



COMPREHENSIVE PLAN

CONNECT

WEST PLAINS

- MISSOURI -

MAKE IT HAPPEN HERE

Adopted
August 21, 2023

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BILL NO. 2023-19

RESOLUTION 2023-19

A RESOLUTION OF THE CITY OF WEST PLAINS, MISSOURI, TO ADOPT A COMPREHENSIVE LAND USE PLAN, "CONNECT WEST PLAINS," TO SERVE AS A GUIDING DOCUMENT FOR THE FUTURE DEVELOPMENT AND GROWTH OF THE CITY OF WEST PLAINS.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WEST PLAINS, MISSOURI AS FOLLOWS:

Section 1: To adopt "Connect West Plains," a comprehensive land use plan, to serve as a guiding document for the future development and growth of the City of West Plains.

Section 2: This Resolution shall be in full force and effect from and after the date of its passage and approval.

PASSED AND APPROVED THIS 21st DAY OF AUGUST 2023.

CITY OF WEST PLAINS, MISSOURI

BY: 
MAYOR MICHAEL POPLIFF

ATTEST:


CITY CLERK ALLISON SKINNER



Hello, West Plains,

In 1969, West Plains community leaders developed a master plan for the city in which they wrote that “continuous development and progress have been the key words for West Plains.” Now, more than 50 years later, West Plains is still focused on continued improvement and keeping an eye on what is next for the community.

The purpose of the comprehensive planning process is to work together to create a shared vision for the future of West Plains to guide decisions for where and how to enhance our community through economic and recreational opportunities, transportation, and much more.

Through this process, we talked to as many people as possible from various backgrounds and interests to ensure that future plans align with the vision of those living and working in West Plains every day. This work has resulted in a roadmap that can be used for the next 20 years as we take on necessary improvements to provide the quality of life our community not only expects but deserves.

When the first radio station in West Plains went on the air in 1947, the call letters assigned were KWPM, which founder Robert Neathery recalled in his memoir as being chosen to mean Keep West Plains Moving. Through this plan, our goal is to do just that.

I am excited to present the “Connect West Plains” Comprehensive Plan.

Emily Gibson, Planning Director

Acknowledgments

Thank you to all participants in the planning process. Your time, technical expertise, and guidance were critical to the development of the Connect West Plains Comprehensive Plan (Plan). Your investment in this Plan is valued.

City Leadership

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Johnny Murrell
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John Niesen
Mike Topliff, Mayor
Josh Cotter (former Councilman '22)

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INTRODUCTION

Section 1 provides the foundation on which the comprehensive plan (Plan) is based. This section sets the scene for the Plan and answers why this planning process and the resulting document is necessary, how this document is used, and what the planning process entailed.

“

I feel with this comprehensive plan, West Plains has a lot of potential for growth. I'm excited for how the proposed changes could enhance West Plains as a destination while also making a better quality of life for all the citizens of West Plains and the surrounding area. Let's do this!"

- West Plains resident

Plan Overview

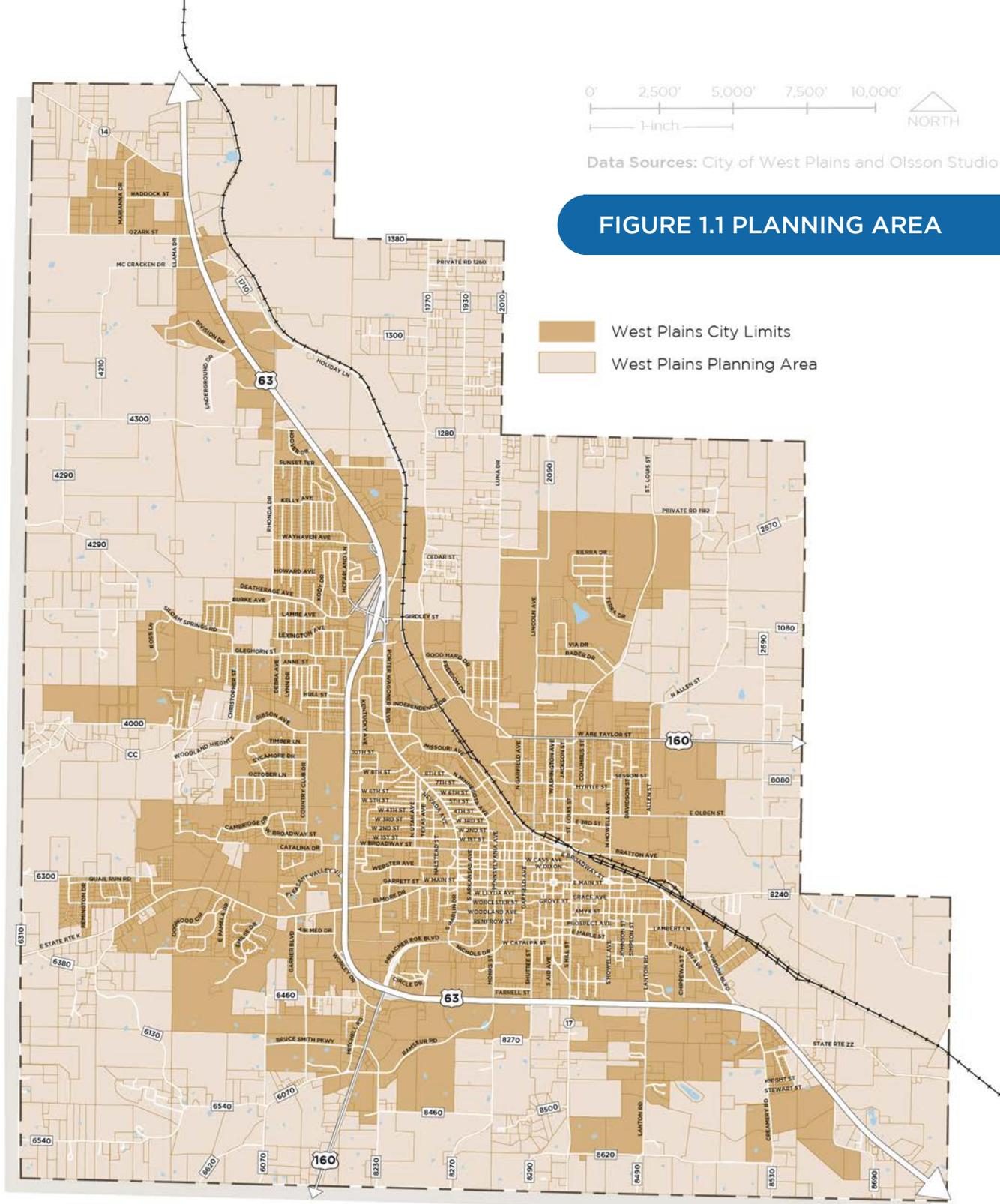
This Plan serves as a guide for the identification and implementation of West Plains' unified vision for its future. It builds upon the community's values and points West Plains in the direction of its shared goals using a variety of tactics. The Plan addresses critical topics that will shape the way West Plains continues to develop, including:

- Future land use recommendations based on input from stakeholders, the public, Planning Commission, City Council, and city staff members and the findings from the Economic and Market Analysis (see Appendix D).
- Future housing options and opportunities to balance and diversify the existing housing stock.
- Economic development strategies that encourage a vibrant, healthy mixture of revenue generation sources.
- Transportation and mobility opportunities that enhance connectivity and mobility for residents and visitors.
- Outdoor recreation and enhanced entertainment options designed to enhance residents' quality of life and work within existing environmental conditions.
- Climate hazard mitigation and adaptation strategies that build on experience and incorporate outside expertise from similar communities.
- Sustainability and resiliency opportunities woven throughout all recommendations to balance community desires, financial feasibility, and environmental needs.
- Strategies for improving the health, equity, and vibrancy of the community at large, from individual physical and mental health to social support systems, resources, and gathering opportunities.

The planning process culminated in an integrated document (this Plan!) that reflects the needs and desires of the community and guides future decision-making related to the strategic and sustainable growth of West Plains. The Plan provides a framework for the development of future public policy pertaining to development, redevelopment, transportation and connectivity, and the provision of community services and amenities.

What is a Comprehensive Plan?

A comprehensive plan – sometimes referred to as a general plan, master plan, or land use plan – is a vision for the future on a community scale. Comprehensive plans are created by and for the community to record shared goals and desires for themselves and their fellow community members. A comprehensive plan examines what a community is, where it came from, and crafts a coordinated road map for the future. This road map guides the growth and development of the community for the next 10 to 20 years and is revisited often to ensure its relevance. Effective plans are grounded and provide measurable, achievable action items for reaching shared goals. Communities can also use comprehensive plans as a factual and objective basis to justify future decision-making.



The planning area consists entirely of the City of West Plains, as shown in **Figure 1.1**. West Plains is the county seat of Howell County, and located in south central Missouri approximately 100 miles southeast of Springfield, Missouri.

The City of West Plains' Planning Area (Planning Area) is larger than the City of West Plains' incorporated area. It is approximately 5.5 miles wide and 6 miles long, encompassing 29.2 square miles. Its boundaries are County Road 4410 and County Road 6310 to the west, County Road 8620 to the south, and the intersection of US 63 and County Road 8660 at the furthest point east. Much of the land located within the Planning Area, but outside the city limits, is classified agricultural or vacant, with pockets of residential development and rural businesses.

Regional Context

West Plains is centrally located in the Missouri Ozarks region and described as the “Heart of the Ozarks”; located approximately 20 miles north of the Arkansas border and is the Howell County Seat (see **Figure 1.2**). Nearby cities include Mountain Home, Arkansas (48 miles); Poplar Bluff, Missouri (98 miles); Branson, Missouri (100 miles); and Springfield, Missouri (110 miles). The city occupies approximately 13.3 square miles - or 8,512 acres.

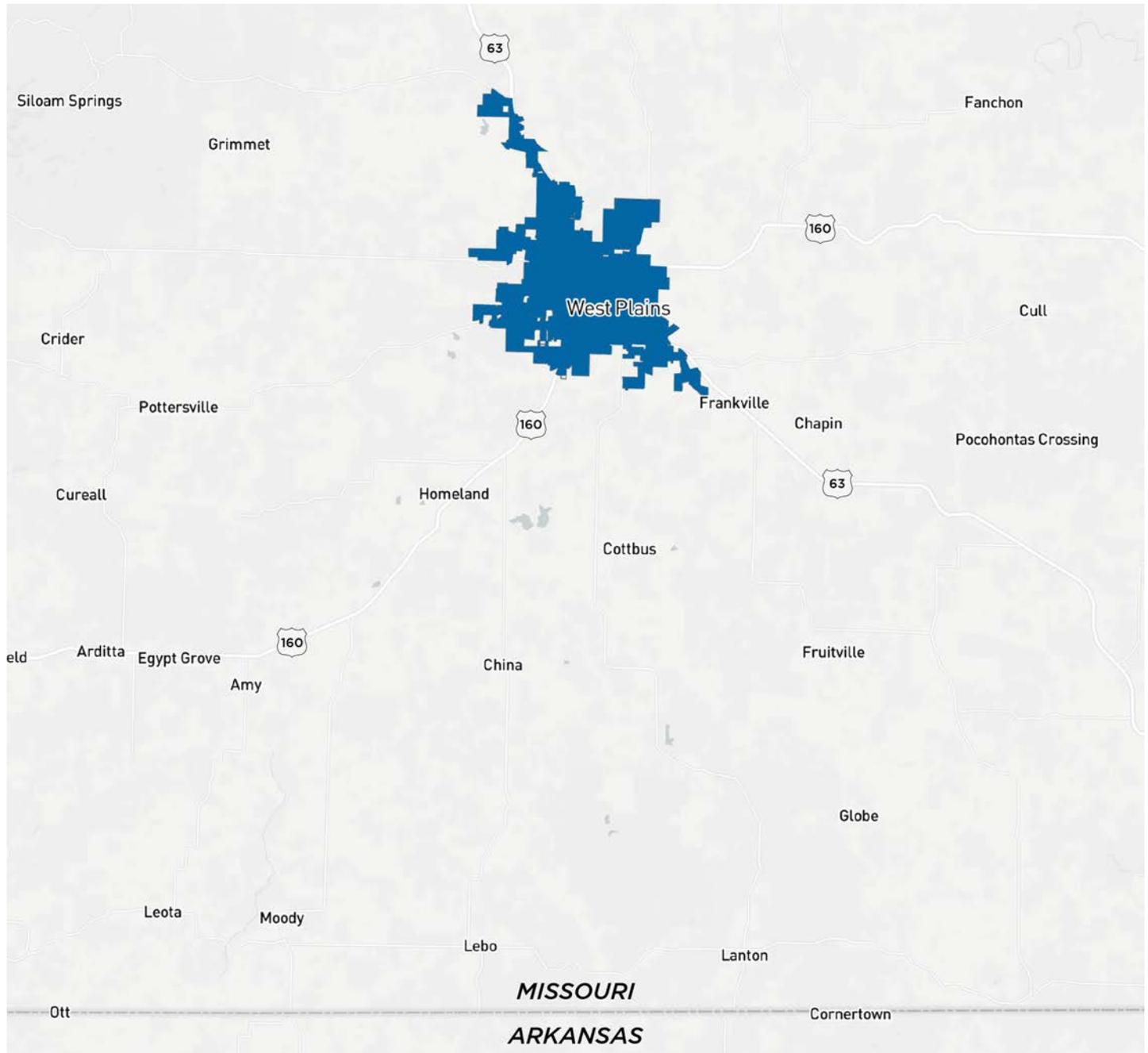


FIGURE 1.2 REGIONAL CONTEXT

History

Today, the City of West Plains (population 12.3k) serves as the economic hub of south-central Missouri and the seat of Howell County. The city's humble beginnings can be traced back to 1832 when settler Josiah Howell (after whom Howell County is named) created the first settlement that would grow into West Plains.

The American Civil War

The location of West Plains led to nearly constant conflict due to the proximity to what was then the border between the Union and Confederacy. West Plains was largely burned to the ground, and Howell County was devastated. While no major battles occurred in West Plains or Howell County, much of the devastation came from constant guerrilla warfare. Confederate Brigadier General James Haggin McBride gave residents an ultimatum to either join the Confederate Army or flee the area. An overwhelming majority of Howell County residents chose to flee, and over 90 percent of the population had fled by the time the war was over.

In the years following the American Civil War, the population of West Plains rapidly grew, thanks to the railroad running through town. The first train came to West Plains on Christmas day of 1883 and ushered in a population explosion. In 1880, West Plains had a population of 350. Ten years later, the population was 2,091, a growth in population of 600 percent.

The Great Depression

As was the case with many other locations, the Great Depression hit West Plains in the 1930s. The first bank to fail in the nation was the Farmers Savings Bank in the late 1920s. The lack of the present-day Federal Deposit Insurance Company meant that some people initially lost whatever wealth was deposited.

Education

On July 5, 1963, Southwest Missouri State College (SMS), located in Springfield, Missouri, established a Residence Center in West Plains. The center opened two months later with 111 students. The college is now known as Missouri State University-West Plains, a degree-awarding campus with an enrollment of about 1,700 students.



FROM TOP: *Former Howell County Courthouse, SMS Residence Center*

The Why

West Plains' previous comprehensive plan was adopted in 2003 and was created to guide land use decisions. Later in 2007, the plan was updated to incorporate a goal implementation component. Comprehensive Plans are living documents and are reviewed and regularly updated over time to include updated demographics, market trends, and development activities – West Plains took this course of action in March of 2016 with an update. The updated plan was written to cover a 14-year timeline extending the life of the Comprehensive Plan to 2030. The current plan is organized into two parts: the first section is Community Assessment, which supplies a description of the city's existing conditions, opportunities, and needs. The other section is Implementation, providing recommendations that are based on community feedback focusing on land use development, economic development, facilities and services, the environment, and the planning administration.

As part of the review process, the City of West Plains has revisited the existing plan and identified it is necessary to review and update the existing conditions, opportunities and needs, create a defined vision for the commercial and residential area of the city, and develop implementation strategies to ensure the future success of West Plains.

The intent of the Connect West Plains Comprehensive Plan (Plan) is to create a community-wide vision that resonates with the public at large. This planning process answered the following questions:

Where is West Plains today?

This question defines what is loved about West Plains, what needs improvement, and the current realities of the city.

Where does West Plains want to be?

The only sustainable path forward is one that has community buy-in. By asking the question of who West Plains wants to be, recommendations for the future were created.

How do we get there?

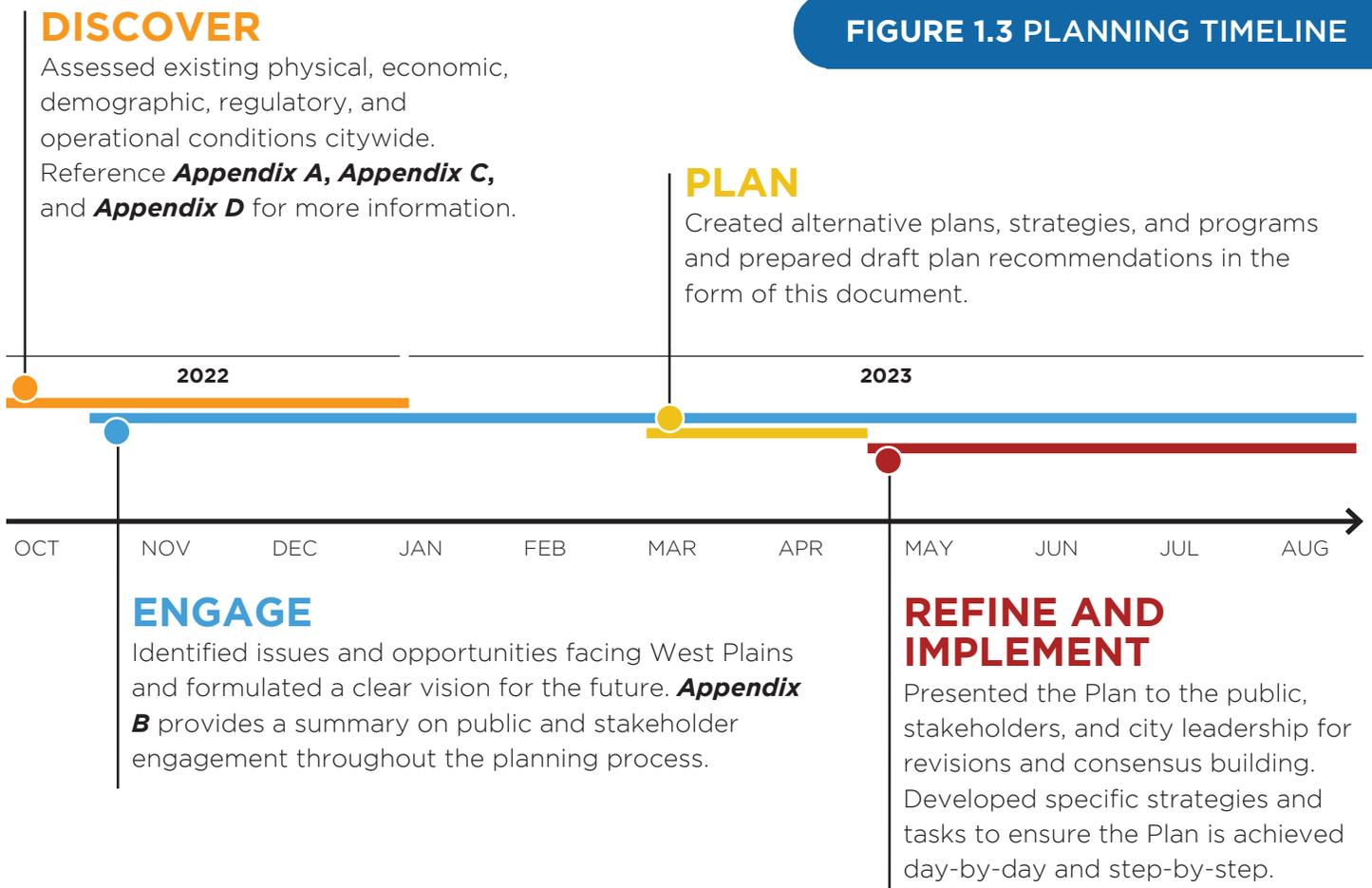
This is ultimately what the Plan answers. This Plan offers a road map to the future, outlining goals and strategies that keep elected and appointed leaders and city staff members on track to make West Plains what the community needs and wants.

Planning Process and Timeline

The Plan development process took approximately 10 months and consisted of five primary phases: *Discover*, *Engage*, *Plan*, *Refine*, and *Implement*. From *Discover*, where a baseline of West Plains was developed; to *Engage* where the community shared its voice; to *Plan* and *Refine* when the actual road map for the future of each of the Plan’s topics were recorded; to *Implement* when the Plan is put to work for the community.

Figure 1.3 demonstrates the planning process timeline.

FIGURE 1.3 PLANNING TIMELINE



Plan Organization

This Plan is organized into seven sections and four appendices. The first two sections introduce the Plan and its structure. **Section 1** explains how the Plan came to be, why it is necessary, and how it should be integrated into daily decisions. **Section 2** describes the vision and values that set the tone and theme for the goals, policies, and implementation strategies.

Sections 3 through **5** provide the Plan's recommendations as they relate to future land use; growth and development patterns; transportation and connectivity; parks, recreation, and open space; and social health and equity patterns on an individual and community-wide scale. These sections are where the recommendations exist to guide West Plains as the city works to make this Plan's vision a reality.

Section 6 outlines the city's action plan when it comes to carrying out community goals. Action by action, it describes what the task at hand is, who is responsible for participating in its successful completion, what timeline the task should be completed within, and what values it supports.

Lastly, the appendices cover detailed background information that was considered comprehensively to form the Plan. The four appendices include an inventory and analysis of existing conditions (**Appendix A**), a full recap of public engagement events and findings (**Appendix B**), summaries of existing plans and studies, and descriptions of how each relates to this Plan (**Appendix C**), and the complete Economic and Market Analysis report that was used to understand existing economic and market factors at play in and around West Plains (**Appendix D**).

Keeping this Plan Fresh

This Plan should be reviewed and revised periodically to respond to shifts in economic and demographic conditions, new changes in state and federal law, the impacts of existing policies and past decisions, and new implementation tools or resources that would benefit outcomes. At least once a year, the Planning Commission should review or reconsider the Plan or portions of the Plan and may propose amendments. Without regular evaluation and monitoring of the Plan's progress, the Plan will lose its effectiveness in achieving and upholding a shared vision for West Plains.

How to Use this Plan

This Plan is intended to be a living document and daily reference for the city. As city staff members, elected leaders, and community members make decisions for West Plains, this Plan serves as the lens through which they consider the appropriateness of proposed changes. This Plan serves as the road map toward West Plains' set vision for the future through the development decisions, zoning changes, and community modifications that face the city. Part of the review process for such changes includes ensuring alignment with this Plan, which works to safeguard the city's established long-term goals through short-term decisions.

While it was compiled as a reflection of current conditions using the public and stakeholders' interests in the community at the time, the Plan establishes a broad foundation to guide future growth and reinvestment in West Plains for years to come.

This Plan is used to:

- Establish a strategic vision for the future of West Plains.
- Provide guidance for elected and appointed officials when making decisions that affect the long-term needs of the community.
- Help guide city staff members' day-to-day decision-making regarding the location, intensity, and design of future development.
- Inform residents, property and business owners, developers, and others interested in West Plains' priorities and expectations for development.
- Maintain an implementation strategy (**Section 6**) that helps achieve the community's vision.

This Plan uses a variety of terms in its structure, including vision, guiding principle, goal, strategy, and framework plan. Reference **Figure 1.4** to understand what these terms mean and how they work together.



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Section 2 Contents

Vision
Core Values

CONNECT WEST PLAINS: VISION AND VALUES

Section 2 describes the consensus-built vision and core values of West Plains that are the backbone of the goals, strategies, and framework plans within this Plan. The vision and core values were developed based on the input gathered throughout the public engagement process on the issues, concerns, and opportunities facing the city, as detailed in *Appendix B*.

“*West Plains is on the brink of being discovered... Those of us living and working here know just how fortunate and blessed we are. Our community members support each other and truly care about our future. When the rest of the world discovers us, they will be amazed. The next ten years will reveal what West Plains has to offer through our ability to work together toward common goals and adding amenities that complement our existing attributes. West Plains will become a coveted destination...*”

- West Plains resident

West Plains' Vision

A vision statement is an inspirational statement that describes an idealistic future. It reveals what a community most hopes to be and achieve in the long term without getting into the specifics of how it will be accomplished. A vision statement answers important questions about what a community cares about, who in their population they want to serve, and what lasting impact they hope to have on its residents.

“At the heart of our rural growing community lies a shared vision for a vibrant and inclusive environment where residents are inspired to flourish, embrace a strong sense of belonging, and truly thrive. West Plains will be a nurturing place that fosters a sense of unity and promotes economic vitality and growth for all.”

Core Values

Core values are defined beliefs or principles that are of central importance. While West Plains is made up of multiple individuals, it is important to define the community's values. Communitywide values and any given community member's individual values may be similar, but it is important for a community to work together to determine what they hold dear as one community.

The core values of a city facilitate decisions and underline all actions; they are the core elements of how the community sees itself and where it wants to go in the future. Core values educate current and future residents (and those interested in investing in a community, such as a developer) and leaders about the community's identity.

West Plains' community core values should be considered when the city is making decisions regarding policies, developments, investments, and more. Note that the core values are not listed in order of importance.



Connected Neighborhoods

West Plains' neighborhoods are a key component of the community's hometown feel. Long-time residents and new residents value West Plains' friendly-atmosphere, rural lifestyle, and downtown. West Plains' neighborhoods (new and existing) must continue to provide diverse, quality, and affordable living formats to appeal to all people in all stages of life. As West Plains continues to grow, it is important to reinvest in older neighborhoods, while ensuring new neighborhoods provide quality of life desired by the community. Neighborhoods – new and old – must be viewed as a single unit, whereby everyone within the neighborhood has convenient and safe access to high quality recreational opportunities, education, goods, and services.

Livability and Community

West Plains recognizes the importance of people – long-time residents, new residents, business owners, visitors, and others feeling like they have a place within the community – their family-friendly hometown feel. To this end West Plains continues to strive to bring all community members together by enhancing the quality of life for its residents through the provision of amenities, public spaces, and diverse activities and places. Downtown West Plains is a significant asset to the community – this area can emerge as a community destination through ongoing revitalization efforts and an influx of public and private investment. West Plains residents' physical and mental-wellbeing, social, and recreational needs are of high priority; the community will focus on expansion of programming, educational, shopping, dining, entertainment, and recreational opportunities that appeal to residents and visitors, as well as improve their quality of life.

Economic Vitality and Strategic Growth

While strengthening and supporting existing businesses, a strong economic environment will be fostered that continually supports the growth and diversification of the local economy and the creation of job opportunities, all while attracting additional investments. As growth opportunities increase, it is imperative to protect the desired future land uses of the city by having a community-built plan in place so that growth is deliberate. West Plains will actively pursue opportunities to revitalize underutilized commercial corridors, centers, establish new employment areas, strengthen existing entertainment areas, and attract new businesses to the community. As West Plains continues to grow, opportunities to expand retail, dining, entertainment options downtown and in other mixed use district areas should be encouraged, as should the integration of future housing needs to support employment and business areas.

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CONNECTED PLACES: LAND USE AND DEVELOPMENT FRAMEWORK

Section 3 Contents

Growth Framework Plan
Future Land Use Framework Plan
Goals + Strategies

Section 3 provides guidance regarding the location, type, and character of future land uses in West Plains. It is a guide for staff members, city leaders, and stakeholders, as well as a commitment to the community of what the future land of West Plains holds from a responsible growth perspective.

“

Having lived in West Plains nearly my whole life, I can see six decades of growth, change, and challenge in my hometown. It's the nature of all things; however, being progressive with a focus on the positive is not necessarily a natural aspect of a community. It takes thoughtful, motivated people of all ages, position, and interests to make that happen. I'm proud to say that West Plains is such a community, where those of us who call it home - and who live and work and study and shop and eat and play - take its past and future seriously. And that's just because we love living here. It's not perfect, but it's ours and we're going to take care of it, now and tomorrow.”

- West Plains resident

Growth Framework Plan

Growth, in the context of this Plan, means thoughtful, measured, progressive, and meaningful development that achieves the community goals. Future development must focus on quality over quantity. **Figure 3.1** identifies the realization of development, redevelopment and revitalization citywide. To continue to grow West Plains it is critical to consider the community's perspective on future growth and the market's perspective on future growth. To do this growth must be:

1. Intentional
2. In areas appropriate to support the intended uses
3. Used to fill in gaps in existing infrastructure (e.g., utilities, roads, sidewalks)
4. Focused on achieving the Plan's goals

The following growth and redevelopment areas have been identified as areas for focused development based on availability, market projections, and feedback provided during the planning process.

Development Opportunity Areas

Development Opportunity Areas are areas of land that are largely absent of existing development and structures, within existing city limits. Such areas are identified to illustrate the city's potential for growth and infill development, which is mainly concentrated along the fringe of the city limits to the north and south.

Redevelopment/Reuse Opportunity Areas

Potential redevelopment or reuse areas have existing development and/or structures that are either dated or in need of repair beyond routine maintenance. These areas as shown in **Figure 3.1** are identified as prime locations along Jan Howard Expressway and downtown.

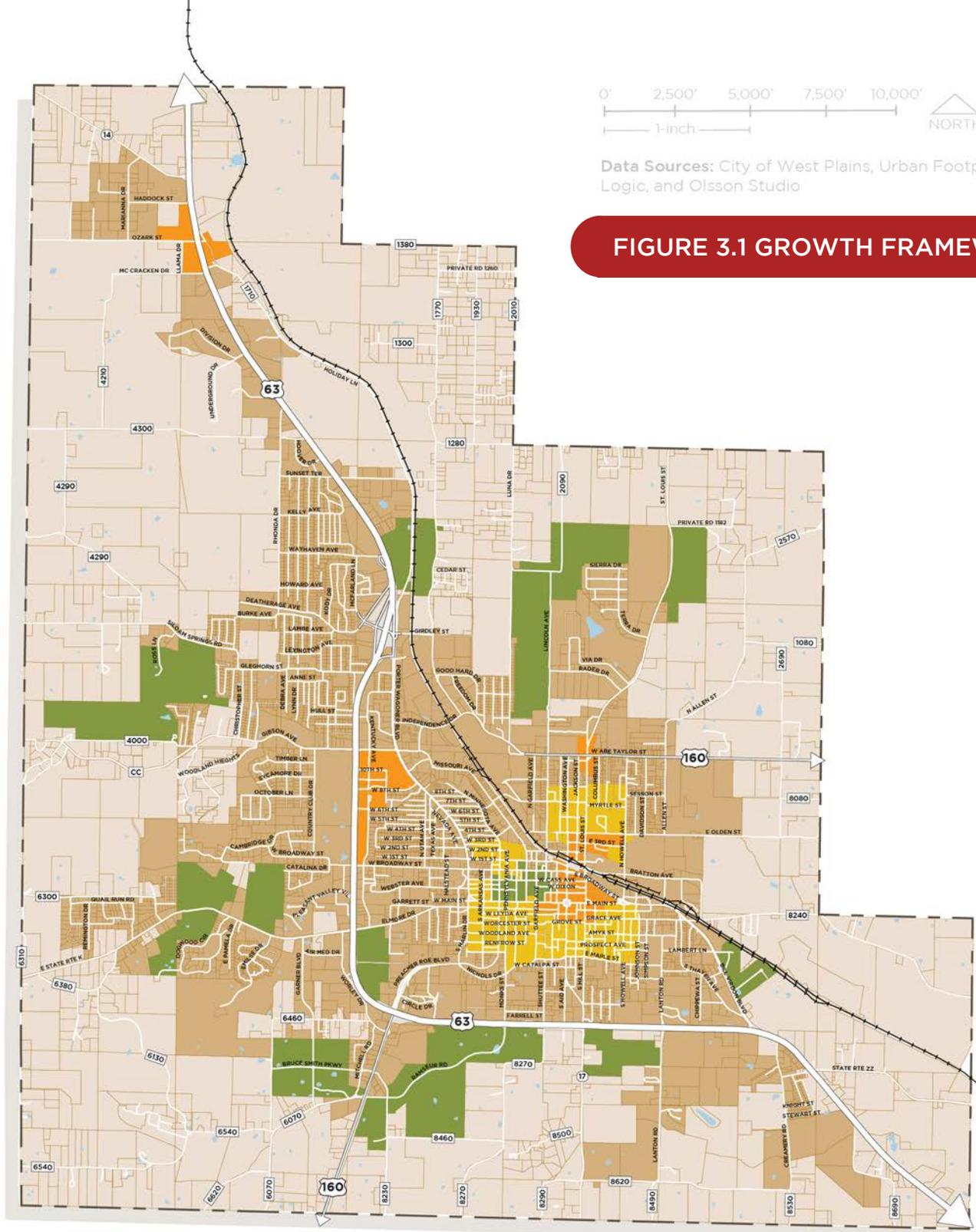
Neighborhood Revitalization Opportunity Areas

The primarily older neighborhoods that largely surround downtown serve an important role in the continued revitalization of downtown, as well as the health of the city. They provide the necessary mass to sustain a lively space and mixed use environment. To increase the supply of quality housing (both owner- and renter-occupied), a stabilization process is recommended for the residential revitalization areas shown in **Figure 3.1**. These areas are not identified to be fully redeveloped, but rather to reinvest in and revitalize.

West Plains Planning Area

Potential future city limits are shown in **Figure 3.1**, which illustrates the areas that should be considered for potential annexation over the lifetime of this Plan. Future annexation should be based on both filling in existing city boundary gaps and thoughtfully responding to urban growth pressures that arise.

The West Plains Planning Area is considered an extraterritorial area that can accommodate the long-term projected demand and provide an adequate transition area between more intensive uses located within the city and rural areas located in unincorporated Howell County. True extraterritorial jurisdiction (ETJ) is subject to Missouri Revised Statutes. An ETJ of two miles is allowed for certain cities under Missouri Legislation, but West Plains does not meet the Missouri Law thresholds for this zoning boundary. For the purpose of this Plan, the current city limits and the area outside the city limits as illustrated are referred to as the West Plains Planning Area.



Data Sources: City of West Plains, Urban Footprint/Core Logic, and Olsson Studio

FIGURE 3.1 GROWTH FRAMEWORK

- West Plains Planning Area
- West Plains City Limits
- Development Opportunity Area
- Redevelopment/Reuse Opportunity Area
- Neighborhood Revitalization Opportunity Area

Future Land Use Framework

Future land use patterns for West Plains are based on community input, city staff member and leadership guidance, the economic and market analysis, and planning best practices. No piece of input was considered on its own. Together these factors dictated **Figure 3.2**, and created the Future Land Use Framework Plan. **Figure 3.2** will guide future land use decisions as development, redevelopment, and improvement opportunities present themselves to the city. It is important to note that future land uses are not zoning classifications. Future land uses are a guide to ensure the city can achieve its long-term vision through short-term decisions, whereas zoning is regulatory.

Agriculture/Open Space

Agriculture/Open Space represents areas that are undeveloped in favor of land preservation/conservation and/or agricultural practices, such as farming and ranching.

Agriculture represents land devoted to agriculture, raising livestock, the production of crops to produce food, and/or cultivation of flowers, ornamental, or other nursery plant materials. It is generally synonymous with farmland, cropland, pasture, or rangeland.

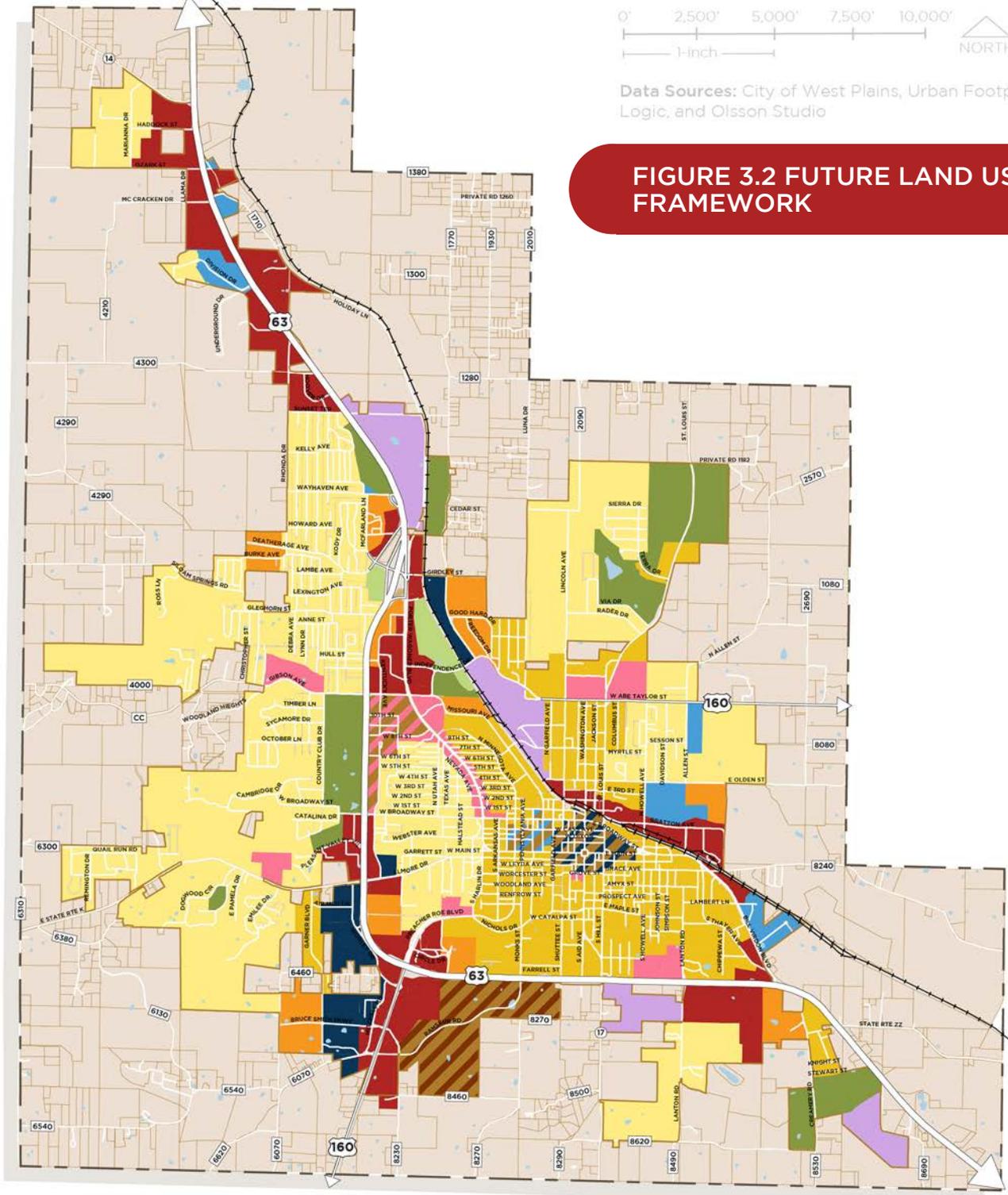
Open Space is represented by undeveloped, preserved, or dedicated space that may be used for resource conservation, buffering, greenways, and shared use paths. The Open Space category also includes publicly owned lands that are used for watershed protection, hazard protection, and natural resource protection. Open Space areas are largely unprogrammed natural areas that contain wetlands, tree cover, wooded areas, water features, and non-mowed native landscape. Open Space uses provide natural wildlife habitat. Typically, areas existing as Open Space are not developed due to topography, floodplains, floodways, or other natural/physical constraints.





Data Sources: City of West Plains, Urban Footprint/Core Logic, and Olsson Studio

FIGURE 3.2 FUTURE LAND USE FRAMEWORK



- | | | | |
|--|---------------------------|--|--|
| | West Plains Planning Area | | Commercial |
| | City Limits | | Mixed Use - Entertainment District |
| | Agriculture/Open Space | | Mixed Use - Downtown Revitalization |
| | Parks and Recreation | | Mixed Use - Health and Wellness District |
| | Single Family Residential | | Mixed Use - University District |
| | Mixed Residential | | Public/Institutional |
| | Multi-family Residential | | Business and Employment |
| | Neighborhood Commercial | | Flex/Industrial |

Parks and Recreation

Parks and Recreation represent public lands dedicated to parkland, including neighborhood, community, and regional facilities. This use includes open space, playgrounds, gardens, greens or lawns, meadows, woods or trees, ponds or streams, walkways and paths, fountains, civic plazas, shelters and picnic areas, and amphitheaters and performance space. It also includes areas utilized for sports, active play, and recreation uses, including sports fields and courts, sport facilities, adventure play, bicycle facilities, and museums. Parks and Recreation can include accompanying infrastructure, such as spectator facilities and seating, support and maintenance facilities, concessions, restrooms, meeting rooms, landscaping, and parking.



Single-Family Residential

Single-family residential represents the traditional residential style, detached residential use on a lot, typically in a subdivision. This land use category does not include attached units. It includes a variety of lot and home sizes with lots and homes. Lots are arranged in a variety of layouts including gridded blocks, modified grids, curvilinear streets, lot clusters, and cul-de-sacs. Setbacks vary, with front setbacks accommodating a driveway and front yard. This use is found in both a single-family neighborhood and an infill residential style that can be used to fill in gaps around higher density areas of a community (such as the downtown).

Single-Family Residential should include sidewalks on one or both sides of the street. Trees - on the property or on-street - play an important role in establishing quality and character and are therefore required. The neighborhood should include mobility amenities, such as shared use paths, and may include amenities private to the development, including swimming pools, parks, playgrounds, and general open space. These neighborhoods should be connected to the overall parks, open space, and sidewalk system.



Mixed Residential

The Mixed Residential is a residential neighborhood that allows for a mixture of single-family detached housing lots, as well as complementary, small-scale, and low-density attached housing, including townhomes, row homes, duplexes, and live-work units. It is a transitional neighborhood that provides a buffer between traditional subdivision-oriented single-family neighborhoods to more intense uses, such as multifamily residential, commercial corridors, or mixed uses. Additionally, it provides housing choice in a lower density, mixed residential neighborhood. A specific percentage of housing format mixture is not provided due to variability; however, single-family uses would typically account for the largest percentage of residences in the use.

Like Single Family Residential, Mixed Residential lots are arranged in a variety of layouts including gridded blocks, modified grids, curvilinear streets, lot clusters, and cul-de-sacs. Setbacks vary, with front setbacks accommodating a driveway and front yard.

Mixed Residential neighborhoods should include sidewalks on one or both sides of street. Trees – on the property or on-street – play an important role in establishing quality and character and are therefore required. Mixed Residential neighborhoods should be connected to the overall parks, open space, and trail system in the city somehow.



Multi-family Residential

Multi-family Residential represents a neighborhood or style of housing that is made up of attached housing, including townhomes, row homes, duplexes, triplexes, quadplexes, and apartments. In many cases, several multi-family buildings are located on a single site. Multi-family Residential should be concentrated along transportation corridors and nodes, in and around the downtown area, and where there is a cluster of destinations, including retail, dining, entertainment, employment, recreation, and parks.

This use serves as a buffer between major transportation corridors, industry, commercial uses, and less intense residential uses. Character and style can be extremely varied and should focus on longevity, community desires, and area fit. Design at the street level is important, as is the site planning to handle parking, landscape, buffering, screening, amenities, retaining walls, and stormwater control.



Neighborhood Commercial

Neighborhood Commercial provides commercial, retail, service, and office use to the immediate surrounding neighborhoods. Found at key neighborhood intersections, the use is often a single corner pad site or a modest in size and scale single strip center. It often includes service uses mixed with convenience uses, and may include specialty, boutique, unique, one-of-a-kind, or small office uses.

The character of Neighborhood Commercial includes single-story buildings that are in a style and material mixture that are compatible with the surrounding residential neighborhoods. Sites should include landscape, buffered side and rear yards, sidewalks, and connectivity to the sidewalk system. Any accompanying service requirements are screened and/or in an enclosure. Parking requirements are modest due to the scale and size of the use (when compared to Community uses).



Commercial

These uses are commercial and business in nature, including retail, services, restaurants, office, and other non-industrial and commerce-based businesses. This land use category includes neighborhood retail centers, regional retail development, pad sites, standalone restaurants or retail, service providers, banks, lodging, and office uses.

Development size depends on the current market needs or specific needs of tenants, both of which change over time. The types of commercial entities offered should also consider the population served (e.g., neighborhood versus commercial). Critical considerations include access, visibility, topography, parking, infrastructure, proximity to customers, and transportation. Commercial uses provide sales of goods and services to consumers, are important employment centers, and provide for tax base diversification.



Mixed Use

Mixed Use contains a variety of land uses developed together in a coordinated manner. The mix can be horizontal, vertical, or hybrid mixed use, meaning:

- **Horizontal Mixed Use.** This mixed use style features side-by-side uses, such as a retail building next to multi-family living. Each use is on its own respective site with shared parking, pedestrian connectivity and overall site design/aesthetic.
- **Vertical Mixed Use.** This mixed use style refers to stacked uses, such as ground floor retail and second floor office and third and fourth floor living units.
- **Hybrid Mixed Use.** This represents a blend of both horizontal and vertical mixed use.

Mixed Use allows for flexibility of uses that fit the area while unifying those elements and providing shared amenities. Mixed Use provides the opportunity to concentrate people, employment and service needs in a given location, while sharing infrastructure, transportation, parking, and a unique user experience. Mixed Use development patterns should be concentrated in the downtown area and along major transportation corridors and their intersections.

Within the Mixed Use Category four designated district types have been identified that best suit the needs and desires of the West Plains community. Conceptual images for these districts have been created to illustrate the potential development for reach of these areas. These illustrative graphics shown are initial concepts and further studies and design are necessary to move these ideas forward. The four mixed use districts are as follows:

- **Mixed Use - Entertainment District**
- **Mixed Use - Health and Wellness District**
- **Mixed Use - Downtown Revitalization**
- **Mixed Use - University District**



Mixed Use - Entertainment District

This category - which makes up the area directly adjacent to Southern Hills - focuses on creating an entertainment and activity destination including multiple uses within a given site as a master planned development or planned mix of uses from inception. The use types while varying (horizontal, vertical, or hybrid) should complement one another in arrangement, design and function to develop a cohesive place of differing uses. Site design for Mixed Use - Entertainment should include shared sidewalks, public open spaces or parklets, parking, internal connected road systems, and primary development entries should be incorporated to establish a district or center feel. Access to this district should be from a collector or arterial road. Mixed Use - Entertainment allows for complementary land use types including Parks and Recreation, Mixed Residential, Multi-family Residential, Neighborhood Commercial and Commercial, along with a mixture of development, redevelopment, and infill.

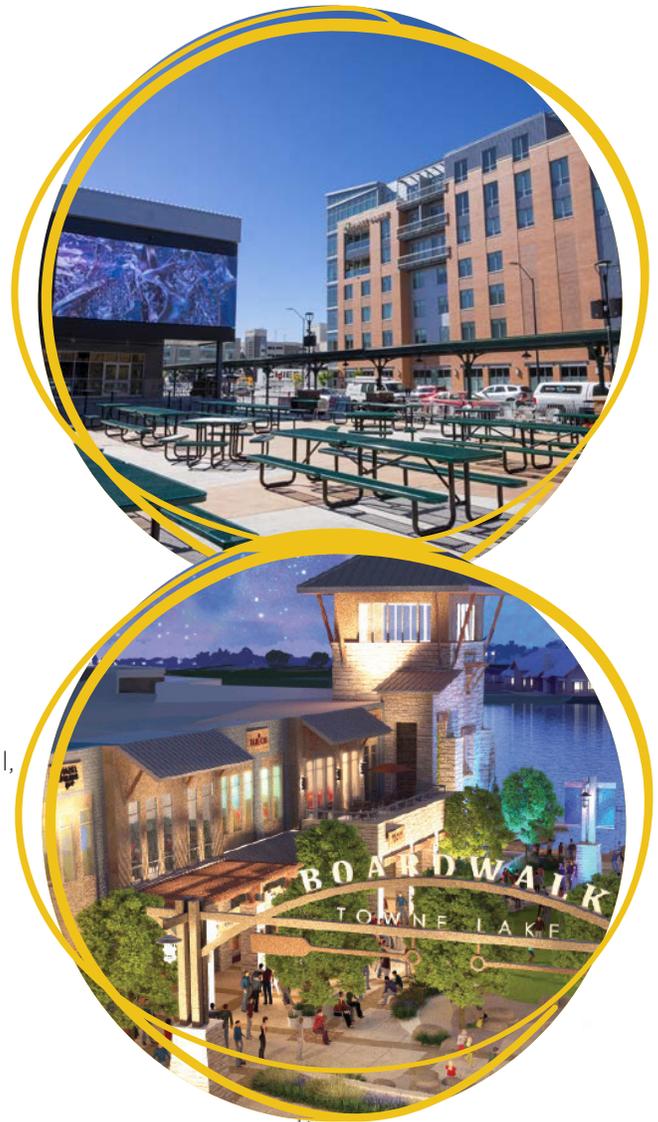
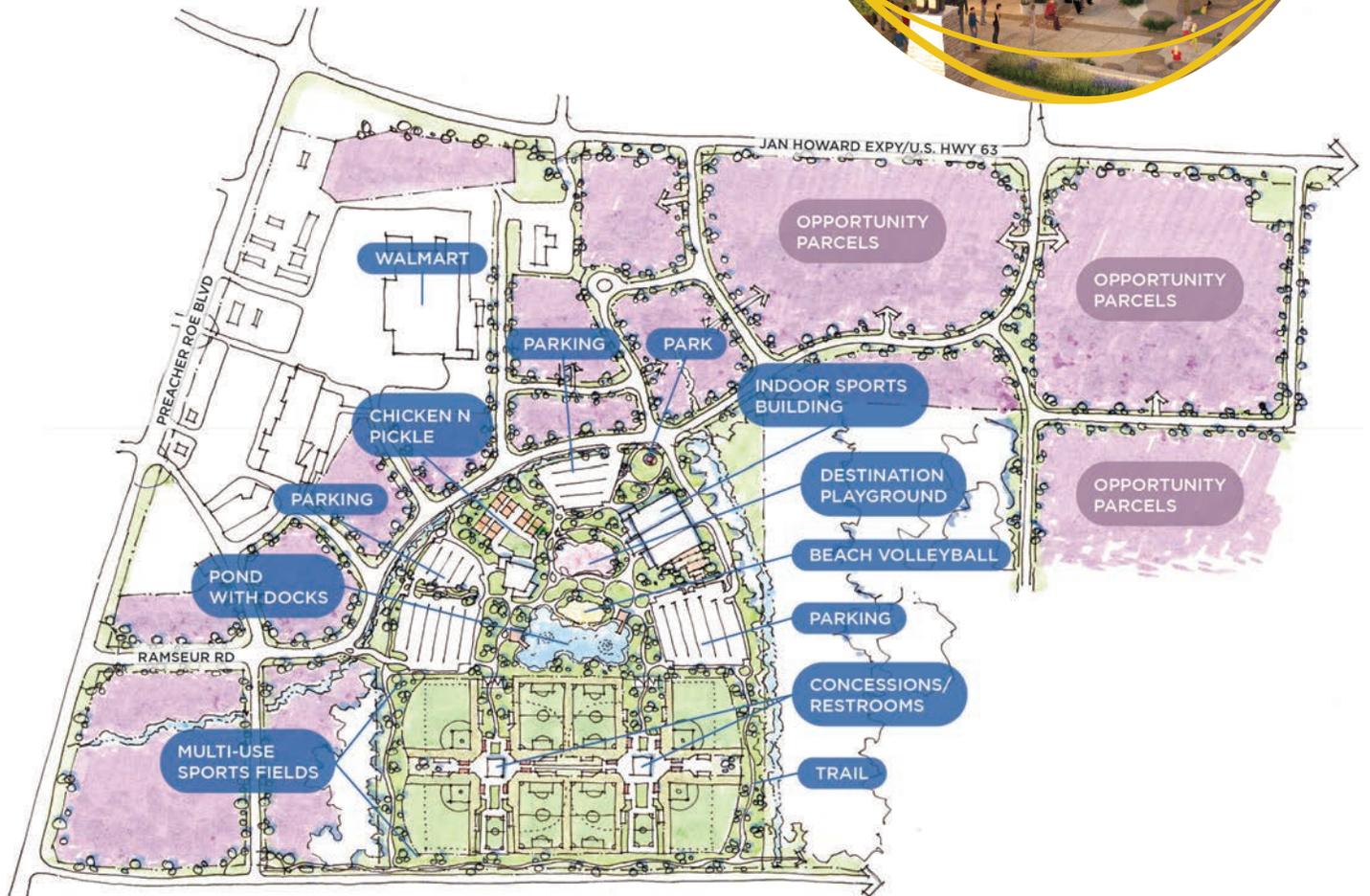


FIGURE 3.3 MIXED USE - ENTERTAINMENT DISTRICT CONCEPT



Mixed Use - Downtown Revitalization

This category - which makes up the downtown core - focuses on creating a vibrant and cultural hub with dining, entertainment, and public spaces. Uses in this district include cafés, bistros, restaurants, bars/speakeasies, event venues, public plazas, food truck parks, etc. Development of this district should be part of a Downtown Master Plan. The use types while varying (horizontal, vertical, or hybrid) should complement one another in arrangement, design, and function to develop a cohesive place of differing uses. Site design for Mixed Use - Downtown Revitalization should include programmable public open spaces or parklets, streetscape enhancements, wayfinding, and signage to establish a district or center feel. Mixed Use - Downtown Revitalization allows for complementary land use types including Multi-family Residential, Neighborhood Commercial, and Business and Employment, along with a mixture of development, redevelopment, and infill.



FIGURE 3.4 MIXED USE - DOWNTOWN REVITALIZATION CONCEPT

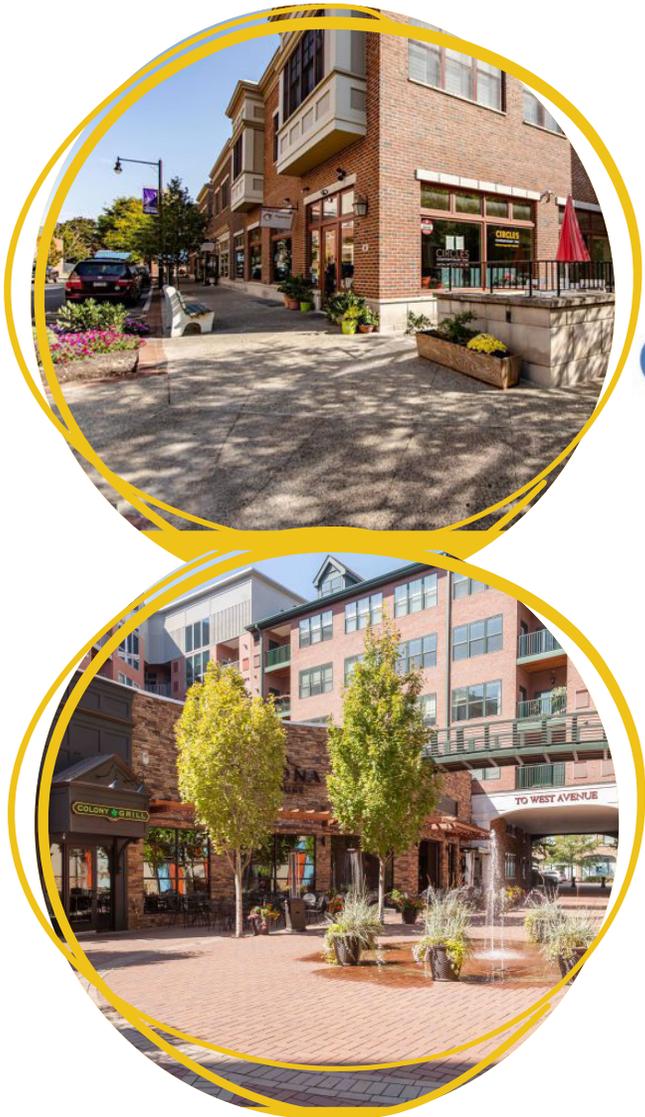


Mixed Use – Health and Wellness District

This category – which makes up the Ozarks Healthcare area located at U.S. Highway 63 from Gibson Avenue to West Broadway Street – focuses on creating a district of health and wellness, and personal care uses. Uses in this district include medical clinics, yoga studios, cafés, bistros, coffee shops, estheticians, salons, spas, counseling services, mental health services, etc.

This district should include multiple uses within a given site as a master planned development or planned mix of uses from inception. The use types while varying (horizontal, vertical, or hybrid) should complement one another in arrangement, design, and function to develop a cohesive place of differing uses. Site design for Mixed Use – Health and Wellness should include shared sidewalks, public open spaces or parklets, parking, internal connected road systems, and primary development entries should be incorporated to establish a district or center feel. Access to this district should be from a collector or arterial road. Mixed Use— Health and Wellness allows for complementary land use types including Multi-family Residential, Neighborhood Commercial, and Commercial, along with a mixture of development, redevelopment, and infill.

FIGURE 3.5 MIXED USE - HEALTH AND WELLNESS DISTRICT CONCEPT



Mixed Use - University District

This category - which makes up the Missouri State University-West Plains campus area - focuses on creating a university lifestyle of uses within an urban environment. This district should have multiple uses within a given site as a master planned development or planned mix of uses from inception. The use types while varying (horizontal, vertical, or hybrid) should complement one another in arrangement, design, and function to develop a cohesive place of differing uses. Site design for Mixed Use - University should include land uses that are appropriately blended through the site, public space design, landscape enhancements, branding and signage, and other pedestrian amenities such as shared sidewalks, public open spaces or parklets, parking, internal connected road systems, and primary development entries should be incorporated to establish a district or center feel. Access to this district should be from a collector or arterial road. Mixed Use -University allows for complementary land use types including University's operations and facilities, Multi-Family Residential (especially student and senior housing), and Neighborhood Commercial, along with a mixture of development, redevelopment, and infill.



FIGURE 3.6 MIXED USE - UNIVERSITY DISTRICT CONCEPT



Public/Institutional

Public and institutional uses consider public and semi-public uses that provides for the necessary functions of the community which include schools, faith organizations, cemeteries, public utilities, city or county buildings or facilities, public safety facilities, hospitals, etc. Size and site requirements depend entirely on use, as do access and parking requirements. Regardless of community facility type, appropriate buffers should be implemented between adjacent land uses and screening should be used for any exterior storage associated with the use.



Business and Employment

Business and Employment uses provide mixed-use urban places that include offices, business parks, and limited retail and dining uses. Light manufacturing, offices, studios, research facilities, and restaurants/bars are examples of appropriate uses. Light manufacturing may be appropriate where high-quality planned developments integrate a mix of office and light industrial uses.



Business and Employment uses can attract a significant number of employees and visitors from outside of the community. These uses are designated along key road corridors, seeking to leverage transportation infrastructure and economic development potential.

Flex/Industrial

Flex and industrial uses are intended for businesses focused on manufacturing, assembly, storage, warehousing, distribution, research and development, technology, service, transportation, raw materials handling and storage, outdoor storage and handling, repair and maintenance, and waste management. This land use classification considers both light industrial and flex/innovation uses, and general medium- to heavy-industrial uses.



Flex and industrial uses also serve important employment centers and help diversify the tax base of the city. Lot size demands vary specifically by business and operation type, although most demand flat sites and accommodations for larger areas under roof or large storage areas or yards, and/or significant areas for access, movement, and turning of trucks. Market demands, availability, access to transportation, access to workforce, access to utilities and infrastructure, site development needs, and lot size are critical considerations.

Goals + Strategies

Goal 3.1

Promote a balanced mixture, density, and distribution of land uses.

Strategy 3.1.1 Future Land Use Framework

Support development patterns and zoning regulations that expand growth and opportunities for West Plains, per **Figure 3.2 Future Land Use Framework**. Consider revisions to the Code of Ordinances to support the uses set forth in **Figure 3.2**.

Strategy 3.1.2 Infill and Redevelopment

Support the redevelopment of vacant/underutilized sites, surface parking lots, and buildings particularly near the downtown area and commercial corridors. Focus higher density infill and redevelopments in areas designated for mixed use and in other areas of change where development may be easily accessed on foot, bike, or using existing or potential transportation systems.

Strategy 3.1.3 Annexation

Where appropriate, explore opportunities for property annexation in line with **Figure 3.1 Growth Framework**. Annexation allows formerly unincorporated properties to receive municipal services. Controlled annexation can yield a more logical land use development pattern, permitting additional variety of land uses and more efficient connectivity. Annexation should be mutually beneficial for both the property being annexed, as well as the city. Therefore, annexation should be based on landowner consent.

Goal 3.2

Expand housing choice and opportunity.

Strategy 3.2.1 Mixture of Housing Types

Ensure the Future Land Use Framework Plan (see **Figure 3.2**) and the Code of Ordinances provide opportunities for a mixture of housing styles largely including single family and some multifamily options at varying densities and price points.

Strategy 3.2.2 Existing Housing Stock

Support the retention and rehabilitation of existing housing stock as a core component of the affordable housing and attainable housing supply in the region.

Strategy 3.2.3 Regional and Federal Housing Initiatives

Work with regional and federal partners, including local and regional housing authorities, to provide safe, stable, and attainable housing through updates to education and outreach, allocation of resources, and targeted updates to codes and regulations.

Goal 3.3 **Enhance and maintain overall community quality and aesthetics.**

Strategy 3.3.1 Code Enforcement

Strengthen property owner maintenance codes and enforcement, including consideration of periodic proactive code enforcement in targeted areas where city service requests are greatest.

Strategy 3.3.2 Property Maintenance Practices

Support and encourage residents, landlords, and building owners to provide routine property maintenance.

Strategy 3.3.3 Public Education Practices

Develop and implement an educational program focused on property maintenance rules and ordinances. Continue to promote citywide clean-up days to assist with the educational program.

