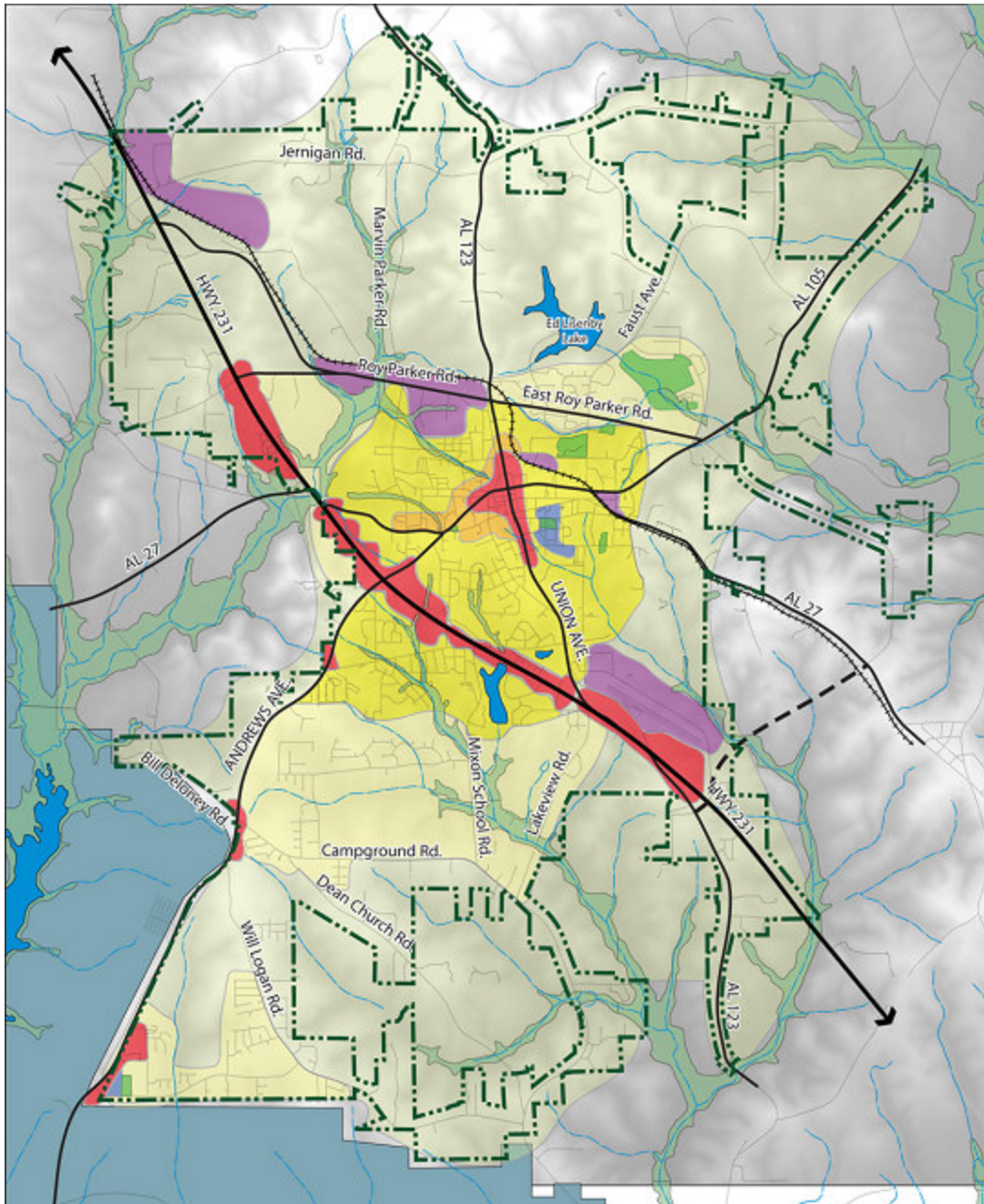


Ozark, Alabama

LAND USE PLAN





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Ozark, Alabama

LAND USE PLAN

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Ozark, Alabama

LAND USE PLAN

I. INTRODUCTION TO THE PLAN

The Land Use Plan illustrates and provides an overall strategy for how Ozark intends to shape itself over time. The city has prepared this plan as a guide to making decisions regarding land use, development, zoning and capital improvements.

The plan is also intended to help Ozark residents, property owners, merchants, builders and developers invest in the city by providing a reasonable expectation of the city's future. Throughout the planning process, Ozark has intended to inform and guide decisions to bring about the desired future state of the city. The plan is long-range, general, and focused on physical development. Consequently, the community may be assured that the plan is a living document whose relevance will continue even as circumstances change over time.

Through the Ozark Land Use Plan, city officials wish to:

- *Illustrate the ways in which the city should develop over time.*
- *Provide a guide to development decisions and a basis for making and revising zoning and other regulations regarding type, intensity and timing of development.*
- *Ensure that as development occurs, the city's most significant natural features will be preserved or enhanced, even as property values are protected.*
- *Provide a pattern for land use and development that strives for a sustainable community with a diversified tax base to support desired facilities and services.*
- *Coordinate land use recommendations with those for infrastructure improvements.*

In response, the City Council, Planning Commission and the citizens of Ozark intend to continually refer to this document in order to:

- *Visualize what can be reasonably expected to occur in Ozark—to provide some assurance and security regarding development investment decisions.*
- *Review and evaluate development proposals—to test the fit with Ozark's vision and expectations.*
- *Review rezoning requests—as an essential part of determining appropriateness.*
- *Provide guidance regarding adoption of development regulations and amendments.*
- *Identify and advise regarding priorities for infrastructure investments—roads, greenways, parks, schools and other public facilities.*

The Ozark Land Use Plan recognizes the value of the city's underlying natural resources and its history and traditional community values. The plan will guide development by balancing growth with the conservation of important natural resources. The city's planned activity centers concentrate a diversity of functions at appropriate locations, structured by overall citywide open space and accessibility systems. Land uses that are located, planned and designed to be compatible with this organizational system will be supported and encouraged in order to provide opportunities for creativity, efficiency, stability, image and diversity.

USING AND REFINING THE PLAN

The Land Use Plan is a combination of vision, maps, development policies and design guidelines. It provides a framework for guiding public and private decisions that will affect the growth, development and redevelopment of Ozark. The plan is based on the community's vision for its own future—a long-term vision that may not be achievable in the lifetime of those participating in drafting the plan, or even of the next generation. Nevertheless, the plan looks ahead, focuses on the physical form of the city, and strives to shape development of public and private properties within Ozark's planning area.

As noted earlier, the plan provides a general, long-range *guide* to future development—to assist public officials and private citizens alike as they consider making investments that may have long-term implications for the community. To do this, the plan must be continuously monitored and renewed as changes occur in physical, social, political and market conditions.

The plan will be implemented through the actions of developers and other private citizens, city staff, the Planning Commission, other boards and commissions, and the City Council. Major public actions in support of plan implementation will include adoption, revision and enforcement of various parts of the city's growth management system: development regulations, capital improvement planning and budgeting, and decisions about the appropriateness of development proposals. Guidance provided by this monitoring and renewal process will assist the city in refining and detailing the Land Use Plan through consideration of amendments as needed.

The Land Use Plan is intended to be a living document, to evolve and grow in response to changes in public values and to market and physical conditions. Only through continuing use, evaluation, detailing, reconsideration and amendment can the plan fully serve Ozark, and only then can the people of Ozark use it wisely as a creative tool toward achievement of its comprehensive vision for the community.

II. CITYWIDE DEVELOPMENT CONCEPT

The choice for Ozark is not one of growth vs. no growth. The city has made itself into an attractive and desirable place that continues to draw more people and private investment every year. Unless national and regional trends and the public investment and commitment that have created this place could somehow be reversed, growth will continue. The choice, then, is one of how development should be channeled in a manner compatible with the vision the people of Ozark have set for themselves and their community. That is the role of Ozark's continuing planning process.

Land use planning provides a systematic approach to determining a citywide vision for the future, setting long-range goals for the physical character of the city and devising policies, programs, and projects to move the city toward fulfillment of those goals. The focal point of this process in Ozark has been dialog between citizens and elected and administrative officials. Its purpose has been to reach consensus on policies, programs, and projects relating to that physical character and to the responsibilities and areas of influence of city government.

OZARK TOWN MEETING 2007

The planning process began in earnest with a Town Meeting held in the Ozark Library in January 2007. The Town Meeting served as a launch point for this Land Use Plan as well as a Downtown Revitalization Plan being developed simultaneously by the city. The crowd was provided a brief overview of the city and its resources, using maps of existing physical features, including topography, hydrology, and road infrastructure.

The participants were asked a series of questions designed to elicit comments and suggestions that would help the Planning Commission and City Council prepare a physical vision for the city as they considered its future. What follows below is a summary of the main topics of the discussion in each of several categories. An outline of participant responses is provided in the Appendix.

Assets

Meeting participants expressed very positive attitudes about their city, the county seat of Dale County. They enjoy the city's rolling topography, lake, and natural, wooded setting. Residents view nearby Fort Rucker, home of the US Army Aviation Center, and the Enterprise-Ozark Community College's Aviation Campus as important community assets. Residents praised their parks and recreation facilities, the wealth of historic buildings in the downtown and its nearby neighborhoods, and access to medical facilities within the city.

Accessibility was also cited as a positive attribute. US Highway 231 provides convenient access to Dothan, Troy, and Montgomery. The city also has a highly

connected road network, especially within the central portions of the community. A combination of county and local roads provides convenient routes to move around the community.

Ozark's downtown is a highly valued physical and symbolic asset. The downtown is centered on the Dale County Courthouse, which is located at the confluence of Union Avenue (County Road 123), Broad Street, and Andrews Avenue. The city's more intensely developed areas are located along US Highway 231 and these radial routes, which connect them to the downtown area. Andrews Avenue (County Road 249) provides access to Fort Rucker, which is located southwest of the community.

Issues

Town meeting participants acknowledged that work remains to be done to bring the city up to the standards they hold both individually and collectively.

Several responses related to transportation and accessibility within the community. Residents see the railroad, which no longer directly serves local industry or commerce, as having an undesirable effect on the city, including conflicts with the street network and existing neighborhoods. Participants noted the poor condition of some streets, and indicated a lack of consistency and legibility of street signage and wayfinding clues within the community. They also listed a lack of public transportation as a community liability, especially with regard to how this affects the mobility of older residents.

Other community infrastructure topics raised during this discussion included the high school, civic center, and limitations on infrastructure expansion. As the city continues to develop, the aging high school is becoming a greater concern. Participants felt that the location of the civic center is difficult to find and not well suited to its use, and has caused inappropriate impacts on neighboring residential areas. The city's topography was also recognized as a constraint on continued expansion of infrastructure to support future growth.

Meeting participants highlighted elements of community character and development that were of concern to them. Residents noted the number of vacant storefronts and buildings in disrepair in the downtown and other parts of the community. Inadequate lighting and litter were also raised as concerns. Current conditions at the major entryways into the community, primarily along US Highway 231, do not provide an attractive gateway experience for visitors. Current availability and diversity of housing was seen as a limitation on growth, especially in attracting economic development. Residents also perceived an overabundance of public-assisted housing in the city.

Outside Forces

There are factors not subject to local control—at county, area, state and national levels—that affect every community, each in its own way. That is certainly the case

with Ozark, which has Fort Rucker, home to US Army Aviation, located at its doorstep. It was recognized in the Town Meeting that Fort Rucker has highly positive effects on the community. The fort's presence contributes to the breadth of the city's overall economy, because the housing and business needs of its personnel are not necessarily the same as those of permanent residents. For instance, the temporary status of many of the fort's personnel creates demand for rental accommodations and personal storage facilities in the city.

Similarly, Ozark is located approximately 20 miles north of Dothan. US Highway 231 provides easy access between the communities. Because of this proximity and the diversity of Dothan's retail, service, and employment opportunities, Ozark residents may commute to or shop in Dothan regularly. Outshopping from Dale County borders on the extreme, in large part because a large number of residents leave the county every day for work, even though many also commute into the county.

US Highway 231 is another community element that participants noted as not under their control, but largely in the hands of the Alabama Department of Transportation (ALDOT). Because of the way the city has developed in the last thirty years, residents have become more dependent on the highway for intercommunity travel, especially for employment and shopping errands. Therefore, problems that may arise along the highway will be felt throughout the community.

Residents voiced some concern over their inability to influence decisions regarding non-local businesses, such as major retailers. One such retailer (Wal-Mart) has relocated within the city more than once, leaving two large greyfield sites within the community, which have been difficult to adaptively reuse.

Similarly, new industry announcements are a fairly common occurrence for Ozark and the surrounding area. Certainly, not all of those to be employed locally as a result of such decisions will choose to live or shop in Ozark. Nevertheless, out-of-area forces are an important fact of life for this community, which must be prepared with an opportunities-based plan for growth and development.

