the STRAFFORD Comprehensive Plan

SMCOG
Southwest Missouri
COUNCIL OF GOVERNMENTS

CITY OF STRAFFORD
"Gateway to Opportunity"

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To the Citizens of Strafford:

It is my pleasure to present to you the 2020 Comprehensive Plan for the City of Strafford.

This document is an update to the City's 2003 Comprehensive Plan and is developed in partnership with the Southwest Missouri Council of Governments. During the past eight months, city staff, comprehensive plan committee members, and the public have provided valuable input on a wide variety of planning and land use topics. Information and input regarding Strafford's character and history, housing, transportation, economic development, community facilities, and infrastructure, utilities, parks, trails, and open space, as well as future land uses was collected, studied, and discussed. The result is this Comprehensive Plan which establishes the future goals and objectives for our City government and serves as a guide for future governing boards and city staff. It will be an essential guiding document for our City as Strafford continues to grow and develop.

On behalf of the City, I wish to express appreciation to the Comprehensive Plan committee members, city staff, the public, and the Southwest Missouri Council of Governments, for their hard work and efforts to prepare this plan.

My hope is that you will acquaint yourself with this document and the implementation matrix to gain better insight for the future we will be working to achieve for the benefit of our citizens and community.

Respectfully yours,

Martha E. Smartt
City Administrator

SMCOG Southwest Missouri COUNCIL OF GOVERNMENTS

CITY OF STRAFFORD

Resolution NO. 20-01

A Resolution of the Planning and Zoning Commission of the City of Strafford, Missouri Adopting the Strafford Comprehensive Plan

WHEREAS, it is in the best interests of the City of Strafford to update their plan -last adopted in 2003 - to establish guidance for the future growth of the City and that promotes the health, safety and welfare of the public, protection of the natural and manmade environment, and the efficient use of resources; and

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

WHEREAS, proper notice was published in the Marshfield Mail, which has general circulation within the City of Strafford, at least fifteen (15) days prior to the public hearing; and

WHEREAS, the Chairman of the Planning and Zoning Commission of Strafford, Missouri called the meeting to order and opened a public hearing for the Strafford Comprehensive Plan on February 10, 2020; and

WHEREAS, the report titled "Strafford Comprehensive Plan", maps, and charts were discussed; and

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

Attest:

Secretary, Strafford MO
PLANNING AND ZONING COMMISSION

WHEREAS, the motion carried with 6 aye vote(s), 0 nay vote(s), and 0 abstention(s).

Chairman, Strafford MO
PLANNING AND ZONING COMMISSION

NOW, THEREFORE, BE IT RESOLVED by the Planning and Zoning Commission of the City of Strafford, Missouri, that said Comprehensive Plan and all maps and charts included therein are hereby adopted.
Passed and Adopted by the Planning and Zoning Commission on this 10th day of February 2020.

CITY OF STRAFFORD

Bill NO. 20-08

Resolution NO. 20-05

WHEREAS, it is in the best interests of the City of Strafford to update their plan - last adopted in 2003 - to establish guidance for the future growth of the City and to promote the health, safety and welfare of the public, protection of the natural and man-made environment, and the efficient use of resources; and

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

WHEREAS, proper notice was published in the Marshfield Mail, which has general circulation within the City of Strafford, at least fifteen (15) days prior to the public hearing held before the Planning and Zoning Commission on February 10, 2020; and

WHEREAS, the Planning and Zoning Commission of Strafford, Missouri called the meeting to order and opened a public hearing for the Strafford Comprehensive Plan on February 10, 2020; and

WHEREAS, the report titled "Strafford Comprehensive Plan", maps, and charts were discussed; and

Attest:

Mayor, Strafford MO

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

Terri Taylor

City Clerk, Strafford MO

WHEREAS, the Planning and Zoning Commission adopted the Comprehensive Plan on February 10, 2020; and

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

NOW, THEREFORE, BE IT RESOLVED by the Board of Aldermen of the City of Strafford, Missouri, that the Comprehensive Plan and all maps and charts included therein are hereby adopted.
Passed and approved this 17th day of Febuary, 2020.

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GROCERIES

01 - INTRODUCTION



In 2019 the City of Strafford partnered with the Southwest Missouri Council of Governments to update the City's 2003 comprehensive plan. A plan is a collaborative effort between the local government and its citizens, which consists of research and public input, to be used to guide the community through growth and development in the coming years. The purpose of a comprehensive plan is to act as a long-term document providing guidance for a community to grow and develop into the future.

It is worth noting a comprehensive plan is not a legally binding document, but rather a guide for the governing board to use for planning decisions.

In 20 years, Strafford will be a

THRIVING COMMUNITY

offering **BIG OPPORTUNITIES**

with a ***small-town feel.***



FIGURE 1. THE PLANNING PROCESS FRAMEWORK

Planning Process

Throughout an eight-month process, the Southwest Missouri Council of Governments worked with Strafford staff, citizens, and the comprehensive plan committee to develop goals, objectives, strategies, and the future land use that comprise this comprehensive plan. Figure 2 displays the overall planning process framework used.

An online community survey was conducted July 1 – July 15, 2019. The survey collected public input and feedback on a variety of topics that helped frame the planning committee discussion and led to the development of goals and objectives. The comprehensive planning committee met five times to discuss topics that should be addressed and included in the plan.

A community open house was held in conjunction with a Strafford High School boys' basketball game on January 17th. Residents were asked to provide feedback on the draft goals and objectives and future land use map. This enabled SMCOG staff to provide a prioritization for the goals and objectives and to ensure that the plan was representative of the entire community.

PUBLIC PARTICIPATION

JULY 1-15
Public Survey
- Included press release, local advertising, and school promotion
- Over 400 responses received
- Paper copies available throughout community
- Digital survey available online

JULY 11
Senior Citizen's Outreach
- Attended senior lunch
- Assisted with over 20 surveys

JUNE 27
Orientation Meeting
- Review 2003 plan audit
- Preview survey for any needed edits (live July 1-12)
- Identify outreach strategies/target groups

JULY 29
Meeting 1
- Review survey results
- Conduct SWOT analysis
- Review zoning vs. FLU discrepancies

AUG 13
Meeting 2
- Overview of goals vs. objectives vs. strategies
- Discussion of goals and objectives for facilities & infrastructure, image, identity, and urban design, and economic development

FIGURE 2. PLANNING PROCESS TIMELINE

the STRAFFORD TIMELINE Comprehensive Plan

OCT 15
Student Outreach

- Attended high school StuCo
- Educated about local government and planning
- Gained feedback on vision and goals

JAN 17
Public Open House

- Strafford vs. Mt. Vernon boys basketball game
- Gain feedback on goals and objectives
- Attendees: 50

SEPT 23
Meeting 3

- Discussion of goals and objectives for housing, transportation, land use, and government

OCT 22
Meeting 4

- Review final goals, objectives, and strategies
- Discuss future land use designations
- Discuss public open house

FEB 10
P&Z Public Hearing and Adoption by resolution

FEB 17 ✓
BoA Ratification and adoption by resolution

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Past Plans & Studies

Strafford has a consistent record of proactive planning. Since the adoption of the 2003 comprehensive plan, several additional plans and studies have been completed. These documents provided information and guidance on a variety of topics and served as a reference for this comprehensive plan. A brief description of the each is provided in this section.

Financial Assistance Review

Reviews potential revenue sources that could be implemented for downtown revitalization. These include funding from tax increment financing and community improvement districts. Developed by PGAV Planners in 2009.

Residential Demand Analysis

Reviews demographics and potential housing needs specifically in the downtown area. Found primary demand for market rate rental housing and affordable housing for seniors and family. Developed by PGAV Planners in 2010.

Building and Streetscape Design Guides

Provides guidelines for building restoration and new construction in downtown. Addresses façade design and streetscaping. Developed by PGAV Planners in 2011.

Downtown Organization Development Plan

Provides recommendations for downtown organization(s) to spearhead redevelopment, including formation of a community improvement district, a community development corporation, and a redevelopment corporation. Developed by PGAV Planners in 2011.

Retail Market Analysis

Found opportunities for new retail in downtown Strafford. Recommended creating a Route 66 experience to encourage new retail development. Developed by PGAV Planners in 2012.

Downtown Strategic Plan

Outlines the development along Route 66 and Pine Street as a central destination for tourists, themed around the heritage of Route 66. The plan incorporated findings from previous reports into one unified vision for implementation. Developed by PGAV Planners in 2013.

Sidewalk Inventory and Assessment

The City of Strafford partnered with the Southwest Missouri Council of Governments (SMCOG) to conduct a complete sidewalk inventory of the city in 2018. The project involved locating all sidewalks in the city and assessing overall condition. The report also identified future connections.

02 - COMMUNITY PROFILE



History

The City of Strafford was platted by the Atlantic and Pacific Railroad in April of 1871. The original intent was for use by the railroad as a shipping and receiving point, as well as for maintenance along the line. The town showed great initial growth but was hindered by a fire in 1877 which destroyed many businesses. Fires in 1899 and 1910, also destroyed parts of the town and city hall. Despite these early setbacks the city moves through the 1900's strongly with many new transportation routes from which to grow.

Between 1926 and 1930 the federal government constructs Route 66, the construction of this road is what gives downtown Strafford its "two front doors" characteristic. Route 66 also helped to insulate Strafford from the full effects of the great depression in the 30's. In 1949 the school district reorganized and became the Strafford R-VI school district and by 1952 all students in the district were attending school in Strafford. At the same time a by-pass for Route 66 was constructed by the State around the north side of town which hurts downtown business.

Strafford was officially incorporated in 1961 and began carrying out its own governmental functions. Growth continued and in 1964 Strafford became a fourth-class city. The Federal Interstate Highway Act passed in the 1960's would lead to the construction of I-44 through the north side of Strafford as a four-lane divided highway. Increased truck traffic along I-44 brought a Union Oil truck stop in 1970.

The 1980's and 1990's saw continued growth with a fire protection district, commercial development along I-44, and a city sewer project. Strafford has pushed into the new millennia with an expanded school system, increased residential housing, and retail trade.

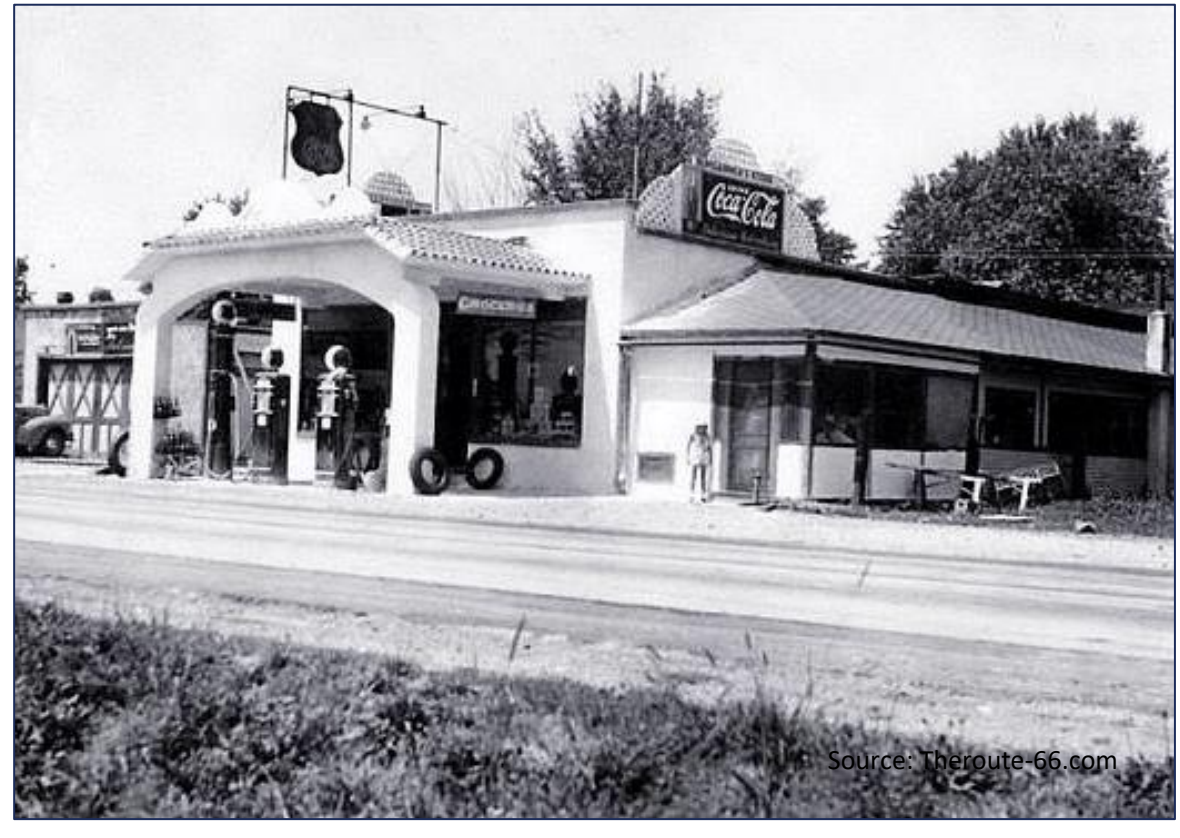


FIGURE 3. OLD ROUTE 66 SERVICE STATION AND STORE

Demographics

Basic community demographics such as population, economic characteristics, employment, and housing help to frame the discussion around the future of a community.

Population Change

The population of Strafford grew by about 50% from 1990 to 2000. After 2000 the growth slowed and between 2000 and 2010, the population increased approximately 28%. The 2017 American Community Survey estimates have Stafford's population decreasing since 2010, but local knowledge would say that is unlikely. Using a series of population projection methodologies, three population projections were identified. A high, low, and likely scenario are shown in **Figure 4**.

The likely scenario would give Strafford a population of approximately 3,758 people in 2040, which is an increase of about 59% from 2010. The City may choose to use these projections when planning for future services and facilities.

The high projections may be used when estimating future needs for the community, but the low numbers might be used for revenue projections. This would provide a more conservative revenue forecast with the highest potential costs.

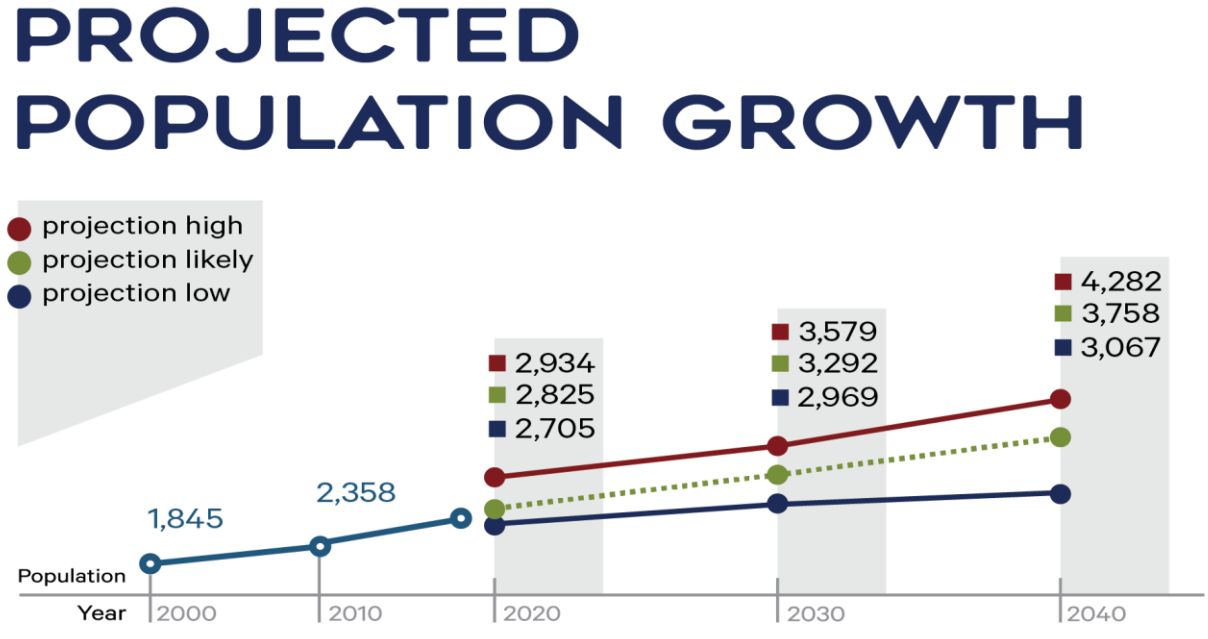


FIGURE 4. POPULATION PROJECTIONS

Population Pyramid

A population pyramid provides a visual representation of demographics by gender. Communities with a stable population have a population pyramid that resembles a traditional pyramid shape, with a larger base that tapers off towards the top. This would mean a large younger, tax paying population and a decreasing older population. **Figure 5** displays 2017 population estimate data, with a substantial decrease in the 15-24 age brackets and a greater aging population. These demographic numbers are estimates but could be used to plan for future services or businesses targeting specific age groups.

The increasing aging population means more pressure on services targeted towards seniors, such as the senior center and specialized medical care. Strafford must ensure that both the young and aging populations have recreational and service opportunities.

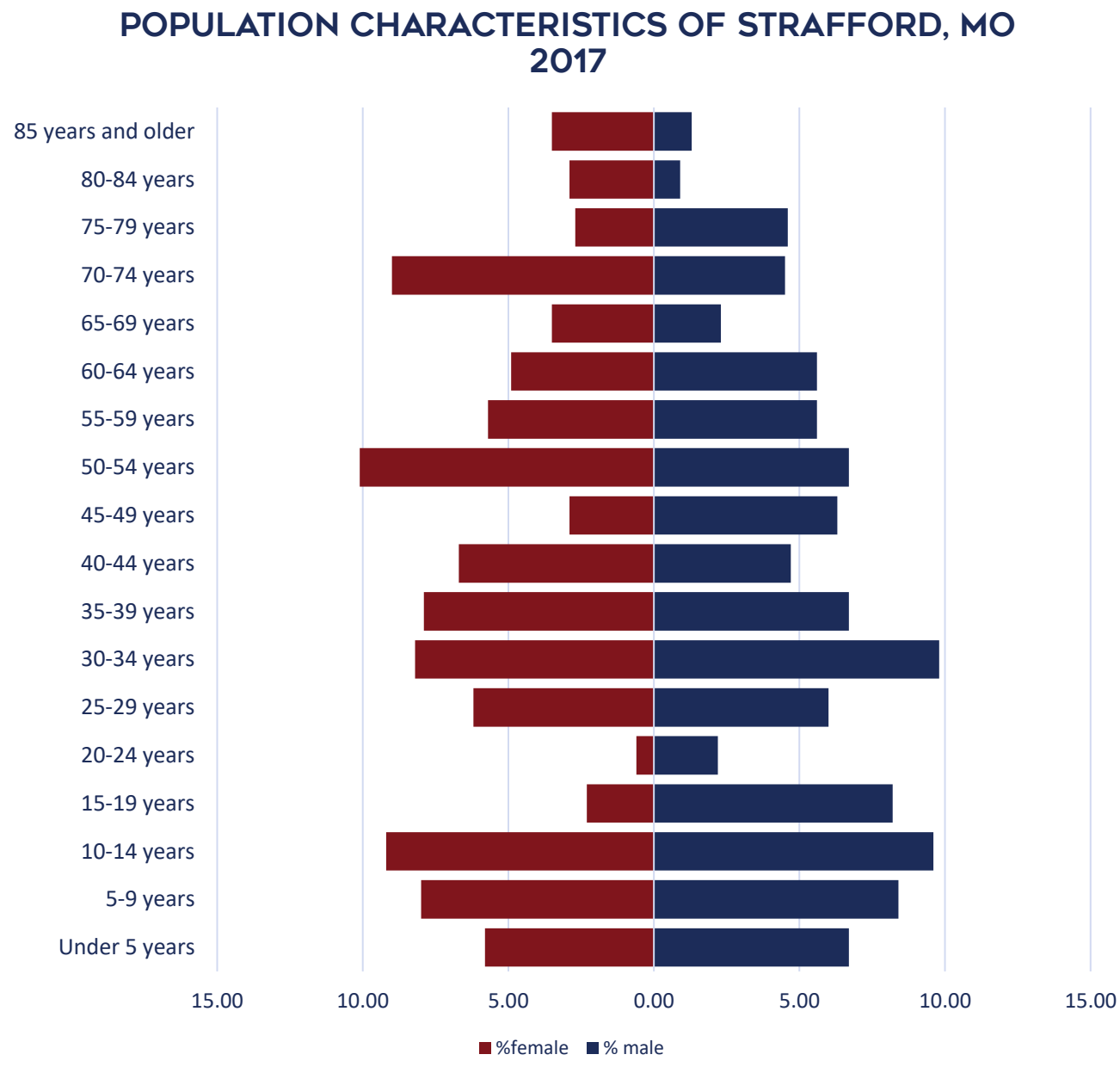


FIGURE 5. POPULATION PYRAMID

Income

According to American Community Survey data, the median household income for Strafford in 2017 was $45,906. The median household income for the state of Missouri was $51,542 and the median for Greene County was $43,175.

In 2010 the median household income for Strafford was $42,083. The income for Strafford residents has seen limited growth over the previous seven years. Household income is an important factor to consider when determining what the local community could support in terms of local businesses and for housing prices.

Employment

Strafford's unemployment rate is estimated at 3.8% as of 2017, which is better than both Greene County at 5% and the State of Missouri at 5.8%. However, these numbers fluctuate and may be lower in 2019. The local employment is primarily fueled by industries such as John Deere; and transportation services like TA Truck Service and Love's Travel Shop.

Housing

Strafford is characterized by mostly single-family residential dwellings. According to 2017 data, the median home value in the city is $122,100, and median rent is $823.