Strategy 3.3.4 Stabilization and Revitalization

Work with residents and property owners in neighborhoods experiencing signs of distress to promote stabilization and revitalization and assist at-risk populations. Prioritize infrastructure improvements (e.g., sidewalks, curb and gutter, etc.) and other neighborhood enhancements that address safety, connectivity, or other quality of life considerations.

Goal 3.4 **Support and pursue a diverse and stable economy that is resilient to economic uncertainty.**

Strategy 3.4.1 Business Retention and Attraction

Attract and retain business clusters that will create a sustainable business culture by proactively selecting business sites for future businesses and making them shovel ready; working with the Chamber of Commerce to strengthen and expand business retention strategies; and using economic, technical, and administrative incentives to create a business-friendly environment for existing and new businesses.

Strategy 3.4.2 Access to Funding

Work with regional economic partners and the private sector to identify ways to increase funds available to support the growth of local businesses and the creation and growth of new businesses.

Strategy 3.4.3 Programs, Tools, and Incentives

Use available tools such as federal, state, and other local economic development programs to facilitate capital investment and incentivize development and economic activity. Focus incentives on specific areas of the city and tailor incentives to the specific needs of that area (e.g., downtown, along major highway corridors, etc.)

Strategy 3.4.4 Employment Centers

Establish commercial, industrial, business, and office centers along major transportation corridors.

Strategy 3.4.5 Economic and Market Analysis

Use the Economic and Market Analysis (see **Appendix D**) to guide development decisions and create incentives for target industries.

Goal 3.5 Concentrate higher density developments near services and amenities.

Strategy 3.5.1 Downtown Housing

Support a mixture of creative and multifamily housing options within downtown West Plains and the surrounding area. Transition density and intensity of housing options along the edge of downtown core where it abuts existing single-family neighborhoods and community uses. Identify potential infill residential development sites that are walkable to downtown, which could suit single-family homes, duplexes, and small multifamily communities.

Strategy 3.5.2 Relationship to Adjacent Neighborhoods

Require transitions in height, scale, and building mass along the shared street frontage or lot line(s) where proposed higher density developments and housing styles abuts areas of existing or planned single family housing.

Strategy 3.5.3 Priority Locations for Higher-Density Housing

Encourage higher-intensity housing along major corridors and their intersections, U.S. Highway 63, Bruce Smith Parkway, and Good Hard Drive.

Goal 3.6 Develop and adopt a downtown master plan.

Strategy 3.6.1 Funding

Identify funding for a downtown master plan to provide specific and detailed guidance for downtown West Plains' revitalization. A downtown master plan is the guiding policy document that contains the vision for the future of a downtown.

Strategy 3.6.2 Scope of Services

Prepare a scope of services for a downtown master plan that includes target industry sector analysis, land use planning, economic development goals and policies, stakeholder and public engagement, analysis of connectivity and accessibility, streetscape enhancement concepts, and design guidelines.

Strategy 3.6.3 Public Engagement

Develop a downtown master plan with robust stakeholder input, inclusive public engagement, and both in-person and virtual engagement opportunities.

Strategy 3.6.4 Implementation and Community Improvement District Strategy

Following adoption of the downtown master plan, pursue creation of a downtown community improvement district to create a funding source for downtown improvements and plan implementation.

CONNECTED NETWORK: MOBILITY FRAMEWORK

Section 4 Contents

Mobility and Connectivity
Framework Plan
Goals + Strategies

Section 4 provides guidance on the future of transportation within West Plains. A balanced transportation network enhances economic development, quality of life, and equity, while balancing ongoing costs and maintenance. To address this, it is important to understand the community's long-term vision, how to leverage available resources to improve existing roadways, and where to preserve right-of-way for potential future needs.

“Unfortunately, when you are elected to office, you do not suddenly acquire the ability to read minds or predict the future, and I often find myself questioning whether my decision-making is a true reflection of the community's needs and desires. It has been my hope that our city would eventually develop a comprehensive plan that would help clarify what citizens really want out of their city. I am so grateful to have participated in the planning process of this plan and appreciate how engaged our citizens have been in creating it. I am looking forward to following this roadmap to a bright future for our community.”

- West Plains resident

Mobility and Connectivity Framework Plan

In an increasingly interconnected and fast-paced world, the way we move and stay connected is vital to the success and well-being of communities. The transportation network works as a collective system to flow both vehicular and non-motorized traffic throughout the city. This Plan recommends improvements in key areas to enhance the overall system to benefit traffic flows, connectivity, accessibility, and safety. **Figure 4.1** illustrates these recommended mobility improvements, which affect vehicular, pedestrian, and bicycle travel.

Recommended Roadway Connections

Roadway recommendations include new connections based on future land use and development recommendations, along with planned roadways that will support growing development areas.

Recommendations for new roadways seek to balance current and anticipated traffic flows. Reference **Figure 4.1** for a complete illustration of proposed roadway connections.

Several roadway connections had been included as recommendations in the 2016-2030 Comprehensive Plan Update. Recommendations were reviewed as part of the creation of the framework plan and have been included as followed to improve circulation in the existing street network:

- Continue Girdley Street to the west to Lincoln Avenue, then connect Lincoln Avenue to the north to Sierra Drive.
- Continue Lynn Drive to the south to Gibson Avenue.
- Connect Alaska Street to the north to Gibson Avenue by utilizing the existing access drive.
- Add a connection between State Route CC to the north to County Road 6300 to the south, then continue Deer Valley Drive to the west as an additional connection point.
- Add a connection from West Broadway Street to the north to East State Route K to the south, then extend Catalina Drive to the west as an additional connection.
- Extend Kentucky Street to the south, through Preacher Roe Boulevard via Circle Drive, then to the east to connect to Farrell Street at the Monks Street intersection.
- Utilize and improve the existing connection along County Road 6460 between Garner Boulevard to the west and Worley Drive to the east.
- Add a connection from Ramseur Road to the west to U.S. Highway 63 to the east.

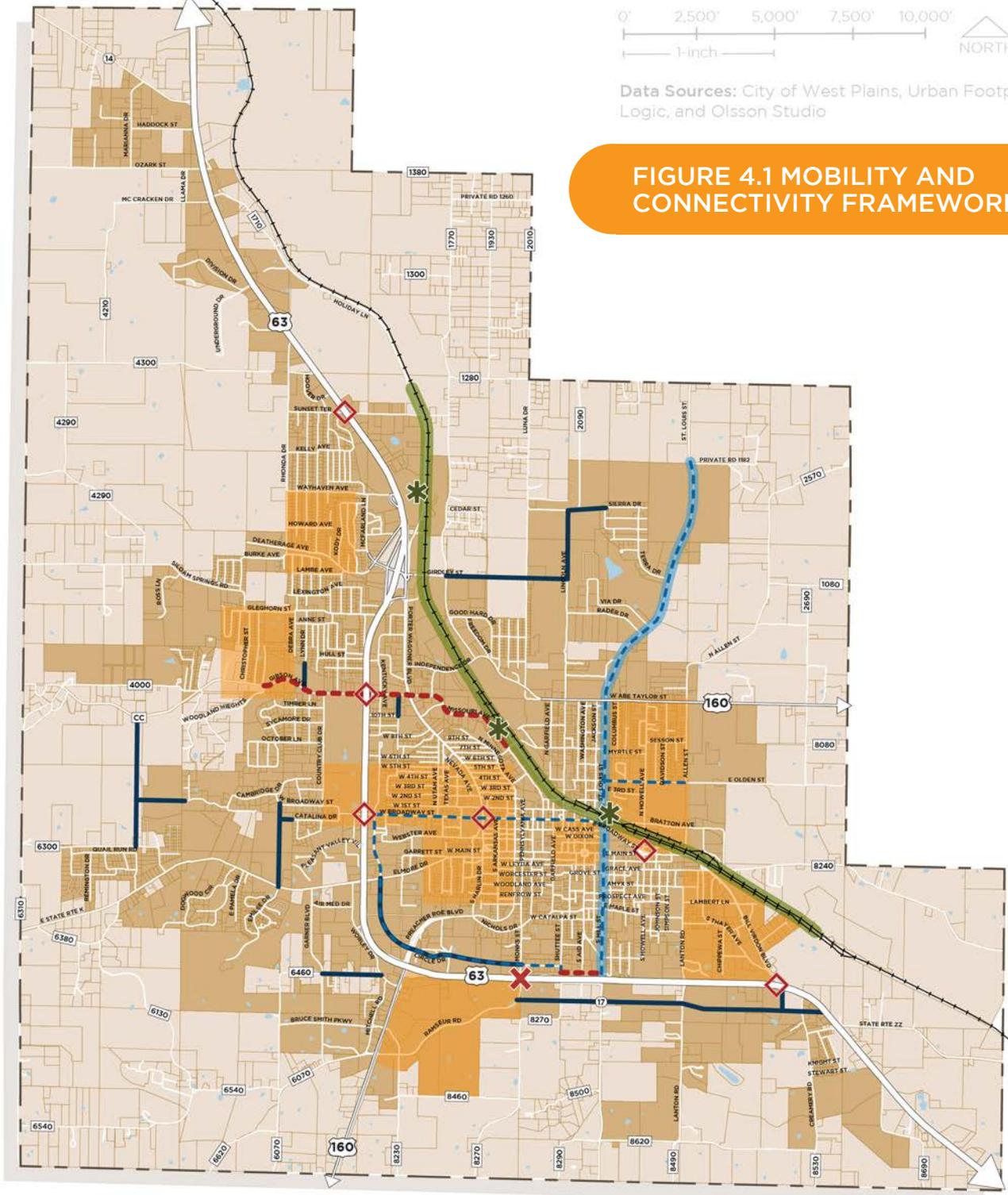
Proposed Roadway Improvement

Roadway improvements should be considered to improve its overall safety and functionality. Improvements are focused on both vehicular and non-vehicular modes of traffic. The Saint Louis Street corridor from Private Road 1182 to the north to U.S. Highway 63 to the south is proposed for improvements to better accommodate current and future vehicular traffic projections while adding facilities for pedestrian and bicycle traffic. The addition of a buffered bike lane is also recommended for the Saint Louis Street corridor and should be considered along with the addition and/or reconstruction of other infrastructure.



Data Sources: City of West Plains, Urban Footprint/Core Logic, and Olsson Studio

FIGURE 4.1 MOBILITY AND CONNECTIVITY FRAMEWORK



- West Plains Planning Area
- West Plains City Limits
- Recommended Roadway Connection*
*Recommendation from 2016 Comprehensive Plan Update
- Proposed Roadway Improvement
- Proposed Intersection Improvement
- Proposed Multiuse Pathway
- Proposed Buffered Bike Lane
- Proposed Pedestrian/Bike Underpass
- Proposed Rail/Trail Corridor
- Proposed Trailhead
- Proposed Sidewalk Priority Area

Future Connections across U.S. Highway 63

As West Plains continues to grow, U.S. Highway 63 will become increasingly congested. Future intersection improvements to the north at Sunset Terrace, Gibson Avenue/Missouri Avenue, and Broadway Street, to the south at Bill Virdon Boulevard, and proposed pedestrian bicycle underpass at Monks Street/Ramseur Road would serve the growing residential neighborhoods to the west and provide an opportunity to support commercial, office, and multi-family developments to the south.



PROPOSED PEDESTRIAN BICYCLE UNDERPASS AT MONKS STREET AND RAMSEUR ROAD

Proposed Intersection Improvements

Intersections that are appropriately designed for current and projected traffic volumes across multiple modes of travel are an important factor of a safe, efficient transportation system. Intersection improvement projects should aim to decrease traffic accidents through infrastructure upgrades, additions, and/or realignment of travel lanes. Emphasis should also be placed on pedestrian safety features, such as signalized crossings and separation from vehicular traffic lanes whenever possible. The following list of intersections are proposed for intersection improvements:

- U.S. Highway 63/Porter Wagoner Boulevard and Sunset Terrace
- U.S. Highway 160/Jan Howard Expressway and Gibson Avenue
- U.S. Highway 160/Jan Howard Expressway and West Broadway Street
- U.S. Highway 63/Porter Wagoner Boulevard and West Broadway Street
- East Broadway Street, East Main Street, and North Howell Avenue (the intersection just east of West Plains Civic Center)
- U.S. Highway 63/Jan Howard Expressway and Bill Virdon Boulevard

Walkways and Bikeways

One of West Plains' greatest advantages is having a variety of destination points within walking and biking distance of each other. The current active transportation system is underserving a population that desires an increased availability and variety of multimodal connectivity options. Recommendations for walkways and bikeways are intended to improve and expand on the current system, much of which is located in the historic neighborhoods surrounding downtown.

Proposed Multiuse Pathway

Multiuse pathways are road-adjacent walkways that are typically wider than the average sidewalk and able to accommodate both pedestrian and bike traffic. Multiuse pathways should be located along corridors that would be beneficial connection points for non-vehicular traffic. Proposed locations for multiuse pathways include the following:

- Along Gibson Avenue/Missouri Avenue from Palmer Street to the west to Thornburgh Street to the east
- Along U.S. Highway 63/Porter Wagoner Boulevard connecting the recommended buffered bike lanes from Shuttee Street to the west to South Hill Street to the east

Proposed Buffered Bike Lane

Buffered bike lanes are dedicated on-street travel lanes for bicycle traffic separated by a buffer space. The buffer can be as simple as striping on the roadway or as elaborate as a landscaped barrier. Bike lanes are included as part of the framework recommendations due to expressed community interest and excitement. The recommended network includes Saint Louis Street/South Hill Street from northern city limits to U.S. Highway 63/Porter Wagoner Boulevard. The Saint Louis Street network would then connect to the circulatory route along Broadway Street to Kentucky Avenue and along the recommended roadway connection north of U.S. Highway 63/Porter Wagoner Boulevard.

Proposed Pedestrian/Bike Underpass

While at-grade intersection improvements are recommended along the U.S. Highway 63 corridor, the roadway will likely serve predominantly vehicular traffic, as it is the main thoroughfare through the city. A grade-separated crossing point is the safest way to ensure non-vehicular travel across the highway and should be considered near land uses that generate and attract foot traffic. In this case, a pedestrian/bike underpass is proposed at the intersection Monks Street/Ramseur Road and U.S. Highway 63/Jan Howard Expressway to ensure safe connectivity to the proposed development area.

Proposed Rail-Trail Corridor

Rail-trails are off-road multiuse pathways that are created either along former railroad corridors or parallel to an active rail line. The rail and trail share an easement and can be separated by extensive fencing or another protective barrier. Utilizing a rail corridor for trail connectivity is advantageous due to the existing flat terrain and existing connection points from railroad hubs. A rail-trail is recommended adjacent to the active Burlington Northern Santa Fe (BNSF) rail line, which would offer connectivity on a north to east curve through the city.

Proposed Trailhead

The current rail corridor through the city passes through several destination points, which offers opportunities to locate trailheads along the proposed rail-trail corridor to offer off-road multimodal access.

Proposed trailhead locations include the following:

- Galloway Park
- Missouri Avenue at Georgia White Walking Park
- Saint Louis Street

Proposed Sidewalk Priority Area

Figure 4.1 indicates areas that should be prioritized for sidewalk connectivity. The designated areas were selected based on the presence or lack of existing sidewalks and anticipated or recommended land uses that will likely generate pedestrian activity. Proposed sidewalk priority areas are generally as follows:

- The neighborhood east of U.S. Highway 63/Porter Wagoner Boulevard between Wayhaven Avenue to the north and Lambe Avenue to the south;
- The neighborhood east of U.S. Highway 63/Porter Wagoner Boulevard between Gleghorn Street to the north and Timber Lane to the south, bordered by Debra Avenue to the east, and Meadowbrook Drive to the west;
- The neighborhood leading up to the Broadway Street commercial corridor from Abe Taylor Street to the north, Broadway Street to the south, Allen Street to the east, and Saint Louis Street to the west;
- The area surrounding the intersection of Broadway Street and Porter Wagoner Boulevard, including the Ozarks Healthcare medical campus and the West Plains Country Club; and
- The area of the proposed Mixed Use – Entertainment and Destination district along Ramseur Road south of U.S. Highway 63/Porter Wagoner Boulevard.
- The area surrounding the downtown square, approximately from Broadway Street to the north, Saint Louis Street to the east, Leyda Avenue to the south, and Garfield Avenue to the west.

Goals + Strategies

Goal 4.1

Develop and maintain an accessible, safe, and efficient vehicular transportation system.

Strategy 4.1.1 New Roadway Connections

Using the recommendations in **Figure 4.1**, prioritize the construction of new roadway connections to improve overall system performance.

Strategy 4.1.2 Intersection Safety Improvements

Develop or improve key intersections at areas experiencing high vehicular and/or pedestrian traffic to improve the efficiency and safety of the overall system.

Strategy 4.1.3 System Maintenance and Context-Sensitive Design

Prioritize maintenance and repair needs as well as the correction of existing deficiencies to maintain the quality and enhance the safety of the city's transportation system. As a preventative measure, tailor the design of individual street segments to localized topography, drainage, natural features, and the surrounding development context.

Strategy 4.1.4 Statewide Transportation Safety Initiatives

Show-Me Zero is Missouri's Strategic Highway Safety Plan aimed at eliminating fatalities and serious injuries on Missouri roadways. The Missouri Coalition for Roadway Safety recognizes that this goal requires a collaborative effort of diverse stakeholders working towards improving education, public policy, enforcement, engineering, and emergency response. The plan has implementation strategies for cities to increase safe driving conditions and work towards the statewide goal.

Goal 4.2

Increase multimodal and transit connectivity throughout the city.

Strategy 4.2.1 Sidewalk and Multiuse Pathway Expansion

Sidewalk infill and construction should be considered for the prioritized areas highlighted in **Figure 4.1** to provide safe pedestrian connections between city services and amenities. Multiuse pathways should be placed in areas that may support both bicycle and pedestrian connectivity.

Strategy 4.2.2 Dedicated Bicycle Infrastructure

Dedicated bicycle infrastructure increases safety for all modes of traffic. Buffered bike lanes should be considered for the key corridors highlighted in **Figure 4.1** and potentially expanded over time to serve as multimodal transportation corridors.

Strategy 4.2.3 Citywide Trail Connectivity

Off-road trails separated from vehicular traffic corridors can serve a dual purpose as recreational amenities and multimodal transportation routes. Trails should be developed to provide connections to city services and amenities, including existing parks and trails. Development support from the Rails-to-Trails Conservancy is available and should be utilized as a resource, especially for potential trail development along the active rail corridor. Trailheads should be strategically placed for easy access to trail facilities.

Strategy 4.2.4 West Plains Transit System (WPTS)

WPTS is a vital city service that should continue to be supported and updated when possible. System expansion should be considered as the city continues to grow and strategically routed through areas in need of transit access.

Section 5 Contents

Health and Human Services
Aesthetics and Character
Framework Plan
Streetscape Toolkit
Goals + Strategies

CONNECTED COMMUNITY: AESTHETICS, CHARACTER, & QUALITY OF LIFE

Section 5 provides high-level guidance on recommended programming and aesthetic enhancements for the City of West Plains over the next 20 years. Intentional visual identity, sense of community, high quality of life, and placemaking are important as the community continues to grow as a regional hub in Howell County.

“

It's very exciting to have West Plains planning for growth. I have recently retired and plan to stay in West Plains and help us reach many of these achievable goals!”

- West Plains resident

Health and Human Services

While not a direct function of the City of West Plains, the ability of residents to access the health and human services they need has a direct impact on the overall wellbeing of the community. Numerous organizations in West Plains, Howell County, and the surrounding region provide health and human services to the community.

Providers include non-profits, county government, and schools, as well as churches and other religious organizations. Some of these providers focus on a specific issue or area of need, while others focus on understanding the broader needs of residents and coordinating resources among related organizations. While there are existing services for mental health, addiction recovery, and homelessness support, a repeated theme during public engagement was to improve and increase access to these services. The accompanying recommendations are intended to increase awareness of available programs, and to reinforce the need for continued collaboration between the city, service providers, volunteers, and others in addressing the needs of a growing and changing population.

Aesthetics and Character Framework Plan

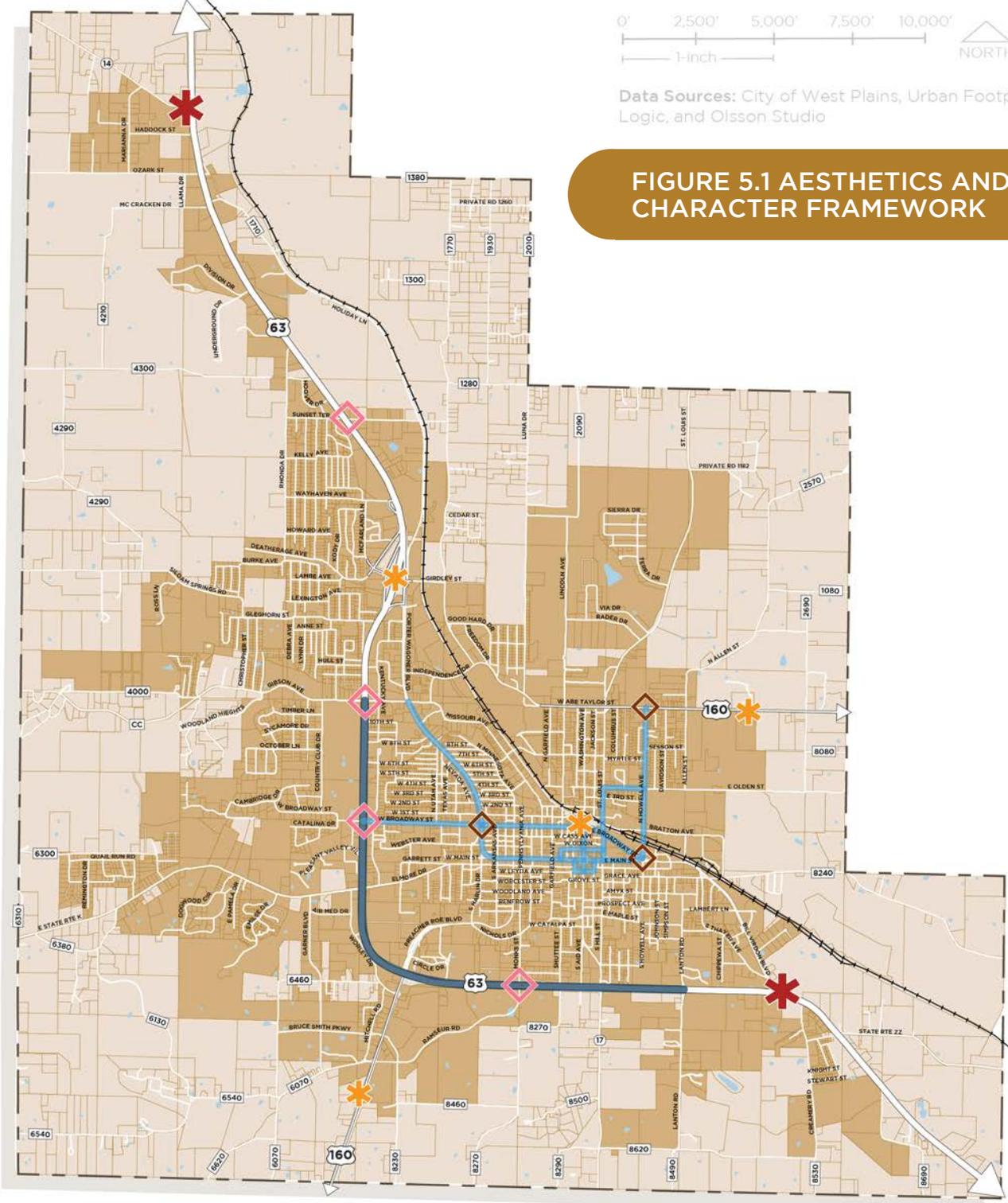
The aesthetic of a city can have a lasting impact on how the public perceives the health, quality of life, character, and desirability of the community. To invite and retain visitors, primary entryways into West Plains must be high-quality and cohesive in their visual identity. Building architecture and materials, site design, streetscape landscaping, site furnishings, lighting, gateways, signage, wayfinding, and branding all must be carefully considered, especially in major commerce areas and primary city entryways. Collectively, these elements should work together to reflect the desired vision for the city. Done properly targeted and consistent aesthetic improvements will encourage additional private investment.

The Aesthetics and Character Framework Plan takes a comprehensive look at the primary corridors and entryways within and into West Plains. Further, it identifies ways and locations to improve the visual identity and physical brand of West Plains. **Figure 5.1** illustrates these tactics and locations for enhancement and should be implemented in coordination with the **Figure 4.1 Mobility and Connectivity Framework**.



Data Sources: City of West Plains, Urban Footprint/Core Logic, and Olsson Studio

FIGURE 5.1 AESTHETICS AND CHARACTER FRAMEWORK



- West Plains Planning Area
- West Plains City Limits
- Proposed Primary Gateway
- Proposed Secondary Gateway
- Proposed Primary Intersection Enhancement
- Proposed Secondary Intersection Enhancement
- Proposed Primary Streetscape Enhancement
- Proposed Expressway Enhancement

Proposed Primary and Secondary Gateways

Gateways should be located at high-traffic nodes to welcome visitors and clearly identify entry points to the city. The style of the gateways should portray the desired brand for the city. The gateways should be developed as a family—including primary and secondary gateways. The design of the gateway monumentation family should stand out and be unique to West Plains.

- **Primary gateways** should be located at (1) U.S. Highway 63 and State Highway 14 and (2) U.S. Highway 63/Jan Howard Expressway and Bill Virdon Boulevard.
- **Secondary gateways** should be located at: (1) the U.S. Highway 63/Jan Howard Expressway overpass at McFarland Street; (2) U.S. Highway 160 at the eastern city limits; (3) Broadway Street and Washington Avenue; and (4) South Highway 160 at the southern city limits.

Proposed Primary Intersection Enhancement

A primary intersection is second in importance only to gateways. A primary intersection should feature monumentation that is smaller in scale than gateway monumentation but should have a similar design aesthetic. The enhancements in this location should complement the overall image of the city. The primary intersections are (1) U.S. Highway 63/Porter Wagoner Boulevard and Sunset Terrace; (2) U.S. Highway 63/Jan Howard Expressway and Gibson Avenue; (3) U.S. Highway 63/Jan Howard Expressway and Broadway Street; and (4) U.S. Highway 63/Jan Howard Expressway and Ramseur Road. These intersections should feature high quality pedestrian and bicycle infrastructure and enhanced landscaping that is well-maintained.

Proposed Primary Intersection Enhancements at U.S. Highway 63 and (1) Gibson Avenue; (2) Broadway Street; and (3) Ramseur Road.



Proposed Secondary Intersection Enhancement

Secondary intersections should feature monumentation at an even smaller scale than the primary intersection but use similar materials. While the secondary elements may be less impactful than the gateways and primary intersections' enhancements, they should still highlight the significance of the intersection as a hub of activity through well-maintained landscaping. Proposed secondary intersections include (1) Porter Wagoner Boulevard and Broadway Street, (2) the three-way intersection at Howell Avenue, Broadway Street, and Main Street, and (3) North Howell Avenue and West Abe Taylor Street.



Proposed Primary Streetscape Enhancement

While **all** public roadways should receive some level of streetscaping, Porter Wagoner Boulevard from Missouri Avenue to Main Street, Broadway Street from U.S. Highway 63/Jan Howard Expressway to Howell Avenue, Main Street from Harlin Drive to Howell Avenue, Washington Avenue from Broadway Street to the downtown square, and the immediate streets surrounding the downtown square are especially important corridors for streetscape enhancement. These roadways should receive the highest level of streetscape enhancements, including street trees (where permitted/safe), decorative/landscaped medians (where permitted/safe), pedestrian lighting, pedestrian pathways on either side of the street, and branded street light banners.



Proposed Expressway Enhancement

U.S. Highway 63/Jan Howard Expressway is one of the primary vehicular corridors through the city, moving traffic on an L-shaped curve from the northern to southeastern city limits. Expressway enhancements along this corridor, specifically between Gibson Avenue and Lanton Road, should include aesthetic streetscape enhancements, such as street trees (where permitted/safe), lighting, and branded street light banners, and consider the use of decorative/landscaped screening to visually and physically separate the more intense vehicular traffic from pedestrians and bicyclists.

Streetscape Toolkit

To properly enhance a streetscape, multiple tactics must be employed, most of which are described as follows. The following tools are not meant to be applied to every street within West Plains but is simply a toolbox to consider as street re(construction) projects are planned.

Landscaping

Landscaping is essential for all successful streetscapes, adding texture, rhythm, and seasonal color that softens and enhances the built environment. Landscape improvements should include the following:

- **Street trees:** Street trees provide structure and aesthetic value to the streetscape without sacrificing visual access to storefronts, front doors, and signage that business owners require. Street tree placement will be limited by necessary sight distances at minor and major intersections and at driveways.
- **Understory landscape beds:** Landscape beds should be used to soften wide pedestrian pathways, screen parking lots, accentuate gateways, monuments, and public art, and added alongside decorative fencing. Species should be selected for their beauty and form, but also for their low level of maintenance.
- **Landscaped medians:** Where appropriate, new and existing medians should be planted with a combination of understory plantings (specifically native grasses) and small, ornamental trees. Plants should not block views or cause safety issues for drivers or pedestrians.
- **Turf buffers:** Located between a curb and its parallel sidewalk, multi-use path, or enhanced pedestrian facility, turf buffers create a barrier that separates drivers from pedestrians. Wide buffers offer a perfect location for street trees.

Sidewalks, Crosswalks, and Bicycle Infrastructure

Developing a complete network of sidewalks, crosswalks, and bicycle infrastructure is an essential component of creating a more multimodal community and should be implemented through maintenance of existing sidewalks and trails, new sidewalks, new enhanced pedestrian facilities, new on-street bicycle facilities, new pedestrian/bicycle roadway crossings, and new shared-use paths.



Site Furnishings

To create an inviting area for pedestrians, the streetscape should incorporate site furnishings, such as benches and other forms of seating, trash and recycling receptacles, bike racks, informational directories or kiosks, and accent lighting. These furnishings should be predominantly located within small plazas or gathering spaces at the corners of major nodes with high levels of pedestrian traffic.

Lighting

Effective lighting can create a feeling of safety, be a defining characteristic of the streetscape rhythm, and provide an opportunity for branding integration via light pole banners. The addition of pedestrian lighting in and around major nodes and accent lighting for public art or gateway monumentation will add warmth and a feeling of safety to key areas of West Plains.

Gateways

Gateways should be located at high-traffic nodes to welcome visitors and clearly identify entry points to West Plains. The style of the gateways should portray the desired vision for the community. The gateways should be developed as a family, including primary and secondary gateways.





Public Art

As new streetscape improvements are made, careful consideration should be given to determining the best way to effectively plan for both permanent and temporary art installations within the community.

Wayfinding

Wayfinding signage is informative yet can also reinforce a community's brand and identity. This signage, at the vehicular level, can direct drivers to area attractions, amenities, services, and places of significance. Pedestrian wayfinding should focus on businesses and attractions that are within a walkable distance. The aesthetic of vehicular and pedestrian wayfinding signage should coordinate with the desired brand of the City of West Plains.



Identity and Branding

Branding is a critical tool for an area looking to establish an identity within the marketplace. In West Plains' case, use of the city flag with a cohesive brand will help the community stand out in the region. Oftentimes a logo can be integrated into various streetscape elements, such as gateways, banners, site furnishings, wayfinding signage, and potentially private property features (e.g., monument signs).

Goals + Strategies

Goal 5.1

Ensure all residents are aware of and have access to a range of health and human services.

Strategy 5.1.1 Social Equity

Ensure equitable access to meaningful opportunities for all residents to advance their well-being regardless of their circumstances, age, ability, or impairment. Recognize the critical importance of equity and integrate it into decision- and policy-making, public engagement, and other planning efforts.

Strategy 5.1.2 Education and Awareness

Collaborate with local and regional health and wellness organizations, schools, the medical community, and other service providers to increase awareness of the types of services that are available.

Strategy 5.1.3 Access to Services

Coordinate with local service providers, faith organizations, volunteers, and others to connect individuals in need of assistance to the services they need. Place a particular emphasis on the needs of vulnerable populations such as the elderly, people with disabilities, children and youth, low-income, and those with language barriers.

Strategy 5.1.4 Community Needs and Partnerships

Seek opportunities to strengthen partnerships with public, private, and nonprofit agencies to ensure efficient and effective delivery of health and human services to West Plains residents. Where applicable, seek to optimize facilities, services, and programs that are provided by the city (e.g., recreation and educational offerings) to address the community's changing needs.

Goal 5.2

Promote West Plains' history, hometown feel, and sense of community.

Strategy 5.2.1 Branding

Integrate West Plains' brand throughout the city through branding placement on aesthetic enhancements and city communications.

Strategy 5.2.2 Gateways

Define major community gateways through distinctive signage, landscaping, public art, consistent branding, and other features that convey the spirit and identity of the city. Refer to **Figure 5.1 Aesthetics and Character Framework** for recommended locations.

Strategy 5.2.3 Historic Resources

Promote the preservation, rehabilitation, and maintenance of West Plains' historic resources. Encourage the designation and interpretation of individual resources of significance after determining through surveys what resources exist, how significant those resources are, and the nature and degree of their threat to preservation, and possible methods for their protection.

Goal 5.3

Make West Plains a premier, interactive, and unique destination.

Strategy 5.3.1 Streetscape

Seek opportunities to integrate streetscape elements as part of city infrastructure projects to reduce traffic congestion, improve air and water quality, and increase the quality of life of residents by providing safe, convenient, and comfortable routes for walking, biking, public transportation, and driving. Prioritize the implementation of streetscaping the corridor identified in **Figure 5.1**.

Strategy 5.3.2 Downtown Revitalization

Promote a vibrant mix of uses in downtown — restaurants, retail, arts, entertainment, office, and housing (Refer to the Mixed Use - Downtown Revitalization land use description and **Figure 3.2 Future Land Use Framework** in **Section 3** for guidance on the distribution and intensity of uses in and adjacent to downtown.)

Strategy 5.3.3 Public Realm

Support the continued transformation of downtown’s public realm—sidewalks, plazas, alleys, pocket parks, and other outdoor spaces. Expand the use of distinctive urban design elements, public art, wayfinding, street trees, landscaping, and other features to visually unify the public realm and create spaces that are inviting, accessible, and attractive for people.

CONNECTING TOMORROW: ACTION PLAN

Section 6 Contents

How to Use the Action Plan
General Implementation Matrix
Connected Place: Land Use and
Development Matrix
Connected Network:
Mobility Matrix
Connected Environment:
Sustainability Matrix
Roles and Responsibilities
Closing

Section 6 sets forth specific actions that various departments, bodies, and organizations should take to advance the Plan's recommendations. This section should be used as a decision-making tool as city staff members, vested organizations, and elected officials consider land use-, development-, and infrastructure-related opportunities and issues.

What a great opportunity for the future development of our wonderful city! Working collaboratively with a cross section of community representatives, we worked diligently to layout a comprehensive plan that would assist in the city's future growth. Ultimately the plan ensures that we continue to focus on improving the quality of life for the residents of West Plains. To everyone one that worked on this plan now and in the future, thank you for all you do in moving us forward!

- West Plains resident

How to Use the Action Plan

Although planning is a fluid and continuous process, approval of this Plan begins a long and collaborative journey of implementing the recommendations. This Plan provides a road map for the city's future that has been vetted by the community and validated by city staff members and officials. Of all the work that occurred to make this Plan a reality, this section is perhaps the most important as it demonstrates the "how."

Integral to each implementation step are the following overarching strategies:

- **This Plan as a Guiding Document.** The Plan should be actively used and incorporated into daily decision making, the city's Code of Ordinances, and policy and design guidance for future land use, development and redevelopment, transportation, aesthetics, and public spaces within downtown.
- **Engage Plan Champions.** Maintain active participation from members of the Comprehensive Plan Stakeholder Committee and Technical Committee who championed the Plan during the process and can provide excitement and momentum during implementation.
- **Active Communication.** Implementation strategies must be shared transparently amongst city staff members, community leaders, and residents.
- **Celebrate Little Wins.** Celebrate the early advancements of the Plan's vision and understand the long-term plan to **CONNECT WEST PLAINS**.

The action plan utilizes several implementation matrices to clearly lay out the next steps that will move the Plan forward. Each matrix includes specific actions and their tasks. Every action is analyzed by identifying its "owner;" other participants; overall time frame for completion; and overall ease of implementation. Each action is broken down into tasks. Tasks are analyzed by identifying its "owner;" other participants; time frame for completion; and ease of implementation. The purpose of providing this level of detail is to ensure each action is viewed through the lens of political, economic, and community reality, but also properly weighed against the widespread benefits. The definitions of each analysis topic are provided as follows.

Action/Task Owner

Although the entire public should feel an investment in the Plan's advancement, elected officials, city staff members, and certain organizations have a vested responsibility when it comes to Plan implementation. Both action/task owners and action/task participants are responsible to ensure the Plan does not sit idle.

- **Action/Task Owner:** Those that are charged with leading implementation of the specific action and/or task; shown in **BOLD** text
- **Action/Task Participants:** Those that are also involved in the implementation of the action and/or task and provide support to the action/task owner

Time Frame

While some actions/tasks should be started immediately and/or continued over time to continue building the Plan's momentum, other actions/tasks should be planned for and implemented within the next one to three years.

- **Continuous (Ongoing over Plan lifetime):** Necessary actions/tasks to sustain the Plan
- **Short-term (1-3 years from Plan adoption):** Ease of implementation, directly advances other actions/tasks, and/or addresses critical issues
- **Mid-term (4-8 years from Plan adoption):** Will capitalize on early "wins" and keep momentum high
- **Long-term (9+ years from Plan adoption):** Will capitalize on the early actions/tasks, but are not critical to "kickstart" the community improvement process

Ease of Implementation

Ease of implementation is indicated by a grade scale from "A" to "C." This category is a collective indicator of the anticipated level of effort to complete the action/task.

- **A:** Actions/tasks that require policy changes or partnerships with limited outside funding requirements and can largely be done in-house
- **B:** Actions/tasks that require relatively affordable consulting services, infrastructure improvements, and/or multi-agency coordination
- **C:** Actions/tasks that require high levels of planning, engineering, or design and infrastructure expansion with significant investment

TABLE 6.1

General Implementation Matrix

This implementation matrix, **Table 6.1**, includes items that comprehensively address the recommendations of the Plan. These items set the stage for the advancement of topic-based implementation measures. Additionally, items listed in **Table 6.1** ensure the Plan's sustainability as time goes on as they provide the framework necessary for the topic-based implementation measures, as detailed in **Tables 6.2** through **6.4** to be successful.

Action 6.1.1 Approve the Connect West Plains Comprehensive Plan.

ACTION OWNER/PARTICIPANTS		ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department, Planning Commission, City Council		Short-term	A
TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Post final draft Plan on the City website prior to Planning Commission and City Council approval hearings.</i>	Planning Department, Planning Commission, City Council	<i>Short-term</i>	<i>A</i>
<i>Determine when and how the Planning Department will utilize the Plan during the development review process and communicate to Planning Commission and City Council.</i>	Planning Department, Planning Commission, City Council	<i>Short-term</i>	<i>A</i>
<i>Present the Plan to the Planning Commission for recommendation of approval and to the City Council for approval.</i>	Planning Department, Planning Commission, City Council	<i>Short-term</i>	<i>A</i>

Action 6.1.2 Amend relevant regulations and plans.

ACTION OWNER/PARTICIPANTS

Planning Department, Planning Commission, City Council, City Attorney, Transportation Department, Utilities Department, Fire Department, Community Services Department

ACTION TIME FRAME

Short-term

ACTION EASE OF IMPLEMENTATION

B

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Conduct a thorough review of West Plains Code of Ordinances to compile a comprehensive list of changes (with exact policy text) necessary to align city zoning regulations with the recommendations of this Plan.

Planning Department, City Attorney, Utilities Department, Transportation Department, Fire Department, Planning Commission, City Council

Short-term

B

Communicate regulatory changes clearly with city residents, business owners, and developers through the Planning Department's webpage on the city's website.

Planning Department, Community Services Department

Short-term

A

Present proposed Development Code amendments to Planning Commission for recommendation of approval and to City Council to adoption.

Planning Department, City Attorney, Planning Commission, City Council

Short-term

A

Action 6.1.3 Use the Plan as a daily decision-making tool.

ACTION OWNER/PARTICIPANTS

Planning Department, Utilities Department, Transportation Department, Fire Department, Community Services Department, Planning Commission, City Council

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

A

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Evaluate all development/redevelopment and improvement proposals within downtown by the Plan's goals, strategies, and framework plans to assess whether the proposal aligns completely, partially, or not at all with the Plan.

Planning Department, Utilities Department, Transportation Department, Fire Department, Community Services Department,

Continuous

A

Assist the Planning Commission and City Council in the day-to-day administration, interpretation, and application of the Plan.

Planning Department, Planning Commission, City Council

Continuous

A

Action 6.1.4 Review the Plan periodically and strategically; prepare an annual progress report.

ACTION OWNER/PARTICIPANTS

Planning Department, Utilities Department, Transportation Department, Community Services Department, Planning Commission, City Council

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

A

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Maintain a list of possible Plan amendments, issues, or needs that may be a subject of change, addition, or deletion from the Plan.

Planning Department, Utilities Department, Transportation Department, Community Services Department

Continuous

A

Monitor demographic and economic/market data as it becomes available to alter land use specific demand projections.

Planning Department

Continuous

A

Prepare an annual progress report and presentation and present to the Planning Commission and City Council; the report should include a list of that year's successes and possible amendments to the Plan.

Planning Department, Planning Commission, City Council

Continuous

A

Conduct an internal update of the Plan every three to five years; dovetail this review with the preparation of the city's budget and Capital Improvement Program.

Planning Department, Administration, Planning Commission, City Council

Continuous

B

Action 6.1.5 Educate newly elected officials, city departments, and the public about the Plan.

ACTION OWNER/PARTICIPANTS

Planning Department, Planning Commission, City Council, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization, Inc.

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

A

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Conduct a work session with Planning Commission and City Council to educate them on the findings and recommendations of the Plan as leadership changes; prepare a key takeaways document for easy reference after the presentation.

Planning Department, Planning Commission, City Council

Continuous

A

Meet with relevant department heads to explain the findings and recommendations of the Plan; prepare a succinct presentation and provide a copy of it to the department heads.

Planning Department

Continuous

A

Aid the public in explaining the Plan and its relationship to private and public development projects and other proposals, as appropriate.

Community Services Department, Planning Department, West Plains Downtown Revitalization Inc.

Continuous

A

Draft a summary document that includes key recommendations from the Plan that can be distributed to residents, developers, businesses, and other interested parties.

Planning Department, Community Services Department, Greater West Plains Chamber of Commerce

Short-term

A

Action 6.1.6 Widely communicate and market the Plan to celebrate the Plan’s successes.

ACTION OWNER/PARTICIPANTS

Community Services Department, Planning Department

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

A

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Post the final Plan on the city's website and provide a copy to each city department.

Community Services Department,
Planning Department, City staff

Short-term

A

Regularly maintain and update a Plan webpage with progress and changes; utilize an email marketing tool to send update emails to the contact list.

Community Services Department,
Planning Department, City staff

Continuous

A

Post updates related to the Plan on the relevant social media accounts, maintained by the city.

Community Services Department,
Planning Department, City staff

Continuous

A

Continue to utilize the development project brand guide to ensure a consistent visual identity in Plan-related messaging.

Community Services Department,
Planning Department, City staff

Continuous

B

Action 6.1.7 Solidify relationships and roles with key implementation partner organizations, including Howell County, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization, Inc., and Missouri Department of Transportation.

ACTION OWNER/PARTICIPANTS

Planning Department, Howell County, Missouri Department of Transportation (MoDOT), Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization, Inc.

ACTION TIME FRAME

Short-term

ACTION EASE OF IMPLEMENTATION

B

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Ensure open and regularly scheduled communication lines between the city and the key implementation partner organizations, including Howell County, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc., and MoDOT.

Planning Department, Administration, Howell County, MoDOT, West Plains Downtown Revitalization Inc., and Greater West Plains Chamber of Commerce

Short-term

A

Identify a simple tool for city-related workshare and data-share between the city and the key implementation partner organizations to avoid duplicative efforts.

Planning Department, Administration, Howell County, MoDOT, West Plains Downtown Revitalization Inc., and Greater West Plains Chamber of Commerce

Short-term

A

Establish a regular implementation-tracking meeting schedule between designated city staff members, Howell County, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc., and MoDOT.

Planning Department, Administration, Howell County, MoDOT, West Plains Downtown Revitalization Inc., and Greater West Plains Chamber of Commerce

Short-term

A

TABLE 6.2

Connected Place: Land Use and Development Matrix

The implementation matrix, **Table 6.2**, includes items that comprehensively address land use and development/redevelopment opportunities within West Plains.

Goal 3.1 Promote a balanced mixture, density, and distribution of land uses.

Actions 6.2.1 through **6.2.5** advance **Goal 3.1**.

Action 6.2.1 Strategically acquire areas of importance for future growth.

ACTION OWNER/PARTICIPANTS	ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department , Administration/Finance, Community Services Department, Howell County, Planning Commission, City Council	Continuous	C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Develop an annexation plan to acquire priority areas outside West Plains' existing city limits.</i>	Planning Department , Utilities Department, Transportation Department, Community Services Department, Planning Commission, City Council, Administration/Finance	Short-term	A
<i>Identify and acquire funding to support the site acquisition process.</i>	Planning Department , Administration/Finance, Howell County, Planning Commission, City Council	Continuous	B
<i>Determine highest and best use of land; issue a marketing strategy to advertise desired uses on the acquired properties.</i>	Planning Department , Community Services Department, Greater West Plains Chamber of Commerce, Administration/Finance, Howell County, Planning Commission, City Council	Short-term	B

Action 6.2.2 Rezone the four mixed-use areas identified in *Figure 3.2 Future Land Use Framework*.

ACTION OWNER/PARTICIPANTS	ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department , City Council, Planning Commission	Short-term	B

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Identify and clearly define the four mixed use categories outlined in the Future Land Use Framework: Mixed Use - Entertainment District, Mixed Use - Downtown Revitalization, Mixed Use - Health and Wellness District, Mixed Use - University District.</i>	Planning Department	Short-term	A
<i>Update the Development Code with the new zoning mixed use categories with detailed site and development regulations.</i>	Planning Department , Transportation Department, Utilities Department, Community Services Department, Fire Department, City Council, Planning Commission	Short-term	B

Action 6.2.3 Create a Mixed Use – Entertainment/Recreation District master plan (Southern Hills).

ACTION OWNER/PARTICIPANTS	ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department , Community Services Department, Transportation Department, Utilities Department, Administration, Greater West Plains Chamber of Commerce, Planning Commission, City Council	Long-term	C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Develop a Request for Proposals (RFP) or Request for Qualifications (RFQ) and conduct a competitive bidding process to hire a consultant to develop a Mixed Use – Entertainment/Recreation master plan for the Southern Hills area.</i>	Planning Department , Community Services Department, Transportation Department, Utilities Department, Administration, Greater West Plains Chamber of Commerce, Planning Commission, City Council	Mid-term	A
<i>Implement the Mixed Use – Entertainment/Recreation master plan.</i>	Planning Department , Community Services Department, Transportation Department, Utilities Department, Administration, Greater West Plains Chamber of Commerce, Planning Commission, City Council	Long-term	C

Action 6.2.4 Publish an accessible ESRI ArcGIS map of vacant or underutilized sites that are available for development/infill/redevelopment. This may include vacant sites, surface parking lots, and buildings near the downtown area and along commercial corridors.

ACTION OWNER/PARTICIPANTS	ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department , Administration, Community Services Department, Greater West Plains Chamber of Commerce	Short-term	A

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Identify sites that are available for development/redevelopment and gather relevant information like property owner and information.</i>	Planning Department , Community Services Department, Greater West Plains Chamber of Commerce, Administration	Short-term	A
<i>Publish online, ensuring that all information is transparent, concise, and available to the public and private developers.</i>	Planning Department , Community Services Department	Short-term	A

Action 6.2.5 Encourage the development of vacant parcels in line with the recommendations of this Plan.

ACTION OWNER/PARTICIPANTS	ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department , City Attorney, Administration, Greater West Plains Chamber of Commerce, Planning Commission, City Council	Continuous	B

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Prepare and market incentive and assistance packages for private ownership of vacant parcels, consider tax abatements, permit fee waivers, etc.</i>	Planning Department , Community Services Department, Administration/Finance, Planning Commission, City Council	Continuous	B
<i>Seek out opportunities for and set up public/private partnerships with highly invested private property owners.</i>	Planning Department , Administration, City Attorney, Planning Commission, City Council	Continuous	B

Goal 3.2 Expand housing choice and opportunity.

Actions 6.2.6 through 6.2.8 advance Goal 3.2.

Action 6.2.6 Update the Development Code to permit a wider variety of housing needs including single-family and some multifamily options with varying densities and price points.

ACTION OWNER/PARTICIPANTS		ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department, Planning Commission, City Council		Short-term	A
TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
Ensure a variety of single-family residences including, duplexes, townhomes, tiny homes, etc., are permitted within West Plains.	Planning Department, Planning Commission, City Council	Short-term	A
Use the Economic and Market Analysis (Appendix D) to identify target growth areas and align with projected housing needs.	Planning Department	Continuous	A

Action 6.2.7 Create and distribute a housing survey to assess what residents and commuter employees would like to buy in West Plains.

ACTION OWNER/PARTICIPANTS		ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department, Administration, Community Services Department, Greater West Plains Chamber of Commerce		Short-term	B
TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
Draft and employ a survey that inquiries about individual and/or family housing needs and desired housing price range.	Planning Department, Administration, Community Services Department	Short-term	B
Develop a housing report and send to local and regional developers, providing them an understanding of the housing needs and market in West	Planning Department, Community Services Department, Greater West Plains Chamber of Commerce	Short-term	B

Action 6.2.8 Create an incentive program for the rehabilitation of existing housing stock as a method of creating affordable housing options in West Plains.

ACTION OWNER/PARTICIPANTS

Planning Department, Administration, City Attorney, Planning Commission, City Council

ACTION TIME FRAME

Short-term

ACTION EASE OF IMPLEMENTATION

B

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Assess the existing conditions of the housing stock within West Plains.

Planning Department

Short-term

B

Identify regional and federal housing initiatives and programs that could benefit West Plains.

Planning Department,
Administration, City Attorney

Continuous

A

Create an incentive program for home buyers and/or developers to rehabilitate existing housing stock.

Planning Department,
Administration, Planning Commission, City Council

Short-term

B

Goal 3.3 Enhance and maintain overall community quality and aesthetics.

Action 6.2.9 advances **Goal 3.3**.

Action 6.2.9 Support and encourage residents, landlords, and building owners to provide routine property maintenance.

ACTION OWNER/PARTICIPANTS

Planning Department, Administration, City Attorney, Community Services Department

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

A

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Adopt and implement the International Property Maintenance Code.

Planning Department, Administration, Planning Commission, City Council

Short-term

A

Promote programs and agencies that provide supplies and discounted services to assist property owners in making critical health and safety repairs.

Planning Department, Community Services Department

Short-term

A

Consider creating a Good Neighbor Program to appoint volunteer ambassadors that serve as support for code enforcement officers, as well as assistance to struggling property owners. They could include assistance with mowing, trash and debris clean up, tree trimming, painting, etc.

Planning Department, Administration, Planning Commission, City Council

Mid-term

A

Develop an educational outreach program focused on promoting property maintenance rules, ordinances, and communitywide clean-up days.

Planning Department, Community Services Department

Short-term

A

Goal 3.4 Support and pursue a diverse and stable economy that is resilient to economic uncertainty.

Actions 6.2.10 through **6.2.11** advance **Goal 3.4**.

Action 6.2.10 Encourage economic growth that aligns with the Economic and Market Analysis (**Appendix D**) as well as small businesses and grassroots business development.

ACTION OWNER/PARTICIPANTS

Planning Department, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc.

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

B

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Identify opportunity areas for improvement in the development process and take steps to make the process more accessible and efficient.

Planning Department, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc.

Short-term

A

Identify and address small businesses' space needs for small business growth.

Planning Department, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc.

Continuous

A

Employ economic development programs and/or incentives that can benefit small and local businesses.

Planning Department, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc.

Continuous

B

Create business attraction strategies for key future growth industries, including healthcare, retail trade and industrial.

Planning Department, Greater West Plains Chamber of Commerce

Short-term

A

Action 6.2.11 Identify and pursue public/private partnerships and funding opportunities to spur economic development and growth.

ACTION OWNER/PARTICIPANTS	ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department, Greater West Plains Chamber of Commerce	Continuous	B

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Identify opportunities for public/private partnerships with external entities, providing for introductions and becoming acquainted with private entities.</i>	Planning Department, Greater West Plains Chamber of Commerce	Continuous	B
<i>Explore the creation of a public/private partnership program wherein the city facilitates a competitive process and invests funds in key projects that will spur economic development and growth.</i>	Planning Department, Administration, Greater West Plains Chamber of Commerce	Short-Term	B
<i>Identify and share state, private non-profit, and federal funding opportunities available to existing and potential business owners.</i>	Planning Department, Administration, Greater West Plains Chamber of Commerce	Continuous	A

Goal 3.5 Concentrate higher density developments near services and amenities.

Actions 6.2.12 through **6.2.14** advance **Goal 3.5**.

Action 6.2.12 Encourage a variety of retail development formats (neighborhood commercial, strip commercial, and single tenant development sites) at key corridor nodes.

ACTION OWNER/PARTICIPANTS

Planning Department, Transportation Department, Utilities Department, Community Services Department, Administration, Planning Commission, City Council

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

C

TASK

*Align retail development with the Plan requirements and **Figure 3.2 Future Land Use Framework**.*

TASK OWNER/PARTICIPANTS

Planning Department, Utilities Department, Transportation Department, Community Services Department

TASK TIME FRAME

Continuous

TASK EASE OF IMPLEMENTATION

A

Encourage “continuity of design” at key commercial nodes and corridors to guide building design and materials to create complimentary developments.

Planning Department, Utilities Department, Transportation Department, Community Services Department

Continuous

A

Balance land uses along corridors to maximize the development of nodes.

Planning Department, Utilities Department, Transportation Department, Community Services Department

Continuous

A

Encourage the adaptive reuse of existing buildings when possible, and compatible infill development.

Planning Department, Utilities Department, Transportation Department, Community Services Department

Continuous

A

Action 6.2.13 Encourage appropriate transitions of development (height, scale, and building mass) between varying land use types and zoning districts.

ACTION OWNER/PARTICIPANTS

Planning Department, Transportation Department, Utilities Department, Community Services Department, Planning Commission, City Council

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

A

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

*Align development, redevelopment, and infill with **Figure 3.2 Future Land Use Framework**.*

Planning Department, Transportation Department, Utilities Department, Community Services Department, Administration, City Attorney, Planning Commission, City Council

Continuous

A

Review and update the Development Code to provide transition requirements (e.g., landscape buffers, setback requirements, etc.) between adjacent parcels and zoning districts varying in density and use intensity.

Planning Department, Planning Commission, City Council

Continuous

A

Action 6.2.14 Adequately budget for the necessary public utility infrastructure improvements, focusing first on downtown.

ACTION OWNER/PARTICIPANTS

Planning Department, Transportation Department, Utilities Department, Community Services Department, Administration, City Council

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

C

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Ensure prompt budgeting for necessary city public utility infrastructure improvements within the Capital Improvement Program and annual budget.

Planning Department, Transportation Department, Utilities Department, Community Services Department, Administration, City Council

Mid-term

C

Regularly coordinate with the city's administration to apply for applicable infrastructure grants.

Transportation Department, Utilities Department, Planning Department, City Council

Continuous

B

Goal 3.6 Develop and adopt a downtown master plan.

Actions 6.2.14 through 6.2.15 advance Goal 3.6.

Action 6.2.14 Encourage a variety of retail development formats (neighborhood commercial, strip commercial, and single tenant development sites) at key corridor nodes.

ACTION OWNER/PARTICIPANTS

West Plains Downtown Revitalization, Inc., Planning Department, Community Services Department, Transportation Department, Utilities Department, Administration, Greater West Plains Chamber of Commerce, Planning Commission, City Council

ACTION TIME FRAME

Mid-term

ACTION EASE OF IMPLEMENTATION

C

TASK

Develop a Request for Proposals (RFP) or Request for Qualifications (RFQ) and conduct a competitive bidding process to hire a consultant to develop a Downtown Master Plan.

TASK OWNER/PARTICIPANTS

West Plains Downtown Revitalization, Inc., Utilities Department, Transportation Department, Community Services Department

TASK TIME FRAME

Mid-term

TASK EASE OF IMPLEMENTATION

A

Implement the Downtown Master Plan.

West Plains Downtown Revitalization, Inc., Planning Department, Community Services Department, Transportation Department, Utilities Department, Administration, Greater West Plains Chamber of Commerce

Mid-term

C

Action 6.2.15 Identify and promote a market niche for the Downtown District, especially within the region.

ACTION OWNER/PARTICIPANTS

Planning Department, Community Services Department, Administration, West Plains Downtown Revitalization Inc., Greater West Plains Chamber of Commerce

ACTION TIME FRAME

Short-term

ACTION EASE OF IMPLEMENTATION

B

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Solidify the Downtown District's market niche through an analysis of West Plains existing market and that of surrounding markets.

Planning Department, Community Services Department, Administration, West Plains Downtown Revitalization Inc., Greater West Plains Chamber of Commerce

Mid-term

B

Identify missing market niches in the region.

Planning Department, Community Services Department, Administration, West Plains Downtown Revitalization Inc., Greater West Plains Chamber of Commerce

Short-term

B

Promote the availability of space within West Plains to key businesses.

Planning Department, Community Services Department, Administration, West Plains Downtown Revitalization Inc., Greater West Plains Chamber of Commerce

Mid-term

B

TABLE 6.3

Connected Network: Mobility Matrix

This implementation matrix, **Table 6.3**, includes items that address the transportation and mobility needs of those that live, work, and play in West Plains.

Goal 4.1 Develop and maintain an accessible, safe, and efficient vehicular transportation system.

Actions 6.3.1 through **6.3.4** advance **Goal 4.1**.

Action 6.2.1 Improve connectivity and vehicular accessibility by constructing new roadway connections as identified in **Figure 4.1 Mobility and Connectivity Framework**.

ACTION OWNER/PARTICIPANTS	ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Planning Department , Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, MoDOT	Long-term	C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Continue Girdley Street to the west to Lincoln Avenue, then connect Lincoln Avenue to the north to Sierra Drive.</i>	Planning Department , Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council	Long-term	C
<i>Continue Lynn Drive to the south to Gibson Avenue.</i>	Planning Department , Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council	Mid-term	C
<i>Connect Alaska Street to the north to Gibson Avenue by utilizing the existing access drive.</i>	Planning Department , Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council	Mid-term	C
<i>Add a connection between State Route CC to the north to County Road 6300 to the south, then continue Deer Valley Drive to the west as an additional connection point.</i>	Planning Department , Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council	Long-term	C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Extend Kentucky Street to the south, through Preacher Roe Boulevard via Circle Drive, then to the east to connect to Farrell Street at the Monks Street intersection.</i>	Planning Department , Utilities Department, Transportation Department, Administration/ Finance, Planning Commission, City Council	Mid-term	C
<i>Utilize and improve the existing connection along County Road 6460 between Garner Boulevard to the west and Worley Drive to the east.</i>	Planning Department , Utilities Department, Transportation Department, Administration/ Finance, Planning Commission, City Council	Mid-term	C
<i>Add a connection from Ramseur Road to the west to U.S. Highway 63 to the east.</i>	Planning Department , Utilities Department, Transportation Department, Administration/ Finance, Planning Commission, City Council	Mid-term	C

Action 6.3.2 Ensure that key intersections are updated to improve the sense of safety for pedestrians and vehicular traffic.

ACTION OWNER/PARTICIPANTS

Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, Missouri Department of Transportation (MoDOT)

ACTION TIME FRAME

Long-term

ACTION EASE OF IMPLEMENTATION

C

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

U.S. Highway 63/Porter Wagoner Boulevard and Sunset Terrace.

Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, MoDOT

Long-term

C

U.S. Highway 160/Jan Howard Expressway and Gibson Avenue.

Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, MoDOT

Mid-term

C

U.S. Highway 63/Jan Howard Expressway and West Broadway Street

Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, MoDOT

Long-term

C

U.S. Highway 63/Porter Wagoner Boulevard and West Broadway Street.

Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council

Mid-term

C

East Broadway Street, East Main Street, and North Howell Avenue (the intersection just east of West Plains Civic Center).

Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, MoDOT

Mid-term

C

U.S. Highway 63/Jan Howard Expressway and Bill Virdon Boulevard.

Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, MoDOT

Long-term

C

Identify key pedestrian crossings that are not ADA-compliant.

Planning Department, Transportation Department

Short-term

A

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Improve and update key pedestrian crossings that are not ADA-compliant.</i>	Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council	Mid-term	C
<i>Identify and install missing pedestrian crossings have lights and signage identifiable for local drivers to become aware of the crossings.</i>	Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, MoDOT	Long-term	C
<i>Secure funding from local, state, and federal sources to implement pedestrian crossing improvements.</i>	Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, MoDOT	Long-term	C

Action 6.3.3 Develop and implement a street improvement plan that identifies streets or roads in poor or deteriorating conditions, and plans for their improvements.