Ozark is located close to the Gulf Coast and enjoys ready accessibility to Interstate Highway 10 and is served directly by US Highway 231. This has attracted to Ozark a significant number of retirees above and beyond those who have chosen to retire in place and those who have returned to the city as a result of previous affiliation with Fort Rucker.

Growth factors such as these have led to and will continue to affect land development activity in the area. Local residents are concerned about the impact of growth and development, not only on the sense of community they enjoy, but also upon the city's land resources and physical environment, utilities, civic and cultural facilities, schools, and public safety services.

Why People Choose to Live/Work/Invest in Ozark

Location and accessibility are not the only opportunities afforded by Ozark. When those at the Town Meeting were asked to share their own personal reasons for living, working or investing in Ozark, the list grew quickly. Ozark is a small city, and it has all the positive, personal attributes associated with that status—such things as strong personal values and a sense of idealism on the part of residents, and yet a relaxed attitude toward the pace of life.

There is a sense of hometown pride and heritage evident here. People are not only friendly; they support one another. They enjoy a secure environment and a high degree of accessibility. Some participants reported moving to Ozark because of their jobs, while others were born here or came here (and remain here) because they found it a good place to raise their families. Residents say they are supported by their churches and their schools, and by the positive military presence nearby.

Visions for Ozark

Building from the discussions of assets, issues, outside influences and the reasons people are drawn to the city, the Town Meeting participants were asked to envision Ozark as they would like it to be in a decade or so. Following a few moments in which to think about those desired future conditions, each person present was asked to share with the others one significant physical aspect of that future community that is absent from Ozark as it exists today.

Local people want a Land Use Plan that will help to achieve their visions of the future. In accord with this strategy, the city would utilize its resources to create and seize upon a variety of opportunities. Ozark would have legible, welcoming entrances and an improved image overall, including public and private improvements in the downtown and new, high-quality neighborhood development.

In general, the participants desire increased residential development supporting a diverse range of stable, local businesses and creating business investment opportunities that result in greater range and availability of goods, services, and local employment opportunities. There would be better education opportunities, and a better-educated work force. Downtown would continue to be upgraded to remain not only the symbolic heart of the community, but also one of its better retail and office addresses. Adjacent land uses would be compatible with one another. All this would require an expanded development management system with systematic code enforcement.

Ozark would be even friendlier to retirees, with a more diverse support system that would include nursing and other medical facilities, and services that would be easier to walk to. Additional assisted and independent living facilities would be available for older residents, in locations accessible for meeting daily needs.

Ozark would become a truly walkable city, with upgraded sidewalks within its neighborhoods and between neighborhoods and nearby activity centers. Parks and recreation areas and schools would be interconnected by greenways and trails. There would be public transportation opportunities.

As part of boosting the city's image, the city would improve the major gateways and commercial corridors leading into the community, such as along US Highway 231 and its major intersections, and especially along Andrews Avenue and South Union Avenue—the primary corridors leading to a revitalized, classic, historic downtown.

Benchmarks for Testing the Plan

To sum up the results of the Town Meeting, participants were asked to offer a few benchmarks of success for plan implementation and to add a sense of priority to the next few years. Responses were straight to the point:

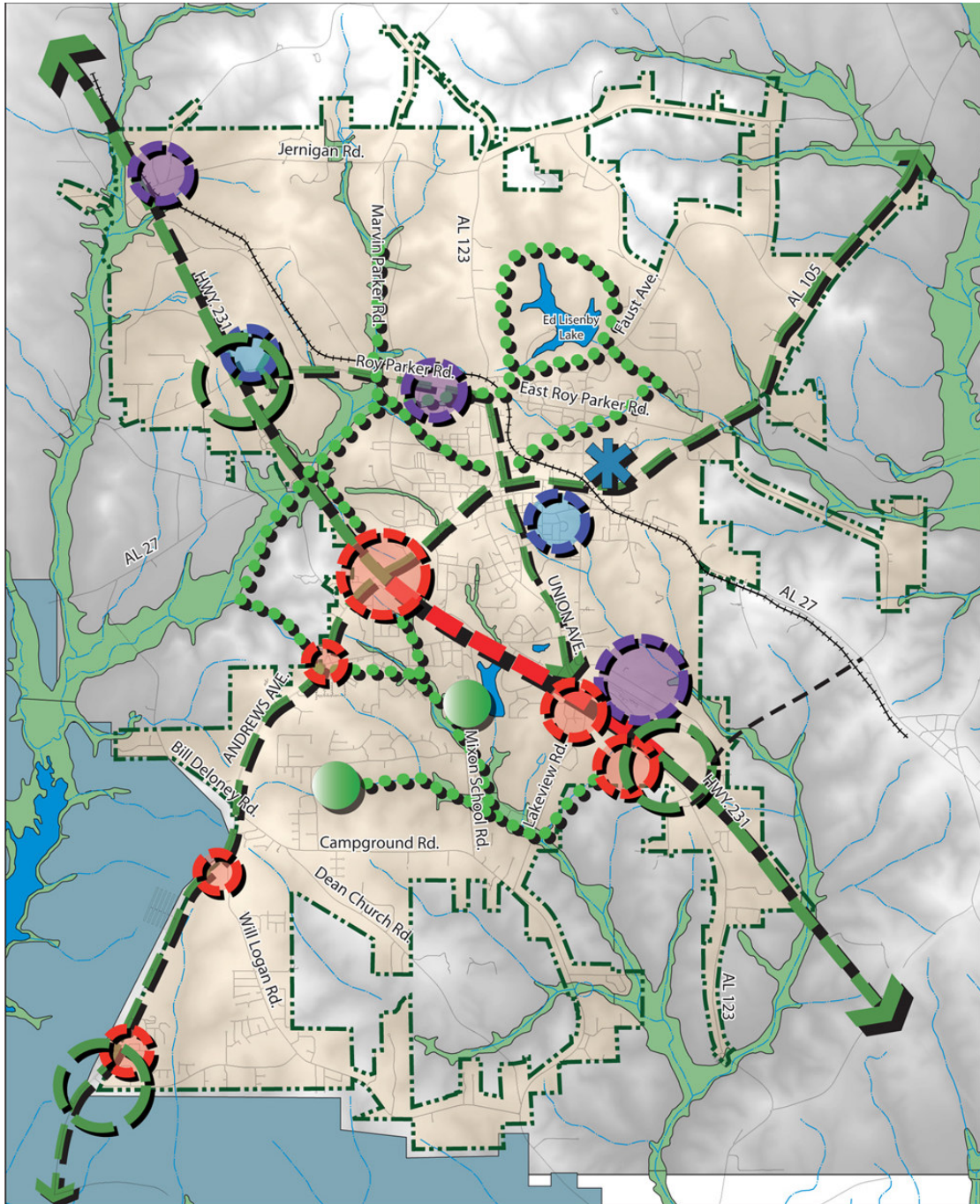
- *There will be more people in Ozark, which will have diverse employment and shopping opportunities available locally so that the community is less dependent on neighboring cities.*
- *There will be a variety of appropriate, high-quality housing options for all family types and ages.*
- *People will move to Ozark to take advantage of a reputable school system, thus promoting increased residential development and rising property values.*
- *Increasing employment opportunities and rising property values will encourage greater home ownership levels and better maintenance of rental property.*
- *Reinvestment and new development along Andrews Avenue will spur greater economic activity and community interaction in southwest Ozark.*
- *The community will focus on downtown, which will be a vital, convenient and walkable destination for working, shopping, dining and entertainment, attracting daytime, nighttime, and weekend activity.*
- *A community-managed funding source will encourage greater reinvestment in existing business and residential areas, especially in the downtown area.*

OZARK STRATEGIC CONCEPT

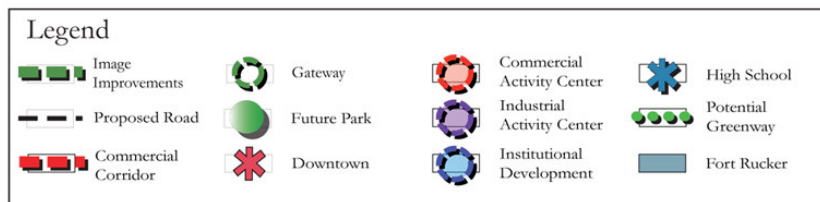
The strategy for Ozark is based on the strong value system of local residents and the positive attitudes and responses they shared with one another during the Town Meeting.

Major Elements of the Concept

Creating and seizing upon opportunities community-wide begins with the city core and the overall image of the city. The strategy builds on the value of the city's physical



STRATEGIC CONCEPT



setting, placing commerce, industry and institutions in locations that will be accessible to the community and its trade area, as appropriate. It accounts for the need to improve accessibility of all kinds and to protect the city's traditional business and residential streets and continue to build networks. And the strategy focuses attention on upgrading the city's infrastructure systems and building its civic and recreation facilities while expanding its public safety facilities and services.

The strategic concept builds upon the citywide vision by enhancing the physical organization of Ozark with a series of activity centers that support, and are supported by, the city's neighborhoods. The various types of these activity centers in this concept—commercial, light industrial, civic, institutional and recreational—are intended to serve as magnets for activity and development to support the city core and the residential neighborhoods of Ozark in ways that will positively affect the quality of life, the natural environment, and local and regional transportation networks.

The major elements of the Ozark Strategic Concept are:

- *A comprehensive strategy will guide planning and design for land resource development and conservation.*
- *Ozark will be a legible city—its edges and districts will be clear and visitors will be readily able to find their destinations. The gateways to the city will be well defined and each of the main corridors through town will reflect an appropriate image.*
- *Development and conservation planning and design will be managed using an overall system of regulation and public investment in accord with the city's Land Use Plan.*
- *The city will have a plan and program for annexation of territory that supports its planned image, health, safety, and welfare.*
- *The city's "green infrastructure," consisting of its park and recreation system, in combination with its steep slopes, lakes, ponds, streams, and floodplains, augmented by major portions of its tree cover, will be conserved and respected by the development management system.*
- *Downtown will clearly be the acknowledged city center, and home to some of its best retail and office addresses, as well as the civic heart of the community.*
- *Neighborhoods will be planned, designed and built to provide a focus and a sense of place. They will demonstrate the positive results of a high degree of interaction and communication among and between residents.*
- *The city's commercial development will be organized mostly into activity centers at logical intersections of arterials and collector streets, and along corridors designated for such uses. Access to these and all arterials and collectors will be managed carefully to conserve their capacity and ensure safe travel.*
- *Industrial development will be directed primarily to existing industrial parks and toward sites used previously for industrial and other intensive purposes.*

- *Residential development will be encouraged toward vacant property, to redevelopment sites within central areas in order to take advantage of existing infrastructure, and within adjacent areas where public investment in infrastructure is in place.*
- *The city's pedestrian network will be expanded through construction of sidewalks to provide access between neighborhoods and schools, and a greenway and trail system to interconnect neighborhoods with the city's major park and recreation facilities.*
- *The city's park and recreation system, including passive and active parks and outdoor recreation facilities, will be enlarged, expanded and focused on the needs of neighborhoods to meet the needs of the city's growing population.*

CONCLUSION

The development concept is designed to build on the spirit of the people of Ozark, their history and their successes. The intent is to capitalize on the spirit of the city, to build upon its traditions embodied in its downtown and in its institutions in combination with the physical advantages of the city's location and setting. The concept gives physical expression to the citywide vision and provides a general, overall framework for the next chapter of the Land Use Plan, which deals with the major components of city development: Green Infrastructure and Activity Centers.