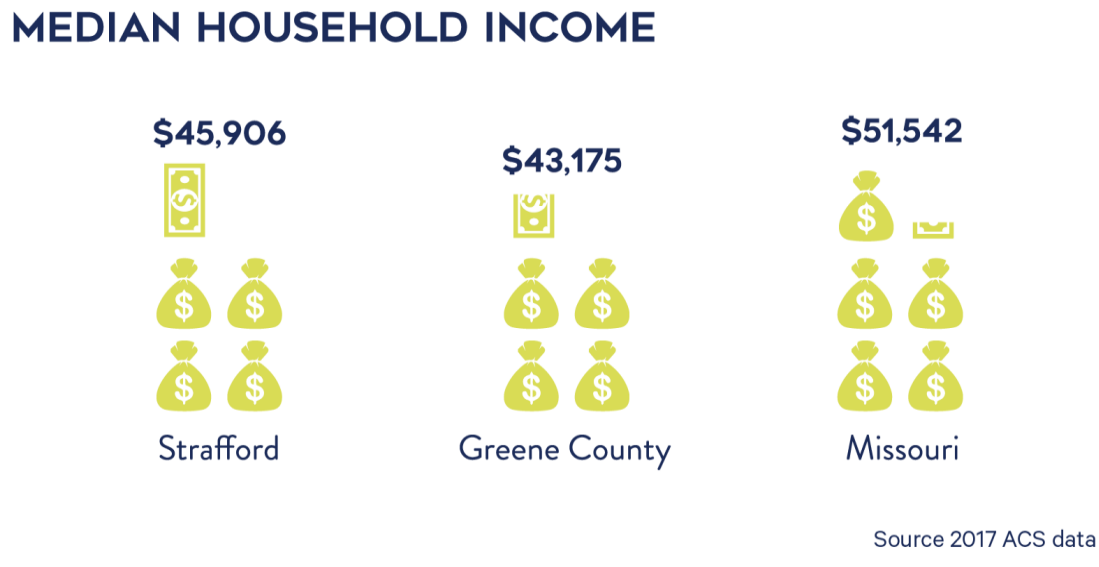


FIGURE 6. 2017 MEDIAN HOUSEHOLD INCOME

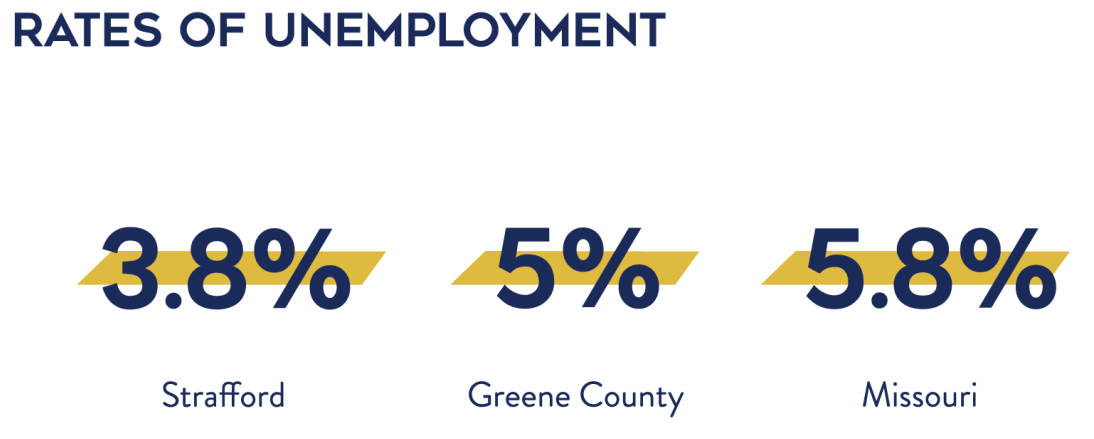


FIGURE 7. 2017 UNEMPLOYMENT ESTIMATES

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03 - COMMUNITY FACILITIES & INFRASTRUCTURE

COMMUNITY FACILITIES & INFRASTRUCTURE
Goals, Objectives, and Strategies

1. Coordinate infrastructure improvements to accommodate current and future growth.

A. Ensure that water and sewer rates are adjusted to provide adequate funding for needed infrastructure improvements and expansions.

- Regularly asses and communicate with City of Springfield regarding wastewater services for regional partner rates and needs.
- Regularly review and update water rates to ensure long-term consistency for users and fiscal sustainability.
- Commission water and sewer rates studies to assess current and future rates to ensure fiscal sustainability of enterprise funds.

B. Review developments for impacts to and service delivery standards of city-controlled infrastructure.

- Require new developments in undeveloped areas to pay the full cost of required extensions for water, sewer, and storm water infrastructure.
- Require a fiscal impact analysis for any developments requesting a TIF or other public incentive.

C. Expand access to high-speed internet for residents.

- Explore opportunities to expand City Utilities' fiber network.
- Meet with regional electric co-ops to discuss broadband connectivity options.
- Provide public Wi-Fi access at City Hall, with plans to expand along Pine St.

2. Support community services to maintain and/or increase citizens' satisfaction.

A. Communicate planned growth with special districts (fire, schools, and EMS) to ensure adequate capacity and facilities planning for the future.

- Implement, review, and update referral process to external agencies when reviewing new developments.
- Consider requiring formal comment letters from external agencies for major development applications.
- Develop a comprehensive, formal staff report for development processes that includes any responses received from external agencies.
- Have City officials and/or staff formally participate in strategic/future needs planning of agencies whenever possible.

B. Ensure equitable access to park amenities across entire community.

- Identify and pursue potential easements or acquisitions that would increase connectedness of existing parkland to surrounding streets.
- Modify zoning code to require new developments include a sidewalk connection to existing adjacent parkland.

C. Improve the community's preparedness for disasters.

- Investigate opportunity to set up text message alert system for residents.
- Pursue funding for a centrally-located community safe room, possibly in conjunction with the school district.
- Consider offering incentives to incorporate building practices that lessen the impact of natural disasters.
- Improve flood protection by developing a storm water management and/or drainage maintenance plan.

Overview

The City of Strafford provides municipal services of water, wastewater, stormwater, parks, and police. Entities external from the City provide electricity, internet, fire, and emergency response services. Solid waste management is provided by a private company but mandated by and charged through the City's utilities department.

Natural gas is available for some properties on the western edge of the community, near existing industrial development.

Most public service buildings, including the City Hall, schools, police station, and library are located in midtown. Park land is available in the three sections of the city (north of I-44, midtown, and south of the railroad).

Internet access of at least 25 Mbps download and 3 Mbps upload speeds will prove increasingly important for future business and residential development. The percentage of households with access to multiple internet service providers at various speeds is indicated by **Figure 8**.

A map of existing community facilities and infrastructure is available in **Figure 9**.

Goal 1

Coordinate infrastructure improvements to accommodate current and future growth.

Alignment with Vision | THRIVING COMMUNITY

Physical and fiscal sustainability of City-controlled services is crucial for existing and future development. The City has worked to stabilize its finances in recent years and is able to fund a couple projects a year through conservative budgeting. However, at times, projects and maintenance are deferred until adequate funds can be saved or until outside funding sources are identified. It will become increasingly important to consider impacts of deferred projects and maintenance in light of aging infrastructure and increasing demand. Coordinating with privately controlled services, such as electricity and internet, will also be crucial in the future.

Objectives

A. Ensure that water and sewer rates are adjusted to provide adequate funding for needed infrastructure improvements and expansions.
B. Review developments for impacts to and service delivery standards of city-controlled infrastructure.
C. Expand access to high-speed internet for residents.

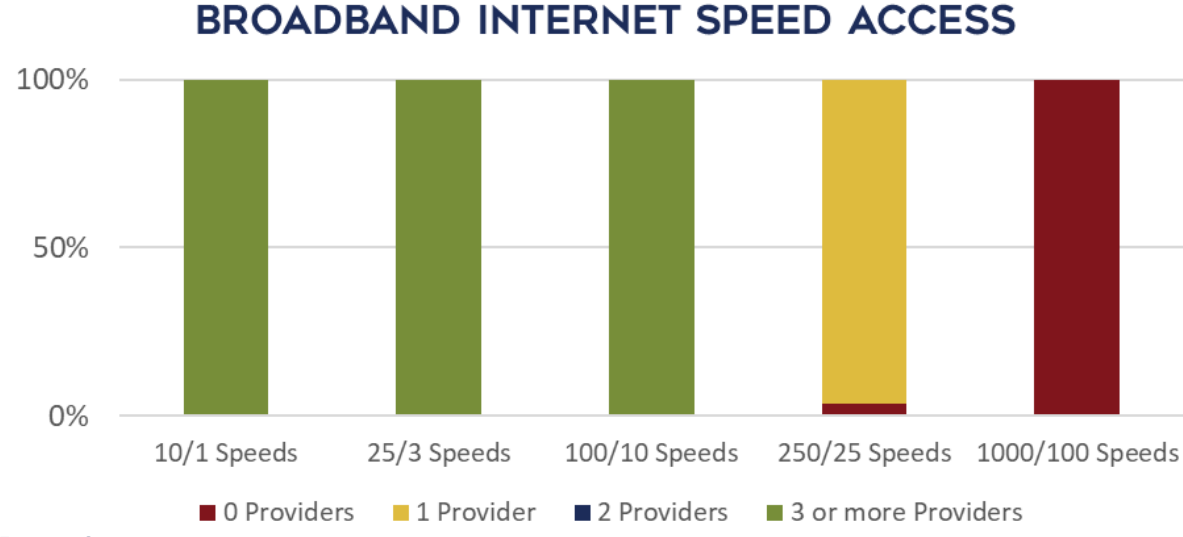


FIGURE 8. BROADBAND INTERNET SPEED ACCESS.

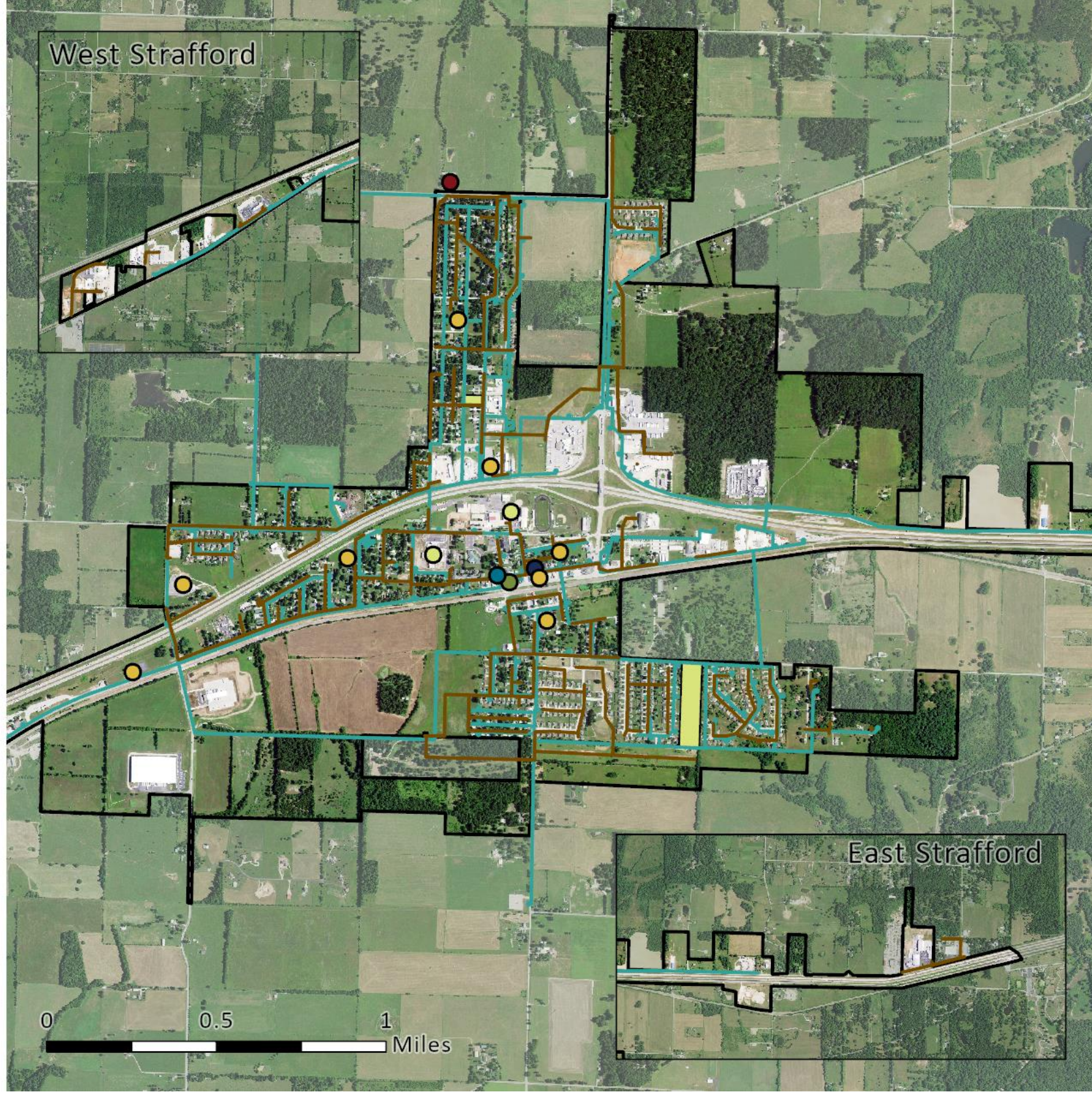
Source: FCC 2019, Broadband Access. Based on self-reported data.

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STRAFFORD, MO

COMMUNITY FACILITIES

- Police Stations
- Fire Stations
- Churches
- City Hall
- Post Offices
- Schools
- Sewer Lines
- Water Pipes
- Parks



Prepared 1/13/2020 by

SMCOG
Southwest Missouri
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Goal 2

Support community services to maintain and/or increase citizens' satisfaction.

Alignment with Vision | THRIVING COMMUNITY

Citizens have a very high approval of the Strafford fire and school districts. Growth should be coordinated with these agencies to ensure that services will not be negatively impacted. As many other communities already require, Strafford should consider amending its current development processes to incorporate formal consultation with external agencies to review major developments, such as subdivisions or rezonings.

While there exists ample park land throughout the community, there is a need for greater connectivity to these resources from surrounding neighborhoods. Low-cost solutions to access issues often include acquiring easements across neighborhood blocks to connect to existing parkland, as well as requiring connections of future developments.

A major priority from the 2019 community survey is disaster preparedness. The City has included a community storm shelter as an action in the Greene County Hazard Mitigation plan. Additionally, Strafford can explore assistance for homeowners' costs of installing personal shelters and incentives for new development.

Objectives

A. Communicate planned growth with special districts (fire, schools, and EMS) to ensure adequate capacity and facilities planning for future.
B. Ensure equitable access to park amenities across entire community.
C. Improve the community's preparedness for disasters.



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04 - LAND USE

LAND USE
Goals, Objectives, and Strategies

1. Allow for Moderate Growth

A. Provide for traditional single-family homes, primarily north of I-44 and south of the railroad.

- Ensure zoning code and map is in compliance with future land use map.
- Encourage high-density residential development south of I-44.

B. Ensure commercial and industrial development pays for itself.

- Only allow industrial and commercial development in areas where infrastructure already exists or require the cost to be covered by development.
- If infeasible, require development to demonstrate that future tax revenues will offset costs to city.

C. Concentrate higher impact development along I-44 corridor, rail corridor, and east and western edges of city limits.

- Revise zoning codes to allow only those uses that are conducive to gateway development.

D. Allow for lower-impact, neighborhood commercial in midtown along 125 and Route 66.

- Remove overlay zone within GC zoning and establish a downtown zoning district.
- Allow uses consistent with NC zoning with modifications to setback and bulk requirements.
- Include high-quality design guidelines consistent with midtown character.

2. Ensure compact and contiguous growth.

A. Provide for use buffers.

- Ensure high-quality agricultural land and open space is preserved as a buffer between industrial edges and primarily residential areas, consistent with the future land use map.

B. Annex when services are available and adequate.

- Maintain an updated analysis of existing capacity that includes planned developments and infrastructure investments.
- Develop a conditional will-serve letter for connecting to public utilities requiring annexation.

Overview

Land use is an integral component of a City's comprehensive plan and required by state statute. Identifying current land uses and desired future land uses allows a community to implement a zoning code and development regulations consistent with citizen desires.

It is important to understand that land use differs from zoning and identified future land uses may not align exactly with Strafford's existing zoning map and regulations. Future land use designates general uses that provide guidance to the planning commission during zoning decisions. The eventual goal is to have a zoning map reflective of the general identified future land uses in the future land use map.

Current Land Use

Agriculture

This is land actively used for agricultural purposes. This includes animal grazing or growing of crops and hay. This is different than vacant land due to the active use of the property for a productive purpose.

Commercial

Property that is used as a business office, restaurant, or retail purpose. Parcels designated as commercial are generally lighter impact than industrial and manufacturing uses.

Government/Institutional

The general identifier for government or institutional property could be simplified as uses that don't pay taxes. This includes city facilities, school facilities, special districts such as fire, churches, fraternal organizations, or libraries.

Industrial/Manufacturing

Parcels identified as industrial or manufacturing are tied to uses that are heavier impact on the community with items such as transportation, utility use, or runoff production. These are typically larger facilities on large parcels.

Multi-Family Residential

Residential properties with more than one unit are classified as multi-family. This includes duplexes, fourplexes, and apartments.

Figure 10 displays the number of acres for current land uses.

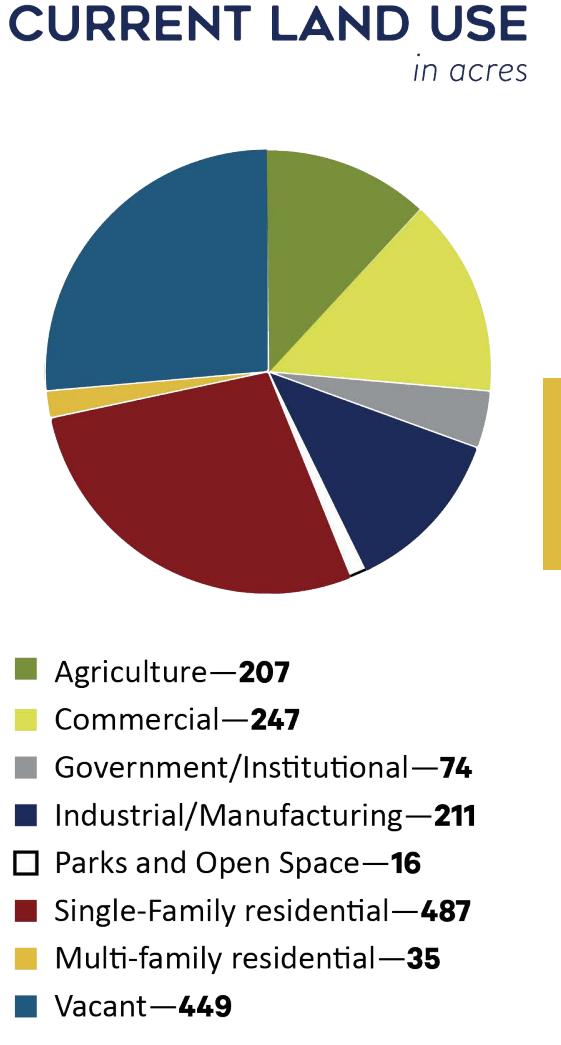


FIGURE 10. CURRENT LAND USE DESIGNATION ACREAGE

Parks and Open Space

City parks and parcels used as designated open space, either for water detention or buffered open space. These are properties that likely won't be developed or should not be developed in the future.

Single-Family Residential

Properties containing a single-family residence and oftentimes a vacant adjacent parcel under the same ownership. There are several instances where the same person may own two separate parcels, but both are used for the same house and yard, thus earning the use designation of single-family.

Vacant

Properties with no existing structures or in use as agriculture or parks, recreation, or open space are identified as vacant. These parcels provide an opportunity for infill development on existing platted lots.

Future Land Use

Future land use designations have been identified and mapped on the future land use map, **Figure 12**. Land use was determined based on the current land use, the expected growth patterns, available infrastructure, and community desires.

Over the next 20 years, Strafford should allow for moderate growth in a compact and contiguous pattern. There are no parcels identified with a future land use of vacant, as nearly all parcels are expected to be developed.

Mixed-Use

A mixed-use land use designation has been added for the future land use map. This use encourages a variety of uses on those parcels and is primarily located in the midtown area.

The breakdown of acres for future land use is shown in **Figure 11**.

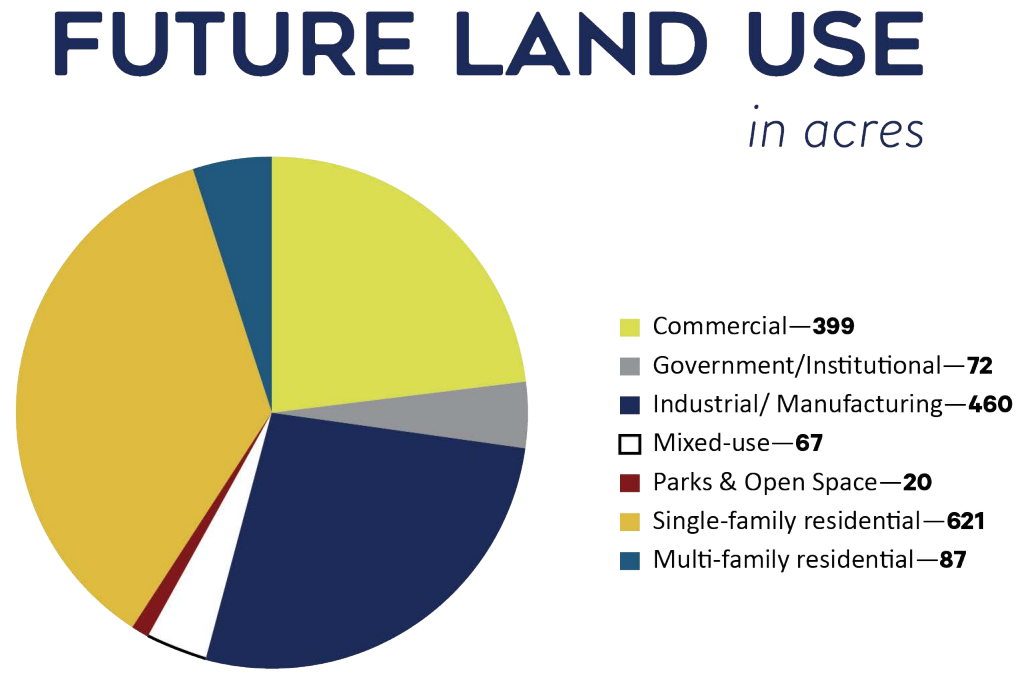
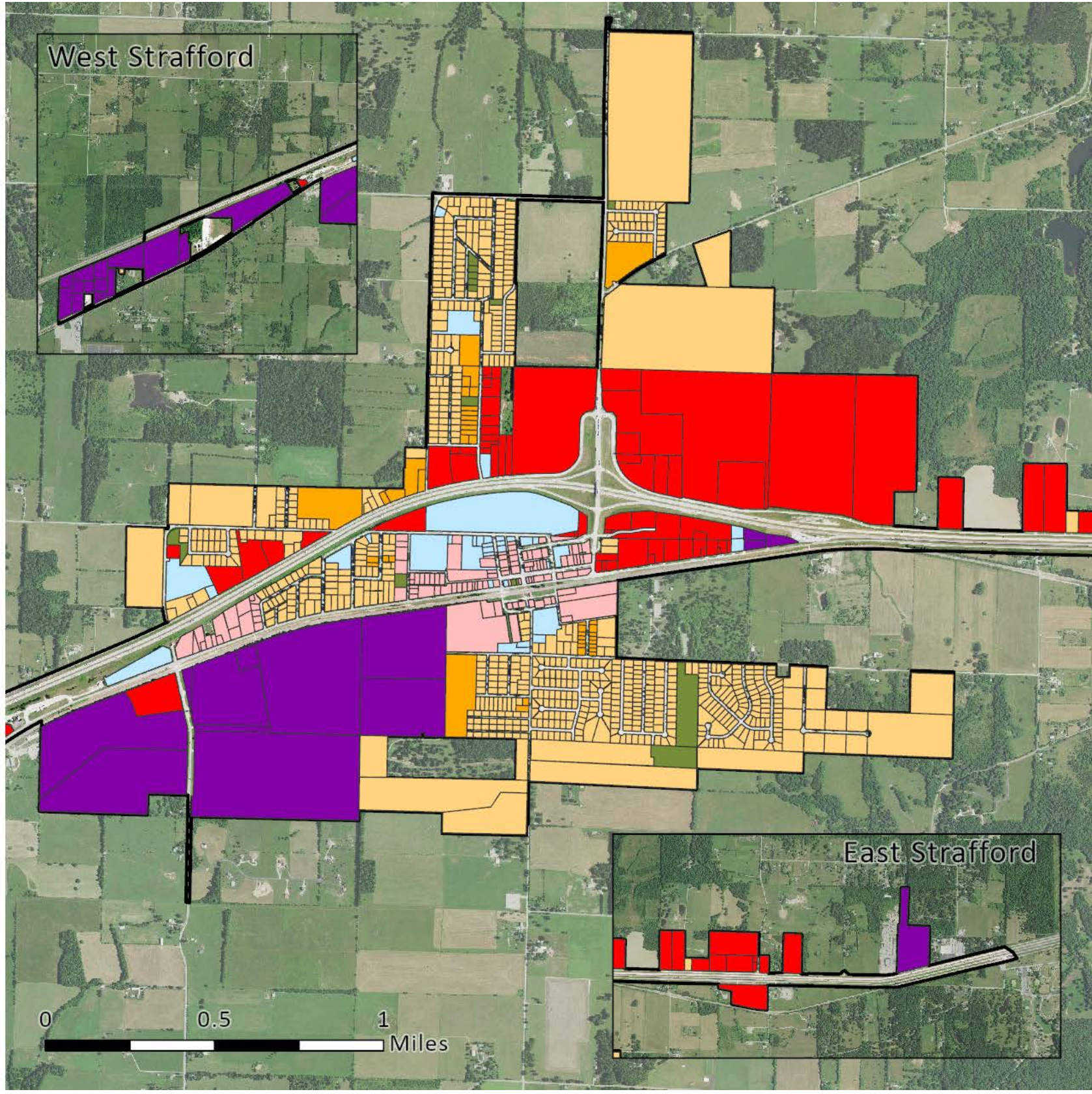


FIGURE 11. FUTURE LAND USE DESIGNATION ACREAGE

STRAFFORD, MO

FUTURE LAND USE

- Agriculture
- Commercial
- Government/ Institutional
- Industrial/ Manufacturing
- Multi Family
- Mixed Use
- Parks/Open Space
- Single Family



Prepared 2/18/2020 by

SMCOG
Southwest Missouri
COUNCIL OF GOVERNMENTS

N

Goal 1

Ensure compact and contiguous growth.