ACTION OWNER/PARTICIPANTS	ACTION TIME FRAME	ACTION EASE OF IMPLEMENTATION
Transportation Department, Utilities Department, Planning Department	Mid-term	C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Identify and categorize the city's streets based on their conditions.</i>	Transportation Department, Utilities Department, Planning Department	Short-term	A
<i>Establish a timeline for implementation.</i>	Transportation Department, Utilities Department, Planning Department	Short-term	A
<i>Secure funding from local, state, and federal sources to implement improvements.</i>	Transportation Department, Utilities Department, Planning Department, Administration/Finance, Planning Commission, City Council	Long-term	C

Action 6.3.4 Increase safe driving conditions by incorporating the implementation strategies that are found in the Show-Me Zero, Missouri’s Strategic Highway Safety Plan. This plan aims to eliminate fatalities and serious injuries on Missouri roadways

ACTION OWNER/PARTICIPANTS

Planning Department, Utilities Department, Transportation Department, Administration/Finance, Planning Commission, City Council, Missouri Department of Transportation (MoDOT)

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

B

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Review the Show-Me Zero Strategic Highway Safety Plan and identify implementable strategies for West Plains and create an West Plains Show-Me Zero action plan

Planning Department, Utilities Department, Transportation Department

Short-term

A

Collaborate with partners on implementation strategy for West Plains Show-Me Zero action plan.

Planning Department, Planning Department, Utilities Department, Administration/Finance, Planning Commission, City Council, MoDOT

Mid-term

B

Goal 4.2 Increase multimodal and transit connectivity throughout the city.

Action 6.3.5 through 6.3.8 advances Goal 4.2.

Action 6.3.5 Actively support increased walking and biking access and infrastructure within West Plains.

ACTION OWNER/PARTICIPANTS

Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department, Administration/Finance, Burlington Northern Santa Fe (BNSF), Missouri Department of Transportation (MoDOT), Planning Commission, City Council

ACTION TIME FRAME

Long-term

ACTION EASE OF IMPLEMENTATION

C

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Identify and increase the number of buffered bicycle lanes through the city.

Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department

Mid-term

B

Identify certain areas along bike routes and trailheads and install bicycle repair stations to aid cyclists.

Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council

Mid-term

B

Design and implement a multiuse pathway along Gibson Avenue/ Missouri Avenue from Palmer Street to the west to Thornburg Street to the east.

Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council

Mid-term

C

Design and implement a multiuse pathway along U.S. Highway 63/ Porter Wagoner Boulevard connection the recommend buffered bike lanes from Shuttee Street to the west to South Hill Street to the east.

Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council

Long-term

C

Establish a buffered a buffered bike lane along Saint Louis Street/South Hill Street from the northern city limits to U.S. Highway 63/Porter Wagoner Boulevard

Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council, MoDOT

Long-term

C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Design and implement a Saint Louis Street network to the circulatory route along Broadway Street to Kentucky Avenue and along the recommended roadway connection north of U.S. Highway 63/Porter Wagoner Boulevard.</i>	Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council	Mid-term	C
<i>Design and implement a below grade separated pedestrian/bike crossings along the U.S. Highway 63 corridor at the intersections of Monks Street/Ramseur Road and U.S. Highway 63/Jan Howard Expressway.</i>	Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council, MoDOT	Long-term	C
<i>Design and implement a rail-trail along the active Burlington Northern Santa Fe (BNSF) rail line.</i>	Planning Department, Community Services Department, Transportation Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council, BNSF	Long-term	C

Action 6.3.6 Establish trailheads along the proposed rail trail corridor to offer off-road multimodal access.

ACTION OWNER/PARTICIPANTS

Community Services Department, Planning Department, Utilities Department, Transportation Department, Fire Department, Administration/Finance, Planning Commission, City Council

ACTION TIME FRAME

Long-term

ACTION EASE OF IMPLEMENTATION

C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Design and implement a trailhead location at Galloway Park, connecting the proposed rail-trail corridor to the park.</i>	Community Services Department, Planning Department, Utilities Department, Transportation Department, Fire Department, Administration/Finance, City Council	Long-term	C
<i>Design and implement a trailhead at Missouri Avenue at Georgia White Walking Park.</i>	Community Services Department, Planning Department, Utilities Department, Transportation Department, Fire Department, Administration/Finance, City Council	Long-term	C
<i>Design and implement a trailhead at Saint Louis Street.</i>	Community Services Department, Planning Department, Utilities Department, Transportation Department, Fire Department, Administration/Finance, City Council	Long-term	C

Action 6.3.7 Develop and implement a sidewalk improvement plan as a component of the Active Transportation Plan that targets the areas identified in Figure 4.1 Mobility and Connectivity Framework.

ACTION OWNER/PARTICIPANTS

Transportation Department, Planning Department, Community Services Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council

ACTION TIME FRAME

Long-term

ACTION EASE OF IMPLEMENTATION

C

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Identify and categorize the priority sidewalk areas based on their conditions (e.g., sidewalk gaps, deterioration, etc.)

Transportation Department, Planning Department Community Services Department, Utilities Department, Fire Department

Short-term

A

Establish a timeline for implementation.

Transportation Department, Planning Department Community Services Department, Utilities Department

Short-term

A

Secure funding from local, state, and federal sources to implement improvements

Transportation Department, Utilities Department, Planning Department, Administration/Finance, Planning Commission, City Council

Long-term

C

Action 6.3.8 Strategically expand the West Plains Transit System (WPTS) to prepare for the future growth of the city.

ACTION OWNER/PARTICIPANTS

Transportation Department, Planning Department, Community Services Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council

ACTION TIME FRAME

Long-term

ACTION EASE OF IMPLEMENTATION

B

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Identify the current operational capacity of WPTS as a curb-to-curb accessible transit line with a demand response service option.

Transportation Department, Planning Department Community Services Department, Utilities Department, Fire Department

Mid-term

A

Identify and secure additional funding for WPTS through federal, state, and local grants and other financial support.

Transportation Department, Planning Department Utilities Department, Administration/Finance

Mid-term

A

Develop and implement a strategic growth plan for WPTS for the subsequent five - ten years.

Transportation Department, Planning Department Community Services Department, Utilities Department, Fire Department, Administration/Finance, Planning Commission, City Council

Long-term

B

TABLE 6.4

Connected Community: Aesthetics, Character, and Quality of Life Matrix

This implementation matrix, **Table 6.4**, includes items that comprehensively address the creation of or enhancement of public spaces, streetscapes, as well as improving the quality of life within West Plains.

Goal 5.1 Ensure all residents are aware of and have access to a range of health and human services.

Actions 6.4.1 advance **Goal 5.1**.

Action 6.4.1 Improve access to mental and physical health care services.

ACTION OWNER/PARTICIPANTS

Planning Department, Community Services Department, Administration, Ozarks Healthcare, Howell County Health Department, West Plains R-VII School District

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

A

TASK

Support local mental health care nonprofit organizations to increase access and awareness for all.

TASK OWNER/PARTICIPANTS

Planning Department, Community Services Department, Administration, Ozarks Healthcare, Howell County Health Department

TASK TIME FRAME

Continuous

TASK EASE OF IMPLEMENTATION

A

Support the West Plains R-VII School District to help ensure mental health care resources are available to the community's youth.

Planning Department, Community Services Department, Administration, Ozarks Healthcare, Howell County Health Department, West Plains R-VII School District

Continuous

A

Identify existing barriers to mental and physical health care services to understand the needs of West Plains residents.

Planning Department, Community Services Department, Administration, Ozarks Healthcare, Howell County Health Department, West Plains R-VII School District

Short-term

A

Serve as a resource for mental and physical and health care facilities and services available in West Plains (e.g., resources page on city website, etc.).

Planning Department, Utilities Department, Transportation Department, Administration/ Finance, Planning Commission, City Council

Continuous

A

Goal 5.2 Promote West Plains’ history, hometown feel, and sense of community.

Actions 6.4.2 through 6.4.3 advance Goal 5.2.

Action 6.4.2 Develop a West Plains wayfinding and branding guidelines.

ACTION OWNER/PARTICIPANTS

Community Services Department, Planning Department, Administration, West Plains Downtown Revitalization Inc., Planning Commission, City Council

ACTION TIME FRAME

Short-term

ACTION EASE OF IMPLEMENTATION

B

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Establish a branding committee and define expectations for, and the objectives of the committee.

Community Services Department, Planning Department, Administration, West Plains Downtown Revitalization Inc., Planning Commission, City Council

Short-term

A

Document and present best practices and preliminary branding recommendations.

Branding Committee, Community Services Department, Planning Department, Administration, West Plains Downtown Revitalization Inc., Planning Commission, City Council

Short-term

A

Develop multiple conceptual themes that are distinctly different, the conceptual themes should consider district naming, taglines, applications/use, typography, and color palettes.

Branding Committee, Community Services Department, Planning Department, Administration, West Plains Downtown Revitalization Inc., Planning Commission, City Council

Short-term

A

Present multiple visual presentation of the concepts to varied audiences to gain feedback.

Branding Committee, Community Services Department, Planning Department, Administration, West Plains Downtown Revitalization Inc., Planning Commission, City Council

Short-term

A

Develop and refine the final preferred concept.

Branding Committee, Community Services Department, Planning Department, Administration, West Plains Downtown Revitalization Inc., Planning Commission, City Council

Short-term

A

Produce artwork/graphics as a wayfinding and brand standard guidelines.

Branding Committee, Community Services Department, Planning Department, Administration, West Plains Downtown Revitalization Inc., Planning Commission, City Council

Short-term

B

Action 6.4.3 Design and construct the primary and secondary gateways recommendations from Figure 5.1 Aesthetics and Character Framework.

ACTION OWNER/PARTICIPANTS

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department, West Plains Downtown Revitalization Inc., Planning Commission, City Council

ACTION TIME FRAME

Long-term

ACTION EASE OF IMPLEMENTATION

C

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Develop a Request for Proposals (RFP) or Request for Qualifications (RFQ) and conduct a competitive bidding process to hire a consultant to develop a set of primary and secondary gateways.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department West Plains Downtown Revitalization Inc., Planning Commission, City Council

Short-term

B

Install the primary gateways at U.S. Highway 63 and State Highway 14 (low priority until this area develops)

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department West Plains Downtown Revitalization Inc., Planning Commission, City Council

Long-term

C

Install the primary gateways at U.S. Highway 63/Jan Howard Expressway and Bill Virdon Boulevard.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department West Plains Downtown Revitalization Inc., Planning Commission, City Council

Mid-term

C

Maintain and enhance the existing secondary gateway at U.S. Highway 63/Jan Howard Expressway overpass at McFarland Street.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department West Plains Downtown Revitalization Inc., Planning Commission, City Council

Long-term

C

Install the secondary gateways at Broadway Street and Washington Avenue. Higher priority with downtown revitalization.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department West Plains Downtown Revitalization Inc., Planning Commission, City Council

Mid-term

C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<i>Install the secondary gateways at U.S. Highway 160 at the eastern city limits. (lower priority until this area develops)</i>	Planning Department, <i>Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department West Plains Downtown Revitalization Inc., Planning Commission, City Council</i>	<i>Long-term</i>	<i>C</i>
<i>Develop and adequately fund a comprehensive and long-term maintenance program for gateway enhancements.</i>	Planning Department, <i>Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department West Plains Downtown Revitalization Inc., Planning Commission, City Council</i>	<i>Mid-term</i>	<i>C</i>

Goal 5.3 Make West Plains a premier, interactive, and unique destination.

Actions 6.4.4 through 6.4.5 advances Goal 5.3.

Action 6.4.4 Develop a marketing strategy of West Plains as a destination for residents and visitors.

ACTION OWNER/PARTICIPANTS

Community Services Department, Planning Department, Administration, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc.

ACTION TIME FRAME

Continuous

ACTION EASE OF IMPLEMENTATION

B

TASK

Create a marketing plan to increase awareness of attractions, amenities, parks and recreation programs, etc.

TASK OWNER/PARTICIPANTS

Community Services Department, Planning Department, Administration, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc.

TASK TIME FRAME

Short-term

TASK EASE OF IMPLEMENTATION

B

Develop marketing materials including social media graphics, brochures, pamphlets with updated branding guidelines.

Community Services Department, Planning Department, Administration, Greater West Plains Chamber of Commerce, West Plains Downtown Revitalization Inc.

Continuous

B

Action 6.4.5 Design and construct the recommended streetscape enhancements provided in Figure 5.1 Aesthetics and Character Framework and the toolkit.

ACTION OWNER/PARTICIPANTS

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department West Plains Downtown Revitalization Inc., Planning Commission, City Council

ACTION TIME FRAME

Long-term

ACTION EASE OF IMPLEMENTATION

C

TASK

TASK OWNER/PARTICIPANTS

TASK TIME FRAME

TASK EASE OF IMPLEMENTATION

Assess the existing conditions along Porter Wagoner Boulevard from Missouri Avenue to Main Street and identify elements in need of improvements such as the number of site furnishings, lighting, and landscaping.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department

Short-term

A

Implement the improvements that were identified along Porter Wagoner Boulevard from Missouri Avenue to Main Street. This includes site furnishings, lighting, and landscaping.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department, Planning Commission, City Council

Mid-term

C

Assess the existing conditions along Broadway Street from U.S. Highway 63/Jan Howard Expressway to Howell Avenue and identify elements in need of improvements such as the number of site furnishings, lighting, and landscaping.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department

Short-term

A

Implement the improvements that were identified along Broadway Street from U.S. Highway 63/Jan Howard Expressway to Howell Avenue. This includes site furnishings, lighting, and landscaping.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department, Planning Commission, City Council

Mid-term

C

Assess the existing conditions along Main Street from Harlin Drive to Howell Avenue and identify elements in need of improvements such as the number of site furnishings, lighting, and landscaping.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department

Short-term

A

Implement the improvements that were identified along Main Street from Harlin Drive to Howell Avenue. This includes site furnishings, lighting, and landscaping.

Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department, Planning Commission, City Council

Mid-term

C

TASK	TASK OWNER/PARTICIPANTS	TASK TIME FRAME	TASK EASE OF IMPLEMENTATION
<p>Assess the existing conditions along Washington Avenue from Broadway Street to the downtown square and identify elements in need of improvements such as the number of site furnishings, lighting, and landscaping.</p>	<p>Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department</p>	Short-term	A
<p>Implement the improvements that were identified along Washington Avenue from Broadway Street to the downtown square. This includes site furnishings, lighting, and landscaping.</p>	<p>Planning Department, Community Services Department, Administration/Finance, Transportation Department, Utilities Department, Fire Department, Planning Commission, City Council</p>	Mid-term	C

Roles and Responsibilities

The City

Practically, the city must commit money and staff time to realize the vision of this Plan. On the policy side, the city must ensure that applicable development regulations are aligned with the recommendations of this Plan. On the project side, the city must make strategic investments in capital improvement projects to usher in critical private investment.

Investment by the public sector in infrastructure, aesthetic enhancements, and incentives can guide the location, type, and quality of private investment within West Plains. Such public investment can express to the private sector that investment in our community is welcomed and supported. Given that there will never be enough public dollars to support all public needs, public dollars must be leveraged to encourage subsequent private investment, which will ideally exceed the public dollar investment by several multiples.

As a rule of thumb based on similar successful redevelopment efforts across the country, every dollar of public money spent for financing, planning, designing, and constructing projects stimulates seven dollars of nearby private sector development.

Wise public investments in the infrastructure, services, and people living in and around the city can foster a more development-friendly atmosphere. Public, incentive, and grant dollars must be used on projects that turn West Plains into the place this Plan envisions it to be.

Lastly, the city must maintain a level of flexibility by being open to creative ideas and having a willingness to adapt.

The Private Sector

The role of the private sector is critical to the progression of this Plan. The private sector provides key input and supplies financing for projects throughout the city and should be invited to the planning and design process. Both the private and public sector should work together to make the **Connect West Plains Plan** a reality.

Closing

Community improvement and enhancement efforts are not simple; neither is change. Taking a critical look at oneself and changing direction can be difficult for us as people, and even more difficult to do as a community. The community in West Plains has come together to craft this Plan to chart a course for the future of the city!

It is difficult to effectively describe the scope and weight of the challenges that lie ahead. Unexpected roadblocks will arise, and pivoting will be necessary. These obstacles will be frustrating and even disheartening at times. But know that there are many rewarding moments to come as this Plan is realized!

Keep the following axioms in mind as this Plan is realized:

- **Do Things Frequently.** Do not be paralyzed by complex or difficult projects. Take systematic steps to move the project forward.
- **Highlight Early Visible Wins.** Show residents, developers, property owners, and the region what success and change looks like within West Plains.
- **Celebrate Success.** Pat yourself, others, and the entire community on the back. Continue to build momentum so you can overcome difficult tasks ahead.
- **Be Patient and Persistent.** Moving the Plan forward will take time and patience. Changes don't happen overnight!
- **Welcome Creativity.** Think outside the box when it comes to short-term, mid-term, and long-term solutions. Allow others to express their creativity.
- **Keep the Long Game in Mind.** Play the short game strategically to achieve visible and near immediate successes, but keep the long game in mind, too. The long game is often much more transformative.

APPENDIX A: EXISTING CONDITIONS



Long-range planning must be founded on an understanding of a community's past and present. **Appendix A** presents a summary of the analysis of the current state of the City of West Plains. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to existing realities.

Appendix A provides an overview of West Plains' place and role within the region, natural and physical characteristics, and demographic and economic trends.

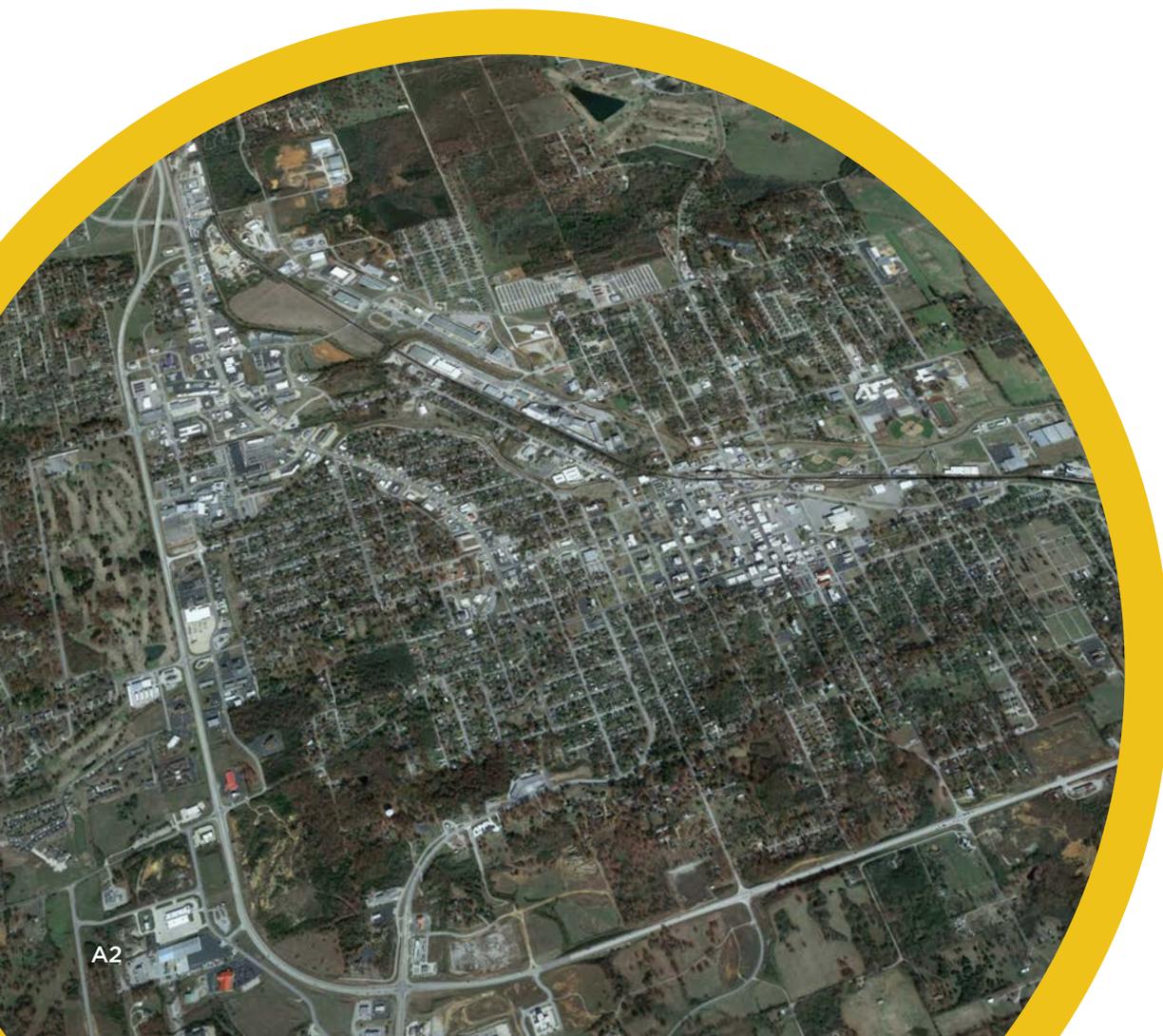
Existing Land Use

West Plains is in southern Missouri approximately 20 miles north of the Arkansas border and is the Howell County seat. Nearby cities include Mountain Home, Arkansas (48 miles); Poplar Bluff, Missouri (98 miles); Branson, Missouri (100 miles); and Springfield, Missouri (110 miles). The city occupies approximately 13.3 square miles - or 8,512 acres - of land area at the intersection of US Highways 63 and 160. As shown in **Figure A.1**, there is a variety of land uses along both highway corridors, but the highest concentrations of retail commercial uses are found along those corridors.

Current land uses in West Plains reflect a large amount of single-family residential and agricultural uses. The few instances of multifamily residential uses are found near the downtown core and the Missouri State University - West Plains. The city supports a modest inventory of office development, primarily along the U.S. Highway 63 corridor and downtown. Parks and recreation uses are scattered throughout the city and include city parks, golf courses, and fairgrounds.

Key Takeaways

West Plains' existing land uses are heavily single-family residential with concentrated areas of commercial, industrial, and office uses along the two major corridors of US Highways 63 and 160 and downtown. West Plains also has a large amount of undeveloped land throughout the city.

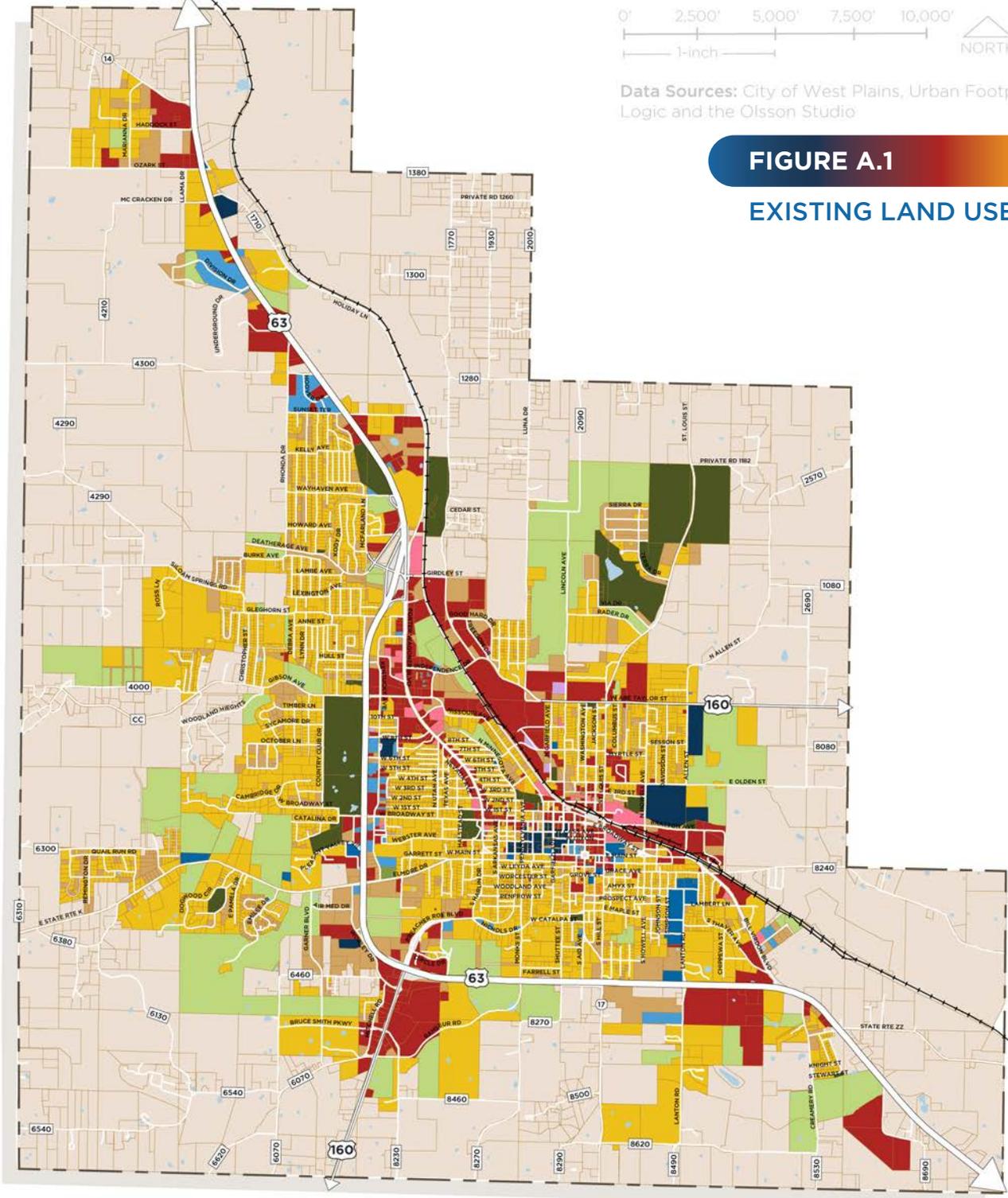




Data Sources: City of West Plains, Urban Footprint/Core Logic and the Olsson Studio

FIGURE A.1

EXISTING LAND USE



- | | |
|---|---|
|  West Plains Planning Area |  Commercial - Retail |
|  Vacant (Within City Limits) |  Commercial - Recreation |
|  Agriculture |  Office |
|  Natural/Conservation |  Civic Facilities/Cemeteries |
|  Parks and Recreation |  Education/Hospitals |
|  Single Family Residential |  Industrial/Warehouse/Transportation/Utilities |
|  Multifamily Residential | |

Existing Zoning

Figure A.2 illustrates existing zoning within the city. Zoning district by acreage is provided in *Table A.1*. West Plains currently has 10 zoning districts and three overlay districts in the Code of Ordinances, which include:

- **A1** Agriculture District
- **R1** Single-Family Residential District
- **R2** Urban Residential District
- **R3** Multifamily Residential District
- **C1** Neighborhood Commercial District
- **C2** General Commercial District
- **C3** Mid-Town Commercial District
- **C4** Central Business District
- **M1** Warehouse and Limited Manufacturing District
- **M2** General Manufacturing District
- **PUD** Planned Urban Development Overlay District
- **QDC** Quality Development Corridor Overlay District
- **HC** Healthcare Overlay District

Key Takeaways

U.S. Highway 63 serves as the major commercial corridor for West Plains. Most parcels zoned C2, or General Commercial, are located along the corridor. Small pockets of areas zoned C1, or Neighborhood Commercial, are found adjacent to residential areas. The core area of downtown West Plains is designated as C4, or Central Business, and is surrounded by parcels zoned as C3, or Mid-Town Commercial, to the east and west and to the north along the Saint Louis Street corridor. Most industrial areas zoned M1 (Warehouse and Limited Manufacturing) and M2 (General Manufacturing) are located along the active Burlington Northern Santa Fe (BNSF) rail line.

Areas zoned for residential uses make up the largest portion of the city. R1 zoning, or Single-Family Residential, can generally be found in three large pockets: west of U.S. Highway 63, the area to the east of U.S. Highway 63 and to the west of downtown, and in the northeast portion of the city along Saint Louis Street. R2, or Urban Residential, and R3, or Multifamily Residential, are largely found acting as buffer areas between R1 and more intense land uses such as M1, M2, C3, and C4. The area to the southwest zoned as PUD, or Planned Unit Development is where new housing developments such as The Timbers are being built or will be developed in the future.

TABLE A.1

ZONING DISTRICT BY ACREAGE

ZONE	ACRES	PERCENT
R1	2,771.91	32.5%
C2	2,153.54	25.2%
R2	1,277.40	15.0%
R3	1,079.31	12.6%
M2	472.63	5.5%
PUD	276.48	3.2%
A1	190.25	2.2%
C3	181.78	2.1%
M1	53.66	0.6%
C1	40.43	0.5%
C4	34.23	0.4%
TOTAL	8,531.63	



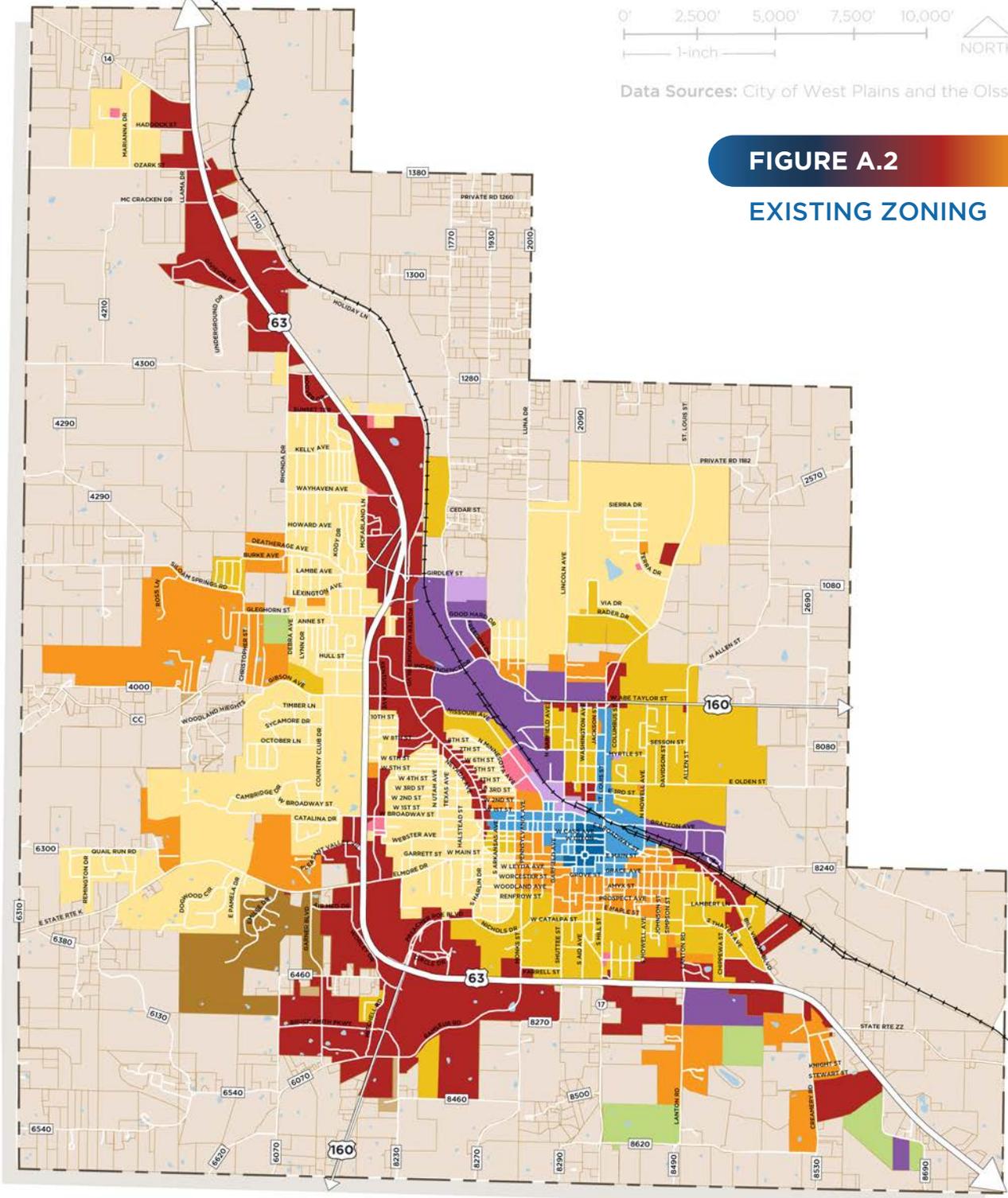
What is the difference between zoning and land use?

Zoning districts specifically define and regulate what kinds of uses are allowed on specific parcels and outline the city development requirements, while land use reflects the current or desired pattern in each area.



Data Sources: City of West Plains and the Olsson Studio

FIGURE A.2
EXISTING ZONING



- | | | | |
|---|-------------------------------|---|--|
|  | West Plains Planning Area |  | C1 Neighborhood Commercial |
|  | A1 Agriculture |  | C2 General Commercial |
|  | R1 Single-Family Residential |  | C3 Mid-Town Commercial |
|  | R2 Urban Residential |  | C4 Central Business |
|  | R3 Multifamily Residential |  | M1 Warehouse and Limited Manufacturing |
|  | PUD Planned Urban Development |  | M2 General Manufacturing |

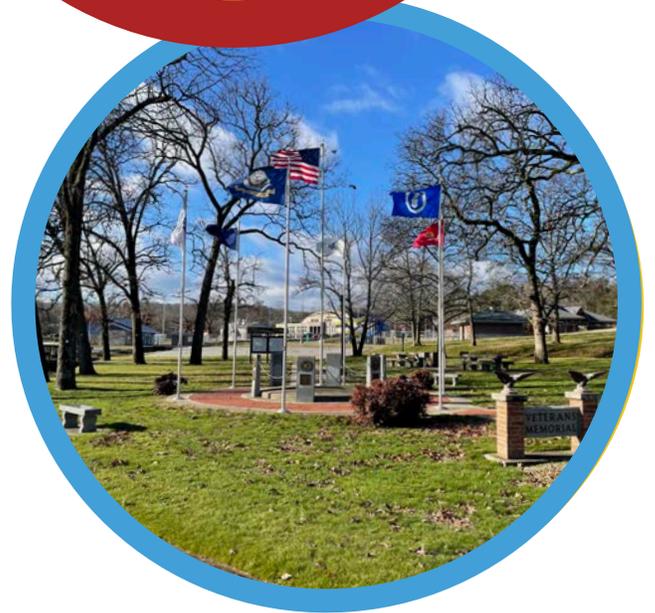
Existing Parks, Recreation, and Destinations

FROM TOP: *Butler Children's Park, Galloway Park, Galloway Park Bridge*

West Plains has several recreational resources available including 18 city parks, two (2) swimming pools, several sports and event destinations, and an aquatic center. These parks and open spaces contribute greatly to the quality of life in West Plains. The city has invested in parks, recreation, and destinations that increase recreational opportunities. These facilities include:

- **Carmical Field Trail** offers a walking trail and connectivity to other local trails.
- **Butler Children's Park** offers a playground, a splash pad, a pavilion, benches, restrooms, and picnic tables.
- **Don Warden Park** offers a community garden.
- **Evans Complex** offers two fields: Kimes Field (East) and Watkins Field (West). The complex has bathroom facilities and a concession stand to be used when games are held.
- **Galloway Park** offers a large pavilion, BBQ grills, restrooms, and picnic tables.
- **Gene Jones Park** offers open space and picnic tables.
- **Georgia White Walking Trail** offers an oval-shaped track and walking park.
- **Green Belt Trail** offers walking trail segments in two separate areas of town; one portion adjoins Georgia White Walking Park and the other adjoins Evans Complex.
- **Heselton Park** offers a swing set, playground, and basketball court.
- **Jimmie Carroll Sports Complex** is an indoor gym that offers a weight room, concession area, two basketball courts, and restrooms. The space is available to be rented for practices, games, and **events**.





- **JMB Park** offers a large pavilion, a small pavilion, picnic tables, BBQ grills, and restroom facilities.
- **Kelley Park** offers open space, benches, spring rockers, a jungle gym, and a swing set.
- **Lofton Park** offers a ladder climber, spring rocker, swings, sandbox, basketball court, and picnic tables.
- **Neathery Skate Park** offers a full skate park with restrooms and a pavilion.
- **People’s Park** offers open space and a pavilion with picnic tables, BBQ grills, and restroom facilities.
- **Quail Run Park** offers a moon climber, tunnel, merry-go-round, sandbox, jungle gym, swing set, basketball court, BBQ grills, and picnic tables.
- **Wayhaven Park** offers swings, a playground, benches, a basketball court, and picnic tables.
- **West Plains Aquatic Center** offers a small pool and a larger lap pool, children’s slides, diving boards, leisure areas with lawn chairs, dining areas, and umbrella-covered tables.

Key Takeaways

West Plains provides a multitude and a variety of high-quality recreational spaces and facilities. The investment and maintenance of these resources suggests that West Plains values recreational and quality-of-life offerings as the population of this community grows.

FROM TOP: *Neathery Skate Park, People’s Park pavilion, Veterans Memorial at People’s Park*

Existing Transportation and Connectivity

West Plains' transportation network consists of a collection of facilities that primarily serve vehicular traffic, but freight railroad service also runs through the city. Limited active transportation for pedestrians and bicyclists exists. The following section details the current transportation facilities.

Roadway Network

Figure A.3 illustrates the existing roadway network. West Plains is located along U.S. Highway 63, which meanders north/south through city limits. Within West Plains, U.S. Highway 63 has two travel lanes in each direction with a center turn lane in some sections. U.S. Highway 160 is a two-lane highway that crosses eastern city limits, intersects with U.S. Highway 63, and splits off at the southwestern portion of the city.

The city's roadway network consists of arterial, collector, and local roads that typically do not follow a traditional grid pattern. The main collector roads, including Saint Louis Street, Gibson Avenue, Missouri Avenue, Porter Wagoner Boulevard, West/East Broadway Street, West/East Main Street, North Howell Avenue, Preacher Roe Boulevard, and State Highway 17 meander across the city and connect in the downtown street network.

The remaining roads throughout West Plains are considered local streets, which provide direct access from local residential commercial streets to adjacent properties.

Active Transportation

West Plains has limited active transportation infrastructure. **Figure A.4** shows the existing pedestrian and bicycle connections throughout the city, which consists of sidewalks, off-street bicycle/pedestrian paths, and on-street bicycle routes.

The sidewalk network is concentrated in and around downtown West Plains, mostly in the older neighborhoods. The existing bicycle/pedestrian paths include paved trails other than sidewalks that are meant for non-vehicular transportation. Most of the bicycle/pedestrian paths are concentrated within existing parks. West Plains has an on-street bicycle route designated with shared arrow markings on the road, or "sharrows," and "Share the Road" signage. The Galloway Loop Trail is an unmarked route originally intended to provide on-street connectivity between Galloway Park and downtown.

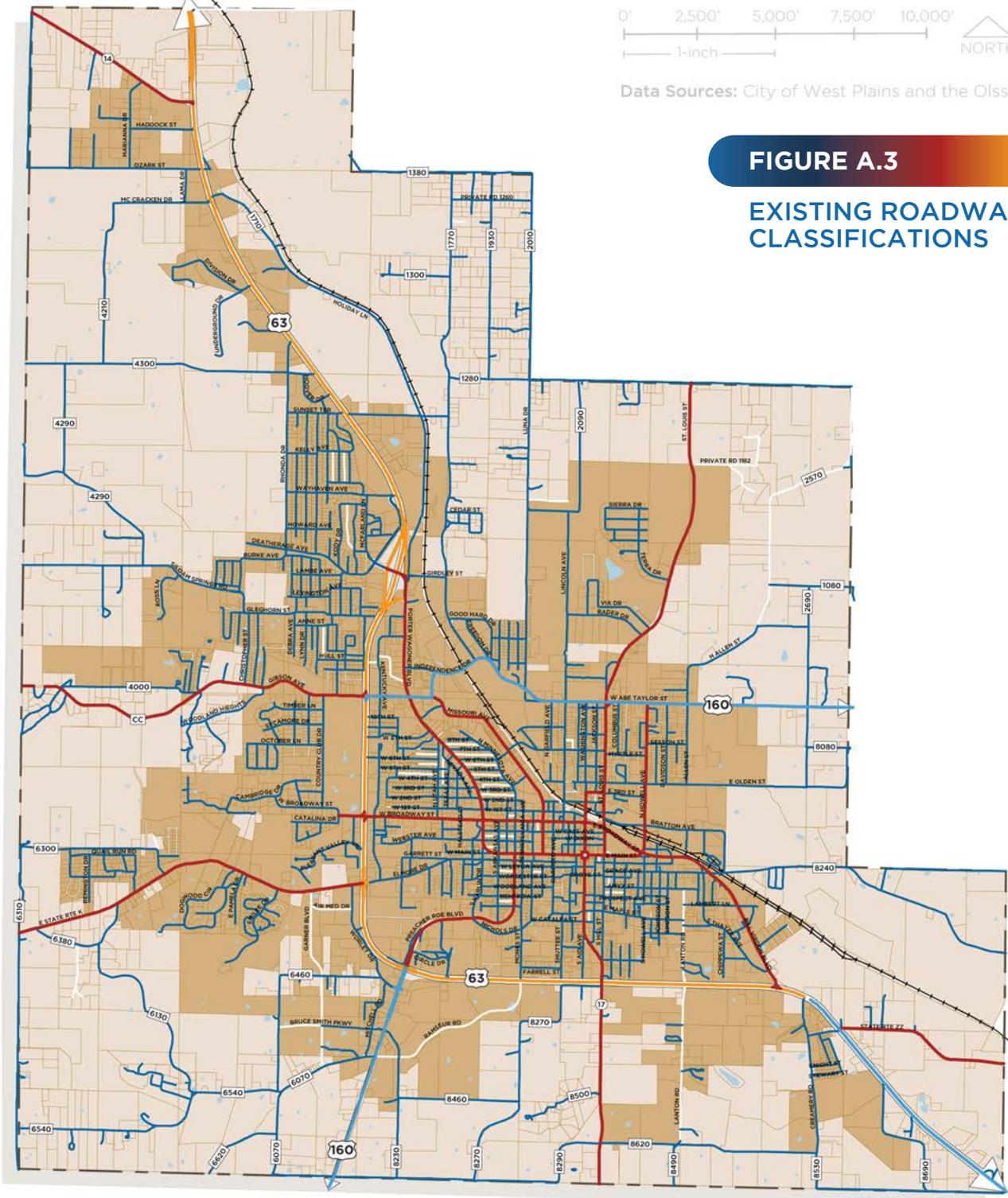




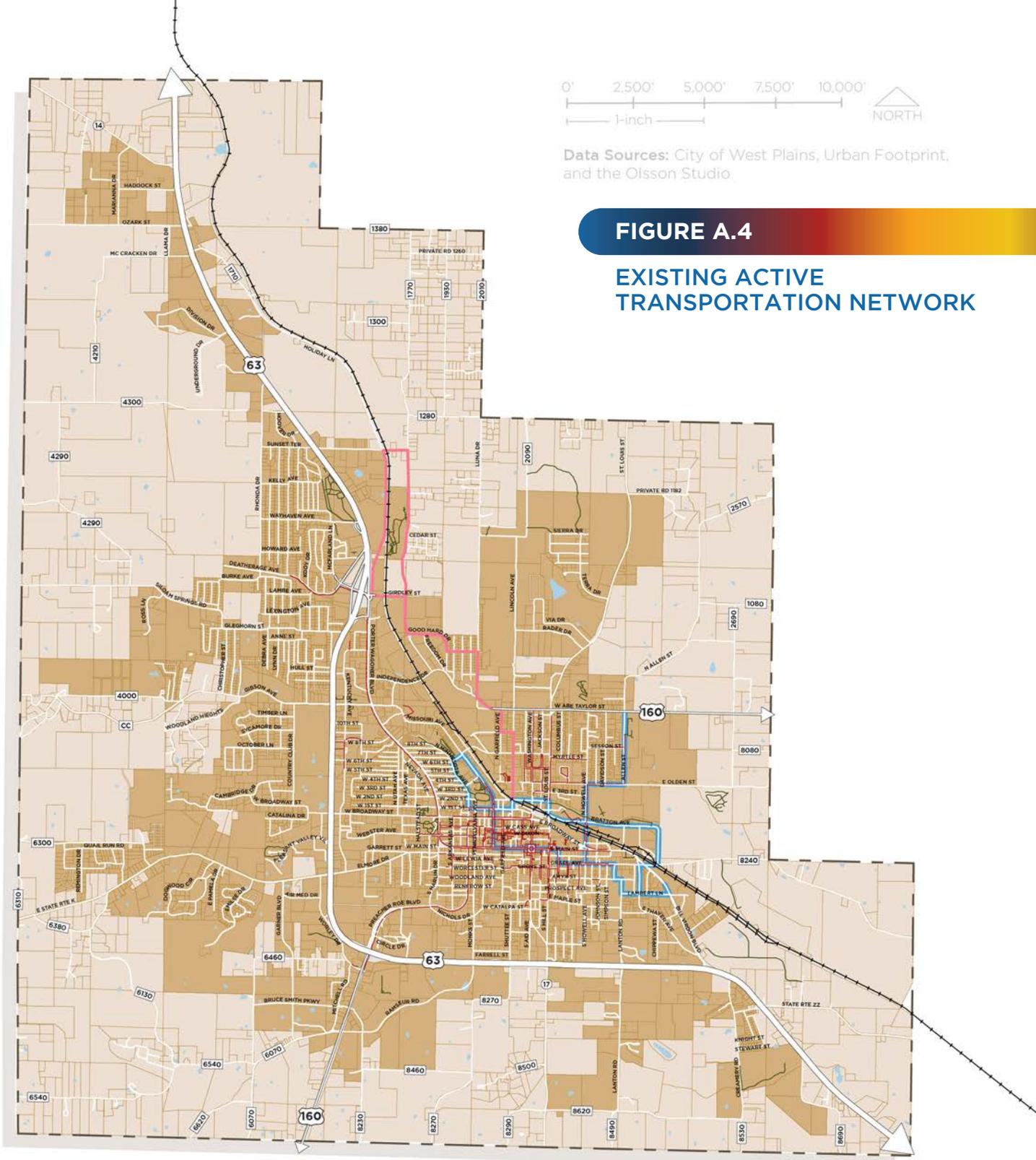
Data Sources: City of West Plains and the Olsson Studio

FIGURE A.3

EXISTING ROADWAY CLASSIFICATIONS



-  West Plains City Limits
-  West Plains Planning Area
-  Freeway/Highway
-  Arterial
-  Collector
-  Local
-  Other



0' 2,500' 5,000' 7,500' 10,000'
 1-inch
 NORTH

Data Sources: City of West Plains, Urban Footprint, and the Olsson Studio.

FIGURE A.4
EXISTING ACTIVE TRANSPORTATION NETWORK

- Planning Area
- City Limits
- Existing Bicycle/Pedestrian Path
- Existing Sidewalk
- Existing On-Street Bicycle Route
- Existing Galloway Loop Trail

Public Transportation

West Plains operates its own transit system, the West Plains Transit System (WPTS) through Section 5311 funds from the Federal Transit Administration (FTA) for non-urban public transportation. WPTS operates three 16-passenger buses on a regular route through the city, shown on the map in **Figure A.5**. The route takes approximately two hours to complete and is driven four times daily, Monday through Friday. The current fare rate is \$1.50 with group rate discounts available. Route deviations within three-fourths of a mile away from the regular route may be made upon advance request.

On-Demand Transit

WPTS offers on-demand service for individuals farther than three-quarters of a mile away from the regular route or for individuals unable to get to a designated stop. Requests must be made at least 24 hours in advance.

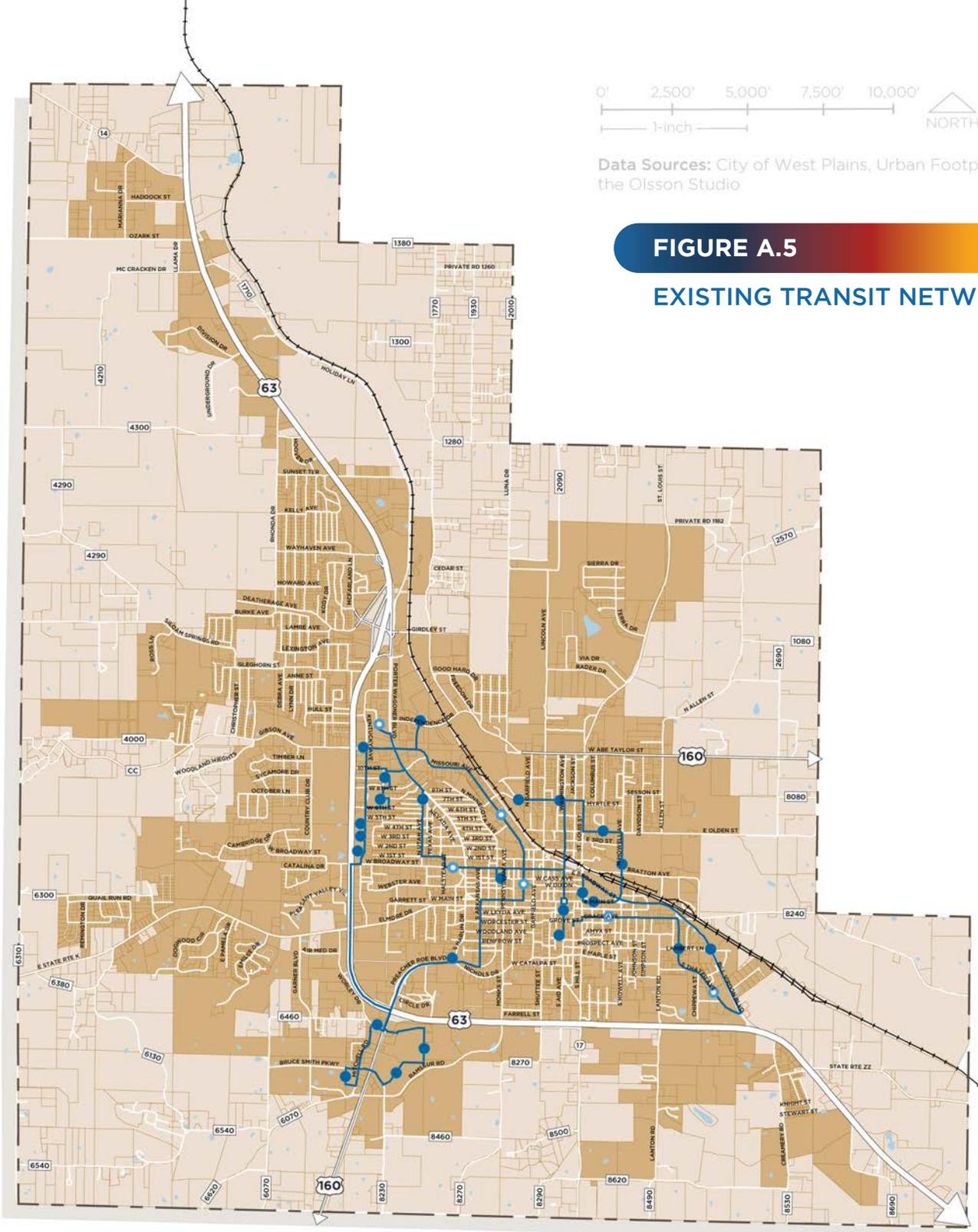
Railroads

An active rail line runs diagonally southeast through the city. The line is owned and operated by BNSF and offers freight transportation access to several industrial businesses located along the rail corridor.

Key Takeaways

While vehicular traffic is the primary focus of existing transportation infrastructure, West Plains is unique in having its own public transportation system with both fixed routes and on-demand services. While pedestrian and bicycle infrastructure is generally lacking, getting around West Plains without a car is possible.





Data Sources: City of West Plains, Urban Footprint, and the Olsson Studio

FIGURE A.5
EXISTING TRANSIT NETWORK

- West Plains City Limits
- West Plains Planning Area
- West Plains Transit System (WPTS) Route
- WPTS Stop
- WPTS Covered Shelter Stop

Existing Community Health and Quality of Life

Health factors have a significant impact on the quality of life (e.g., how long and how well someone lives) experienced in a community. West Plains' health factors are broadly explored at the county level in this section through data and findings provided by County Health Rankings & Roadmaps (CHR&R).

Health Outcomes

Health outcomes are determined by both length of life and quality of life. Different datasets are used to determine length and quality of life, detailed as follows:

LENGTH OF LIFE DATASETS

- **Premature Death Dataset** refers to years of potential life lost before age 75 per 100,000 population (age-adjusted). In Howell County, 10,500 years of life were lost to deaths of people under age 75, per 100,000 people, compared to 8,900 years in Missouri and 7,300 years across the United States. Unfortunately, Howell County is trending negatively for this dataset. The leading causes of death in Howell County are malignant neoplasms, diseases of the heart, chronic lower respiratory diseases, accidents, and cerebrovascular diseases.

QUALITY OF LIFE DATASETS

- **Poor or Fair Health** refers to the percentage of adults reporting fair or poor health (age-adjusted). In Howell County, 24 percent of adults reported that they consider themselves in fair or poor health, compared to 18 percent in Missouri and 17 percent across the United States.
- **Poor Physical Health Days** refers to the average number of physically unhealthy days reported in the past 30 days (age-adjusted). In Howell County, adults reported that their physical health was not good on 5.0 days of the previous 30 days, compared to 4.0 days in Missouri and 3.9 days across the United States.
- **Poor Mental Health Days** refers to the average number of mentally unhealthy days reported in the past 30 days (age-adjusted). In Howell County, adults reported that their mental health was not good on 5.4 days of the previous 30 days, compared to 4.9 days in Missouri and 4.5 days across the United States.
- **Low Birthweight** refers to the percentage of live births with low birthweights. In Howell County, eight percent of babies had low birthweights (under five pounds, eight ounces), compared to nine percent in Missouri and eight percent across the United States.

Health Factors

Health factors represent those things that can be modified to improve the length and quality of life for residents. Health factors include health behaviors, clinical care, social and economic factors, and the physical environment. Physical environment characteristics in a community can be affected most by comprehensive planning, though policy changes can be explored to better health behaviors, clinical care, and social and economic factors.

The following tables indicate how Howell County compares to both the State of Missouri and the United States regarding each of the health factors.

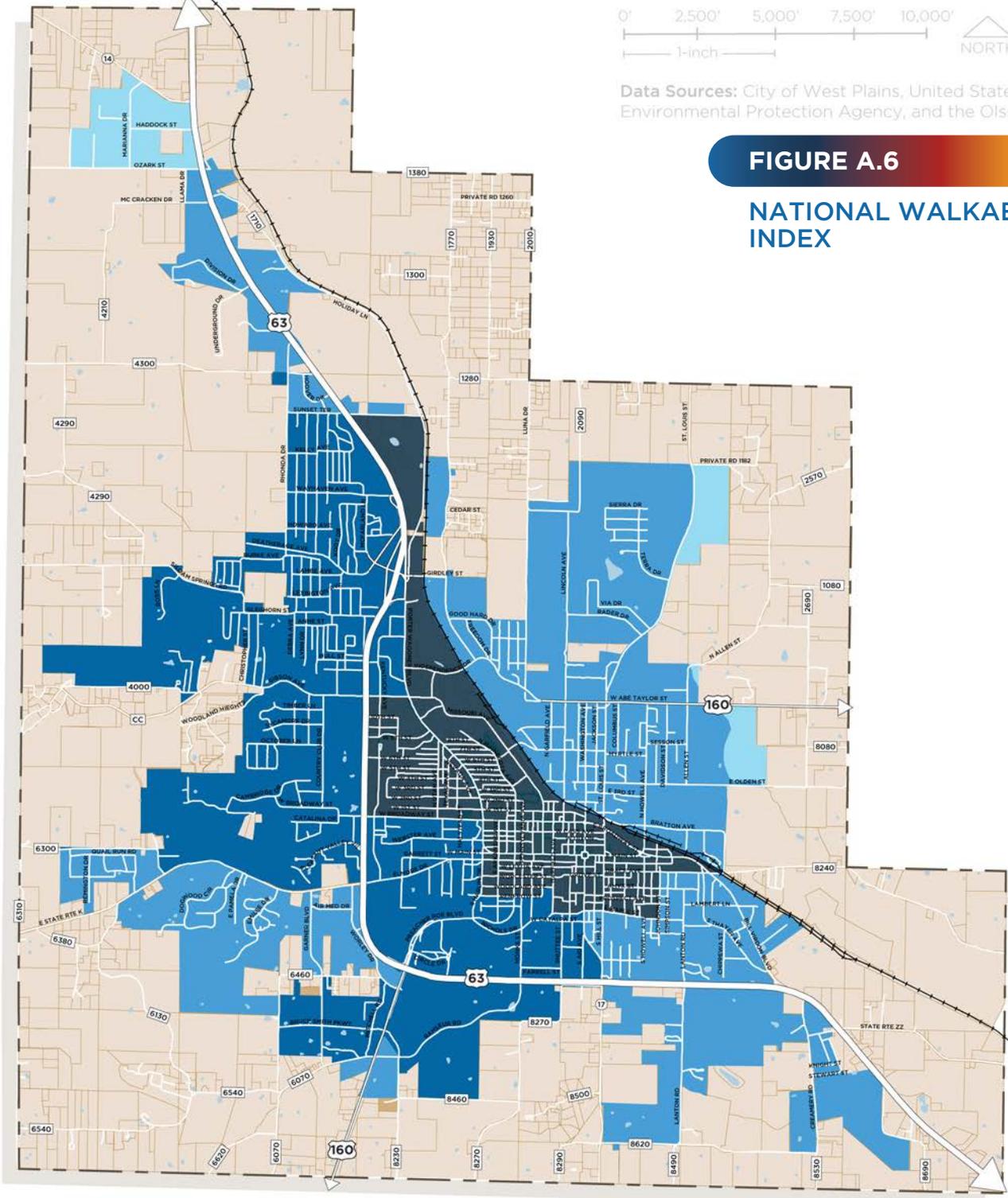
TABLE A.2

HEALTH BEHAVIORS COMPARISON (HOWELL COUNTY VS. MISSOURI VS. UNITED STATES)

HEALTH BEHAVIORS	HOWELL COUNTY	MISSOURI	UNITED STATES
Adult Smoking	26%	20%	16%
Adult Obesity	37%	35%	32%
Physical Inactivity	38%	30%	26%
Access to Exercise Opportunities	59%	70%	80%
Excessive Drinking	16%	19%	20%
Alcohol-Impaired Driving Deaths	20%	28%	27%

Exercise opportunities are often correlated with the “walkability” of a city. Walkability is a term for planning concepts best understood by the mixed use of amenities in higher-density neighborhoods where people can access said amenities by foot. Walkability is dependent on available pedestrian infrastructure. **Figure A.6** demonstrates the walkability of West Plains.

Most of the city has below-average or average walkability, while the core of the city features above-average walkability. This finding is unsurprising given the denser street network within the core of the city, which contributes to better walkability.



0' 2,500' 5,000' 7,500' 10,000'
 1-inch
 NORTH

Data Sources: City of West Plains, United State Environmental Protection Agency, and the Olsson Studio

FIGURE A.6

NATIONAL WALKABILITY INDEX

- West Plains Planning Area
- NATIONAL WALKABILITY INDEX***
- 1.000 - 4.833 (Least Walkable)
- 4.834 - 7.333 (Below Average Walkability)
- 7.334 - 9.500 (Average Walkability)
- 9.501 - 13.667 (Above Average Walkability)

**The National Walkability Index dataset characterizes every U.S. Census 2019 block group based on its relative walkability. Walkability depends upon characteristics of the built environment that influence the likelihood of walking being used as a mode of travel.*

TABLE A.3**CLINICAL CARE COMPARISON
(HOWELL COUNTY VS. MISSOURI VS. UNITED STATES)**

CLINICAL CARE	HOWELL COUNTY	MISSOURI	UNITED STATES
Uninsured	16%	12%	11%
Primary Care Physicians	1,080:1	1,400:1	1,310:1
Dentists	2,240:1	1,650:1	1,400:1
Mental Health Providers	400:1	460:1	350:1
Preventable Hospital Stays	4,004	4,155	3,767

TABLE A.4**SOCIAL AND ECONOMIC FACTORS COMPARISON
(HOWELL COUNTY VS. MISSOURI VS. UNITED STATES)**

SOCIAL AND ECONOMIC FACTORS	HOWELL COUNTY	MISSOURI	UNITED STATES
High School Completion	86%	91%	89%
Some College	57%	67%	67%
Unemployment	6.7%	6.1%	8.1%
Children in Poverty	25%	16%	16%

TABLE A.5**PHYSICAL ENVIRONMENT COMPARISON
(HOWELL COUNTY VS. MISSOURI VS. UNITED STATES)**

PHYSICAL ENVIRONMENT	HOWELL COUNTY	MISSOURI	UNITED STATES
Air Pollution - Particulate Matter	8.7%	8.2%	7.5%
Severe Housing Problems	17%	13%	17%
Driving Alone to Work	84%	81%	75%
Long Commute - Driving Alone	17%	32%	37%

Key Takeaways

Because of such health factors and the resulting health outcomes, Howell County ranked among the least healthy counties in Missouri in 2022. Howell County largely scores lower/poorer than Missouri and the United States in most all health outcomes and health factors. Notably, Howell County has more children in poverty, a lower availability of dental care, less access to exercise opportunities, and lower physical activity levels.

Existing Utilities

To ensure the proper infrastructure for future development, redevelopment, or maintenance as the population grows, it is necessary to review the existing utility infrastructure within the city. **Figure A.7** illustrates, in part, the existing utilities within the city.

Water

The City of West Plains is served by a well system currently compiled of seven (7). Over time the number of wells in service fluctuated between five and seven. The current seven (7) well system is serving a population of 12,420. However, this is the same number of wells that served a smaller population of 7,741 in 1980, presenting a significant issue for future growth.

Additionally, the city Water Department indicates that the quality of the water from the Bassler well is suffering from encroachment by surrounding land uses and will need to be removed from future service or restricted to irrigation use. Based on data from the West Plains 2014 Annual Water Quality Report, the water supply provided by the wells is from a deep aquifer that is fed by groundwater, with five of the wells under the influence of surface water.

The West Plains Water Treatment Plant provides chemically safe and good water, but it contains a high amount of calcium carbonate and is thus considered “hard.” The treatment plant can provide up to 3.7 million gallons (MGD) of treated water per day and has an average load of 2.2 to 2.4 MGD. During the summer, the plant reaches peak capacity; a situation that the city is seeking to address by expanding the existing plant. The city’s distribution system has 158 miles of water line ranging from 2” – 12” mains, along with 878 water valves and 872 fire hydrants. The city also has 4,734 residential water services and 1,172 commercial services ranging from 1” – 6” meters.

