%

22. The cost of additional infrastructure (i.e., water, sewer, roads, storm drainage, schools, etc.) needed by new development should be shared by new development and existing residents.

Agree	14	38%
Disagree	23	62%

23. The cost of additional infrastructure (i.e., water, sewer, roads, storm drainage, schools, etc.) needed by new development should be paid for by new development only.

Agree	27	69%
Disagree	12	31%

24. Rate the importance of each of the following transportation improvements in the City:

Build new access/outer roads.

Very Important	34	81%
Somewhat Important	8	19%
Not Important	0	0%

Increase or improve pedestrian access (sidewalks, crosswalks, etc.) and bicycle lanes.

Very Important	23	55%
Somewhat Important	14	33%
Not Important	5	12%

Increase or improve public transit service.

Very Important	9	22%
Somewhat Important	22	54%
Not Important	10	24%

Goals

In July, 2006 the City of Osage Beach conducted a public meeting to gather input from area residents. The meeting participants were given an opportunity to cast “votes” on what goals they considered to be of primary importance for the City's future.

Approximately 2,900 “votes” were cast for 30 goals in the areas of land use, annexation/growth, housing, economic development, aesthetics, transportation, and open space. The overall range was 12-494 “votes”. The top five goals were;

1. Provide support for tourism efforts within the region.

2. Recognize and acknowledge the value of the airports to the region.

3. Preserve and protect resources essential to sustain a healthy environment, including the Lake, floodplains, river and stream corridors and woodland habitats.

4. Improve the visual quality of Osage Beach and enhance the appearance of gateways and corridors through partnerships between the City, State and property owners.

5. Increase neighborhood stability through collaborative code enforcement, provision of public amenities (e.g. sidewalks, greenspace, streetscaping), and effective compatibility standards.

The goals were further refined, and objectives added to support these goals, by the Steering Committee.