CITY OF
STRAFFORD, MISSOURI

COMPREHENSIVE
PLAN

Adopted by the City of Strafford Board of Aldermen
January 27, 2003

Prepared by
Land Forum, LLC
Branson, Missouri
Landforum@tri-lakes.net
THE STRAFFORD COMPREHENSIVE PLAN

INTRODUCTION

Planning is a dynamic process and depends upon the community. Toward this end, this planning effort has included a campaign of public awareness, education and participation in the planning process. Community planning involves consensus building to achieve a logical plan for the development of the community. This plan is a guideline for future decision-making.

To develop planning and zoning guidelines, the community must complete a thorough assessment of itself. This assessment is the comprehensive plan. The comprehensive plan forms the basis and the very ground level analysis for instituting planning and zoning controls. The plan in and of itself is not a legal document but the plan is the basis for development of control ordinances and a zoning plan. The comprehensive plan is to be used as a guideline for future decision making, future ordinances, development controls and zoning decisions. The plan provides guidance and information to aid in the decision making process.

The planning process has provided citizens the opportunity to express their ideas and concerns for the future development of the community. During the public participation process, information was gathered on technical aspects of the plan. Background data were researched and compiled to help to determine goals and objectives.
The city of Strafford takes pride in establishing a community of economic and personal growth. The schools, businesses, and people flourish because Strafford is located in a fast growing region of the country. Strafford and the surrounding area are equipped with the financial capabilities to encourage new business and expand existing commerce.

Economic development is synonymous with community development. Community planning outlines a management process and a problem solving approach as well. An economic development program is judged by its ability to create jobs, promote economic stability, increase property values, and expand opportunities to achieve "quality of life." A local economic development plan is based on available infrastructure, physical landscape, capital, and market economics. Many factors must be included in the equation to develop a plan.

Many comprehensive plans sit on office shelves while growth and development continue to occur. Strafford residents and city staff have chosen not to ignore growth but to plan for it, which is the reason the Strafford Comprehensive Plan was undertaken. This plan is to be used as a guide and as a legal basis in making land use and zoning decisions. Police power is given to the community by the state constitution, allowing the community to place restrictions on individual rights in the interest of the health and welfare of the majority of citizens. The Comprehensive Plan is an assessment of the will of the community in that surveys, public meetings and discussions with community leadership were held to determine future direction.
A capital improvement program will allow the city to strategically plan for future development. A capital improvement program provides funding for adequate street and utility systems. Capital expenditures are programmed for five years and updated annually during the budget process.

The Strafford Comprehensive Plan expresses a vision for Strafford's development into the 21st century. Local economic development planning is important because it offers a strategy for improving the necessary interaction between business and government, for perfecting markets through better communication, and for effectively competing for economic resources in a highly competitive market and environment. In addition, this plan can be used by prospective businesses to provide background information for location decisions.

Citizen and community participation were critical in the planning process while developing this comprehensive plan. Many volunteers served as support and assisted in creating the finished product. Several local businesses, elected officials, Strafford school personnel and administration, and residents contributed to the development of this plan.

In August 1999, the city of Strafford conducted a community opinion survey. Strafford officials gave 500 households an opportunity to participate in the survey. Of the 500 surveys distributed, 261 were completed and returned for a response rate of 52.5 percent. The findings are outlined and discussed in this plan. Meetings were held with Board of Aldermen, Planning and Zoning Commission, City of Strafford employees and the Strafford community.
Public meetings provided an avenue for citizen participation and direction. The first public meeting was February 28, 2000 to survey community residents and identify issues and concerns for Strafford’s growth and progress. On March 27, 2000, a second public meeting was held to identify additional issues. Employee and city government brainstorming and work sessions were held in March to identify and discuss issues and concerns. Results from these key meetings are found in this plan.

The Strafford Chamber of Commerce, which is active in business retention and recruitment, sponsors an annual Business Expo. This is an important educational component to promote economic development of the community.

Several boards and committees exist which study growth issues affecting the area, including the Board of Aldermen, Planning and Zoning Commission, and Greene County R-V School District Board of Education, Strafford Area Chamber of Commerce, Southwest Missouri Advisory Council of Governments, Missouri Highway and Transportation Department, Solid Waste District O, Southwestern Bell’s Community Advisory Committee on Telecommunications, and others. The Strafford Comprehensive Plan reflects Strafford's participation in these regional planning efforts.

The Strafford Comprehensive Plan is organized into 10 parts. They are:

- Issues
- Goals & Objectives from Public Workshops
- Action Plan
- Existing Land Use and Future Land Use Plan
- Transportation Plan
- Future Parks Plan
- Annexation Policy
- Community Facilities Inventory
- Utilities Plan
- Background Studies – Historical Review and Demographic Analysis

The appendices provide detailed information referenced in the city plan, including the results of the community opinion survey, maps and other information.