Wastewater

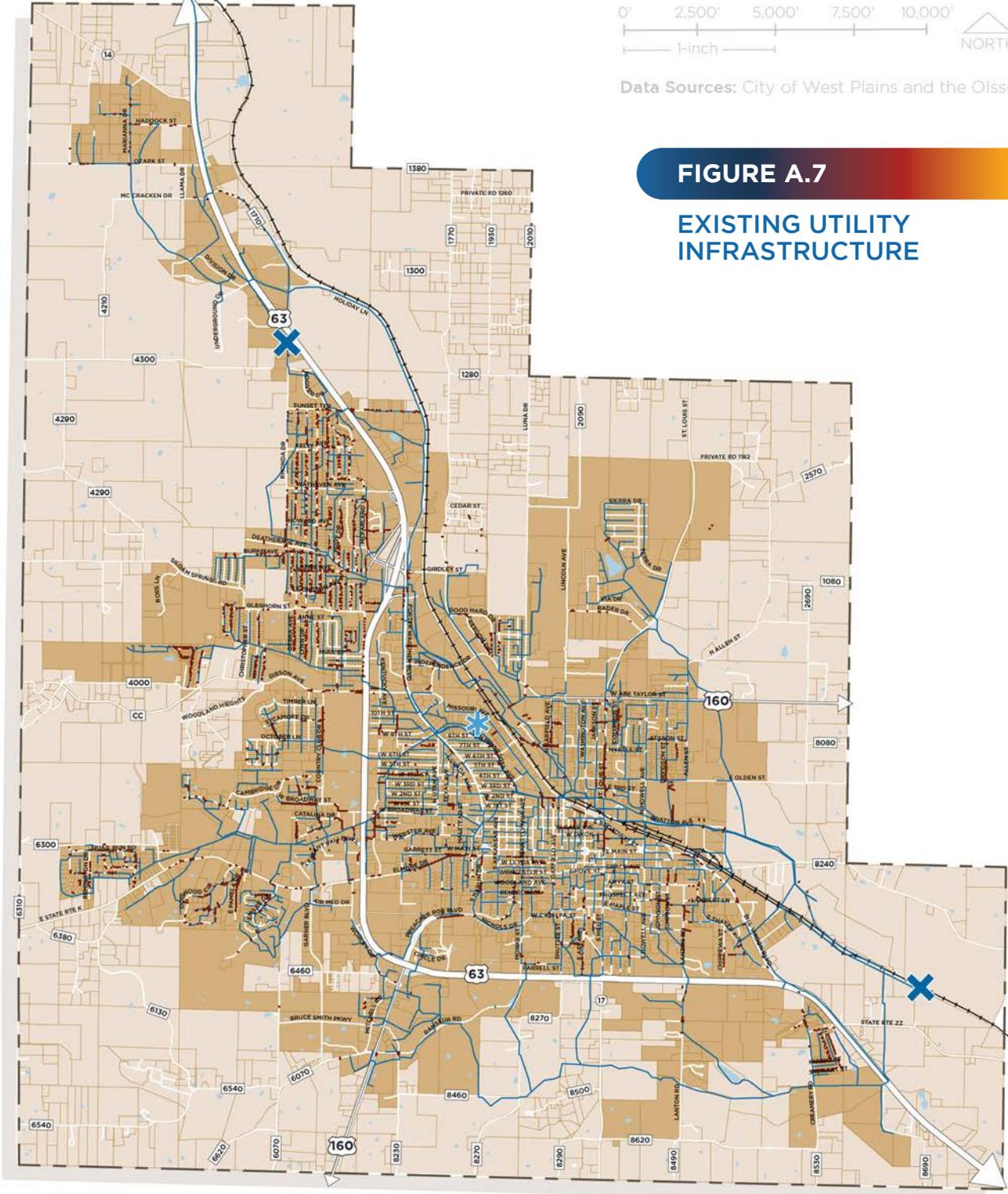
West Plains owns and operates its own system of sanitary sewers and a secondary-level treatment plant. The oxidation ditch treatment plant was put into service in December 1979 and has a capacity of 3.0 MGD; with a current treatment load of approximately 2.25 MGD. When the present plant was built it was determined that it would serve the city for 25 years, however, a 2008 expansion has extended its life and allowed it to meet its full capacity. During the expansion of the present plant, the city was able to acquire five (5) acres upstream that will allow for future expansion as required. It is anticipated that the present plant will serve the city for over 15 years, depending on future development, Department of Natural Resources (DNR) regulations, and advances in treatment technology. Most areas within the corporate limits are served by the city’s sewer system, which primarily consists of 8-inch mains and 12- to 24-inch trunks. The city’s system consists of 136 miles of line and 3,156 manholes. At the current time, treated effluent meets all required quality standards.



Data Sources: City of West Plains and the Olsson Studio

FIGURE A.7

EXISTING UTILITY INFRASTRUCTURE



-  West Plains City Limits
-  West Plains Planning Area
-  Water Treatment Plant
-  Lift Station
-  Sewer Line
-  Storm Pipe

Stormwater

The West Plains stormwater runoff generally flows into Howell Creek via an open channel drainage ditch system. In Downtown, the drainage system is enclosed and includes culverts along Main Street and Aid Avenue carrying water away from the Courthouse. This system operates well, in part, because the city clears all obstructions and maintains the Howell Creek floodway. Development of the proposed linear park system in the creek's flood-prone areas will help to alleviate any possible future flood damage problems. The city seeks to control stormwater quantity and quality through reviews, inspections, and enforcement to meet state and federal requirements.

Electricity

The city maintains its own electric utility services, with some customers providing service through the Howell-Oregon Electric Cooperative. The electric infrastructure consists of 275 miles of overhead and underground primary electric lines, and 8 miles of transmission line. The city has 5,211 residential customers and 1,365 commercial customers. The city electric utility maintains six (6) substations with the addition of a new station in the southern area of town. The city has two (2) peaking generators with the capability of producing 44 megawatts an hour. In March of 2022, the City of West Plains and Evergy put an 8-megawatt solar farm online, the farm has 26,316 solar panels. In 2019 the city began transitioning over all meters to a new Advanced Metering Infrastructure (AMI) system this helps with outage management along with the monthly meter readings, the transition is 95 percent complete.

Broadband

The city has installed a 16-mile fiber optic ring around the City of West Plains. The city is in process of connecting all city buildings, wells, towers, and substations. The city has a dedicated fiber network with 12 connections and a dark fiber network that has eight (8) connections. The fiber network also helps with the AMI monitoring of all collectors connected to the fiber network. In 2020, the city created eight (8) community-accessible broadband spots around West Plains.



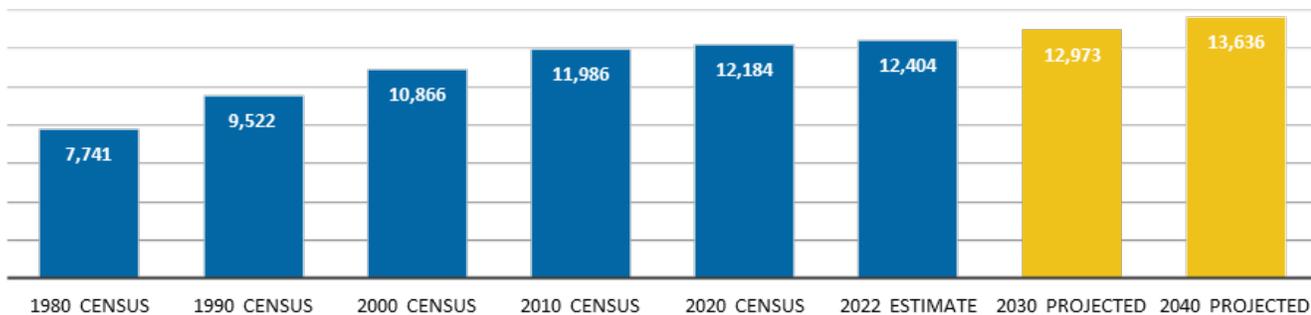
Existing Demographics

This section provides an overview of the existing demographic and market conditions within West Plains. All information, except for the Poverty and Social Vulnerability Indexes, for this section was supplied by the *Economic and Market Analysis* report submitted by Canyon Research Southwest, Inc. The full report can be found in **Appendix D**. The indexes for West Plains were generated using Urban Footprint, a planning software that relies on national and local data to analyze current conditions of a community. Information regarding these indexes can be found in their respective sections.

Population Growth

From 1980 to 2010, the City of West Plains saw a moderate increase in their population, with a total growth of 4,245 residents. Much of this growth occurred in the 1980s and 1990s, with increases in the population by 23.0 percent and 14.1 percent respectively. From 2010 to 2020, the city's population increased by 1.7 percent, or 198 residents. The current population is approximately 12,404 residents in total. According to the *Economic and Market Analysis*, it is anticipated that the population will grow between 2023 to 2040, with an additional 1,232 to 1,757 new residents. This will result in an approximate total population of 13,636, as illustrated in **Figure A.8 Population Trends**.

FIGURE A.8 WEST PLAINS POPULATION TRENDS



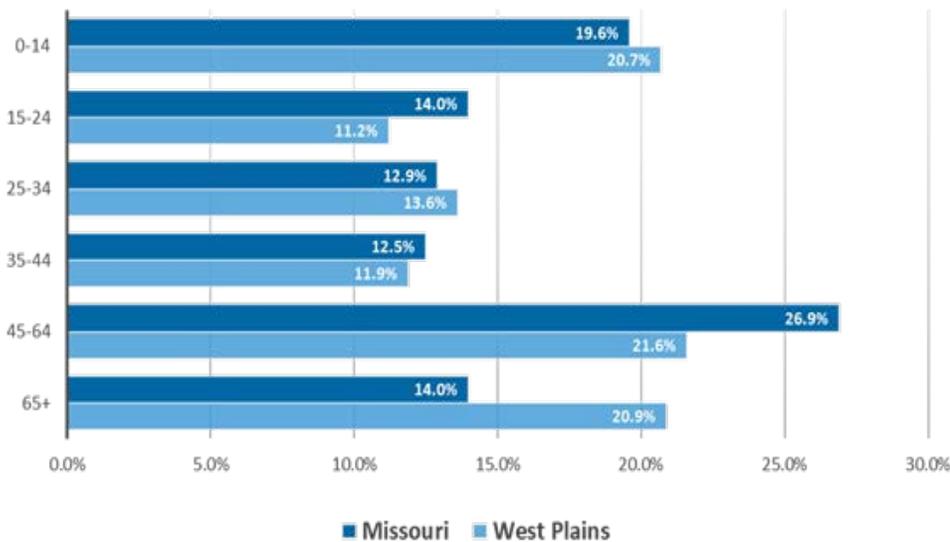
Population Age

Age is an important indicator of consumer identity, community consumption patterns, and housing and residential financial needs. **Figure A.9** provides a comparison of West Plains' and Missouri's population by six primary age groups:

- Children (0-14 years),
- Adolescents (15-24 years),
- Young adults (25-34 years),
- Family/working adults (35-44 years),
- Empty nesters (45-64 years) and
- Elderly (65+ years)

According to the *Economic and Market Analysis*, the population in West Plains is primarily characterized by the two older age ranges, empty nesters (45-64 years) and elderly (65+ years). The empty nesters comprise 21.6 percent and the elderly account for 20.9 percent of the total population. The elderly age range far exceeded the rate for the State of Missouri. Together, these age ranges indicate that West Plains has a high number of aging individuals. As illustrated in **Figure A.9 Population by Age Comparison**, the third largest age group, at 20.7 percent of the total population, are those individuals that are aged 0-14 years old.

FIGURE A.9 POPULATION BY AGE COMPARISON



Household Composition

Household composition has a direct impact on the type of retail expenditures and housing needs seen within a community. There are approximately 5,184 households residing in West Plains in 2022, with an average household size of 2.30 persons. Compared to the State of Missouri, West Plains possesses a well-below average rate for both families and married couples with children. However, the city possesses an above-average number for householder living alone and the senior population, those aged 65 years and over. The percent of householders living alone in the City of West Plains in 2022 was 33.5 percent, compared to 28.3 percent for the State of Missouri.

TABLE A.6 HOUSEHOLD COMPOSITION

Household Type	City of West Plains	State of Missouri
Total Households	5,184	2,375,611
Family Households	60.8%	65.3%
Married Couple Households	43.1%	48.4%
With Related Children	17.1%	20.7%
Other Family (No Spouse Present)	17.7%	16.7%
With Children Present	12.9%	11.0%
Householder Living Alone	33.5%	28.3%
All Households with Children	30.8%	31.8%
Average Household Size	2.30	2.44
Average Family Size	2.94	3.00

Source: Esri Business Analyst.

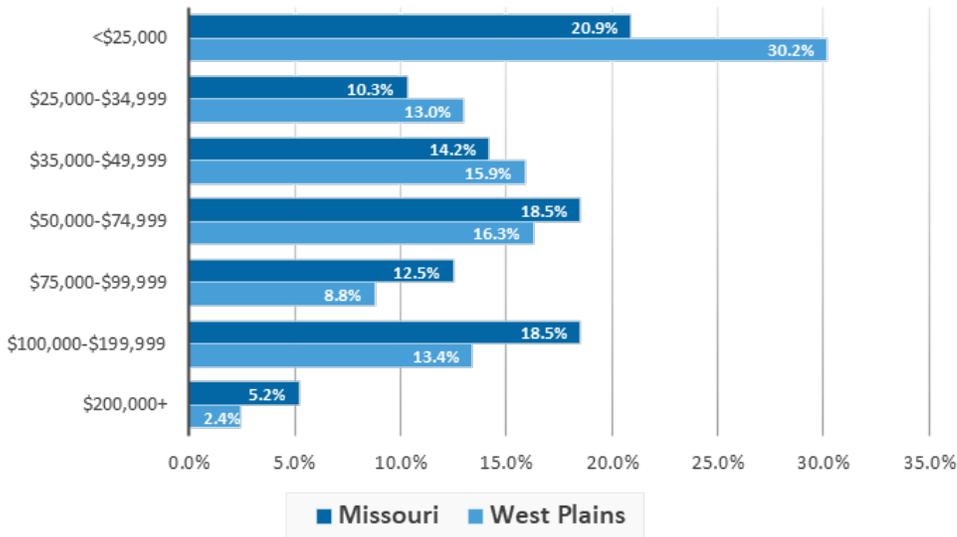
Household Income

Household income levels have a direct impact on retail expenditures, housing needs, for-sale housing values and residential rents. A comparison of the household income distribution estimates for West Plains and Missouri is shown in **Figure A.10**.

West Plains has a below-average level of household income, with 30.2 percent of West Plains' households earning less than \$25,000 annually. This is almost 10 percent higher than the 20.9 percent statewide. In addition, an estimated 13 percent of West Plains' households earn between \$25,000 to \$34,999 compared to the 10.3 percent statewide. In total, an estimated 43.2 percent of West Plains' population earns \$34,999 or below, annually. This indicates a strong need for affordable and income-based housing. Conversely, high-income households that earn \$100,000 or more, make up 15.8 percent of the population, which is lower when compared to the 20.7 percent statewide.

FIGURE A.10

HOUSEHOLD INCOME DISTRIBUTION COMPARISON

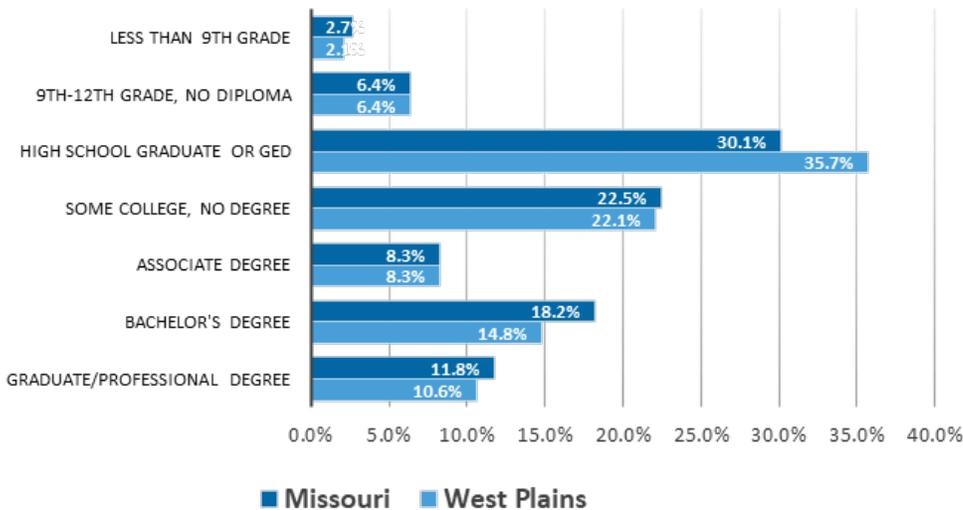


Educational Attainment

The educational attainment levels of a city indicate the community's ability to attract and retain certain types of employment and industries. Such levels also have a direct impact on achievable income levels, retail expenditure patterns, housing values and the demand for commercial space. **Figure A.11** provides a comparison of educational attainment levels of West Plains and Missouri.

The West Plains' population is slightly less educated than the overall Missouri population with 33.7 percent of the population attaining an associate degree or higher compared to the 38.3 statewide percent. However, 44.2 percent of West Plains residents attained a high school diploma or less compared to 39.2 percent of the statewide population.

FIGURE A.11 EDUCATIONAL ATTAINMENT LEVELS



Poverty Index

The U.S. Department of Housing and Urban Development generates the Low Poverty Index (LPI), which captures the depth and intensity of poverty in a given neighborhood. The index uses both family poverty rates and public assistance receipt, in the form of cash-welfare, such as Temporary Assistance for Needy Families (TANF). The index is a linear combination of two vectors, the family poverty rate (pv) and the percentage of households receiving public assistance (pa). The poverty rate and public assistance for neighborhoods are determined at the census tract level. Values are inverted and percentile ranked nationally. The resulting values range from 0 to 100. **The higher the score, the less exposure to poverty in a neighborhood.**

As shown in **Figure A.12**, the eastern portion of West Plains is indicated at being within the 1.0-21.0 national percentile for poverty. The eastern portion of West Plains, and much of the surrounding area, is within the 21.0-41.0 national percentile for poverty. Overall, West Plains is more exposed to poverty than other communities across the nation.

FIGURE A.12 LOW POVERTY INDEX

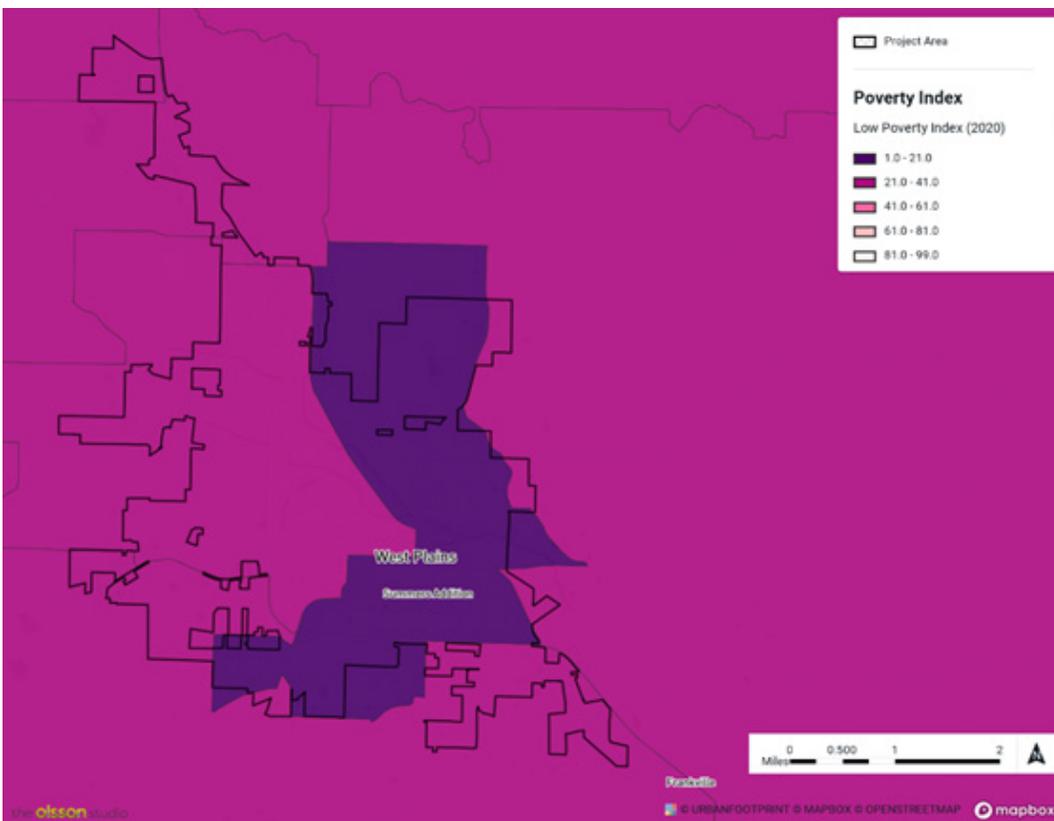
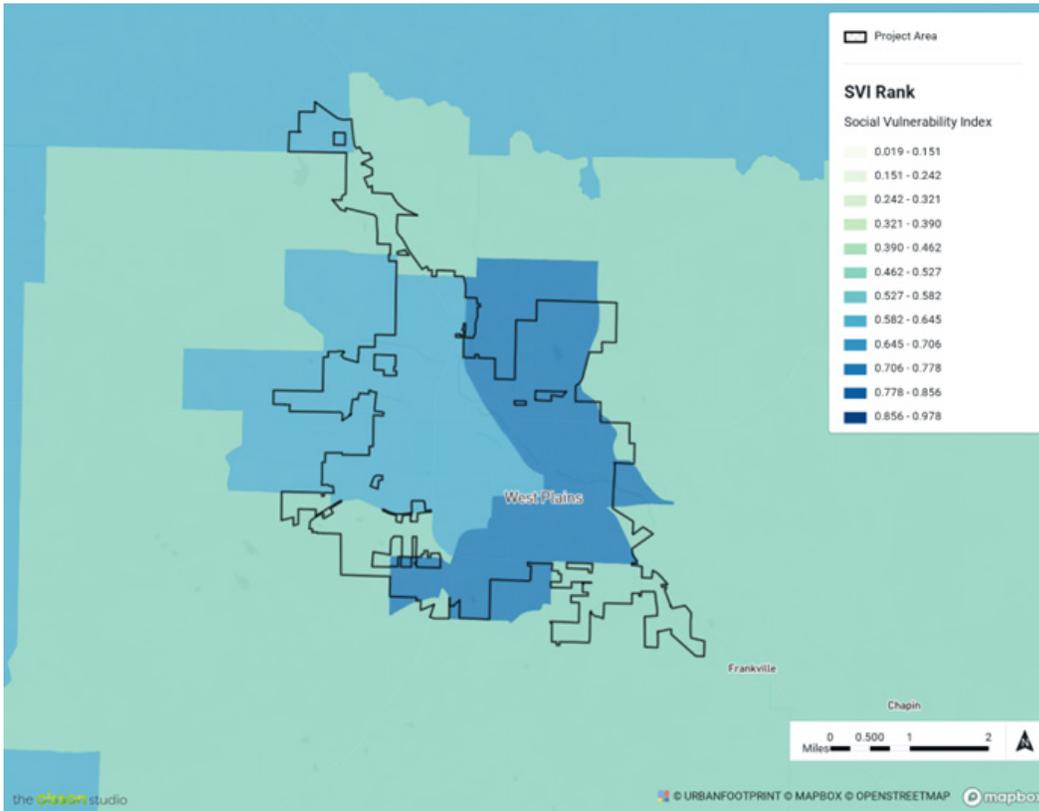


FIGURE A.13 SOCIAL VULNERABILITY INDEX



Social Vulnerability

The Centers for Disease Control and Prevention's Social Vulnerability Index (SVI) uses U.S. Census data to determine the social vulnerability of every census tract. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access and crowded housing, and groups them into four related themes. The SVI can help public health officials and local planners better prepare for and respond to emergency events like disease outbreaks or exposure to dangerous chemicals.

According to the SVI, West Plains is in a moderate to high range of social vulnerability. This indicates that based on the 15 social factors, residents within West Plains are more likely to be at risk during public health emergencies.



Helpful Terms

Social Vulnerability refers to the resilience of communities (the ability to survive and thrive) when confronted by external stresses on human health, stresses such as natural or human-caused disasters or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss.

Socially Vulnerable Populations include those who have special needs, such as, but not limited to, people without vehicles, people with disabilities, older adults and people with limited English proficiency.

Census tracts are subdivisions of counties for which the Census collects statistical data. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. Each tract receives a separate ranking for each of the four themes, as well as an overall ranking.

SVI Themes and Social Factors:

- Socioeconomic status (below poverty, unemployed, income, no high school diploma)
- Household composition and disability (aged 65 or older, aged 17 or younger, older than age 5 with a disability, single-parent households)
- Minority status and language (minority, speak English “less than well”)
- Housing type and transportation (multi-unit structures, mobile homes, crowding, no vehicle, group quarters)

Key Takeaways

The City of West Plains has a sizable amount of middle-aged and elderly within the population. This may lead to a high propensity for additional senior housing options. These options may include a growing need for home downsizings, additional healthcare needs and services, and senior-specific housing including care housing facilities.

Due to the below-average household income levels, there is potential constraint on achievable retail sales, housing values, and residential rents. Additionally, the Poverty Index identified West Plains as being more exposed to poverty than other communities across the nation. These factors indicate a strong need for affordable and income-based housing.

Existing Employment Conditions

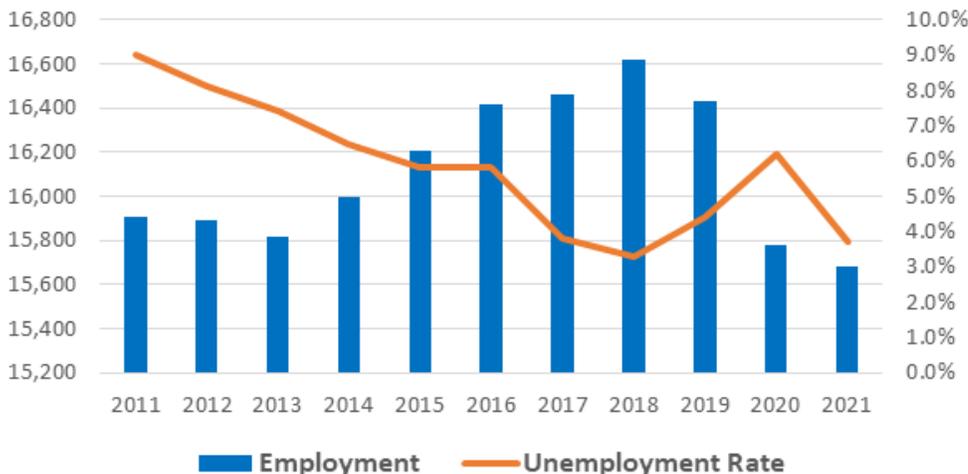
Employment Conditions

Employment conditions within a community are dependent on a variety of factors. A rise in employment can grow income levels, retail expenditures and a community's population. As a result, job growth tends to be a reliable indicator of general economic conditions of a community and helps determine the demand for housing as well as commercial and industrial space. When searching for employment, households will consider affordable housing values and the length of commute times. Households tend to prefer locating near their place of work for convenience and choose communities with a higher quality of life. All these items can influence employment trends.

Employment Trends

According to the U.S. Bureau of Labor Statistics, Howell County's total number of reported jobs grew from 15,905 jobs in 2011 to 16,617 jobs in 2018. This total in 2018 resulted in a 3.3 percent unemployment rate in Howell County. However, this percent increased to 6.2 percent, or a loss of 653 jobs, in 2020 due to the coronavirus pandemic. By November 2022, Howell County's unemployment rate dropped to a healthy 2.8 percent. These changes are depicted in **Figure A.14**

FIGURE A.14 EMPLOYMENT TRENDS WITHIN HOWELL COUNTY



From 2010 to 2017, the unemployment rate for Howell County trended higher than both the statewide and national averages. By 2018, the Howell County unemployment rate performed at or near the levels of both Missouri and the United States. By November 2022, the Howell County unemployment rate improved to 2.8 percent, slightly higher than the statewide average and lower than the national rate of 3.5 percent. These comparisons can be seen in **Table A.7**.

TABLE A.7 UNEMPLOYMENT RATE COMPARISON

Year	Howell County	State of Missouri	United States
2010	10.1%	9.4%	9.3%
2011	9.0%	7.8%	8.5%
2012	8.1%	7.0%	7.9%
2013	7.4%	6.6%	6.7%
2014	6.5%	5.7%	5.6%
2015	5.8%	4.5%	5.0%
2016	5.8%	4.3%	4.7%
2017	3.8%	3.5%	4.1%
2018	3.3%	3.2%	3.9%
2019	4.4%	3.5%	3.6%
2020	6.2%	4.4%	6.7%
2021	3.7%	3.9%	3.9%
2022	2.8%	2.7%	3.5%

Source: U.S. Bureau of Labor Statistics.

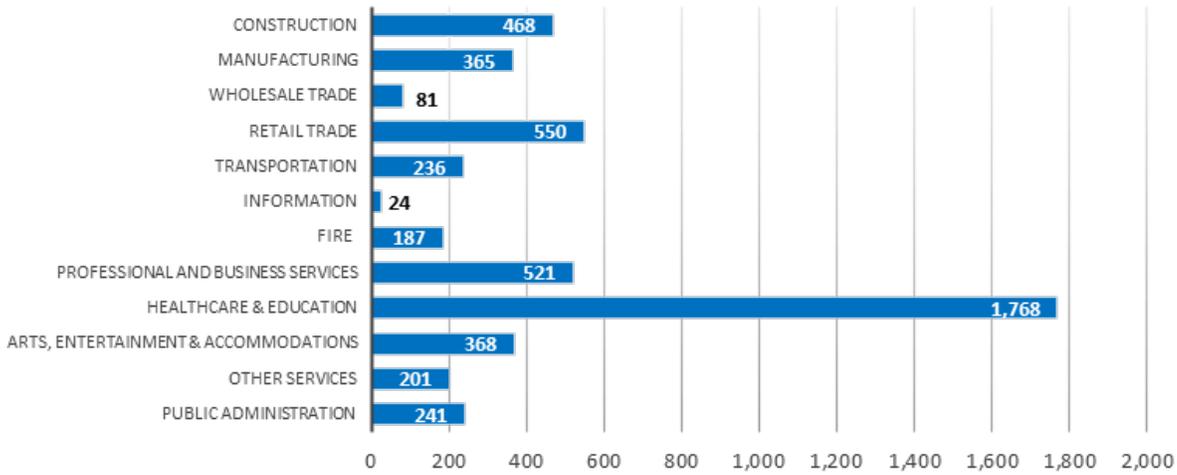
Major Employers

The employment base within West Plains totals approximately 5,020 jobs. The top employment sectors include the following:

- healthcare and education (1,768)
- retail (550)
- professional and business services (521)
- and construction (468)

West Plains experiences a high rate of healthcare employment due to the presence of Ozarks Healthcare, which serves an 8-county trade area. According to the Economic and Market Analysis, from 2023 to 2040, there will be an average annual growth in the employment rate of 0.5 to 0.7 percent. This will yield an estimated 499 to 711 new jobs.

In addition to the employment sectors that supply jobs to the local job market, tourism also provides a significant impact to the local economy. According to the State of Missouri, annual visitor spending in Howell County totaled 61.6 million dollars. Numerous community assets such as natural recreation and environment opportunities, and cultural venues and events, promote tourism within the city and the surrounding areas.

FIGURE A.15**WEST PLAINS EMPLOYMENT BY SECTOR**

Key Takeaways

On average, Howell County's unemployment rate has trended higher than the rate for the State of Missouri for the past decade. By November 2022, the Howell County unemployment rate improved to 2.8 percent, slightly higher than the statewide average and lower than the national rate of 3.5 percent.

The major employment sectors within West Plains include healthcare and education, retail, professional and business services, and construction. West Plains experiences a high rate of healthcare employment due to the presence of Ozarks Healthcare, which serves an 8-county trade area. It is estimated that there will be 499 to 711 jobs added to the local market between 2023 to 2040.

Residential Housing Market

This portion provides an overview of the residential housing market within West Plains and details the city’s housing trends from 1980 to present day. Housing trends include a summary of the housing stock inventory, home tenure, housing values, and a survey of the current market. For a more detailed description of the city’s housing stock, including the total inventory of dwelling units, occupancies, the age, and the mixture of housing types, please consult the *Economic and Market Analysis* in **Appendix D**.

Housing Stock and Inventory

The housing stock in West Plains was composed of 3,507 dwelling units in 1980. By 2010, the West Plains’ housing stock was 5,509 dwelling units, increasing by 57.1 percent. From 2010 through 2020, the city’s housing stock only increased by 57 dwelling units. From 2020 through 2022, there was a total of 78 single-family housing unit permits issued. During the same period, there were two building permits issued for duplex structures and seven permits issued for multi-family housing properties. According to the Economic and Market Analysis report, most of the recent new single-family home construction in West Plains has occurred in several subdivisions on the west side of the city. These include the Timbers, Kaywood Estates, StoneyBrook, Quail Run Estates, and Westway Hills. Detached single-family housing accounts for 71.3 percent of West Plains’ housing stock, exceeding the statewide rate of 70.5 percent. Multi-family housing accounts for 22.0 percent of West Plains’ housing stock compared to 20.2 percent for Missouri. The remaining 6.7 percent are attached, single-family residences and mobile homes.

TABLE A.8 WEST PLAINS HOUSING STOCK BY TYPE

Units in Structure	# of Units	% of Total	Missouri %
1-Unit, Detached	3,905	71.3%	70.5%
1-Unit, Attached	134	2.4%	3.6%
2 Units	279	5.1%	3.3%
3 or 4 Units	224	4.1%	4.6%
5 to 9 Units	278	5.1%	3.7%
10 to 19 Units	146	2.7%	3.4%
20+ Units	273	5.0%	5.2%
Mobile Home	241	4.4%	5.7%
Boat, RV, Van, etc.	0	0.0%	0.1%
Total Housing Units	5,480	100.0%	100.0%

Source: U.S. Census Bureau.

Housing Values

The median housing value in West Plains in 2012 was approximately \$103,300, which is lower than the statewide median of \$138,400 for the same year. From 2012 to 2021, this median declined to \$102,000. According to recent data provided by the Economic and Market Analysis report, approximately 48.6 percent of the housing in West Plains had a value less than \$100,000. This is higher than the 23.5 percent for the State of Missouri. Only 26.7 percent of the housing values range from \$100,000 to \$199,999 and remaining 24.5 percent is valued at \$200,000 and above. This comparison is documented in **Table A.9 Housing Value Comparison [West Plains vs. State of Missouri]**.

TABLE A.9

HOUSING VALUE COMPARISON

Price Range	City of West Plains	State of Missouri
Less than \$50,000	6.6%	8.2%
\$50,000 - \$99,999	42.0%	15.3%
\$100,000 - \$149,999	16.6%	17.5%
\$150,000 - \$199,999	10.1%	17.7%
\$200,000 - \$299,999	15.9%	20.9%
\$300,000 - \$499,999	7.7%	14.7%
\$500,000+	0.9%	5.8%

Source: U.S. Census Bureau.

During 2022, a total of 212 homes were sold, totaling \$36 million in proceeds. These homes varied price points, with the average price equaling \$173,147 and with a median price of \$155,000. Of the 212 homes that were sold, 24.5 percent were priced under \$100,000. These lower-priced homes were sold within older parts of central and eastern portions of West Plains. Homes priced from \$100,000 to \$149,999 accounted for another 21.6 percent of home sales.

Housing priced from \$150,000 to \$199,999 accounted for 52 of the 212 homes sold, or 25.0 percent of the total. Upscale housing priced at \$250,000 and above was a strong market during 2022, accounting for 23.1 percent of all home sales. Most of West Plains' upscale for-sale housing is located on the west side of the city and at the Country Club. West Plains modest inventory of upscale housing priced over \$300,000 places a constraint on attracting senior management and physicians.

FIGURE A.16 WEST PLAINS HOMES SALES BY PRICE RANGE 2022

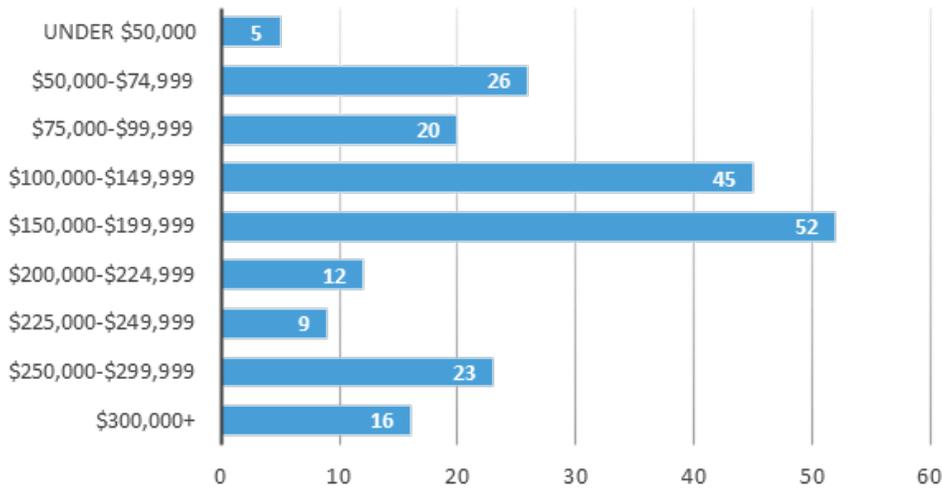
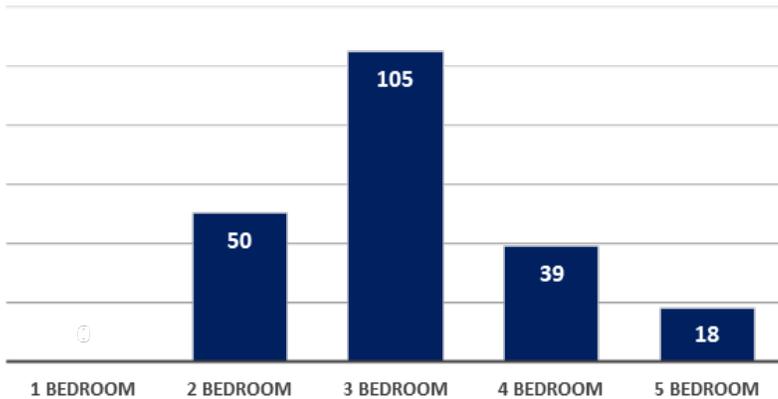


Figure A.17 illustrates home sales in West Plains during 2022 by number of bedrooms. Three-bedroom homes account for 49.5 percent of all homes sales. Two-bedroom homes accounted for the second highest share at 23.6 percent, or 50 home sales. A total of 39, four-bedroom homes sold during 2022 in West Plains, equating to 18.4 percent of all home sales.

FIGURE A.17 WEST PLAINS HOME SALES IN 2022

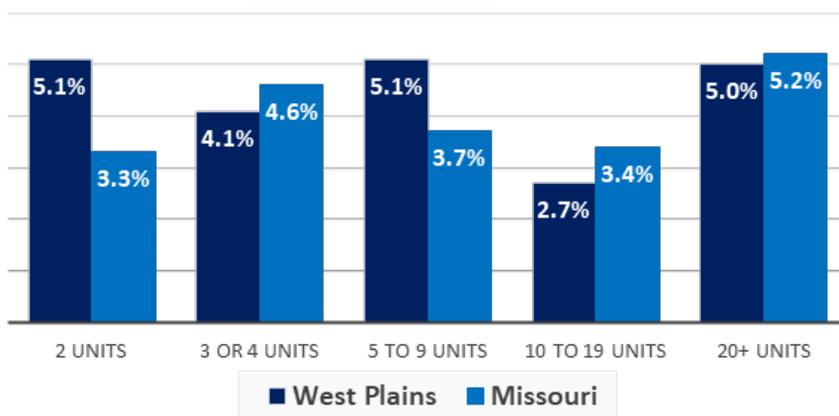


Apartment Market

By 2021, the multi-family housing stock totaled 1,334 dwelling units or 22.0 percent of the city’s total housing stock. Of this 22 percent, 5.1 percent are properties with 2 units, 4.1 percent are properties with 3-4 units, 5.1 percent are properties with 5-9 units, 2.7 percent are properties with 10-19 units, and 5.0 percent are properties with 20 or more units. These percentages of the total housing stock are relatively similar to the statewide percentages. Multi-family housing accounts for 20.2 percent of the city’s total housing stock.

From 2012 to 2016, the vacancy rate for multi-family housing decreased from 9.5 percent to 3.0 percent, indicating a strong increase of occupancy rates across the apartment market in West Plains. However, since the following year in 2017, the vacancy rate has increased. It culminated to a high of 10 percent in 2020 before decreasing to 7.7 percent in 2021.

FIGURE A.18 COMPARISON OF MULTI-FAMILY HOUSING STOCK



Since 2012, the median monthly housing rent has trended upwards, from \$555 to \$680 in 2021. These were below the statewide medians for Missouri in 2012 and 2021, \$712 and \$886 respectively. According to the *Economic and Market Analysis*, 66 percent of the rents in West Plains are between \$500 to \$999 per month. Approximately 18.4 percent of the rents within the rental market are less than \$500.

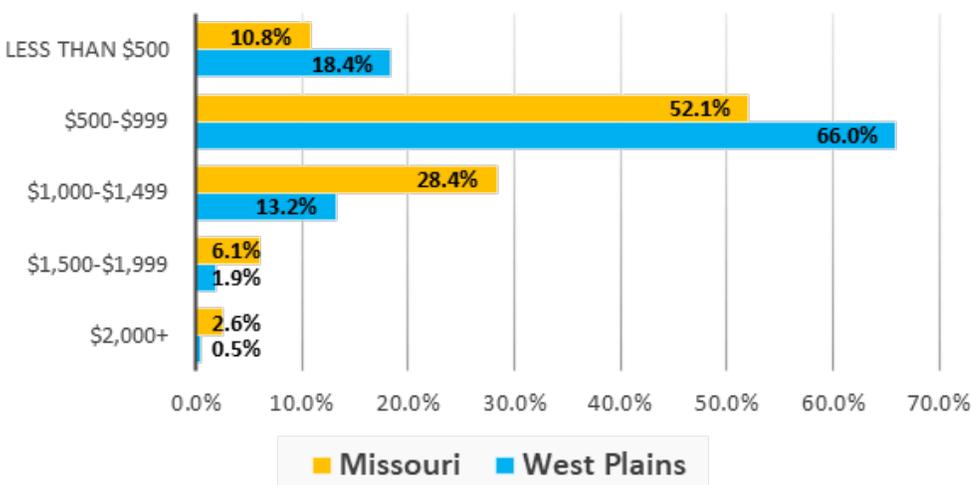
Income-Based Rental Housing

An estimated 17.8 percent of West Plains’ households earn less than \$15,000 per year which creates demand for income-based rental assistance. Affordable housing assistance in West Plains takes the form of Section 42 Low-Income Housing Tax Credit Program and the Department of Housing and Urban Development’s (“HUD”) subsidized housing through its Section 8 Housing Choice Voucher Program. Five income-based family rental properties totaling 170 dwelling units operate in West Plains, offering reduced rents to low-income households.

West Plains’ Housing Authority provides housing assistance to low-income residents through the management of programs, such as Low Rent Public Housing and the Housing Choice Voucher Program – Section 8. These programs are income-based, and the eligibility guidelines are set by HUD. According to HUDs most recent Voucher Management System report, the Housing Authority of West Plains manages 150 active Housing Choice Vouchers. Public housing rental communities include the 172-unit Gordan South Tower Apartments at 401 Aid Avenue and the 101-unit Crestwood Family Circle at 2304 Kay Drive.

Seniors 65+ years of age account for 20.9 percent of West Plains’ total population. The 35-unit West Vue Home is the only income-based senior rental community operating in West Plains. Given the large low-income and senior populations in West Plains and the modest inventory of income-based family and senior rental units, it is concluded that a significant market supply imbalance exists.

FIGURE A.19 MONTHLY HOUSING RENTS COMPARISON



The 48-unit Garner Villas is a senior rental housing community proposed for development at Garner Boulevard and Bruce Smith Parkway. The \$9.5 million project seeks to address the shortage of affordable senior rental housing and includes four-plex buildings with two-bedroom apartment units with a garage. The apartment rents will average between \$500 to \$700 per month. Income limits for the development will be approximately 60 to 80 percent of the area's median income.

In addition to a strong need for additional affordable senior rental housing, the City of West Plains has a waiting list of 60 to 65 households for market-rate senior apartments.

Key Takeaways

The predominant type of housing within West Plains is detached, single-family residences. These homes account for 71.3 percent of the total housing stock within the city. Most of the recent building permits issued by the city have been for this style of home. These are primarily being built within subdivisions to the west of the city.

West Plains' large empty nester population ages 45 to 64 years and senior population 65 years and older supports the growing need for market-rate senior apartments. Existing properties reported large waiting lists. West Plains' large population earning less than \$25,000 annually also suggests a growing need for income-based senior apartments. Given West Plains' small town atmosphere, modest housing values, and the recent upgrades to the hospital, it seems a potential market may exist for attracting empty nesters and retirees from outside of the community. Additionally, the COVID-19 pandemic accelerated the trend for working remotely. Rural communities are capitalizing on this trend by providing a desirable quality of life for a growing workforce that can now decide where to live separate from where the job originates.

The city's high rate of households with annual income of less than \$35,000 generates a strong need for both market-rate and income-based rental housing as these households are generally chronic renters. The demand for rental housing is evident in the fact that renter-occupied housing now accounts for 52.1 percent of West Plains' occupied housing stock. Overall, West Plains supports lower monthly rents when compared to the State of Missouri. An estimated 66 percent of rental units within West Plains are between \$500 to \$999 per month, with only 15.6 percent of rental units costing more than this. Increased emphasis is needed to provide additional market-rate and income-based rental housing. Doing so will support a labor force needed to facilitate economic development.

Challenges of providing affordable for-sale housing in West Plains include below average household income levels, lack of skilled construction trades, the higher costs of labor and materials relative to metropolitan areas, and the additional costs of meeting the city's street improvement standards. These factors make it difficult for builders to provide entry-level housing priced under \$225,000. The city could consider a variety of options to assist in supporting entry-level, for-sale housing, including funding public utility extensions, reduce utility connection and building permit fees, and lowering the subdivision street design requirements for those subdivisions targeting entry-level housing.

Retail, Office, and Industrial Markets

The following subsections provide an overview for the retail, office, and industrial submarkets within West Plains. For a more detailed analysis of these markets, please refer to the *Economic and Market Analysis* in **Appendix D**.

Retail Market Overview

There is an approximate total of 48 retail properties in West Plains, totaling approximately 1.1 million square feet of commercial space. Bank branches, convenience stores, automotive, and fast food and sit-down restaurants were excluded from the retail survey. Downtown West Plains served as the city's original business district supporting a large retail presence. Jan Howard Expressway and Porter Wagoner Boulevard now serve as West Plains' principal retail corridors with downtown a secondary hub. As the largest city in south central Missouri, West Plains retail businesses pull from a 40+ mile radius.

Downtown West Plains serves as the city's original business district centered around the Howell County Courthouse square and along Washington Avenue south to Broadway Street. The historic downtown is a designated entertainment district anchored by county offices, Avenue Theatre, U.S. Post Office, and West Plains Civic Center. The 2,000 student Missouri State University-West Plains is located just west of the downtown square. Downtown West Plains is currently occupied by 67 businesses, including 30 retail businesses. Notable retail businesses include eating and drinking places, antiques, clothing and accessories, bike shop, bookstore, and barber shop.

An older commercial corridor exists within the northern portion of the city along Porter Wagoner Boulevard housing the Parkway Shopping Center and such businesses as Aldi, Dollar General, Family Dollar, automobile dealerships, and several bank branches and fast-food restaurants.

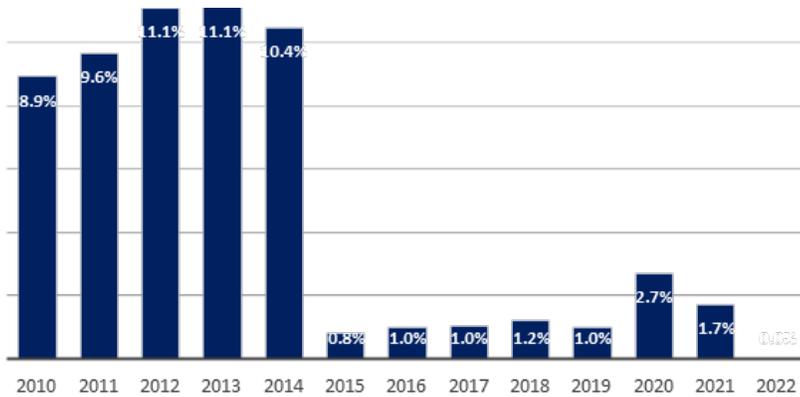
An older commercial corridor exists within the northern portion of the city along Porter Wagoner Boulevard housing the Parkway Shopping Center and such businesses as Aldi, Dollar General, Family Dollar, automobile dealerships, and several bank branches and fast-food restaurants.

The Jan Howard Expressway now serves as the city's principal commercial corridor with the primary hub located at the Preacher Roe Boulevard intersection. The 335,138 square foot Southern Hills Shopping Center is undergoing redevelopment that includes a new pylon sign, store façade improvements, signalized access, closure of the JC Penney and Sears stores, and the addition of new national tenants. The shopping center is now occupied by Walmart, Bealls Outlet, Hibbett Sports, Big Lots, Harbor Freight, Ashley Furniture, and several restaurant chains.

From 2010 through 2014 the West Plains retail market operated at high vacancy levels, increasing from 8.9 percent in 2010 to a high of 11.1 percent in both 2012 and 2013. Starting in 2015, in response to accelerated space absorption and modest additions to supply, West Plains' overall annual vacancy rate ranged from just 0.2 percent to 2.7 percent through 2021. The West Plains retail market achieved full occupancy by year-end 2022.

Since 2015, West Plains' retail space inventory has operated at a vacancy rate well below market equilibrium. The shortage of retail space available for occupancy is a barrier for attracting prospective businesses.

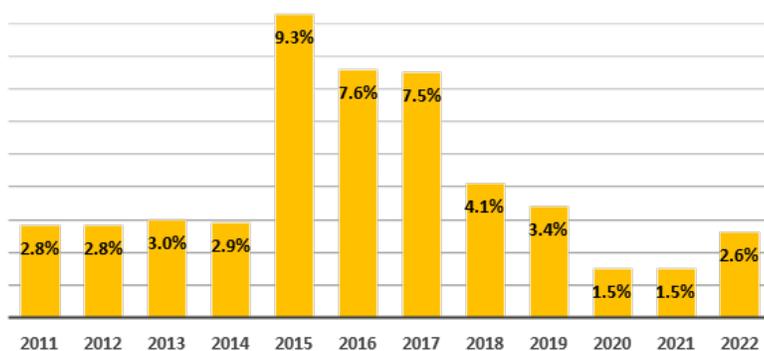
FIGURE A.20 WEST PLAINS HOME SALES IN 2022



Office Market Overview

There is an approximate total of 39 office market properties in West Plains, totaling 354,274 square feet of professional and medical office space. The Jan Howard Expressway and Porter Wagoner Boulevard corridors and downtown serve as the prominent office districts. The historic downtown serves as West Plains' central business district occupied by professional service firms such as banks, healthcare providers, insurance agents, real estate, and financial planners. Businesses such as law offices, title companies, bail bonds, land services, mortgage companies, and government agencies are located downtown due to the presence of the Howell County offices.

FIGURE A.21 OFFICE VACANCY RATE TRENDS



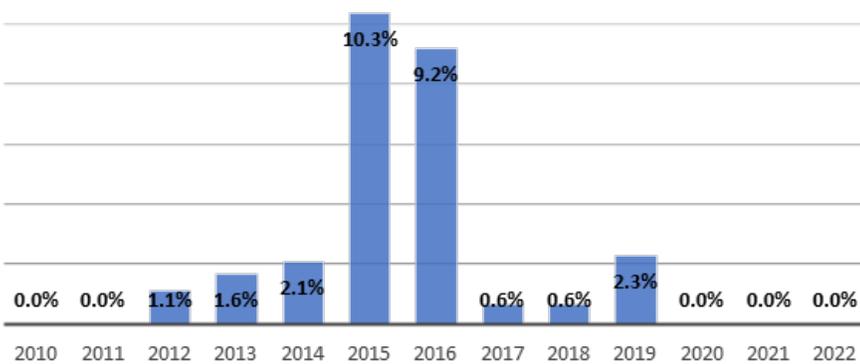
The overall office vacancy rate for the West Plains market peaked at 9.3 percent in 2015. Since then, it has followed a downward trend to a low of 1.5 percent during 2020 and 2021. By year-end in 2022, the vacancy rate climbed slightly to 2.6 percent with only 9,238 square feet of vacant space. Despite the recent uptick in the overall vacancy rate, the market remains well below market equilibrium. Overall, the COVID-19 pandemic did not have an adverse impact on the office market as operating conditions remained healthy. Overall, The West Plains office submarket supports a modest inventory of professional office space the is primarily occupied by small personal service firms that cater to the area residents.

Industrial Market Overview

There are an approximate 30 properties, totaling 1.08 million square feet of industrial feet within West Plains. The largest concentration of these spaces is in the northern portion of the city, conveniently adjacent to the railroad line. A secondary industrial location is present within the southeast quadrant along U.S. Highway 63, which also offers rail access. Leonardo DRS is the largest industrial business operating in West Plains. Other notable industrial businesses include Ozarks Coca Cola Bottling, MFA Agri Service, Hayden Machinery, and AHF Products Lumber Yard.

The overall industrial vacancy rate for the West Plains, Missouri market peaked at 10.3 percent in 2015. As the economy recovered and a positive industrial space absorption occurred, the overall vacancy rate gradually improved, reaching a low of 0.0 percent by 2020. Through year-end 2022, the overall vacancy rate remained at 0.0 percent. The absence of industrial space available for immediate occupancy is a barrier for attracting prospective businesses.

FIGURE A.22 INDUSTRIAL VACANCY RATE TRENDS



Key Takeaways

The West Plains retail market benefits from a 40+ mile radius. Its downtown has several notable businesses to attract residents and people from nearby communities. However, since 2015 West Plains' retail market has experienced a vacancy well-below market equilibrium. This shortage of available retail space may act as a barrier for attracting prospective businesses. As the West Plains population continues to grow, an expanded retail market will become viable with new development driven by end-users with speculative development less common.

The West Plains office submarket supports a modest inventory of professional office space that is primarily occupied by small personal service firms that cater to the area residents. By year-end in 2022, the vacancy rate climbed slightly to 2.6 percent with only 9,238 square feet of vacant space. Despite the recent uptick in the overall vacancy rate, the market remains well below market equilibrium.

There are two main concentrations of industrial space within West Plains, one in the northern portion of the city and second in the southwest quadrant along U.S. Highway 63. Both feature convenient access to the railroad line. Since 2020, the overall vacancy rate for industrial space was 0.0 percent. The lack of available industrial space proves to be a barrier for attracting prospective businesses.

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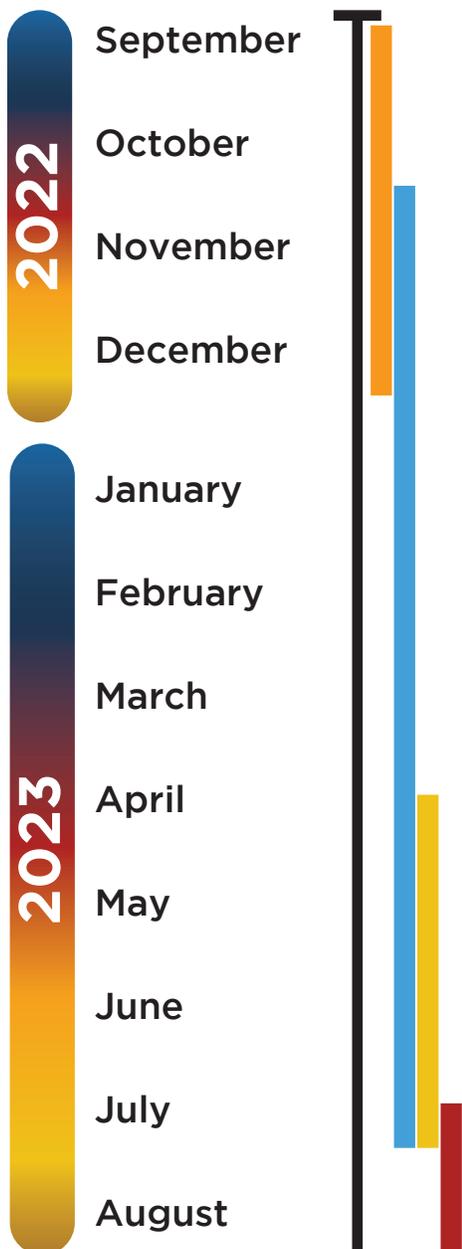
APPENDIX B: PUBLIC ENGAGEMENT SUMMARY

A good plan is developed with the community, and not just for it. Through a series of online and in-person engagement opportunities, the planning team was able to collaborate with the community on the thoughts, ideas, and comments that became the recommendations put forth in this Plan. *Appendix B* summarizes both that process and its outcomes.

Engagement Overview

Appendix B summarizes the stakeholder and public engagement opportunities that were conducted to collect valuable input that helped guide this planning process. Stakeholder and public engagement is a critical component of any public planning process as it capitalizes on the knowledge and desires of those who know the community best.

The planning team and the city worked together to involve stakeholders from different facets of the community, including local business leaders, city staff members, and the local youth. These stakeholder groups held their respective meetings and were invited to several public events. These stakeholders were asked to act as a sounding board, providing their insight and information to assist the planning team in the direction and recommendation of the Plan.



DISCOVER

Assess existing physical, economic, and demographic conditions of the city. Reference **Appendix A, Appendix C, and Appendix D** for more information.

ENGAGE

Identified issues and opportunities facing West Plains and formulated a clear vision for the future. **Appendix B** provides a summary of stakeholder and public engagement throughout the planning process.

PLAN

Created alternative plans, strategies, and programs and prepared draft plan recommendations in the form of this document.

IMPLEMENT

Developed specific strategies and tasks to ensure the Plan is achieved day-by-day and step-by-step.

Key Findings

The engagement process provides valuable input from stakeholders, city leaders, city staff members, and the public. Throughout this process, members of West Plains indicated that they were proud of the people and the sense of community within the city. Respondents to the public survey indicated that they value West Plains' culture of family-friendliness, recreation and its hometown feel. Stakeholders also shared their concerns for West Plains' future and the challenges the city might have to overcome. An ongoing concern was the impact of generational poverty throughout the community. With a lack of new jobs and low incomes, people in West Plains feel unable to increase their level of financial security. There was also a sense of displeasure at the lack of entertainment options. Stakeholders and the public would like to create a more desirable place for their children to return and live after their college or technical studies. One suggestion to this dilemma was to start involving younger members of the community with the civil board and to aid young, local entrepreneurs with their businesses. Other concerns and suggestions include the following:

- There is an ongoing sentiment that there is a divided school system. Several comments called for a unified school district.
- The traffic flow needs to be improved along key trafficways through the city.
- Local businesses should extend their business hours to draw-in more consumers.
- There is a strong desire to see broadband internet throughout West Plains.
- There is a lack of business skills, education and training.
- A lack of affordable low-income and middle-income housing exists within the community. There were other calls for affordable, alternative housing options for seniors or empty nesters.
- Improve bike and pedestrian accessibility throughout the community and along key corridors.
- Several comments called for city wide cleanup efforts, including the code enforcement of blighted properties. This suggestion was often paired with the call to beautify the downtown and to improve the appearance of the city's gateway.

In addition, the different stakeholder groups had meetings that yielded unique insights into different aspects of the community. For example, the Business and Development Group indicated that West Plains is challenged economically due to its remote location and being isolated. Other, larger cities might create competition for the city's economic growth. However, the affordability, character, and small-town feel is an attractive feature. Other comments also indicated that nearby attractions, like the Ozarks, provide an opportunity for tourism.

During the Youth Community Meeting, the West Plains' Youth indicated they were proud of the people, the strong work ethic, and the sense of community. They also felt pride in their local sports team, restaurants, and diversity. However, they identified challenges such as the lack of diversity and a lack of shopping and entertainment opportunities as obstacles for the city. There was strong desire from multiple stakeholder groups and from the public to see a growth in economic development. This includes additional big box retail stores, new retail and clothing storefronts, and a different variety of restaurants. There were also several comments indicating a desire to create an entertainment district and a mega sports complex. There was also a general desire to create cohesion within the community. Items included engaging **members of the** community's youth and the elderly with citywide events.

Project Marketing

Multiple media outlets were utilized to ensure West Plains' stakeholders and residents were aware of the opportunities to be involved in the planning process. Such communication channels included a dedicated project website, a postcard mailer, a flyer, the city's social media accounts, press releases, and email blasts.

Project Website

A website (connectwpmo.com) was created to provide a landing page for anyone interested in learning about the planning process. The website provided information on a variety of topics related to the Plan, including:

- A project overview, which details the purpose of the Plan and the goals of the planning process;
- A project timeline that shows the phases of the project;
- A listing of the different ways to engage in the planning process as a member of the public (e.g., public survey, in-person open house, virtual open house, etc.);
- Project downloads that summarize findings at engagement events and the Plan drafts; and
- An opportunity to ask questions or provide comments to the city.