III. MAJOR DEVELOPMENT COMPONENTS

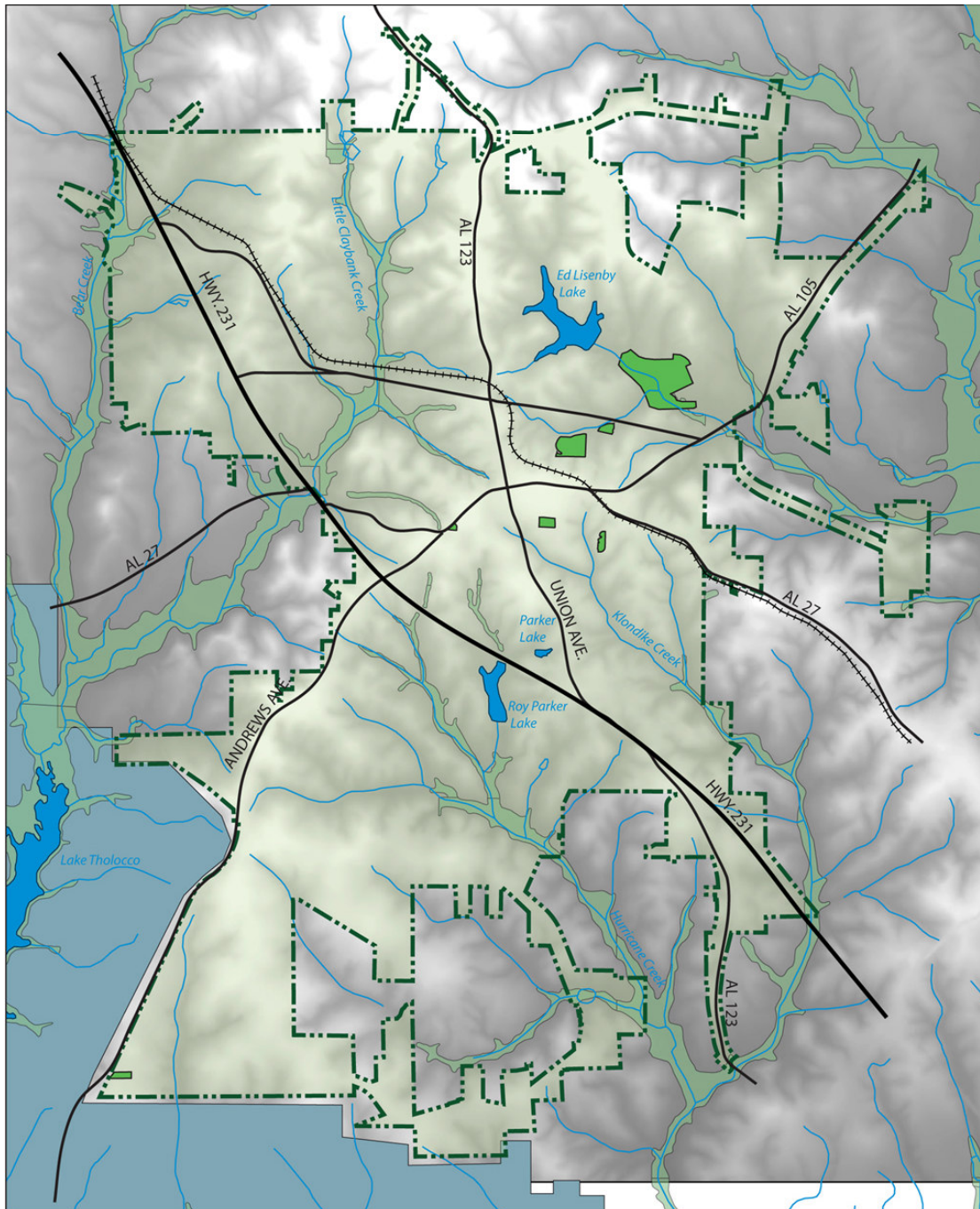
Development patterns for Ozark are composed of several major components. The primary focus areas are the city's major *Activity Centers*, which are nodes or concentrations of people, activity and development that should affect urban form, environmental quality and the transportation network in a positive way. *Neighborhoods* surround and support these activity centers, and should be designed, constructed and maintained to do so in ways that balance development with conservation. The overall, community-wide balance of population and consumption of land should be structured by and compatible with the city's *Green Infrastructure*, which is composed of critical environmental resources.

GREEN INFRASTRUCTURE

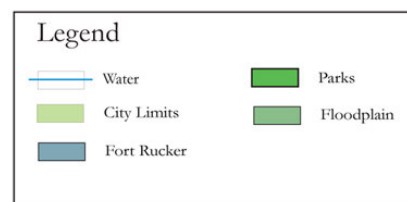
Ozark and its surrounding area enjoy a wealth of natural resources critical to human well-being, whether the particular resource affects the economy, overall quality of life or the health and safety of residents. These resources vary from place to place around the area, but they have one thing in common: as they are surrounded, diminished or depleted, the quality of life in the Ozark community will tend to suffer if the city's green infrastructure is not respected.

Natural resources have limits, and development decisions typically affect far more than the property's owner and those in the immediate neighborhood, because use, type and intensity of development ultimately affect the surroundings, and depending upon the approach to development, the land can present varying ranges of opportunities and hazards. For example, steeper slopes may provide opportunities for views, but they may also be difficult to build on. In combination with erodible soils, such slopes can be hazardous. As floodplains are filled in and built upon, flooding is shifted to other locations and little can be done there to eliminate the problem. Once cut, forests may take decades to grow, but they may return. However, prime agricultural soils paved over are taken out of production forever, and extinct species cannot be replaced.

Consequently, Ozark public officials and citizens take seriously the quality of the natural environment. As a part of the planning process they have reviewed carefully the mutual impacts of development and natural resources on one another, for purposes of protection, production, health and safety, and parks and recreation. They have also considered how these natural resources opportunities together form a logical green infrastructure of open space and natural resource areas that may provide a framework or structuring system within which to organize, locate and interconnect urban development.



GREEN INFRASTRUCTURE



Green Infrastructure Components

One of the essential foundations of Ozark's Strategic Concept is that a healthy green infrastructure is critical to the community's continued quality of life. The city's green infrastructure is not and will not be merely the land and water areas left over when all the development and building has been completed. What is required to assure this outcome will be guided, sensitive balancing of conservation and development of the city's land and water resources.

The first step in this process is to discern the pattern of the city's green infrastructure and its constituent parts—the resources, sites and areas that may be critical to the community. These are the environmental conditions associated with surface water, slopes and public and semi-public parks and open space.

Ozark's open spaces—many of which may appear to be simply the city's "undeveloped" lands—include many resources that are important to the community's character and well being. Others may appropriately be set aside for reasons of health and safety, managed production of farm and forest, parks and recreation, and protection or preservation. The pattern illustrated on the Green Infrastructure map generally depicts these resources and places.

Local surface water resources include Bear, Hurricane, Klondike, and Little Claybank Creeks and other streams, Ed Lisenby Lake, Roy Parker Lake, Lake Tholocco, and several small ponds, all noted on the map in dark blue. Several of these surface water resources have associated areas that are often wet and others that are intermittently flooded. The map indicates wetlands in a light green, and floodplain areas in a light gray (those mapped are so-called "100-year floodplains" or the areas having a 1% chance of flooding in any given year). Encroachment into floodplain areas reduces the flood-carrying capacity of the drainage system, increases flood heights upstream, and stream bank scouring downstream. The floodway is the stream channel and adjacent portions of the floodplain that must be kept free from encroachment to allow the 100-year flood to be carried without substantial increases in flood heights.

Steep slopes are relatively common in some parts of Ozark, and some may actually preclude development. The impact of slope upon the safety and cost of construction increases with steepness and soil erodibility. Thus, increasing steepness of slope should begin to raise what might be considered "green flags" to property owners and city officials alike as they consider proposals for development and construction in the areas mapped in light green.

Ozark contains several major parks and recreation areas, which are indicated on the green infrastructure map in dark green. Many of these incorporate or are located adjacent to some of Ozark's most important water resources. Others include significant areas of steep slope.

Green Infrastructure Policies

Conserve green infrastructure and landscape form

The river's edge, natural woodlands along all of the city's watercourses and the rural landscape within and surrounding Ozark are some of its greatest assets. The city hosts rather diverse landscape features. Streambeds, wooded stream-banks and floodplains are linear elements of the landscape that should be conserved. Development should be planned and arranged within the landscape with these areas clearly in mind.

Organize development to capitalize on critical open spaces

The city's most important and scenic locations should be reserved for public open space. These places and their interconnections should be accounted for as part of a citywide open space network. Once key areas are selected, appropriate public uses should be determined—be they greenways, community parks or regional parks. These should be linked together insofar as possible into an overall open space system, and development should be planned and designed so that buildings look into these areas rather than back up to them.

Ensure green infrastructure accessibility

The city's green infrastructure should be accessible. Parks and natural areas with public access should be provided. Parks and open spaces should accommodate both active and passive recreation uses. Walking trails, play areas, and picnic facilities should be staple components of recreation parks.

GATEWAYS, CENTERS AND CORRIDORS

Significant nodes or concentrations of people, activity and development are designated in this plan as *Activity Centers*. The intent is that each of these be located, planned and designed to relate to, support and positively affect urban form, environmental quality, adjacent residential neighborhoods and the transportation network in a positive way. Activity centers come in a variety of types and sizes, but most display many of the following characteristics:

- *Anchor or center of activity: Regardless of its type, every center contains some activity or function for which it is primarily and integrally known in the region, community or neighborhood, as appropriate.*
- *Compact, densely developed core: There is a relatively high density of development of the types essential to the character of the place, with greater density of development toward the center and less toward the edges.*
- *Internal vehicular circulation: Once having arrived by vehicle at most any location within the center, a motorist may, without possessing extraordinary wayfinding abilities, access most any other location within the center on the same side of a major street without having to re-enter that street.*

- Pedestrian accessibility: *The center is readily accessible by pedestrians from surrounding areas without exertion of undue effort or extraordinary traffic-avoidance abilities.*
- Pedestrian oriented (overall): *The center demonstrates through pedestrian density throughout that it was planned and designed with the overall needs of pedestrians given priority over those of motorists and automobiles.*
- Positive sense of place: *The average person has a good feeling about the overall character of the center—the overall image of the place and its relation to the surrounding environment, feelings of safety, sense of arrival and departure.*
- Vehicular accessibility: *The center is readily accessible by motor vehicle to any licensed driver without having to evidence extraordinary driving skills.*
- Visual coherence: *The average person senses that things fit together in the center—signage, landscaping, the way the parking supports getting to one’s destination, the way most of the buildings seem to fit together.*
- Well-defined edge: *It is clear to most everyone where the place begins and ends without having to resort to walls or signs.*

There are several activity center types provided for by this plan. Each should be developed in accord with principles appropriate for center location, size and type.

- *Downtown Ozark*
- *Community Commercial Centers*
- *Gateways and Image Corridors*
- *Employment Support Centers*
- *Institutional Support Centers*
- *Major Recreation Centers*

Citywide Activity Center Policies

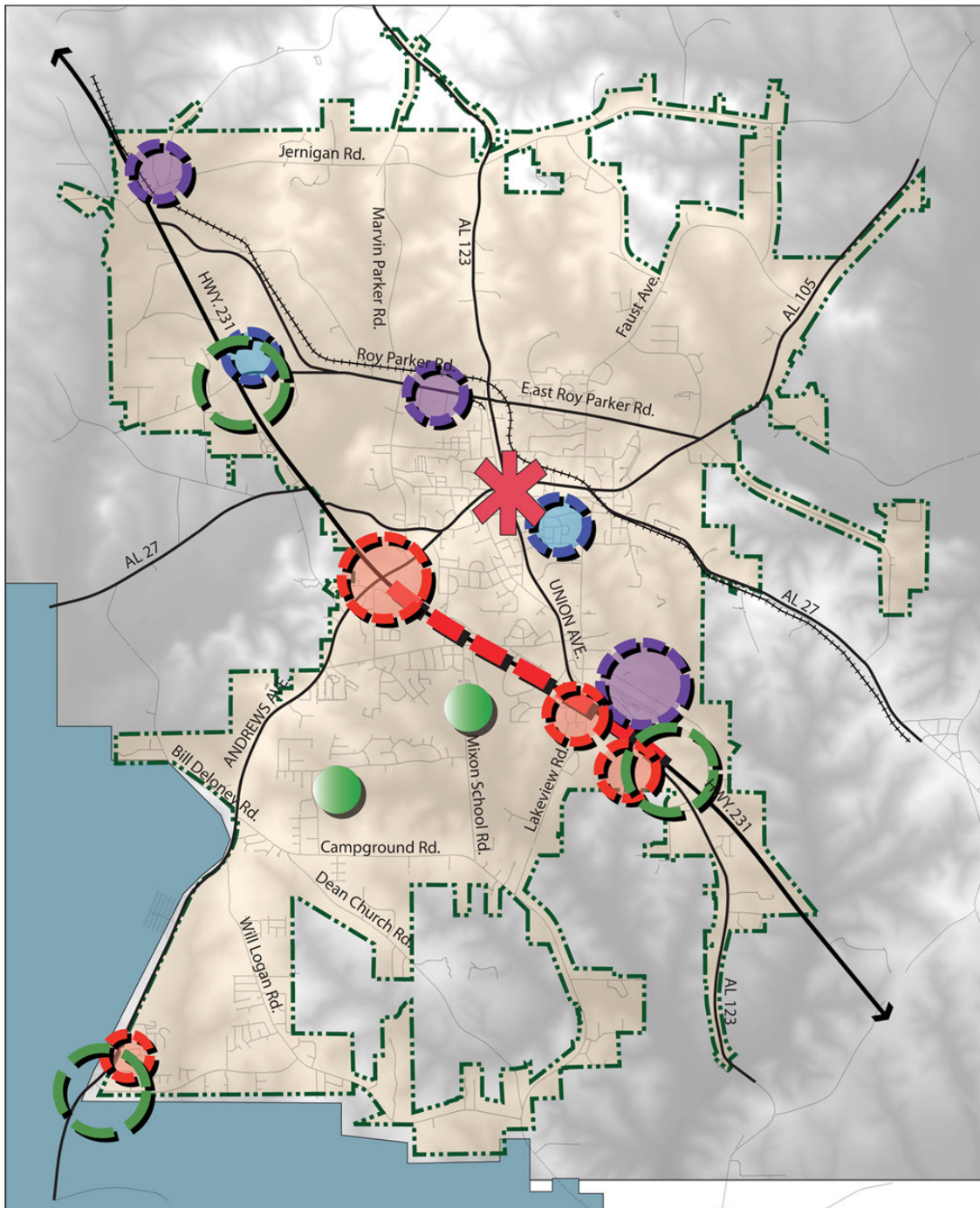
Preserve and enhance the city’s open space system

All activity centers should be carefully planned, organized and placed appropriately within the city’s green infrastructure. They should be strategically placed away from the most valuable or threatened natural resources. The natural environment should continue to be valued as an important ingredient of all the city’s activity centers, which in turn should be designed to conserve and utilize natural systems to assist in filtering stormwater drainage.