The purpose of this plan is to apply a rational, systematic approach to developing the community. This plan’s general layout, as well as its content, reflects this intention. A comprehensive plan provides the city with the basic tools to analyze future needs and to accomplish short and long-range goals.
ISSUES

Community issues have been identified through analysis of existing
conditions, the results of the community opinion survey conducted in 1999, and
citizen and staff participation in the Strafford assessment process. These issues have
direct bearing on future development potential and character of the community.

Identified first are the top six issues identified in the Strafford survey, the
neighborhood work and planning session, and the staff planning session. Next, the
information is shared in detail from each planning session. Issues are grouped into
several major categories including environment, economic development,
community facilities, housing, land use and zoning, transportation, utilities and
annexation.

Top Six Areas of Concern from Strafford Survey Results

1. Street maintenance

2. Activities and building for young people

3. Development of retailers and national chains

4. Swimming pool

5. City parks

6. Reduce water and sewer rates - improve sewer odor and quality of water

Top Six Areas of Concern or Issues from Community Planning Session
1. Implement a one-half cent transportation tax for streets and drainage

2. Employ a grant writer and economic development coordinator

3. To market and promote Strafford community as a
   - place to live
   - place to grow a business
   - place to shop

4. Improve storm warning system

5. Construct a new City Hall

6. Need for a city wide park

Top Six Areas of Concern or Issues from Employee Planning Session

1. Update waste water system and improve maintenance budget

2. Develop a water system master plan

3. Better equipment

4. New City Hall

5. More trees, and trees in parking lots to buffer between school and Interstate

6. Increase revenue

ECONOMIC DEVELOPMENT ISSUES

1. Should the city promote economic development in order to create jobs, create revenue, and strengthen the community tax base?
2. What type of development should be encouraged and where should it be located?

3. How should the city promote economic development? How can the city promote Strafford as the place to live, the place to grow a business, and the place to shop?

4. What efforts should be undertaken to maintain the viability of existing businesses?

5. What will be the impact of new development on the character of the community and how much new development is desirable, especially in the development of retailers and national chains)?

6. Should the city employ a grant writer and economic development coordinator?

COMMUNITY FACILITY/SERVICES ISSUES

1. How should the city of Strafford fulfill the need for facilities and services to the community, especially to young people and the retired population?

2. How should Strafford fulfill the need for additional park land? Should neighborhood parks as well as a city wide park be developed? Where should facilities be located?
Economic Development

GOAL 1: ATTRACT CLEAN INDUSTRY TO PROVIDE HIGH PAYING JOBS

ACTION PLAN - SHORT RANGE (1 to 5 years)

A. Continue to promote new development while maintaining the character of the community.

Identify appropriate locations and areas for zoning that will complement the community as well as provide adequate buffer zones and green space to preserve the small town environment Strafford now embraces.

B. Update the commercial packet and brochure distributed to potential businesses.

Provide up to date economic and demographic data.
Obtain photos of new businesses for a brochure.
Participate in follow up visits and telephone calls to recruit businesses.
Continue to support the businesses that are established in Strafford.

C. Target specific industries to complement the area and promote Strafford as a place to live, a place for a growing business, and a place to shop.

Target a physical therapy rehabilitation center, home health center, or other medical facility to locate in Strafford.
Target a gym franchise, Boys and Girls Club or a YMCA.
Try to attract a branch of Ozarks Community Technical College to Strafford.
Consider environmental concerns for development, noise, odor or dust.
Form a committee to explore other business opportunities.

D. Establish industrial "incubator"/coordinate projects with the Small Business Development Center at SMSU.

Attempt to have at least two new businesses growing at different paces in the "incubator" and request resource and support staff and expertise through SMSU, OTC and area institutions.

E. Work cooperatively with other cities, chambers of commerce, and agencies to promote regional economic development.
F. Strengthen the sales tax based economy by residential growth, which brings in new businesses.

G. Promote open communication and cooperation with businesses to increase job training and employment opportunities.

H. Encourage the location of new businesses as well as the expansion of existing businesses.

I. Create a packet to be given to prospective businesses.

J. Develop a community handbook that provides information on the labor pool, infrastructure, community services and facility and business location opportunities. This handbook should be provided to prospective business developers.

K. Offer support to local groups who make recruiting visits to bring new business to the area by providing additional individuals with expertise to accompany them.

L. Encourage the Strafford Chamber of Commerce to serve as the "host" by supplying people to support the mayor during meetings with prospective business developers.

M. Encourage private sector development of industrial areas and provide financial incentives. Explore neighborhood improvement districts and tax increment financing as methods of financing industrial expansion that are alternatives to tax abatements.

N. Capitalize on Strafford's central location and good transportation linkages to several major recreation areas within a two-hour drive.

ACTION PLAN - LONG RANGE (5 to 10 years)

A. Continue to work with local business retention programs, recruitment, and economic development efforts.
GOAL 2: DEVELOP COMMERCIAL CENTERS TO HELP CREATE JOBS, CREATE REVENUE, AND STRENGTHEN THE COMMUNITY TAX BASE.

ACTION PLAN - SHORT RANGE (1 to 5 years)

A. Develop the Route 66 theme and attraction

Recruit new businesses that will serve the local residents and attract residents from surrounding cities and I-44 travelers looking for a place to rest or stop for the evening or weekend.