The website was regularly updated throughout the planning process, providing one consistent location for project-related information.

Project Kick-off Video

An interview-style, project kick-off video was developed in coordination with Emily Gibson, Planning Director, to announce the kickoff of the comprehensive planning process, the purpose and need, why this process matters, and the importance of community involvement. This video was embedded on the project website and shared on the city's social media platforms and website.

Postcard Mailer

A postcard mailer was mailed to all city households that encouraged residents to take the community survey, join the email list (to receive project updates), and participate in the public open house.

Flyer

A flyer was created by the planning team for the city to use at various outreach events.

Social Media

The City of West Plains' social media platforms promoted project information and informed residents of upcoming engagement efforts.

LEFT: *Hannah Kroll generates land use concepts during the project's citywide planning charrette.*



Press Releases

Three press releases were distributed and used to formally announce milestones in the planning process. Each press release included basic project information and directed readers to the project website. Each press releases focused on the following topics:

- Press Release 1: project kick-off
- Press Release 2: draft plan
- Press Release 3: final plan adoption

Email Blasts

The project website provided the public with the option of joining the contact list to receive project communications. Various e-blasts were sent to those who opted into email notifications about the project to provide information on engagement opportunities.



Project Graphics

The graphics to the on the following page are examples of the marketing and outreach materials designed and distributed for the planning process.

A unified brand was created for the Plan, including set colors, fonts, and logo. The brand standardized the visual identity of materials related to the planning process, so that outreach efforts could be easily attributed to the Plan.



HAVE YOU TAKEN THE COMMUNITY SURVEY?

West Plains' comprehensive
planning process is underway.

We need **YOUR** help to determine what our city's
priorities and vision should be for the next 10-20 years.

Learn more and get
involved by visiting
connectwpmo.com.

COMPREHENSIVE PLAN **CONNECT** **WEST PLAINS** - MISSOURI -

COMPREHENSIVE PLAN **CONNECT** **WEST PLAINS** - MISSOURI -

Voice your opinion!

West Plains' new comprehensive plan is under
development and we need your help to
determine the city's priorities.

What is a comprehensive plan, and why should it matter to me?

A comprehensive plan is a long-range document
that guides the city's future growth and
development and priorities. It is a road map to
visualize where we want to go as a city and the
path to reach that destination. Your input in the
planning process is essential to ensuring our future!

Take the Survey



You are invited to share
your priorities for the
city's future. Take the
survey on the project
website from now until
March 3, 2023!

Join the Email List



Sign up for project update
emails and event information
on the project website.

Participate in the Virtual Open House



Sign up for project update
emails to learn about the
virtual open house as details
are announced.



connectwpmo.com

City Leadership Work Session #1

The first City Leadership Work Session took place on February 2, 2023. The planning team provided an overview to city leadership team about the comprehensive planning process and introduced the project website. The planning team also outlined the stakeholder engagement period, including several initial events that would be taking place over the subsequent weeks. A preliminary existing conditions analysis including existing land use, housing market trends, and demographic data was provided. After the presentation, the planning team led city leadership through a visioning exercise to help members identify their Needs, Wants, Desires, Barriers, Obstacles, and Annoyances. After the initial prioritization, the planning team split participants into teams to prioritize each of these elements. Each group’s priorities are identified in **Tables B.1 – B.3** below. The full list of the Needs, Wants, Desires, Barriers, Obstacles, and Annoyances is located in the **Full Documentation of Responses**.

TABLE B.1

Group 1 Priorities
<p>Needs</p> <ul style="list-style-type: none"> • Housing • Higher household income <p>Wants</p> <ul style="list-style-type: none"> • Quality of life communities • Affordable day care <p>Desires</p> <ul style="list-style-type: none"> • More nightlife activities • Conventions and conferences
<p>Barriers</p> <ul style="list-style-type: none"> • Perception of Ozark culture • Social media <p>Obstacles</p> <ul style="list-style-type: none"> • Lack of diversity • Social media <p>Annoyances</p> <ul style="list-style-type: none"> • Social media • Bike friendliness

TABLE B.2

Group 2 Priorities
<p>Needs</p> <ul style="list-style-type: none"> • Higher household income • Housing <p>Wants</p> <ul style="list-style-type: none"> • More jobs • Quality of life amenities <p>Desires</p> <ul style="list-style-type: none"> • Multi-sport complex • Vibrant downtown
<p>Barriers</p> <ul style="list-style-type: none"> • Ozark Culture • Railroad tracks <p>Obstacles</p> <ul style="list-style-type: none"> • Educational attainment • Ordinances enforcement or lack of <p>Annoyances</p> <ul style="list-style-type: none"> • Stoplights traffic access points • Food variety

TABLE B.3

Group 3 Priorities
<p>Needs</p> <ul style="list-style-type: none"> • Housing • Newer primary education facilities <p>Wants</p> <ul style="list-style-type: none"> • Sports complex • Industry <p>Desires</p> <ul style="list-style-type: none"> • Vibrant Downtown • Festivities
<p>Barriers</p> <ul style="list-style-type: none"> • Workforce • Geographic feature flood zone <p>Obstacles</p> <ul style="list-style-type: none"> • Lack of coordination • Flood zones <p>Annoyances</p> <ul style="list-style-type: none"> • Traffic pattern • Not bike friendly

Visioning Workshop

Why Visioning?

Public engagement serves as a critical milestone in any planning process. Not only is the visioning and planning workshop (workshop) the first in-person opportunity for community members, stakeholders, and city staff members to meet and work together, it is the time when the collective tone for the process to come was set. The goal of the workshop is to guide the development of the Plan, ensuring it is reflective of overarching community goals.

The workshop is a time when participants are initially encouraged to ignore price tag and timing concerns. The process is meant to first uncover the needs, wants, and desires without being clouded by constraints. Visioning intentionally strips away what often holds people back from being truly honest about what they want to see. Once the needs, wants, and desires of the community have been fully explored, the constraints and roadblocks can be discussed. With the openness that comes from sharing with one another about what is desired, a more informed conversation can be had about impediments, obstacles, and dislikes.

During the workshop, the existing conditions of the city were examined within their respective areas: land use and development; transportation and connectivity; economic development and vibrancy; and parks, recreation, and natural features. Members of the community were encouraged to discuss and share what is and is not working within those areas.

In addition to providing a dedicated time and space for community members to participate actively in the planning process, this time is also important for the planning team, allowing them the opportunity to listen intently to what the community hopes to achieve from the project. Although the facilitated dialogue and exercises provide rich input, the act of simply listening to conversations being had between neighbors, acquaintances, city staff members, and city leadership with their constituents is invaluable to shaping the Plan.

LEFT: *Hannah Kroll presents an existing conditions analysis to the stakeholders.*



Visioning Workshop Overview

Before a plan's vision and ultimate plan can be crafted, it is important to meet with stakeholders to (1) ensure a clear understanding of their desires for the future of the city; (2) to gather local knowledge related to the issues and opportunities facing the city; and (3) to build consensus around a multifaceted solution. As the first step in this planning process, a visioning and planning workshop was held by the planning team.

The visioning workshop was held on February 16, 2023, from 5:30 p.m. to 8:00 p.m. The event was held at the West Plains Civic Center at 110 St Louis St, West Plains, MO 65775. The half-day workshop was attended by the planning team, stakeholder committee members, and technical committee members.

The stakeholder committee was made up of property owners, business owners, and other key stakeholders who have a vested interest in the future of the county. The Technical Committee was made up of representatives from the city administration that would, in part, be responsible for implementing portions of the Plan.

In preparation for the visioning workshop, the planning team designed a project brand and logo, developed a project website, conducted a site visit to the city, and carried out an existing conditions evaluation and analysis. These matters were presented to the committees at the visioning workshop, allowing all participants to provide input on and ask questions about these initial findings. After presenting this information, the planning team led a series of exercises. These are described on the next few pages.



FROM TOP: *Shelby Ferguson presents to the stakeholder group during the visioning workshop. Stakeholders identified existing challenges they face in West Plains.*

Needs, Wants, Desires, Barriers, Obstacles, and Annoyances

In the next activity, the stakeholders were asked to identify different aspects of their community based on six elements. They are defined as follows:

- Needs: We need to address this critical issue.
- Wants: If we had the choice, we would choose to have this...
- Desires: Wouldn't it be nice if..., but if we don't get it, that's okay.
- Barriers: Immovable objects or obstructions that we must go around. (We cannot simply eliminate them; we must define a path that minimizes or mitigates them.)
- Obstacles: Things that can be surmounted or changed (hopefully in our best interest); get in the way of what we want to accomplish (but not just a nuisance). (We can go over, through, or around them, but we must engage directly with them.)
- Annoyances: Things we just do not like; tend to be nuisances and personal; do not prevent you from achieving your goals.

To allow the stakeholders an opportunity to discuss amongst themselves, the planning team broke the participants into small groups. Each of these small groups was given time to have discussion and record their responses, identifying their own needs, wants, and desires, barriers, obstacles, and annoyances for the city. All responses are listed below in ***Full Documentation of Responses***.

After the allotted time, each group was tasked with prioritizing the top three from each category (e.g., three needs, three wants, etc.). After thirty minutes and each group had their top three responses for each of the six categories, the groups chose a spokesperson to report back their priorities to the entire group. **Table B.4** through **Table B.9** detail each groups' priorities, by category. This provided a chance for each group to synthesize and understand different perspectives within the larger stakeholder group. While some of the prioritized items were similar, some were different.

TABLE B.4

Group 1 Priorities	
<p>Needs</p> <ul style="list-style-type: none"> • Unification of economic develop. • Unify school district <p>Wants</p> <ul style="list-style-type: none"> • City Beautification – lighting, business 63, entrance to city • Downtown development – revitalization board <p>Desires</p> <ul style="list-style-type: none"> • Generational poverty • Ego 	<p>Barriers</p> <ul style="list-style-type: none"> • Generational Poverty • True Representation of population <p>Obstacles</p> <ul style="list-style-type: none"> • Generational poverty • Ego <p>Annoyances</p> <ul style="list-style-type: none"> • Negativity • Traffic Flow

TABLE B.5

Group 2 Priorities	
<p>Needs</p> <ul style="list-style-type: none"> • Housing • Internet Beautification <p>Wants</p> <ul style="list-style-type: none"> • Food and clothing options <p>Desires</p> <ul style="list-style-type: none"> • Schools and sports and entertainment complex 	<p>Barriers</p> <ul style="list-style-type: none"> • Generational Poverty • True Representation of population <p>Obstacles</p> <ul style="list-style-type: none"> • Median income • Generational poverty <p>Annoyances</p> <ul style="list-style-type: none"> • Lack of pride/litter • Homelessness/housing

TABLE B.6

Group 3 Priorities	
<p>Needs</p> <ul style="list-style-type: none"> • Unification of economic engines • Recruiting next generation of leadership <p>Wants</p> <ul style="list-style-type: none"> • Justice Center • Business 63 improvements/round-a-bouts <p>Desires</p> <ul style="list-style-type: none"> • Improve traffic flow • Entertainment district 	<p>Barriers</p> <ul style="list-style-type: none"> • School situation • Lack of incentive for economic growth <p>Obstacles</p> <ul style="list-style-type: none"> • Resistance to change • Poverty <p>Annoyances</p> <ul style="list-style-type: none"> • Appearances • Lack of strategic vision

TABLE B.7

Group 4 Priorities	
<p>Needs</p> <ul style="list-style-type: none"> • Consolidated school • Rural internet <p>Wants</p> <ul style="list-style-type: none"> • Way finder signs • Big box stores <p>Desires</p> <ul style="list-style-type: none"> • Entertainment District • Mega sports complex 	<p>Barriers</p> <ul style="list-style-type: none"> • Generational poverty • Geography <p>Obstacles</p> <ul style="list-style-type: none"> • Territorial independence • Silos <p>Annoyances</p> <ul style="list-style-type: none"> • Lack of personal responsibility • Social media idiots

TABLE B.8

Group 5 Priorities	
<p>Needs</p> <ul style="list-style-type: none"> • Unification of economic engines • Consolidate schools <p>Wants</p> <ul style="list-style-type: none"> • Justice center • Unified school system <p>Desires</p> <ul style="list-style-type: none"> • Expand trade/tech degrees • Sports complex 	<p>Barriers</p> <ul style="list-style-type: none"> • Creek • Poverty <p>Obstacles</p> <ul style="list-style-type: none"> • Divided school system • Lack of reasonably priced land available for development <p>Annoyances</p> <ul style="list-style-type: none"> • Lack of strategic vision • Social media

TABLE B.9

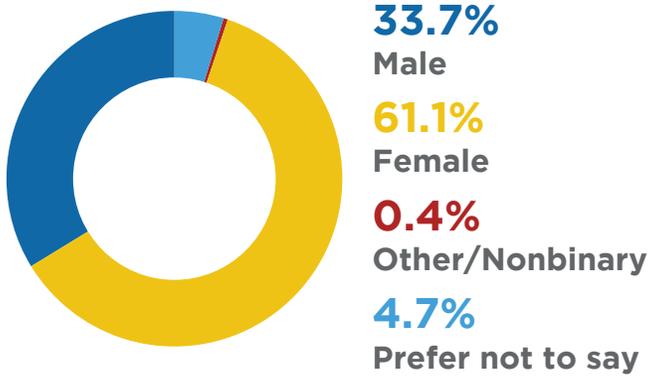
Group 6 Priorities	
<p>Needs</p> <ul style="list-style-type: none"> • Jobs • Consolidate schools <p>Wants</p> <ul style="list-style-type: none"> • New big, beautiful school • Entertainment district <p>Desires</p> <ul style="list-style-type: none"> • Good restaurant • More desirable place for our children to return and live 	<p>Barriers</p> <ul style="list-style-type: none"> • Generational poverty • Median income <p>Obstacles</p> <ul style="list-style-type: none"> • Poverty • Median income <p>Annoyances</p> <ul style="list-style-type: none"> • Apathetic workforce • Lack of pride (property, store front, etc.)

Public Survey

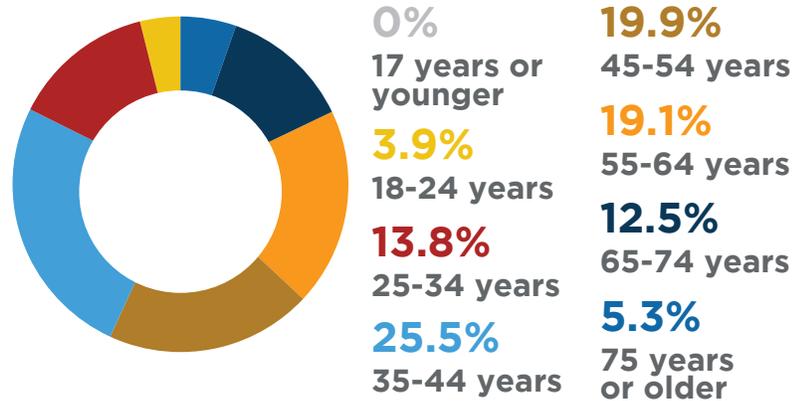
As part of the public engagement process, a community survey was distributed to residents and stakeholders, which was the first primary public engagement opportunity. The survey results were used to identify potential areas of focus for the planning process.

The survey was available from January 4 to March 3, 2023, via the project website. The survey was completed by 598 people, which is a statistically significant response rate based on West Plains' population – at a 95 percent confidence level (industry standard) and 3.91 percent margin of error (better than industry standard). The results of the survey are detailed briefly with the following graphics.

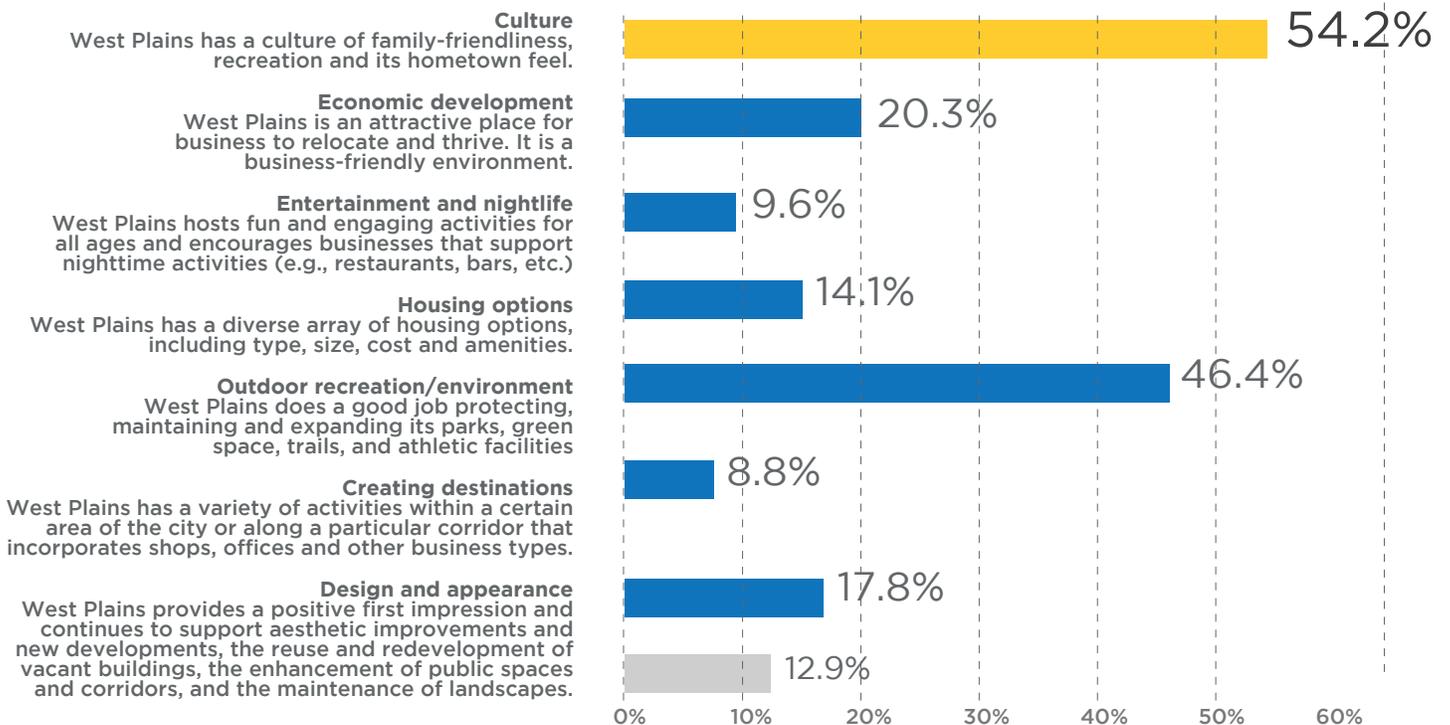
What is your gender?



What is your age?



What do you value most about West Plains?



Which housing-type developments are most needed and appropriate



73.6%

Single-family homes

Standalone housing structures intended for one family/household



28.2%

Mixed Use Developments

Mixed use development with retail/office/dining on the bottom floor and residential above



36.4%

Townhomes/ Duplexes

Multi-floor homes that share one to two walls with adjacent properties but have



13.9%

Accessory Dwelling Units

Small units in the backyard or above a garage designed



40.5%

Apartments

Multi-story building dedicated to a mixture of studio/loft, 1-, 2-, and/or 3-bedroom

**8%
Other**

Which area of the city do you live in?

23.2%

Area 1

12.8%

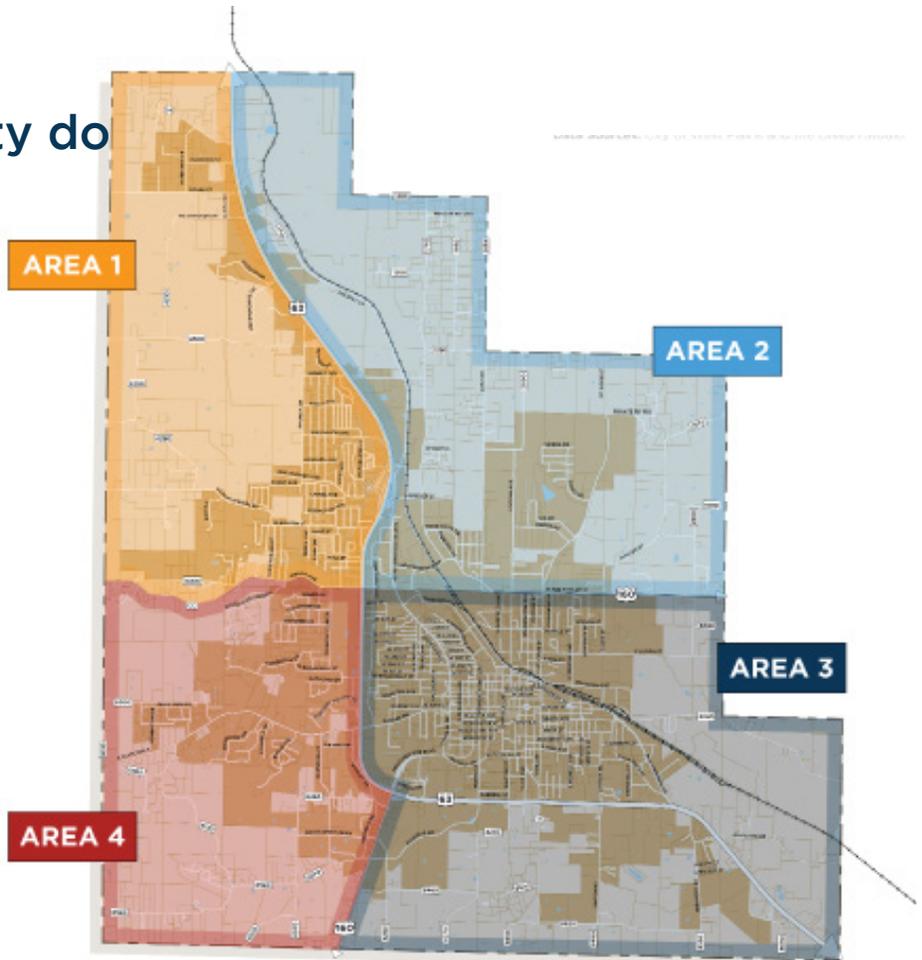
Area 2

44.0%

Area 3

20.0%

Area 4



CITY QUADRANTS

West Plains City Limits
West Plains Planning Area



Community Survey Results
Scan the code to see the full survey results

Business and Development Community Meeting

The Business and Development Community Meeting took place at 12:00 p.m. on February 16, 2023, at the West Plains Civic Center (110 St Louis St, West Plains, MO 65775). Stakeholders in this meeting had a vested interest in West Plains and were willing to provide their thoughts, feedback, and insight into the project's planning process. A total of 11 members of the community participated in this meeting.

Participants were led through a series of exercises. The first exercise asked participants to identify three things that make West Plains unique and three challenges that West Plains faces.

FIGURE B.4

Word Cloud: "What are three things that make West Plains unique?"



FIGURE B.5

Word Cloud: "What are three CHALLENGES that we face in West Plains?"



TABLE B.10

Group 1 Priorities	
<p>What are three things that make West Plains unique?</p> <ul style="list-style-type: none"> • Community • Charity • Environment 	<p>What are three challenges that we face in West Plains?</p> <ul style="list-style-type: none"> • Economic growth • Housing • Beautification
Group 2 Priorities	
<ul style="list-style-type: none"> • Friendly environment • Downtown has some interesting stores and buildings • Schools – choir, academics, athletics 	<ul style="list-style-type: none"> • Old houses “poor repair, poverty, job. • Homeless • Safety on the bypass crossings, is internet being addressed?

After this exercise, participants were asked to prioritize different elements of West Plains in groups. These different elements include:

- Differentiators – What might West Plains do to differentiate itself from other areas of the region? Think big and outside of the box.
- Trends – What trends are you seeing in the community for business and retail? How can the positive trends be capitalized on?
- Diversity – How can West Plains attract diversity of business and retail?
- Needs – What are the needs of small and start-up business in the city (e.g., incubator spaces, business skill training, and/or other resources)?

TABLE B.11

Group Prioritizations	
<p>Prioritized Differentiators</p> <ul style="list-style-type: none"> • Huge amounts of unused land available • Ozarks is a destination; we need to utilize it! • Availability of land (small # of landowners) • Small town feel – progressive mindset 	<p>Prioritized Trends</p> <ul style="list-style-type: none"> • Competing with Amazon and bigger towns nearby • Training/services for businesses to help networking and growth • Delivery services • More small businesses • Athletic black hole • Changing workplace dynamics
<p>Prioritized Diversity</p> <ul style="list-style-type: none"> • Have housing and buildings available for new businesses and families • Be a sports hub, recreation hub, and training/education hub • Improve technology • Improve employee availability • Family-oriented activities • Culinary program – progressive restaurants 	<p>Prioritized Needs</p> <ul style="list-style-type: none"> • Broadband internet • Break poverty mindset by offering higher paying jobs • Affordable space • Marketing skills • Business skills • Training • Housing

After this exercise, the students were broken to groups and asked to identify different elements that are present in West Plains. These include the following:

- Attraction – What makes you leave West Plains? Be specific.
- Wants – “If we had the choice, I would choose to have this in West Plains”. Think about specific businesses, types of places, etc.)
- Retention – What would bring you back to live (or help you remain) in West Plains after you graduate?
- Uniqueness – What are unique amenities that could be added to West Plains to distinguish itself in the region? Think BIG!

TABLE B.12

Group Prioritizations	
<p>Attraction</p> <ul style="list-style-type: none"> • Shopping • Entertainment • Not much to do for fun • Education • Lack of professional job opportunities • Lack of entertainment (x2) • Inaccessibility to shopping centers • Opportunity • Entertainment • Diverse restaurants • Occupations 	<p>Uniqueness</p> <ul style="list-style-type: none"> • Displayed history, beautiful sights • More community events • Fine-arts auditorium • Go karts • Target • Outlet/strip mall • More extracurricular activities • Variety of restaurants • Big shopping center • Entertainment Park • Mini golf
<p>Retention</p> <ul style="list-style-type: none"> • Family, rural areas • Feeling of home, small, and close-knit community • The older people • Rural lifestyle • Community support • 4-year university • Housing opportunities • Recreational renovations • Good education system for middle and high schools • Small town feel/ community • New apartments 	<p>Wants</p> <ul style="list-style-type: none"> • Mall • Full sports complex • Target (x2) • Outlet mall • Bass pro • T.J. Maxx • School renovations (adding a fine arts center, pool for the school, better classrooms, etc.). • Chik-fil-A • City pool and city courts renovations (tennis courts, basketball, etc.) • Food • Shopping



Citywide Planning & Design Charrette

The Citywide Planning and Design Charrette took place at the West Plains Civic Center, located at 110 Saint Louis Street, West Plains, Missouri, 65775, from Tuesday, March 7, 2023, to Thursday, March 9, 2023.

Day One

On the morning of day one, the planning team met with members of the Comprehensive Plan Stakeholder Committee (CPSC) and Technical Committee (TC) to go over the charrette process and the schedule for the subsequent charrette sessions that would take place over the two-day period. The planning team also provided participants with a review of the existing conditions and economic and market analyses and presented the findings from the community survey. After this initial session, the planning team then split the participants into five groups and asked them to work their way through five different topic stations. Each group was given approximately 15-20 minutes at each station to provide their comments in response to written questions created by the planning team. The different topic stations included:



Land Use And Development

- Where is growth (generally speaking) appropriate? Use the green dots to indicate where you think growth is appropriate and the red dots to indicate where you think growth is not appropriate.
- Following the legend, indicate on the map where new land uses are appropriate. Add as many dots as you'd like.
 - Legend
 - Red - commercial
 - Light blue - public/government
 - Dark blue - industrial/light manufacturing
 - Yellow - single family residential
 - Orange - multi-family residential
 - Lime green - mixed use
 - Dark green - parks and recreation/open space
- What areas should be focused on for redevelopment and infill? What types of development would be acceptable? Use the red dots to show us where and your sticky notes to tell us why.
- What areas should be targeted for development? Use the green dots to show us where and your sticky notes to tell us why.
- Are there existing land uses that are misplaced? Use the purple/pink dots to show us where and your sticky notes to tell us why.
- Should new housing be developed? If so, what kinds?



Transportation And Connectivity

- Where do you notice transportation safety issues within the city (i.e., traffic, speeding, etc.)? Show us where by placing a yellow dot on the map and use your sticky notes to describe the issue.
- Where is it difficult to walk in West Plains? What are your missing connections? Use the yellow dots to show us where and your sticky notes to tell us why. Where would you like to ride your bike in West Plains? What type of infrastructure would you like to have available for biking? (i.e., off-road trails, road shoulders, painted bike lanes, etc.) Use your green dots to show us where and your sticky notes to tell us your preferred type of biking infrastructure.
- What would make walking or biking around the city more enjoyable?
- What changes would you make to the transit use/options? If so, how? Be specific.



Community And Environmental Health

- Where should green/open space be preserved within the city? Use your green dots to show us where and your sticky notes to tell us why.
- How should your environmental resources (such as parks, conservation areas, streamways, etc.) be protected? What measures should be put in place?
- What should the city do to encourage environmentally sustainable development practices?
- What does healthy living or a healthy lifestyle look like to you in West Plains? What additional amenities and/or programs should be incorporated to improve healthy lifestyles?
- How can the city support community health? What programs are most important to you or your community to focus on? (e.g., mental health, opioid/drug crisis, obesity, etc.)
- What can the city do to build a stronger sense of community?



Economic Development And Vibrancy

- What parts of the city are not currently being used in the best possible way when you consider the location economy? Use the pink dots to show us where and sticky notes to tell us why and how that might be improved?
- What's missing from the city's current business and employment environment that needs to be added? Be specific.
- What's missing from the city's retail/entertainment environment that needs to be added? Be specific?
- What parts of West Plains do you consider to be "the heart" or central gathering area? Use the pink dots to show us where and your sticky notes to tell us why. If you do not think there is one, why is that so?
- What attractions, programs, and events would you like to see in West Plains that do not currently exist?

City Character And Built Form

- What aesthetic and/or cultural aspects does West Plains have that should be preserved or enhanced?
- What additional aesthetic enhancements would you like to see in West Plains that do not currently exist?
- What sort of revitalization efforts should be focused on downtown West Plains? Be specific.
- Describe the desired aesthetic and built form that you'd like to see in West Plains.
- In what areas should the city focus on code enforcement and/or maintenance concerns?
- What areas of the city most need aesthetic improvements? Use your blue dots to show us where and your sticky notes to tell us why. What areas of the city act as "gateways" or entry point to the city? Use your purple dots to show us where.

After working through each station, the groups were asked to prioritize their top elements/ideas from each category and rewrite them on new sticky notes. These sticky notes were compiled onto individual sheets assigned to each group. The results were five, individual sheets with each group's priorities identified by theme. This exercise allowed for participants to work together and think through their priorities for the city's future. This also provided the planning team to field questions from the stakeholders.

After the allotted time, each group chose a spokesperson to report back their priorities to the entire group. **Tables B.11** through **Table B.15** detail each groups' priorities by category. All comments received from the charrette are listed in the **Full Documentation of Responses**.

Later that afternoon, the planning team met with members of the technical committee to discuss the findings and comments from the earlier sessions. This was also a chance for the planning team to ask the technical committee questions to begin working on initial concepts for the following day's sessions.

Day Two

During Day Two of the charrette began with an open studio from 8:00 a.m. to 2:00 p.m. The planning team drafted initial design concepts and ideas for the Plan based on participant feedback gathered during the previous day's exercises. Later that afternoon, the planning team presented the concepts and to members of the CPSG and the TC in a concept review period. Stakeholder and city staff members left detailed comments on the revised concepts. These comments are listed in the **Full Documentation of Responses**.

TABLE B.13

Group 1 Priorities

Land Use and Development

- Sports complex, all sports, soccer, baseball/ softball, etc.
- Housing + Airbnb Downtown, Entertainment District

City Character and Built Form

- Community Corridors improved, additional lighting
- Revitalized downtown (housing, and develop downtown, keep it easily walkable or bikeable)

Transportation and Connectivity

- Sidewalks with all with all uses (housing, road, streets) developments including walking, biking trails/track.
- Improved broad band internet

Economic Development and Vibrancy

- Consolidated schools
- Multi-use sports complex

Community and Environmental Health

- New subdivision Design -for-empty nester— small, luxury homes
- Have a plan, a leader coordinated eco development approach, something that links all the resources

TABLE B.14

Group 2 Priorities

Land Use and Development

- Encourage the city to be more of a partner with developers instead of policing developers and inhibiting growth.
- Re-evaluate development and street codes
- Multi-use indoor/outdoor sports facility

City Character and Built Form

- Beautify and preserve downtown
- Improving gateways to city, promote more downtown events

Transportation and Connectivity

- Expand bus route stops and communicate to public
- Dedicated non-vehicle lanes, safe connectivity

Economic Development and Vibrancy

- Indoor/outdoor multi-use sports complex- city owned, with room for expansion
- Center for economic development leadership-coordinated effort

Community and Environmental Health

- Address mental health - more services/ resources
- Coordinated solutions to address the homeless issues

TABLE B.15

Group 3 Priorities

Land Use and Development

- Affordable low-income middle-income housing
- Senior housing

City Character and Built Form

- City entryway/gateway beautification
- Existing property maintenance “fix or Plow”

Transportation And Connectivity

- Hwy 63 & 4 Main intersections - Gibson, Broadway, I6
- Connectivity = residential to recreation to

business

Economic Development and Vibrancy

- Square rehab
- Sports comp recreation/food

Community and Environmental Health

- Joint effort of churches, schools and hospital to make , healthy & well senior
- Rid generational poverty

TABLE B.16

Group 4 Priorities

Land Use and Development

- Saint Louis Street Redevelopment
- Affordable senior and low income housing

City Character and Built Form

- Downtown Focus on Green space and dining/entertainment
- Cleaner and a beautification of residential residences, both owner occupied and rental.

Transportation and Connectivity

- Biking trails and areas
- Safer intersections

Economic Development and Vibrancy

- Multi Use Sports Facility
- Downtown evening food and event

Community and Environmental Health

- Green space
- Mental health

TABLE B.17

Group 5 Priorities

Land Use and Development

- Housing, growth vision
- Focus area: downtown, osh, msu

City Character and Built Form

- Beautification and/or building conformity
- Code enforcement

Transportation and Connectivity

- Comprehensive bike trail plan
- Work with MoDot on our traffic lights coordination nightmare

Economic Development and Vibrancy

- Placemaking for economic development
- Tourism for economic development

Community and Environmental Health

- Code implementation and enforcement
- Volunteer engagement

Virtual Public Open House

After the Citywide Planning and Design Charrette, a virtual public open house was made available via the project website from March 16 until April 7, 2023. This virtual public open house was divided into different topic stations, allowing participants to navigate between the stations by using a drop-down menu. Each station replicated what stakeholder and the TC saw during the Citywide Planning and Design Charrette. This included the questions as well as the initial concepts and ideas generated by the planning team. As they followed the questions through the virtual open house, participants were able to pin their comments to the pages of the virtual stations. A total of 143 comments were received during the duration of the virtual open house, and it was viewed 531 times. These comments were gathered and incorporated into the **Full Documentation of Responses**.

VIRTUAL

**COMPREHENSIVE PLAN
PUBLIC OPEN HOUSE**

Tell us what you envision for the future of your city!

Available now through March 30 at 11:59 p.m. via the project website

connectwpmo.com

COMPREHENSIVE PLAN
CONNECT
WEST PLAINS
-MISSOURI-

POP-UP EVENT

West Plains hosted a pop-up event on Friday, June 2, 2023, at the West Plains Civic Center from noon to 4:00 p.m. during the Old-Time Music Ozark Heritage Festival. City staff were available to answer questions and have conversations about the Comprehensive Plan. Participants were asked to view the prepared boards and leave their comments via sticky notes. The boards provided citizens a chance to see the Mobility and Connectivity Framework Plan, the Future Land Use Framework Plan, the Growth Framework Plan, and the Aesthetics and Character Framework Plan. The boards were left at the event site through June 3, 2023 allowing for citizens to review them at their leisure. The documentation of the participants' responses can be found in the **Full Documentation of Responses** section.

FINAL CPSC AND TC MEETING

The final Comprehensive Plan Stakeholder Committee (CPSC) and Technical Committee (TC) meeting was held virtually on Wednesday, June 7, 2023, from 4 p.m. to 6 p.m. Stakeholders were presented with a draft version of the Plan's vision statement and core values as well as the three framework plans which included the Future Land Use, Mobility and Connectivity, and Aesthetics and Character framework plans. Stakeholders were able to voice their thoughts and concerns in breakout groups and providing constructive feedback to the planning team by making virtual comments on an online public engagement tool.

CITY LEADERSHIP WORK SESSION #2

The second City Leadership Work Session took place on Thursday, July 13, 2023, from 5:30-7:00 p.m. at West Plains City Hall (1910 N. Holiday Ln, West Plains, Missouri 66775). The Planning Team presented the draft plan to members of the Planning Commission and City Council. This included an overview of the vision statement and values, the goals, and strategies. The Planning Team reviewed public comments received to date and provided an overview of engagement events during the planning process.

City Leadership Work Session #1

Needs, Wants, Desires, Barriers, Obstacles, Annoyances

Needs

- Housing – rental and owner/occupied.
- Retail development
- Better communication between interest groups to address needs
- Newer/bigger primary education facilities
- Industry
- Broadband
- Higher household income
- Workforce development
- Flood mitigation
- Infrastructure upgrades
- City utilities

Wants

- More daycare
- More restaurants
- More retail
- More jobs (work for home)
- Higher household income
- Sports complex
- Industry
- Quality of life amenities
- More “activity zones”
- Broadband
- Affordable housing
- City lake
- 55 plus neighborhood

Desires

- Sports complex – indoor/outdoor
- Broadband
- Should be a need
- Move courthouse
- Artwalk
- More festivals
- Conventions and conferences
- True aquatic center
- More free activities, less junk stores
- Performing arts theater
- Lowes/home depot
- Menards
- More nightlife

- Large exmas display
- Mall
- Manufacturing incubator
- More public art

Barriers

- Geographic features, creek, hills
- Railroad tracks
- Ozark culture
- Social media
- Localization/isolation
- Expanding the vision beyond West Plains proper
- General workforce

Obstacles

- Social media
- Diverse pool of investors
- Property hoarding
- Educational attainment
- Lack of coordination/communication between interest groups
- Lack of competition
- Lack of diversity
- Lack of contractors
- Local media access
- Flood zone
- Railroad crossing
- Ordinances enforce or lack of.

Annoyances

- Railroad
- Bypass stop lights (that people refer to the hwy as a “bypass”
- Not bike friendly.
- Traffic pattern
- Stop light timing – MODOT.
- Food variety
- Social media
- Parking downtown
- Illegal parking
- Stray cats & unleashed dogs
- Train noise.

Visioning Workshop

Needs, Wants, Desires, Barriers, Obstacles, Annoyances Exercise

Needs

- Housing
- Jobs
- Communication – cooperation
- Reliable affordable interest (rural)
- Better infrastructure
- Unification of economic engines – EDC, IDC, Chamber
- More bus stops with shelter
- Homelessness
- Promote our area
- Stop burning bodies in the downtown
- Beautification ordinance/buffer zone
- Justice center
- Consolidate schools
- ADA accessibility in downtown/city
- More involvement of 20 somethings
- Recruit 20 somethings onto civic boards
- Incentivize 20 somethings to grow business in our city
- Increasing per capita incomes
- Overprices commercial land (for development)
- Industry
- We agree with above especially housing and jobs!

Wants

- Unified school system
- Multi use connectivity – example wider use pathways to accommodate walkers, runners, wheelchairs
- Workforce
- Affordable housing (well maintained)
- Bring back the city pride board
- Beautification – entry to city
- Lighting (street)
- Four lane to the state line
- Events – entertainment
- Multi-sport complex
- Performing arts center
- Business 63 improvement
- Retail/commercial development
- Slow down traffic

Sidewalks

- Round-a-bout @ Saint Louis + Broadway
- @ BB + 160
- @ Independence + Porter Wagner
- Nicer entrance to the university
- Unified farmers market and it downtown
- Bury all power lines
- Justice center
- Big box retail store (s)
- Allow golf cart zoned neighborhoods
- Transition homeless population to workforce
- Signage on 63 that directs people to interest points
- Trees downtown/green space
- Mens clothing store
- Good restaurant
- More vocational training
- Costco
- Social activities
- Movie theatre downtown
- Give the downtown revitalization board some power to make changes

Desires

- Improve traffic flow (bypass?)
- Pump track (Bicycles)
- Performing art center
- Greenspace park along Howell creek
- Open carry ordinance on the square
- Mega sports complex (indoor + outdoor sports)
- Hotel near civic center (Airbnb – we have some)
- Entertainment District
- Robust transportation system (public)
- Performing arts center
- True indoor aquatic center
- Discovery science center
- New justice center
- United school system
- New school building
- A nice restaurant
- Substance abuse center
- Less drug uses
- More 4 years degrees at MSU
- Expanded trade-tech degrees
- Desirable place for our children to return to live
- New big beautiful school!!!!

Visioning Workshop

- Truly open, accepting intrusive community
- Businesses open longer hours/more days
- Mens clothing
- Variety stores/restaurants

Barriers

- Geography (landlocked)
- Train tracks – over passes needed
- Creek (flooding)
- Generational poverty (welfare)
- Rural school relationship with R7
- Aging infrastructure
- Lack of industry (employment)
- Household income (working poor)
- Available housing – rental + single family (low + middle income)
- Size of our cities population (true representation)
- Educational attainment rates
- Funding
- Fixation on quantity and not quality
- Lack of incentive for economic growth

Obstacles

- Territorial independence
- Median income
- Work ethic
- Food insecurity
- Generational poverty
- Education
- Amenities that draw younger workforce
- Hospitality
- Community participation – engagement
- Brain drains – income levels
- Training and jobs
- Property/land availability
- Lack of cohesive communication
- Don't dream big enough
- Resistance to change
- Divided school system (x2)
- Easing up requirements for affordable housing development (easing up requirements for road building)
- Silos (groups need to work together)
- Unwillingness to change
- Overall health
- Lack of reasonably priced land available for

- development
- Finances/taxbase
- Let go of Ego
- Lack of justice center
- Educating student to thrive in the workforce, soft skills development

Annoyances

- Social media
- Supply chain
- Educated workforce
- Housing
- Rural school and R7 relationship
- Lack of communication
- Lack of strategic vision
- Lack of pride (property, storefront etc.)
- Apathetic workforce 50%
- Lack of personal responsibility
- School organizational plan is not economic efficient
- Lack of leadership in city planning (development of land space)
- Appearance of parts of the city
- Triangle @ W. Main + Porter Wagner
- City doesn't take the lead on beautification
- Don't take events serious
- Need more underground electric (buried lines)
- Downtown beautification
- Keyboard cowboys.
- Unrealistic expectation of city govt.
- Negativity
- "Don't tell me what to do"
- Over-complication
- Lack of follow through
- "Good old boy system" (landowners)
- Or perception there of
- Litter
- Traffic flow
- Infrastructure
- Homelessness
- Lack of shopping options – mens clothing

Business Development Meeting

Group Priorities (Differentiators, Trends, Diversity, Needs)

- Differentiators – What might west Plains do to differentiate itself from other areas of the region? Think big and outside the box.
- Trends – What trends are you seeing in the community for businesses and retail? How can the positive trends be capitalized on?
- Diversity – how can west plains attract better diversity of business and retail?
- Needs – What are the needs of small and start-up businesses in the city (e.g. incubator space, business skills training, and/or other resources)?

Group 1

Differentiators

- Huge amount of unused land available
- Ozarks is a destination! Utilize this.
- Have housing buildings available for business and families to come.

Trends

- Competing with Amazon and bigger towns
- Training/services for businesses

Diversity

- Have housing buildings available for businesses and families to come
- Be a sports hub, recreation hub, training/ education hub

Needs

- Broad band
- Break poverty mindset
- Higher paying jobs – specialized.

Group 2

Differentiators

- n/a

Trends

- More small business
- Loss of large retail
- Delivery services

Diversity

- Improve technology
- Hiring pool -diversity of employees
- Improve availability of resources

Needs

- Affordable space
- Marketing skills

Group 3

Differentiators

- Availability of land (small # of owners)
- Small town feel – progressive mindset

Trends

- Changing workplace dynamics (work @home, shared workspace, etc.)
- Athletics – black hole btn spfd-cape (bring the outside in)
- Bball tournaments
- Soccer “ “
- Vball “ “

Diversity

- MSU Culinary program
- Restaurants with progressive perspective
- Family-orientated activities

Needs

- Business skill training
- Affordable buildings to rent
- Nuisance accountability
- Land-locked property incentives housing

Youth Community Meeting

Group Priorities (Attraction, Wants, Retention, Uniqueness)

- Attraction – What makes you leave West Plains? Be specific.
- Wants – “If we had the choice, I would choose to have this in West Plains”. Think about specific businesses, types of places, etc.)
- Retention – What would bring you back to live (or help you remain) in West Plains after you graduate?
- Uniqueness – What are unique amenities that could be added to West Plains to distinguish itself in the region? Think BIG!

Group 1

Attraction

- Adventure
- Jobs
- Shopping
- Entertainment
- School

Wants

- Mall
- Convention center
- Laser tag
- Full sports complex (baseball fields, soccer fields, football fields, tiny children’s park, etc).

Retention

- Rural areas
- Nature
- Family
- Friends

Uniqueness

- Art museum
- More beautiful sights to see
- Displayed history

Group 2

Attraction

- Inaccessibility to shopping centers
- Entertainment
- Lack of food options

- Old educating facilities

Wants

- Variety of restaurants
- More extracurricular activities
- Less stop lights

Retention

- Family
- Rural lifestyle
- Community support

Uniqueness

- Shopping mall/centers including chik-fil-a, target, academy sports and outdoors, bass pro

Group 3

Attraction

- Men’s shopping
- Airports
- Occupations
- Diverse restaurants

Wants

- Starbucks out of hospital
- More coffee (local)
- School renovations, pool for the school, school auditorium for fine arts
- Healthier food choices (ex. Panera)
- City pool/public court(s) renovation
- Panda Express

Retention

- 4-year university
- New apartments
- More suburbs
- Businesses not closing at 4 pm (students can't go b/c school)
- Cost of living

Uniqueness

- Outlet mall Tanger
- Target
- Top Golf
- Lowes

Youth Community Meeting

Group 4

Attraction

- Education
- Not much to do for fun
- Food!
- Shopping!
- Wanting to experience a bigger city
- Job opportunities

Wants

- Target
- Chick-fil-a
- Ice skating rink
- Outlet mall
- Amusement Park w/a water park
- Nice sit-down food place

Retention

- Feeling of home, small + close-knit community
- The older people
- Family is here
- Familiar
- Historic/comfortable vibe

Uniqueness

- Big zoo/aquarium
- More festivals
- More community events
- More community art opportunities (community choir, art classes, etc.) for people out of HS.
- Fine-arts auditorium
- More programs offered at the college.

Group 5

Attraction

- Lack of professional job opportunities
- Lack of entertainment
- Lack of change

Wants

- Chik-fil-a
- Target
- T.J. Maxx

Retention

- Small town feel/community
- Low cost of living
- Nice people
- Good education system for middle and high schoolers

Uniqueness

- Mini golf
- Dog park
- Go-karts

Group 6

Attraction

- Opportunities
- College
- Entertainment
- Shopping

Wants

- Slim chickens
- Chick-Fil-A
- Bass pro
- Food
- Shopping (specifically men's/women's) clothing ex. Mini mall
- Lululemon
- Andy's ice cream

Retention

- YMCA
- Renovation of the high school to create a better space for more opportunities
- Better housing opportunities
- More opportunities through the college

Uniqueness

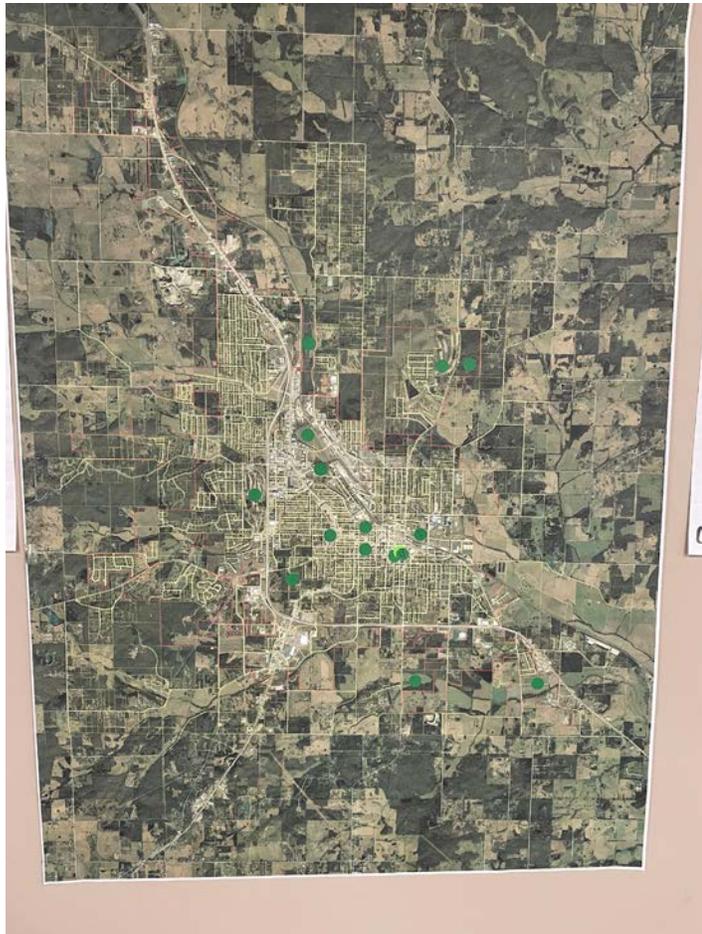
- Big shopping center
- Entertainment Park
- Aquarium
- Lake (for fishing)

Planning and Design Charrette

Day 1

Where should green/open space be preserved within the city? Use your green dots to show us where and your sticky notes to tell us why. CEH#1

- Greenspace north of Crocket Oaks building downtown. Ten down old townhouse bldg. to develop entrance to this greenspace.
- Creek area, existing parks, golf courses, more green space downtown
- Develop chemical field
- City golf course- can it be utilized for biking, walking
- Yes, to make into a food truck court
- More green space downtown reconfigures sidewalks to included green
- MCD - pond and walking trail
- Soccer Park
- Land - green undeveloped space on Kentucky/webster and behind sheriff department
- Galloway
- Historic dance hall, green space



How should your environmental resources (such as parks, conservation areas, streamways, etc.) be protected? What measures should be put in place? CEH #2

- Staff + resources to maintain the existing parks.
- Charge for concession and entrance fee to sports complex
- Parks tax, capital improvements already exist
- Zoning, mowing, city code, strong parks and recreation department, annexation.

What should the city do to encourage environmentally sustainable development practices? CEH #3

- Depends on meaning - zoning, city code, enforcement, annexation
- Tax breaks for renewal energy
- Solar and wind energy for downtown buildings
- Mandatory green spaces in parking areas - help with drainage
- Zoning on undeveloped property
- Expand recycling program to and 2nd location.
- What does healthy living or a healthy lifestyle look like to you in West Plains? CEH#4
- Walkable bike paths parks
- Walking trails that have better lighting
- Lightning
- Water - drinking
- Connected walkways and trails
- Connectivity to food, farmers markets, etc. walking, biking running.

What additional amenities and/or programs should be incorporated to improve healthy lifestyles? CEH#4

- Recreation for seniors
- Education on fitness
- Education on nutrition
- Quit smoking
- More signage to find trails and activity centers
- Bicycle commuting incentive programs for schools and businesses
- Directory for amenities (centralized, online)

Planning and Design Charrette

How can the city support community health? What programs are most important to you or your community focus on? (e.g., mental health, opioid/drug crisis, obesity, etc.) CEH#5

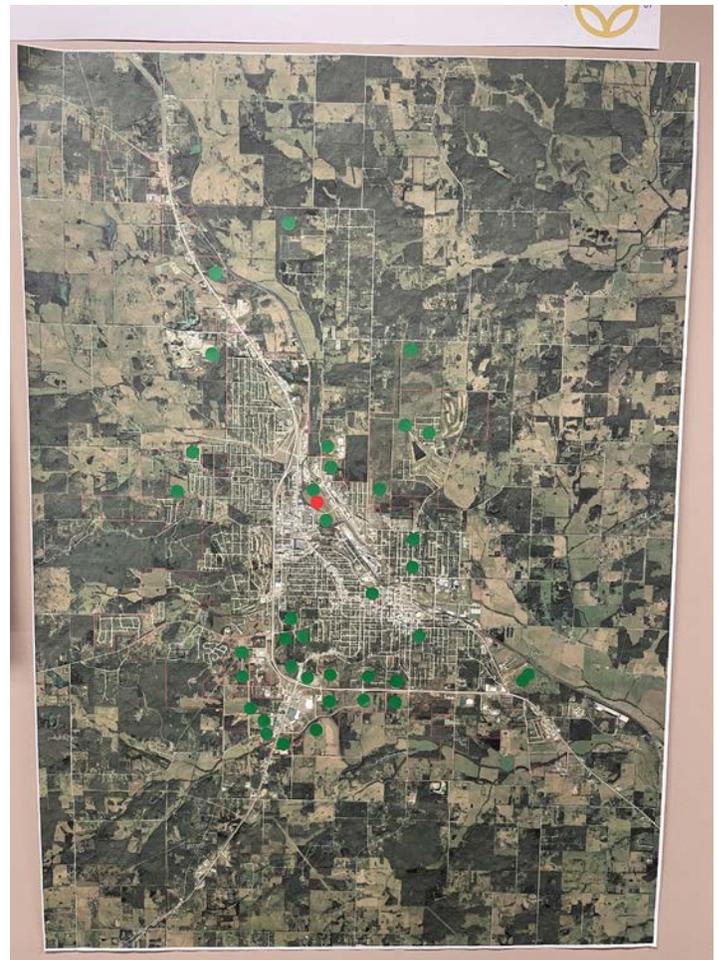
- Obesity, mental health training for police, justice center
- Cleaner up days throughout year
- More electronic clean up days
- Joint effort of churches, schools and hospital and make change
- Help fund homeless centers/crisis centers and ministries
- New project in spring
- Self-help classes for homeless
- Promote all health care systems and organizations not just hospital
- Residential care for foster children – centers are 2 hours away
- Transition center for homeless center
- Mental health center – need treatment more counselors
- Promote community garden

What can the city do to build a stronger sense of community? CEH#6

- Engage with volunteers, brag about strong points
- Recognize when people are doing well w/ property, etc.
- City offer cleanup for elderly day
- Community/events free to public, 4th of July, air shows
- Engage the younger generations with planning the big picture
- Celebrate (events, promotional, campaigns, statues, etc.) who we are (commonalities and diversity)
- Have a plan – a leader – coordinated economic development approach; something that links all the resources and people.
- Tell our story better.
- Unify stakeholders to work toward common goals
- Be open and inclusive of everyone
- Partnership with area schools and parks to cleanup and beautify

Where is growth (generally speaking) appropriate? Use the green dots to indicate where you think growth is appropriate and the red dots to indicate where you think growth is not appropriate. LU#1

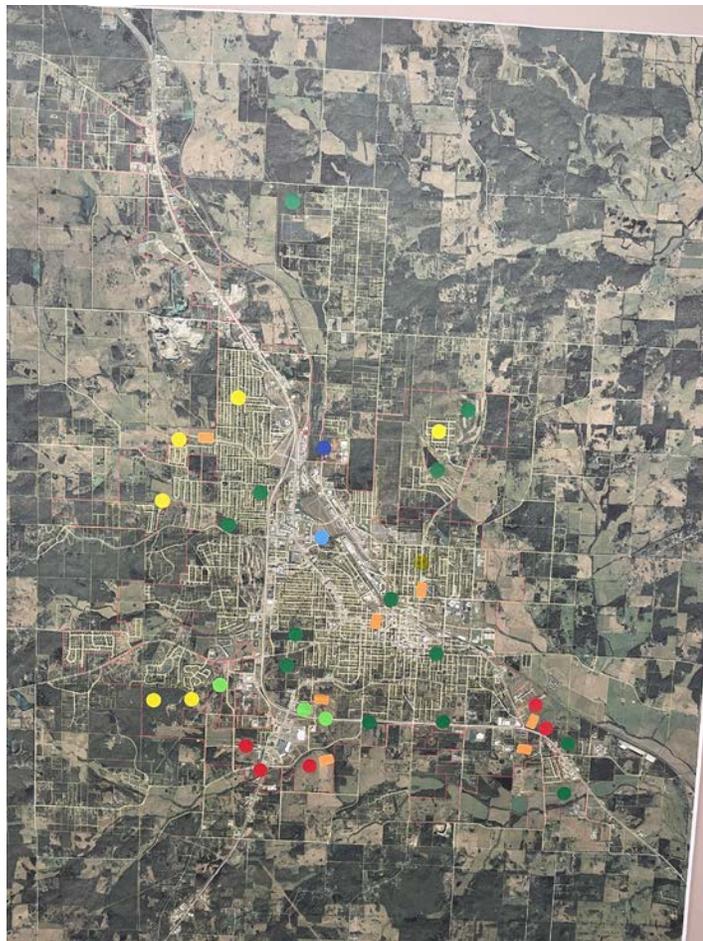
- Do not grow where the “new” bypass needs to be built.
- Create a quarry – community lake * like Rolla’s “The Beach”



Planning and Design Charrette

Following the legend, indicate on the map where new land uses are appropriate. Add as many dots you'd like. LU#2

- Red - Commercial
- Light Blue - Public/Government
- Dark Blue - Industrial/ Light Manufacturing
- Yellow - Single Family Residential
- Orange - Multifamily Residential
- Light Green - Mixed Use
- Dark Green - Parks and Recreation / Open Space

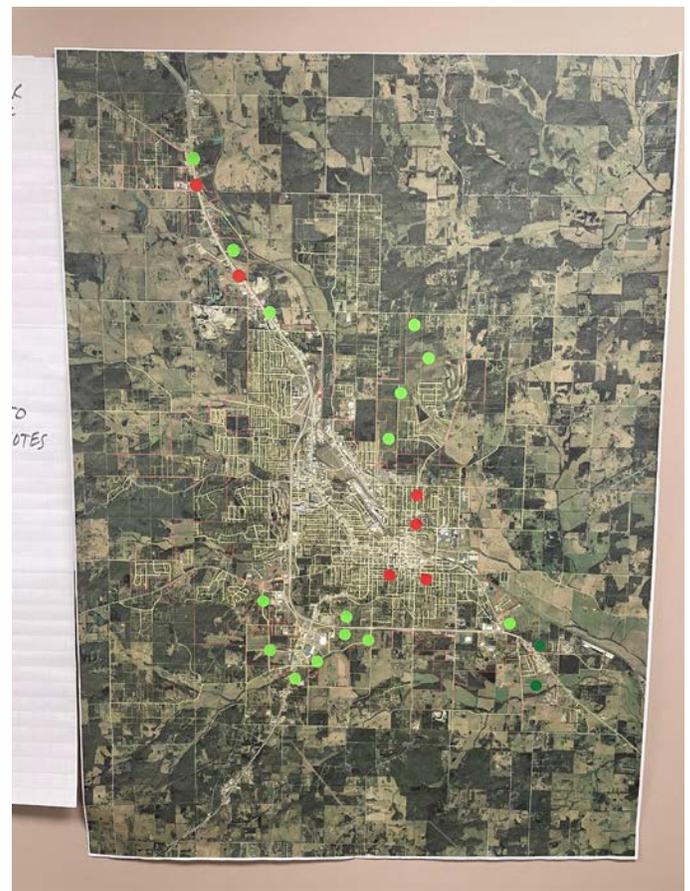


What areas should be focused on for redevelopment and infill? What types of development would be acceptable? Use the red dots to show us where and your sticky notes to tell us why. LU#3

- Downtown housing O2H/medical row MSU
- Saint Louis St. Redevelopment

What areas should be targeted for development? Use the green dots to show us where and your sticky notes to tell us why. LU#4

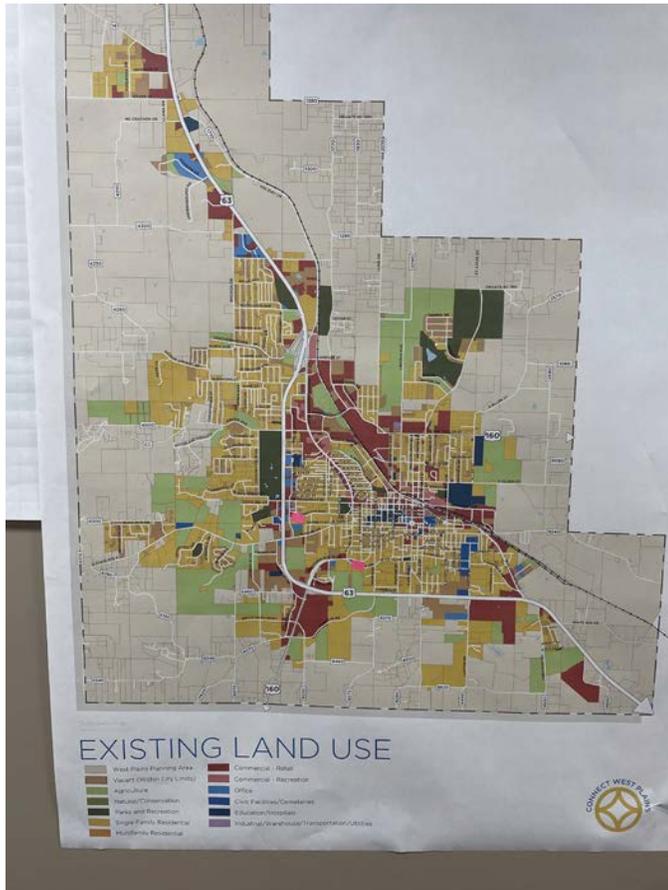
- Grocery on South 63 area
- Build multi use sports facility on S-63



Planning and Design Charrette

Are there existing land uses that are misplaced? Use the pink dots to show us where and your sticky notes to tell us why. LU#5

- Nichols should all be single family



Should new housing be developed? If so, what kinds? LU#6

- Senior
- Single family
- Multi-family units
- Low income/subsidized housing

What aesthetic and/or cultural aspects does West Plains have that should be preserved or enhanced? CCBF#1

- Natural attractions ex. – grand Gulf
- Parks, dog, Galloway, play parks, handicap
- Rock homes
- Preserve old buildings = homes
- Historic homes
- Civic center
- Downtown “Old Town”

- Broadfoot collection at Harlin Museum
- Trees
- Downtown historic building preservation
- Gracie ave.