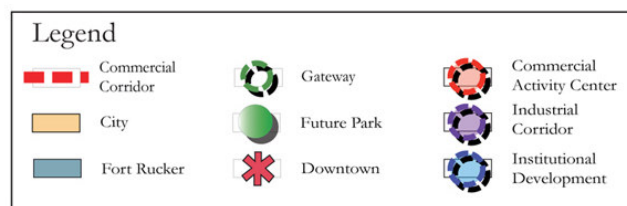
Design each activity center to relate to its context

Each activity center should have an appropriate scale and mix of uses defined by its type and the population it serves—regional, citywide or neighborhood. Each of these centers should be integrated into the community, with appropriate connections and transitions made to adjacent land uses.

Streets and service drives should be located and designed appropriate to the users, mindful of the impact on roadway capacity and safety. Vehicular access should be



ACTIVITY CENTERS



designed to allow motorists access to adjacent centers and neighborhoods, yet discourage through traffic while still accommodating service access and delivery.

Create discernable, compact activity centers

Each activity center should be planned and designed to have a sense of identity and place, distinguishable from one center to the next—perhaps by including a unique feature or activity. Activity centers should be compact and densely developed. Their edges should be well defined. Each center, regardless of scale, should look and feel as if it has been designed, or at least considered, as a whole, in context with its surroundings. Continuity of major design elements, such as building setbacks, height, scale, materials, landscaping and signage should be evident. Differences should not be abrupt and overwhelming, but rather provide interest and diversity.

Design each activity center to maximize accessibility

Design can greatly influence the number of people willing to walk or ride as an alternative to driving. Appropriate linkages between residential and nonresidential uses should be provided. Pedestrians and vehicles should be separated from one another insofar as practicable, with the length of pedestrian crossings of parking areas kept to a minimum. Human scale should be created through building mass and form, as well as scale and detail. Building location, setbacks and orientation should enhance pedestrian comfort.

Downtown Ozark

Downtown has the potential to return to its status as the most complex and complete of the city's activity centers, despite its relatively modest scale. Once a well-integrated mixed-use center, it has declined recently but is the focus of an intense revitalization effort. It continues to support the mission and vision of the city and, as a result, remains the symbolic heart of the community and of county and city government.

Downtown Ozark will need public and private sector investment in good design in combination with a commitment that downtown should continue to meet essential and clearly identified market needs. Continuing commitment from both the public and private sectors, in the form of a strong downtown organization, is critical to revitalization. This group must help gain public understanding of what must be done *throughout the city*—not simply within downtown itself—to return the heart of the community to the standards expected by residents—and by consumers throughout the extensive trade area that Downtown Ozark once enjoyed.

Downtown is a high priority for Ozark, and the city realizes that reinvestment will remain an open-ended process: after all, anything as complex as Downtown Ozark will require continuing effort. The key to continued success will remain attending to *all* the factors of downtown's success together, rather than just some of them individually.

One of the strong sentiments expressed during the planning process is that the city's core should remain its symbolic heart and return to its place as a major focus of community energy and activity. The following are general policies toward the physical conditions supportive of such a vision. Fully fleshed out, this framework can help citizens, merchants, investors and government officials make decisions in support of downtown. After all, everyone should know the actions that, taken together, will improve and maintain the quality of the symbolic heart of Ozark.

Promote and maintain an attractive image

- *Budget for, provide and maintain high quality public facilities.*
- *Provide and maintain an appropriate appearance and use of open, vacant and unimproved properties.*
- *Encourage the use of attractive and effective commercial displays and signs.*

Support and maintain a vital commercial environment

- *Promote citywide land use patterns that contribute to downtown commercial vitality.*
- *Promote a variety of activities that contribute to a healthy retail and service business environment.*
- *Assemble an appropriate and mutually supportive mix and pattern of uses, businesses and activities.*
- *Build and promote a desirable image of downtown and its access corridors.*

Make downtown easily accessible

- *Maintain and support legible traffic patterns for safe and efficient travel throughout the city.*
- *Minimize conflicts between vehicles and pedestrians to enhance the safety and efficiency of the street system.*
- *Provide adequate, clearly visible downtown area parking facilities.*
- *Provide adequate loading zones for service and delivery vehicles.*
- *Provide safe sidewalks and other pedestrianways that are convenient for pedestrians to keep them away from their cars as long as possible each trip.*

Downtown Ozark

Typical Appropriate Uses

- Residential:
 - Adjacent (horizontal)
 - Integrated (vertical)
 - Diverse type and ownership
- Retail commercial
- Office / service commercial
- Hospitality:
 - Restaurant
- Institutional/Civic
- Recreational

General Development Principles

- Positive sense of place
- Visual coherence
- Compact, dense core
- Intensive mixed use
- Civic spaces
- Pedestrian oriented
- Pedestrian accessible
- Internal vehicular circulation
- Intense center of activity
- Well-defined edges

General Design Guidelines

- Required build-to lines
- Street trees
- No parking lots fronting sidewalks
- No drive-ins
- Density decreases to edges

Downtown area revitalization should be a model of success for the entire city. It should be a continuing and open-ended process. As progress is made, policies, programs and actions will require adjustment and amendment to continue to meet the needs and desires of the local merchants as well as the people in the trade area. For revitalization to be successful, the right things must continue to happen in the right places at the right times all over the community. For this reason, a strong downtown organization is essential.

Every public action should be part of an attempt to solve existing problems—and to avoid causing new problems at the same time. That’s the reason for taking an overall approach to planning for downtown: everyone involved must focus on a comprehensive view of how downtown supports—and is supported by—the whole community.

Downtown will return to its position as the city’s primary mixed-use activity center. It is the traditional heart of the community and should be treated with respect due its age and position. It should have a wide range of uses and activities that are compatible with its civic importance and its distinction as the most pedestrian-friendly location in the city.

- *Retail uses should be small in scale, and placed at street level and office and residential uses should be placed in upper stories or off the square as appropriate.*
- *Each building should be designed to form part of a larger composition of the city’s traditional downtown.*
- *Adjacent buildings should relate in similar scale, height and configuration.*
- *For the sake of variety and human scale, larger buildings should be divided into separate volumes.*
- *Building heights typically should not exceed two stories. Buildings should be placed at the back of the sidewalk, with all off-street parking situated to the rear.*
- *Street intersections are important, and deserve taller structures. Parking, loading or service functions should not be located at an intersection.*

Community Commercial Centers

Community-scale commercial areas have typically been developed at street intersections with large areas devoted to parking. While these centers are oriented to the customer traveling by auto, pedestrian activity is appropriate and should be a part of redevelopment, reinvestment, or infill development plans. Infill development should be placed at the street edge to

Community Commercial Centers

Typical Appropriate Uses

- Retail commercial
- Office or service commercial
- Hospitality:
 - Restaurant
- Residential:
 - Adjacent
 - Diverse type and ownership
- Institutional/Civic

General Development Principles

- Positive sense of place
- Visual coherence
- Pedestrian oriented (overall)
- Pedestrian accessibility
- Internal vehicular circulation
- Intense center of activity
- Well-defined edges

General Design Guidelines

- Stores serving the community
- Required building line
- Parking in the rear or to the side
- Street trees
- Density decreases to edges

partially screen the parking lots and provide human scale for pedestrians.

Typical appropriate uses would include a grocery store, supporting retail and service commercial, office, restaurant and institutional uses. Residential uses should be close by and easily accessible to these centers, which in turn should present a positive face to adjacent neighborhoods.

- *Each building should be designed to form part of a larger composition of the area within which it is located.*
- *Adjacent buildings should relate in similar scale, height and configuration.*
- *For the sake of variety and human scale, larger buildings should be divided into separate volumes, both horizontally and vertically.*
- *Building heights should not exceed two stories. Buildings should be close to the street, with off-street parking located behind and/or beside buildings.*
- *At street intersections especially, the main building should be placed right up next to the corner. Parking, loading or service should not be located at an intersection.*
- *To maximize the street frontage of buildings and minimize the street frontage of parking lots, buildings should be sited so that the long side fronts the street.*
- *Pedestrian circulation should be an integral part of the site layout. Buildings should frame and reinforce pedestrian circulation.*

Gateways and Image Corridors

Ozark's major streets are gateways to its activity centers and neighborhoods, and consequently they convey a lasting image to residents, business and industry, and passersby. They should be safe, comfortable, shaded, calm, connected and interesting. This is not simply a matter of aesthetics; the economy of the city—and especially of downtown—is tightly linked to its physical character, and its image must be enhanced to remain competitive.

Ozark enjoys access from several directions. For better or worse at this time, its gateways and entrance corridors form a major part of the image of the city and should be treated as scarce assets to be enhanced. By taking appropriate care with development and signage along these corridors and adjacent to its major gateways, Ozark intends to set itself apart in a positive manner from its neighbors and further insure marketability and prosperity that comes from attracting visitors, residents and investors.

Each gateway to Ozark, its neighborhoods, activity centers and commercial corridors should reflect the particular characteristics of its setting and provide a welcoming introduction. Development planning and design should incorporate the following strategies to assure that Ozark will offer a positive image by providing easily recognizable transitions from outside to inside the city:

- *Commercial development at each of the US Highway 231 gateways should be promoted and maintained. A cohesive and coordinated land use pattern for each of the city's entrance corridors and gateways should be planned, designed and implemented.*
- *The concept of "place" should be enhanced with strong, well-designed development that is visible from the road corridor. Appropriate public and private signage, lighting and tree plantings should be used at major gateways and along commercial corridors.*
- *Commercial development should be directed to important intersections, where they can capitalize on visibility and access from the corridor. Scattered or strip patterns of commercial development should be strongly discouraged.*

Retail and other non-residential uses should address the street. The commercial corridor should be easily accessible to adjacent residential areas. Over time these corridors should be encouraged and assisted to mature in form to provide significant focal points or nodes of activity at selected locations along the corridor.

- *Each building should be designed to form part of a larger physical composition of the area in which it is located. Adjacent buildings should relate in similar scale, height and configuration.*
- *For the sake of human scale, larger buildings should be broken down into separate volumes, both horizontally and vertically.*
- *Buildings should face and be close to the street, with off-street parking located behind and/or beside buildings.*
- *Development should be planned and designed to maximize street frontage of buildings and minimize street frontage taken up by parking lots.*
- *Pedestrian circulation should be an integral part of the corridor: buildings should frame and reinforce pedestrian circulation.*
- *When possible, direct arterial street access should be limited. Parking lots of adjacent business along the same side of an arterial or collector street should be physically and legally accessible to one another without having to re-enter the arterial or collector street.*

Gateways/Commercial Corridors

Typical Appropriate Uses

- Retail commercial
- Office or service commercial
- Residential:
Adjacent (horizontal)

General Development Principles

- Positive sense of place
- Visual coherence
- Pedestrian accessibility
- Internal vehicular circulation
- Well-defined edges

General Design Guidelines

- Street trees
- Careful attention to signage
- Density decreases to edges
- Transition to adjacent housing

Employment Support Centers

These are large employment centers, dominated by office, technology, light industrial and other job-generating land uses but containing relatively few retail and service uses except those concentrated at other strategic locations.

Each of these employment centers should convey the image of Ozark as an accessible, desirable community in which to live, work and invest. This image should be

strengthened by imparting a strong sense of community to these centers, and especially for those who work or live near them. It is also important to maintain physical accessibility between these areas and the rest of the city.

- *Each building should be designed to form part of a larger physical composition of the center and of the area in which it is located.*
- *Adjacent buildings should relate in similar scale, height and configuration.*
- *Street intersections are important, and deserve taller structures located close at hand. Parking, loading or service functions should not be located at an intersection.*
- *Streets should be designed with street trees in a manner appropriate to their function.*
- *Buildings should face the street, with off-street parking located behind and/or beside buildings.*
- *Pedestrian circulation should be an integral part of the site. Buildings should frame and reinforce pedestrian circulation.*
- *An appropriate transition should be made between the employment center and adjacent residential neighborhoods.*

Employment Support Centers

Typical Appropriate Uses

- Light industrial
- Warehouse and distribution
- Wholesale commercial
- Retail commercial—limited
- Support office and services

General Development Principles

- Positive sense of place
- Visual coherence
- Compact, dense core
- Pedestrian accessible
- Internal vehicular circulation
- Intense center of activity
- Well-defined edges

General Design Guidelines

- Street trees
- Landscape buffers at edges

Institutional Support Centers

These are large institutional centers, dominated by government, educational, medical and civic uses but containing relatively few other uses except those that may be accessory to the primary uses.