B. Attract new businesses including retailers, national chains, and corporations that will complement the Strafford area in size, service, and accessibility while maintaining the viability of the existing businesses.

Try to recruit new businesses, corporations, family restaurant, day care center, discount store and national chains. Provide location and good access for family entertainment area including possibly a movie theater, ice skating or roller skating rink and miniature golf. Encourage the location of small businesses such as tax services, investment services, small retail dress shops or other specialty businesses.

C. Add color, green space and accessibility to commercial areas.

Improve aesthetic quality of the town with added landscaping, open space and sidewalk requirements, paint a mural on a side wall in the downtown area, and add lighting venues that connect shopping with strolling.

D. Consider commercial zoning issues and plans to develop a downtown theme.

Utilizing the Route 66 theme, incorporate an inviting landscape, thematic storefronts, collective highway advertising and a shared logo or decal displayed in all merchants’ windows.

ACTION PLAN - LONG RANGE (5 to 10 years)

A. Make adjustments to the Land Development Code and to the Technical Specifications as new requirements are needed for subdivision and commercial development.

B. Participate in greenway projects, including bike trails and walking paths that connect Strafford with other destinations in region.
C. Continue to annex tracts of land that would benefit the city by increasing the commercial base.

**GOAL 3: FIND RESOURCES TO EMPLOY A PART TIME GRANT WRITER AND/OR ECONOMIC DEVELOPMENT COORDINATOR WITH THE PURPOSE OF FULL TIME POSITION**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

A. Request assignment of an intern or graduate student from SMSU, Drury, Evangel or SBU to economic development/grant writer position for one or two years.

   Procure an intern or graduate student to develop a working foundation and contacts. Identify funding sources and cycles of government, foundations, and corporations for community development through grant funding.

B. Work with local, state and national organizations to train and implement successful strategies for city progress and enhancement through economic development.

   Contact state and federal agencies to assist with guidance and direction regarding economic development. Enlist the services of SMSU for information and additional resources to progress with Strafford's Economic Development Plan.

C. Make application to the Department of Economic Development for a Rural Economic Development Grant to fund a full-time staff person.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

A. Continue to explore, expand, and develop ongoing strategies and vision to enhance the future of Strafford.

B. Develop a method to pay for a full-time position in grant writing and economic development.

C. Fund a business incubator center in Strafford.
GOAL 4: DEVELOP ALTERNATIVES FOR DEVELOPMENT

ACTION PLAN - SHORT RANGE (1 to 5 years)

A. Plan to redevelop downtown Strafford and promote existing businesses.
   Perform a parking study for the downtown area to determine needs.
   Repair/replace sidewalks.
   Improve street curbs and work with property owners to restore facades on
   older buildings and create a cohesive theme for the area.

B. Determine ways that Strafford can promote itself as a tourist rest stop.
   Contact tour bus operations to travel through Strafford along Historic
   Route 66 with a stopover in Strafford on the way to Branson. Advertise on
   I-44.

C. Develop commercial businesses on arterial roads.

D. Extend service area boundaries to encourage business and industry growth, east
   and west along arterials and state highways from Hwy. 125 and I-44 intersection.

E. Limit heavy truck access that damages city streets. Protect existing residential
   neighborhoods from pollutants of industrial noise, dust, lights, and traffic with
   additional development controls.

ACTION PLAN – LONG RANGE (5 to 10 years)

A. Carry out plan for the redevelopment of Main Street.

B. Continue to expand cultural centers in Strafford.
   Begin efforts with the Sister City project.
   Continue to be informed on the information superhighway, especially as
   related to telecommunications, including cable TV, fiber optics and e-
   mail.

GOAL 5: ENCOURAGE INVOLVEMENT OF BUSINESSES IN THE
COMMUNITY AND MORE PATRONAGE OF LOCAL BUSINESSES.

ACTION PLAN - SHORT RANGE (1 to 5 years)
A. Continue to support recruitment and development of new and existing businesses into the Strafford area.

B. Stay in contact with elected and appointed officials who represent Strafford at state and local levels. Request participation and make recommendations for what they can do for “their” town.

C. Cooperate with State Chamber of Commerce and strengthen lines of communication between existing businesses and Strafford Chamber of Commerce.

ACTION PLAN - LONG RANGE (5 to 10 years)

A. Continue to encourage people to shop locally through Chamber of Commerce economic development efforts.

B. Help small businesses research ways to finance growth through low interest loans, grants or other incentives.

C. Make application to be a Designated Marketing Organization through the Department of Tourism.

D. Combined marketing efforts between the city and the Chamber of Commerce.
STRAFFORD ACTION PLAN

PHILOSOPHY

The City of Strafford is part of the growing regional economy in southwest Missouri, and Strafford's location on the major interstate sets it apart from other small towns and rural areas in the region. Well-managed growth will enable Strafford to make the transition from a rural community to an edge city. Strafford can capture market share from points east.