What additional aesthetic enhancements would you like to see in West Plains that do not currently exist? CCBF#2

- Consistent West Plains Logo aesthetic tournament signs
- North 63 corridor
- Washington Avenue
- Appearance standard new cons/remodel main corridors
- Green spaces incorporated into city, parking lot, sidewalks
- Saint Louis St. home upgrades
- Green space downtown
- Master gardeners supporting beautification
- Carmichael area

What sort of revitalization efforts should be focused on downtown West Plains? Be specific. CCBF #3

- Food truck park with outside music/entertainment
- Outdoor events with downtown shutdown to traffic
- Padgett Lumber Antique Mall Rehab, A “Rapps Barren” like places.
- Make more evening destination points.
- Use MSU amphitheater + hold concerts – events
- Signage to parking – way – finding signs
- Façade improvements/requirements
- Food options, outside seating
- Coordinated promotion
- Longer business hours for restaurants & boutiques nights and weekends
- Commercial leases strictly enforced to remain commercial
- Heating and air.

Describe the desired aesthetic and built form that you’d like to see in West Plains? CCBF#4

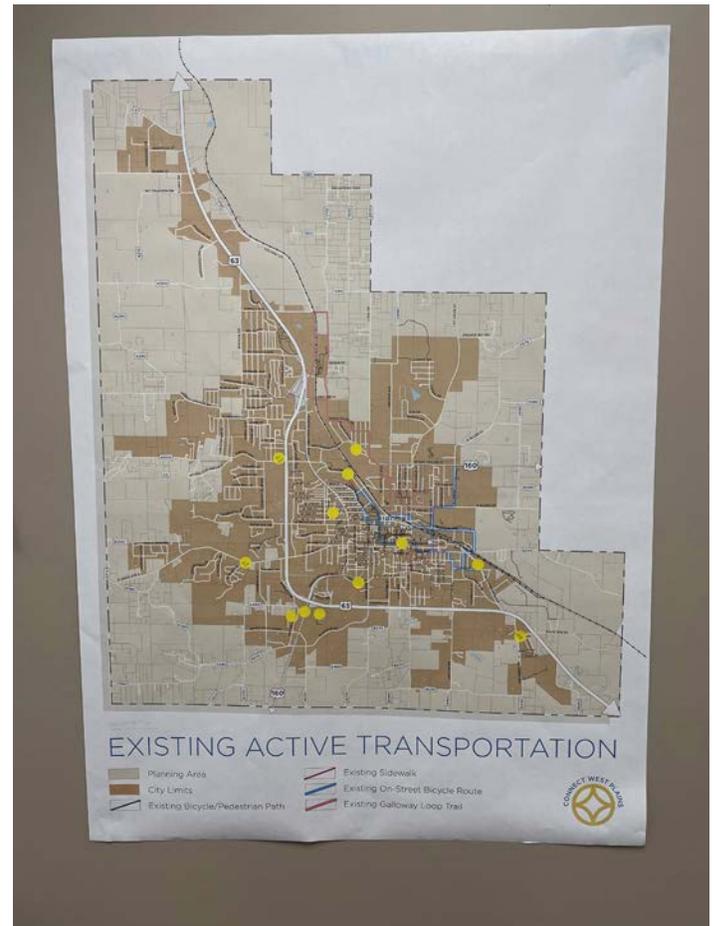
- Historic aesthetic w/ modern interior
- Improve entry points. 1) Saint Louis St. 2) N. 63 3)

Planning and Design Charrette



Where is it difficult to walk in West Plains? What are your missing connections? Use the yellow dots to show us where and your sticky notes to tell us why. TC#2

- Multiple walking parks are not connect – Georgia White, Galloway, Wayhaven Howell Creek/Skate Park
- Educate people to walk!
- Downtown, walkable restricted traffic area, open entertain
- Uneven sidewalks – hazard, Missouri avenue sidewalks needed (square)
- Put bus stops at more locations to prevent people from walking on dangerous shoulders
- Limited or poor crossings along Broadway



Where would you like to ride your bike in West Plains? What type of infrastructure would you like to have available for biking? (e.g., off road trails, road shoulders, painted bike lanes). Use your green dots to show us where and your sticky notes to tell us your preferred type of biking infrastructure. TC#3

- Encourage employer to reward workers to bicycle to work
- Pride from W.P. to Buck Park
- More bike racks, city hall, everyday locations
- Off road trails like Katy Trail, bike lanes
- MTB trails @/around airport
- Move bike racks
- Pump track

Planning and Design Charrette



What would make walking or biking around the city more enjoyable? TC#4

- Resource/website of bike paths, bike path directory
- Bike racks @ destinations, more bike paths
- Dedicated bike lane on Porter + Broadway

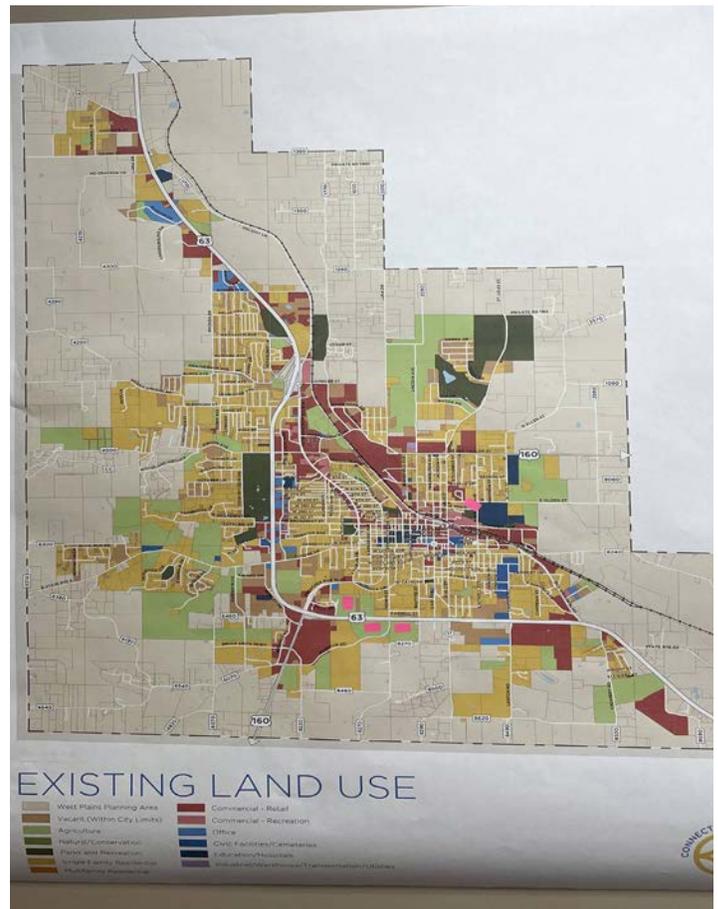
What changes would you make to the transit use/options? Be specific. TC#5

- Use city buses to get student MSU to campus.
- More stops, health department.
- Available on weekends
- More options, uber, etc.

What parts of the city are not currently being used in the best possible way when you consider the local economy? Use the pink dots to show us where and sticky notes to tell us why and how that might be improved? EDV#1

- Larger multiuse sports facility
- Saint Louis Street, ugly and poor usage
- N. 63 + Fairground area underutilized eye sores
- Downtown building difficult to utilize as too

- expensive to heat and cool
 - Some commercial properties are priced too high
 - Hotel or Airbnb downtown, Food centers
- What's missing from the city's current business**



and employment environment that needs to be added? Be specific. EDV #2

- Incentivize programs to retain younger generation entrepreneurs
- More people in workforce greater than 46 %
- Distribution warehousing
- More restaurants and entertainment retail (x2)
- Center for economic dev.- a plan, leadership, pathway, coordinated effort
- Contractors - residential and commercial
- Remote works - coders - increase them
- Call Center
- Home supply, Lowers Home Depot, Menard's
- Middle Class jobs

Planning and Design Charrette

What's missing from the City's retail/entertainment environment that needs to be added? Be specific. EDV#3

- Family fun place, i.e. – pizza, game, bowling
- Men's wear and kid's wear
- Focus on evening food and entertainment for MSU students
- Drive-Thru coffee
- More open hours downtown i.e. Ozark Pizza
- Farmers Market on the square + and open container once per month.
- Antique Store District – multiple types
- Food destination square
- Multi-use sports facility, Indoor/outdoor sports
- Fun City/ urban air type business (laser tag, trampolines, arcade)
- Wayfaring signage
- Open container on square
- Loves
- Improve WPHS school district – new facility
- Steakhouse
- Destination restaurant

What part of West Plains do you consider to be "the heart" or central gathering area? Use the pink dots to show us where and your sticky notes to tell us why. If you don't think there is one, why is that so? EDV#4

- Southern Hills
- Civic Center
- Downtown
- Sonic
- Walmart
- Square
- Ball Fields
- Church



What attractions, programs, and events would you like to see in West Plains that do not currently exist? EDV#5

- Revamp Youth soccer to city run – tournaments/ etc.
- Performing arts studio
- Sports complex, b-ball, v-ball, soccer
- Sports complex
- More large attraction events – festivals touristy type
- Soccer/sports complex, indoor/outdoor sports facility.
- Vibrant music scene
- Outdoor concerts
- Speak easy – member only cocktail/wine bar
- Consolidate and new school
- More outdoor sculpture art walk
- Summer "camps" through parks and recreation
- Food truck area

Planning and Design Charrette

Day 2 -Initial Concept Feedback

Mobility and Connectivity

- Add a multiuse path along Bill Virdon to continue the corridor to the western entrance to city limits
- Love the rail/trail corridor! (x2)
- Like the Saint Louis idea
- Love multi use and buffered lanes
- I don't want to walk by a railroad track. We have many trains and they are noisy.
- Regular folks have to
- We need ped/bike access to social service office
- Bus stop to social service offices
- Utilize the Strava heat map layers to inform about current bicycle route usage
- Establish MTB trail here (southeast corner of Saint Louis Street and Private Road 1182) 1.6 mile beginner loop
- Like the tie in to the Ozark beauty!
- Social service here (northwest corner of city limits) - add access or relocate closer to downtown

Mixed Use - University Concept

- Grizzly baseball field :) (we wish!)
- Love old and new!

Mixed Use - Downtown Concept

- Ambitious. LOVE IT.
- Existing incubator
- Good tie in with civic center

Mixed Use- Entertainment Concept

- Seems like too many courts (x2)
- Awesome concept
- Bicycle pump track
- LOVE!
- Need to add indoor facility with basketball/volleyball
- Looks amazing!
- Love (x2)
- Add baseball

Virtual Public Open House #1

WELCOME!

INSTRUCTIONS

- This town needs cheaper and more ready available housing options.
- I think there are way to many stop and go lights on the bypass for truckers. I lost my oldest daughter and two grandsons 1 and 2 years old. They didn't stand a chance and all because a trucker could not stop in time for a red light and jack knifed and tipped over on my kids. Luckily my exhusbands and his wife child survived but he is 13 and has to live with what he saw. I say you need to eliminate lights and give more time to stop or make an alternate path for truckers to try and save the next persons child/grandkids. This is something I would not wish on my worst enemy. It makes it hard to live day by day knowing the people I cared about most were taken because this town thinks we need more stop and go lights as opposed to human lives. I would have done a petition, but nobody wanted to tell help me start one legally.

ISSUES AND OPPORTUNITIES – Land Use & Development

What areas should be focused on for redevelopment and infill (e.g. the re-use of existing properties)? Place a comment where you think this is appropriate and explain what kind of land uses, you'd like to see there in your comment.

What areas should be targeted for new development? Place a comment where you think this is appropriate and explain what kind of land uses, you'd like to see there in your comment.

- Any new development should be required to include trees and landscaping in parking lots. Not only for beautification, but also for drainage/storm water purposes.
- Improve sidewalks & add sidewalks. Crosswalks at people's park & at the McDonald's on

Missouri would be grateful! All sidewalks should be wheelchair accessible including ramps!

- I would like to see more parks. Have you ever been to People's Park on a nice Saturday afternoon? It is packed.
- Please clean up the neighborhoods and get rid of/work on the blighted houses and properties. A program at South Central for that type of work would give the students plenty of experience.
- Like other parts of town this area is in desperate need of a store and retail to help the shops excel that are here all ready. There's plenty of traffic just the problem of land price. Seems to be the theme around here. Too high for small business and over priced for chain stores. With no help from city it'll be hard to grow.
- Farmers market
- Pave the lot behind the Jimmy Carroll Sports Complex along with the fenced in (backyard) for parking, add an entry way, make that the front, and then expand the new back (what is the front now) all the way to the road in order to make a 3rd court. This would also create a lot more parking and get a lot of parked vehicles off the road.
- The Reece elementary school site should be converted into its original proposed use as a park. There are over a dozen people in the neighborhood that would volunteer to make it happen. One suggestion is a garden park with walking trail the shape of the West Plains flag. Native plants, flowers, and trees with some benches. This site should NOT be utilized for commercial development.
- Does present ordinances address the unsightly old sonic building. Would it be prudent to have incentives to encourage commercial/business district landowners to "keep up" their property.
- Bring more big names into the Civic Center that will fill the seats. For example, PBR brings in a lot of people, but is only once a year. Larry the Cable guy was great and packed the house, but those types of big names don't come often. It would be great if we had several big names every year, instead of just one or two here and there.
- Adding play equipment to Lincoln Park would be

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greatly appreciated!

- The city should acquire Heath Haven Botanical Garden. The Americorps have put an incredible amount of time making this property into a nice park, but Jeri and Don are not able to continue as they should to make this place a reality.
- I'm just going to lump everything in together. We need a bypass that truly is a bypass. However, when you have that, keep in mind that the whole town gets bypassed - stores, restaurants, etc. The fairgrounds need to be reevaluated. Clean up the fairgrounds and use it for activities. For housing, I think we need more support for the tenants. There are a few people in town who have rentals and they won't fix things or delay fixing things. More affordable housing for those in the middle class range. We need to find ways to fix our homeless problem. With growth comes the problem of homelessness. More so than we have now.
- RE/IN bike/walk paths along creek/green space
- Move utilities to underground to enhance appearances of the campus and downtown area.
- DEV permanent home for "GO FARM" market. This would be great because it'd be in town/walkable for the residents. Bathrooms would help shoppers stay longer and pavilion with sides that drop down would help the year around poor weather market days.
- There does seem to be an ever increasing amount of properties, generalized but definitely more so in the older neighborhoods where basic code enforcement is not occurring. Officer Tracy is a really nice woman but could use some help in getting some of the "chronically gross" properties up to sane standards, at least in regards to junk and loose dogs. Since many don't clean up because they feel like they can't afford to pay the dump, they just live with it. Some have always lived trashy and need to be trained. Perhaps some kind of program or small fund to help properties get cleaned up for free or a deep discount. I can speak from experience that many do not even realize that you aren't allowed to junk up your yard, porch, back yard. Many properties that look like they need to be raised and redeveloped may really just need to be cleaned up. We have to decide if we are content with being a place where people feel free to live like dirtbags or not. IT IS A DEEP SHAME to see what is becoming of many areas of housing. Letting all housing become rentals is not along term strategy for community wellness.
- We need to push for the code, which we have, to be enforced. I have been speaking to city council about this for nearly 3 years now and I have the emails to prove it. They act like you can not do anything but you can. We also need to push for the prosecutors and the judges to do their part when the code enforcement brings a property to their attention. We can not expect businesses to want to come to this town when it looks like a dump. I am not for just starting "free" programs that tax dollars have to pay for when we have some people that are just lazy and won't take care of their property. Those who can't take care of their property like the elderly can have their home put on the community service list and get it taken care of. We can also use look at starting a trade school where people learn carpentry, plumbing, and electrical on some of these abandoned properties. This will give people skills all while fixing up homes.
- The old Gas+ building needs to be revamped into something useful. It's been vacant so long that I'm wondering if the rent or sale price is too high.
- The old sonic building (902 Porter) needs to be revamped and brought back to life. It would make a good gym or something of the sort. I'm sure there are many great businesses that could go in there, but the fact that it's been vacant so long makes me think that maybe the rent is too high.
- Add additional parking to Peoples Park. Add a lighted caution slow speed sign to Broadway along Peoples Park.
- Property along Porter W should be zoned commercial.
- This area is zoned single family, would it be more appropriate to enlarge the commercial

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zoning, since it's alongside Hwy 63?

- I would agree. The land in this area both sides of the HWY are so over priced (In the millions \$) no business in their right mind would develop it. If homes were built here they would end up over priced to make a good profit. Making it impossible for anyone around here to afford it. Which seems like a complaint I hear all the time.
- Sidewalks along Broadway need replaced.
- Add sidewalk to the east side of Porter Waggoner. Upgrade the street lights on Porter so that they illuminate walkers at night.
- Should Agriculture zoned areas within commercial zoning areas be verified and rezoned if no longer agriculture?
- Whatever development, please do not pollute ground water, including preemptive letters to the railroad.
- Increase the RR underpass clearance.
- RE/IN I have no idea why the decision was made to spend millions of dollars on an aesthetic improvement to the hospital that was not needed, when most people would prefer Springfield over West Plains any day due to quality of care. Think about investment in quality, not aesthetics. Doesn't matter how good it looks on the outside, if the quality of care is horrible then it doesn't matter. People will leave the town. Providers will leave the hospital. It's all a negative pattern when looks are the focus instead of the quality of service.
- The district that spans south along 160 and westward along 63 is prime business development area. It's unclear why the area hasn't been promoted to larger employers such as COSTCO or Sams Club, Lowes, Home Depot, Kroger/Fred Meyer/Publix, Starbucks, Trader Joes, or Target other large anchor stores/employers. Many of these stores are great employers with decent to above average wages and benefits. West Plains appears very backward thinking in growth and beyond the ridiculous amount of fastfood chains in this very, very small town there appears to be little incentive to shop locally. Walmart rules and

frankly, it stinks. Please wake up local leadership because without growth and opportunity for future generations this town will undoubtedly stall then stagnate. What could be a healthy blend of community living, rural values and solid economic stability is being lost every time a local has to travel an hour to get to Lowes or Home Depot or other more normal shopping/retail environment (i.e. anything other than Walmart). In doing so locals use their dollars to support another state/community versus keeping those dollars here. Beyond agricultural families what incentives are you creating to attract and keep young families here? What incentives are you offering for high school graduates to stay in West Plains and grow their families here?

- This is spot on and I agree. It seems from what I've heard through the grape vine around here there's a hold on develop that would advance this town. It seems though they have no problem to continue raising taxes and implementing more fees and wanting permit fees for simple things like yard sales. Second problem is the outrageous price they're trying to get for the land. Almost like its so over priced they don't want anyone to buy it! Without larger retail anchor stores around town it'll keep losing revenue and residents.
- Seriously should have more events at the fairgrounds. Why is the farmer's market held in a church parking lot when we have perfectly fine fairgrounds with plenty of parking and bathrooms? I'm sure cost is a problem. How much are you charging to utilize our fairgrounds? And when will we have a decent fair again that doesn't hurt children?
- RE/IN All the commercial vacancies in the WalMart area would be prime development areas. I'm not sure why it's been difficult to keep businesses in that area, but I suspect part of it is due to no bigger anchor stores other than WalMart. This would be a prime area to drop a Lowes, Home Depot, or a franchise restaurant such as Applebees, Chili's, or McAlisters.
- I would agree this is prime area for the town to grow business, but further research shows the landowners/realtors also think its prime

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area and have a prime price for it keeping any development from coming to town. Pretty much all vacant land here and Hwy 63 our way overpriced into the millions of dollars. Lowes, Menards, Home Depot are not going to invest that kind of money in the dying economy of WP.

- DEV Permanent home for “GO FARM” market with pavilion (with pull down sides for poor weather) and bathrooms so that the farmers market can be more of a destination.
- The Country Club subdivision could use a playground, like many other subdivisions have. Its not just old people anymore ;)
- New Development: Noone likes to hear this, especially in city planning, but I get at least 3 calls a week for rentals in our real estate office. West Plains does not have enough affordable, nice apartments. We have townhomes and single family homes, but only 1 major apartment complex and it is dated. If nothing else, our town is growing and people need nicer places to live while establishing themselves in the area. It would be nice to have a large, nice apartment complex for those families that truly appreciate apartment living or just need temporary accommodations while finding something to purchase after relocating here for their career. I feel like this area would be perfect for that purpose since it is near the shopping district but would not become an eyesore.
- DEV 63 “bypass” is such a joke in town. It’s not a bypass when it goes right through the heart of the major commercial areas of town and has multiple stoplights. Hospital changes only made this worse. Think about how to use existing land to bring a true bypass through as the future of Interstate development should logically, eventually turn 63 into a north-south interstate, and I’m sure nobody wants an interstate where 63 currently runs through town.

ISSUES AND OPPORTUNITIES - Mobility and Connectivity

Where do you notice transportation safety issues within the city (e.g., traffic, speeding, etc.)? Show us where and tell us why by placing a comment on the map in those issues locations.

- Biking trails in the city are not connected. Georgia White, Galloway and the paths around the high school should be connected. Howell Creek might be the best way to connect them.
- This intersection is extremely congested when school is in session. A roundabout or overpass is needed. Very dangerous for pedestrians
- Not a fan of stop lights but would agree during school hours this intersection is a nightmare and then when a train goes by at the same time traffic backs up to an unsafe point. Roundabout would be helpful if done in the right size to keep Broadway/Main St. moving while providing access to the school. Pedestrian crossing is already there but if a spotlight or round about isn’t put in then at least a quick light for crossing.
- Improve intersection coming off of BB Hwy.
- Heading East, turning left (north) onto 17/Aid street to go to the square is difficult due to an issue with the lights not turning green or staying green long enough - if this intersection does not have a sensor for the left-turn lane, it needs one, so that its not turning green for no reason and wasting time, but does so when needed - people run it if no one is coming.
- Dangerous intersection at BB/St Louis Street and Independence Dr. needs improvement. Current configuration stalls out north/south traffic and depending on vehicle size and type blind spots exist when attempting to travel south to north at intersection.
- I travel this intersection quite a bit and agree this whole area from the top of the hill by the lumber yard down to the elementary school has a few intersections that are accidents waiting to happen. I would hate to see another spot light in town but it would be the easiest

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way to make it safer given the space but a round about would have the greatest improve to traffic and safety but may need extra space to complete.

- Agle at intersection creates serious blind spots for drivers heading south.
- Basically the area from Preacher to just pass DQ seems to be a favorite spot for semi's to speed. Also seems like their favorite spot to crash and cause the death of people. Yet not much has been done to slow the truckers down. I'm a CDL driver myself and know if the wheels ain't moving I'm not making cash. Think a simple city ordinance should be passed to make it a safety zone and increase fines in the area particularly for truckers. A few signs and a few truckers getting a hefty fine the word will get out. Of course then it would actually need to be enforced which lacks as well.
- Lighted alert speed zone sign at Peoples Park on Broadway.
- Address the congestion on Gibson Ave.
- I've stated in a few post how I hate to add more stop lights around here but would like to see one here as cars and trucks seem to like to dart in front of traffic going north/south on 160.
- The 45 mph slowdown is not enforced. Making CC traffic light extremely dangerous. Other traffic around town flows well.

ISSUES AND OPPORTUNITIES - Mobility and Connectivity

Where is it difficult to walk in West Plains? What are your missing connections? Place a comment on the map to tell us where and why.

Where would you like to ride your bike in West Plains? What types of infrastructure would you like to have available for biking (e.g. off-road trails, road shoulders, painted bike lanes, etc.). Place a comment on the map and tell us where and why.

- Walking anywhere around the Business 63 corridor is difficult. Fast traffic, lack of

crosswalks.

- Walking paths are improving. Old sidewalks need to be replaced (especially the ones that are steps inside of ramps) and crosswalks need to be added to major intersections.
- All areas in the major commerce areas should have sidewalks including Missouri Ave. Sidewalks should be continued alongside the Civic center, and all the way down to the highway. Cross walk next to wages and doctors drive would be helpful.
- Downtown sidewalks are not ADA. If you are blind and leave the post office and head toward Broadway, you would have no idea that there a giant yellow bumpers blocking your path.
- I am pleased that the city now owns the downtown sidewalks and are hopeful we can create a plan to fix them.
- Add more walking trails through town.
- Add a traffic light to 160/Ramseur.
- I find it difficult to walk in most of West Plains due to cars speeding, lack of sidewalks and walking paths that don't connect.
- Most of west plains does not have sidewalks. Parks have lost fences to keep kids safe. Gallaway is beautiful but still small for an outside area. Our kids need more available to them.

ISSUES AND OPPORTUNITIES - Community and Environmental Health

What does healthy living or a healthy lifestyle look like to you in West Plains? What additional amenities and/or programs should incorporated to improve healthy lifestyles?

- Having a place like a YMCA here would be great. A bigger gym, sports, not just the Civic center for most students in college.
- Remote worker spaces that are free. Remote workers could get out of our isolation and have fellowship.
- Even just one day per week - remote wednesdays or something. at a restaurant or CC/Ozsbi - somewhere food/drink is nearby preferably.
- Continuing to invest in Bike infrastructure (Lanes,

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trails, etc.)

- Affordable community based activities - including making better use of the Fairgrounds ((why are the Fairgrounds so dead?? It'd be a great place for a regular farmers market)). Attractive townsquare with filled shops (visit Camden, ME or Gettysburg, PA). Attractive outdoor/green space. A dog park. Safe, well lit pedestrian/bike paths. Rentable bike program (just visit Denver, CO).
- Adding to the bus would be helpful, and some discounts all would be helpful; if I could pay \$xx.xx for unlimited rides in a month, would be helpful. Also adding a route to the food stamp office would help! Saturday routes to stores & Sunday routes that go by the churches would help!

How should your environmental resources (such as parks, conservation areas, streamways, etc.) be protected? What measures should be put in place?

- All three of these items are all great if the town had a steady revenue stream that wasn't dependent on increasing taxes all the time. Many of the items would be better suited for new business and not implemented by city resources. If it was a good business model for the area then there might already be business for it. It's more of a demand issue and a profitability issue whether such things happen. Community starts with the people. I've been to many events around here and there is a lack of communicating events. If people don't know it's going on nobody shows up. Facebook is not the only way to get anything out. Many people hate Facebook. You need a better city website with info.
- Make the Howell Creek Flood Zone a greenway park with recreational opportunities.
- DO A VOLUNTEER CLEAN THE PARK OR CLEAN THE COMMUNITY DAY. I'm in awe of the amount of trash thrown out car windows around here. It's truly terrible. Or better yet, create some more local government positions and have our tax dollars support grounds keepers who can wrangle the trash in this community!!!
- We need to push to actually get community

service to make people clean up this town. The 13th amendment says we have the authority to do so. However, I have been trying to talk to the judges and prosecuting attorney about this but I have not heard back from them. Maybe we can get the community to start advocating for this.

- Fences. Always fences.
- The city golf course is an underutilized asset. It has potential to be a walking trail, fishing hole, event center--something more than just golf. How many people use the golf course annually? Does it make money for the city or is it costing the city to maintain an asset that few people use? If so, it's time to consider other options or additional activities that can be done on this land.

What can the city do to build a stronger sense of community?

- Educational campaigning regarding the "value" of community pride. What it means to be a West Plains resident? "What would Dick (VanDyke) do?" Dick would recycle. Dick would put his trash in the trash can. Dick would mow his yard on Saturday's. Dick would...
- Invest in Down Town. Make it the "Jewell" of our city.
- Care about what's happening in our community. Using the skate park as a skate park and basketball courts as what they are and possibly have officers keep the drugs away from our kids.
- Add in more free community events; some events for kids, events for pets!
- Additional community events that utilize some of our unique spaces--music at the MSU-WP amphitheater, Haunt in the Hollow at Galloway Creek, outdoor tournaments at Buck Park.

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ISSUES AND OPPORTUNITIES – Economic Vitality and Vibrancy

What's missing from the city's current business and employment environment that needs to be added? Be specific.

- Incentives for hiring individuals.
- A much better question to ask would be what is NOT missing. So many factories / industries have shut down and left. Air Evac, once one of the largest employers in town, pulled out its headquarters. What's missing seems to be city leadership that is encouraging growth instead of being content to remain stagnant. It's encouraging to see this initiative being taken to gather community input, so maybe this is the start of a positive future direction under current leadership. More direct to the question. What's missing are large employers that are stable. Places like a Lowes or Home Depot, more manufacturers that can make use of the area's resources. Something to provide decent-paying, stable jobs. West Plains has also struggled to keep up with technology. How many companies have come and gone who promised big changes in the tech environment in town? (I was one of those companies, for the record, so I speak with experience from a failed endeavor). How much government funding has been given to companies who promise to bring high speed Internet to the area. How many of those companies still exist today? My experience in the past (though it's been several years), is that it is very difficult to "partner" with the city on initiatives that would improve this service. I'm encouraged that there are a few companies who seem to still be trying to bring services like fiber to the home, solid wireless connectivity, etc., but until West Plains can work with, and allow, businesses to truly establish a solid fiber network in town, it's going to continue to stunt growth. Last I saw there was a fiber option available for purchase from the city for businesses, but the prices were so outrageous that it will turn

people away. (The web page that had this info no longer exists, so maybe the service is no longer available?) Why would a business spend \$300+ per month for 25Mbps fiber service when they can go to Springfield or another larger city and spend \$100 or less per month for 1Gbps.

- I worked in the 'shopping center' by Wages and was given one of the fliers when the city internet started - the price was actually insane, we had a great laugh.
- You are total correct with everything you said. I've only been here a year and a half. We moved here mainly to be in an area to have a sense of community and like minded people. I moved from the communist state of Colorado (Sadly, because I love the mountains) to be in a better place. I love it here but now see some concerning problems. The biggest is what was said above. It seems like the town doesn't want to grow but wants to offer up a lot of city services which cost money and with no revenue means higher taxes and that ends with people leaving town mainly businesses. I don't see much transparency to what our high tax rate here goes to? I did see it increase while we all struggle with inflation but it seems the city wants to expand its offerings. Need to bring in manufacturing and jobs so retail and restaurants come in.
- Coding as a job opportunity for local people. Concerted effort to attract remote workers.

What's missing from the city's retail/entertainment environment that needs to be added? Be specific.

- Larger venue for sports tournaments
- Retail - need more / better restaurants. Need more brand-name stores (K-Mart, Target, Home Depot, Lowes, ANYTHING to compete with WalMart). So many leave West Plains to shop in Springfield or Mountain Home. I have never understood why West Plains has not grown in the area of big name retail. So far I see leadership and land cost holding back the town. Retail and restaurants need people to have money to spend in order to be profitable. We need more manufacturing jobs and businesses to look at

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WP as a place to move to or start a new branch for offices etc. Without a large base of jobs the retailers and restaurants are not going to show up. Home Depot doesn't want their only revenue stream coming from the workers they employ. We need a broad scope of employers to come in.

- It seems that another Dairy Queen or Baskin Robbins and definitely an Aldi's on the Walmart side of town would be able to thrive.
- We need more stores, but not just any retail stores. We have loads of boutiques and Walmart. I'm thankful Bealls has been able to stay but we don't have very many options in this town. We need tjmaxx, Ross, Target, anything along those lines. Definitely a better variety of retail. Having a Lowes or Home Depot here would be so much better then having to travel to MTN home or Springfield for things we need. Also, less fast food and more restaurants that aren't Mexican. We have a very big lack of in this area.

What's missing from the city's housing options that needs to be added? Be specific.

- Continuing to invest in Bike infrastructure (Lanes, trails, etc.)
- Affordable housing for those at poverty or 200% above poverty level. Those are the guidelines used by government programs. With growth comes homelessness.
- Additional single family homes in an affordable price range within the City limits. Other than at Parents house, what places are there for young adults graduating HS or College have to live? I could not agree with this more. I am 44 and have to live with my mother and split bills just to have a roof over my head

ISSUES AND OPPORTUNITIES - City Character and Built Form

Describe the desired aesthetic and built form that you'd like to see in West Plains.

What areas of the city most need aesthetic improvements? Place a comment where you think improvements are most needed and explain what kind of improvement is needed in your comment.

- So many gross houses/yards in town. A grant to put vinyl siding on houses with wood paint-flaking siding would be nice - if they're owned by the inhabitant. Landlords need fined if they don't keep the houses in decent shape."
- Vacant or vacant looking buildings on the north and south approaches (Hwy 63) into the City.
- Clean up the litter. :(
- Traffic study on square. Should we consider reducing parking to the outer side only.
- Upgrade landscaping at major intersections.
- We need places for kids and families. We need better stores that will give Walmart some competition. No more car dealerships. No more banks. Figure out why all the factories are leaving. Improve the government maybe get officials that want to bring in these businesses. More sidewalks. I have fallen and been almost hit on Lincoln ave. Bring in a food truck court.
- Not sure if worrying about the aesthetics of town is a major concern if were not bringing in business. I'm sure we all don't want a trashy looking town but we need to have a town first. I know there are areas that need a face lift but if those businesses and households made more money, they would have funds to improve it. You can't force someone to improve the business or house if they don't have the fund to do so. Bring in better jobs and over all the place will start to improve on its own.
- Many areas of the city need a facelift. While it is exciting to see old buildings in the downtown area being renovated, Broadway and Porter have many buildings that need upgrading. Additionally, having mixed areas commercial

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and residential is a challenge.

- The city is in need of way finder signage.
- Plant trees and landscape the unused Islands and Hell Strips around town.
- Bury the overhead power along Main Street, Grace Avenue, MSU Campus, Broadway, Porter Wagoner.
- repairing and/or removing old buildings of no historical value would go a long way itself, in making the city look much better.
- Depends truly on the structure itself, but for the exterior mixing modern and traditional... something that lends toward the “modern farmhouse” aesthetic appears to be trend that has some staying ground.

INITIAL IDEAS – Growth and Redevelopment

Initial ideas for growth and redevelopment areas are shown on the map below. What do you think? Are there missing opportunities? Place a comment anywhere on the map to show us where and tell us why.

- We definitely need more good restaurants! An Italian restaurant, Cheddars, Culvers, and Andy’s would be great! We also need some good places to shop for clothing. Now we have to go to Springfield when we need something.
- Speeding problem going east on Abe Taylor down the hill past the Elementary School. Intersection at Allen Street needs flashing school signs in AM and PM when children arrive and return home. Both directions. Going out of town and coming into town (on 160).
- Take over Health Haven.
- might make a nice place for the gated min income needed apartment complex - that would also encourage businesses to crop up to serve the residents. access tied into ramsur road.
- Not when the land in this area is selling for 5+ million dollars. If it was developed at that price it wouldn’t be low income housing. Your rate of return needs to be more than you put into

it and that’s what holding West Plains back. No business want to put up more than they’ll get back.

- ... isn’t this the hospital?!
- Business complex needed, space for a couple/ three restaurants, an entertainment complex (like indoor trampoline park, ropes course, laser tag, etc - think Fritz’ adventures or Urban Air). Shops for parents to peruse while kids are at entertainment venue. Relocate some existing places - perhaps provide funding for such - things that are in poorly kept areas. like Ozark Cafe, spring dipper, pizza shack.

INITIAL IDEAS – Future Land Use Categories

- There is a downtown district already. It the same as the DREAM project of 2009. There is also a historic district. I suggest using what is in place.
- YES!

INITIAL IDEAS – Land Use and Development: Future Land Use Map

Initial thoughts for the future land uses are shown on the map below. What do you think? Are there land uses that seem misplaced? Place a comment anywhere on the map to show us where and tell us why.

INITIAL IDEAS – Land Use and Development: Mixed Use – Entertainment and Destination

An initial idea for an entertainment and destination site is show below. What do you think? Place a comment anywhere on the map to tell us.

- This is a great use of space for the community! It would also make our region a destination for sporting events/tournaments.
- Who’s paying for that! Tax increase to 12%
- We all would love to have some sort of area like this but is the city going to spend millions of dollars for the land and development of such a project let alone the upkeep? Are we going to ask congress for taxpayer dollars to name the park

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after them? Again, great concept a little over the top for the area. 8 soccer fields?”

- Does this area flood?
- “as long as we keep Walmart the center of our town -_-
- wouldn’t want anyone to get confused that our town is actually north of the bypass. *sarcasm*”
- Great idea on the use of land and location of multi rec plex.
- Like this concept a lot. A little confused on what sports would be played on the “multi-use” fields, looks like just soccer? Would be interested in adding baseball/softball fields as well. Also really like the pickle ball idea (Chikn-n-Pickle). Would be excited to see the City, R-7 and MSU go into partnership to build a nicer flagship stadium type facility for softball/baseball and future sports like soccer. Also incorporate a cross country course in that complex would be great. Again, I like the ideas!
- I like this idea, but in conjunction with this new area, consider utilizing the area around the sports complex, ball fields, etc that for so many years were the center of so much fun outdoor activity.
- Great concept for space. In this scale it’s hard to differentiate parking stall counts --- will it meet the needs if courts and fields are all in use? Incorporating trail system around complex is wonderful. How will space be lit? Who has responsibility for keepig space clean and clear of litter? Are plastic and aluminum recycling locations being incorporated ---- space has potential to create behavior changes in recycling and caring for community spaces.”

INITIAL IDEAS – Land Use and Development: Mixed Use – Downtown Revitalization

An initial idea for a downtown revitalization site is shown below. What do you think? Place a comment anywhere on the map to tell us.

- this looks great! (Keep the flood area in mind on north side - and trains are loud)
- Silent Railroad Crossings would be amazing!
- Good use of space. We also need to improve the

crosswalk to the high school with a stoplight.

- We need trees and green in this parking lot. Parking is needed in this area.
- A food truck park needs to be in the space across from Crockett’s mural. Tearing down the old building where the Townhouse was located would make this park accessible to both people attending events at the civic center and downtown workers. We need to capitalize on people working in downtown and people come to events at the WPCC.
- This space needs to be home to the farmer’s market.
- Agree with removing parking against courthouse.
- Not sure why you would want to remove parking against the courthouse. From the picture it looks like it would be for aesthetics only. If that’s the case, then I would be against it. Not sure where else you would direct the traffic - i guess maybe that’s the purpose of the parking garage a couple blocks northeast?
- “More information on how you define a maker space is needed. Is this a creative space with 3D printers? Or just a shopping destination? Maybe instead consider a kitchen incubator/ commercial kitchen next to the farmer’s market.
- Love the idea of adding parking garages and removing the parking around the Courthouse - more greenspace and a more pedestrian-friendly downtown would be wonderful!
- The entrance to each arcade needs to be improved. The DREAM project had some great renderings of metal arches with the arcade’s name and streetscaping.

INITIAL IDEAS – Land Use and Development: Mixed Use – University

An initial idea for a mixed-use university site is shown below. What do you think? Place a comment anywhere on the map to tell us.

- For me this brings mixed thoughts. I believe that an expansion of the university area is

Virtual Public Open House #1

needed and with its current location, likely what is laid out here is one of the better scenarios. It's a little unclear from the image exactly what is planned, but it appears that the university would include all the area in the "shaded" parts. However, I'm very much against a forced takeover of properties, or forcing people out of their homes just for the sake of expansion. In this image it appears that this is exactly what would need to happen, but again, it's a little unclear on exactly what the plans are. The other issue is that this is built with Broadway right in the middle. Give consideration to pedestrian / student traffic to include at least one option for students to cross without needing to walk on Broadway (i.e., a pedestrian overpass). "

- Love this - been waiting for that lot to be used.
- Hate that all the trees were removed from this lot years ago. I would love to see some new development here.

of so many railroad crossings in town without an overpass. Third would be a consideration for public transport. Fourth would be to do something at the intersection of 63 and 160W. Too many accidents there, and too many deaths (a very good friend of mine recently died there). That overpass should have never been taken away years ago.

INITIAL IDEAS - Mobility and Connectivity

Initial thoughts for transportation improvement ideas are shown on the map below. What do you think? Is there anything missing or out of place? Place a comment anywhere on the map to show us where and tell us why.

- EXCELLENT on ped/bike underpass. Very needed. Is there a secondary location along this stretch which could be considered as well in addition to this one underpass?
- It would be wonderful to have a bike underpass here, so cyclists and walkers could easily cross PW Blvd to the trail behind All Pet.
- There is an error loading this portion of the page, so I can't see the map. But a few general thoughts. First, fix the "bypass" so that it actually by passes West Plains, somehow without detracting from the commercial areas that currently exist. Either redirecting it west of town somehow or altering the current 63 highway by adding proper exits and overpasses. Second, address the issue

Pop-Up Event

MOBILITY AND CONNECTIVITY FRAMEWORK PLAN

Are any connections missing? If so, which ones? Be specific.

- Crosswalk over Porter Wagoner
- More handicap parking in city lots. No curb entry for ease of wheelchair use – sometimes you have to go in the street to travel because of access.
- Aging in place
- Bike lanes along 63 from north to DQ area and Walmart.

FUTURE LAND USE FRAMEWORK PLAN

Are any of the future land uses misplaced? If so, which ones? Be specific.

- Sportsplex/athletic facilities
- More nice senior housing (not HUD) similar to Cedarhurst but not assisted living.

GROWTH FRAMEWORK PLAN

Should any other area be considered for development/redevelopment? If so, where and what type?

- Embrace the spring/natural water areas for green space/parks/trails
- Amphitheater down in the arcade

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GENERAL COMMENTS

Should any other area be considered for development/redevelopment? If so, where and what type?

- Thank you for all your hard work in this process.
- There needs to be a signal light at Howell and Broadway. It is impossible to make a left turn there or cross the intersection in the morning.

SECTION 2 - VISION AND VALUES

- Great vision statement. I believe the statement shows the inspiration and focus of the community.

SECTION 3 CONNECTED PLACES: LAND USE AND DEVELOPMENT FRAMEWORK

- Should the city consider moving the city limit more north?
- Disc Golf Course. This could lead to Disc Golf Teams at University.
- An Outdoor Fitness Park here is a link to an example: <https://fitlot.org/parks/springfield/#tab-id-1>
- Great idea! Will need to work on the public and private partnerships to fund the facility and the cost of operations. This will be a great asset to the community but will take full community support. A sports complex is very much needed in the area!
- Love the idea of addressing the green space east of the civic center. Overall, there does need to be more focus on the civic center green space/landscaping around the center.
- Many were brought to this area because of the spring(s) under the square. This storm water drain has water coming out of it 24/7: <https://goo.gl/maps/iDZHX8MWjDoirX158> It is my opinion that it comes from the spring(s). Would be really amazing to structure the flow of spring into something like this for our community: <https://en.wikipedia.org/wiki/>

[Springdale,_Arkansas#/media/File:Turnbow_Park.jpg](#)

- Here is the park: https://en.wikipedia.org/wiki/Springdale,_Arkansas#/media/File:Turnbow_Park.jpg
- The area needs more recreational attributes during the winter months. Expand the pool features, such as slide and lazy river at the indoor pool to make it a year-round recreational space for youth.
- Is this needed since we have a business incubator in town?
- I do not see a valid reason listed in the plan to remove parking against the courthouse. As long as the court system utilizes the courthouse (which will be the case for the foreseeable future) there would be a safety issue by transporting prisoners from a distant parking lot.
- Yes please. Limiting the parking on our square would help tremendously. It is currently a place to avoid because of the congestions, not a destination.
- The round-about and highway access is already at 5th Street. It would make more sense to revamp the existing space rather than move it.
- Agree there need to be entry signage for the hospital.
- OMC & West Plains need to come together to create something similar to this Health & Fitness Center located in Clyde, NC: <https://youtu.be/dsrYRPIIH94> All ages in the community could benefit from this and use a facility throughout most of the day. Individuals could go to this facility for therapies(OT & PT).
- Haywood Regional Health & Fitness Center Facebook Page Link: <https://www.facebook.com/HRHFC>
- There may be peace disturbance issues between the student housing and senior housing units placed together.
- The parking entrance should be off of 1st Street to avoid congestion at the Missouri and Broadway intersection.
- Be aware that many seniors looking to relocate are not only searching for a residence with minimal upkeep, but are seeking a quiet

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neighborhood distanced from the college and college students.

- There currently isn't a need for additional student housing. Hopefully some day, but currently the Grizzly Lofts need to be filled to capacity.
- Auto repair businesses and salvage/scrap yards need to be specifically defined. Most of the auto repair businesses in West Plains have multiple junk vehicles stored on their lots. Tow yards and tire shops should not be placed in the middle of attractive shopping and business zones as well.
- Maintain city properties in immaculate condition to set the correct example for property maintenance to the public.
- The placement of housing should be carefully investigated to prevent single residentially occupied homeowners from moving out of West Plains. For example, duplexes built along Deatherage at the end of Leeanna Dr.
- Definitely need more restaurants in the area.
- It would be great to get the community to support the overall improvement of properties, whether it's public or private. A campaign that would remind citizens we should take pride in our city and how it looks overall.
- New employer attraction will be foundational to the growth of WP. Very important.
- Discourage the metal buildings in residential areas. Large metal shop buildings and "shouses" are unattractive. A garage or shop should be complimentary of the home in these zones.
- There is a blighted lot just below the beautiful mural off the square. I would love to
- see this space reclaimed as a place those working on or around the square could sit and have lunch or take their breaks outside.
- I work downtown, and I've talked with others who also work and live downtown about this very thing. There seems to be a consensus, at least in my circle, that this would be a huge benefit.

SECTION 4 CONNECTED NETWORK: MOBILITY FRAMEWORK

- "Improvements"?
- I think our bypass has way to many lights. It is hard for people to stop every block especially semi trucks. I lost my daughter Alexias Crider and my two grandkids Aiden McDaniel and Brantley McDaniel due to this reason. I feel the city should do less lights or make an alternate route for semi truckers around West Plains for the safety of our kids and grandkids. This was a terrible loss and I wish this on no other parent however I know of at least 5 other accidents in the same area. This is very unsafe and it is your job to protect and keep us safe on the highway. So listen to the people of West Plains.
- Creating a roadway network that parallels US 63 allowing us to navigate town without having to travel on US 63. This is a fabulous idea!
- We need a trail loop like this: <https://youtu.be/4oHieBpY3tQ>
- Love the proposed trail ideas. I onced lived in a community that had a trail loop of over 5 miles with several access points. I feel if the city could figure out how to loop the trail it would be helpful. It was much safer for individuals and families. A trail that is specific for pedestrians, not a piece of a road designed for pedestrians. Here is a link to an example: <https://www.fayetteville-ar.gov/Facilities/Facility/Details/Lake-Fayetteville-Trail-20> Video of Trail: <https://youtu.be/4oHieBpY3tQ>
- Liking what I'm seeing here. I noticed the land between Hoglen Drive and HWY 63 is marked for future use as single family residential. I believe it is currently zoned for commercial. It is my understanding that the property has been purchased and the new owner plans to build storage units. How is that going to work if the plan is to rezone in the future?
- Agree with these intersection improvements along with landscaping appropriate areas. Would need to ensure the city have the funding and staffing in place to maintain such areas.

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SECTION 5 CONNECTED COMMUNITY: AESTHETICS, CHARACTER, AND QUALITY OF LIFE

- Our family has an electric car and when we travel we will search out cities that have EV charging stations. Our car highlights them on a map. The only charging stations in West Plains currently are at hotels that you have to be staying at to use. As EVs become more mainstream a charging station near a shopping area would be beneficial for tourists and locals alike.
- The city does not need to make charging stations. Charging stations should be built like gas stations, by those wanting to open one. I don't think the city needs to start designating areas for charging stations. Let the free market decide if charging stations are needed. The governments need to stay out of that.
- This sounds very positive overall! However, I see no mention of increasing law enforcement. People are already put off by the rise in crime and ongoing ordinance violations. Residents want to feel safe and don't want property values declining.
- I may have missed it. How much will this cost each individual citizen? As well for how long?

APPENDIX C: SUMMARY OF EXISTING PLANS AND STUDIES



A critical component of any planning process is examining what has already been done. By reviewing the recommendations of recent plans, the work of this Plan is more focused and tailored to the specific needs that have yet to be addressed. The evaluation of other plans also allows for continuity on a broader scale instead of multiple plans for the same general area that have an individualistic approach. Recent planning efforts, documents, and recommendations thus serve as an integral starting point for this Plan. A summary of related plans is provided.

Summary of Relevant Plans and Studies

Capital Improvement Plan 2023-2027

The West Plains' Capital Improvement Plan (CIP) is a five-year, long-term plan to evaluate, fund, and pursue capital improvements for the City of West Plains. It also allows the city to evaluate each need based on a limited amount of funding. A capital improvement for this plan is defined as a major, non-recurring physical expenditure which may include land, land improvements, buildings, public infrastructure, vehicles, and equipment. The minimum cost is \$25,000 or more and includes a useful life of three to five years. The CIP provides an itemized list of improvements and associated estimated costs and prioritizations.

Integrated Management Plan for Wastewater, Stormwater, and Drinking Water

The Integrated Management Plan for Wastewater, Stormwater, and Drinking Water was finalized in May 2022. This plan was the result of the city being awarded a Missouri Department of Natural Resources (MDNR) technical assistance grant through the Missouri Public Utility Alliance (MPUA) Resource Services Corporation in 2021. The grant provided the city with funds to develop an Integrated Management Plan (IMP) that aligns with Environmental Protection Agency's (EPA) 2012 framework for integrating municipal stormwater and wastewater. This plan outlines affordable wastewater, drinking water, and stormwater system improvements as well as implementation schedules that address the city's known infrastructure challenges. The plan seeks to improve water quality and provide regulatory certainty over the next 30 years. This plan will also inform future capital improvement projects and extend the Clean Water Act compliance schedules to maintain community affordability over the planning period.

City of West Plains Missouri, Comprehensive Plan, 2016 – 2030 Plan Update

The original West Plains Comprehensive Plan was created in 2003 and was created for land use decisions. It assessed the city's existing conditions and opportunities throughout the community. In 2006, an additional goal implementation component was added and later adopted in January 2007. This plan was later updated in March 2016 after the city retained PGAV Planners to update the plan with current demographics, development activity, market trends, and community sentiment. The planning period for this plan extends to 2030. As it currently stands, the plan is divided into two parts. The first section is Community Assessment, which supplies a description of the city's existing conditions, opportunities, and needs. The Implementation section provides policy recommendations that are based on community feedback from the public engagement process. This section includes recommendations towards land use and development, economic development, facilities and services, the environment and open space, and the planning administration. It also features an implementation schedule to identify which tasks take precedence within the community.

Emergency Operations Center Handbook and Checklists

The Emergency Operations Center Handbook and Checklists provides West Plains' emergency operations staff with a list of responsibilities and procedures in the event of an emergency. It also provides a brief overview of the Standardized Emergency Management System and details the responsibilities for the action planning process. In the event of an emergency, personnel assigned to the five Standardized Emergency Management System (SEMS) functions, Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration, can review their roles and responsibilities.

Geographic Policing Operational Plan

This plan provides a historical and cultural context of community policing methods and how it can be implemented in West Plains. It identifies the benefit of establishing relationships within local communities and the strengths of community policing. The core components of community-based policing are community partnerships and collaborative problem-solving. It suggests redistricting the patrol beats to allow officers to become familiar with the residents and local crime in their assigned areas. The core goal of the Geographic Policing Plan is to provide a higher quality of services to West Plains neighborhoods. This plan also indicates that officers will need support during the training period, and outlines how the operational plan will be implemented and evaluated for effectiveness in the long run.

West Plains Regional Airport Master Plan Update

The update to the West Plains Regional Airport Master Plan took place in February 2019. The update includes a site overview with relevant statistics of the airport and a timeline summarizing the important improvements that occurred during 2018. It also provides the roles and responsibilities of regulators and sponsors, a list of planning advisory committee members, an airfield and landside inventory, an itemized list of recommendations for capital improvements for the subsequent twenty years, and the estimated costs for implementation.

Phase III: Stormwater System Evaluation & Management Planning Study

The City of West Plains contracted Great River Associates, Inc., to complete a Stormwater System Evaluation and Management Planning Study to survey the current watershed and primary drainage system within the city's boundaries. This document includes an overview of the data collection and surveying methods, public outreach efforts, and watershed modeling, as well as results of the study and recommendations to be included in the Capital Improvements Plan. Each project recommendation comes with project descriptions, a prioritization rank comparing its importance to other projects, and an anticipated project cost.

Parks and Recreation - Goals and Policies

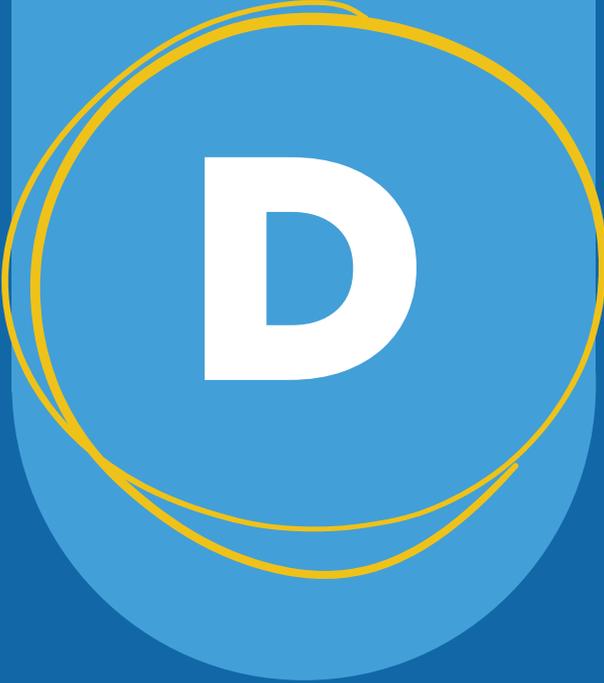
This document outlines eight overarching goals for the parks and recreation department. Each goal is accompanied by a description of the goal's objective along with multiple strategies on how to accomplish the goal. The goals focus on providing exceptional and appropriate programming to West Plains through strong community relationships, operational efficiency, and financial sustainability.

Street Improvement Plan 2022

This document identifies street improvement projects and records the project specifications. This includes the project limits, tonnage, and cost estimates for construction, asphalt overlays, drainage, and seal coatings.

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APPENDIX D: ECONOMIC AND MARKET ANALYSIS



D

This appendix outlines market strategies and opportunities for the future of West Plains, providing an objective review of market conditions within the city and recommendations for improvements and future uses. Please note this report does not represent the recommendations of the Connect West Plains Comprehensive Plan, but was used in the formulation of the final Plan recommendations as it provides objective, market-based information.

SUMMARY OF MAJOR FINDINGS

Olsson has been retained to prepare a Comprehensive Plan for the City of West Plains, Missouri. As a sub-consultant to Olsson, Canyon Research Southwest has prepared an *Economic and Market Analysis* that evaluates demographic, economic, and real estate market trends impacting land use patterns in West Plains, Missouri.

Based on the findings of the *Economic and Market Analysis* the following topics were addressed 1) 20-year demand projections in West Plains for commercial and industrial space as well as residential housing units and 2) citywide land use patterns and development opportunities. The study findings and recommendations are summarized in the text to follow.

Economic and Demographic Trends

West Plains rural location has yielded modest population growth over the past several decades. From 1980 to 2010 West Plains added 4,245 residents. From 2010 to 2020, the city's population rose by just 198 residents. By 2022, Esri estimated the city's population at 12,404 residents. Continued employment growth over the next two decades in West Plains is projected to fuel continued modest population growth.

When compared to that of the State of Missouri, West Plains' household composition possesses well below average rates for both of families and married couples with children and above average householders living alone and senior households ages 65 years and over living alone.

West Plains' population is older than the state average with residents ages 45 to 64 years comprising the largest age group with 21.6 percent of the total population. West Plains' elderly ages 65+ account for 20.9 percent of the population which far exceeds the statewide rate of 14.0 percent. West Plains also supports a lower percentage of adolescents ages 15 to 24 years.

West Plains' slightly below average educational attainment levels place a constraint on achievable income levels, retail expenditures, and housing values and rents.

West Plains' well below average household income levels place a constraint on achievable retail sales, housing values, and residential rents. An estimated 17.8 percent of West Plains households earn less than \$25,000 annually, indicating a strong need for affordable and income-based housing.

Leading employment sectors in Howell County include: 1) healthcare and education, 2) manufacturing, 3) retail trade, 4) transportation and warehousing, and 5) construction.

From 2011 through 2018, employment in Howell County grew at a modest annualized rate of 0.55 percent, adding 712 jobs. The COVID-19 pandemic reversed the decade long employment growth trend with the loss of 653 jobs in 2020. By December 2022, the County's unemployment declined to a decade low of 2.8 percent.

By 2040, the West Plains economy is forecast to add 499 to 711 jobs, yielding population growth estimated at 1,232 to 1,757 residents, generating demand for new housing, retail goods and services, eating and drinking establishments, and commercial and industrial space.

Real Estate Market Trends

The study evaluated West Plains' retail, office, industrial, and housing markets. The text to follow summarizes the major study findings.

Retail Market Overview

As the largest city in south central Missouri, West Plains retail businesses pull from a 40+ mile radius. The Costar database identified 48 retail properties in West Plains totaling 1.1 million square feet of building area. Since 2015, West Plains' retail space has operated at a vacancy rate well below market equilibrium. As of year-end 2022, West Plains entire inventory of retail space was 100 percent occupied. The absence of retail space available for occupancy is a barrier for attracting prospective businesses.

Downtown West Plains served as the city's original business district supporting retail businesses surrounding the courthouse square and along Washington Avenue south to Broadway Street. Downtown West Plains is occupied by 67 businesses, including 29 retail businesses. Jan Howard Expressway and Porter Wagoner Boulevard now serve as West Plains' principal retail corridors.

Porter Wagner Boulevard is an older commercial corridor within the northern portion of the city housing such retail businesses as Aldi, Dollar General, Family Dollar, automobile dealerships, and several bank branches, fast-food restaurants, and automotive repair businesses.

The intersection of Jan Howard Expressway and Preacher Roe Boulevard at the south end of West Plains serves as the city's dominant retail location housing such national retailers as Walmart, Bealls Outlet, Hibbett Sports, Big Lots, Harbor Freight, Ace Hardware, and Walgreens.

West Plains' 2022 population of 12,404 residents and estimated Trade Area Capture ("TAC") of 19,336 people illustrates the City's status as the retail shopping destination for Howell County's population of 39,493 residents. West Plains' retail pull factor of 1.56, indicates the city captures retail sales at a rate 56 percent higher than the statewide average.

Through 2040 the City of West Plains is estimated to support the net absorption of 170,000 to 207,000 square feet of retail space, resulting in the development of an estimated 17 to 24 acres of commercial land.

Office Market Overview

Office-related employment in the legal services, information, and finance, insurance, and real estate sectors account for 5.6 percent of West Plains total employment, compared to 21.4 percent of employment in Missouri.

West Plains maintains 354,274 square feet of professional and medical office space. The Jan Howard Expressway and Porter Wagoner Boulevard corridors and downtown serve as the prominent office districts.

Since 2010, two office buildings totaling 47,722 square feet of space were built in West Plains, with net space absorption totaling 38,484 square feet. After peaking at 9.3 percent in 2015, the overall vacancy rate for the West Plains office market followed a downward trend to a low of 1.5 percent during 2020 and 2021. By year-end 2022 the vacancy rate climbed slightly to 2.6 percent with just 9,238 square feet of vacant space. The limited inventory of office space available for immediate occupancy is a barrier for attracting prospective businesses.

Through 2040, the City of West Plains is estimated to support the need for 35,000 to 40,000 square feet of professional office space and 11,400 to 17,100 square feet of medical office space.

Industrial Market Overview

Industrial-related employment in the manufacturing and wholesale trade sectors accounts for 10.1 percent of West Plains total employment, compared to 29.0 percent of employment in Missouri.

West Plains maintains 1.08 million square feet of industrial space. The largest concentration of industrial space is in the north portion of the city adjacent to the railroad line. A secondary industrial location exists within the southeast quadrant along U.S. Highway 63 which also offers rail access.

From 2010 through 2022, a total of 189,904 square feet of industrial space was absorbed in West Plains. From 2017 to 2019, the overall industrial vacancy rate stood at 0.6 percent to 2.6 percent. Since 2020, West Plains' industrial inventory has been fully occupied. The absence of vacant industrial space available for immediate occupancy is a barrier for attracting prospective businesses.

From 2023 through 2040, industrial job growth in West Plains is projected to support the need for 112,500 to 213,000 square feet of industrial space.

While much of the industrial land in the north portion of West Plains adjacent to the railroad line has been developed, land remains available for future industrial use in and around the IDC Industrial Park at Old Airport Road and Girdley Street as well as vacant land along Independence Drive east of Concord Road. An alternative location for future industrial development includes the U.S. Highway 63 corridor in the far southeast quadrant of West Plains.

Residential Housing Market Overview

The age of the West Plains' housing stock is slightly newer than the statewide inventory. Homes built since 1980 account for 48.6 percent of West Plains' existing inventory and 23.4 percent built prior to 1960. By comparison, 45.4 percent of the state's housing stock was built since 1980 with 28.1 percent built prior to 1960.

West Plains' housing stock mix is influenced by its rural character whereby the demand for single-family housing exceeds that for attached housing. Detached single-family housing accounts for 71.3 percent of West Plains' housing stock, exceeding the statewide rate of 70.5 percent. Multi-family housing accounts for 22.0 percent of West Plains' housing stock compared to 20.2 percent for Missouri. Large-scale properties with 20 or more dwelling units account for the largest share of West Plains' multi-family housing stock, totaling 273 dwelling units, or 5.0 percent of the total. Duplexes and properties with 5 to 9 dwelling units both account for 5.1 percent of the West Plains housing stock compared to 3.3 percent and 3.7 percent, respectively, for Missouri.