Each of these centers should convey the image of Ozark as an accessible, desirable community in which to live, work and invest. This image should be strengthened by a strong sense of community relationship, especially for those people who work or live near them. It is also important to maintain physical accessibility between these areas and the rest of the city.

- *The city's public buildings and institutions should be adequate to meet the needs of the city's growing population.*
- *Physical accessibility should be maintained between*

Institutional Support Centers

Typical Appropriate Uses

- Governmental buildings
- Medical centers
- High schools
- Colleges
- Civic centers
- Support services

General Development Principles

- Positive sense of place
- Visual coherence
- Compact, dense core
- Pedestrian accessible
- Internal vehicular circulation
- Intense center of activity
- Well-defined edges

General Design Guidelines

- Street trees
- Landscape buffers at edges

institutional facilities and the rest of the city, including by means of bicycle and pedestrian access and circulation.

- *At street intersections, the main building should be close to the corner. Parking, loading or service should not be located at or near the intersection.*
- *Each building should be designed to form part of a larger physical composition of the center and of the area in which it is located.*
- *Adjacent buildings should relate in similar scale, height and configuration.*
- *For the sake of human scale, larger buildings should be broken down into separate volumes.*
- *An appropriate transition should be made between the center and adjacent residential neighborhoods.*
- *Streets should be designed with street trees in a manner appropriate to their function. Institutional support center streets should have trees that complement the adjacent buildings and shade the sidewalks.*
- *Off-street parking should be placed behind and/or beside buildings.*
- *Pedestrian circulation should be an integral part of the center. The buildings should frame and reinforce pedestrian circulation, so that pedestrians may walk along building fronts rather than along or across parking lots and driveways.*

Major Recreational Centers

Large recreational centers are mostly open space but often contain significant structures. They are often somewhat isolated from neighborhoods due to the need for large spaces. This often renders them inaccessible except by automobile, so access and parking are critical.

It is especially important for the city's major recreation centers to help convey an image of Ozark as an accessible, desirable community in which to live, work and invest. This image should be strengthened by imparting a strong sense of community to these centers, and especially for those who live near them. It is also important to maintain physical accessibility between these areas and the rest of the city, including by means of bicycle and pedestrian access and circulation.

Public parks and open spaces should be planned and designed to provide abundant shade and seating areas for respite during hot summer months. All park and open space elements should be designed with comfort and cooling clearly in mind. When natural tree

Major Park / Recreation Centers

Typical Appropriate Uses

- Parks
- Swimming pools
- Recreation centers
- Sports fields
- Fishing

General Development Principles

- Positive sense of place
- Visual coherence
- Pedestrian accessible
- Internal vehicular circulation
- Intense center of activity
- Well-defined edges

General Design Guidelines

- Street trees
- Overall landscape concept
- Transition to adjacent housing

canopies are not part of the existing site, new shade trees should be added for comfort. Seating areas at ball fields should be organized beneath mature shade trees. Playgrounds should be nestled beneath large tree canopies to provide shade for children and their parents.

- *The public park and recreation system, including passive and active parks and outdoor recreation facilities, should meet the needs of the city's growing population.*
- *A park or recreation center should form part of the larger physical composition of the area in which it is located.*
- *Adjacent buildings and structures should relate in scale, height and configuration.*
- *Streets should be designed with street trees in a manner appropriate to their function. Trees should complement adjacent buildings and shade the sidewalks.*
- *Parking lots should be planned and designed with primary access and circulation traffic located toward the outside edge rather than the edge closest to the buildings or sports fields.*
- *Pedestrian circulation should be an integral part of the center. Pedestrians should not be forced to walk through parking lots and across driveways and traffic to reach their destinations.*
- *An appropriate transition should be made between the park or recreation center and adjacent residential neighborhoods.*
- *Physical accessibility should be maintained between park and recreation facilities and the rest of the city, including by means of bicycle and pedestrian access and circulation.*

NEIGHBORHOODS

Neighborhoods, together with citywide open space and transportation systems, and the various activity centers, form the city. Several types of corridors—they include streets, greenways and streams—should interconnect neighborhoods. Among the city's neighborhoods, a range of housing types and price levels should bring together a diversity of people into daily interaction, strengthening the personal and civic bonds that are essential to this community.

Good neighborhoods place an emphasis on community, livability, appearance, diversity, transportation opportunities, convenience and safety for all residents. To achieve this, the most successful neighborhoods generally exhibit characteristics that are typically missing from most conventional subdivisions as they have been developed over the past few decades. Conventional subdivisions are the result of conventional zoning and development practice, where minimum lot sizes cannot be modified to best fit the development to the land.

The following are several principles intended to guide planning and design for all Ozark neighborhoods.

Preserve and enhance the citywide open space system

Neighborhoods should be planned and organized within and in relation to the city's green infrastructure. A neighborhood designed to conserve its natural systems requires less capital investment for earthwork, clearing and drainage, and results in a healthy, appealing community. Neighborhoods should be located in appropriate areas, sensitively sited in relation to or strategically placed away from the most valuable or threatened natural resources.

Design each neighborhood appropriate to its context

The scale and density of a neighborhood should reflect its location in the community. The neighborhood center should also be designed with the location in mind. The scale, mix of housing types and sizes, and type of open space should be integrated into the neighborhood and fit the surroundings. More dense development should be focused toward commercial centers and corridors, if nearby. Less-intense neighborhoods should be the rule away from such focus areas.

Design with appropriate density and community relationships in mind

The illusion has been that bigger lots mean more trees and green space. Conservation subdivision techniques, through which a neighborhood is designed to conserve its natural systems and thereby require less capital investment for earthwork, clearing and drainage, streets and utilities, can add to a healthy, appealing community. Such techniques may be used to maintain allowed gross densities without negatively affecting the natural environment, which should be an important neighborhood ingredient.



Create a focus appropriate to the needs of the neighborhood

A neighborhood focal point of a type and size appropriate to the needs of residents should be included to add a sense of place to the neighborhood—for example, a park or usable community facility or open space. The focal point should be pedestrian oriented and provide for easy vehicular access, but there should also be places for neighbors to venture out into the public realm without their vehicles.

Design the place for children

Places for children to play safely should be a staple item of all neighborhoods. Open spaces add to the value of the property and help to create a more livable community.

Each neighborhood should have at least one special gathering place, such as a neighborhood green, near its center.

Design the neighborhood with walkable, interconnected streets

Sidewalks should provide the framework for the pedestrian system insofar as possible. The pedestrian network can be greatly improved and walking distance and infrastructure costs substantially reduced through the use of mid-block connections and cul-de-sac linkages, as well as trails within greenways or other open space areas. Creating interconnected neighborhood streets and providing alternate routes will help to diffuse automobile traffic, thus lowering traffic volumes on many city streets.

Design streets appropriate to the scale and character of the neighborhood

Neighborhood streets should be relatively narrow and include sidewalks, street trees, front porches and architecture that embrace the street. Instead of a single standard, the type of adjacent uses, the location of the street within the community, the desired carrying capacity and vehicle speed should be the determining factors in neighborhood street width and design. Neighborhood streets should be calmed by providing an overhead canopy of street trees, which gives the neighborhood a sense of spatial enclosure and a comfortable setting creating an environment where drivers realize that driving too fast or too aggressively is inappropriate.

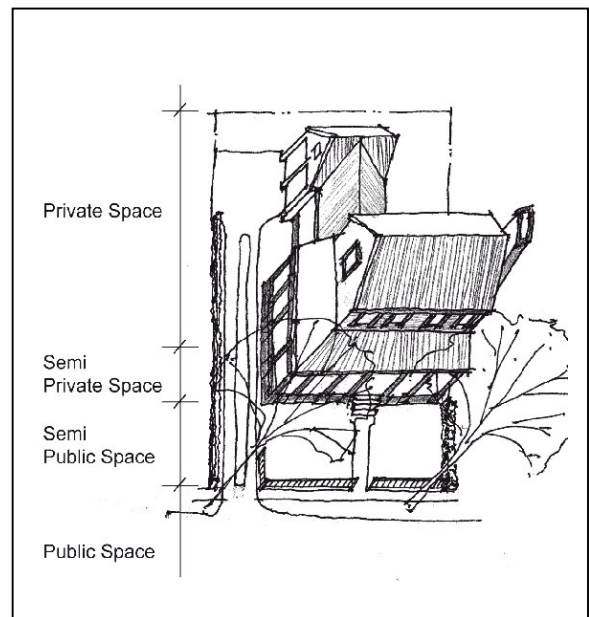
Neighborhood Planning and Design Criteria

- *Identify the essential features of green infrastructure and landscape form and their interconnections as part of a larger open space network.*
- *Preserve natural and cultural features of the city's green infrastructure, such as steep slopes, stream valleys and significant trees.*
- *Determine appropriate public uses, greenways, neighborhood parks and community parks.*
- *Link green infrastructure and landscape elements together into open space systems that organize development.*
- *Plan and design the neighborhood to look into open spaces, rather than back into them. The overall development value will generally increase, despite the cost of placing a few single-loaded streets along greenways.*
- *Plan and design neighborhood-scale commercial, civic and open spaces to meet the daily needs of resident and to provide a focal point or gateway to the neighborhood.*
- *Avoid development of the conventional strip commercial shopping center model adjacent to neighborhoods—choose instead a walkable, pedestrian-oriented*



neighborhood center with attractive and enduring architecture that will add value to the neighborhood and community overall.

- *Fully integrate the focal element into the neighborhood so buffers are not necessary.*
- *Make all neighborhood centers pedestrian oriented with easy vehicular and pedestrian access from within the neighborhood. The areas around the center may contain higher density housing and a higher concentration of residents.*
- *Plan and design neighborhood streets and buildings to appropriately incorporate all four degrees of community and privacy: public, semi-public, semi-private and private.*
- *Allow for porches and courtyards—they provide shelter, seating places, and a comfortable transition from the public street to the private dwelling and are a welcoming gesture to visitors.*
- *Clearly distinguish the front door as the primary welcoming feature of each residence.*
- *Provide a perception of a strong, solid foundation, a sense of durability, strength and importance with foundation walls and raised entrances—the residence will appear to be sitting on a platform, as an important structure, separated from street level.*
- *Locate garages away from all community areas—they too often present blank walls to public view.*
- *Set the garage back from the main façade of the home—they are the most utilitarian space, and do little to foster community interaction.*
- *Retain native vegetation and woodlands long roadways wherever possible.*
- *Incorporate existing trees and shrubs into the streetscape by carefully planning alignments and grades.*
- *Require internal vehicular, pedestrian and bicycle connections within development areas and between adjacent land uses.*
- *Provide internal connections (roads, pathways, open space, etc.), between adjacent land uses, such as residential subdivisions or commercial developments, to serve as a secondary means of emergency access, encourage more sense of community, and minimize local traffic on major roads.*



CONCLUSION

Ozark intends to strategically focus population concentrations upon commercial and employment centers, supported by residential neighborhoods and interspersed with and structured by green corridors, all interconnected by a variety of accessibility options intended to require less automobile travel, provide better opportunities for future transit, and decrease adverse environmental effects.

IV. THE USE OF LAND

The functional organization of the city has been carefully considered throughout the planning process. The major land use recommendations and the key locations throughout Ozark that are planned for major investment result from analysis of environmental, physical and economic conditions, combined with the vision for Ozark and the principles illustrated in the Ozark Citywide Development Concept and outlined in the Major Development Components of Chapter III.