As families move into town, commercial services follow. There is a critical mass of residents to support the commercial base. In addition, private developers and the city must make an investment in utilities and infrastructure to support the growth that is expected to occur.

In a rush to allow growth in residential development, some long-term residents have sensed a loss of control of their old way of life as a rural community. In retrospect, however, that loss has shifted into an investment in a quality community with higher property values and better city services. Once growth is hampered, it is difficult at best to restart. Growth must be managed so that it does not run rampant over the public's best interest.

A community is defined by its boundaries, which protect the land and the people within it, forming certain expectations and creating a specific character. Future growth boundaries allow a reasonable amount of room for growth while also concentrating improvements near a core area. This pattern of growth allows the most efficient use of
city utility extension and commercial development. By providing a solid infrastructure system, the community can take advantage of high growth periods and remain stable through slow economic times. The end result is a well-defined commercial center that attracts and retains consumers, protects residential land uses from sprawl, and does not burden the fringe development areas.

A well-balanced community attracts residents, which in turn attract industry. The city provides the support for industry to locate within its limits so that jobs are created in the private sector. Job creation is enhanced by competition within the region—not by spending city money to lure industrial jobs to the area through tax abatements and other programs. The goal is to be the best choice for industry through quality of life, low cost of living, land availability and an efficient utility system. Strafford participates in a regional market for new industry by working with other cities to attract growth to this area. Because of Strafford's location, many workers in Springfield live in Strafford and many workers in Strafford live in Springfield. Efforts on a regional level will ultimately help Strafford's local economy and the residents who live here.

Just as jobs strengthen the local economy, quality of life issues also have a significant impact on the city and its residents. Children are the future of the community and they need places to explore and play that offer an alternative to idle time. Parks and other recreational amenities will ensure that Strafford offers the same benefits now, as it will in the near future.
ANNEXATION

TARGET:

Existing state statutes do not adequately address the needs of a growing city.

Other measures should be used to provide services in the urban services boundary.

TASKS:

- The city should encourage the extension of central water and wastewater systems.

- Utility extensions should be used as a catalyst for voluntary annexation.

- Existing structures outside the city limits would be served at out-of-city rates.

- New developments need to sign a "consent to annex" for the entire property and include the provision in future deeds to receive city utilities. These properties would pay in-city rates.
ECONOMIC & BUSINESS DEVELOPMENT

TARGET:

A well-balanced community attracts residents, which in turn attract industry. The city provides the support for industry to locate within its limits so jobs are created in the private sector. Because of Strafford's location, many workers in Springfield live in Strafford and many workers in Strafford live in Springfield. Efforts on a regional level will ultimately help Strafford's economy and its residents. The economic development goal is to be the best choice for industry through quality of life, lower cost of living, land availability, and an efficient utility system.

TASKS:

• Work cooperatively with other cities, chambers of commerce and other agencies to promote regional economic development.

• Promote open communication and cooperation with businesses to increase job training and employment opportunities.

• Encourage location of new businesses as well as expansion of existing businesses.

• Continue to make improvements to its prospective business packet.

• A community handbook for prospective business developers should be created to provide information on the labor pool, infrastructure, community services and facilities, and business location opportunities.

• Consider a part-time economic development staff position to progress into a full time position.
- Offer support to local groups who make recruiting visits to bring new businesses to the area.
- Continue to support the Strafford Area Chamber of Commerce’s Economic Development Committee and encourage the Economic Development Committee to serve as the "host" for meeting with prospective business developers and arranging meetings with city officials.
- Encourage private sector development of industrial areas without offering financial incentives.
- Capitalize on Strafford's central location and good transportation linkages to the Branson/Tri-Lakes area to promote tourism-related business development.
- Neighborhood improvement districts and tax increment financing are methods of financing industrial expansion, which should be explored by the city as alternatives to tax abatements.
- Encourage elected officials to hold their stance that economic fads such as gambling are not appropriate for this area.

ENVIRONMENT

TARGET:

Conservation of the natural environment is a priority in developmental decisions.

TASKS:
• Strafford could improve the Planning and Zoning Manual by developing standards specifically for infrastructure to be dedicated to the city, such as roads, streetlights, wastewater, storm drainage and open space and other environmental considerations.

• A traffic study could be conducted to determine present and future needs and minimize impact on the environment.

• Strafford will eventually need to choose between ground water and surface water as a source of future water supply. The choice will involve either drilling more wells or purchasing water from Springfield. Environmental as well as economic factors should be weighed in making this decision.

• Participation in regional efforts to improve the environment will enable Strafford to move forward in a leadership role and proceed by example with its local programs.

• Further research and expansion of local requirements on sedimentation and erosion protection will eventually be needed to prevent damage to property adjacent to developments under construction.

• Alternative methods of recycling should be researched to strengthen the community’s commitment to local recycling and reduce the overall waste stream sent to the landfill.

• Protect the watershed and sinkholes to ensure that the ground water supply and natural drainage patterns of the Strafford area are not overburdened by local development.