Over the past twenty years rental housing has garnered an increasing share of West Plains' occupied housing stock. From 38.7 percent in 2000, the share of renter-occupied housing units reached 52.1 percent by 2020. The net gain in occupied rental units from 2000 to 2020 totaled 438 dwelling units. By comparison, since 2000 the inventory of owner-occupied housing units declined by 557 dwelling units.

From 2000 to 2019, housing occupancies for West Plains significantly outpaced the statewide average. During 2000, West Plains' housing occupancy rate of 90.4 percent compared favorably against that of 89.8 percent for Missouri. From 2010 to 2019, the gap grew and by 2019 West Plains' occupancy rate of 90.1 percent compared to the statewide average of 86.5 percent. By 2021, West Plains' housing occupancy rate of 87.6 percent was comparable to the statewide average of 87.5 percent.

From 2012 to 2021 the median home value in West Plains declined by 1.3 percent to \$102,000 compared to a 24.1 percent increase for the State of Missouri.

Nearly half of the owner-occupied housing stock in West Plains are valued under \$100,000, compared to just 23.5 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for 24.5 percent of West Plains' housing stock compared to 41.4 percent statewide.

Housing stress occurs when the cost of housing (either as rental or as a mortgage) is high relative to household income. A household spending 30 percent or more of its income on housing can be considered under housing stress. The gross rent for 45.3 percent of renter households in West Plains accounts for 30 percent or more of total income compared to 44.8 percent statewide, suggesting a need for additional affordable housing in both Missouri and West Plains.

For 2021, detached single-family homes accounted for 96.2 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for just 49.1 percent of all occupied rental units. Multi-family properties with ten or more units were the most popular attached housing product for renters accounting for 14.4 percent of all renter-occupied units.

West Plains has five large-scale apartment properties totaling 384 dwelling units. Three apartment properties with 56 rental units are market-rate with four income-based properties totaling 152 dwelling units. The 34-unit Country Estates is an income-based senior community. The 232-unit Breckenridge Apartments are the only large-scale, market-rate apartments in West Plains.

Since 2013, the existing apartment properties have operated at a health vacancy rate well below market equilibrium. By year-end 2022, the overall apartment vacancy rate stood at just 1.3 percent. The lack of vacant apartments available for immediate occupancy places a constraint on households seeking to move to West Plains or existing residents seeking a better apartment.

From 2023 through 2040, the City of West Plains forecast population growth is anticipated to create the need for an estimated 535 to 764 new housing units. The city's current mix of occupied housing units is 46.3 percent owner-occupied and 53.7 percent renter occupied. Given the city's population age composition, household income levels, and existing housing stock, from 2023 through 2040 the housing need is estimated to be segmented 55 percent owner-occupied and 45 percent renter occupied. Therefore, by 2040 the mix of new housing inventory is estimated at 294 to 420 homeownership units and 241 to 344 rental units.

Study Conclusions

Based on the findings of the *Economic and Market Analysis*, the following topics were addressed: 1) 20-year demand projections for commercial, industrial, and residential housing and 2) citywide development opportunities.

Commercial, Industrial, and Residential Need Projections

The table below summarizes the need through 2040 in the City of West Plains for commercial and industrial space as well as residential housing units.

By 2040, West Plains increased population is forecast to generate additional retail sales capable of supporting 170,000 to 207,000 square feet of new retail space.

From 2023 through 2040, office-related job growth in West Plains is projected to support the need for 46,000 to 57,000 square feet of professional and medical office space.

By 2040, industrial job growth in West Plains is projected to support the need for 112,500 to 213,000 square feet of owner-occupied and speculative industrial space.

Through 2040, West Plains forecast population growth is estimated to generate the need for 535 to 764 residential dwelling units.

Forecast Retail, Office, Industrial and Residential Demand West Plains, Missouri; 2023 to 2040

	Growth Population	2023-2040 Jobs	Net Conservative	Gain Optimistic
Retail	1,232 - 1,757		170,000 SF	207,000 SF
Office		85 - 107	46,000 SF	57,000 SF
Industrial		125 - 213	112,500 SF	213,000 SF
Housing	1,232 - 1,757		535 Units	764 Units
Ownership Units			294 Units	420 Units
Rental Units			241 Units	344 Units

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office and industrial space and an average residential density of 4.0 to 5.0 dwelling units per acre, through 2040 the City of West Plains is estimated support the development of approximately 140 to 240 acres of land.

Forecast Land Area Absorption in Acres West Plains, Missouri; 2023 to 2040

Land Use	Conservative Scenario	Optimistic Scenario
Retail	17 - 20	21 - 24
Office	4-5	4-5
Industrial	12 - 13	18 - 20
Residential	107 - 134	154 - 191
Total Acres	140 - 162	197 - 240

Land Use Patterns and Development Opportunities

Given West Plains' infrastructure, topography, highway access, and existing land use patterns, over the next twenty years urban expansion will favor the southwest and northwest quadrants of the city. Jan Howell Expressway and Preacher Roe Boulevard will remain as West Plains dominant corridors for commercial activity. The City's northeast quadrant along the rail line will remain as the leading location for industrial uses, with the southeast quadrant along U.S. Highway 63 emerging as an alternative location. The presence of Howell County offices will continue to support the downtown office market. Over the next twenty years opportunities will arise for infill housing surrounding downtown as well as new single-family home construction located predominantly in the west portion of the city.

Jan Howell Expressway and Preacher Roe Boulevard will remain as the dominant corridors for retail activity, though increased redevelopment efforts should be applied to downtown and Porter Wagoner Boulevard. The land zoned for commercial use along Ramseur Road from Preacher Roe Boulevard northeast to Jan Howard Expressway should be designated "Mixed Use" to accommodate a wider mix of land uses including retail, office, hotel, and large-scale multi-family. Creating a more diversified commercial core will assist in its long-term sustainability.

Locations in West Plains best suited for future retail development include the following:

1. Bruce Smith Parkway east of Mitchell Road
2. Ramseur Road from Preacher Roe Boulevard northeast to Jan Howard Expressway
3. South side of Jan Howard Expressway at Ramseur Road – both corners
4. Interchange of Jan Howard Expressway and Bill Virdon Road

Sixty businesses operate in West Plains downtown square and along Washington Avenue, including 16 retail businesses, seven eating and drinking places, 36 personal and business services, and one theater. With the presence of the Howell County offices, downtown West Plains has become a business center for professionals such as lawyers, bail bonds, real estate agents, title companies, and other government-related businesses.

A goal for downtown revitalization is to promote increased economic activity, a walkable entertainment district, and a more balanced mix of land uses and businesses including specialty retail, eating and drinking establishments, and entertainment venues. The historic building stock and Howell County offices provide downtown with a solid foundation to support revitalization. Other downtown assets that could be leveraged to support increased economic activity include the West Plains Civic Center, Avenue Theatre, and Missouri State University campus.

Emphasis should be placed on strengthening the portion of downtown along Washington Avenue from the historic square north to Broadway Street. An increased inventory of commercial space, businesses, and residents could be accommodated downtown through infill development of surface parking lots and under-utilized properties.

Creating additional residential housing units downtown should be a priority. Potential development sites include surface parking lots along Jefferson Avenue, Walnut Street, and St. Louis Street as well as vacant land and under-utilized properties along St. Louis Street south of Main Street.

Additional economic incentives could be administered to assist in revitalization of downtown West Plains. Possible incentives include a façade improvement program, streetscape improvements, tax abatement for qualified building improvements, and grants for storefront restoration and second floor housing.

Generating employment opportunities should be a priority of the West Plains Comprehensive Plan as jobs support population growth and economic development. Future industrial development in West Plains is best suited in two established areas, including the northeast quadrant along the rail line and the southeast quadrant along U.S. Highway 63 emerging as an alternative location. Warehouse distribution, light manufacturing, and automotive repair uses would be suitable for these two industrial locations. The Ozarks Healthcare West Plains

campus, Jan Howard Expressway corridor, and Howell Valley Medical Park are all suitable for future professional office and medical office development.

Given West Plains smalltown atmosphere, modest housing values, and the recent upgrades to the hospital, it seems a potential market may exist for attracting empty nesters and retirees from outside of the community. Also, the COVID-19 pandemic accelerated the trend for working remotely. Rural communities are capitalizing on this trend by providing a desirable quality of life for a growing workforce that can now decide where to live separate from where the job originates.

To support future economic growth in West Plains a wider mix of both owner-occupied and rental housing products is needed suitable for accommodating a broad population and labor force. This could be accomplished through renovation of the existing older housing stock, new small-scale infill housing, and development of greenfield parcels at the periphery of the city with street access and utility services at or near the property.

Entry-level, for-sale housing and market-rate apartments are needed to support a workforce for such business sectors as manufacturing, logistics, retail, and personal services. Upscale for-sale housing is needed to retain and attract upper management, entrepreneurs, physicians, and other high-income households.

Challenges of providing affordable for-sale housing in West Plains include below average household income levels, lack of skilled construction trades, the higher costs of labor and materials relative to metropolitan areas, and the additional costs of meeting the city's street improvement standards. These factors make it difficult for builders to provide entry-level housing priced under \$225,000. The City could consider a variety of options to assist in supporting entry-level, for-sale housing, including funding public utility extensions, reduce utility connection and building permit fees, and lowering the subdivision street design requirements for those subdivisions targeting entry-level housing.

Affordable housing could be provided through infill development and the rehabilitation of existing housing within older, established neighborhoods in West Plains. Existing neighborhoods possess street improvements and utilities services, thus reducing site costs and improving the potential to support entry-level, for-sale housing.

Potential infill housing types include detached single-family homes, attached twin homes, townhomes, and small multi-family properties. A variety of economic incentives could be offered to stimulate new infill housing. Possible examples include tax abatement, waiving permit and utility connection fees, city-sponsored land banking, and public-private partnerships to assist in infrastructure improvements.

Downtown West Plains could benefit from the construction of new rental apartments with potential sites including surface parking lots along Jefferson Avenue, Walnut Street, and St. Louis Street as well as vacant land and under-utilized properties along St. Louis Street south of Main Street. New housing at the periphery of the downtown square would create a more vibrant urban environment and provide customers for downtown businesses.

The city's high rate of households with annual income of less than \$35,000 generates a strong need for both market-rate and income-based rental housing as these households are generally chronic renters. The demand for rental housing is evident in the fact that renter-occupied housing now accounts for 52.1 percent of West Plains' occupied housing stock. Increased emphasis is needed to provide additional market-rate and income-based rental housing. Doing so will support a labor force needed to facilitate economic development.

West Plains large empty nester population ages 45 to 64 years and senior population 65 years and older supports the growing need for market-rate senior apartments. Existing properties reported large waiting lists. West Plains large population earning less than \$25,000 annually also suggests a growing need for income-based senior apartments.

Prospective multi-family residential development sites include:

- East side of Jan Howell Parkway from Elmore Drive south to Preacher Roe Boulevard
- Ramseur Road from Preacher Roe Boulevard northeast to Jan Howard Expressway
- Bruce Smith Parkway west of Mitchell Road
- Small-scale multi-family development is best suited on infill sites in the older, mature portions of West Plains

Continued new single-family housing construction should be supported at the periphery of the city that is currently serviced with roads utilities and where existing single-family subdivisions are present. The west side of West Plains will continue to be the dominant location for new home construction. Prospective single-family home subdivision greenfield development sites in West Plains include:

- Bruce Smith Parkway west of Mitchell Road
- State Route CC corridor
- State Route K corridor
- Area surrounding North Terra Golf Course and Buck Park

**ECONOMIC AND MARKET ANALYSIS
CITY OF WEST PLAINS COMPREHENSIVE PLAN
WEST PLAINS, MISSOURI**

March 2023

INTRODUCTION

As a sub-consultant, Olsson has retained Canyon Research Southwest, Inc. to assist in the preparation of the City of West Plains, Missouri Comprehensive Plan (“Planning Area”). The sub-consultant agreement calls for the following scope of work.

1. An economic and market analysis that evaluates the potential for the City of West Plains to support future development of a variety of land uses and housing types.
2. Identify and analyze West Plains existing residential, commercial, office, and industrial market conditions.
3. Forecast West Plains future need for housing units and commercial/industrial space.
4. Land use recommendations resulting from the findings of economic and market analysis, stakeholder interviews, and visioning and planning workshop.

Study Objective and Scope of Work

The *Economic and Market Analysis* evaluates the historic, current, and future economic, demographic, and real estate market forces that influence the future urban growth patterns for the City of West Plains (“Planning Area”). In doing so the report consists of two sections, including: 1) Demographic and Economic Analysis and 2) Market Analysis.

The *Economic and Demographic Analysis* section of the study assists in identifying the Planning Area’s economic trends and demographic characteristics on the future demand for commercial and industrial space as well as residential housing units. Economic forces and demographic characteristics evaluated include employment growth and composition, population growth, household composition, age distribution, household income, and educational attainment.

The *Market Analysis* portion of the report evaluates competitive retail, employment, and residential market trends impacting the Planning Area. The market trends for each prospective land use were evaluated by quantifying such market forces as the inventory of housing units and commercial/industrial space, construction activity, and development patterns. Potential development sites within the Planning Area were evaluated to identify future locations for retail, office, industrial, and residential development.

Based on the study findings, the Planning Area’s long-term demand projections were prepared quantifying the need for additional commercial and industrial space as well as residential housing units and land absorption estimates. Based on the results of the long-term need projections future land use patterns and development opportunities are identified.

Planning Area Defined

The City of West Plains (the “Planning Area”) is in south-central Missouri near the Arkansas state line and serves as the Howell County seat. The City of West Plains zoning map on page 3 depicts the Planning Area boundaries. City of West Plains, Howell County, and State of Missouri demographic characteristics are summarized in the table on page 4.

The history of West Plains can be traced back to 1832, when settler Josiah Howell created the first settlement in the region known as Howell Valley. West Plains was so named because the settlement was on a prairie in a westerly direction from the nearest town, Thomasville. The city boundaries encompass approximately 13.33 square miles of land area. According to the U.S. Census Bureau, West Plains’ 2021 population amounted to 12,048 residents and the housing stock totaled 5,480 dwelling units. U.S. Highway 63 is the principal point of vehicular access to West Plains from the north-south. U.S. Highway 160 provides access from both the east and south while Missouri Highway 17 providing access from the south.

West Plains' residential housing stock totals 2,709 dwelling units comprised of 1,845 detached single-family housing units, 134 duplex units, 638 multi-family dwelling units, and 92 mobile homes.

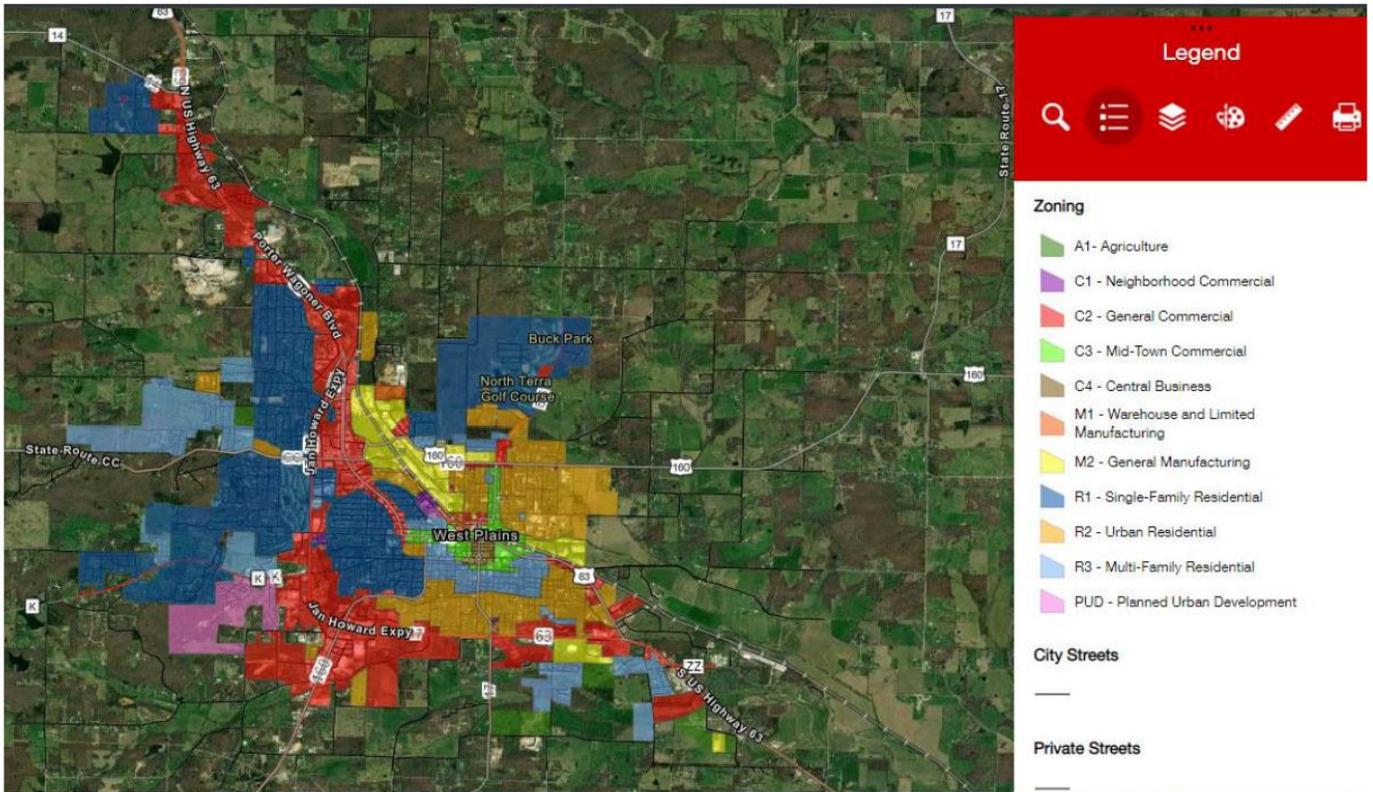
According to the American Community Survey published by the U.S. Census Bureau, Howell County's 2021 population was estimated at 39,753 residents. The county housing stock totals 18,059 dwelling units, of which detached single-family homes comprise 71.4 percent.

West Plains downtown square surrounds the Howell County Courthouse and serves as the city's original business district. An older commercial corridor exists within the northern portion of the city along Porter Wagner Boulevard housing such businesses as Aldi, Family Dollar, automobile dealerships, and several bank branches and fast-food restaurants. Jan Howard Expressway (U.S. Highway 63) now serves as the city's principal commercial corridor with the primary hub located at the intersection at Preacher Roe Boulevard which is occupied by Walmart, Bealls Outlet, Hibbett Sports, Big Lots Walgreens, Westlake Ace Hardware, and several restaurant chains.

Industrial development in West Plains is located predominantly at the northern portion of the city along the railroad corridor from Olden Street north to Girdley Street.

Ozarks Healthcare campus in West Plains is a modern medical facility anchored by a 114-bed acute care hospital, which serves over 150,000 residents within an 8-county area in south central Missouri and north central Arkansas. The Ozarks Healthcare expansion of the West Plains campus opened in early 2022 which added over 120,000 square feet, including the construction of a new Medical Office Building, flexible clinics, a procedure suite, centralized imaging facilities, an updated pharmacy, and a new dining area. Also, a new 20,000 square-foot Women's Center houses modern labor and delivery rooms, gynecological surgery facilities, and educational spaces. The expansion connects the existing Shaw Medical Building and the current main hospital building across Kentucky Avenue and is adjacent to Ozarks Healthcare's Emergency Department.

City of West Plains, Missouri Zoning Map



West Plains, Howell County, and Missouri Demographic Trends

Demographic Characteristic	City of West Plains	Howell County	State of Missouri
Population			
2000 Census	10,866	37,238	5,595,211
2010 Census	11,986	40,400	5,988,927
2020 Census	12,184	39,750	6,268,203
2027 Forecast	12,519	39,327	6,407,412
Households by Type (2022)			
Total Households	5,184	16,076	2,375,611
Family Households	60.8%	68.1%	65.3%
Married Couple Family	43.1%	52.8%	48.4%
With Own Children	17.1%	20.8%	20.7%
Nonfamily Households	5.6%	4.8%	6.4%
Householder Living Alone	33.5%	27.2%	28.3%
All Households with Children	30.8%	32.4%	31.8%
Distribution of Population by Age (2022)			
0-14 Years	20.7%	19.5%	19.6%
15-24 Years	11.2%	10.7%	14.0%
25-34 Years	13.6%	12.6%	12.9%
35-44 Years	11.9%	11.7%	12.5%
45-64 Years	21.6%	24.4%	26.9%
65+ Years	20.9%	20.2%	14.0%
Distribution in Household Income (2022)			
Less than \$15,000	17.8%	16.7%	11.0%
\$15,000 - \$24,999	12.4%	11.0%	9.9%
\$25,000 - \$34,999	13.0%	11.5%	10.3%
\$35,000 - \$49,999	15.9%	14.6%	14.2%
\$50,000 - \$74,999	16.3%	17.6%	18.5%
\$75,000 - \$99,999	8.8%	10.5%	12.5%
\$100,000 - \$149,999	11.4%	12.9%	13.5%
\$150,000 - \$199,999	2.0%	3.2%	5.0%
\$200,000+	2.4%	2.2%	5.2%
Median Household Income	\$40,166	\$45,128	\$54,596
Educational Attainment for Residents 25+ Years (2022)			
Total Population 25+	8,446	27,559	4,329,896
Less than 9th Grade	2.1%	3.1%	2.7%
9th - 12th Grade, No Diploma	6.4%	7.4%	6.4%
High School Graduate	28.4%	33.2%	25.6%
GED/Alternative Credential	7.3%	7.5%	4.5%
Some College, No Degree	22.1%	19.5%	22.5%
Associate Degree	8.3%	9.2%	8.3%
Bachelor's Degree	14.8%	11.5%	18.2%
Graduate/Professional Degree	10.6%	8.5%	11.8%

Source: Esri Business Analyst and U.S. Census.

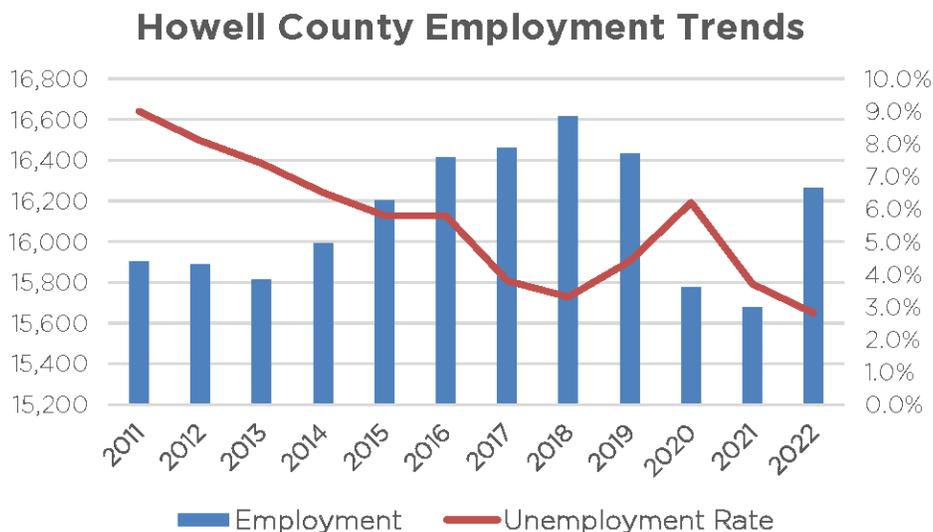
ECONOMIC AND DEMOGRAPHIC ANALYSIS

This section of the report examines the economic and demographic factors impacting real estate development trends in the City of West Plains. Historic demographic trends were provided by the U.S. Census Bureau with 2022 estimates and 2027 forecasts provided by Esri Business Analyst, an international supplier of geographic information systems and data. Quantifying West Plains' economic and demographic characteristics will assist in forecasting the future need for residential housing units and commercial and industrial space.

Employment Trends

Since gains in employment generally fuels growth in population, income, and retail expenditures, job growth is a reliable indicator of general economic conditions and demand for housing and commercial and industrial space. Typically, households prefer to live near work for convenience. Affordable housing costs, reduced commute times, and high quality of life can motivate employees to relocate to the community where their job exists.

The City of West Plains is in Howell County. According to the U.S. Bureau of Labor Statistics, coming out of the Great Recession employment in Howell County grew at a modest rate from 15,905 jobs in 2011 to a peak in 2018 at 16,617 jobs and an unemployment rate of 3.3 percent. The COVID-19 pandemic reversed the decade long employment growth with the loss of 653 jobs in 2020, pushing the unemployment rate to 6.2 percent. By December 2022, Howell County's unemployment rate stood at a healthy 2.8 percent. Average annual employment levels for Howell County from 2011 through 2022 are depicted in the bar chart below.



From 2010 to 2017, the unemployment rate for Howell County trended higher than both the statewide and national averages. By 2018, the Howell County unemployment rate performed at or near the levels of both Missouri and the United States. The pandemic inflated the County's unemployment rate to 6.2 percent in 2020, compared to 4.4 percent for Missouri and 6.7 percent for the nation. By December 2022, the Howell County unemployment rate improved to 2.8 percent, slightly higher than the statewide average and favorable to the national rate of 3.5 percent.

Unemployment Rate Comparison

Year	Howell County	State of Missouri	United States
2010	10.1%	9.4%	9.3%
2011	9.0%	7.8%	8.5%
2012	8.1%	7.0%	7.9%
2013	7.4%	6.6%	6.7%
2014	6.5%	5.7%	5.6%
2015	5.8%	4.5%	5.0%
2016	5.8%	4.3%	4.7%
2017	3.8%	3.5%	4.1%
2018	3.3%	3.2%	3.9%
2019	4.4%	3.5%	3.6%
2020	6.2%	4.4%	6.7%
2021	3.7%	3.9%	3.9%
2022	2.8%	2.7%	3.5%

Source: U.S. Bureau of Labor Statistics.

According to the U.S. Census Bureau, the West Plains, Missouri employment base totals 5,020 jobs. Leading employment sectors include: 1) healthcare and education, 2) retail, 3) professional and business services, and 4) construction. Healthcare employment in West Plains is fueled by the presence of Ozarks Healthcare which serves an 8-county trade area.



From 2023 through 2040, job growth in West Plains is projected to increase at an average annual rate of 0.5 percent to 0.7 percent, yielding an estimated 499 to 711 new jobs.

Tourism has a significant impact on the West Plains economy. According to the State of Missouri, during fiscal year 2021, annual visitor spending in Howell County totaled \$61.6 million. A large source of visitors to Howell County and West Plains are residents from Missouri and Arkansas. Assets that draw visitors to West Plains and Howell County include:

- Eleven historic water mills
- Miles of curvy, exhilarating highways
- Rivers and creeks

- Numerous trails for hiking, biking, and horseback riding
- More than 350 miles of floatable streams
- 16 city parks for walking, biking, or play
- 63,000 wilderness acres of National Forest
- Heart of the Ozarks Fairgrounds
- Courthouse Square Historic District
- West Plains Civic Center
- Avenue Theater
- Ozarks Heritage Welcome Center
- National volleyball tournament
- Old Time Music Festival
- Heart of the Ozarks Blue Grass Festival
- Legit Speedway Park

The West Plains Civic Center is a multi-purpose facility which hosts concerts, circuses, stage shows, athletic events, and much more. The Civic Center features a 3,500-seat arena, a 10,000-square foot exhibit hall, and a performing arts theater. Annual facility usage was reported at 117 public events and 750 total events. Annual attendance at West Plains Civic Center events totals approximately 175,000 patrons.

The Courthouse Square Historic District sits on 11.5 acres and contains 46 historic buildings, ranging in age from 1881-1950. The Avenue Theater, eating and drinking places, antique shops, and boutiques help attract visitors to the historic downtown square.

During 2020 and 2022, West Plains hosted the NJCAA Division 1 Women's Volleyball Championship. The tournament attracted 16 teams from all over the country. The City has submitted a bid for the 2024 championship tournament.

Explore West Plains promotes tourism in West Plains targeting day trips, families, outdoor adventurers, motorcycle owners, and heritage tourists. Marketing efforts place an emphasis on targeting residents of Springfield, Kansas City, and St. Louis.

Population Growth Trends

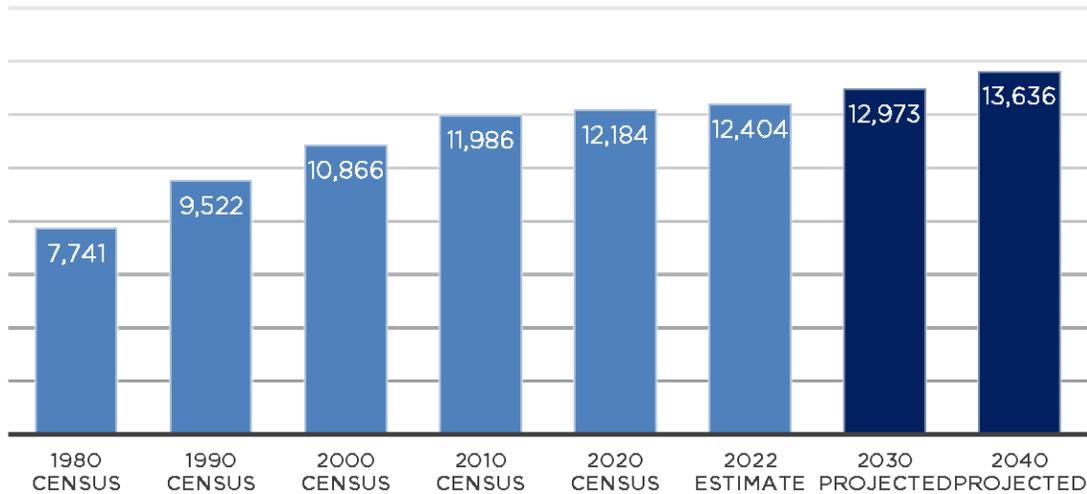
Population growth has a direct impact on the need for housing and retail space. Since its incorporation in 1883, West Plain's population has grown steadily. The city's population increased by 23.0 percent during the 1980's, 14.1 percent during the 1990's, and 10.3 percent in the 2000's, adding a total of 4,245 residents. From 2010 to 2020, the city's population rose 1.7 percent, reaching 12,184 residents. By 2022, Esri estimated the city's population at 12,404 residents.

Future population growth within the City of West Plains was forecast based on such factors as recent new home construction and population trends, employment growth, and the availability of undeveloped land and infrastructure. West Plains supports 2.47 residents per employed job. By comparison, the State of Missouri supports 2.05 residents per job.

From 2023 to 2040, West Plains is forecast to support employment growth of 499 to 711 jobs. At a job to population ratio of 2.47, the city's population is conservatively forecast to increase by 9.9 percent, adding 1,232 new residents. A more optimistic scenario assumes West Plains' population growth will grow at a rate of 14.2 percent, yielding an increase in population through 2040 of 1,757 residents. By 2040, West Plains is forecast to support a population of 13,636 to 14,161 residents.

The forecast population growth of West Plains will generate the need for retail goods and services, additional commercial and industrial space, and new residential housing units. In the bar chart below, U.S. Census Bureau and Ersi Business Analyst population estimates are highlighted in "blue" with future population projections highlighted in "purple".

West Plains, Missouri Population Trends



Household Composition

Household formation and the mix of household types have a direct impact on the composition of retail sales and housing needs. According to Esri Business Analyst, as of 2022 an estimated 5,184 households resided in West Plains with an average household size of 2.30 persons. Family households accounted for 60.8 percent of all households with 30.8 percent of all households having children present. Married couple families accounted for 43.1 percent of all households, of which 17.1 percent had related children.

Over the past six decades the average household size in the United States has declined steadily, from 3.33 persons in 1960 to 2.52 persons by 2019. This declining household size has played a factor in changing housing needs. West Plains' average household size of 2.30 persons is supported by the below average rate of families and married couples with children. The table below provides a comparison of households by type for the City of West Plains and State of Missouri.

City of West Plains Households by Type

Household Type	City of West Plains	State of Missouri
Total Households	5,184	2,375,611
Family Households	60.8%	65.3%
Married Couple Households	43.1%	48.4%
With Related Children	17.1%	20.7%
Other Family (No Spouse Present)	17.7%	16.7%
With Children Present	12.9%	11.0%
Householder Living Alone	33.5%	28.3%
Householder Living Along 65+ Years Old	6.0%	3.9%
All Households with Children	30.8%	31.8%
Average Household Size	2.30	2.44
Average Family Size	2.94	3.00

Source: Esri Business Analyst.

When compared to that of the State of Missouri, West Plains' household composition possesses well below average rates for both of families and married couples with children and above average householders living alone and senior households ages 65 years and over living alone.

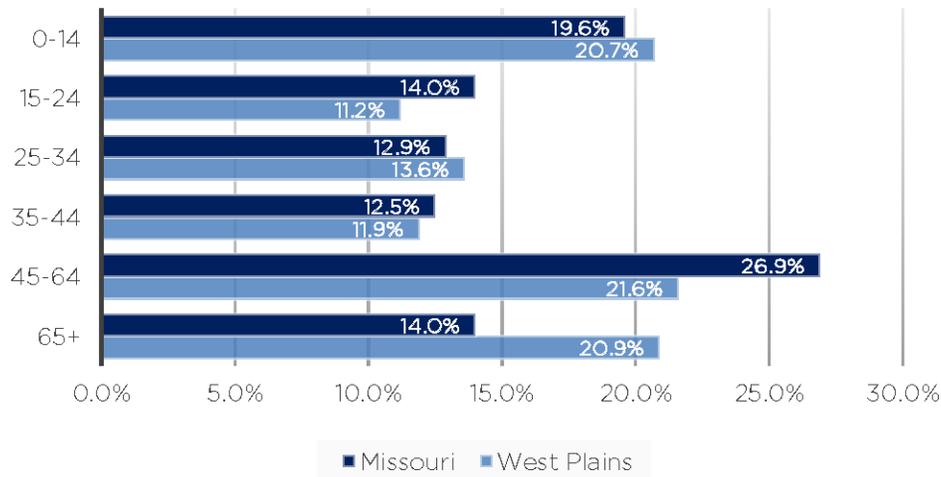
West Plains' household composition characteristics suggest a propensity for detached single-family housing and large population of seniors aging in place.

Population Age Distribution

Age is an important factor in consumer identity, since consumption patterns, housing needs, and financial situation change significantly throughout an individual's lifetime. Change in the relative proportions of age groups throughout the United States is expected to have an important impact on the retailing and housing industries.

The bar chart below provides a comparison of the West Plains and Missouri population by six primary age groups, including children (0-14 years), adolescent (15-24 years), young adults (25 to 34 years), family/working adults (35-44 years); empty nesters (45-64 years) and elderly (65+ years). Each age group possesses distinctively different consumption and housing needs.

Population by Age Comparison; 2022



Esri Business Analyst estimates that while empty nesters ages 45 to 64 years comprise West Plains' largest age group with 21.6 percent of the total population, it lags the statewide norm of 26.9 percent. Another major deviation is West Plains elderly population's 20.9 percent share far exceeds the statewide rate of 14.0 percent. West Plains also supports a much lower percentage of adolescents ages 15 to 24 years. For all other age cohorts, West Plains' share is similar to that of the state.

Children ages 0 to 14 years are not consumers per say, but their presence within a household generates retail expenditures on apparel, accessories and groceries. This age group accounts for 20.7 percent of the West Plains population which slightly exceeds the statewide average.

The adolescent population ages 15 to 24 is key for supporting the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise. Adolescents account for 11.2 percent of the West Plains population. By comparison, adolescents account for 14.0 percent of the Missouri population.

Young adults aged 25 to 34 years generally are new to the workforce. These tech savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adults account for 13.6 percent of the West Plains population and will have a growing impact on the local workforce, retail goods and services, and housing market. Young adults account for 12.9 percent of the Missouri population.

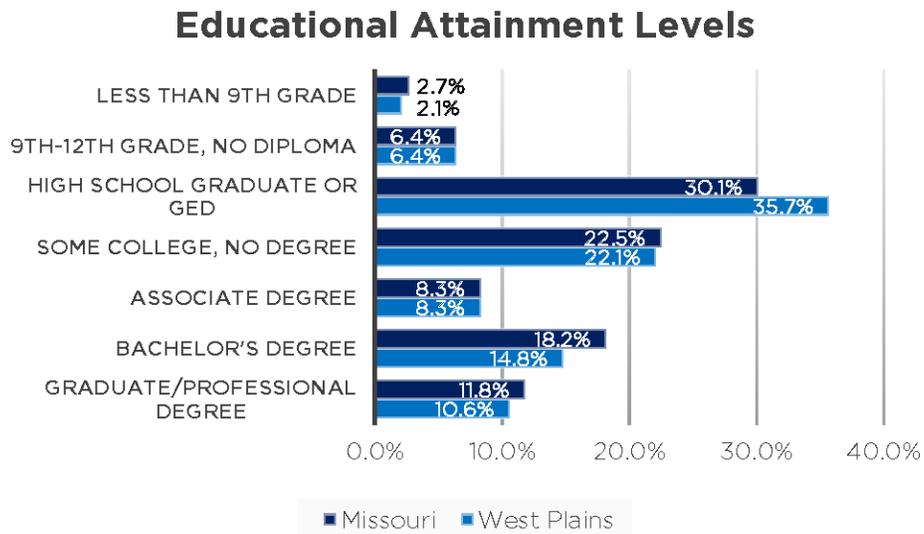
The population ages 35 to 44 are in their child raising and principal consumer years, with expenditures favoring hardware, furniture and home furnishings, consumer electronics, department stores, and eating and drinking places. Family/working adults account for 11.9 percent of the West Plains population, compared to 12.5 percent of the statewide population.

West Plains empty nester population ages 45 to 64 years account for 21.6 percent of the total population, compared to 26.9 percent statewide. This empty nester age group provides opportunities for home downsizing, restaurants, entertainment, and travel and will also produce a growing need for healthcare services and continuum care housing facilities.

According to the U.S. Department of Labor, per capita retail expenditures by seniors 65+ years old is 18 percent lower than those under the age of 35 years and 41 percent lower than people ages 35 to 64 years. Elderly residents 65+ years of age account for 20.9 percent of the West Plains population, compared to 14.0 percent of the statewide population. The senior population poses a growing market for healthcare, senior housing, and downsized housing.

Educational Attainment

Educational attainment levels of a market area’s labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. The bar chart below provides a comparison of educational attainment levels between West Plains and State of Missouri as provided by Esri Business Analyst.



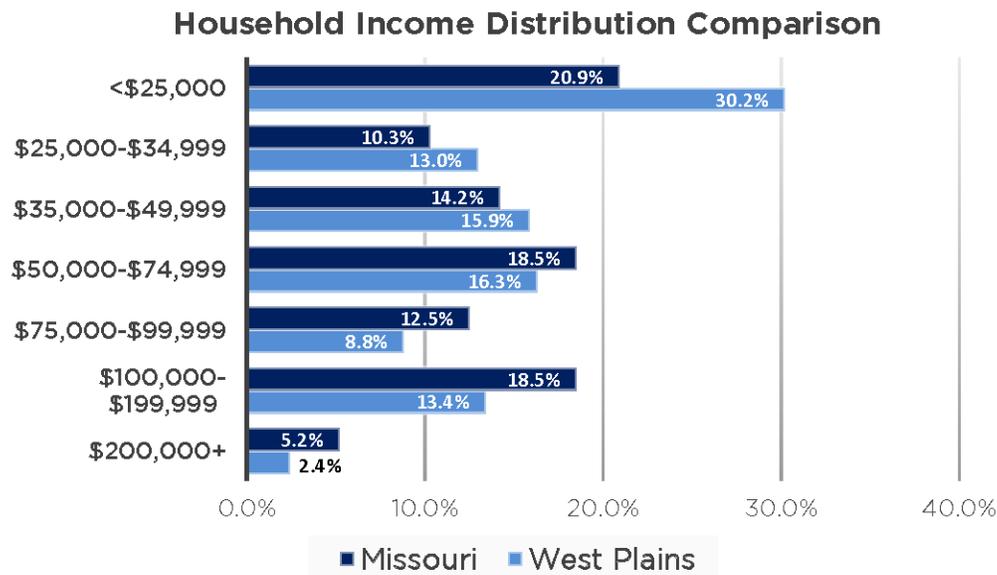
Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the demand for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The demand for office space increases at higher educational attainment levels as a larger percentage of residents are more likely to be employed in professional service and medical professions.

The West Plains population is slightly less educated than the overall Missouri population with 33.7 percent of the population attaining an Associate degree or higher compared to 38.3 percent statewide. Conversely, 44.2 percent of West Plains residents attained a high school diploma or less compared to 39.2 percent of the statewide population.

West Plains educational attainment levels reduce the potential to achieve above statewide average income levels, retail expenditures, and housing values and rents.

Household Income Distribution

Household income levels have a direct impact on retail sales volumes, housing needs, for-sale housing values, and residential rents. A comparison of household income distribution estimates for West Plains and State of Missouri are outlined in the bar chart below.



West Plains' median household income of \$40,166 compares to \$54,596 for Missouri, with a much greater rate of households earning less than \$35,000 and a much lower rate of high-income households earning \$100,000 or more. West Plains' well below household income levels place a constraint on achievable retail sales and rents, housing values, and residential rents. An estimated 30.2 percent of West Plains households earn less than \$25,000 annually, compared to 20.9 percent statewide, suggesting a need for affordable and income-based housing.

An estimated 13.0 percent of West Plains households earn \$25,000 to \$34,999 annually compared to 10.3 percent statewide. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. The median rent in West Plains of \$680 per month as reported by the U.S. Census requires annual household incomes within the lower end of the \$25,000 to \$34,999 income range. Housing valued between \$50,000 and \$99,999 accounts for 42.0 percent of the total housing stock. Based on standard lending practices, households earning \$25,000 to \$34,999 can qualify for the entry-level, for-sale housing. Household income levels suggest that West Plains supports an above average need for affordable rental and for-sale housing.

Housing valued between \$100,000 and \$199,999 accounts for 26.7 percent of the West Plains housing stock. Based on standard lending practices, households earning \$35,000 to \$49,999 can qualify for-sale housing priced from \$100,000 to \$199,999. An estimated 15.9 percent of West Plains households earn \$35,000 to \$49,999, compared to 14.2 percent statewide.

High-income households with annual incomes of \$100,000 or more account for 15.8 percent of West Plains households compared to 23.7 percent for Missouri. These households represent potential demand for housing priced at more than \$400,000, luxury automobiles, retail goods and services, travel, and entertainment.

MARKET ANALYSIS

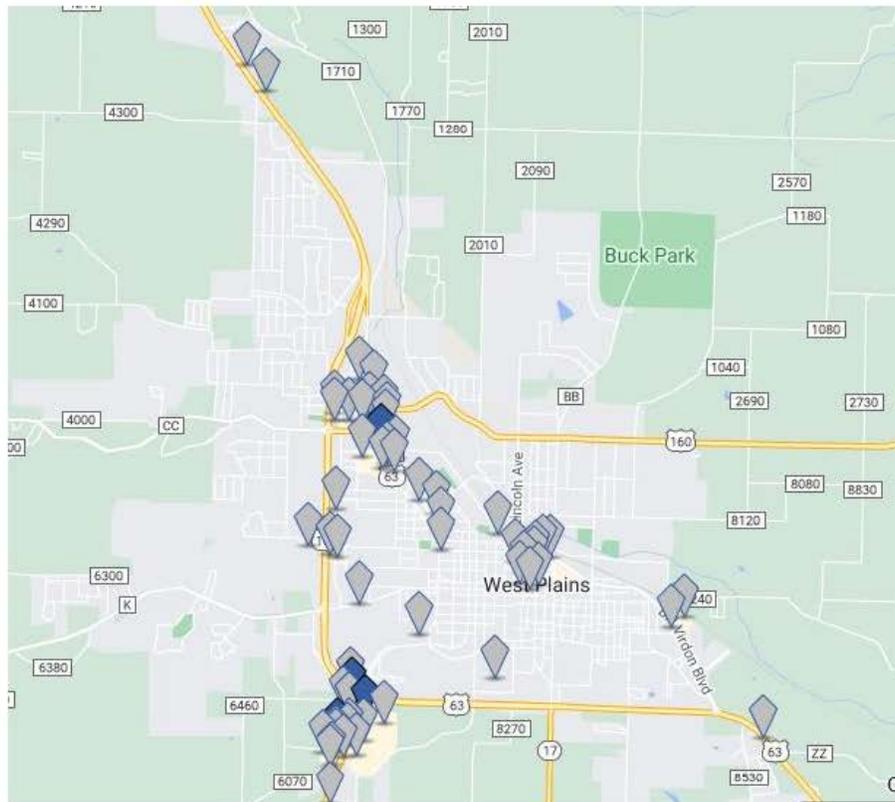
The *Market Analysis* portion of the study evaluated directly competitive retail, professional office, industrial, and housing market trends impacting West Plains, Missouri. The market trends for each prospective land use were evaluated and the long-term need for additional commercial space, industrial space, and housing units was forecast to quantify the level of future real estate development in West Plains.

Retail Market Analysis

The *Retail Market Analysis* portion of the report evaluates directly competitive retail market trends impacting West Plains and forecasts future need for commercial space.

Retail Market Overview

CoStar, a national real estate market research company, provided historical and current retail market trends in West Plains, Missouri. The Costar database was searched for existing shopping centers and retail buildings. Bank branches, convenience stores, automotive, and fast food and sit-down restaurants were excluded from the retail survey. The map below depicts the location of each surveyed shopping center and retail building in West Plains.



The competitive retail search identified 48 properties in West Plains totaling approximately 1.1 million square feet of commercial space. Downtown West Plains served as the city's original business district supporting a large retail presence. Jan Howard Expressway and Porter Wagoner Boulevard now serve as West Plains' principal retail corridors with downtown a secondary hub. As the largest city in south central Missouri, West Plains retail businesses pull from a 40+ mile radius. The table below summarizes retail market trends in West Plains from 2010 through year-end 2022.

West Plains, Missouri Retail Market Trends

Year	# of Properties	Inventory Sq. Ft.	Vacant Space	Vacancy Rate	Net Absorption
2010	45	1,030,458	91,815	8.9%	1,205
2011	45	1,030,458	99,366	9.6%	-7,551
2012	45	1,030,458	114,172	11.1%	-14,806
2013	46	1,038,778	115,431	11.1%	7,061
2014	47	1,047,804	109,415	10.4%	15,042
2015	47	1,047,804	8,259	0.8%	101,156
2016	47	1,047,804	10,459	1.0%	-2,200
2017	47	1,047,804	10,887	1.0%	-428
2018	47	1,047,804	12,587	1.2%	-1,700
2019	47	1,047,804	10,400	1.0%	2,187
2020	47	1,047,804	28,400	2.7%	-18,000
2021	48	1,066,901	18,000	1.7%	29,497
2022	48	1,066,901	0	0.0%	18,000

Source: CoStar.

Downtown West Plains serves as the city's original business district centered around the Howell County Courthouse square and along Washington Avenue south to Broadway Street. The historic downtown is anchored by county offices, Avenue Theatre, U.S. Post Office, and West Plains Civic Center. The 2,000 student Missouri State University campus is located just west of the downtown square. Downtown West Plains is currently occupied by 67 businesses, including 30 retail businesses. Notable retail businesses include eating and drinking places, antiques, clothing and accessories, bike shop, bookstore, and barber shop. West Plains Downtown Revitalization is a nonprofit organization whose mission is to promote economic growth in downtown West Plains while maintaining its historic attributes.

An older commercial corridor exists within the northern portion of the city along Porter Wagner Boulevard housing the Parkway Shopping Center and such businesses as Aldi, Dollar General, Family Dollar, automobile dealerships, and several bank branches and fast-food restaurants.

The Jan Howard Expressway now serves as the city's principal commercial corridor with the primary hub located at the Preacher Roe Boulevard intersection. The 335,138 square foot Southern Hills Shopping Center is undergoing redevelopment that includes a new pylon sign, store façade improvements, signalized access, closure of the JC Penney and Sears stores, and the addition of new national tenants. The shopping center is now occupied by Walmart, Bealls Outlet, Hibbett Sports, Big Lots, Harbor Freight, and several restaurant chains.

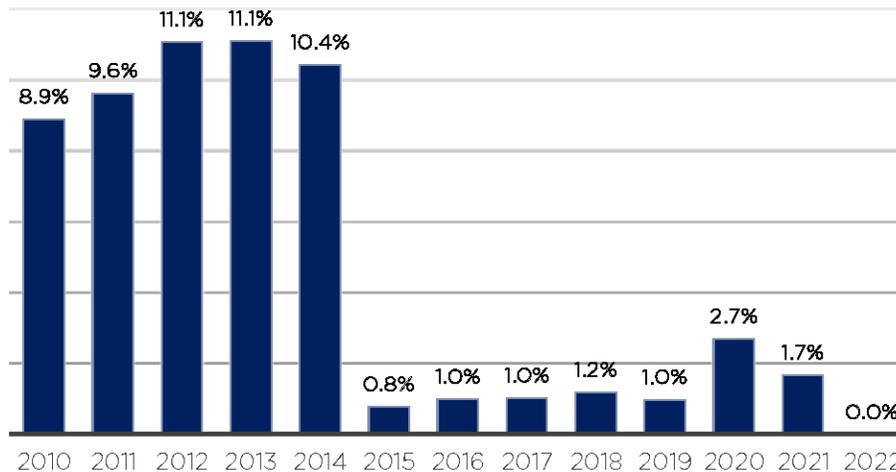
As of year-end 2022, the entire inventory of surveyed retail space in West Plains was 100 percent occupied. Since 2015, West Plains' retail space inventory has operated at a vacancy rate well below market equilibrium. The shortage of retail space available for immediate occupancy is a barrier for attracting prospective businesses.

During 2020, the COVID 19 pandemic adversely impacted the retail industry with negative absorption of 18,000 square of retail space reported. Retail space absorption rebounded over the past two years, amounting to 29,497 square feet in 2021 and 18,000 square feet in 2022. By year-end 2022, no new retail space was under construction in West Plains.

From 2010 through 2014 the West Plains retail market operated at high vacancy levels, increasing from 8.9 percent in 2010 to a high of 11.1 percent in both 2012 and 2013. From 2015 through 2021, in response to accelerated space absorption and modest additions to supply,

West Plains' overall annual vacancy rate ranged from just 0.2 percent to 2.7 percent. The West Plains retail market achieved full occupancy by year-end 2022.

West Plains Retail Vacancy Rate Trends



According to the Multiple Listing Service (“MLS”), ten commercial properties in West Plains totaling 70,837 square feet of building area sold in 2022 at total proceeds of \$3.77 million. Individual sales garnered proceeds ranging from \$23.67 per square foot to \$122.06 per square foot, averaging \$53.27 per square foot.

As the West Plains population continues to grow, an expanded retail market will become viable with new development driven by end-users with speculative development less common.

Trade Area Capture

Information about a community’s retail trade area can help assess the ability of local merchants to attract and capture the retail business of local residents. The trade area capture (“TAC”) is an estimate of the number of people who shop in the local area during a certain period. TAC assumes that local residents will buy goods at the same rate as the state average, and that the only force that causes a variation in spending patterns is income. The formula for calculating TAC is:

$$\text{TAC} = \frac{\text{Community's Actual Retail Sales}}{\text{State Per Capita Sales} \times \text{Community's Per Capita Income} / \text{State Per Capita Income}}$$

If the TAC estimate is larger than the community’s population it suggests: 1) the community is attracting customers outside its boundaries or 2) residents of the community are spending more than the state average. If the estimate is smaller than the community’s population: 1) the community is losing its customers to other regions for retail purchases or 2) residents of the community are spending less than the state average.

For 2022, Esri Business Analyst estimated the City of West Plains population at 12,404 residents and per capita income at \$25,311. The City of West Plains 2023 Budget reported General Fund sales tax collections for FY 2022 of \$2,505,665. At a General Fund City tax rate of 1.0 percent, taxable retail sales are estimated at \$250.6 million.

Esri Business Analyst estimated the population for Missouri at 6,268,203 residents and per capita income of \$30,929. Based on FY 2021 state sales tax collections reported by the Missouri Department of Revenue, the state’s per capita retail sales amount to \$15,835.

$$\text{Trade Area Capture} = \frac{\$250,566,500}{\$15,835 \times (\$25,311 / \$30,929)} = 19,336 \text{ Residents}$$

West Plains' 2022 population of 12,404 residents and estimated TAC of 19,336 people illustrates the City's status as the retail shopping destination for Howell County's population of 39,493 residents.

Retail Pull Factor

Pull factors ("PF") measure a community's ability to attract shoppers, residents and non-residents alike, to make retail purchases within the community. A pull factor is a measure of the strength of a community's retail trade, based on a comparison of local spending in relation to that of a wider geographic area (e.g. the state), with a measure of 1.0 representing a perfect balance. A pull factor greater than 1.0 indicates that the community is pulling in retail sales from beyond its boundaries and the balance of trade is favorable. Alternatively, a pull factor less than 1.0 indicates that the community is not capturing local shoppers and is experiencing retail sales leakage. Pull factors are calculated by dividing the TAC by the community's population.

Dividing West Plains TAC of 19,336 residents by the city's population of 12,404 residents yields a pull factor of 1.56, indicating the city captures retail sales at a rate 56 percent above the statewide average. West Plains above average pull factor suggests it captures retail sales from people residing outside of the city.

Forecast Retail Space Need

As of year-end 2022, West Plains inventory of 1.1 million square feet of retail space was operating at full occupancy. A market equilibrium vacancy rate is generally considered to be in the 7.0 percent range. This section of the study provides conservative and optimistic retail space need estimates from 2023 to 2040 for the City of West Plains.

Supportable retail sales are a function of consumer population and income levels. A trade area's total income is calculated by multiplying the total trade area population by the per capita personal income. Purchasing power, or total sales potential of the trade area, is then quantified by applying average retail expenditures as a percentage of total income.

The City of West Plains 2022 population is estimated at 12,404 residents with the per capita income estimated at \$25,311, yielding total personal income of approximately \$314 million. Based on the *U.S. Census Bureau Annual Retail Trade Survey* and West Plains' per capita income and retail sales levels, retail goods and services sales equate to a spending rate equivalent to approximately 40 percent of total personal income. The City's current income adjusted retail pull factor is 1.56. Fiscal year 2022 retail sales in West Plains of \$250.6 million and occupied retail space of 1,066,901 equates to average sales of \$235 per square foot.

By 2040, the West Plains population is forecast to increase by 1,232 to 1,757 new residents. For this analysis per capita income, average retail sales per square foot, and pull factor remained constant.

Under the conservative scenario, by 2040 the West Plains population growth is forecast to capture new retail goods and services sales of \$19.5 million, supporting an estimated 82,801 square feet of new occupied retail space.

The optimistic scenario assumes stronger population growth will yield increased retail space need. By 2040, West Plains is forecast to capture new retail goods and services sales of \$27.75 million and 118,086 square feet of new occupied retail space.

Forecast Retail Space Need from Population Growth West Plains, Missouri; 2023 – 2040

Retail Sales Formula	Conservative Scenario	Optimistic Scenario
Residential Population Growth (2022-2040)	1,232	1,757
Per Capita Income	\$25,311	\$25,311
Total Gross Personal Income	\$31,183,152	\$44,471,427
% Income Spent on Retail Goods and Services	0.40	0.40
Supportable Goods and Services by City Residents	\$12,473,261	\$17,788,571
City of West Plains Pull Factor	1.56	1.56
Total Supportable Retail Goods & Services Sales	\$19,458,287	\$27,750,170
Average Retail Sales Per Sq. Ft.	\$235	\$235
Retail Space Need 2022-2040 (Sq. Ft.)	82,801	118,086

Source: Canyon Research Southwest, Inc.; March 2022.

Accounting for the current inventory of vacant commercial space in West Plains and a market equilibrium vacancy rate of 7.0 percent, through 2040 the city is estimated to support the need for approximately 170,000 to 207,000 square feet of new retail space. Based on an average floor-area-ratio of 20 percent to 23 percent, the forecast retail space need through 2040 would absorb an estimated 17 to 19 acres of commercial land under the conservative scenario and 21 acres to 24 acres under the optimistic scenario.

Supportable Retail Space New Estimates West Plains, Missouri; 2023 – 2040

West Plains New Retail Space Estimates 2023-2040	Conservative Scenario	Optimistic Scenario
Supportable New Retail Space Need		
West Plains Inventory of Occupied Retail Space 2022 Q4	1,066,901	1,066,901
Forecast Retail Space Need 2022-2040	82,801	118,086
Total Occupied Retail Space Inventory 2040	1,149,702	1,184,987
Market Equilibrium Retail Space Need (7% Vacancy Rate)	1,236,239	1,274,180
Less: Existing Inventory of Retail Space 2022 Q4	1,066,901	1,066,901
Supportable New Retail Space 2022-2040	169,388	207,279
Supportable Development Acres		
20% FAR	19.4	23.8
23% FAR	16.9	20.7

Source: Canyon Research Southwest, Inc.; January 2022.

Retail Site Evaluation

Retail developers and retailers evaluate potential retail locations based on a series of site-specific criteria. Common selection criteria when evaluating prospective retail locations include parcel size, visibility and exposure, accessibility, traffic counts, and direct competition. Using the site selection criteria summarized below, the Planning Area was evaluated for the potential to support future retail development.

Parcel Size

The U.S. Shopping Center Classification and Characteristics published by the International Council of Shopping Centers quantifies the site characteristics for a wide range of shopping center types. Characteristics for principal shopping center types are summarized in the table on the following page.

Visibility

Visibility and exposure have a significant influence on a shopping center's achievable retail sales volumes. All shopping center types should possess major arterial frontage with lifestyle and power centers preferring a freeway or highway location. National and regional big-box retailer, restaurant, convenience store and bank chains also require major arterial frontage.

Accessibility

Community, neighborhood, and strip center development sites rely on an efficient local transportation network that typically includes a mix of major and minor arterial streets. Location at a signalized intersection improves a prospective site's access and exposure. Lifestyle and power centers support larger geographic trade areas and require regional access provided by freeways and highways.

Traffic Counts

The vehicular traffic counts on arterial streets that flow past the site are important when evaluating a potential retail development site. Arterial streets with the highest traffic counts in the trade area can be the most attractive to retailers by providing excellent exposure and potential customers.

Shopping Center Classifications and Characteristics

Shopping Center Type	Concept	GLA Range Sq. Ft.	Acres	Trade Area
Power Center	Anchored by category-killers such as home improvement, discount department stores, and, warehouse clubs, with only a few small tenants	250,000 - 600,000	25 to 80	5 to 10 Miles
Community Center	Anchored by discount stores and supermarkets offering a wide range of apparel and other soft goods.	125,000 - 400,000	10 to 40	4 to 6 Miles
Neighborhood Center	Convenience oriented anchored by a grocery store.	30,000 - 125,000	5 to 15	3 Miles
Strip Center	Attached row of stores or service outlets with on-site parking. A strip center is the smallest center type whose tenants provide a narrow mix of goods and personal services to a limited trade area.	<30,000	<3	< 1 Mile
Lifestyle Center	Upscale national-chain specialty stores with dining and entertainment,	150,000 - 500,000	10 to 40	8 to 12 Miles

Source: International Council of Shopping Centers.

Competition

Concentrations of retail businesses in West Plains include downtown West Plains, Porter Wagoner Boulevard, and Jan Howard Expressway. The intersection of Jan Howard Expressway and Preacher Roe Boulevard serves as the city's dominant retail location consisting of the Southern Hills Shopping Center as such national retailers as Walmart, Bealls Outlet, Hibbett Sports, Big Lots, Harbor Freight, Ace Hardware, and Walgreens. The table below identifies major anchors, junior anchors, grocery stores, drug stores, and national chain restaurants currently operating in West Plains.

West Plains National Retailers

Major Anchors	Junior Anchors	Grocery and Drug Stores	Restaurants
Walmart Supercenter	Bealls Outlet	Aldi	Ruby Tuesday
Meek's	Big Lots	Walgreens	Steak 'n Shake
Westlake Ace Hardware	Hibbett Sports		Colton's Steakhouse & Grill
Ashley Furniture	Maurices		El Charro
	Dollar Tree		Arby's
	Dollar General		Burger King
	Family Dollar		Domino's
	Dollar General		Hardee's
	Harbor Freight		KFC
	Shoe Sensation		McDonalds
	Tractor Supply		Taco Bell
	Sally Beauty		Wendy's

Trade Area Demographics

Trade area population growth and household income levels have a direct impact on supportable retail expenditures. West Plains serves as Howell County's principal shopping destination, supporting a large concentration of national retailers.

Ersi Business Analyst estimated Howell County's current population at 39,327 residents and a median household income of \$45,128, yielding total wage income of \$1.03 billion. High-income households earning \$100,000 or more account for 18.4 percent of all households. The median age of Howell County residents is 41 years, with children (0-14 years) and adolescents (15-24 years) accounting for 19.5 percent and 10.7 percent of the total population.

West Plains retail businesses benefit from these trade area demographic characteristics which are sufficient to support a sizeable retail market.

Jan Howard Expressway and Porter Wagoner Boulevard serve as West Plains principal retail corridors. Locations along both corridors were evaluated for the potential to support future retail uses and new development.

Jan Howard Expressway

The Jan Howard Expressway serves as the city’s principal commercial corridor with the primary hub located at the Preacher Roe Boulevard intersection. This major retail location is occupied by Walmart, Bealls Outlet, Hibbett Sports, Big Lots, Harbor Freight, Walgreens, Westland Ace Hardware, Dollar Tree, and several restaurant chains. The large concentration of existing retailers as well as recent and future new home construction in West Plains favors the Jan Howard Expressway as the premier corridor to support continued retail development.