Alignment with Vision | THRIVING COMMUNITY small-town feel

When looking to expand the city limits and annex new property, Strafford must ensure that growth is contiguous to existing city boundaries and work to minimize negative impacts to adjacent properties.

Creating use buffers between conflicting uses or the primary transportation corridors and residential areas can help enhance residents' quality of life. Using high quality agriculture land or open space as a buffer between industrial or commercial uses and residential can allow Strafford to maintain the desired small town, rural feel.

As new property owners voluntarily wish to come into the City, the land use and zoning should be determined during the annexation process. Parcels along the transportation corridors, including the railroad, should be considered commercial or manufacturing and industrial. The railroad is an asset for industry and a burden to residential. The noise associated with rail often lends itself as a nuisance to residential units, thus creating more opportunities for commerical and industrial uses. The same is true for high speed roadways such as Interstate 44 and Highways 125/ Route 66/ Highway OO.

In order to ensure that future annexations are not a burden to the City, services must be available and adequate prior to annexation. In order to ensure that city services will be available, Strafford should maintain an up-to-date analysis of existing capacity that includes planned developments and infrastructure investments. Additionally, developing a conditional will-serve letter for connection to public utilties can assist in a smooth annexation process. This letter provides assurance to property owners that services could be provided, assuming specific conditions are met in the annexation process.

Objectives

A. Provide for use buffers.
B. Annex when services are available and adequate.

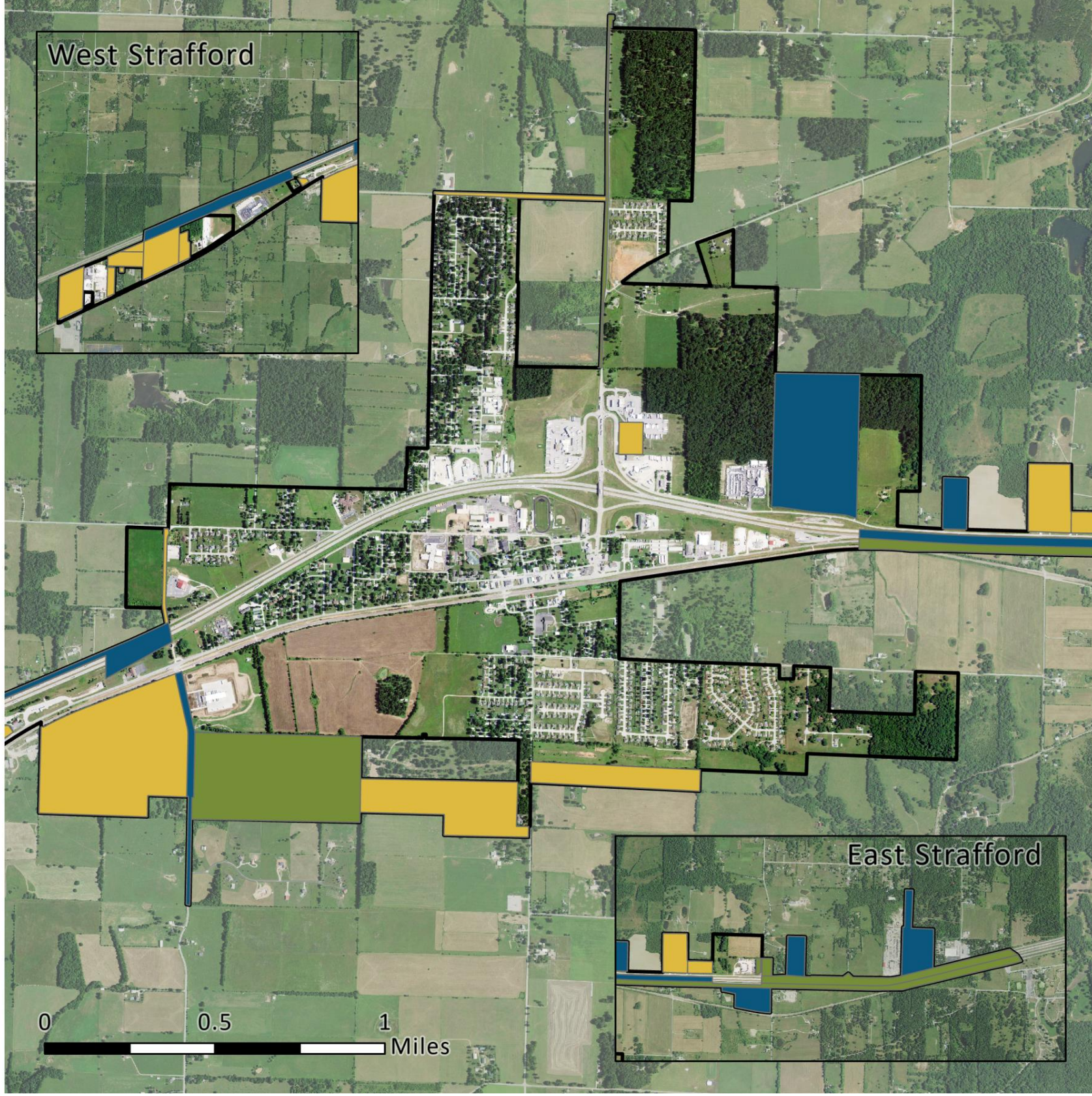
ANNEXATION CRITERIA:

- Property must be contiguous
- City must be able to serve with utilities
- In alignment with Comprehensive Plan
- Voluntary annexation for the property owner
- When annexed into City, default zoning is R-1 but may request a rezoning

STRAFFORD, MO

ANNEXATIONS

- Annexations 2000-2009
- Annexations 2012-2015
- Annexations 2016-Present
- City Limits



Prepared 12/5/19 by

SMCOG
Southwest Missouri
COUNCIL OF GOVERNMENTS

Goal 2

Allow for moderate growth.

Alignment with Vision | small-town feel | BIG OPPORTUNITES

Strafford has experienced moderate growth over the past three decades, and citizens expressed a desire to continue that growth in the future.

Citizens would like to see an increase in single-family residential units. New residential development was occurring at the time of this plan update, but additional variety of types and prices were highly desired.

The predominant land use development has been industrial and manufacturing, which aligns with the City's advantageous location near an active rail line and interstate highway. This development should continue along the primary transportation corridors, but Strafford must work to ensure new development is paying for the burden it places on City infrastructure. If a new development creates additional traffic, those impacts must be identified, and improvements made to minimize the negative impact on the community. New development should be positioned along roadways designed to handle the impact.

High intensity uses should not be placed on local roads, but rather on arterials.

The primary land use in midtown should be mixed-use which allows for low impact neighborhood commercial, along with office space, and residential. Auto-orientated uses such as drive-thrus or gas stations should not be permitted. In order to maintain the historical and walkable feel, buildings should be built to the lot lines and design guidelines should be adopted for any new construction or renovations.

Objectives

A. Provide for traditional single-family homes, primarily north of I-44 and south of the railroad.
B. Ensure commercial and industrial development pays for itself.
C. Concentrate higher impact development along I-44 corridor, rail corridor, and east and western edges of city limits.
D. Allow for lower-impact, neighborhood commercial in midtown along Route 125 and Route 66.

MIXED USE IN MIDTOWN

The midtown area in Strafford provides ample opportunities for the community to implement a mixed-use district. Updating the City's zoning code to encourage residential units above retail shops, or office spaces in single-family homes to allow for live-work units can create a vibrant and walkable area. This could be accomplished with the creation of a specific zoning district. It is important that uses allowed be consistent with the character of the area and that design guidelines are included in the code.



Source: USDA Rural Development Twitter Account



05 - HOUSING

HOUSING
Goals, Objectives, and Strategies

1. Allow for diverse housing options

A. Increase number of single-family homes.

- Support subdivision applications only when consistent with single-family future land use designation.

B. Increase high quality rental options

- Meet with multi-family developers to understand barriers to development in current code.
- Review and modify zoning code to allow for apartment or town-home style development
- Promote Strafford as an opportunity to apartment developers.
- Review options for rental registration program that allows City to inspect rental units.

C. Increase number of housing options in the mid-town area.

- Allow for smaller lots in the mid-town area in order to allow for larger lots to be split and used for new housing.
- Update code to allow for multiple units in single-family structures, such as the Missing Middle Housing concept.

2. Preserve quality housing stock

A. Review and update property maintenance code.

- Review existing code to determine if the requirements for property maintenance are accomplishing the goal of the City.
- Determine what problems or issues are occurring with maintenance that is not being addressed by existing code.
- Review other community maintenance codes for best practices.
- Adopt revisions to property maintenance code.

B. Educate property owners about property maintenance code.

- Create infographics and communication materials that clearly explain expectations of property maintenance.
- Provide clarification to residents on responsibility of right-of-way maintenance.

C. Enforce property maintenance code.

- Promote a complaint line for property maintenance code violations.
- Adjust permit and violation fees to pay for the cost of staff time for inspections.

Existing Conditions

The area north of Interstate 44, contains approximately 325 households, 86% of which are single-family housing. These neighborhoods are characterized by slightly larger lots than those of midtown or the southern neighborhoods, among six subdivisions, with multi-family uses concentrated along Interstate 44 or bordering commercial areas. These developments are characterized by expanded grid patterns with no formal mid-block connections.

Midtown, between Interstate 44 and the railroad, is very characteristic of the town's original settlement, with 200 households of varying lot sizes and a mix of structure types and uses, 57% of which are single-family. A higher amount of multi-family units is supported by a density of services in midtown and a well-connected transportation network.

The last section of the city, expanding south of the railroad, has approximately 413 households, 95% of which are single-family units. These lots are mostly characterized by relatively smaller lots and classic subdivision development patterns, with a lack of pedestrian connectivity to services and retail in midtown.

HOUSING QUALITIES SURVEY RESPONSE

MIDTOWN	Age	Condition	Access to Facilities	Location	Neighbor Relations
Very Satisfied	44%	34%	59%	50%	44%
Somewhat Satisfied	38%	31%	28%	31%	22%
Neutral/No Opinion	6%	9%	9%	9%	31%
Somewhat Dissatisfied	9%	16%	3%	9%	3%
Very Dissatisfied	3%	3%	0%	0%	0%

NORTH OF I-44	Age	Condition	Access to Facilities	Location	Neighbor Relations
Very Satisfied	59%	58%	48%	57%	45%
Somewhat Satisfied	30%	27%	29%	15%	23%
Neutral/No Opinion	7%	5%	11%	10%	18%
Somewhat Dissatisfied	3%	5%	7%	4%	7%
Very Dissatisfied	0%	0%	4%	2%	4%

SOUTH OF RAILROAD	Age	Condition	Access to Facilities	Location	Neighbor Relations
Very Satisfied	59%	49%	55%	50%	41%
Somewhat Satisfied	24%	33%	32%	36%	29%
Neutral/No Opinion	12%	5%	5%	6%	22%
Somewhat Dissatisfied	4%	8%	7%	5%	5%
Very Dissatisfied	2%	0%	1%	0%	2%

FIGURE 14. HOUSING QUALITIES SURVEY RESPONSE

Goal 1

Preserve quality housing stock.

Alignment with Vision | THRIVING COMMUNITY *small-town feel*

While private property maintenance is not a direct function of the City, education and enforcement are. Age and condition of structure both had very favorable responses in the community survey, indicating a general satisfaction in housing stock.

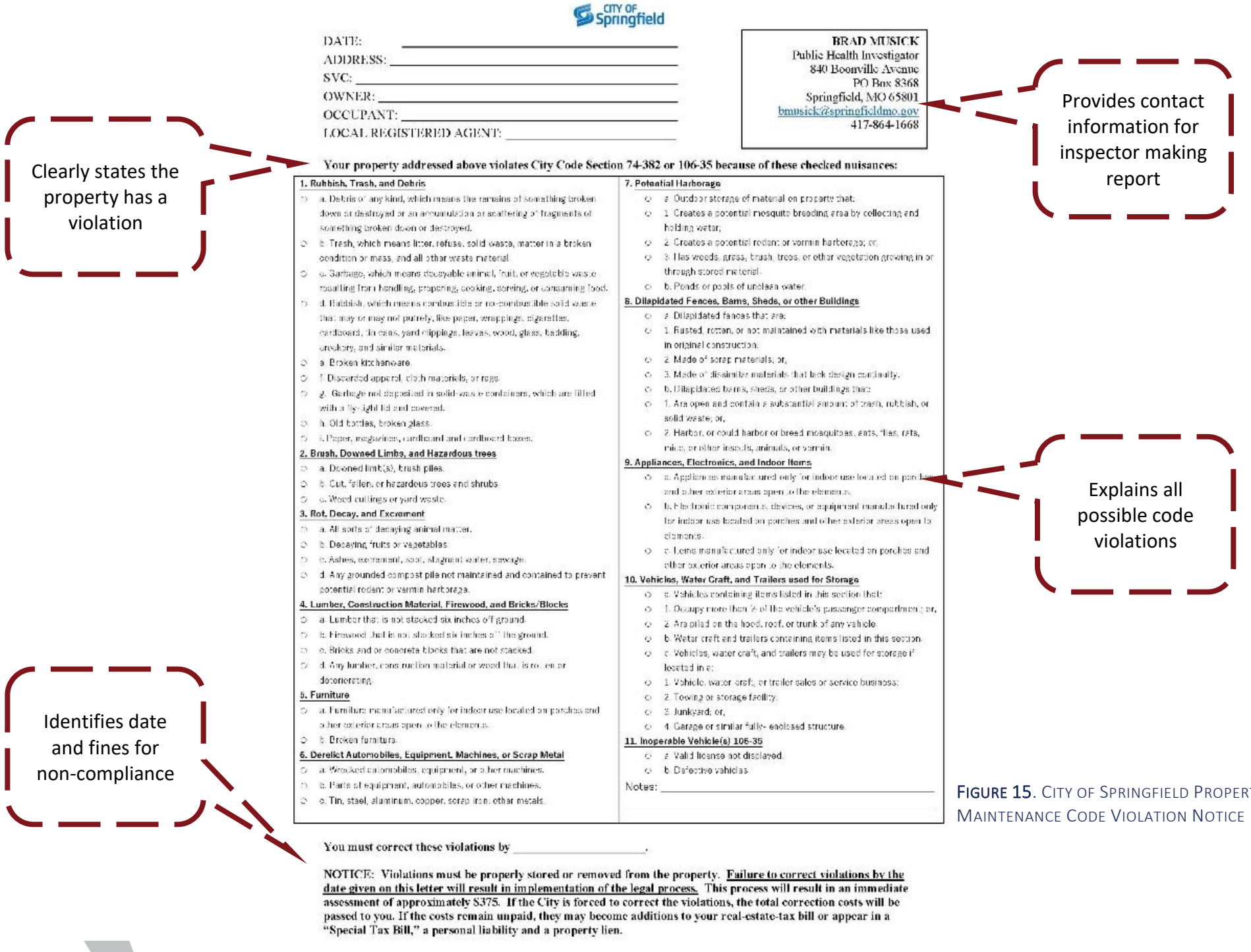
It will be important to ensure continued maintenance of properties by private owners, which is possible through property maintenance codes. An audit of existing property maintenance codes is necessary to ensure goals are being achieved; best practices can be adopted by looking to other communities' codes.

Once a strong code is established, it will be important to educate citizens through outreach. Education should be focused on the code generally, as well as specific problems that are especially prevalent throughout the community, such as right-of-way maintenance.

Finally, enforcement may become necessary for property owners who do not comply with the code. The City should review processes from other communities to identify best practices that could be modified for implementation in Strafford. **Figure 15** provides an example for best practices from the City of Springfield's code enforcement, including easily understood citation forms that emphasize voluntary compliance and highlight the costs of non-compliance. Code enforcement services can be provided by City staff or via contract with outside firms. Additionally, enforcement efforts can be expensive, so it may be necessary to modify permits and violation fees to pay for the personnel time related to inspections and legal costs related to enforcement actions.

Objectives

A. Review and update property maintenance code.
B. Educate property owners about property maintenance code.
C. Enforce property maintenance code.



CITY OF Springfield

DATE: _____
ADDRESS: _____
SVC: _____
OWNER: _____
OCCUPANT: _____
LOCAL REGISTERED AGENT: _____

BRAD MUSICK
Public Health Investigator
840 Boonville Avenue
PO Box 8368
Springfield, MO 65801
bmusick@springfieldmo.gov
417-864-1668

Your property addressed above violates City Code Section 74-382 or 106-35 because of these checked nuisances:

1. Rubbish, Trash, and Debris
- a. Debris of any kind, which means the remains of something broken down or destroyed or an accumulation or scattering of fragments of something broken down or destroyed.
- b. Trash, which means litter, refuse, solid waste, matter in a broken condition or mess, and all other waste material.
- c. Garbage, which means decayable animal, fruit, or vegetable waste resulting from handling, preparing, cooking, serving, or consuming food.
- d. Rubbish, which means combustible or non-combustible solid waste that may or may not putrefy, like paper, wrappings, cigarettes, cardboard, tin cans, yard clippings, leaves, wood, glass, bedding, crockery, and similar materials.
- e. Broken kitchenware.
- f. Discarded apparel, cloth materials, or rags.
- g. Garbage not deposited in solid-waste containers, which are filled with a fly-tight lid and covered.
- h. Old bottles, broken glass.
- i. Paper, magazines, cardboard and cardboard boxes.

2. Brush, Downed Limbs, and Hazardous trees
- a. Downed limb(s), brush piles.
- b. Cut, fallen, or hazardous trees and shrubs.
- c. Weed cuttings or yard waste.

3. Rot, Decay, and Excrement
- a. All sorts of decaying animal matter.
- b. Decaying fruits or vegetables.
- c. Ashes, excrement, soot, stagnant water, sewage.
- d. Any grounded compost pile not maintained and contained to prevent potential rodent or vermin harborage.

4. Lumber, Construction Material, Firewood, and Bricks/Blocks
- a. Lumber that is not stacked six inches off ground.
- b. Firewood that is not stacked six inches off the ground.
- c. Bricks and or concrete blocks that are not stacked.
- d. Any lumber, construction material or wood that is rotten or deteriorating.

5. Furniture
- a. Furniture manufactured only for indoor use located on porches and other exterior areas open to the elements.
- b. Broken furniture.

6. Derelict Automobiles, Equipment, Machines, or Scrap Metal
- a. Wrecked automobiles, equipment, or other machines.
- b. Parts of equipment, automobiles, or other machines.
- c. Tin, steel, aluminum, copper, scrap iron, other metals.

7. Potential Harborage
- a. Outdoor storage of material on property that:
- 1. Creates a potential mosquito breeding area by collecting and holding water;
- 2. Creates a potential rodent or vermin harborage; or
- 3. Has weeds, grass, brush, trees, or other vegetation growing in or through stored material.
- b. Ponds or pools of undrained water.

8. Dilapidated Fences, Barns, Sheds, or other Buildings
- a. Dilapidated fences that are:
- 1. Rusted, rotten, or not maintained with materials like those used in original construction;
- 2. Made of scrap materials; or,
- 3. Made of dissimilar materials that lack design continuity.
- b. Dilapidated barns, sheds, or other buildings that:
- 1. Are open and contain a substantial amount of trash, rubbish, or solid waste; or,
- 2. Harbor, or could harbor or breed mosquitoes, ants, flies, rats, mice, or other insects, animals, or vermin.

9. Appliances, Electronics, and Indoor Items
- a. Appliances manufactured only for indoor use located on porches and other exterior areas open to the elements.
- b. Electronic components, devices, or equipment manufactured only for indoor use located on porches and other exterior areas open to elements.
- c. Items manufactured only for indoor use located on porches and other exterior areas open to the elements.

10. Vehicles, Water Craft, and Trailers used for Storage
- a. Vehicles containing items listed in this section that:
- 1. Occupy more than ½ of the vehicle's passenger compartment; or,
- 2. Are piled on the hood, roof, or trunk of any vehicle.
- b. Water craft and trailers containing items listed in this section.
- c. Vehicles, water craft, and trailers may be used for storage if located in a:
- 1. Vehicle, water craft, or trailer sales or service business;
- 2. Towing or storage facility;
- 3. Junkyard; or,
- 4. Garage or similar fully- enclosed structure.

11. Inoperable Vehicle(s) 106-35
- a. Valid license not displayed.
- b. Defective vehicles.

Notes: _____

You must correct these violations by _____.

NOTICE: Violations must be properly stored or removed from the property. Failure to correct violations by the date given on this letter will result in implementation of the legal process. This process will result in an immediate assessment of approximately $375. If the City is forced to correct the violations, the total correction costs will be passed to you. If the costs remain unpaid, they may become additions to your real-estate-tax bill or appear in a "Special Tax Bill," a personal liability and a property lien.

FIGURE 15. CITY OF SPRINGFIELD PROPERTY MAINTENANCE CODE VIOLATION NOTICE

Goal 2

Allow for diverse housing options.

Alignment with Vision | THRIVING COMMUNITY BIG OPPORTUNITES

While traditional single-family homes are the predominant desired land use according to the survey, support was expressed for limited apartment-style developments in midtown and south of the railroad.

Single-family structures can be subdivided into multiple units. The traditional subdivision layout characteristic of existing neighborhoods is more costly for infrastructure construction and maintenance and results in sprawl, but it also provides the rural lifestyle that citizens desire. Smaller lots are more appropriate in the denser midtown area to ease infrastructure costs and better support downtown businesses.