• Protect and replace trees and green space that serve as a natural filter for better air quality, as development changes the landscape of Strafford.
• Encourage energy conservation.

• Preserve areas of unique natural features.

• Include a water conservation plan in Strafford's long-range goals.

• Seek land appropriate for public parks and green space and apply for grants to fund the acquisition of this park land.

HOUSING

TARGET:

Strive to provide sound, safe, economical and innovative housing solutions for all Strafford's citizens.

TASKS:

• Create an appropriate mix of housing including single family, multi family, mobile homes and manufactured housing.

• Develop standards for manufactured housing in existing residential areas.

• Strengthen the unsafe building ordinance for more timely demolition of unsafe structures.

• The International Building Code is becoming the industry standard and adoption by the city is recommended.
LAND DEVELOPMENT

TARGET:

Land development in Strafford should continue to ensure compatibility with other land uses, secure property values and provide enhanced quality of life for residents.

TASKS:

- Develop effective buffers between commercial and residential land uses to reduce pollutants of light, noise, dust, and vehicular traffic.
- Encourage underground electric service and other amenities to promote aesthetic site design of residential and commercial development.
- Undertake an annual review of the land development code and offer the opportunity for comment through a public forum.
- Require open space preservation in the subdivision review process.
- Consider subdivision requirements for the donation of park land or a fee in lieu of park land.
- Continue local review and enforcement of land disturbance permits, which enable staff to maintain adequate control over sedimentation and erosion problems while complementing Department of Natural Resources regulations.
- Maintain an annual 80/20 ratio of single-family to multi-family housing units.
- Investigate options for making developers responsible for off-site improvements necessary to meet the needs of a particular development.
• Consider giving special consideration to the needs of agricultural uses in a growing suburban area.

• Develop corridor plans that include plantings, lighting, and future intersection improvements for the Interstate 44 and U.S. Highway 125 interchange.

• Encourage innovative approaches to street design while maintaining flexible standards.

• Encourage concentrated commercial developments rather than freestanding strip commercial development.

NEIGHBORHOODS

TARGET:

To improve the quality of life in Strafford by developing community pride and spirit and encouraging neighborhoods to work together for community development.

TASKS:

• Encourage residents and the Chamber of Commerce to work together to promote Strafford through community projects.

• Consider using the water usage mailing list to distribute a monthly, bimonthly, or quarterly newsletter on city government news and activities.

• Develop a partnership with the local school to develop community pride and plan community functions and activities.
• Continue to support proactive programs such as Drug and Alcohol Resistance Education and Gang Resistance Education and Training in the local school system.

• Encourage the organization of neighborhood watch programs.

• Promote crime prevention and awareness education programs to maintain a safe environment for residents and businesses.

• Support a city wide clean up day to encourage beautification.

• Set standards to control yard sale and real estate sale signage.

• Encourage volunteerism and the creation of a city-wide network of volunteer organizations.

• Encourage neighborhood organizations to participate in city government.

PARKS AND RECREATION

TARGET:

Parks and park activities should be developed as essential needs for a growing community.

TASKS:

• Purchase land with long-term financing.

• Allocate funding to employ a parks and recreation director.

• Appoint a citizen's committee to select sites for city wide and neighborhood parks.

• Set aside adequate areas of green space through land development regulations.
• Adopt a policy to accept donations of park land or a fee in lieu of donated land in new developments.

• Consider the purchase or procurement of 40 acres for a city wide park.

• Establish neighborhood parks in developing and existing subdivisions.

• Encourage residents to take advantage of recreational opportunities offered by the U.S. Army Corps of Engineers and state and federal park programs.

• Seek cultural ties to the Springfield and Branson arts and recreational communities.

• Participate on a regional level to expand recreational opportunities for hiking and bicycling.

• Encourage use of 100-year flood plain areas as passive recreation areas.

• Consider connecting Strafford’s park system through a linear park.

• Use existing easements and rights-of-way for bicycle and pedestrian routes.

• Encourage private fund raising efforts to acquire park land and improve facilities.

• Ensure adequate recreational opportunities for special needs groups within the community, such as the elderly and the disabled.

• Encourage the use of parks as buffer areas between residential and nonresidential land uses.

REGIONAL INFLUENCE

TARGET:

Many issues are best approached with a regional perspective. Strafford should establish and maintain a leadership position on regional issues.
TASKS:

- Take a leadership role in recycling and reducing the waste stream in Missouri's Solid Waste District "O."
- Encourage the business community to approach economic development on a regional basis. Regional job creation is important to the economic health of the Strafford community.
- Continue to foster cooperation with the Missouri Highway and Transportation Department and District O to ensure that objectives are met in the city's circulation plan.
- Remain an active participant in vital and effective regional watershed efforts.
- Remain objective and complementary in all regional issues.

TRANSPORTATION

TARGET:

Our society has become extremely reliant on our ability to move from place to place. Transportation methods, whether by foot, bicycle or car must be planned on a city wide scale or the system is doomed to fail.