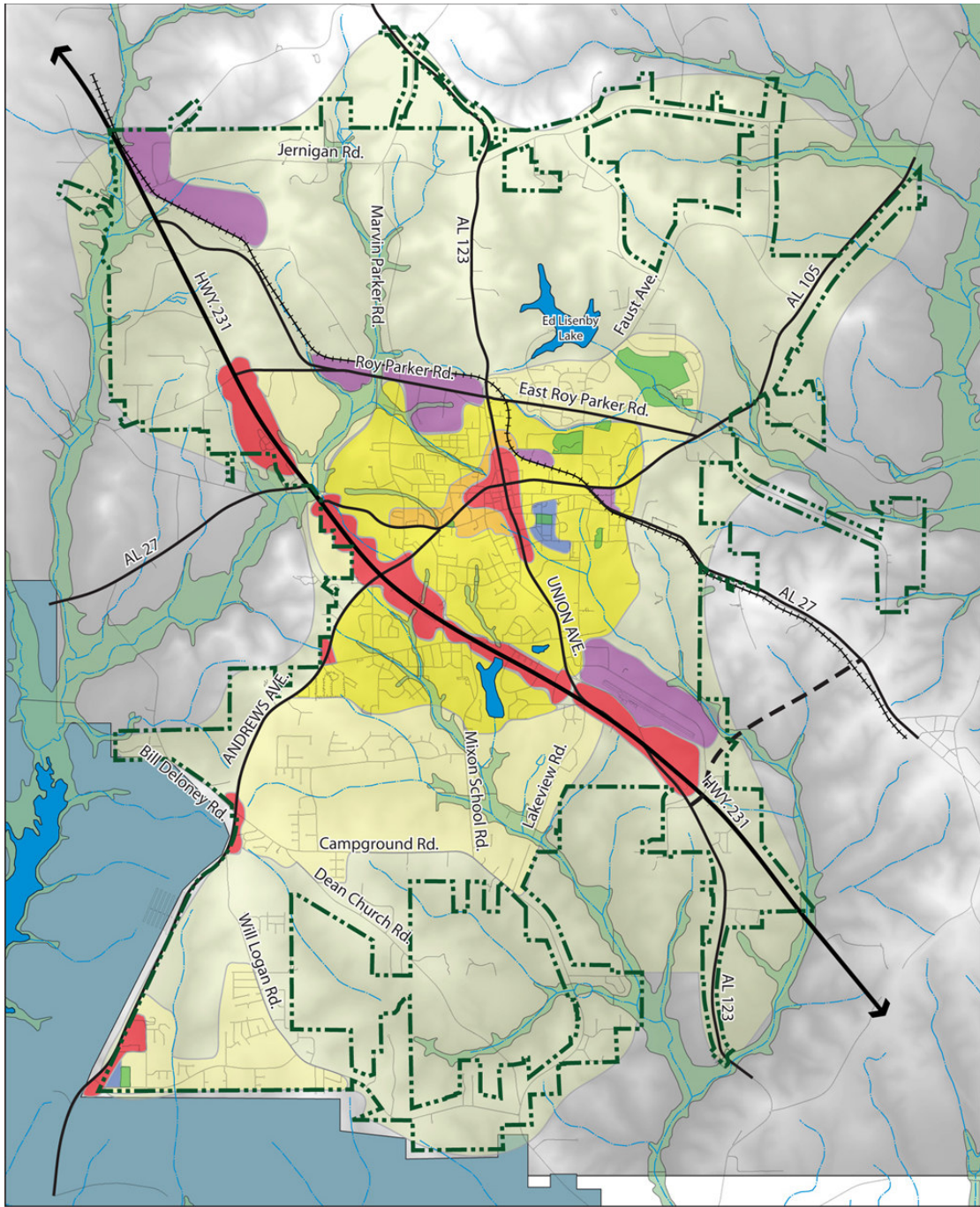
The map of Future Land Use illustrates how different parts of the community should function and relate to one another—in other words, the overall physical structure of the city. The map portrays a pattern of various activity centers by type, their interrelations with each other and with the city's neighborhoods. These centers and interconnections between them are critical to integrating the city's land use, transportation, community facilities and major infrastructure. Building on this structure, Ozark intends to continue to grow and develop as a community where public life is encouraged and quality urban design is maintained.

MAJOR DEVELOPMENT THEMES

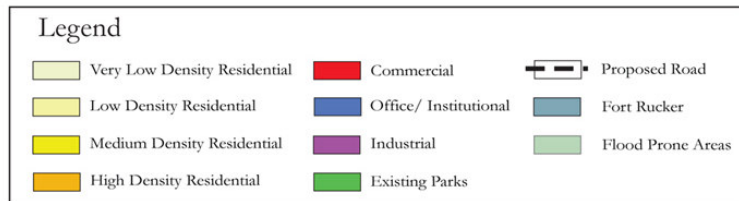
Ozark has recast its visions and a wide range of community values expressed during the Town Meeting and planning work sessions into a Future Land Use map to guide the growth, development and conservation of the city. That map projects an arrangement of land uses, in recognition of the ways in which land is presently used and the essential pattern of the city's green infrastructure. The essential *functions* of the city are presented as they are and as they are planned to be. The map shows areas that may be generally suited to development and where sensitive environmental features may limit development capability. The land use categories indicated on the map *should not be seen as zoning districts*, but rather as general guidelines indicating desirable land use patterns for Ozark. The map is intended to serve several related functions:

- *Avoid and resolve land use conflicts*
- *Identify and sustain desirable land use patterns*
- *Forecast infrastructure needs*
- *Provide a foundation for zoning*

It should be noted that designation of land uses on the Future Land Use map should not be interpreted to propose, approve, deny nor preclude any particular action without full consideration of all policies, principles, standards or intentions expressed in this plan document and its implementing regulations. Site considerations relating to topography, geology, soils or hydrology will be of major importance when locating any particular new commercial center and planning and designing its uses and density. These realities, plus attitudes toward development on the part of public officials, other agencies, area



FUTURE LAND USE



residents, property owners and developers will play a large part in determining appropriate development location and design. Similarly, the presence of adequate streets as well as schools, parks and other community facilities, including water and sewer systems, should be assured before making any significant development proposals or decisions.

It is important to consider how the city's various activity centers should be planned and designed in relation to the city's *neighborhoods*—where people live and come together away from work and commerce to form a community with one another. The Ozark Land Use Plan is based on the community's own evaluation of its assets and opportunities. It is organized into five major policy themes to recognize and capitalize on those assets and opportunities for the community at large.

I. Protect Ozark's Green Infrastructure

Ozark intends to protect, preserve and enhance important and fragile ecosystems within developed portions of the city. It will strive to use its natural and open lands for parks and for passive and active recreation.

II. Build a City of Neighborhoods Supported by Activity Centers

Ozark intends to grow by replicating and building upon the best characteristics of its traditional neighborhoods in selected locations around the city. Ozark envisions its population growth living in neighborhoods that focus upon and complement the city's green infrastructure that reflects the human scale and pedestrian orientation of the community. Generally, this means that Ozark intends to:

- *Support, maintain and enhance Downtown Ozark as the heart of the city.*
- *Organize residential development into true neighborhoods.*
- *Disperse civic, educational, recreational, and community commercial functions in strategic locations areas around the city.*
- *Focus citywide and regional commerce into concentrated, highly accessible activity centers and corridors served by its highest-capacity arterial roadways.*
- *Focus industry, office uses and recreational and institutional support services into activity centers served by arterial and collector streets.*

III. Maintain and Enhance Community Character

Ozark intends to conserve and enhance its special qualities, including downtown, historic buildings, pedestrian scale, and the best of its existing streets and parks and recreation areas. Maintaining and enhancing the physical qualities of the city is an overarching consideration, incorporated in all parts of the plan.

IV. Expand Transportation and Accessibility Opportunities

Ozark intends to reduce the dominance of the automobile in development decisions and reduce the impacts of automobiles on the environment by encouraging development that will improve accessibility options for pedestrians, bicyclists and motorists. Ozark will place great emphasis on improving its pedestrian and bicycle facilities citywide.

V. Protect and Reinvest in the Community

Ozark intends to reinvest in Downtown, its traditional neighborhoods and the portions of its commercial arterial corridors that are not up to the standards of the community.

These five themes outline the rational framework that was used to convert the Ozark Strategic Concept into the city's Future Land Use map to allocate public and private resources for development equitably and in a manner through which cost effectiveness of city services may be achieved. It furthers the intent to take charge of the image and character of the city.

The future development pattern of the city has been organized in support of the Ozark Strategic Concept with appropriate recognition given to the city's green infrastructure, its street and utility infrastructure and major existing uses of land. The various types of commercial, employment, civic, institutional and recreational activity centers serve as magnets for activity and development. These, in turn, are intended to support the city core and the residential community of Ozark in ways that will positively affect environmental quality and the transportation network.

This is a general, long-range plan for the city. Thus, the locations of proposed schools, parks, community facilities and other institutions shown on the Future Land Use map and described below are not meant to be precise. Rather, the symbols for each of these should be considered as "placeholders" until more specific planning to determine detailed needs and locations for each. As such, each of these symbols may be likened to a ball in a more or less enclosed court, in which the players, within defined limits, agree to move the ball around until the game is concluded. In many cases, the "ball" will come to rest only when either a public agency has determined to invest in a facility or a private development project triggers the need and means for a location decision, acquisition and construction, development plans have been approved, property negotiations and construction plans have been prepared and financed, as appropriate.

LAND USE TYPES AND CHARACTERISTICS

The following descriptions of the designations shown on the Future Land Use map proceed generally from least to most intensive uses and functions, beginning with parks and protected areas, proceeding through various types and densities of residential uses. These are followed by commercial, office and other employment uses, and are rounded out by civic and institutional uses. Activity centers and neighborhoods are to be planned

and designed in accord with policy and characteristics as presented throughout this plan document.

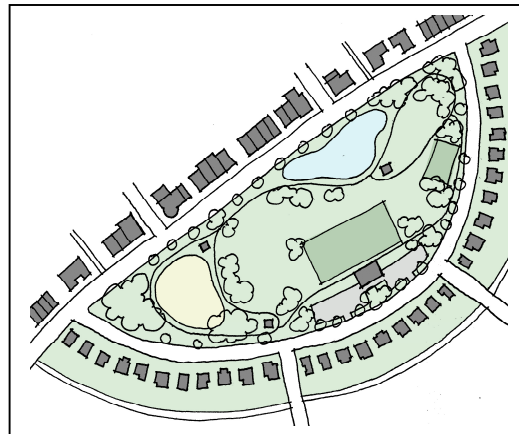
Parks, Recreation and Protected Areas

Ozark's intends that the range of public holdings of park, recreation and protected open space areas include at least the following:

Greenways to provide opportunities for walking and bicycling, act as wildlife corridors, development buffers, and storm water recharge areas and to provide links in the chain of the city's public park system. Ideally, they should eventually include all significant streams and appropriate portions of their floodplains. The use of greenways for multi-purpose trails should avoid redundancy with sidewalks and bikeways, but should strive to interconnect public parks and open space areas.

Major Parks to preserve the natural character of the city while providing both active and passive recreation opportunities. They may be important for the protection of historical sites, significant land features, watersheds and wildlife and as outdoor recreation centers. Park facilities and buildings should foster a positive community image, and sense of pride, which should be evident in the use of local materials and respect for local context.

Community Parks to serve a range of both passive and active recreation needs appropriate to their location and context. They may provide a mixture of activities and uses such as active sports fields; play areas, trails, informal practice fields, picnic areas, outdoor classrooms and gathering places such as a community center. They should be carefully integrated into the natural environment, ideally with a significant portion of the land area held in a natural, tree-covered state. Park facilities and buildings should foster a positive community image, and sense of pride, which should be evident in the use of local materials and respect for local context.



Neighborhood Parks to provide relatively small residential areas with opportunities for appropriate levels and types of both active and passive recreation. Neighborhood parks provide a place for unstructured, informal community gatherings and neighborhood events, and may include such features as shaded paths, playground structures and open space for active play.

Residential

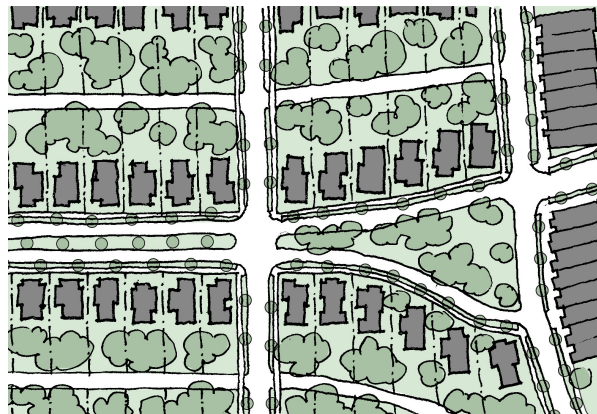
Residential uses come in many sizes, shapes, types and densities. They are noted on the Future Land Use map according to relative gross density—the relation of numbers of dwelling units to property devoted to those uses. Residential use gross densities are noted on the map as: High Density at 8 to 12 units per acre, Medium Density at 4 to 8 units per acre; Low Density at 1 to 4 units per acre and Very Low Density at less than 1 unit per acre.

Very low-density residential uses are planned for several parts of the city, especially those that are far from the city's core, characterized by relatively steep slopes, or adjacent to surface water resources and their associated floodplains and wetlands. This development type and density should take careful account of the various components of the city's green infrastructure, and should be subjected to requirements that may dictate the use of special development techniques, which may include conservation subdivisions, large lots and low overall impervious surface ratios.

Low-density residential uses are mostly larger, single-family detached housing that currently exist and are planned for further development, located primarily around the edge of the city's core. This development type and density should take careful account of the various components of the city's green infrastructure, and should be subjected to requirements that may dictate the use of special development techniques, which may include conservation subdivisions and low overall impervious surface ratios.