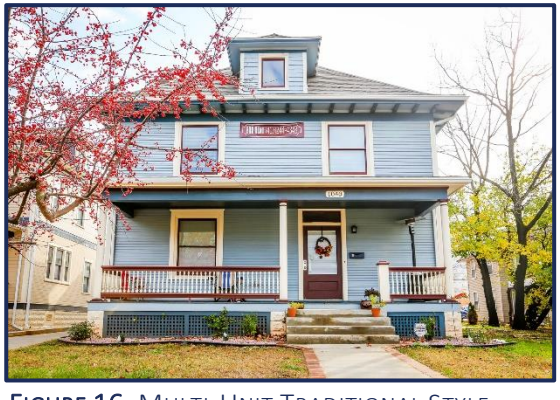


FIGURE 16. MULTI-UNIT TRADITIONAL STYLE HOUSE

Multi-family developments are often rejected by neighborhoods because of a lack of congruity with the existing neighborhood character. **Figure 16** shows a structure that appears single- family but has three separate units internally. This "internal subdivision" allows for greater density without disrupting neighborhood character and can provide "Missing Middle" housing, explained in **Figure 17**.

Another common concern of residents is maintenance of rental properties. Cities can implement rental registration programs that may require regular inspection of units to ensure they are properly maintained.

Objectives

A. Increase high-quality rental options.
B. Increase number of single-family homes.
C. Increase number of housing options in the midtown area.



FIGURE 17. MISSING MIDDLE HOUSING OPPORTUNITIES



06 - TRANSPORTATION

TRANSPORTATION
Goals, Objectives, and Strategies

1. Develop a Capital Improvement Program (CIP) that includes all transportation methods: roads, sidewalks, and trails.

A. Conduct an analysis of existing infrastructure to determine future needs

- Partner with an engineering firm to assess existing road conditions and determine how frequently local roads will need resurfaced or rebuilt.
- Reference sidewalk inventory and assessment for recommended sidewalk improvements and determine a timeline for repairs and new construction.

B. Budget for sidewalk improvements and expansion projects.

- Use data gathered during road conditions study and the sidewalk inventory and assessment to determine the total amount that will be needed over the next 20 years.
- Prioritize replacing poor condition sidewalks and making downtown connections.
- Identify a source of revenue and set aside funding each year to help meet the maintenance needs.
- Identify a source of revenue and set aside funding every other year for expansion projects.

C. Identify and budget for community connections with trails.

- Reference the Ozarks Transportation Organization regional trails plan to determine the approximate alignment and cost of trail connections
- Work with the community to determine where this connection lies in priority with other infrastructure and connectivity projects
- Partner with Ozark Greenways on trail development
- Identify funding source and set aside funds to apply for transportation alternative program funding to assist in constructing trail

D. Develop a street maintenance program for all routes in the City

- In collaboration with MoDOT in order to minimize conflict with roadway construction, develop a rolling five-year plan for resurfacing and reconstruction.
- Include identified roadways and improvement amounts in annual capital improvement program.

2. Improve local traffic flow

A. Ensure truck traffic has as little impact as possible.

- Continue to enforce no trucks on local routes.
- Work with MoDOT on options for signing a specific truck route.
- Collaborate with Ozarks Transportation Organization and other member communities to standardize traffic impact study requirements for new development.
- Update code to require standardized traffic impact studies.

B. Review options for an additional railroad crossing or grade separated crossing.

- Begin a dialogue with BNSF regarding rail crossings and the potential addition of a grade separation.
- Look at alternative sites for grade-separated crossings and engage an engineer to determine potential costs and feasibility.

C. Ensure new roadways are connected to existing transportation network.

- Require plats and planned construction of new roadways be connected to existing network.
- Work with OTO and Greene County to develop a consistent process for road extensions and connections.

D. Address intersections of concern.

- Meet with MoDOT representatives to discuss acceptable options for Rte 125 and Washington for pedestrian accommodations during peak hours.
- Consider prohibiting left turns off of Washington onto Rte 125 at peak hours. Identify options for pedestrian signals at intersections with high pedestrian traffic.

3. Develop more pedestrian and bicycle infrastructure.

A. Implement identified future connections.

- Partner with Springfield, Greene County, and Ozark Greenways to incrementally install the Route 66 Trail identified in the OTO Trail Investment Study.
- Apply for Transportation Alternatives Program or Recreational Trails Program money to construct the trail within the City of Strafford.

B. Identify trail connection opportunities in entire community: north of I-44 and south of railroad.

- Review exiting rights-of-way and easements to determine where City trail connections might be best placed.
- Create a future trails master plan with identified alignments and potential costs.
- Modify zoning code to require easements in new development for planned trail connections.

Overview

Transportation is a primary theme in Strafford. The city is situated at the crossroads of Route 66 and Interstate 44 which has given the community an identity, as well as provided a substantial opportunity for economic development.

In addition to the two primary surface transportation corridors, the Burlington Northern Santa Fe railroad runs through the center of town. The railroad has created both opportunities and weakness. New industry is drawn to locations adjacent to a rail line as a way of transporting goods. However, residents oftentimes feel that the railroad divides the community and creates both an inconvenience and safety concern when rail crossings are blocked.

Strafford is located within the boundaries of the Ozarks Transportation Organization (OTO). This is the metropolitan planning organization charged with transportation planning efforts in the greater Springfield region. Strafford benefits from active engagement in the OTO process with identified regional transportation priorities and projects to be funded.

The Federal Highway Administration (FHWA) identifies street classifications and the primary functions of those roadways. **Figure 18** identifies the functional classifications, and what type of development should happen along those corridors.

The OTO maintains a functional classification map for communities within its boundaries. As shown in **Figure 19,** Strafford has a variety of freeways, secondary arterials, and collectors. Additionally, the OTO maintains a major thoroughfare plan which identifies future roadways. Previous plans have identified an extension of Bumgarner to the west; however, this extension will need to be updated to align with the proposed rail park development.

Transportation plays a vital role in the future and development of Strafford and was a high priority for the community.



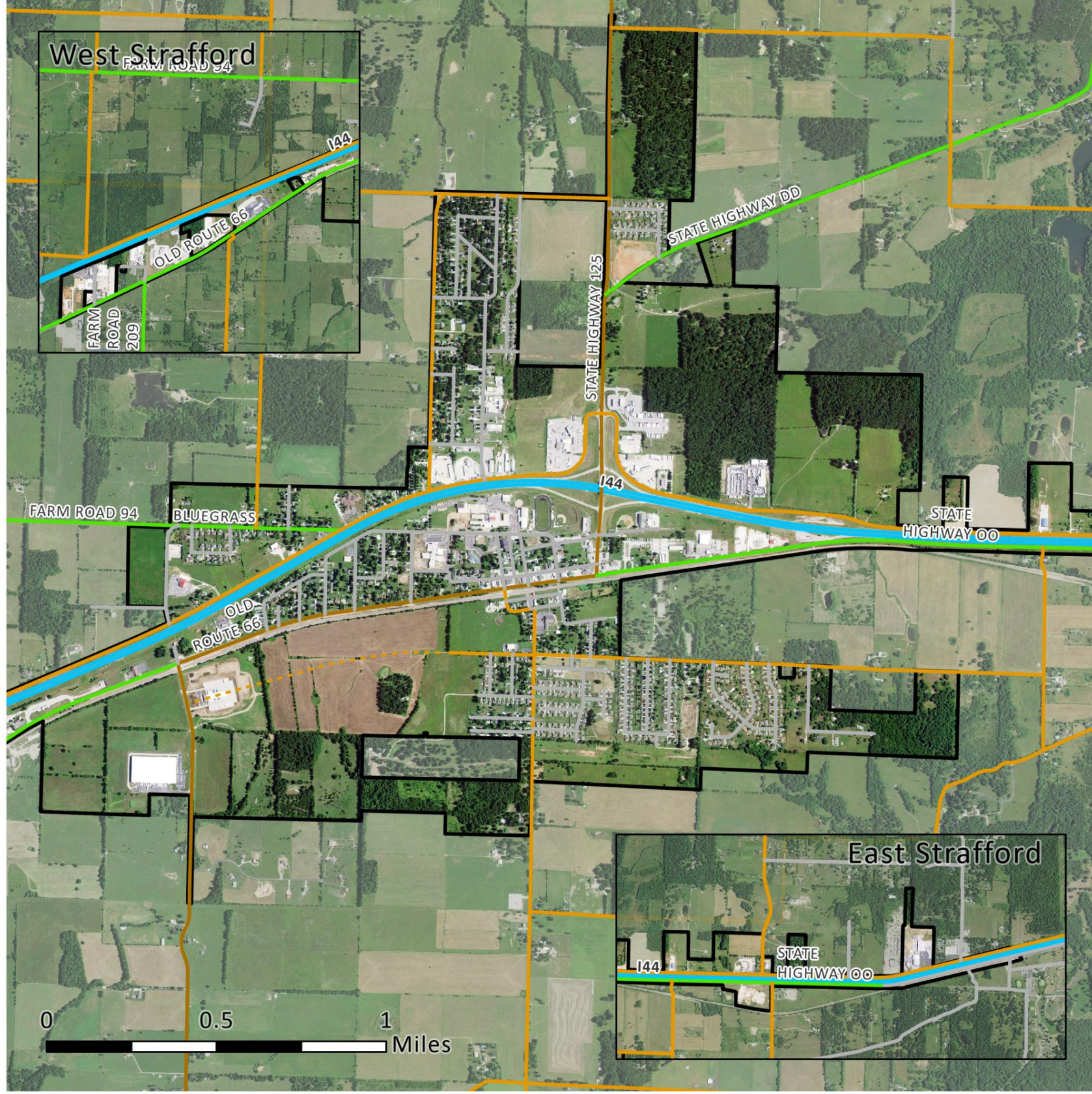
FIGURE 18. FUNCTIONAL CLASSIFICATIONS FOR ROADS

STRAFFORD, MO
STREET NETWORK

Transportation Features

- Freeway
- Primary Arterial
- Secondary Arterial
- Collector
- Local Street
- Future Collector*
- City Limits

*As identified in OTO Major Thoroughfare Plan



Prepared 12/5/19 by

SMCOG
Southwest Missouri Council of Governments

N

Goal 1

Develop a Capital Improvement Program (CIP) that includes all transportation methods: roads, sidewalks, and trails.

Alignment with Vision

THRIVING COMMUNITY

BIG OPPORTUNITES

Maintaining a safe and reliable transportation system across all modes – roads, sidewalks, and trails – is important. Developing a capital improvement program (CIP) to outline future improvements for all transportation options can help guarantee a well-developed system.

In order to develop a comprehensive CIP, the first step is to conduct an analysis of the existing infrastructure and determining future needs. Strafford may contract with a private engineering firm to establish road conditions and help develop a street maintenance program for all local streets.

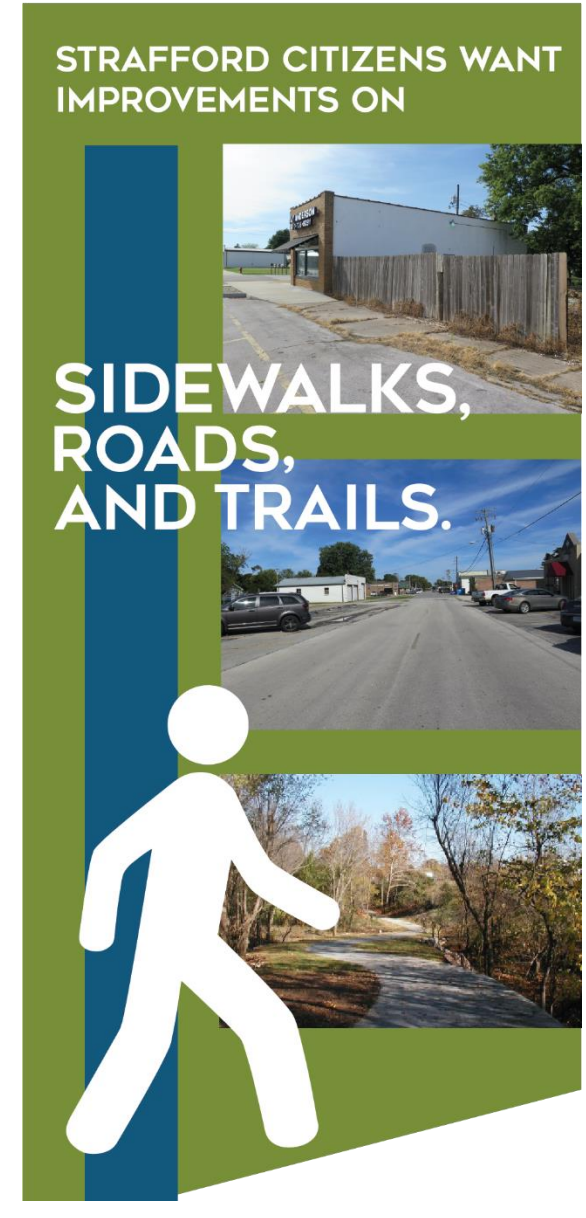
SMCOG conducted a sidewalk inventory and assessment in October 2018. This report provides an outlined plan of future sidewalk segments to expand the current system. Strafford will need to continue to evaluate the condition of sidewalks and budget for and make repairs as necessary.

Strafford residents expressed a desire for more pedestrian accommodations in the form of sidewalks and trails. Future trail connections to Springfield were identified in the OTO Bicycle and Pedestrian Trial Investment Study. Completing connections would require multiple partners, including Greene County, the City of Springfield, and likely Ozarks Greenways. The future trail would run along Route 66 and into midtown.

All future transportation investments should be included in the CIP so that money can be budgeted each year.

Objectives

A. Conduct an analysis of existing infrastructure to determine future needs.
B. Budget for sidewalk improvement and expansion projects.
C. Identify and budget for community connections with trails.
D. Develop a street maintenance program for all routes in the city.



Goal 2

Improve local traffic flow.

Alignment with Vision | THRIVING COMMUNITY | BIG OPPORTUNITES

Traffic flow throughout the city was a concern of community members. With increasing industrial development, large truck traffic has also increased. Strafford must work to ensure that trucks have as little impact as possible on the quality of life for citizens. This could include continuing enforcement of prohibitions on local roads and a partnership with MoDOT for signing designated truck routes that avoid the midtown area. It would also be beneficial if Strafford adopted the OTO Transportation Impact Study Guidelines for any new development. These standards can assist in ensuring that new development does not substantially decrease the level of service on roadways.

As new development occurs, future roadways should be connected into the existing system. Collaboration with the OTO and Greene County will be necessary to ensure new roadways or extensions are providing high quality mobility throughout the community. Strafford must be engaged in the OTO's Long Range Transportation Plan and the Major Thoroughfare Map update processes in order to ensure that future roadways are correctly identified.

While the railroad is an overall strength and opportunity, it also creates frustration and struggles for citizens. The City should work with BNSF to discuss options for a grade separated crossing in order to reduce vehicle and train conflicts, or an additional crossing. This would likely require substantial financial investment on the City's part, both for investigating feasibility and engineering, and construction.

Strafford must also work on addressing specific intersections of concern such as Washington and Route 66 and Highway 125 and Evergreen.

Objectives

A. Ensure truck traffic has as little impact as possible.
B. Review options for an additional railroad crossing or grade separated crossing.
C. Ensure new roadways are connected to existing transportation network.
D. Address intersections of concern.





FIGURE 20. INTERSECTION OF WASHINGTON AND HIGHWAY 125

Alignment Scoring

Score	Priority	Original
Network Connections	High	◑
User Experience	High	●
Enhances Bicycling & Walking	High	●
Logical Segments	Medium	○
Cultural & Natural Resources	Medium	●
Environmental Conditions	Medium	◑
Cost	Low	◑
Route Directness	Low	●
Ownership / Right-of-Way	Low	●

Planning level cost for preferred alignment: $8,953,021.



Route 66 Trail (Strafford Trail) priority trail segment location.

FIGURE 21. ROUTE 66 TRAIL INFORMATION FROM OTO REGIONAL BICYCLE AND PEDESTRIAN TRAIL INVESTMENT STUDY

Goal 3

Develop more pedestrian and bicycle infrastructure.

Alignment with Vision | THRIVING COMMUNITY | small-town feel | BIG OPPORTUNITES

Providing alternative transportation options such as sidewalks and trails adds numerous benefits. A well-connected, high quality sidewalk system can contribute to better overall community health as well as provide a safe alternative to walking in the street. Strafford citizens expressed a desire for additional sidewalk infrastructure and opportunities for community trails and regional trail connections.

Strafford should work with Greene County, Ozark Greenways, and the City of Springfield to implement the Route 66 trail that would connect Strafford to Springfield. The planning level estimate provided in OTO's Regional Bicycle and Pedestrian Trail Investment Study was nearly $9 million, but this was the entire length of the project. Strafford's portion of the cost would be consideraly lower. A partnership among multiple organizations would be necessary to complete the segment.

Route 66 is also part of the U.S. Interstate Bike Route 66 and attracts numerous cross country cyclists each year. Improving pedestrian and bicycle infrastructure would yield benefits from economic deveopment.

In addition to regional connections, residents would like to see trails throughout the community. These connections would cross the entire community, north of I-44 and south of the railroad. Strafford should review existing right-of-way and opportunities for trail development. Undeveloped areas should also be reviewed to identify potential new trail alignments. It would be beneficial to update the City code and require that any new development in areas with designated future trails set aside easements for trail development.

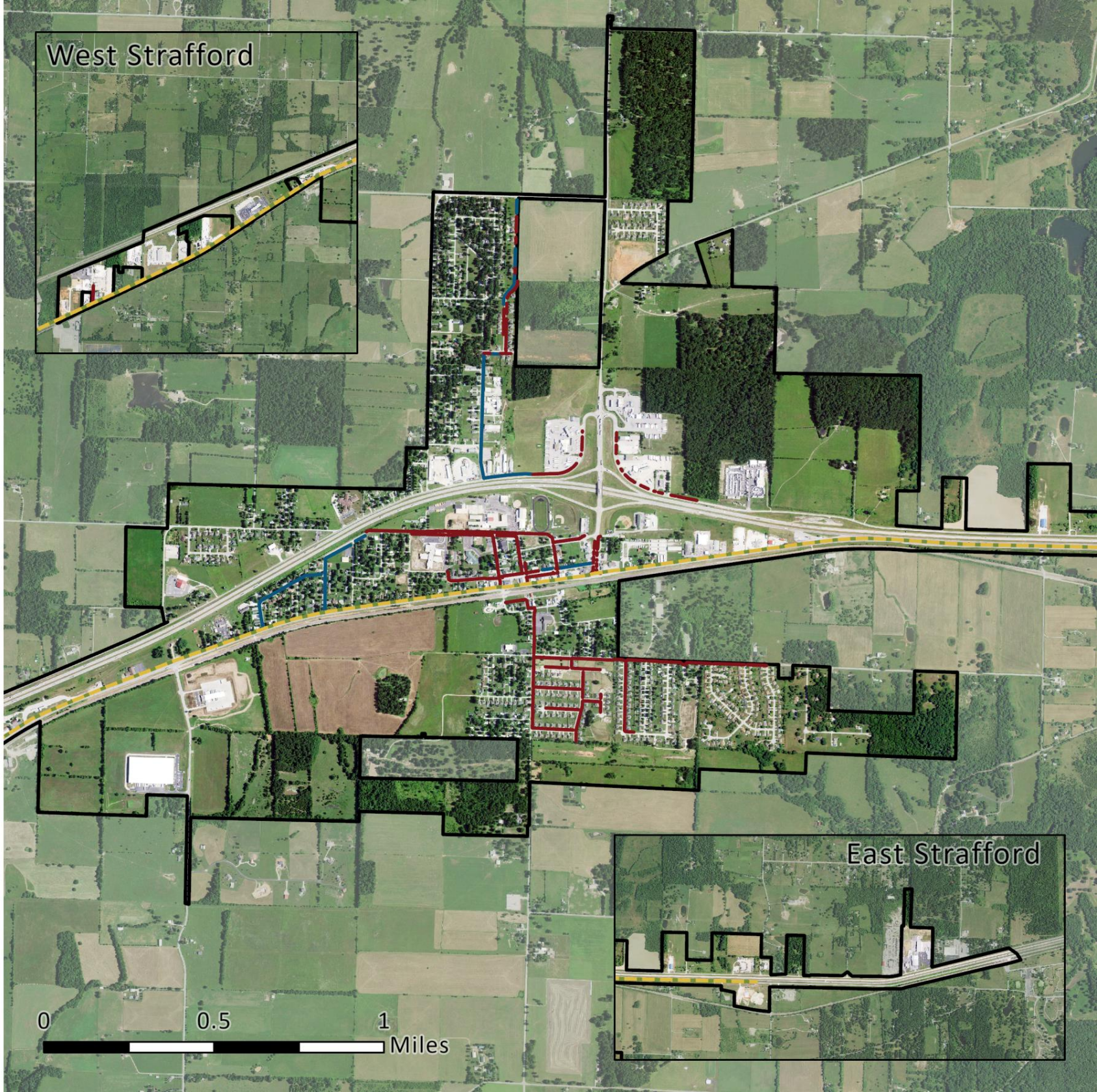
Objectives

A. Implement identified future connections.
B. Identify trail connection opportunities in entire community: north of I-44 and south of the railroad.

STRAFFORD, MO

SIDEWALKS AND TRAILS

- Current sidewalks
- Future sidewalks
- Trails
- City Limits



Prepared 12/5/19 by

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07 - ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT
Goals, Objectives, and Strategies

1. Encourage industrial growth in balance with impacts to the community.

A. Educate citizens on the financial benefits and physical impacts of the planned rail park.

- Include educational component in City messaging that explains how projects were funded, including breakdown in taxes by residential and commercial property taxes.
- Coordinate a tree-planting event at rail park site with opportunities for residents and businesses to sponsor trees.
- Host community event for ground breaking of rail park and promote to citizens.

B. Pursue supporting markets that are mutually beneficial for Strafford's existing industrial development.

- Utilize gaps analysis to market opportunities for potential businesses.
- Communicate with existing and planned industry regarding businesses that would complement their operations.
- Develop working relationships with regional news to ensure appropriate coverage of new and potential developments.
- Hire a part-time economic development staff position or consider utilizing an outside consultant on a contractual basis.

2. Support current and future businesses.

A. Improve initial communications between the City and potential developers.

- Create and annually revise a developer's packet that identifies potential properties, costs of development, and outlines a clear development process.
- Work closely with the Strafford Chamber and SREP to develop marketing strategies and resources.

B. Encourage more retail development along Pine Street.

- Work with property owners to identify and market spaces that are leasable or available for purchase.
- Market infill opportunities for new construction along Pine St.
- Consider offering incentives to reduce costs in the first three years for small businesses.

C. Regularly consider opportunities for improvement districts as development occurs.

- Investigate opportunities for a contractual business development services, either through the City or a coalition of private business owners.
- Regularly assess property and sales taxes generated by Pine Street businesses to determine feasibility of an improvement district.
- Conduct outreach/education with Pine Street business and/or landowners on benefits and costs of a community improvement district.

Distinct Business Districts

Industrial Center

To the west of midtown, development along Rte. 125 and the railroad is largely industrial and heavy commercial. This area capitalizes on the railway frontage, proximity to the Springfield market, and direct access to I-44 five minutes to the west.

Interstate Corridor

A major business district exists along Interstate 44, extending from the Rte. 125 intersection east. Businesses at the intersection capitalize mostly on traffic generated from frontage on Interstate 44, including gas stations, fast dining, and motels. The area has recently seen new investment with high quality developments and commercial tenants. Moving east is characterized by high-impact commercial and industrial developments capitalizing on frontage roads located on both sides of Interstate 44, along with medical services and grocery stores adjacent to the midtown area.