Several items must be addressed for a city to achieve transportation capacity equal to its transportation needs. Rapid growth and the lack of a transportation master plan can allow development to occur in locations that should have been reserved for transportation corridors. Once development has occurred in an area that should have been reserved for future
corridors, the transportation battle is lost and the city must deal with the problems that result from this lack of planning.

The following items must be addressed to begin the process of developing a good transportation system.

1. **Develop the "master plan."** A “transportation master plan” should be developed to identify long-term transportation goals. Key elements are whether or not to provide facilities for pedestrians or bicycles, and the best means of moving traffic north/south and east/west.

2. **Classify streets.** City streets should be classified as primary arterial, secondary arterial, collector or local because each requires a different width of right-of-way. Land developers should be directed by the city on the type of streets to be constructed in development projects.

3. **Map corridors.** After transportation corridors have been identified through the planning process, they must be surveyed and added to the city’s street or thoroughfare map. This map allows the city to direct a developer to construct sections of planned streets when land containing a planned corridor is developed.

4. **Define street cross sections.** After the city has established the location of future streets, street width and infrastructure elements such as sidewalks, storm sewers, curbs, gutters and other elements must be defined so they can be developed with the street.
5. Define street depth. Street classifications require different depths of pavement based on primary use and traffic volume. For instance, an industrial road must have deeper pavement than a subdivision street because traffic volume would be expectedly heavier, and the vehicles traveling on an industrial road would likely be much larger and heavier than the automobiles traveling on residential subdivision roads. Land developers should also be directed on street classification and pavement specifications.

6. Establish an inventory and maintenance program. It is important that an inventory is kept of all streets and conditions of the streets. Following inventory, a street maintenance and repair plan should be developed and funds for this service should be allocated in the city's budget.

When the above items are in place, the city can use planning and zoning to protect these future corridors until the city or a land developer constructs the streets.

TASKS:

- Plan growth areas for future circulation needs. Analyze individual developments for compliance with the traffic circulation plan and traffic circulation map.
- Explore a possible partnership with Burlington Railroad to open another crossing on the southwest side of Bumgarner Road and Mo. Hwy. 125.
- Eliminate heavy truck traffic in residential areas except for deliveries.
- Provide alternatives for biking, walking and jogging trails.
• Activities, places and people require safe and efficient linkage. An agreement with the county must be reached to protect future transportation corridors, which are vital to Strafford's future.

• Enact flexible street standards that allow creative solutions to circulation problems.

UTILITIES

TARGET:

The efficient delivery of municipal utility services is a primary function of local government. Appropriate funding mechanisms must be utilized to defer the cost of the improvements to service users. Long-range system improvements should be paid over time so the cost is spread among present and future ratepayers.

TASKS:

• Strafford should make a decision on its future water source. Options are attached to this document.

• Work with schools to raise awareness of environmental issues.

• Participate in regional efforts to control agricultural runoff.

• Sponsor a system revenue bond to fund construction of a perimeter loop to extend water service into growing areas and to ensure system reliability.

• Begin searching for future water tower locations in the east, west and south parts of town.
• Inform users through a public education program that gradual water rate increases will be needed to fund system improvements.
• Encourage energy conservation through a public information program.
• Encourage competition among all providers of telecommunication services.
• Seek funding to provide an electronic library and library building facilities.
• Encourage fiber optic technology to enhance the quality of life and to increase economic opportunity.
GOVERNMENT

TARGET:

The City of Strafford will improve the community by encouraging a common direction among all governmental bodies and by promoting their efficient use of resources and effective delivery of services.

TASKS:

- Create customer service orientation.
- Discourage duplication of government services.
- Area wide issues and activity must be considered on a regional basis and funded by a regional tax base.
- Explore land acquisition and construction of a new government building to house City Hall, a post office, police station and maintenance department. Statistics support that a government plaza type building stimulates commerce by providing a "core" for economic growth.
ORGANIZATIONAL DEVELOPMENT

TARGET:

The employees of the city of Strafford have set a goal to provide quality services and facilities for the community by meeting or exceeding expectations. Their mission is "to work together to create an atmosphere of community pride and an unmatched quality of life through safe, efficient and environmentally sound operations for today and tomorrow."

TASKS:

- Maintain the excellent safety record achieved by city employees.
- Encourage the city employees' commitment to customer service as a priority of their work.
- Perform a salary survey to keep employees in a tight job market.
- Establish staff training programs, performance measurements, and a performance based pay system. Encourage personal goals.
LAND USE PLAN

The Strafford Comprehensive Plan provides a recommended land use or
development pattern for future growth. Existing conditions and development patterns,
community goals and objectives, and land development standards and policies outlined in
preceding sections serve as the basis for the land use plan.

The proposed future land use map represents a generalized scheme of land
development that reflects continuity in maintaining the city’s current low-density
development pattern while providing for future residential and commercial growth. It is
possible to increase development intensities in certain areas. However, buffering
requirements should be considered where proposed development will exceed the
recommended land use pattern or where there is abrupt change in adjacent land uses and
intensity of development.