Medium-density residential uses are mostly smaller single-family detached and attached housing presently located mostly in and near the core of the city. Most future medium-density residential uses are intended to be near the larger commercial, institutional and employment activity centers and in relatively close-in locations. They should take careful account of the various components of the city's green infrastructure, and may be subjected to requirements that may dictate the use of special development techniques.



High-density residential uses describe mostly attached single-family and multi-family housing that is intended mostly for infill close to downtown and other parts of the city's core, but outside its historic districts. These core areas are the larger commercial, institutional and employment activity centers and corridors in relatively close-in locations.

Commercial and Office

This is a broad category of uses that typically includes retail, office, restaurant, hospitality and accommodations, either separately or as part of a mixed-use activity center. It is intended that these mostly be concentrated in downtown, commercial activity centers and as reinvestment or infill locations along commercial corridors.

Industrial

Industrial uses are typically medium to large employment centers, dominated by technology, distribution, light industrial, office, and other job-generating land uses but containing relatively few retail and service uses except those concentrated at major intersections close to the center and in other strategic locations. These uses are intended to be located in the northern and southern portions of the city in and adjacent to lands traditionally used for these purposes.

Civic and Institutional

Civic and institutional uses are a traditional land use category typically including institutional, academic, medical, governmental and community service uses and lands. More recently, the trend toward larger places of worship and major medical centers (as opposed to older, freestanding hospitals) has expanded the traditional definition. These uses should be located in highly legible places where access is suitable and adjacent land uses are compatible.

Mixed Use

This is a development type in which various primary uses—for example, Office, Civic, Institutional, Retail and Residential—may be combined (horizontally and/or vertically) in the same building or within separate buildings on the same site or nearby sites. This mix of uses may be suitable especially in or adjacent to major activity centers as outlined in the previous chapter. Downtown is the



city's most successful historical example of this land use type. The intention is that the particular mix of uses be mutually compatible and suitable to adjacent uses.

Downtown should continue this pattern and be a model for selected specialty centers in other locations. The recent trend nationwide is to carefully mix together various appropriate land uses to reduce the need for motor vehicle trips and build more walkable areas of the city. These may include regional commercial, community commercial, institutional support and some employment support activity centers. This land use type tends to: increase the types of spaces available for both living and working; encourage a mix of compatible uses and promote the upgrading of existing developed areas with buildings designed to provide a high quality pedestrian-oriented street environment.

CONCLUSION

Ozark intends to direct land uses as outlined in this chapter toward lands suitable for them and for adjacent land uses in accord with the Future Land Use map and the policies of this document. The city intends that development and reinvestment should be planned, sited and designed in a manner that is compatible with the city's green infrastructure, in support of development creativity, efficiency, stability, image, diversity and control in accord with the Ozark Strategic Concept.

V. IMPLEMENTING THE PLAN

The Ozark Land Use Plan presents a long-range view of city development that will be carried out in accord with the Ozark Strategic Concept. This concept for the long-term development of the city is detailed in previous chapters of this document. The Land Use Plan serves as a long-range framework for fitting together the physical elements of Ozark that relate to citywide growth and development. Consequently, carrying out this plan will involve everything city government does, and these must be organized and coordinated carefully.

The Ozark Land Use Plan is to be implemented through a combination of direct public and private investment, and through public decisions by the City Council, Planning Commission and other boards and commissions. Plan recommendations will be translated into action through revision and continued administration and enforcement of the Zoning Ordinance and Subdivision Regulations, through budgeting and capital improvement programming, through empowerment of community and neighborhood organizations and volunteers, and through public and private decisions regarding annexation.

Ozark is a municipal corporation, formed under powers granted by the State of Alabama. The city has used its grant of the police power to adopt and enforce growth and development regulations. The city has used its power to tax to plan for and implement a budgeting system that includes capital investments for infrastructure facilities and services that it uses to help shape growth and development. Ozark has used the power of eminent domain (the power to force sale of private property for valid public use) sparingly to enable various infrastructure investments and redevelopment actions in support of public policy and plans. All of these tools will continue to be used together to shape Ozark in accord with the Land Use Plan.

Growth and Development Regulation

Several key elements of the city's development management system—such as the zoning ordinance and map, subdivision regulations, and sign regulations, among others—are based on the police power. Together, these elements address land use, site planning, the size and location of buildings and other structures, aesthetics and signage. Each of these regulations is framed to account for various aspects of the so-called “valid public purposes” of the municipality (protection and promotion of the public health, safety and welfare) and the appropriate enabling authority in each case. Each must also respect the principles of due process of law, non-discrimination in their application, profitable use of land, freedom of speech, and the special concerns associated with balancing individual costs against desired and anticipated public benefits.

Zoning Ordinance and Map Considerations

Ozark revised and adopted its Zoning Ordinance in 2003 and continues to use it to regulate development within districts as shown on the city's Zoning Map. This is one regulatory tool among several that may be used to implement the vision, goals, policies and recommendations of the plan:

- *By directly prescribing permitted land uses and densities, and*
- *By mitigating impacts of adjacent land uses through prescribed joining and/or separation of land uses and development densities.*

The Land Use Plan and its Future Land Use Map should not be confused with the Zoning Ordinance and Zoning Map. The Land Use Plan is a *guide* to public and private investment in land development and infrastructure. In contrast, the *Zoning Ordinance* is a regulatory tool used by the city to influence and direct development of the community in ways that reflect the direction and desired form called for in the Land Use Plan. The following table highlights these differences:

Land Use Plan	Zoning Ordinance
<ul style="list-style-type: none">• <i>Provides general policy guidance</i>• <i>Describes conditions desired in the long term – not necessarily existing or recommended use(s)</i>• <i>Includes recommendations that involve other agencies and groups</i>• <i>Intentionally flexible to allow responses to changing conditions</i>• <i>General land use categories</i>• <i>General land use locations</i>	<ul style="list-style-type: none">• <i>Provides specific regulations</i>• <i>Describes what is and what is not currently allowed today</i>• <i>Deals with development issues under city control</i>• <i>Fairly rigid, requires formal amendment to change</i>• <i>Zoning districts</i>• <i>Parcel-specific designations</i>

In addition, planned developments, requiring preparation and approval of overall master plans and similar modifications in accord with the Land Use Plan, are intended to allow innovative approaches to development, in recognition of the fact that livability—and good design

The Zoning Ordinance has been reviewed as a part of the land use planning process. It is a modern, thorough approach to land use regulation in the city under Alabama statutory and case law. However, both the sign and landscape regulations are in need of work: the sign ordinance to limit its purview to the place, time and manner of display, and the landscape regulations to deal with more than simply selected highway corridors. As needed and desired, given market conditions and the ability of the city's infrastructure to accommodate development, the city intends to revise the Zoning Map to reflect and incorporate the land development policy of this plan as appropriate.

Subdivision Regulation Considerations

The Ozark Planning Commission intends to revise and update its Subdivision Regulations to reflect and incorporate current planning practice, Alabama statutory and case law, and the land development policy of this plan as appropriate. In addition to these general changes, development criteria based in this plan pertaining especially to activity centers and neighborhoods will be incorporated into the Subdivision Regulations.

As just one example regarding activity centers, it is recommended that the Planning Commission, using the policies of the Land Use Plan as an overall guide, prepare and use a checklist such as the following for use during the development review process for any *commercial* activity center requiring a master development plan or site plan approval:

- *Building façades should provide visual interest and avoid uniform styles.*
- *A building's ground floor facing a collector or arterial street should contain a minimum of 50% unobscured windows, doors or display areas.*
- *Buildings should be oriented toward pedestrians, with emphasis on directing people toward the public street system.*
- *Sidewalks should be installed as needed for pedestrian mobility and safety appropriate to the location.*
- *All streets should be designed to promote traffic movement conducive to pedestrian safety and to provide create direct routes between nearby destinations.*
- *Parking lots should be designed to provide through pedestrian paths, clearly identifiable by changes in material or elevation.*
- *Street trees should be planted as specified by the city and slopes should be planted, in accord with an overall landscape plan, to maximize slope stability yet optimize investments of maintenance time and labor.*
- *Surface parking lots should include at least 5% of the total surface area devoted to landscaping distributed and designed in accord with an overall plan approved by the Planning Commission.*
- *Surface parking lots containing 50 or more spaces should be divided into smaller areas separated by a building or a group of buildings or by landscaped areas at least 10 feet wide.*

As another example of converting and using the policies of the Land Use Plan as an overall guide to development review, the Planning Commission would prepare and use a checklist such as the following during the subdivision review process for any *residential* development requiring a master development plan or site plan approval in order to encourage the development of viable neighborhoods:

- *The neighborhood should be planned and designed in a manner appropriate to its context—to reflect its location in the community.*
- *Neighborhoods should be planned and organized carefully in relation to the natural environment.*
- *Neighborhoods should be designed to conserve natural systems and thereby require less capital investment for earthwork, clearing and drainage.*
- *Neighborhood development density should decrease with distance from commercial centers and corridors.*
- *Outdoor places other than private yards should be provided so that children may have the opportunity to play safely away from their own homes.*
- *At least 15% of the total residential development should be dedicated to accessible, usable, pedestrian-sensitive open space that includes appropriate focal points.*
- *There should be provided at least one special gathering place, such as a neighborhood green or other usable community open space, near the center of each neighborhood. The neighborhood gathering space should be pedestrian oriented with easy vehicular and pedestrian access to all parts of the neighborhood.*
- *The neighborhood should be designed and built with walkable, interconnected streets.*
- *Neighborhoods should accommodate the access needs of motorists while providing a convenient and safe environment for pedestrians.*
- *Sidewalks should be installed along all street frontages as needed for pedestrian mobility and safety appropriate to the location.*
- *Blocks longer than 500 feet should provide pedestrian cut-through paths.*
- *Pedestrian-scale light fixtures—generally no greater in height than twelve feet—should be provided along all areas accessible to pedestrians.*
- *Street trees should be planted as specified by the city and slopes should be planted, in accord with an overall landscape plan to maximize slope stability yet optimize investments of maintenance time and labor.*
- *Neighborhood pedestrian accessibility should be enhanced through use of cul-de-sac linkages, as well as trails within greenways or other open space systems.*
- *Interconnected neighborhood streets should be provided to assure alternate routes to every destination to diffuse automobile traffic.*
- *Neighborhood street environments should feature relatively narrow driving surfaces, ample sidewalks, street trees and front porches.*
- *Neighborhood streets should be planned and designed to provide a “calm” environment where drivers realize that driving fast or aggressively is inappropriate.*

As a final example in this series, the Planning Commission, using the policies of the Land Use Plan as an overall guide to protecting the city’s watersheds, would prepare

and use a checklist such as the following during the development review process for all development projects requiring a master development plan or site plan approval:

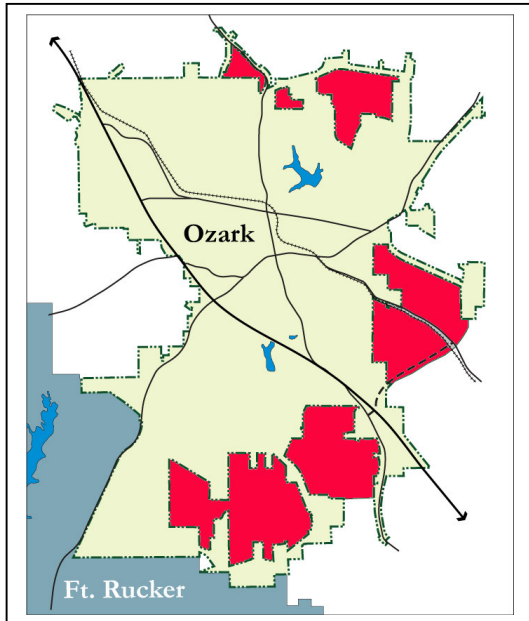
- *Favor citywide low gross density / focused medium net density conservation subdivision development to gain useful open space, recreation opportunity and watershed protection.*
- *Design and build residential streets at the minimum width necessary for their use.*
- *Minimize the use of cul-de-sacs and set their minimum required radius to accommodate emergency and maintenance vehicles.*
- *Allow use of vegetated open channels in the right-of-way of selected streets serving low-density development to convey and treat stormwater runoff.*
- *Keep impervious parking area to that actually required for the intended use to help make shared parking solutions attractive.*
- *Reduce overall imperviousness of parking lots by permitting pervious materials in spillover parking areas.*
- *Require property owner association management of community open space.*
- *Require use of naturally vegetated buffers, including floodplains, steep slopes and wetlands, and along streams.*
- *Limit clearing and grading of woodland and native vegetation to the minimum amount needed for building areas, access and fire protection.*
- *Manage community open space, street rights-of-way, parking lot islands, and other landscaped areas to promote maintenance of natural vegetation.*
- *Maintain all “blue line” streams at least at their current lengths.*
- *Prohibit new stormwater discharge of unmanaged stormwater into wetlands, aquifers and other critical water bodies.*

Annexation

Ozark is well positioned to accommodate new residential growth accompanied by the commerce it generates. Generally speaking, more households bring more dollars to be spent in the community. However, residential growth, all by itself in a city with a history of significant outshopping, comes at a cost to the city’s services and facilities. Residential land uses are usually a drain on municipal finances, for it typically costs more to provide municipal and education services to a household than is typically collected in *ad valorem* taxes. In contrast, owners of retail, office, farm, forest and open lands within municipalities typically pay more in local tax revenues than it costs local government to provide services to their properties. However, the critical tax for Ozark is retail sales tax, which shoulders the majority of municipal finances. Therefore, new residential growth should be balanced with commercial and industrial growth and

preservation of farm and open space areas until such time as those areas may be added to Ozark in accord with the Land Use Plan.