Midtown on Pine Street

The midtown area is characterized by a mix of retail, office, and government uses that serve local residents and can be identified by its unique architectural character. The area has seen significant public investment as new parks and sidewalks have been planned or constructed and private investment in rehabilitation of several historic structures, as shown in **Figure 23**.



FIGURE 23. PUBLIC AND PRIVATE INVESTMENTS IN MIDTOWN ALONG PINE STREET

Business Support

Navigating Incentives and Regulations

The City's website is organized to provide significant support for new businesses but has fallen out of maintenance, with several broken links and little up-to-date information.

Information that has been planned includes discussion of the Enhanced Enterprise Zone, available real estate within the city, and various business license applications.

There is no formal guidance concerning the project development process and of the Building Permits pages, only the residential section has information. This lack of accessible information for the development process in Strafford is unattractive to potential businesses and developers.

Chamber of Commerce

The Chamber of Commerce is the main economic development organization for the community external from the government. There is no available list of existing businesses within the community,

and the calendar, forms and events information on the website is outdated. The Chamber's website provides a good example of incorporating the community's Route 66 heritage with marketing and outreach.

The main community event, the annual Route 66 Festival, has not been hosted since 2017 due to a lack of interest from citizens and the business community. Events such as these contribute to quality of life, bring in revenues for businesses and the City, and are great marketing opportunities for the community.

Market Demands

Through feedback from the survey and outreach events, including discussions with business owners and high school students, some select markets were analyzed for potential demand within the city. Identified desires include restaurants, entertainment activities, and retail stores. **Figure 24** provides an estimated demand with some limitations, including only the spending power of citizens within the city's boundaries; however, the city's potential market is likely much larger.

Data is estimated from the 2017 Consumer Expenditure Survey, at the national level, and was analyzed in terms of Strafford's demographic and socioeconomic makeup.

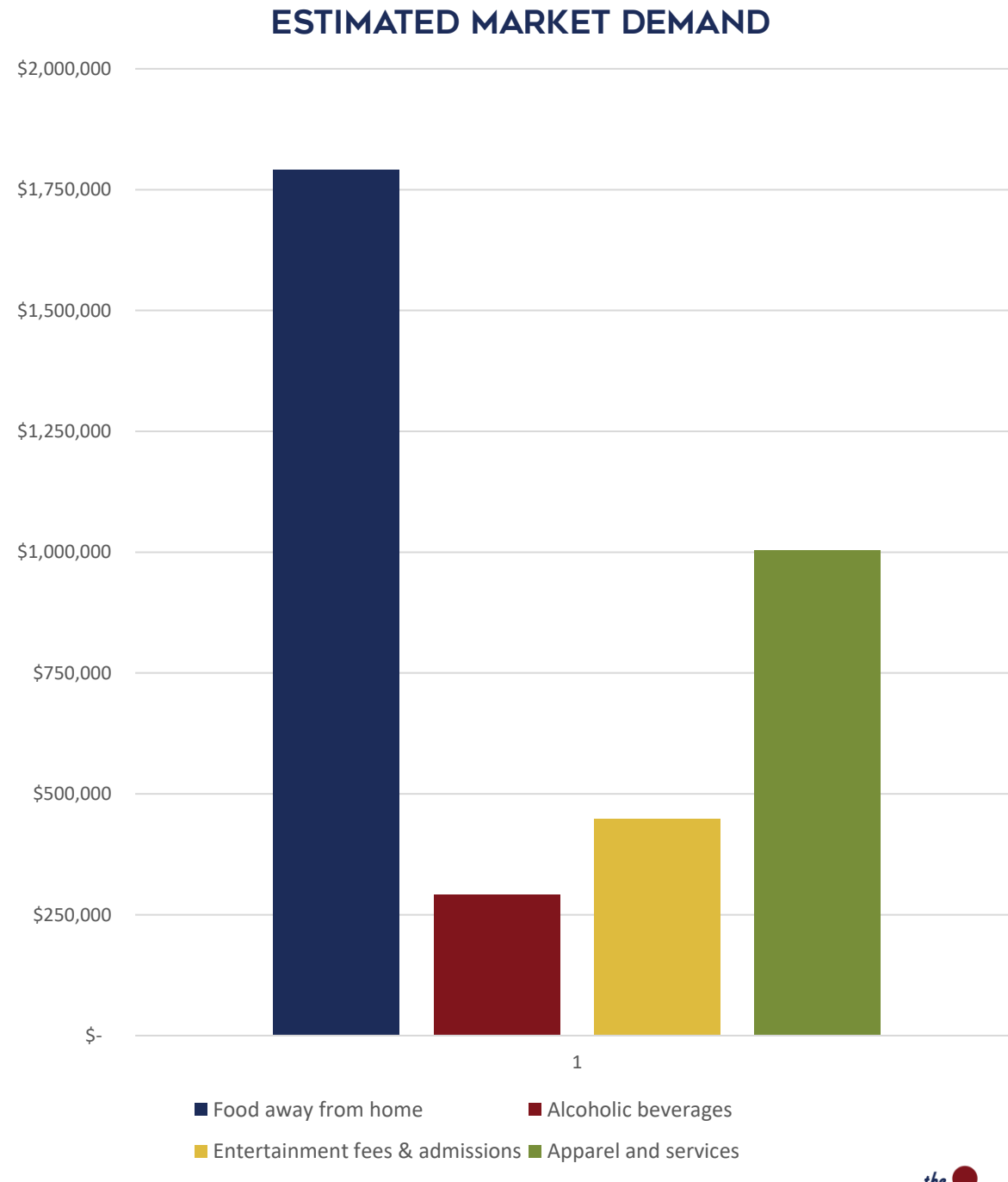


FIGURE 24. ESTIMATED DEMAND FOR MARKETS IN STRAFFORD



FIGURE 25. EXISTING AND FUTURE INDUSTRIAL/SUPPORTING USES IN STRAFFORD

Goal 1

Encourage industrial growth in balance with impacts to community.

Alignment with Vision | THRIVING COMMUNITY | BIG OPPORTUNITES

While there is a lack of citizens' support for continued industrial growth in the community, these uses are major contributors to the City's tax base, providing funds for many of the services residents enjoy. A majority of citizens' concerns, based on survey feedback, are centered on midtown and residential areas.

It will be important for the City to work with industrial developers to address this concern in development proposals. Rail frontage is a valuable asset that most communities do not have. The City should ensure these properties are developed as industrial where it does not conflict with surrounding uses.

Additionally, it will be important for the City to educate residents on the benefits of a strong employment base within their community. Educational opportunities may include identifying how industrial taxes contribute to and fund City projects or hosting community events to emphasize the natural improvements required of developers and new job opportunities.

Finally, Strafford should seek to diversify its industrial base and pursue supporting markets for existing businesses, such as suppliers, warehousing, or transportation. A considerable portion of existing industrial businesses are centered around the trucking industry. In light of trends in transportation and autonomous vehicles, it may be important for the City to consider adaptive reuse of these properties in the future.

Objectives

A. Educate citizens on the financial benefits and physical impacts of the planned rail park.
B. Pursue supporting markets that are mutually beneficial for Strafford's existing industrial development.



FIGURE 26. POTENTIAL PUBLIC AND PRIVATE INVESTMENTS ON PINE STREET WITH UPDATED DESIGN GUIDELINES

Goal 2

Support current and future businesses.

Alignment with Vision | THRIVING COMMUNITY BIG OPPORTUNITES

Outlining and communicating a clear development process will be essential for continued, high-quality development in Strafford. This could be achieved through a digital developer's packet hosted on the City's website and through partnership with the Chamber and Springfield Regional Economic Partnership.

Development of the midtown area will depend upon continued, thoughtful public and private investments. **Figure 27** identifies specific properties that may be prime development, redevelopment, or rehab opportunities. To achieve the pedestrian-oriented, vibrant city center envisioned in **Figure 26**, the City should revise Section 400.545 H to be a floating zoning overlay for this corridor that incorporates stronger design guidelines, including:

- Building setbacks and heights
- Building materials and/or colors
- First-floor transparency
- Signage formats
- Reduced parking minimums or parking maximums

Development opportunity extends across the railroad next to the planned rail park. This parcel will offer a unique large-scale development opportunity to create a commercial anchor for residents south of the railroad. This development should have similar qualities to those in the zoning overlay.

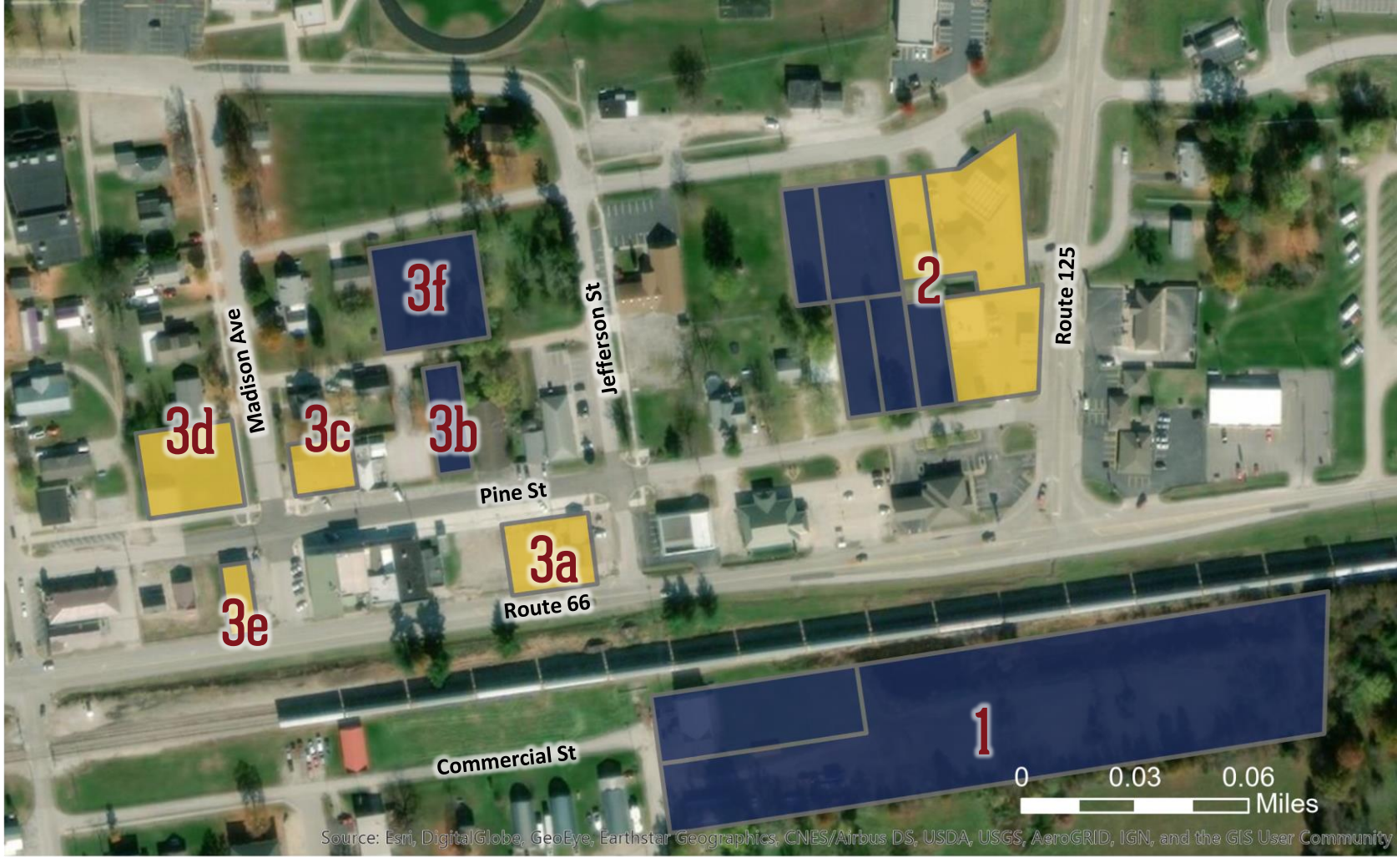
In the long-term, a community improvement district (CID) or similar political subdivision would generate additional revenues for public investment to enhance quality of place and invest in a stronger commercial center. Regular review of sales and property tax revenues should be conducted to analyze feasibility of these districts. Ultimately, passage will require extensive outreach and education of business and landowners.

Objectives

A. Improve initial communications between the City and potential developers.
B. Encourage more business diversity along Pine Street.
C. Regularly consider opportunities for improvement districts as development occurs.

Strafford, MO Development Opportunities

New Development Opportunities
Redevelopment Opportunities



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1 - Unique Location

+/- 4 acres; 2 parcels

Serviced by City water and sewer

Flexibility with mixed use

Unique visual appeal from Rte 125 and Rte 66 intersection

2 - Max Frontage

+/- 2.4 acres; 9 parcels

Serviced by City water and sewer

Flexibility with mixed use

Triple frontage with reduced setbacks

3 - Infill Potential

Various square footages available to build with reduced setbacks

Serviced by City water and sewer

Flexibility with mixed used

Design should emphasize cohesive street front with adjacent buildings

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08 - IMAGE, IDENTITY, AND URBAN DESIGN

IMAGE, IDENTITY, AND URBAN DESIGN
Goals, Objectives, and Strategies

1. Improve signage of attractions at key points in the community.

A. Coordinate signage along state-controlled routes with MoDOT.

- Communicate needs, including templates, and identify applicable requirements with MoDOT.
- Create a design template in alignment with requirements and explore MoDOT permitting requirements.
- Consider alternatives, including purchase or construction of a billboard, to encourage travelers to exit Interstate 44.

B. Establish a coordinated wayfinding system within the community.

- Formalize a plan identifying major attractions and preferred routes, along with needed network improvements.
- Design coordinated signage templates and investigate opportunities for sponsorships and/or donors.
- As pedestrian and trail networks are improved, incorporate signage for major attractions at key intersections.

C. Create more signage opportunities for current and future local businesses.

- Identify key areas in community to allow advertisement for local businesses.
- Consider expanding and updating billboard at Rte 125 and Rte OO.
- Identify sponsorship opportunities for streetscape furniture and banners along Pine St.

2. Improve the visual appeal of downtown and commercial activity centers.

A. Incorporate public art opportunities that involve local groups to build a sense of identity.

- Coordinate with Springfield Regional Arts Council and the Community Foundation of the Ozarks for local artists and funding sources.
- Identify key mural opportunities along Pine Street.
- Consider mural and cross walk painting opportunities into community events.
- Develop guidelines for public art and contract templates for private landowners, artists, and the City.
- Revise zoning/signage code to create exemptions and incentives for public art, including murals, sculptures, and decorative crosswalks.

B. Improve the visual appeal of downtown and commercial activity centers.

- As development occurs, identify sustainable opportunities for incorporating plantings and street furniture along Pine Street.
- Create a program to allow residents to donate City-approved street furniture, bike racks, and other improvements.
- Develop agreement with business owners for maintenance of plantings, with cost recovery options if services are provided by City.
- Incorporate street furniture in all grant applications, if applicable.

Route 66 Heritage

The City of Strafford has a distinctly Route 66 quality. When speaking with residents and high school students alike, nearly every person mentioned the highway and the heritage that comes along with it. Centering around this as an attraction was previously identified in the PGAV plans, and for good reason.

The midtown area provides a snapshot in time of the many small towns along Route 66. Unfortunately, many cities have begun to lose this cultural connection; Strafford, however, has recently invested in maintaining this image through the Delp Historic Park. It will be important to activate this space socially through programming to ensure it remains a vibrant hub for public life.

While physical investments are helpful and easy to justify with taxpayers, it will remain crucial for the community's future vitality to ensure that visitors stop, enjoy, and hopefully one day become a part of the community. Marketing plays a large role in this context, online and along the Interstate.

Goal 1

Improve signage of attractions at key points in the community.

Alignment with Vision | THRIVING COMMUNITY BIG OPPORTUNITIES

With I-44 and Highway 125 as major transportation corridors, Strafford has a great opportunity for marketing attractions to passersby. While coordinating signage with MoDOT along state-controlled routes, it would be beneficial to get visitors to frequent commercial establishments. If signage is infeasible in state route right-of-way, the City should consider alternatives, such as a well-designed and updated billboard to encourage visitors.

Once visitors have left the major corridor, it will be important to have a smaller scale, community-wide wayfinding system. Attractive, coordinated, and pedestrian-oriented signage will help direct visitors to various parts of town, such as dinner in midtown after an athletics game.

Finally, the City should investigate opportunities for increased signage of local businesses. These off-premise signs should be high-quality and thematic to prevent incongruous and visually unappealing signs. This could potentially involve expanding and/or replacing the billboard at Rte 125 and Rte 66, or providing sponsorship opportunities for street banners and furniture along key corridors.

Objectives

A. Coordinate signage along state-controlled routes with MoDOT.
B. Establish a coordinated wayfinding system within the community.
C. Create more signage opportunities for current and future local businesses.

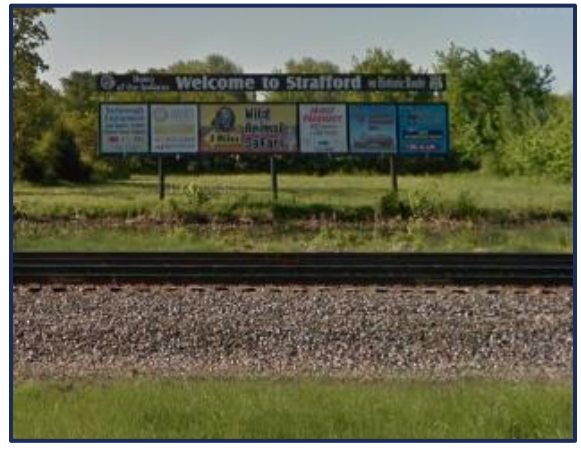


FIGURE 28. EXISTING SIGNAGE AT ROUTES 125 AND 66

Goal 2

Improve the visual appeal of midtown and commercial activity centers.

Alignment with Vision | BIG OPPORTUNITES | *small-town feel*

Placemaking is an important component of a community's identity. Whether it's "The Bean" in Chicago or the San Antonio Riverwalk, creating a fun, interactive, and vibrant place is important to attract and retain residents and visitors. There are two main factors in placemaking: public art and streetscapes.

Public art provides a unique opportunity to improve expansive building sides with murals, create engaging crosswalks, and fill underutilized spaces with interesting sculptures, while at the same time involving local organizations. Many communities have successfully led a mural program through local arts programs at the high school. The first step would involve analyzing buildings in the community with high visibility, such as along I-44 or in midtown, that have expansive and plain sides. Engaging with business owners and understanding legal rights and responsibilities surrounding public art will be important. Additionally, the Springfield Regional Arts Council provides support, both in contacts and grant funding, to implement public art in rural communities.

Equally important is creating a pedestrian-oriented streetscape for commercial centers. This includes pedestrian-scaled lighting for sidewalks, bike racks, benches, and planters. Unfortunately, these improvements can be quite expensive to install and difficult to maintain. Many communities have had success working with corporate sponsors in the community to pay for more costly street furniture that includes recognition of the company. Some business owners have already seen the value and have already invested in pedestrian amenities along Pine Street. Additionally, any street improvement project should include the cost of streetscape improvements. The City may also enter into agreements with businesses to recover some cost for maintenance of plantings.

Objectives

A. Incorporate public art opportunities that involve local groups to build a sense of identity.
B. As development occurs, identify sustainable opportunities for incorporating plantings and street furniture in midtown along Pine Street.



FIGURE 29. PRIVATE PEDESTRIAN-ORIENTED INVESTMENT ALONG PINE STREET.

09 - GOVERNMENT



GOVERNMENT
Goals, Objectives, and Strategies

1. Increase communication with citizens.

A. Review options for social media page or email application. Develop an internal policy on digital communication.

- Determine which outreach platforms will be most effective at reaching all citizens.
- Create a public awareness campaign for residents to like, follow, or subscribe to an email newsletter.

B. Continue existing newsletters and add notes into water bills.

- Investigate opportunities to update newsletter format and improve readability.
- Identify information most appropriate for each channel of communication.

C. Update website to make more user friendly and more available information.

- Audit website and remove/disable webpages that have no information on them.
- Develop an internal policy/staff guidance for maintenance and updating website content.
- Investigate external opportunities for overhauling website.

2. Improve perception of local government.

A. Host open houses and community events at City facilities.

- Encourage private use of parks, especially Delp Historic Park for major community events.
- Host an annual open house at City Hall and/or police station, possibly in conjunction with National Night Out.

B. Provide more opportunities for City officials and staff to interact with residents.

- Plan an annual “Meet Your Government” event.
- Host monthly meet-and-greets with rotating staff at locations throughout community.

3. Review budget process and implement all departmental capital improvement program

A. Train existing staff on new procedures.

- Develop an internal policy providing guidance for the budgeting process.
- Host an all-staff training luncheon to review and explain updated budgeting process.

B. Department leaders assess and prioritize needs.

- Department heads work with staff to develop/update annual CIP requests.

C. Budget process is open and transparent for public.

- Consider incorporating a nominal line-item in City budget for participatory budgeting.
- Publicize budgeting process and adopted budget with citizens to encourage attendance and participation.

Overview

A well-run, stable government organization is important for the success of a community. Strafford has been fortunate to have solid leadership in both elected and appointed officials, maintaining a healthy budget and appropriate staffing level. While ensuring a fiscally sustainable organization is extremely important, there must also be an emphasis on citizen relationships. Over the past decade, the culture of the City as an organization has shifted to a focus on customer service and this is important to continue so residents feel that staff and officials are working in their best interest.

The City of Strafford is led by a Board of Aldermen and an appointed City Administrator. These leaders set the example for the entire organization in financial decisions, communication with residents and stakeholders, and with regional relationships.

Goal 1

Increase communications with citizens.

Alignment with Vision | THRIVING COMMUNITY BIG OPPORTUNITES

Effective communication with Strafford citizens is extremely important for ensuring residents understand the happenings of their government. The City currently produces a bi-annual newsletter that is sent to all city residents; this is an important tool that should continue. Additionally, reviewing options for online engagement through a social media platform or email newsletter could enhance communication especially with new generations of residents. Social media or email communications would also allow the City to send messages that are urgent or do not align with the mailed newsletter timing. Monthly water bills also provide opportunity for short, important messages to be shared with the community.

The City of Strafford website should also be reviewed and updated. The current website provides important information but is not user friendly. Current and potential future residents should be able to find any desired information easily on the City's website. Visiting a city's website is often the first thing potential new residents or businesses do, thus an easy to navigate and informative website is important for future growth.

As Strafford begins to use technology for more communication, it will be important to develop internal policies that guide what information should be shared, how often, and on what platform. Staff should be trained and assigned specific roles for updating any social media, newsletters, and the City's website.

Objectives

A. Review options for social media page or email application.
B. Continue existing newsletters and add notes into water bills.
C. Update website to make more user friendly and more available information.

Goal 2

Improve perception of local government.

Alignment with Vision | THRIVING COMMUNITY small-town feel

Strafford has come a long way in improving the relationship between citizens and the government organization. However, there are still improvements to be made in improving the overall perception of local government. Some citizens still feel that the City is not accessible to citizen concerns or that decisions are being made without full community participation. While this could be primarily perception, it is still something that the City should work consciously to address.