The visions, goals and objectives, and policies of the Strafford Comprehensive
Plan for future land development are displayed. It is not a zoning map and should be
used in conjunction with applicable land development policies of the Strafford
Comprehensive Plan and specific site characteristics to determine appropriate zoning and
development for individual tracts of land.
RESIDENTIAL DEVELOPMENT PATTERNS

In order to maintain compatibility with existing development patterns and to reinforce continuity of the city's character, single-family uses are proposed as the predominant future residential development pattern. Single-family residential development is proposed as infill on undeveloped tracts in or adjacent to existing neighborhoods and in growth areas on the city's northeast, northwest and southwest perimeters. Although it is not generally recommended that single-family developments receive primary access from major streets, this development pattern is unavoidable in certain areas due to existing land use patterns and land parcel configurations.

Areas proposed and zoned for single family uses, including the RII and R7 districts, allow for development densities of approximately three to five dwelling units per acre, respectively.

Higher density residential uses are generally proposed to locate along collector or arterial streets. Duplex and multi-family residential uses also serve as land use buffers between single-family residential development and commercial/industrial activities. Most land parcels available for duplex and multi-family uses are located in developing areas on the city's north side.

COMMERCIAL DEVELOPMENT PATTERNS

Most commercial activity is currently focused along Interstate 44, with the greatest concentration of new commercial development located in the core area along this highway. Future commercial development will continue to locate along major highways
and at intersections with arterial streets. It is recommended that such development should be clustered at the intersections of primary streets and that, when possible, development should occur in planned commercial centers. As the community grows, neighborhood commercial activities will be warranted.

INDUSTRIAL DEVELOPMENT PATTERNS

Future industrial uses are proposed to locate in the existing industrial-zoned areas on the community's west side along I-44. These areas are served by city utilities and are accessible via Highway 744 and the frontage road system.

The city may assist a private developer in acquiring land in a variety of ways to reduce the cost of developing in a renewal area. One approach is to identify and inventory parcels of land suitable for the type of development. This reduces the time and effort a private developer must spend on site location research. A recommendation may be to maintain a computerized inventory of available vacant commercial and industrial land. This inventory provides site-specific information on zoning, acreage, street location, assessed value, terrain, and other development constraints.

PARKS AND OPEN SPACE DEVELOPMENT PATTERNS

It should be noted that the future land use pattern does not identify areas of future parks and open space. The visions, goals, and objectives identified in public meetings and community opinion survey results reflect the community's desire and need for additional park and recreation facilities. Within the current city limits, few sites are optimally suitable for location of a new community park. Location of sufficient acreage that is accessible by major streets and that is in close proximity to residential areas may
require selection and annexation of a park site currently outside the city limits.

Neighborhood parks offered or provided by the land developer are another option to investigate and consider in the near future.

A citizens committee should be identified to study possible park sites. It is recommended that consideration be given to neighborhood parks in each of the four quadrants on the perimeters of the city. This would allow residents to walk to a park without crossing a major highway.

**IMPACT OF FUTURE LAND USE PATTERNS**

Not all land within the city of Strafford will develop over the next decade, nor should all land be developed. Constraints to development, such as environmental limitations, physical configuration of the site, ownership patterns, and availability of infrastructure will limit potential development in some areas of the community. In addition, not all land will develop at the maximum densities shown on the Proposed Land Use Map.

**GROWTH AREA PROPOSED LAND USE**

Development within the growth area outside the Strafford city limits is subject to the land development regulations of Greene County. The city should continue to coordinate planning efforts with Greene County to ensure that development in close proximity to the city is compatible with existing and planned development within the city and that infrastructure standards are compatible. Attention should be given to
encouraging compatible development in portions of the growth area with known 
environmental constraints.

TRANSPORTATION PLAN

TRANSPORTATION PLANNING

Planning for transportation needs is discussed in detail in the Transportation 
section of the Strafford Action Plan, pages 37 to 40

STRAFFORD STREET MAINTENANCE

The Strafford Maintenance Department has two to four full-time employees. The 
department is equipped for limited street maintenance, such as filling potholes.

Equipment currently on hand includes:

1996 Galion Grader S#10305
Vibracpac Roller w/trailer
Case Tractor/Loader/Backhoe
Two dump trucks
Two pickup trucks
Two generators

STREET SYSTEM AND CONDITION

The Strafford street system includes approximately 56 city streets, one interstate 
highway (Interstate 44), and three state highways (Mo. Hwy. 125, Mo. Hwy. 00 and Mo. 
Hwy. DD). The section of Strafford north of the Interstate 44 includes 19 city streets.
The section between Interstate 44 and the railroad tracks includes 18 city streets and the section south of the railroad tracks includes 19 city streets.

Maintenance of the city streets is the responsibility of the Strafford Road District. The Missouri Highway and Transportation Department maintains the state highways, the interstate highway, and the service road, Evergreen. City staff and officials have made field observations on a continuing basis to evaluate the condition of the local streets. They observe and evaluate surface paving material, condition and width, curbing, drainage ditches and sidewalks.

While a majority of local streets are in good condition, suggestions for areas of improvement are provided for consideration and prioritization.