Annexation Concept



The map to the left highlights areas within which annexations will be given high priority. As the city considers annexation of new areas, the ability to protect the city and its fiscal basis, its people and resources, as well as assure the ability to provide services, present and future, will be prime considerations. Annexation decisions should take into account at least the following questions and criteria, in addition to all elements of the Land Use Plan, when considering the appropriateness of any particular annexation.

- ***Efficiency of providing services***—will the annexation result in demand on public facilities and services that may exceed the capacity of such facilities and services, or will annexation cause or eliminate awkward and irregular boundaries that cause difficulty or inefficiencies in supplying utilities and services? All these conditions should be avoided or at least minimized.

- ***Fiscal soundness***—will annexation of the property significantly add to the revenue base of the city? Comprehensive annexations that “pay their way” by including commercial areas whose taxation may help to cover the cost of necessary support services should have priority.
- ***Image compatibility/enhancement***—is the property to be annexed consistent with Ozark standards, character and image? Might annexation allow for the elimination of existing or potential land uses and improvements considered a blighting or deteriorating influence, or perhaps prevent untimely or inappropriate development of property? If the answer to either question is “yes,” annexation may be considered.

SPECIFIC PLANS

This plan will be refined and detailed from time to time through preparation and adoption of Specific Plans. These will be special area studies and plans as market or physical conditions or level of interest on the part of local citizens or the Planning Commission may warrant them. Through such extension of the planning process, city officials and staff, residents, property owners and developers may come together, accompanied by representatives of the city at large, as appropriate, to plan in more detail for the creative development, redevelopment or simply enhancement of key locations around the city.

For example, Specific Plans may be helpful to consideration of planning for, designing, enabling and appropriately regulating the orderly development of various activity centers, focus areas and corridors. Downtown Ozark is one of those locations, and the city has a Specific Plan for its revitalization. A Specific Plan would also be necessary for proper consideration of potential redevelopment areas in accord with Alabama law. Upgrading of various neighborhoods and activity centers, short of redevelopment, could also be appropriate subjects for the Specific Plan process.

Consideration of any rezoning to enable development, redevelopment or expansion of designated activity centers and corridors indicated in the Land Use Plan should first require preparation and Planning Commission adoption of a Specific Plan for the entire area in question. The Specific Plan detailing and refinement process should continue to emerge naturally from the need to keep the plan current and to regulate orderly development and revitalization of the city.

Consideration by the City Council for any major development should require Planning Commission review and adoption of a Master Development Plan modeled after and compatible with an adopted Specific Plan that includes the area to be developed. Preparation of such a plan could be set in motion by direction of the Planning Commission on its own volition, at the request of the City Council, or in response to petition by area residents, property owners and/or developers.

Coordinating the Plan and the City Budget

City Council budget preparation and adoption is an annual responsibility mandated by Alabama law, whereas land use planning in Alabama is traditionally viewed as an occasional activity overseen by the Planning Commission. As a result, there is a danger that the city's Land Use Plan may quickly become dated. Consequently, the connections between Ozark's long-range plans and its annual budget—both critical tools of local government—may tend to weaken over time. This problem may be remedied by adding an annual planning component to the budgeting process to encourage all citizens to become more fully involved in determining ways to help the city reach its potential.

In any case, fully integrating the land use planning and annual budget processes will increase the likelihood that city staff and private citizens alike will make daily decisions in accord with the Ozark Strategic Concept. To accomplish this goal, specific responsibilities for carrying out city plans must be assigned to individuals, city departments, appointed boards and outside agencies. As this is accomplished, including a Land Use Plan update in the annual budgeting process may be used to help the mayor and City Council better determine budget priorities, consider the need for plan and development regulation amendments, and coordinate activities toward the task of achieving city goals.

To coordinate Ozark development policies and their implementation, each city department, each city board and commission (and the non-city boards, commissions,

agencies and other groups that may be seeking or eligible for funding assistance from the city) should be required to review the Land Use Plan and submit a report to the mayor. That report should include the following information and recommendations (as the instructions may apply in each case):

- *Current overall responsibilities of the department, agency, board or commission as provided by law and as perceived by the chairman, department head or executive.*
- *Current specific responsibilities for carrying out city policies and programs.*
- *All tasks perceived to be essential for achieving the city's goals during the coming year that either are or should be the responsibility of the respondent.*
- *Suggested changes in city programs – to include but not be limited to regulations, capital investments, operation and maintenance, and intracity and intergovernmental coordination – the respondent perceives to be in the best interests of overall city plan implementation.*
- *Suggested changes in city policies toward growth and development as those are outlined in the Land Use Plan.*
- *Suggested changes in the respondent's responsibility or authority that would better enable implementation of any or all parts of the Land Use Plan.*
- *A copy of the department or agency's current annual budget, an annual audit or other appropriate financial statement, and proposed budget for the coming year.*
- *A preliminary budget proposal, including the personnel and capital equipment that should be needed by the respondent to deal with the above, and the portion of those costs it is requested the city bear.*

The mayor's office should incorporate this information in a draft budget and suggested plan amendments for the coming year. Following discussions with department heads and others as appropriate, the mayor's office should forward the draft budget and suggested plan amendments to the Planning Commission, whose members should review it regarding implications for amendments to the Land Use Plan. The Planning Commission should report to the mayor's office the results of its review that lead its members to make recommendations regarding Land Use Plan revisions, development management system ordinance amendments, and intra-governmental and inter-governmental coordination.

All proposed budget requests (both from within and outside of city government) should be returned to the mayor, who, with the City Council, should review each budget request for completeness, for compliance with budget instructions, and for compatibility with the Land Use Plan and recommended budget priorities. The mayor should then consider all budget requests, prepare a final revenue forecast and budget, and present proposed city budgets to the City Council. The Planning Commission should act, as it deems appropriate, regarding recommended amendments to the Land Use Plan and Subdivision Regulations and suggest appropriate Zoning Ordinance amendments to the

City Council. The City Council would then hold hearings to discuss proposed city budgets (and development management system regulations) prior to adoption.

Coordination of the city's continuing planning and budgeting systems as outlined above are likely to produce the following results:

- *The budget will be directed by overall city policies as reflected in the Land Use Plan, which will be updated more or less continually.*
- *The Land Use Plan and city budget will likely be increasingly targeted toward achieving Ozark's visions for itself.*
- *The emphasis upon combining the planning and budgeting processes will help to balance what is to be achieved with who is to benefit, through prioritization and appropriate allocation of financial resources toward achievement of city policies as expressed in the Land Use Plan.*

Keeping the Land Use Plan up to date is an important task. Through the process described above, the plan will be refined and detailed on a regular basis through preparation and adoption of plan amendments. In this way, the plan amendment and refinement process will seem to be more or less automatic. Nevertheless, it will be essential to consideration of planning for, designing, enabling and appropriately regulating the orderly development of the city. It may also be necessary for proper consideration of potential redevelopment actions in accord with Alabama law.

VI. CONCLUSION

This is a long-range plan, yet change often occurs in a more or less continuous manner. Neighborhoods, institutions, schools, parks and commercial and industrial centers are not developed overnight. Hence, the Ozark Land Use Plan does not propose or provide “quick fix” solutions, nor should it be viewed simply as an economic development platform. Rather, this Land Use Plan is intended to strengthen, revitalize and optimize all aspects of life in Ozark over the long term by improving the condition of the physical environment. As such, this plan must remain a living document, able to grow and change as local conditions change. To do so, it must be updated and amended on a regular basis using the means described in the previous chapter.

Plan implementation will take time and goodwill. Ozark must strive to interest and involve even more people in the process of setting and implementing an appropriate community vision. City government must continue to gather other agencies, public and private, onto the same team. The city must continue to prioritize and take direct action on various recommendations of the Land Use Plan by investing local tax dollars. Further, city officials must help shape the action of others with not just more regulation, but more *effective* regulation. The city must be willing to provide selected incentives to encourage others to take the lead in development activities that would further implementation of the plan’s policies. And finally, city officials must strive to use every power they have under the law in concert with every public investment they make to support plan implementation.

The Ozark Land Use Plan is intended to evolve and grow in response to changes in public values and to market and physical conditions. Only through continuing use, evaluation, detailing, reconsideration and amendment can the plan fully serve Ozark, and only then can residents and property owners use it fully and creatively as they seek achievement of their comprehensive vision for the community.

APPENDIX A: TOWN MEETING NOTES

ASSETS

- Topography
- Accessibility
- Infrastructure
- Natural environment
- Downtown square
- Historic buildings
- County seat
- Fort Rucker
- Civic center
- Medical facilities
- Ed Lisenby Lake
- Parks and recreation
- Community college
- Long-term water source

ISSUES

- Railroad
- Topography
- City entrances
- Vacant buildings
- Buildings in disrepair
- Signage and wayfinding
- Downtown condition
- Old high school
- Street lighting
- Street conditions
- Civic center location
- Publicly assisted housing
- Limited housing choices
- Public transportation

OUTSIDE FORCES

- Dothan proximity
- ALDOT control of US 231
- Fort Rucker—positive impact on business and community
- Wal-Mart syndrome—property abandonment

WHY LIVE, WORK, INVEST IN OZARK

- Home
- Family
- People
- Security
- Born here
- Good life
- Place to raise family
- Job
- Climate
- Quaint
- Economics
- Investment
- Accessibility
- Downtown charm

MISSING FROM LOCAL VISIONS OF OZARK

- Attractive entrances
- Major image corridors
- A larger population
- More jobs
- Education
- Technology

- Classic, historic downtown
- Hospital / nursing facilities
- Retirement support system
- Better-educated work force
- Drug-free environment
- Opportunity
- Housing variety
- Local business patronage
- Business stability
- Business diversity

BENCHMARKS FOR TESTING THE PLAN

- Active, vital downtown
- No need to go to Dothan
- Increased population
- Increased property values
- Not a bedroom community
- Moving here for the schools
- Community focused on downtown
- Bragging rights
- Middle class
- No slumlords
- Better housing stock
- Public revitalization fund
- Courthouse away from square
- More on Andrews Avenue

APPENDIX B: IMPLEMENTATION AGENDA

- Adopt the Land Use Plan (planning commission)
- Ratify the Land Use Plan as city policy (city council)
- Adopt the Downtown Plan as city policy
- Prepare, adopt and implement an annexation strategy
- Create a Downtown Redevelopment Authority
- Acquire abandoned railroad rights of way
- Rezone downtown edges to discourage strip development
- Prepare and adopt downtown historic district standards
- Designate a downtown historic district
- Rezone downtown area to support residential and mixed use development
- Designate one or more residential historic districts
- Prepare and adopt residential historic district design standards
- Appoint a Historic Preservation Commission
- Adopt the ICC Existing Building Code
- Apply for SAFETEA funding for streetscape improvements
- Develop a citywide truck route plan and program
- Screen Public Works facility from street views
- Prepare a capital improvements program coordinated with the plan
- Repair and extend sidewalks to connect downtown to nearby neighborhoods
- Prepare and implement a citywide greenway system plan and program
- Prepare and implement a US 231 Access Management plan and program
- Prepare and implement an access management program for all arterial streets
- Prepare, adopt and implement a citywide tree ordinance
- Review and update the zoning ordinance and map to support plan implementation
- Review and update the subdivision regulations to support plan implementation
- Incorporate all Activity Center criteria into the zoning ordinance as appropriate
- Incorporate Activity Center criteria into the subdivision regulations as appropriate
- Add a Corridor Overlay District to the zoning ordinance for all arterial streets
- Add the Neighborhood Design Criteria as a checklist to the subdivision regulations
- Add a Mixed Use category and regulations to the zoning ordinance
- Review and update the sign ordinance to support downtown plan implementation
- Review and update the sign ordinance to support image corridor improvements
- Add a comprehensive set of landscape regulations to the zoning ordinance
- Add the Residential Design Criteria as a checklist to the subdivision regulations
- Add the Commercial Design Criteria as a checklist to the subdivision regulations
- Add the Watershed Criteria as a checklist to the subdivision regulations

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.