Providing opportunities for residents to interact with City officials can assist in building positive relationships. Open houses at City facilities is a good opportunity to allow for personal interactions but also show the community what City Hall or the Police Station look like on the inside. Many residents may have never been inside some of the City facilities. Hosting an open house, perhaps in conjunction with National Night Out, helps to facilitate resident-city discussions.

City officials and staff should also look at options for monthly community coffee conversations or an annual "Meet Your Government" event. These could be held in conjunction with other community events and should rotate to different locations across town. Perhaps hosting something at the Senior Center or a local restaurant could help attract citizens to participate.

Objectives

A. Host open houses and community events at City facilities.
B. Provide more opportunities for City officials and staff to interact with residents.



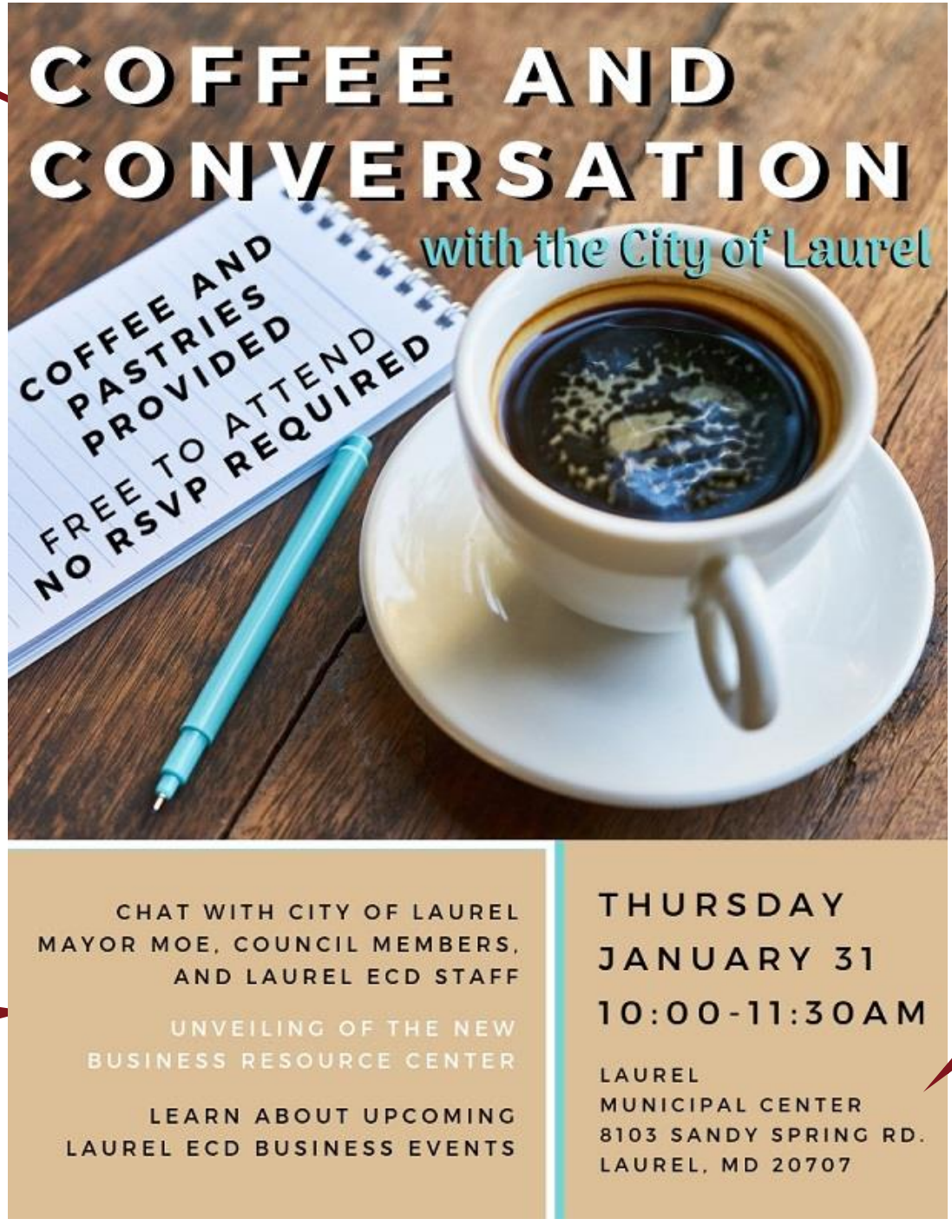
Source: CP[illegible] Facebook Page

FIGURE 30. PHOTO FROM SPRINGFIELD'S NATIONAL NIGHT OUT



FIGURE 31. NATIONAL NIGHT OUT 2019 LOGO

Make visually interesting to catch attention



Could publish dates, times, and locations for full year or individual events

Topics can vary at each event

FIGURE 32. INTERACTION OPPORTUNITIES FOR CITY OFFICIALS AND RESIDENTS EXAMPLE

Goal 3

Review budget process and implement all departmental capital improvement program.

Alignment with Vision | THRIVING COMMUNITY

Strafford is in a fortunate budgetary position with stable fund balances. This is in part due to the strong leadership and financial decision making over the last decade but has also resulted in deferred maintenance costs and exceptional burdens placed on a small, efficient City staff. As Strafford continues to grow, there will be more demands on the City budget and new items will need to be considered and added for funding. It would be prudent for the City to prepare for those changes now and begin by updating the budget process.

Implementing a more formal capital improvement program would assist staff and elected officials in planning for the next five to seven years. This program would include any capital improvements or large purchases, such as police cars, and give the City the opportunity to project annual budget surplus or shortfalls. Migrating to this process would require substantial staff training and new internal policies. Leadership could use a staff training luncheon as an opportunity to both thank staff for their hard work and train everyone on new budgetary processes.

In addition to adding the formal capital improvement program process, Strafford must ensure that the budget process is open and transparent to the public. The Board of Aldermen adopt the budget in an open public meeting every year, but actively engaging citizens could help improve the process. Stafford should consider incorporating a nominal line-item in the City budget and invite community input for where it is to be spent. This participatory process gives residents more buy-in with the budget process, but also creates a stronger sense of community.

Objectives

A. Train existing staff on new procedures.
B. Department leaders assess and prioritize needs.
C. Budget process is open and transparent for public.



FIGURE 33. EXAMPLE CIP PROCESS

10 - EXECUTING THE PLAN



Plan implementation requires the involvement of all parties: public sector partnerships, private investment, and civic engagement. Each party has its own responsibility in making the goals and objectives of the preceding chapters come to fruition.

Jurisdiction Responsibilities

Cities have a responsibility to citizens to ensure the public health, safety, and general welfare. Strafford's Planning and Zoning Commission and Board of Alderman are charged with making policy and land use decisions that will impact growth and development. This power is granted to cities in Chapter 89 of Missouri Statutes. MO Rev Stat 89.340. While most of the identified tasks will require action on the part of City staff, several other stakeholders influence the likelihood of success.

Planning and Zoning Commission

The Planning and Zoning Commission's role is to review land use applications and make decisions based on the comprehensive plan. As an advisory board, the Planning and Zoning Commission makes land use and policy recommendations to the Board of Aldermen.

Board of Aldermen

The Board of Aldermen is the legislative and policy making body for local government. The board may pass, amend, and remove local laws. These powers include enacting and amending planning and zoning decisions and recommendations from the Planning and Zoning Commission. It is important the Board of Aldermen consider the comprehensive plan when making a wide variety of policy decisions for the future of Strafford. While not required by law, it is recommended that the Board of Aldermen also adopt the plan by resolution.

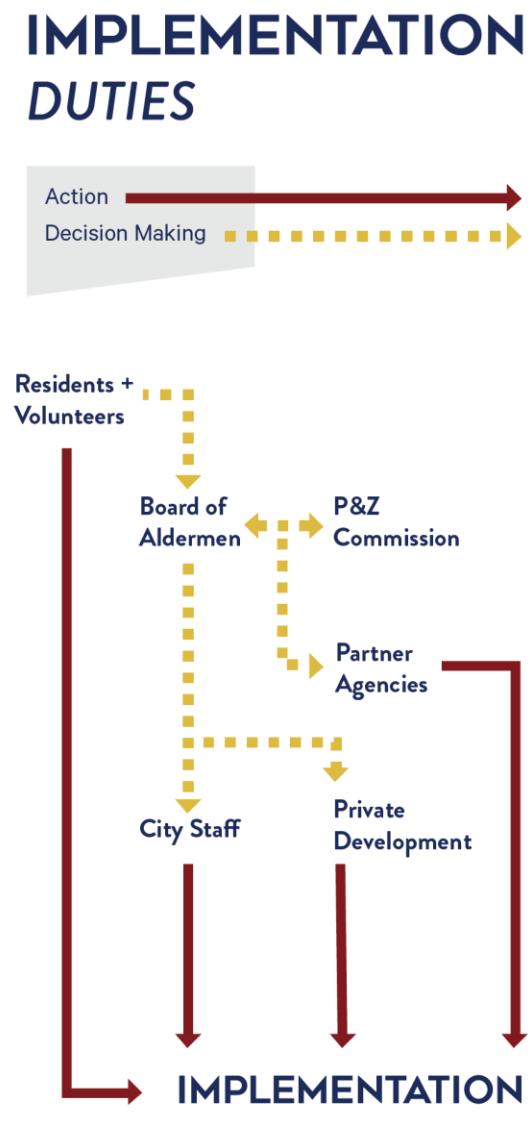


FIGURE 34. IMPLEMENTATION DUTIES

Partner Agencies

Several other agencies identified in this Plan, including but not limited to SMCOG, OTO, MoDOT, and the Springfield Regional Arts Council, offer technical expertise and funding opportunities. These relationships should be invested in and heavily relied upon by City staff to achieve outcomes.

Private Developers, Residents, and Volunteers

Many of the identified goals, objectives, and strategies rely on private sector activity to come to fruition. Changes in land use, new development proposals, and citizen education all require involvement and investment by developers, residents, and volunteers. It will be important for these stakeholders to understand their responsibility in implementing this plan and investing in the quality of life for Strafford.

Budget Overview

The City of Strafford has maintained adequate fund balances, which are important for financing large infrastructure projects but should not exceed a reasonable level to ensure voter confidence. While the City has established contingency minimums for both the general and enterprise funds, these balances may not be adequate to meet future demands or in emergencies.

Revenues

The City currently funds its activities through a combination of sources. Revenues of the general fund included:

- Sales tax (65%)
- Franchise fees charged to utility companies (12%)
- Property tax (9%)
- Licenses, permits, and fees (3%)
- Inter-governmental funds/grants (3%)
- All other sources (8%)

Expenditures

Expenditures from the general revenue fund of the City were consistent with most municipalities, including:

- Police and Animal Control (44%)
- Streets (27%)
- Administration (22%)
- Court (5%)
- All other expenses (2%)

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Potential Revenue Sources

Revenue Source	Potential Uses	Maximum Allowed	Considerations
Parks and Recreation Property Tax *RSMo 90.010 and 90.500-90.570*	Purchase and maintenance of parks grounds	Up to 2 mills per $1,000*	• Requires voter approval • Revenues must be kept in a separate fund *May be "set at any amount approved by the qualified voters"
Transportation Sales Tax *RSMo 94.700-94.755*	Mass transit; roads, sidewalks, and trails; parking lots	Up to 0.5% of retail sales	• Requires voter approval • Revenues must be kept in a separate fund
Economic Development Sales Tax *RSMo 67.1305*	At least 20% must be spent on public infrastructure; remaining may be spent on marketing and training. No more than 25% may be spent on administration.	Up to 0.5% of retail sales	• Requires voter approval • Revenues must be kept in a separate fund • Requires an economic development tax board • Requires an annual report from the Board on funded projects
Government Funds *Grants and loans*	Varies by program	N/A	• Administration can be demanding • May trigger prevailing wage laws • Typically require match
Foundation Funds *Grants and loans*	Varies by program	N/A	• May have unique requirements • May require match
Crowdfunding	Determined by community	N/A	• Should be used for specific projects • Online platforms can assist with collection • Increases citizen engagement/accountability

Implementation Matrix

The following implementation matrix builds upon the goals and objectives discussed in previous chapters to identify specific steps that should be taken to achieve them. Priority rankings were developed based on public feedback received at the open house.

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Facilities and Infrastructure										
Goal 1: Coordinate infrastructure improvements to accommodate current and future growth.										
Objective A: Ensure that water and sewer rates are adjusted to provide adequate funding for needed infrastructure improvements and expansions.	M	Regularly assess and communicate with City of Springfield regarding wastewater services for regional partner rates and needs.	**X**						N/A	
		Regularly review and update water rates to ensure long-term consistency for users and fiscal sustainability.	**X**						N/A	
		Commission water and sewer rates studies to assess current and future rates to ensure fiscal sustainability of enterprise funds.	**X**						General Fund, Enterprise Funds, CI Sales Tax	MoDNR Grants
Objective B: Review developments for impacts to and service delivery standards of city-controlled infrastructure.	L	Require new developments in undeveloped areas to pay the full cost of required extensions for water, sewer, and stormwater infrastructure.		x	**X**		x		N/A	
		Require a fiscal impact analysis for any developments requesting a TIF or other public incentive.			**X**		x		N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Facilities and Infrastructure										
Goal 1 (cont'd.)										
Objective C: Expand access to high-speed internet for residents.	H	Explore opportunities to expand City Utilities' fiber network.	**X**			x			N/A	
		Meet with regional electric co-ops to discuss broadband connectivity options.	**X**			x			N/A	
		Provide public Wi-Fi access at City Hall, with plans to expand along Pine St.	x		**X**		x		General Fund, CI Sales Tax	ED Sales Tax, Government Grants, Foundation Grants
Goal 2: Support community services to maintain and/or increase citizens' satisfaction.										
Objective A: Communicate planned growth with special districts (fire, schools, and EMS) to ensure adequate capacity and facilities planning for future.	M	Implement, review, and update referral process to external agencies when reviewing new developments.	**X**	x	x	x			N/A	
		Consider requiring formal comment letters from external agencies for major development applications.		x	**X**		x		N/A	
		Develop a comprehensive, formal staff report for development processes that includes any responses received from external agencies.	**X**						N/A	
		Have City officials and/or staff formally participate in strategic/ future needs planning of agencies whenever possible.	x		x		x		N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Community Facilities and Infrastructure										
Goal 2 (cont'd.)										
Objective B: Ensure equitable access to park amenities across entire community.	L	Identify and pursue potential easements or acquisitions that would increase connectedness of existing parkland to surrounding streets.	x		**X**			x	General Fund	Parks and Rec Property Tax, CI Sales Tax
		Modify zoning code to require new developments include a sidewalk connection to existing adjacent parkland.		x	**X**				N/A	
Objective C: Improve the community's preparedness for disasters.	M	Investigate opportunity to set up text message alert system for residents.	**X**						General Fund	Government Grants, Private Support
		Pursue funding for a centrally located community safe room, possibly in conjunction with the school district.	**X**		x	x			General Fund, CI Sales Tax	Government Grants, Foundation Grants, Private Support
		Consider offering incentives to incorporate building practices that lessen the impact of natural disasters.		x	**X**				N/A	
		Improve flood protection by developing a stormwater management and/or drainage maintenance plan.	x		x	**X**			General Fund, CI Sales Tax	Government Grants, Foundation Grants

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Land Use										
Goal 1: Allow for moderate growth.										
Objective A: Provide for traditional single-family homes, primarily north of I-44 and south of the railroad.	H	Ensure zoning code and map is in compliance with future land use map.	x	**X**					N/A	
		Encourage high-density residential development south of I-44.		**X**	x		x		N/A	
Objective B: Ensure commercial and industrial development pays for itself.	L	Only allow industrial and commercial development in areas where infrastructure already exists or require the cost to be covered by development.		x	**X**		x		N/A	
		If infeasible, require development to demonstrate that future tax revenues will offset costs to city.		x	**X**		x		N/A	
Objective C: Concentrate higher impact development along I-44 corridor, rail corridor, and east and western edges of city limits.	H	Revise zoning codes to allow only those uses that are conducive to gateway development.	x		**X**				N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Land Use										
Goal 1 (cont'd.)										
Objective D: Allow for lower-impact, neighborhood commercial (NC) in midtown along 125 and Route 66.	L	Remove overlay zone within GC zoning and establish a downtown zoning district.	x	x	**X**			x	N/A	
		Allow uses consistent with NC zoning with modifications to setback and bulk requirements.	x	x	**X**				N/A	
		Include high-quality design guidelines consistent with midtown character.	x	x	**X**		x		N/A	
Goal 2: Ensure compact and contiguous growth.										
Objective A: Provide for use buffers.	L	Ensure high-quality agricultural land and open space is preserved as a buffer between industrial edges and primarily residential areas, consistent with the future land use map.		x	**X**		x		N/A	
Objective B: Annex when services are available and adequate.	M	Maintain an updated analysis of existing capacity that includes planned developments and infrastructure investments.	**X**						General Fund, CI Sales Tax	ED Sales Tax, Government Grants
		Develop a conditional will-serve letter for connecting to public utilities requiring annexation.	**X**						N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Housing										
Goal 1: Allow for diverse housing options.										
Objective A: Increase number of single-family homes.	H	Support subdivision applications only when consistent with single-family future land use designation.	x	x	**X**		x		N/A	
Objective B: Increase quality rental options.	L	Meet with multi-family developers to understand barriers to development in current code.	**X**				x		N/A	
		Review and modify zoning code to allow for apartment or town-home style development.	x	x	**X**				N/A	
		Promote Strafford as an opportunity to apartment developers.	**X**		x				N/A	
		Review options for rental registration program that allows City to regularly inspect rental units.	x		**X**	x	x		General Fund	Permit & Violation Fees
Objective C: Increase number of housing options in the mid-town area.	L	Allow for smaller lots in the mid-town area in order to allow for larger lots to be split and used for new housing.	x	x	**X**				N/A	
		Update code to allow for multiple units in single-family structures, such as the Missing Middle Housing concept.	x	x	**X**				N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Housing										
Goal 2: Preserve quality housing stock.										
Objective A: Review and update property maintenance code.	L	Review existing code to determine if the requirements for property maintenance are accomplishing the goal of the City.	**X**						N/A	
		Determine what problems or issues are occurring with maintenance that is not being addressed by existing code.	x				**X**	**X**	N/A	
		Review other community maintenance codes for best practices.	**X**	x					N/A	
		Adopt revisions to property maintenance code.	x	x	**X**				N/A	
Objective B: Educate property owners about property maintenance code.	L	Create infographics and communication materials that clearly explain expectations of property maintenance.	**X**						N/A	
		Provide clarification to residents on responsibility of right-of-way maintenance.	**X**						N/A	
Objective C: Enforce property maintenance codes.	M	Promote a complaint line for property maintenance code violations.	**X**						N/A	
		Adjust permit and violation fees to pay for the cost of staff time for inspections.	**X**						N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 1: Develop a Capital Improvement Program (CIP) that includes all transportation methods: roads, sidewalks, and trails.										
Objective A: Conduct an analysis of existing infrastructure to determine future needs	H	Partner with an engineering firm to assess existing road conditions and determine how frequently local roads will need resurfaced or rebuilt.	**X**			x			General Fund, CI Sales Tax	
		Reference sidewalk inventory and assessment for recommended sidewalk improvements and determine a timeline for repairs and new construction.	**X**			x			N/A	
Objective B: Budget for sidewalk improvements and expansion projects.	L	Use data gathered during road conditions study and the sidewalk inventory and assessment to determine the total amount that will be needed over the next 20 years.	**X**			x			N/A	
		Prioritize replacing poor condition sidewalks and making downtown connections.	x		**X**				General Fund, CI Sales Tax	Transportation Sales Tax
		Identify a source of revenue and set aside funding each year to help meet the maintenance needs.	x		**X**	x			General Fund, CI Sales Tax	Transportation Sales Tax, Government Grants, Private Support

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 1 (cont'd.)										
Objective B (cont'd.)	L	Identify a source of revenue and set aside funding every other year for <u>expansion</u> projects.	x		**X**	x			General Fund, CI Sales Tax	Transportation Sales Tax, Government Grants, Private Support
Objective C: Identify and budget for community connections with trails.	L	Reference the Ozarks Transportation Organization regional trails plan to determine the approximate alignment and cost of trail connections.	**X**			x			N/A	
		Work with the community to determine where this connection lies in priority with other infrastructure and connectivity projects.	**X**			x		x	N/A	
		Partner with Ozark Greenways on trail development.	**X**		x	x			General Fund	Transportation Sales Tax, Government Grants, Private Support
		Identify funding source and set aside funds to apply for transportation alternative program funding to assist in constructing trail.	**X**		x	x			General Fund, CI Sales Tax	Transportation Sales Tax, Government Grants, Private Support

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 1 (cont'd.)										
Objective D: Develop a street maintenance program for all routes in city.	M	In collaboration with MoDOT in order to minimize conflict with roadway construction, develop a rolling five-year plan for resurfacing and reconstruction	**X**		x	x			General Fund, CI Sales Tax	Transportation Sales Tax
		Include identified roadways and improvement amounts in annual CIP.	**X**		x				General Fund, CI Sales Tax	Transportation Sales Tax
Goal 2: Improve local traffic flow.										
Objective A: Ensure truck traffic has as little impact as possible.	H	Continue to enforce no trucks on local routes.	**X**						General Fund	
		Work with MoDOT on options for signing a specific truck route.	**X**			x			N/A	
		Collaborate with Ozarks Transportation Organization and other member communities to standardize traffic impact study requirements for new development.	**X**			x			N/A	
		Update code to require standardized traffic impact studies.	x	**X**	x				N/A	
		Look at alternative sites for grade-separated crossings and engage an engineer to determine potential costs and feasibility.	**X**			x			General Fund, CI Sales Tax	Transportation Sales Tax, Government Grants

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 2 (cont'd.)										
Objective B: Review options for an additional railroad crossing or grade separated crossing.	M	Begin a dialogue with BNSF regarding rail crossings and the potential addition of a grade separation.	**X**			x			N/A	
		Look at alternative sites for grade-separated crossings and engage an engineer to determine potential costs and feasibility.	**X**			x			General Fund, CI Sales Tax	Transportation Sales Tax, Government Grants
Objective C: Ensure new roadways are connected to existing transportation network**.**	L	Require plats and planned construction of new roadways be connected to existing network.	x	**X**	x				N/A	
		Work with OTO and Greene County to develop a consistent process for road extensions and connections.	**X**			x			N/A	
Objective D: Address intersections of concern.	H	Meet with MoDOT representatives to discuss acceptable options for Rte 125 and Washington for pedestrian accommodations during peak hours.	**X**			x			N/A	
		Consider prohibiting left turns off of Washington onto Rte 125 at peak hours.	**X**			x			N/A	
		Identify options for pedestrian signals at intersections with high pedestrian traffic.	**X**					x	General Fund, CI Sales Tax	Transportation Sales Tax