- Construct all new streets within the city of Strafford to conform to a uniform standard per designated class.
- Maintain all streets within the city of Strafford to the highest standards thereby insuring longevity of paving. Repairs should be made in a timely manner and top coating should be applied as appropriate.
- Provide street lighting in a uniform and adequate manner to meet all safety standards.
- Provide an additional railway crossing and upgrade the current Washington crossing.
- Increase parking facilities. Parking, especially in the downtown and school area is inadequate.
• Explore funding sources. A transportation sales tax would ensure financial compliance with this plan.
• Create bike and pedestrian paths.
• Provide sidewalks near the school and in subdivision neighborhoods. New subdivisions should incorporate sidewalks on local and collector streets.

There are two uninterrupted east-west arterials, Hwy. 00 (Historic Route 66) and Interstate 44. Highway 125 is the arterial running north south through the city. The observational assessments indicate that major arterials are in good condition.

TRAFFIC VOLUMES

One of Strafford's arterials, Interstate 44, is one of the highest volume routes in the state's primary system.

PARKING

Off street parking facilities are adequate in newer commercial developments along Hwy. 00 and Hwy. 125. However, parking facilities in the central business district are marginally adequate. Care should be executed for adequate provision for all anticipated parking and access needs. Off-street parking would need to be a part of the development code.

STREET CLASSIFICATION SYSTEM

Strafford's streets have been functionally classified as arterial, collector, and local streets. The street classification system serves as an integral determinant of land use development patterns within the city. Streets are classified according to their intended
function of providing for traffic movement and/or access to abutting property. Enforcing
the street classification system is vital to maintaining continuity and efficiency in the
circulation system. The functional classification of streets is noted below:

**Limited access highway:** A highway with some grade crossings and signals at
major intersections. These streets are intended to move high volume, moderate to high-
speed traffic through the community. Direct access to adjoining properties is limited.

**Primary arterial:** A street intended primarily to provide for uninterrupted
movement of high volume, moderate to high-speed traffic through the city and to major
activity centers. Access to abutting property is a secondary function to traffic movement.
Provision of direct access to abutting property should be permitted only if the traffic
capacity of the arterial is not diminished.

**Secondary arterial:** A street which augments the primary arterial system and is
intended for moderate volume, moderate speed traffic. Access to abutting property is
partially controlled.

**Collector:** A street that collects and feeds traffic from local areas to the arterial
system while providing access to abutting property. These streets are intended for law to
moderate volume, low speed traffic and short length trips. Collectors should receive a
level of land development protection to ensure an adequate balance between traffic
movement and property access functions. Collector streets are intended to carry traffic
from residential areas to the arterial system. Strafford has few streets that function as
collectors. Airport Rd., Old Orchard Dr., and Bluegrass serve as collectors on the north
side, feeding into Evergreen. Old Orchard Dr. and Washington also feed into County Rd.
84. The other collectors, Bumganer and Farm Road 23 I/Madison St., both south of the railroad, feed into Hwy. 125 at Madison St. and Hwy. 125 also serves as the effective collector street for the middle sector of the city although it is an arterial.

Local: A street intended to provide direct access to abutting properties, designed for low volume, low speed, and short length trips.

TRAFFIC CIRCULATION PLAN

The Traffic Circulation Plan is intended to provide a framework for decision-making on transportation system improvements. The following policy statements contained in this plan address both long-range transportation needs and sets standards applicable to day-today decision making or development proposals and capital investments. The following policies and standards of the plan are intended to achieve the goal of safe and efficient movement of vehicular and pedestrian traffic through Strafford.

Enforce the street functional classification system as new development occurs. Continue to give high priority to the upgrading of substandard arterial and collector streets and the programming of new major streets in the city.

A priority system for upgrading substandard major streets should be developed, with priority assigned based on the following factors:

1. Existing and projected traffic volumes
2. Volume/capacity ratios
3. Incidence of accidents
4. Structural conditions
5. Surface width

6. Travel speeds

7. Sensitivity to surrounding neighborhoods

Preserve major street alignments by preventing development within corridors designated as rights-of-way for existing and future streets. Proposed development should bear a reasonable relationship to the street system classification and capacity level.

Discourage the construction of dead-end streets.

Develop corridor plans, which more specifically address land development policies, design standards, and regulatory controls.

Provide sidewalks along collector and local streets in order to aid pedestrian movement to centers of activity such as the school park and shopping areas.

Design standards governing minimum right-of-way requirements are contained in the city's subdivision ordinance. Missouri Hwy. 125 is the city's only north-south arterial. Highway 60 and the northern service road of Interstate 44, Evergreen, are the only east-west arterials crossing the city. Arterials are intended to carry the larger volumes of traffic from one side of the city to the other. As growth continues, there will be a need to identify and reserve adequate right-of-way for additional north-south and east-west arterials on the fringes of the city. Strafford should work closely with Greene County to ensure that county near Strafford's boundaries are improved or constructed to conform to Strafford's standards in the event of future annexation.