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Transportation										
Goal 3: Develop more pedestrian and bicycle infrastructure.										
Objective A: Implement identified future connections.	L	Partner with Springfield, Greene County, and Ozark Greenways to incrementally install the Route 66 Trail identified in the OTO Trail Investment Study.	**X**		x	x		x	General Fund, CI Sales Tax	Transportation Sales Tax, Government Grants, Private Support
		Apply for Transportation Alternatives Program or Recreational Trails Program money to construct the trail within the City of Strafford.	**X**		x	x			General Fund	Government Grants, Private Support
Objective B: Identify trail connection opportunities in entire community: north of I-44 and south of railroad.	L	Review existing rights-of-way and easements to determine where City trail connections might be best placed.	**X**			x			General Fund	Government Grants, Private Support
		Create a future trails master plan with identified alignments and potential costs.	**X**	x	x	x			General Fund	Government Grants, Private Support
		Modify zoning code to require easements in new development for planned trail connections.	x	**X**	x				N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Economic Development										
Goal 1: Encourage industrial growth in balance with impacts to the community.										
Objective A: Educate citizens on the financial benefits and physical impacts of the planned rail park.	M	Include educational component in City messaging that explains how projects were funded, including breakdown in taxes by residential and commercial property taxes.	**X**						N/A	
		Coordinate a tree-planting event at rail park site with opportunities for residents/businesses to sponsor trees.	**X**			x	x	x	--	Private Support
		Host community event for ground breaking of rail park and promote to citizens.	x			**X**		x	General Fund	Chamber of Commerce
Objective B: Pursue supporting markets that are mutually beneficial for Strafford's existing industrial development.	M	Utilize gaps analysis to market opportunities for potential businesses.				**X**			N/A	
		Communicate with existing and planned industry regarding businesses that would complement their operations.	**X**			x			N/A	
		Develop working relationships with regional news to ensure appropriate coverage of new and potential developments.	**X**			x			N/A	
		Hire a part-time economic development staff position or consider utilizing an outside consultant on a contractual basis.	**X**		x				General Fund	ED Sales Tax

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Economic Development										
Goal 2: Support current and future businesses.										
Objective A: Improve initial communications between the City and potential developers.	L	Create and annually revise a developer's packet that identifies potential properties, costs of development, and outlines a clear development process.	**X**				x		N/A	
		Work closely with the Strafford Chamber and SREP to develop marketing strategies and resources.	**X**			x			General Fund	ED Sales Tax, Chamber Funds
Objective B: Encourage more business diversity along Pine Street.	H	Work with property owners to identify and market spaces that are leasable or available for purchase.	**X**					x	N/A	
		Market infill opportunities for new construction along Pine St.	x			**X**			General Fund	ED Sales Tax, Chamber Funds
		Consider offering incentives to reduce costs in the first three years for small businesses.	x		**X**	x	x		N/A	
Objective C: Regularly consider opportunities for improvement districts as development occurs.	L	Investigate opportunities for a contractual business development services, either through the City or a coalition of private business owners.	**X**			x		x	General Fund	ED Sales Tax, Chamber, Private Support
		Regularly assess property and sales taxes generated by Pine Street businesses to determine feasibility of an improvement district.	**X**						N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Economic Development										
Goal 2 (cont'd.)										
Objective C (cont'd.)	L	Conduct outreach and education with Pine Street business owners and landowners on benefits and challenges of a community improvement district.	**X**			x			General Fund	
Image, Identity, and Urban Design										
Goal 1: Improve signage of attractions at key points in the community.										
Objective A: Coordinate signage along state-controlled routes with MoDOT.	L	Communicate needed templates and guidance to and identify applicable requirements with MoDOT.	**X**						N/A	
		Create a design template in alignment with requirements and begin MoDOT permitting requirements.	**X**			x			General Fund	ED Sales Tax, Transportation Sales Tax
		Consider alternatives, including purchase or construction of a billboard, to encourage travelers to exit Interstate 44.	x		**X**				General Fund	ED Sales Tax

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Image, Identity, and Urban Design										
Goal 1 (cont'd.)										
Objective B: Establish a coordinated wayfinding system within the community.	L	Formalize a master plan identifying major attractions and preferred routes, along with needed network improvements.	**X**		x				General Fund	Foundation Funds
		Design coordinated signage templates and investigate opportunities for sponsorships and/or donors.	**X**			x			General Fund	--
		As pedestrian and trail networks are improved, incorporate signage for major attractions at key intersections.	**X**						General Fund	Government Funds, Foundation Funds, Chamber Funds, Private Support
Objective C: Create more signage opportunities for current and future local businesses.	L	Identify key areas in community to allow advertisement for local businesses.	x			**X**		x	N/A	
		Consider expanding and updating billboard at Rte 125 and Rte OO.			x	**X**	x	x	--	Chamber Funds, Private Support
		Identify sponsorship opportunities for streetscape furniture and banners along Pine St.	**X**			x			--	Chamber Funds, Private Support

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Image, Identity, and Urban Design										
Goal 2: Improve the visual appeal of downtown and commercial activity centers.										
Objective A: Incorporate public art opportunities that involve local groups to build a sense of identity.	L	Coordinate with Springfield Regional Arts Council and the Community Foundation of the Ozarks for local artists and funding sources.	**X**			x			N/A	
		Identify mural opportunities on Pine Street and discuss with landowners.	**X**					x	N/A	
		Consider incorporating mural and cross walk painting opportunities into community events.	x			x		**X**	General Fund	Foundation Funds, Chamber Funds
		Develop guidelines for public art and contract templates for private landowners, artists, and the City.	**X**		x	x	x	x	N/A	
		Revise zoning/signage code to create exemptions and incentives for public art, including murals, sculptures, and decorative crosswalks.	x	x	**X**				N/A	
Objective B: As development occurs, identify sustainable opportunities for incorporating plantings and street furniture along Pine St.	M	Create a program to allow residents to donate City-approved street furniture, bike racks, and other improvements.	**X**		x			x	--	Private Support
		Develop agreement with business owners for maintenance of plantings, with cost recovery options if services are provided by City.	**X**		x		x	x	N/A	
		Incorporate street furniture in all grant applications, if applicable.	**X**		x				--	Government Funds

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Government										
Goal 1: Increase communication with citizens.										
Objective A: Review options for social media page or email application.	L	Develop an internal policy on digital communication.	**X**		x				N/A	
		Determine which outreach platforms will be most effective at reaching all citizens.	**X**						N/A	
		Create a public awareness campaign for residents to like, follow, or subscribe to an email newsletter.	**X**						General Fund	
Objective B: Continue existing newsletters and add notes into water bills.	M	Investigate opportunities to update newsletter format and improve readability.	**X**						N/A	
		Identify information most appropriate for each channel of communication.	**X**						N/A	
Objective C: Update website to make more user friendly and more available information.	M	Audit website and remove or disable webpages that have outdated or no information on them.	**X**			x			N/A	
		Develop an internal policy/staff guidance for maintenance and updating website content.	**X**		x				N/A	
		Investigate external opportunities for overhauling website.	**X**						General Fund	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Government										
Goal 2: Improve perception of local government.										
Objective A: Host open houses and community events at City facilities.	L	Encourage private use of parks, especially Delp Historic Park for major community events.	**X**		x	x		x	General Fund	
		Host an annual open house at City Hall and/or police station, possibly in conjunction with National Night Out.	**X**		x				General Fund	
Objective B: Provide opportunities for City officials/staff to interact with residents.	L	Plan an annual "Meet Your Government" event.	**X**		x				General Fund	
		Host monthly meet-and-greets with rotating staff at locations throughout community.	**X**		x	x			General Fund	
Goal 3: Review budget process and implement all departmental capital improvement program.										
Objective A: Train existing staff on new procedures.	L	Develop an internal policy providing guidance for the budgeting process.	**X**						N/A	
		Host an all-staff training luncheon to review and explain updated budgeting process.	**X**						N/A	
Objective B: Department leaders assess and prioritize needs.	L	Department heads work with staff to develop/update annual CIP requests.	**X**						N/A	

	Open House Priority	Strategy	Responsible Entity (A capital X indicates lead entity.)						Existing Funding Sources	Potential Funding Sources
			City Staff	P & Z Commission	Board of Aldermen	Partner Agencies	Private Developers	Residents/ Volunteers		
Government										
Goal 3 (cont'd.)										
Objective C: Budget process is open and transparent for public.	L	Consider incorporating a nominal line-item in City budget for participatory budgeting.	**X**		x			x	General Fund	
		Publicize budgeting process and adopted budget with citizens to encourage attendance and participation.	**X**						General Fund	

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11 - REFERENCES AND APPENDICES

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Appendix 1: Community Survey Results

Strafford 2019 Comprehensive Plan Survey

412	12:10	Closed
Responses	Average time to complete	Status

1. Do you live or work in the Strafford city limits?

Live only	227
Work only	47
Both	66
Neither	71



2. What would convince you to move to Strafford?

88
Responses

3. How long have you lived in Strafford?

Less than 5 years	64
5-10 years	52
11-20 years	84
21-30 years	33
More than 30 years	59



4. Why did you choose to live in Strafford?

273
Responses

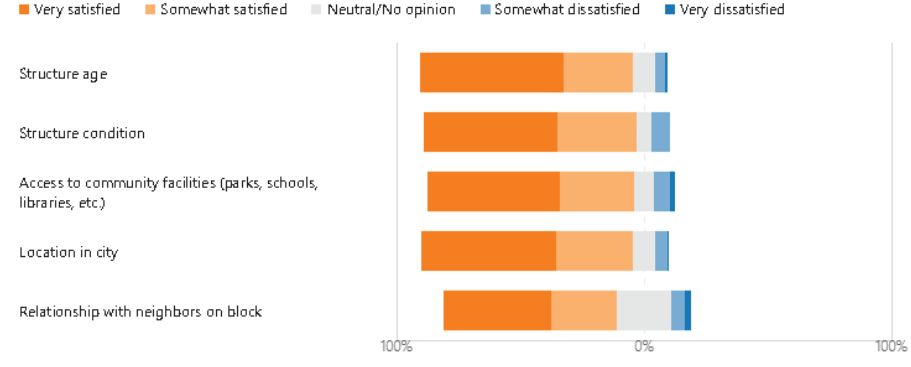
Latest Responses

5. How would you describe your living situation?

Own	220
Rent	40
Live with family	17
Other	4



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



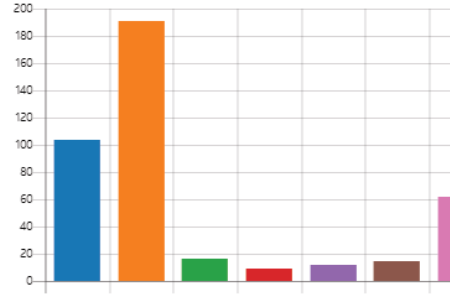
7. Where do you live in Strafford?

North of I-44	110
Midtown (between I-44 and R...	32
South of Rte 66/railroad	134
Other	8



8. Where do you work?

In Strafford	104
In Springfield	191
Not in Strafford or Springfield,...	16
Not in Strafford or Springfield,...	9
Not in Strafford or Springfield,...	12
Travel/no central office	15
Retired/unemployed	62



9. Do you have any children in the Strafford R-VI School District?

Yes	203
No	171
I will within the next five years	25
I am a student in the school di...	11



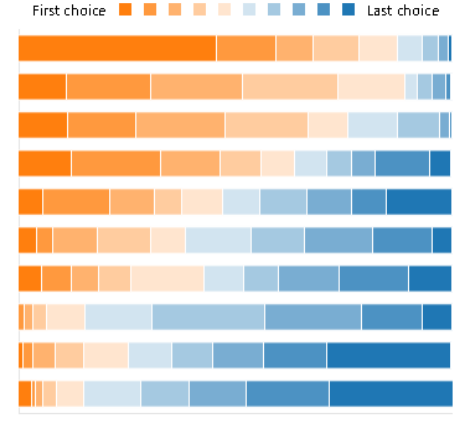
10. What do you feel would be the ideal population of Strafford in 20 years?

Smaller	7
Remain the same	99
Increase slightly	213
Increase significantly	87



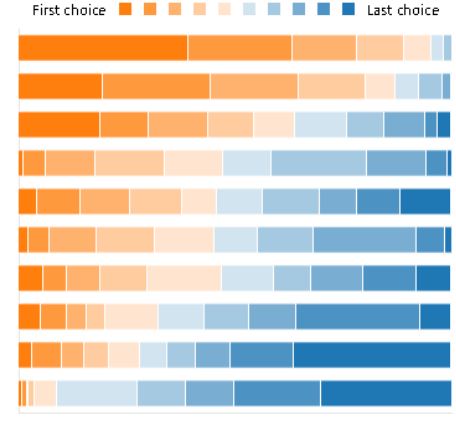
11. Please rank what types of new development you would like to see north of I-44.

Rank	Options
1	Traditional-style housing
2	Small, local retail stores
3	Service-based commercial (res...
4	Parks and trails
5	Apartment buildings
6	Health services
7	Large, chain retail stores
8	Offices
9	Craft manufacturing (brewerie...
10	Industrial/manufacturing



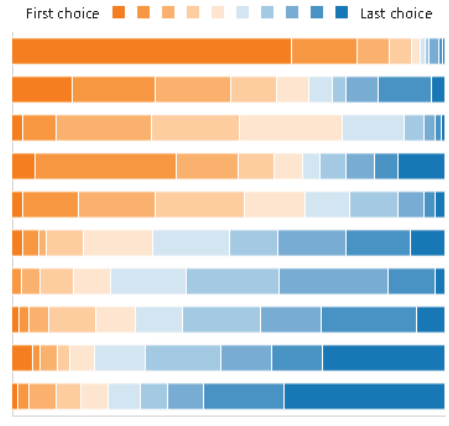
12. Please rank what types of new development you would like to see in midtown (between I-44 and Rte 66/railroad).

Rank	Options
1	Small, local retail stores
2	Service-based commercial (res...
3	Traditional-style housing
4	Offices
5	Apartment buildings
6	Health services
7	Large, chain retail stores
8	Parks and trails
9	Craft manufacturing (brewerie...
10	Industrial/manufacturing

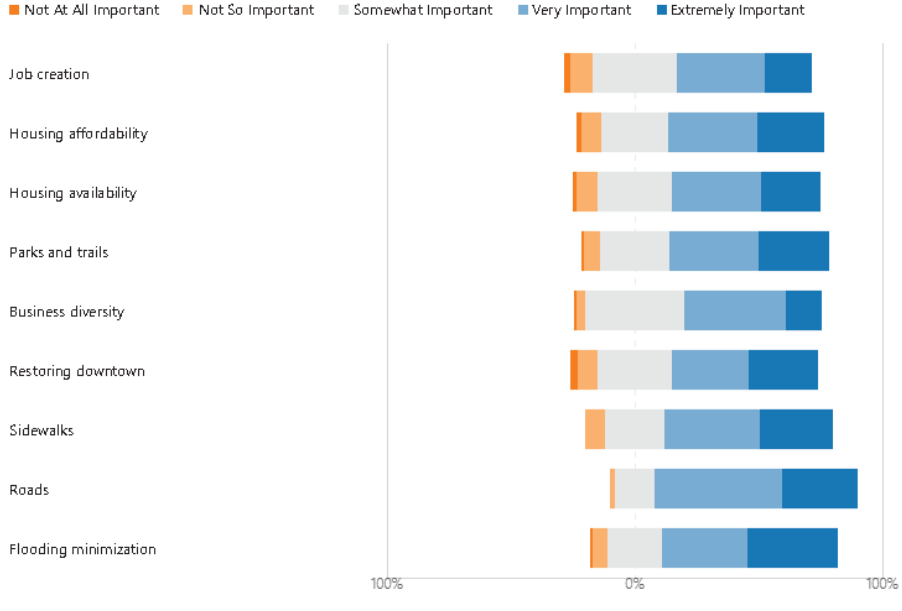


13. Please rank what types of new development you would like to see south of Rte 66/railroad.

Rank	Options
1	Traditional-style housing
2	Parks and trails
3	Small, local retail stores
4	Apartment buildings
5	Service-based commercial (res...
6	Large, chain retail stores
7	Offices
8	Health services
9	Industrial/manufacturing
10	Craft manufacturing (brewerie...

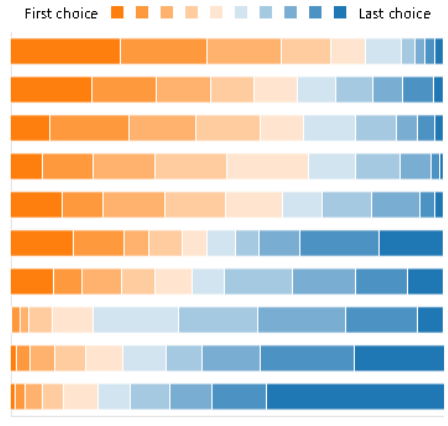


14. In terms of new development, how important are the following items to you?



15. Please rank the following services from highest to lowest importance.

Rank	Options
1	Police department
2	Parks and trails
3	Sewer/water
4	Roads
5	Electricity
6	Storm shelter
7	Economic development
8	Trash/recycling
9	City beautification (flowers, be...
10	Senior center



16. What do you love about Strafford?

351
Responses

17. What struggles do you have living and/or working in Strafford?

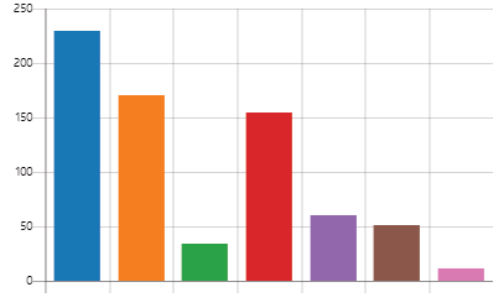
348
Responses

18. Do you have any other thoughts for the future of Strafford?

244
Responses

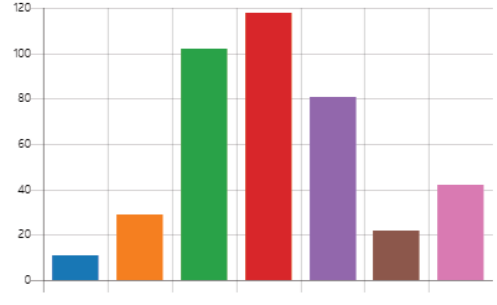
19. How would you like for the City of Strafford to communicate with you?

Social media	230
Email newsletter	171
Newspaper	34
Mail newsletter	154
Text Message	60
Electronic sign/messaging boa...	51
Other	11



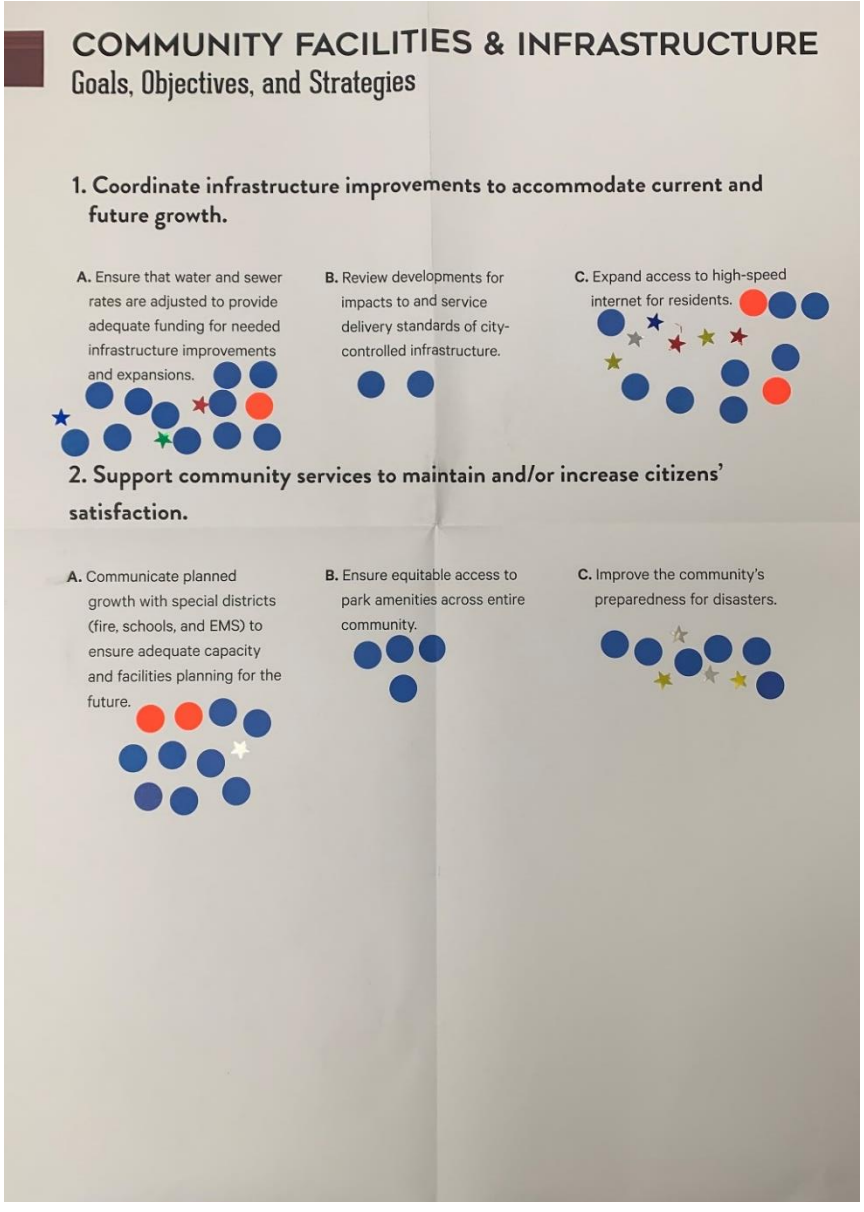
20. What is your age?

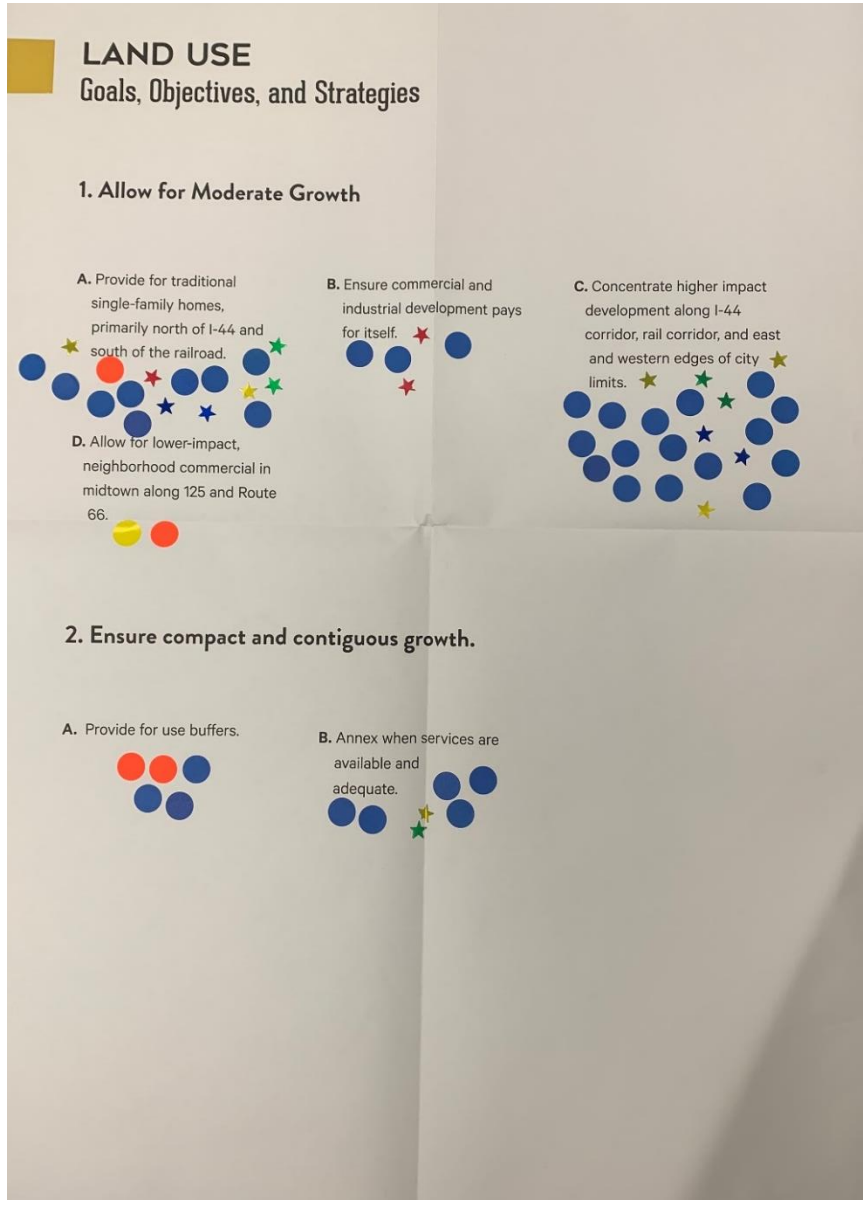
Under 19	11
20-29	29
30-39	102
40-49	118
50-59	81
60-64	22
65+ years	42



Appendix 2: Open House Results

Attendees were given 10 dots and 3 stars at check in for the open house, worth 1 and 3 pts respectively, to determine prioritization included in the implementation matrix. Objectives with 27 or more points were listed as high priority, between 10 and 27 points as medium priority, and less than 10 points as low priority.





HOUSING
Goals, Objectives, and Strategies

1. Allow for diverse housing options

A. Increase number of single family homes.



B. Increase high quality rental options



C. Increase number of housing options in the mid-town area.



2. Preserve quality housing stock

A. Review and update property maintenance code.



B. Educate property owners about property maintenance code.



C. Enforce property maintenance code.



HOUSING OPTIONS

What do you like?

What do you not like?



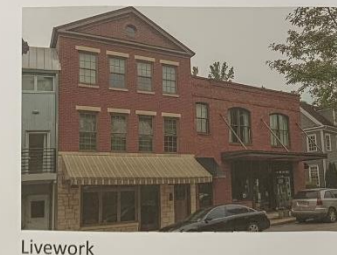
Duplex



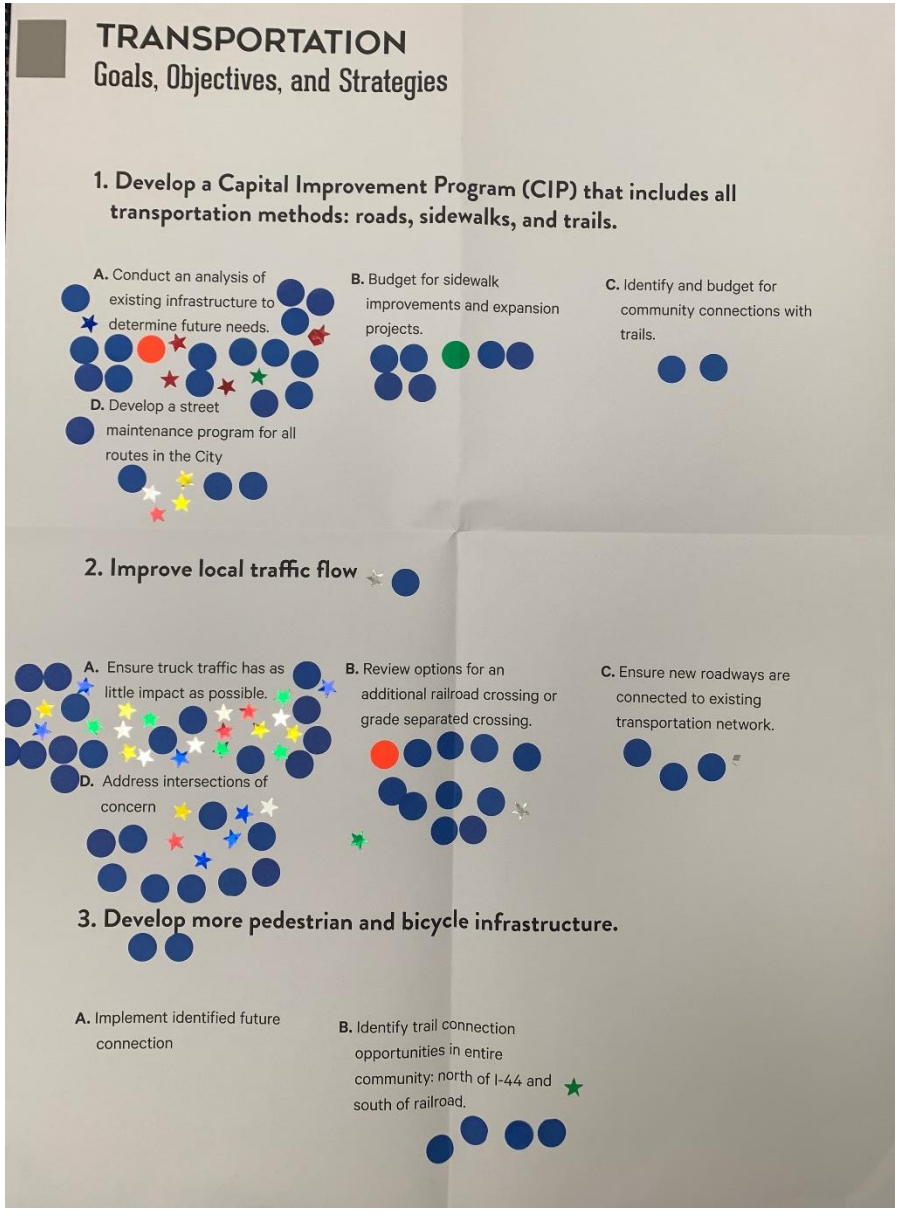
Fourplex

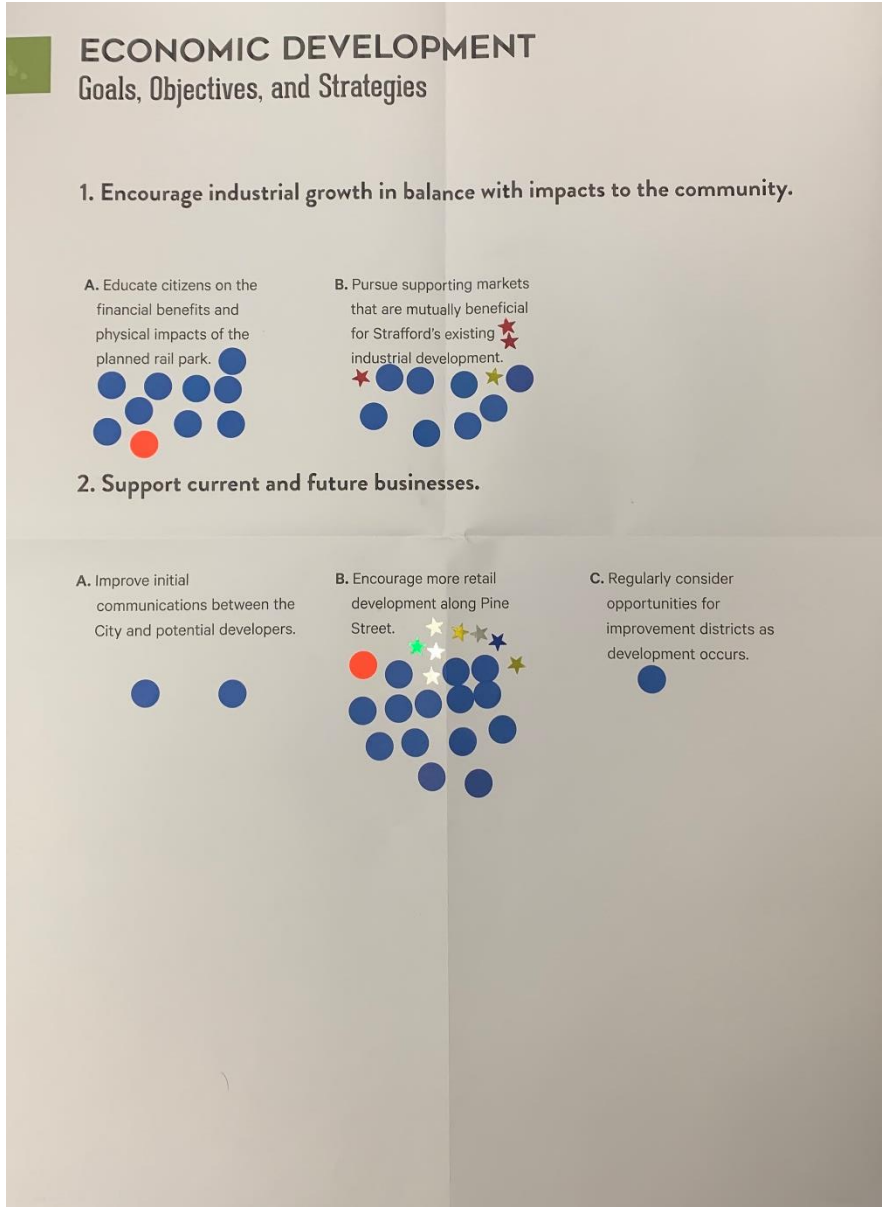


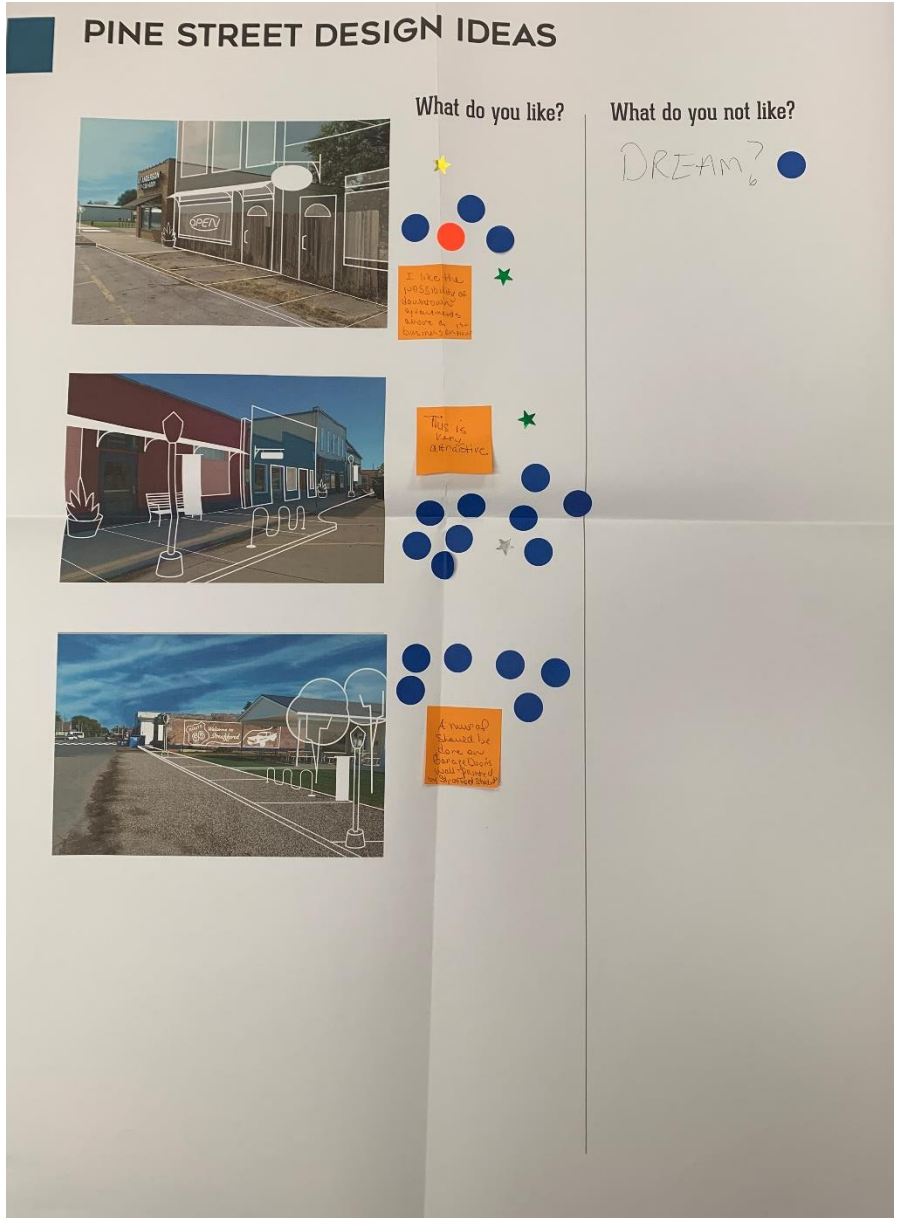
Townhome

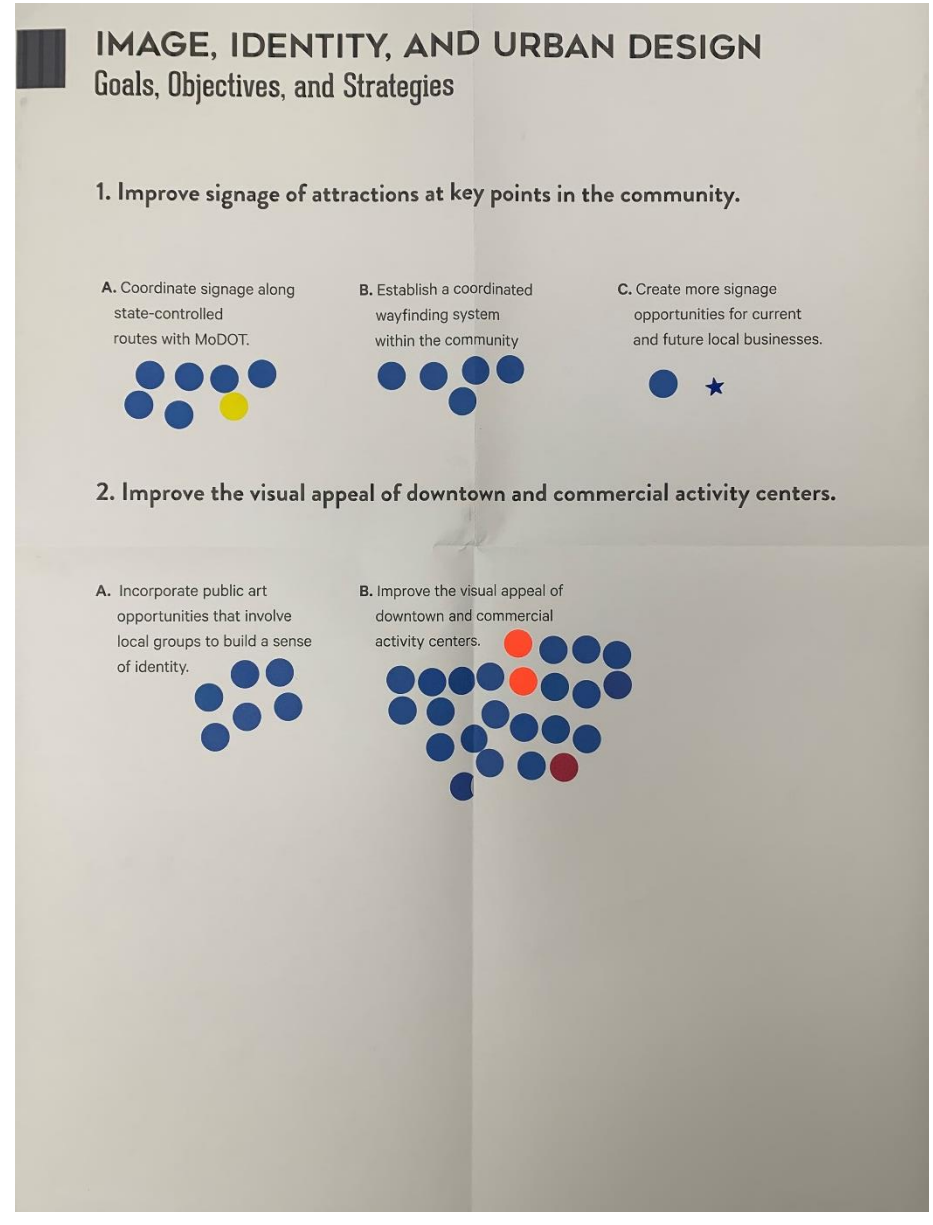


Livework


TRANSPORTATION
Goals, Objectives, and Strategies
1. Develop a Capital Improvement Program (CIP) that includes all transportation methods: roads, sidewalks, and trails.
A. Conduct an analysis of existing infrastructure to determine future needs.
B. Budget for sidewalk improvements and expansion projects.
C. Identify and budget for community connections with trails.
D. Develop a street maintenance program for all routes in the City
2. Improve local traffic flow
A. Ensure truck traffic has as little impact as possible.
B. Review options for an additional railroad crossing or grade separated crossing.
C. Ensure new roadways are connected to existing transportation network.
D. Address intersections of concern
3. Develop more pedestrian and bicycle infrastructure.
A. Implement identified future connection
B. Identify trail connection opportunities in entire community: north of I-44 and south of railroad.


ECONOMIC DEVELOPMENT
Goals, Objectives, and Strategies
1. Encourage industrial growth in balance with impacts to the community.
A. Educate citizens on the financial benefits and physical impacts of the planned rail park.
B. Pursue supporting markets that are mutually beneficial for Strafford's existing industrial development.
2. Support current and future businesses.
A. Improve initial communications between the City and potential developers.
B. Encourage more retail development along Pine Street.
C. Regularly consider opportunities for improvement districts as development occurs.


PINE STREET DESIGN IDEAS
What do you like?
What do you not like?
DREAM?
This is Key attractive


IMAGE, IDENTITY, AND URBAN DESIGN
Goals, Objectives, and Strategies
1. Improve signage of attractions at key points in the community.
A. Coordinate signage along state-controlled routes with MoDOT.
B. Establish a coordinated wayfinding system within the community
C. Create more signage opportunities for current and future local businesses.
2. Improve the visual appeal of downtown and commercial activity centers.
A. Incorporate public art opportunities that involve local groups to build a sense of identity.
B. Improve the visual appeal of downtown and commercial activity centers.

GOVERNMENT
Goals, Objectives, and Strategies

1. Increase communication with citizens.

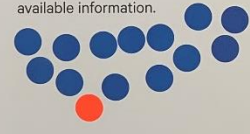
A. Review options for social media page or email application. Develop an internal policy on digital communication.



B. Continue existing newsletters and add notes into water bills.



C. Update website to make more user friendly and more available information.



2. Improve perception of local government.

A. Host open houses and community events at City facilities.



B. Provide more opportunities for City officials and staff to interact with residents.



3. Review budget process and implement all departmental capital improvement program

A. Train existing staff on new procedures.

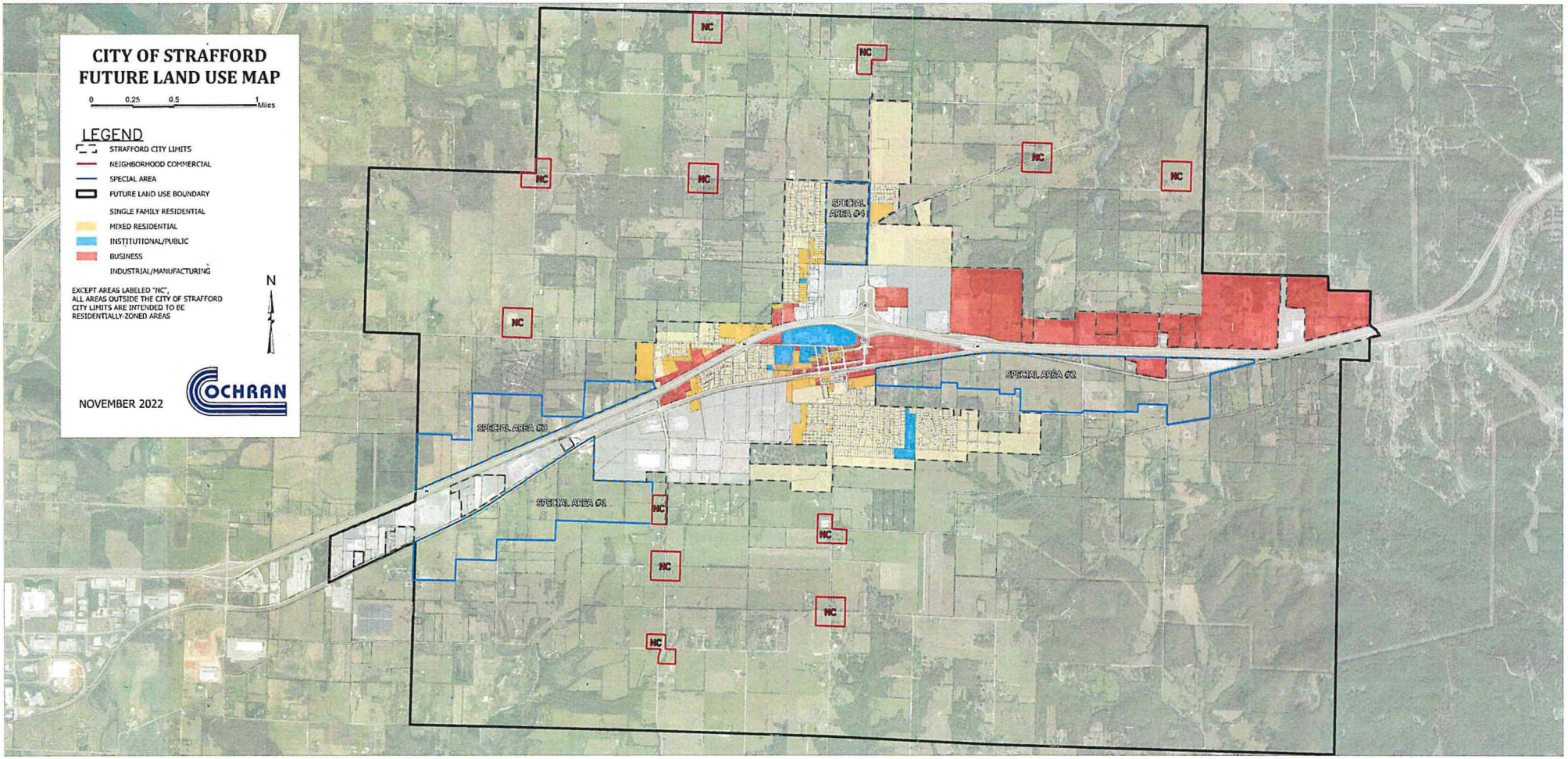


B. Department leaders assess and prioritize needs.



C. Budget process is open and transparent for public.




CITY OF STRAFFORD
FUTURE LAND USE MAP
0 0.25 0.5 1 Miles
LEGEND
STRAFFORD CITY LIMITS
NEIGHBORHOOD COMMERCIAL
SPECIAL AREA
FUTURE LAND USE BOUNDARY
SINGLE FAMILY RESIDENTIAL
MIXED RESIDENTIAL
INSTITUTIONAL/PUBLIC
BUSINESS
INDUSTRIAL/MANUFACTURING
EXCEPT AREAS LABELED "NC",
ALL AREAS OUTSIDE THE CITY OF STRAFFORD
CITY LIMITS ARE INTENDED TO BE
RESIDENTIALLY-ZONED AREAS
N
NOVEMBER 2022
COCHRAN
NC
SPECIAL AREA #1
SPECIAL AREA #2
SPECIAL AREA #3