Jan Howard Expressway south of K Highway is improved with four lanes of traffic, center median, 45 and 50 mile per hour speed limits, and traffic signals at K Highway, Preacher Roe Boulevard, Ramseur Road, Hill Street, and Bill Virdon Road. Preacher Row Boulevard is improved with four lanes of traffic, center median, curbing, sidewalks, overhead lighting, 35 mile per hour speed limit, and traffic signals at Worley Drive, Southern Hills Drive, and Bruce Smith Parkway.

According to Missouri Department of Transportation, the 2021 average daily traffic counts on Preacher Roe Boulevard south of Jan Howard Expressway were reported at 19,389 vehicles (9,683 vehicles northbound and 9,706 vehicles southbound). These are the highest traffic volumes reported in West Plains and provide superior exposure for retail businesses along Preacher Roe Boulevard.

Average daily traffic volumes on Jan Howard Expressway were reported at 10,705 vehicles east of Preacher Roe Boulevard and 13,332 vehicles between K Highway and Preacher Roe Boulevard. Along Jan Howard Road at the intersection of Bill Virdon, average daily traffic counts total 9,604 vehicles.

Based on standard site selection criteria, these locations within the Jan Howard Expressway and Preacher Roe Boulevard corridors are ideal for future retail development, offering excellent access, visibility, exposure, and sufficient size to accommodate a variety of retail formats.

1. Bruce Smith Parkway east of Mitchell Road
2. Ramseur Road from Preacher Roe Boulevard northeast to Jan Howard Expressway
3. South side of Jan Howard Expressway at Ramseur Road – both corners
4. Interchange of Jan Howard Expressway and Bill Virdon Road

Porter Wagoner Boulevard

Porter Wagner Boulevard (U.S. Business 63) is an older commercial corridor located within the northern portion of the city, supporting such businesses as Aldi, Dollar General, Family Dollar, automobile dealerships, thrift store, car wash, and several bank branches, fast-food restaurants, and automobile repair businesses.

Porter Wagner Boulevard is improved with four lanes of traffic, left turn lane, curb, sidewalks, overhead lighting, and a 35 mile per hour speed limit. Traffic signal-controlled intersections are present at Gibson Street and Broadway Street. An interchange at U.S. Highway 63 affords convenience vehicular access to Porter Wagner Boulevard from both the north and south with the potential to support high traffic volumes.

According to Missouri Department of Transportation, the 2021 average daily traffic counts were reported at 13,122 vehicles on Porter Wagner Boulevard (8,049 vehicles northbound and 5,073 southbound).

Given the nearly built-out condition of the Porter Wagner Boulevard corridor potential retail development will consist of infill under-utilized properties. Potential redevelopment formats include freestanding buildings and strip centers.

Employment Market Analysis

This section of the study evaluates office and industrial market conditions impacting West Plains. The goal is to identify future opportunities for West Plains to support employment-related development.

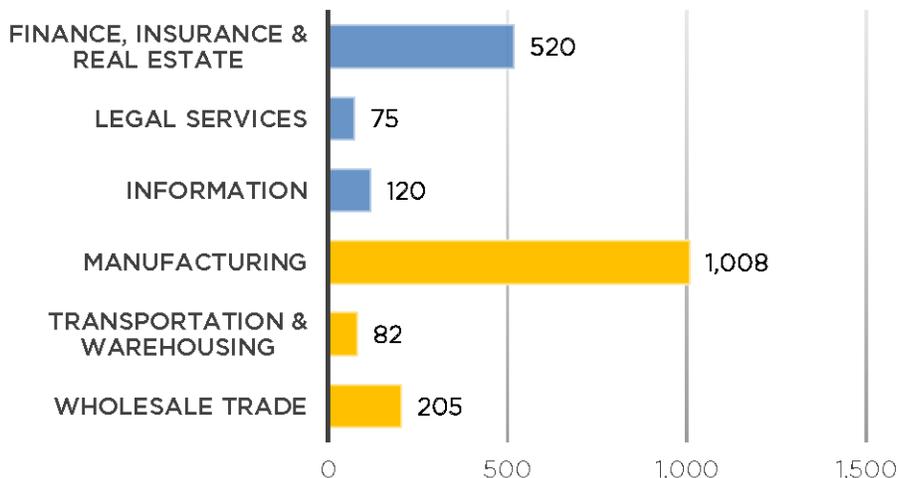
Employment-Related Business Mix

For this analysis industrial-related employment is defined as the manufacturing, wholesale trade, and transportation sectors while office-related employment includes the legal sector and finance, insurance, and real estate (FIRE) sector. In the bar chart below office-related sectors are highlighted in “blue” with industrial-related sectors highlighted in “yellow”.

According to Esri Business Analyst, office-related employment in West Plains consists of 715 jobs in the legal services, information, and finance, insurance, and real estate sectors, accounting for 5.6 percent of total employment. By comparison, office-related jobs account for 21.4 percent of employment in Missouri. At an average space requirement of 200 to 225 square feet per employee, current employment levels can support approximately 143,000 to 160,875 square feet of occupied professional office space.

Industrial-related employment in West Plains totals 1,295 jobs in the manufacturing, wholesale trade, and transportation sectors, or 10.1 percent of total employment. By comparison, industrial-related jobs account for 28.1 percent of employment in Missouri. At an average space requirement of 900 to 1,000 square feet per employee, current employment levels can support approximately 1.2 million to 1.3 million square feet of occupied industrial space.

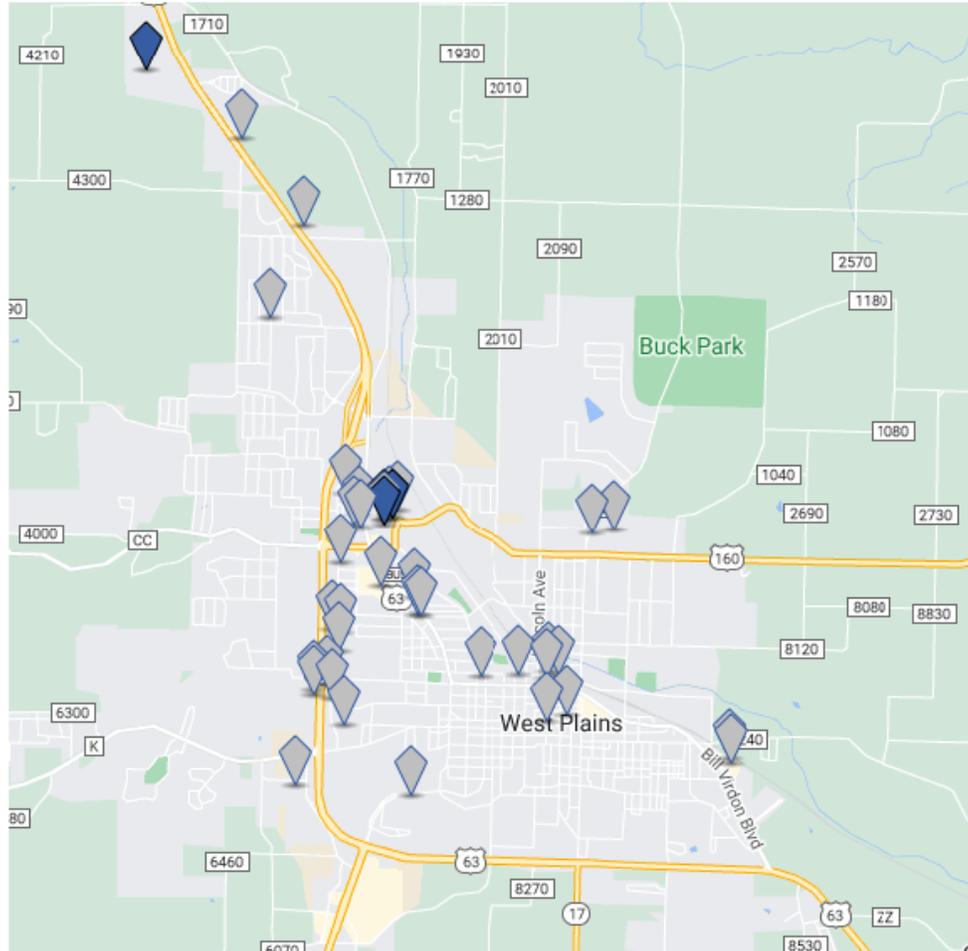
West Plains Office and Industrial Employment



Office Market Overview

CoStar provided historical and current office market trends in West Plains, Missouri. The CoStar database was searched for existing professional and medical office buildings. The map below depicts the location of the surveyed office buildings in West Plains.

West Plains Professional and Medical Office Buildings



The office search identified 39 properties in West Plains totaling 354,274 square feet of professional and medical office space. The Jan Howard Expressway and Porter Wagoner Boulevard corridors and downtown serve as the prominent office districts. The table on page 27 summarizes office market trends in West Plains from 2010 through year-end 2022.

The historic downtown serves as West Plains central business district occupied by professional service firms such as banks, healthcare providers, insurance agents, real estate, and financial planners. Businesses such as law offices, title companies, bail bonds, land services, mortgage companies, and government agencies are located downtown due to the presence of the Howell County offices.

West Plains, Missouri Office Market Trends

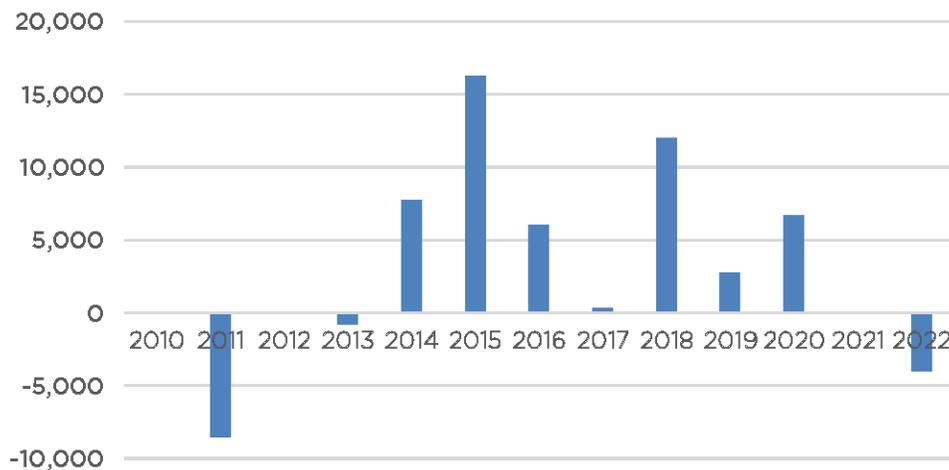
Year	# of Properties	Inventory Sq. Ft.	Vacant Space	Vacancy Rate	Net Absorption
2010	37	306,552	0	0.0%	0
2011	37	306,552	8,491	2.8%	-8,491
2012	37	306,552	8,491	2.8%	0
2013	37	306,552	9,269	3.0%	-778
2014	38	314,266	9,269	2.9%	7,714
2015	39	354,274	33,019	9.3%	16,258
2016	39	354,274	26,999	7.6%	6,020
2017	39	354,274	26,652	7.5%	347
2018	39	354,274	14,676	4.1%	11,976
2019	39	354,274	11,946	3.4%	2,730
2020	39	354,274	5,269	1.5%	6,677
2021	39	354,274	5,269	1.5%	0
2022	39	354,274	9,238	2.6%	-3,969

Source: CoStar.

Since 2010, Costar reported two office buildings totaling 47,722 square feet of space were built in West Plains. The last office building was constructed in 2015.

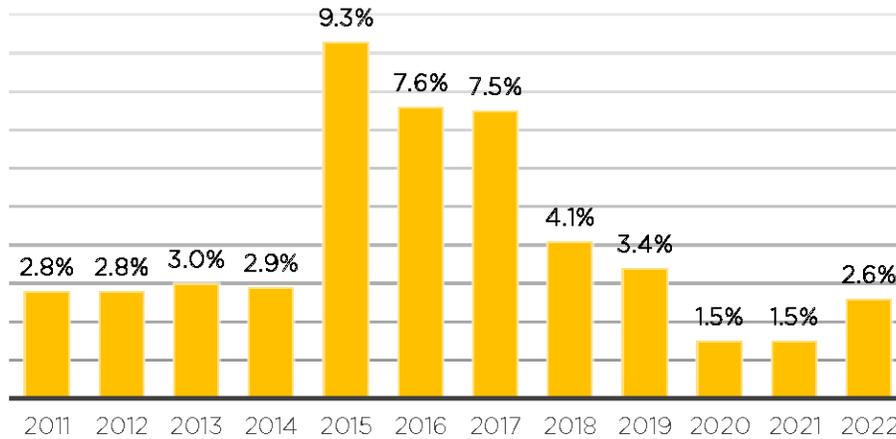
Since 2010, Costar reported 38,484 square feet of office space was absorbed in West Plains. Office space absorption peaked from 2014 to 2016 when two new office buildings were constructed with the net occupancy of 29,992 square feet of space and again in 2018 with 11,976 square feet of net space absorption.

West Plains, Missouri Net Office Space Absorption (Sq. Ft.)



After peaking at 9.3 percent in 2015, the overall vacancy rate for the West Plains office market followed a downward trend to a low of 1.5 percent during 2020 and 2021. By year-end 2022 the vacancy rate climbed slightly to 2.6 percent with just 9,238 square feet of vacant space. Despite the recent uptick in the overall vacancy rate the market remains well below market equilibrium.

City of West Plains, Missouri Office Space Vacancy Rate Trends



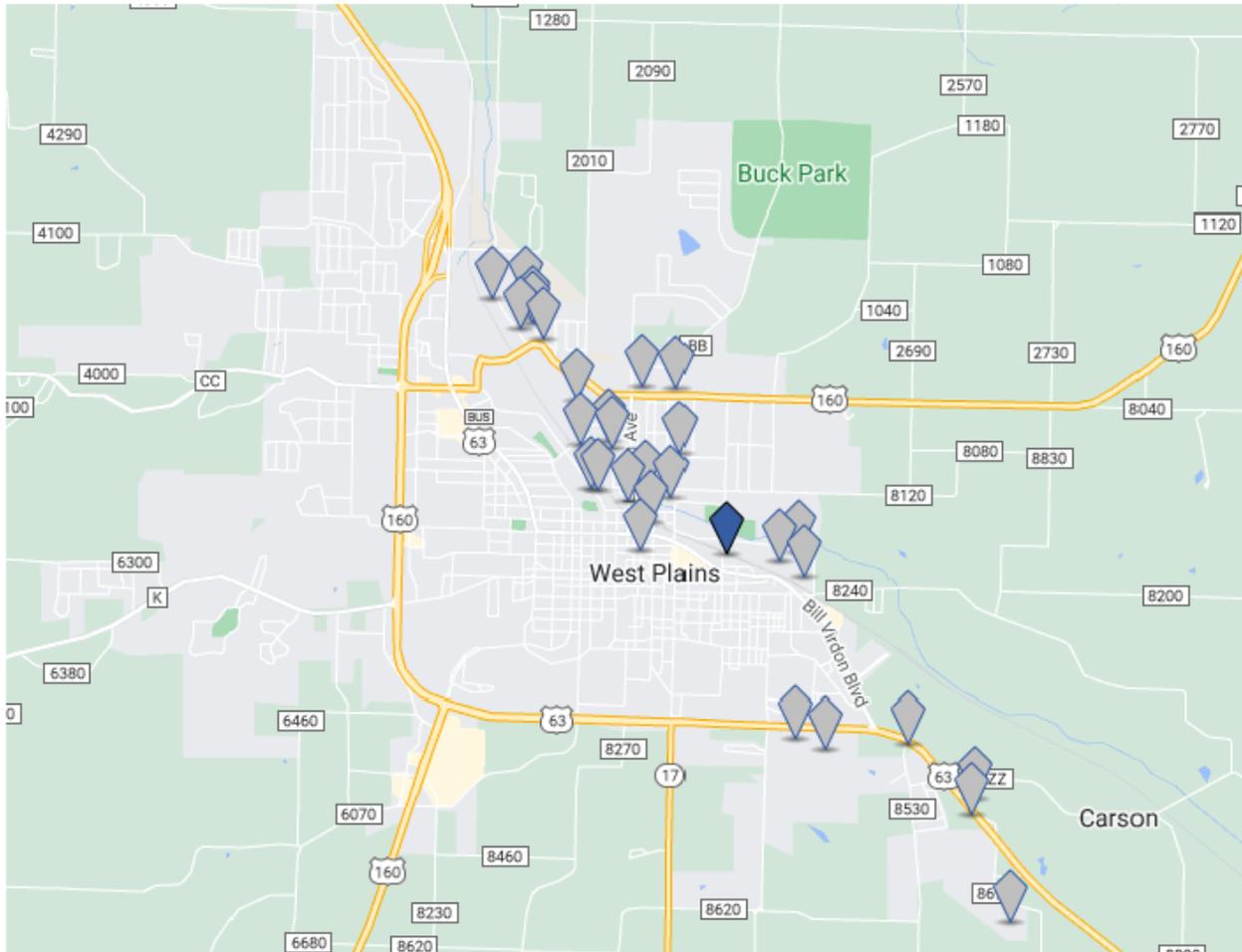
According to the Multiple Listing Service (“MLS”), during 2022, two office buildings totaling 14,405 square feet of building area sold in West Plains for total proceeds of \$1,332,000. The sales equated to a sale price of \$87.72 per square foot and \$101.40 per square foot.

To conclude, the West Plains office submarket supports a modest inventory of professional office space that is primarily occupied by small personal service firms that cater to the area residents. The COVID-19 pandemic did not have an adverse impact on the office market as operating conditions remained healthy. Continued population growth should assist in increasing the need for professional and medical services and occupied office space. The recent expansion of Ozark Health should prompt the continued need for medical office space. Future office development is best suited adjacent to the Ozark Healthcare campus, Jan Howard Expressway and Preacher Roe Boulevard, and the Howell Valley Medical Park on Bill Virdon Boulevard.

Industrial Market Overview

CoStar provided historical and current industrial market trends in West Plains, Missouri. The CoStar database was searched for existing industrial buildings. The map below depicts the location of the surveyed office buildings in West Plains.

West Plains, Missouri Industrial Buildings



The industrial building search identified 30 properties in West Plains totaling 1.08 million square feet of industrial space. The largest concentration of industrial space is in the north portion of West Plains adjacent to the railroad line. A secondary industrial location is present within the southeast quadrant along U.S. Highway 63 which also offers rail access. Leonardo DRS is the largest industrial business operating in West Plains. Other notable industrial businesses include Ozarks Coca Cola Bottling, MFA Agri Service, Hayden Machinery, and AHF Products Lumber Yard. The table on page 30 summarizes industrial market trends in West Plains from 2010 through year-end 2022.

During 2017, Leonardo DRS constructed a 189,904 square foot warehouse at 1 McDaniel Street in West Plains. Since 2010, CoStar reported that no other industrial buildings were constructed. At the close of 2022 no industrial space was under construction in West Plains.

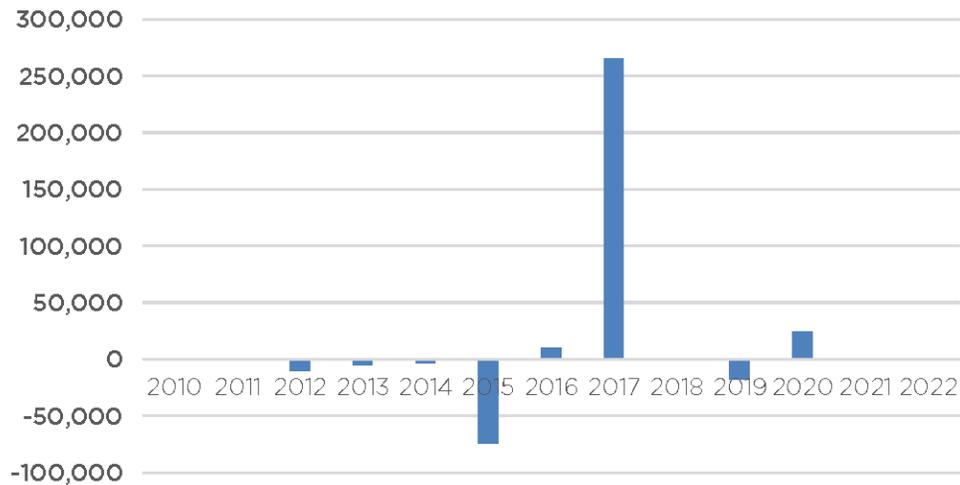
West Plains, Missouri Industrial Market Trends

Year	# of Properties	Inventory Sq. Ft.	Vacant Space	Vacancy Rate	Net Absorption
2010	29	894,444	0	0.0%	0
2011	29	894,444	0	0.0%	0
2012	29	894,444	9,800	1.1%	-9,800
2013	29	894,444	14,750	1.6%	-4,950
2014	29	894,444	18,342	2.1%	-3,592
2015	29	894,444	92,511	10.3%	-74,169
2016	29	894,444	82,169	9.2%	10,342
2017	30	1,084,348	6,833	0.6%	265,240
2018	30	1,084,348	6,833	0.6%	0
2019	30	1,084,348	24,667	2.3%	-17,834
2020	30	1,084,348	0	0.0%	24,667
2021	30	1,084,348	0	0.0%	0
2022	30	1,084,348	0	0.0%	0

Source: CoStar.

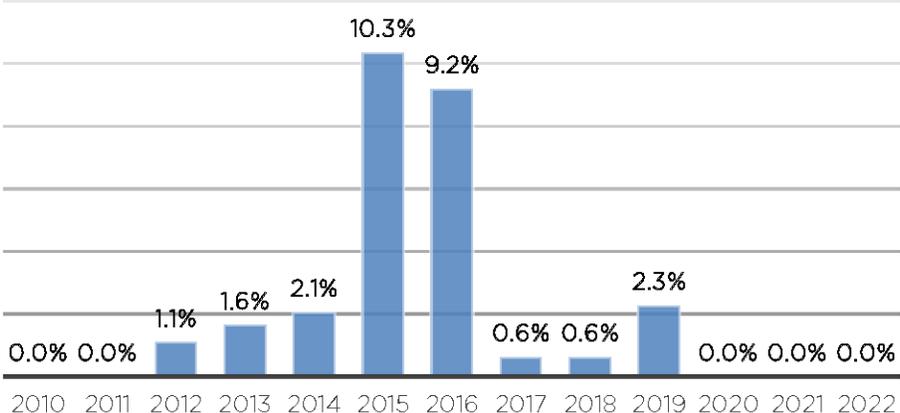
From 2010 through 2022, Costar reported 189,904 square feet of industrial space was absorbed in West Plains, Missouri. From 2012 through 2015, the West Plains market experienced negative space absorption totaling -92,511 square feet. Despite the COVID pandemic business disruption, during 2020 net absorption totaled 24,667 square feet with the market reaching full occupancy.

West Plains, Missouri Net Industrial Space Absorption (Sq. Ft.)



The overall industrial vacancy rate for the West Plains, Missouri market peaked at 10.3 percent in 2015. As the economy recovered and positive industrial space absorption resumed the overall vacancy rate gradually improved reaching a low of 0.0 percent by 2020. Through year-end 2022, the overall vacancy rate remained at 0.0 percent. The absence of industrial space available for immediate occupancy is a barrier for attracting prospective businesses.

**City of West Plains, Missouri
Industrial Space Vacancy Rate Trends**



By year-end 2022, West Plains supported 1.08 million square feet of industrial space, with Leonardo DRS being the largest business. The West Plains industrial market has remained resilient, operating at full occupancy since 2020.

Forecast Space Need

Professional office and industrial space need projections for the City of West Plains through the year 2040 provide an understanding of future market conditions directly impacting the feasibility of supporting new employment-related development.

Professional Office Space

By year-end 2022, West Plains supported 354,274 square feet of office space, operating at an overall vacancy rate of 2.6 percent. The need for professional office space is closely correlated with expansion in office-related employment sectors. Future need for professional office space was forecast utilizing an occupational employment-driven model. This model was designed using the variables of increased employment in categories of economic activity typically associated with demand for office space and average space requirements per employee. A share of regional demand is assigned to the submarket (and specific project) based on location, competition, access, project scale, etc.

According to Esri Business Analyst, office-related employment in West Plains totals 715 jobs in the legal services, information, and finance, insurance, and real estate sectors, accounting for 5.6 percent of total employment.

Since 2010, Costar reported two office buildings totaling 47,722 square feet of space were built in West Plains and a net 38,484 square feet of space was absorbed.

From 2023 through 2040, job growth in the City of West Plains is projected to support an estimated 499 to 711 new jobs. Over the next twenty years the share of new office-related employment in West Plains is anticipated to escalate as the need for professional services

increases. Office-related employment is forecast to account for 12 percent to 15 percent of total job growth, yielding 85 to 107 new jobs.

Office space need created by the future growth in office-related employment was forecast by applying standard job creation ratios published by NAIOP of 1.0 job per 200 to 225 square feet of office space that accounts for both owner-occupied and speculative office space. From 2023 through 2040, office-related job growth in West Plains is projected to support the need for 17,000 to 21,400 square feet of owner-occupied and speculative office space.

Forecast Professional Office Space Need West Plains, Missouri; 2023 to 2040

	Conservative Scenario	Optimistic Scenario
West Plains, Missouri		
Office-Related Employment Growth	85	107
Net Office Space Demand (Sq. Ft.)	17,000	21,400
Average Annual Office Space Demand (Sq. Ft.)	944	1,189

Accounting for the current inventory of vacant office space in West Plains and a market equilibrium vacancy rate of 7.0 percent, through 2040 the City of West Plains is estimated to support the need for approximately 35,000 to 40,000 square feet of new office space. Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast office space need through 2040 would absorb an estimated 2.7 to 3.2 acres of commercial land under the conservative scenario and 3.1 acres to 3.7 acres under the optimistic scenario.

Supportable New Office Space Estimates West Plains, Missouri; 2023 - 2040

	Conservative Scenario	Optimistic Scenario
Supportable New Office Space Need		
West Plains Inventory of Occupied Office Space 2022 Q4	345,036	345,036
Forecast Office Space Demand 2022-2040	17,000	21,400
Total Occupied Office Space Inventory 2040	362,036	366,436
Market Equilibrium Office Space Need	389,286	394,017
Less: Existing Inventory of Office Space 2022 Q4	354,274	354,274
Supportable New Office Space 2022-2040	35,012	39,743
Supportable Development Acres		
25% FAR	3.2	3.7
30% FAR	2.7	3.1

Source: Canyon Research Southwest, Inc.; March 2022.

Medical Office Space

Ozarks Healthcare campus in West Plains serves an 8-county area in south central Missouri and north central Arkansas. The Ozarks Healthcare expansion of the West Plains campus opened in early 2022 which added over 120,000 square feet of medical space. The presence of Ozarks Healthcare is anticipated to fuel future medical office expansion in West Plains.

Medical office space need is a function of expansion in medical practices and associated needs, which is related to growth in population. While population growth trends are associated with economic trends, the fluctuations are less pronounced and demand for this market segment is less cyclical. The need for medical office space is typically highly specific geographically, with healthcare services gravitating to locations at or near hospitals.

The need for medical office space is forecast via a methodology that includes a determination of medical employment per capita for the trade area which is then multiplied by the average square footage required per medical employee to derive a total medical office square footage per capita coefficient. This local area coefficient is applied to current (future) estimates of area population to generate an estimate of current (future) medical space need, excluding demand related to acute care hospitals and other more specialized surgical centers.

According to physician census data compiled by the Federation of State Medical Boards (FSMB) in 2022, the number of licensed physicians in the United States totaled 1,073,616. The United State population of 329.7 million, equating to 307 licensed physicians per 100,000 population. The 11,966 licensed physicians in Missouri amounts to an average of 513 physicians per 100,000 population.

From 2023 to 2040, the City of West Plains population is forecast to increase by 1,232 to 1,757 residents. Based on the statewide average for physician density and forecast population growth produces the need by 2040 for six to nine additional physicians. The Medical Group Management Association (“MGMA”) in its annual costs survey reported that for family practices, the median medical office space need is approximately 1,900 square feet per full-time equivalent physician.

Based on these factors, from 2022 through 2040, population growth within the City of West Plains is estimated to support the need for 11,400 to 17,100 square feet of medical office space.

Forecast Medical Office Space Need West Plains, Missouri; 2023 to 2030

	Moderate Scenario	Optimistic Scenario
West Plains, Missouri		
Growth in Physicians	6	9
Net Medical Office Space Demand (Sq. Ft.)	11,400	17,100
Average Annual Space Demand (Sq. Ft.)	633	950

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast medical office space need through 2040 would absorb an estimated 0.9 to 1.0 acres of commercial land under the conservative scenario and 1.3 acres to 1.6 acres under the optimistic scenario.

Industrial Space

By year-end 2022, West Plains supported 1.08 million square feet of industrial space. Since 2010, Costar reported 189,904 square feet of industrial space was absorbed in West Plains.

The need for industrial space is a function of employment, investment, and technology. The U.S. Department of Labor defines industrial employment as jobs in the manufacturing, wholesale trade, and transportation and warehousing industries.

Industrial-related employment in West Plains totals 1,295 jobs in the manufacturing, wholesale trade, and transportation sectors, or 10.1 percent of total employment.

Through 2040, the City of West Plains is forecast to add 499 to 711 jobs. Industrial employment is forecast to account for 25 to 30 percent of total job growth, adding an estimated 125 to 213 jobs.

According to Costar, by year-end 2022 West Plains supported 1.08 million square feet of occupied industrial space. Industrial-related employment in West Plains totals 1,295 jobs, equating to 837 square feet of occupied industrial space per employee.

Space needs created by the future growth in industrial employment was forecast by applying standard job creation ratios of 1.0 job per 900 to 1,000 square feet of light manufacturing, warehouse and flex industrial space. These job creation rates account for both owner-occupied and speculative industrial space.

Forecast Industrial Space Need West Plains, Missouri; 2023 to 2040

	Conservative Scenario	Optimistic Scenario
West Plains, Missouri		
Industrial-Based Employment Growth	125	213
Industrial Space Demand (Sq. Ft.)	112,500	213,000
Average Annual Industrial Space Demand (Sq. Ft.)	6,250	11,833

From 2023 through 2040, industrial job growth in West Plains is projected to support the need for 112,500 to 213,000 square feet of both owner-occupied and speculative industrial space.

Accounting for the current inventory of vacant industrial space in West Plains and a market equilibrium vacancy rate of 7.0 percent, through 2040 the city is estimated to support the development of approximately 203,000 to 311,000 square feet of new industrial space.

Based on an average floor-area-ratio of 35 percent to 40 percent, the forecast industrial space need through 2040 would absorb an estimated 11.6 to 13.3 acres of industrial land under the conservative scenario and 17.8 acres to 20.4 acres under the optimistic scenario. The table on the following page provides industrial space and land needs through 2040 for West Plains.

Supportable New Industrial Space Estimates West Plains, Missouri; 2023 – 2040

	Conservative Scenario	Optimistic Scenario
Supportable New Industrial Space Need		
West Plains Inventory of Occupied Industrial Space 2022 Q4	1,084,348	1,084,348
Forecast Industrial Space Demand 2022-2040	112,500	213,000
Total Occupied Industrial Space Inventory 2040	1,196,848	1,297,348
Market Equilibrium Industrial Space Need (7% Vacancy)	1,286,933	1,394,998
Less: Existing Inventory of Industrial Space 2022 Q4	1,084,348	1,084,348
Supportable New Industrial Space 2022-2040	202,585	310,650
Supportable Development Acres		
35% FAR	13.3	20.4
40% FAR	11.6	17.8

Source: Canyon Research Southwest, Inc.; March 2023.

Site Evaluation

A site evaluation has been prepared on the Planning Area for professional office, medical office, and industrial land uses.

Professional Office

West Plains supports 354,274 square feet of professional and medical office space. The Jan Howard Expressway and Porter Wagoner Boulevard corridors and downtown serve as the prominent office districts.

A feasible professional office building development site possesses the following characteristics: location within an established office market, excellent accessibility and exposure; appropriate parcel size and infrastructure; availability to a large and diverse labor pool; and compatibility with surrounding land uses. Suburban office development tends to gravitate to convenient freeway locations and/or mixed-use environments that provide the needed support services (i.e., restaurants, retail goods, lodging and entertainment) and prestigious business image.

Using these site selection criteria, the Ozarks Healthcare West Plains campus, Jan Howard Expressway corridor, and Howell Valley Medical Park were evaluated for the potential to support future professional and medical office development.

Location

As of the fourth quarter of 2022, West Plains supported 354,274 square feet of professional and medical office space operating at a healthy vacancy rate of 2.6 percent. Through the year 2040, West Plains is forecasted to absorb 46,000 to 57,000 square feet of professional and medical office space. West Plains is the largest city within a 100-mile radius and serves as a regional medical center, making it an attractive location for future professional and medical office expansion.

Property surrounding the Ozarks Healthcare is largely build-out. Under-utilized properties along West 6th Street and 9th Street have the potential to be redeveloped for medical office use. The benefit of this location is the proximity to and synergy with Ozarks Healthcare.

The Southern Hills Shopping Center at the southeast corner of Jan Howard Expressway and Preacher Roe Boulevard has been redeveloped and is now West Plains largest retail destination. Land along Ramseur Road between Jan Howard Expressway and Preacher Roe Boulevard has the potential to develop into an office corridor, affording convenient access to shopping, and personal and business services, restaurants, and hotels.

The Howell Valley Medical Park is located on the east side of Bill Virdon Boulevard just north of Jan Howard Expressway. Tenants operating within this master planned office park include Pain Treatment Associates, West Plains Surgery Center, Jones Eye Center, Southern Missouri Hearing Specialists, and Southern Missouri ENT & Allergy. A pediatric dental office is currently under construction and a medical office building is planned for near-term construction. The Howell Valley Medical Park is an excellent location for continued medical office development.

Access and Exposure

The Ozarks Healthcare campus and surrounding properties benefit from direct access and visibility via Jan Howard Expressway.

Available land along Ramseur Road offers excellent visibility from Ramseur Road and local and site access via both Jan Howard Expressway and Preacher Roe Boulevard.

The Howell Valley Medical Park possesses adequate access via both Bill Virdon Boulevard and Jan Howard Expressway.

Land Area and Infrastructure

The Ozarks Healthcare campus and surrounding properties, land along Ramseur Road, and Howell Valley Medical Park all possess the necessary land area and infrastructure to support professional office and medical office development.

Access to Labor

Howell County supports a population of 39,750 and a workforce exceeding 16,500. The current employment composition supports 1,460 jobs in the professional and business services, financial activities, and information sectors and 5,017 jobs in the education and healthcare sector. These employment sectors generate the need for professional office and medical office space.

Neighboring Land Uses

The Ozarks Healthcare campus affords physicians and healthcare companies convenience access to the acute care hospital and other healthcare providers.

Available land along Ramseur Road between Jan Howard Expressway and Preacher Roe Boulevard is located within West Plains' largest commercial core, affording convenient access to shopping, and personal and business services, restaurants, and hotels.

The Howell Valley Medical Park is a master planned medical campus housing a variety of existing healthcare providers.

Conclusions

The Ozarks Healthcare West Plains campus, Jan Howard Expressway corridor, and Howell Valley Medical Park are all suitable for future professional office and medical office development. The Ozarks Healthcare West Plains campus will require the assemblage of under-utilized property to accommodate continued office development. The southeast quadrant of Jan Howard Expressway and Preacher Row Boulevard is an excellent location for office development with a business park environment possible along Ramseur Road. The Howell Valley Medical Park possesses an inventory of fully improved vacant land available for future professional office of medical office development.

Industrial

A feasible industrial and flex space development site possesses the following characteristics: excellent location and access; appropriate parcel size and infrastructure; availability to a large and diverse labor pool; proximity to customers; and compatibility with surrounding land uses. Industrial development tends to concentrate along transportation infrastructure such as freeway corridors, rail lines, and airports.

Using these site selection criteria, potential locations in West Plains were evaluated for the potential to support future logistics, warehouse, and manufacturing development.

The largest concentration of industrial space is in the north portion of West Plains adjacent to the railroad line. While much of this industrial core is occupied by existing buildings, land remains available for future development in and around the IDC Industrial Park at Old Airport Road and Girdley Street as well as vacant land along Independence Drive east of Concord Road. An alternative location for future industrial development includes the U.S. Highway 63 corridor in the far southeast quadrant of West Plains.

Location

West Plains supports 1.08 million square feet of industrial space, most of which is in the north portion of the city. Rail access is available to this established industrial center. Land within West Plains' southeast quadrant offers excellent highway accessibility and the availability of rail service.

Transportation Infrastructure

U.S. Highways 63 and 160 provide West Plains with regional access which is important for logistics and warehouse operations.

Each prospective location for future industrial development offers convenient highway and rail access, providing opportunities for manufacturing and warehouse operations.

Parcel Size

Each prospective industrial location in West Plains benefits from a large land area capable of supporting development of a mixed-use business park including light manufacturing, warehouse, and office uses. Sufficient land area is available to support lot sizes and configurations capable of accommodating a wide range of building sizes.

Access to Labor

Howell County supports a population of 39,750 and a workforce of 16,500. The current employment composition supports 3,354 jobs in the manufacturing, wholesale trade, and transportation, warehousing, and utilities sectors. These employment sectors generate the need for manufacturing and warehouse space.

Proximity to Customers

Highway and rail access provide opportunities for transload and logistics operations capable of providing overnight delivery to such metropolitan markets as Springfield, Wichita, Kansas City, Little Rock, Memphis, Tulsa, and Oklahoma City.

Neighboring Land Uses

Existing development within the north industrial corridor in West Plains consists predominantly of manufacturing and warehouse facilities. Along U.S. Highway 63 in West Plains' southeast quadrant a cluster of industrial uses is located south of Missouri Highway ZZ. Ample vacant land is available along U.S. Highway 63 to support industrial uses.

Conclusions

Given existing development patterns the vacant land within the City of West Plains that is recommended to be designated for future industrial use includes:

1. Land in and surrounding the IDC Industrial Park at Old Airport Road and Girdley Street;
2. Land along Independence Drive east of Concord Road; and
3. Land along U.S. Highway 63 south of Missouri Highway ZZ

Residential Housing Market Analysis

This section of the report evaluates the City of West Plains' residential housing market with the goal is to identify current and future opportunities to support new housing stock.

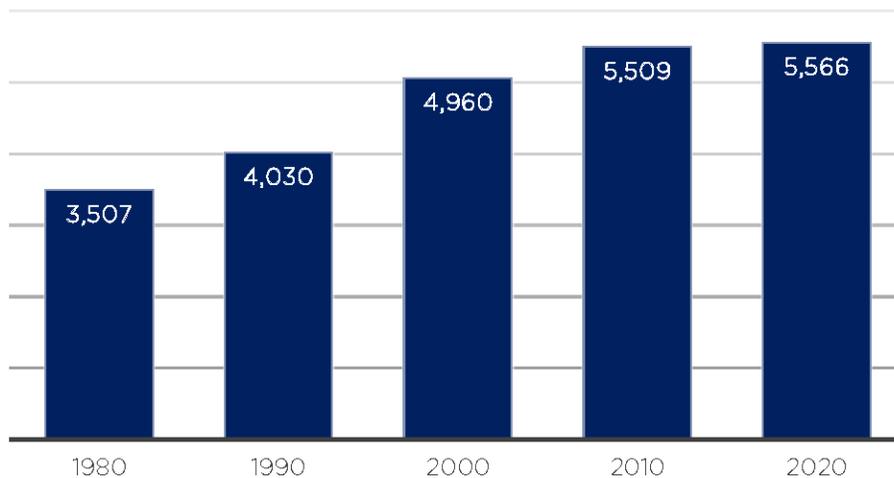
Housing Stock Characteristics

To identify the City of West Plains' existing housing stock characteristics this section of the study addresses the total inventory of dwelling units, occupancies, age, mix of housing types, housing values, new housing construction trends, and recent owner-occupied housing sales activity.

Housing Inventory Trends

Over the past 40 years the West Plains housing stock has increased steadily. The 1980 Census reported the West Plains housing stock at 3,507 dwelling units. By the 2010 Census, West Plains' housing stock increased by 57.1 percent to 5,509 dwelling units. Housing stock growth was the highest from 1980 to 1990 when 1,042 new housing units were added. From 2010 through 2020, the city's housing stock increased by just 57 dwelling units. The slight increase in housing units was influenced by the loss of housing units associated with the April 2017 flood.

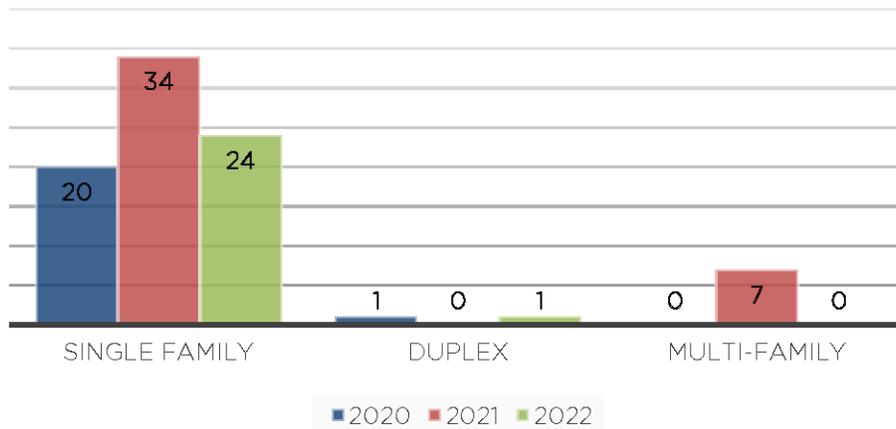
West Plains, Missouri Housing Stock



From 2020 through 2022, the City of West Plains issued building permits for the construction of 78 single-family housing units at a total value of \$13.1 million. Single-family construction peaked in 2021 with 34 homes permitted at a value of \$7,437,200. During 2020, new single-family home construction activity totaled 24 building permits at a value of \$2.9 million. From 2020 to 2022, just two building permits valued at \$451,000 were issued for duplex structures and seven permits issued for multi-family housing valued at \$3.77 million.

Most of the recent new single-family home construction in West Plains has occurred on the west side of the city in such subdivisions as The Timbers, Kaywood Estates, StoneyBrook, Quail Run Estates, Millwood, and Westway Hills Phase 2.

City of West Plains, Missouri Housing Units Permitted 2020-2022

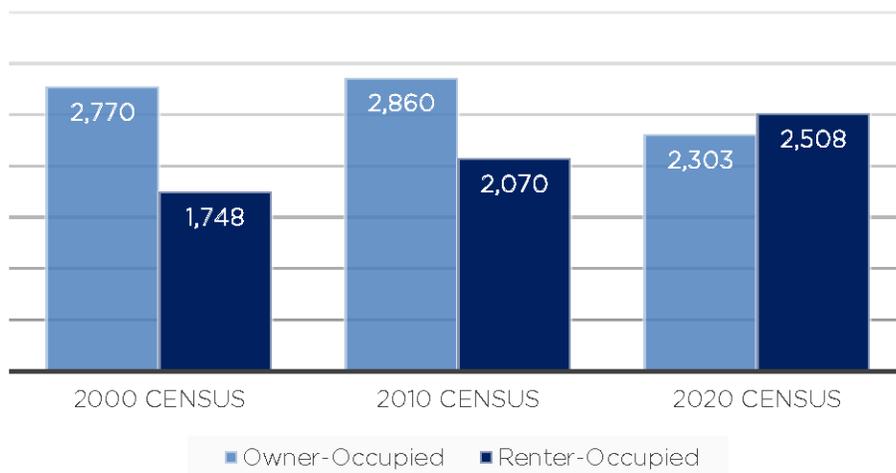


Housing Tenure Trends

The 2000 Census reported that 4,518 housing units were occupied in West Plains, including 2,770 owner-occupied units and 1,748 renter-occupied units. From 2000 to 2010, the number of owner-occupied housing units in West Plains increased 3.2 percent to 2,860 units while the inventory of renter-occupied housing units increased by 18.4 percent to 2,070 housing units.

From 2010 through 2020, the housing tenure for West Plains decreased by 557 owner-occupied housing units and increased by 438 renter-occupied housing units. As a share of the total occupied housing stock, owner-occupied housing declined from 61.3 percent in 2000 to 47.9 percent by 2020 while renter-occupied housing increased from 38.7 percent in 2000 to 52.1 percent by 2020. By comparison, during 2020 the Missouri housing stock was reported at 67.1 percent for owner-occupied housing units and 32.9 percent with renter-occupied housing units. West Plains growing rental housing market stems from the fact that 43.2 percent of households possess annual under \$35,000 and are perpetual renters as well as tighter mortgage lending requirements.

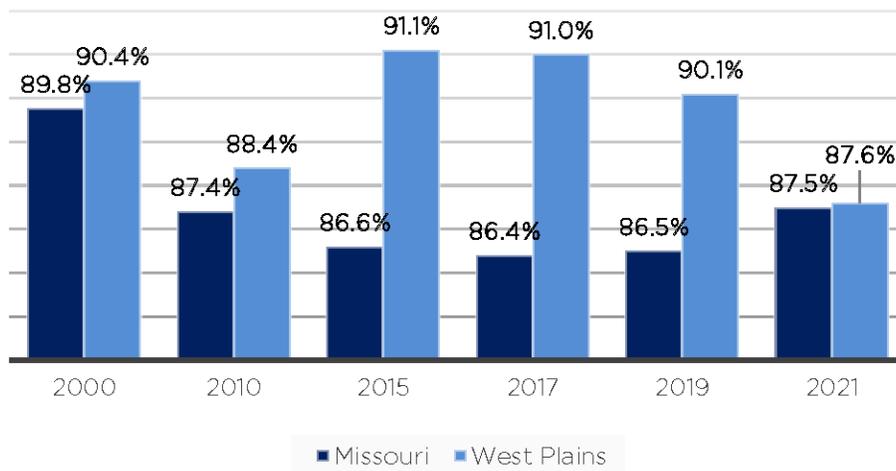
City of West Plains Housing Tenure Trends



Housing Occupancy Trends

The U.S. Census reported the overall occupancy rate for existing housing in West Plains declined slightly from 90.4 percent in 2000 to 88.4 percent by 2010. The net gain in occupied housing units over the decade totaled 412 dwelling units. According to the *American Community Survey* published by the U.S. Census Bureau, West Plains' housing occupancy rate increased to 91.1 percent in 2015. Over the past six years West Plains' overall housing occupancy rate declined steadily to a low of 87.6 percent by 2021.

Housing Occupancy Rate Comparison



From 2000 to 2019, housing occupancies for West Plains significantly outpaced the statewide average. During 2000, West Plains' housing occupancy rate of 90.4 percent compared favorably against that of 89.8 percent for Missouri. From 2010 to 2019, the gap grew and by 2019 West Plains' occupancy rate of 90.1 percent compared to the statewide average of 86.5 percent. By 2021, West Plains' housing occupancy rate of 87.6 percent was comparable to the statewide average of 87.5 percent.

Age of Housing Stock

The table on the following page compares the age of the West Plains housing stock with that of the State of Missouri as reported by the U.S. Census Bureau.

The age of the West Plains' housing stock is slightly newer than the statewide inventory. Homes built since 1980 account for 48.6 percent of West Plains' existing inventory and 23.4 percent built prior to 1960. By comparison, 45.4 percent of the state's housing stock was built since 1980 with 28.1 percent built prior to 1960.

In recent years there has been activity by flippers to purchase older housing in the central and eastern sections of West Plains, renovate the homes, and sell them for a profit. These older parts of the city have been targeted given the age, condition, and pricing of the housing stock.

West Plains, Missouri Housing Stock by Year Built

Year Structure Built	# of Units	% of Total	Missouri
Total Housing Units	5,480		2,782,081
Built 2020 or Later	0	0.0%	0.2%
Built 2010 to 2019	384	7.0%	6.2%
Built 2000 to 2009	709	12.9%	12.9%
Built 1990 to 1999	895	16.3%	14.1%
Built 1980 to 1989	677	12.4%	12.0%
Built 1970 to 1979	1,194	21.8%	15.2%
Built 1960 to 1969	343	6.3%	11.4%
Built 1950 to 1959	491	9.0%	10.0%
Built 1940 to 1949	229	4.2%	4.6%
Built 1939 or Earlier	558	10.2%	13.5%

Source: U.S. Census.

Housing Stock Mix

West Plains' housing stock mix is influenced by its rural character whereby the demand for single-family housing exceeds that for attached rental housing. Detached single-family housing accounts for 71.3 percent of West Plains' housing stock, exceeding the statewide rate of 70.5 percent.

Multi-family housing accounts for 22.0 percent of West Plains' housing stock compared to 20.2 percent for Missouri. Large-scale properties in West Plains with 20 or more dwelling units total 273 dwelling units, or 5.0 percent of the total housing stock. Duplexes and properties with 5 to 9 dwelling units both account for 5.1 percent of the West Plains housing stock compared to 3.3 percent and 3.7 percent, respectively, for Missouri.

West Plains, Missouri Housing Stock by Type

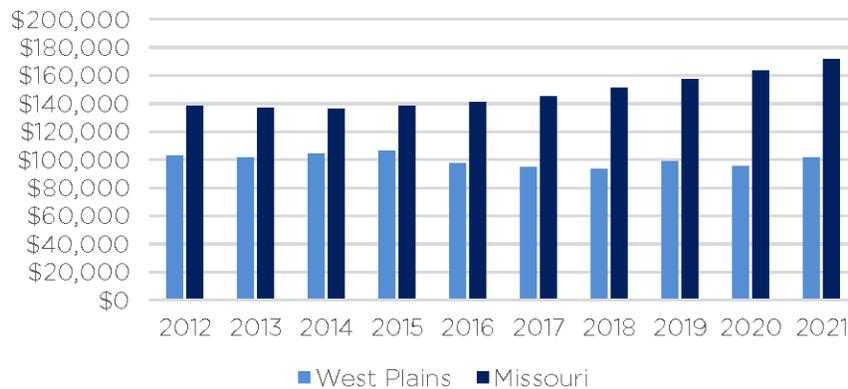
Units in Structure	# of Units	% of Total	Missouri %
1-Unit, Detached	3,905	71.3%	70.5%
1-Unit, Attached	134	2.4%	3.6%
2 Units	279	5.1%	3.3%
3 or 4 Units	224	4.1%	4.6%
5 to 9 Units	278	5.1%	3.7%
10 to 19 Units	146	2.7%	3.4%
20+ Units	273	5.0%	5.2%
Mobile Home	241	4.4%	5.7%
Boat, RV, Van, etc.	0	0.0%	0.1%
Total Housing Units	5,480	100.0%	100.0%

Source: U.S. Census Bureau.

Housing Values

According to the *American Community Survey*, during 2012 West Plains' median housing value of \$103,300 lagged the statewide median of \$138,400. Lower housing values are common among rural communities given the lower demand and household income levels. Stemming from the national housing bust, the median housing value for both West Plains and the State of Missouri declined steadily from 2010 through 2013. From 2016 to 2020, West Plains' median housing value declined 10.6 percent while Missouri housing reported value appreciation of 18.2 percent. From 2012 to 2021 the median home value in West Plains declined by 1.3 percent to \$102,000 compared to a 24.1 percent increase statewide. The bar chart below provides a comparison of median housing values between West Plains and the State of Missouri from 2012 to 2021.

Median Housing Value Trends City of West Plains vs. State of Missouri



Nearly half of the owner-occupied housing stock in West Plains is valued under \$100,000, compared to just 23.5 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for 24.5 percent of West Plains' housing stock compared to 41.4 percent statewide.

**Housing Value Comparison; 2021
City of West Plains vs. State of Missouri**

Price Range	City of West Plains	State of Missouri
Less than \$50,000	6.6%	8.2%
\$50,000 - \$99,999	42.0%	15.3%
\$100,000 - \$149,999	16.6%	17.5%
\$150,000 - \$199,999	10.1%	17.7%
\$200,000 - \$299,999	15.9%	20.9%
\$300,000 - \$499,999	7.7%	14.7%
\$500,000+	0.9%	5.8%

Source: U.S. Census Bureau.

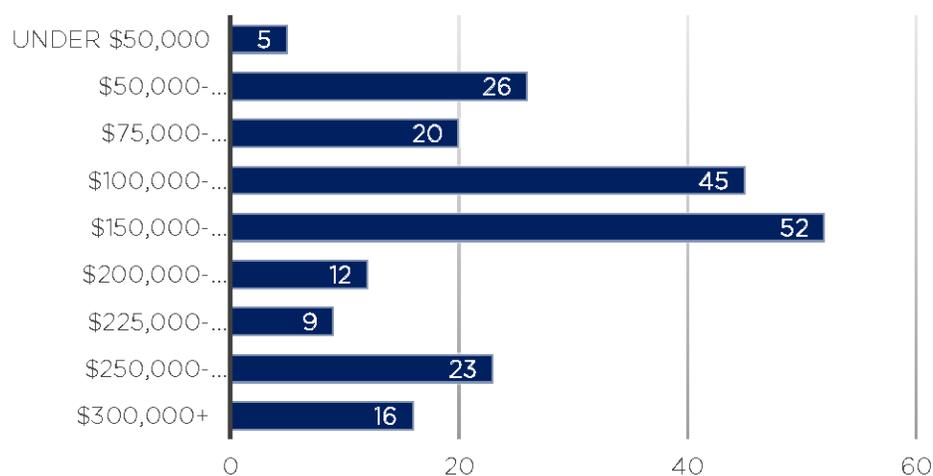
Multiple Listing Service ("MLS") data was consulted to ascertain recent single-family home sales velocity trends in the West Plains city limits. During 2022, 212 homes sold in West Plains totaling \$36.0 million in proceeds. Homes sold during 2022 in West Plains featured a wide range of price points, garnered an average price of \$173,147 and a median price of \$155,000. Housing values in

West Plains are impacted by below average household income levels that drive the need for housing priced under \$150,000.

During 2022, 24.5 percent of homes sold in West Plains were priced under \$100,000. Most of these lower-priced homes sold were located within the older parts of central and eastern West Plains. Homes priced from \$100,000 to \$149,999 accounted for another 21.6 percent of home sales.

Housing priced from \$150,000 to \$199,999 accounted for 25.0 percent of all sales with homes priced at \$200,000 to \$249,999 accounting for just 7.8 percent of total sales. Upscale housing priced at \$250,000 and above was a strong market during 2022, accounting for 23.1 percent of all home sales. Most of West Plains' upscale for-sale housing is located on the west side of the city and at the Country Club. West Plains modest inventory of upscale housing priced over \$300,000 places a constraint on attracting senior management, physicians, and high-income households.

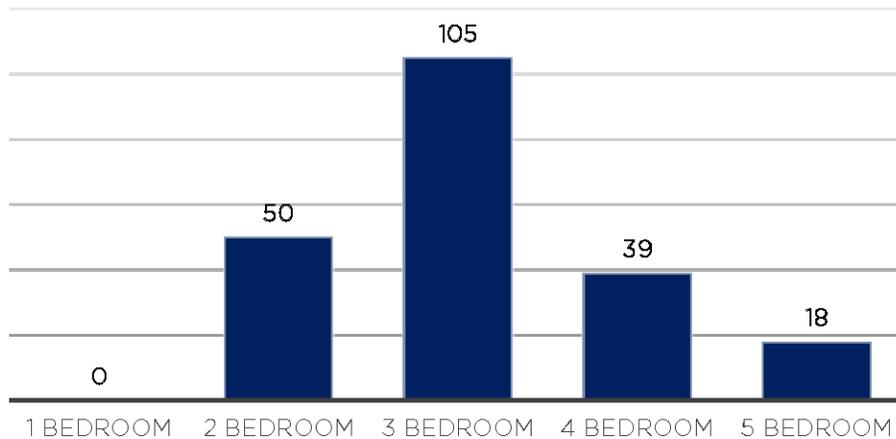
West Plains Home Sales by Price Range 2022



Given West Plains smalltown atmosphere, modest housing values, and the recent upgrades to the hospital, it seems a potential market may exist for attracting retirees from outside of the community. Also, the COVID-19 pandemic accelerated the trend for the remote workforce. Rural communities are capitalizing on this trend by providing a desirable quality of life for a growing workforce that can now decide where to live separate from where the job originates.

The bar chart below illustrates home sales in West Plains during 2022 by number of bedrooms. For the year 3-bedroom homes accounted for 49.5 percent of all homes sales, totaling 105 sales. Two-bedroom homes accounted for the second highest share at 23.6 percent, or 50 home sales. A total of 39, four-bedroom homes sold during 2022 in West Plains, equating to 18.4 percent of all home sales.

West Plains Homes Sales in 2022 by Number of Bedrooms



The bar chart below illustrates the median sales price by number of bedrooms in West Plains during 2022. Two-bedroom homes sold for \$26,000 to \$249,999, for a median price of \$79,900. Three-bedroom homes sold for \$40,000 to \$453,000, at a median price of \$160,000. The median sales price for 4-bedroom homes was \$200,000, ranging in price from \$87,600 to \$550,000. Five-bedroom homes sold for a median price of \$299,500, ranging from \$45,000 to \$550,000.

West Plains Median Home Sales Price by Number of Bedrooms; 2022



Occupancy by Housing Type

Homeowners in West Plains are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. According to the U.S. Census Bureau, during 2021 owner-occupied housing in West Plains accounted for 46.3 percent of the entire occupied housing stock with renter-occupied accounting for 53.7 percent. By comparison, owner-occupied housing accounts for 67.6 percent of Missouri's total occupied housing stock with renter-occupied accounting for 33.4 percent. West Plains' below average median household income may contribute to the well below average owner-occupied housing stock.

According to the U.S. Census Bureau, during 2021 an estimated 4,803 dwelling units were occupied in West Plains, including 2,226 owner-occupied housing units and 2,577 renter-

occupied housing units. Detached single-family homes accounted for 96.2 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for just 49.1 percent of all occupied rental units.

Properties with ten or more units were the most popular attached housing product for renters accounting for 14.4 percent of all renter-occupied units. Duplexes account for 10.8 percent of all renter-occupied units., while structures with 5 to 9 dwelling units account for 9.0 percent of all renter-occupied units.

**City of West Plains Occupied Housing Stock by Type - 2021
Owner-Occupied vs. Renter-Occupied Housing**

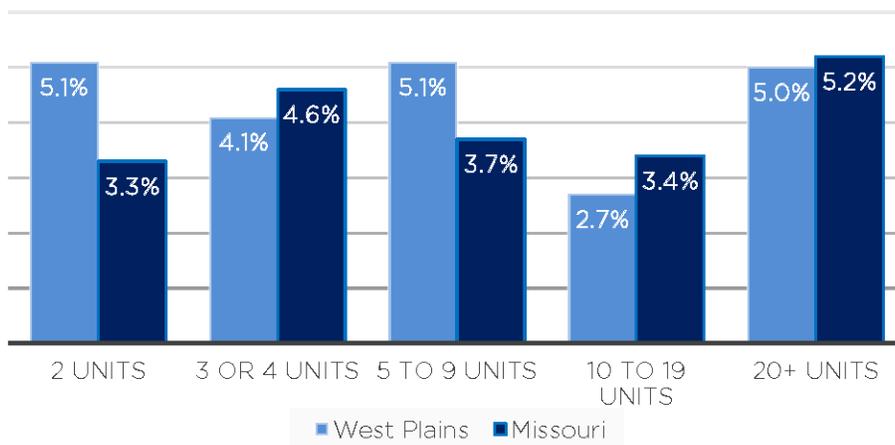
Housing Type	Total	Owner-Occupied	Renter-Occupied
Occupied Housing Units	4,803	2,226	2,577
Units in Structure			
1-Unit, Detached	70.9%	96.2%	49.1%
1-Unit, Attached	2.8%	1.3%	4.1%
2 Units	5.8%	0.0%	10.8%
3 or 4 Units	4.7%	0.0%	8.7%
5 to 9 Units	4.8%	0.0%	9.0%
10 or More Units	7.7%	0.0%	14.4%
Mobile Home and other Types of Housing	3.2%	2.6%	3.8%
Totals	100.0%	100.0%	100.0%

Source: U.S. Census Bureau.

West Plains Apartment Market

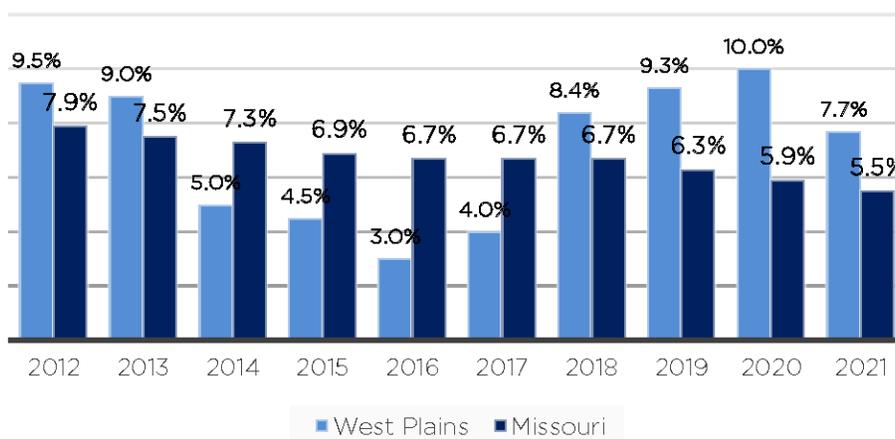
According to the U.S. Census Bureau, as of 2021, West Plains' inventory of multi-family housing totaled 1,334 dwelling units, or 22.0 percent of the city's total housing stock. By comparison, multi-family housing accounts for 20.2 percent of the Missouri housing stock. Duplexes and properties with 3 to 4 dwelling units both account for 5.1 percent of West Plains' total housing stock. Large-scale apartment properties with 20 or more units account for 5.0 percent of West Plains' total housing stock, compared to 5.2 percent statewide.

**Comparison of Multi-Family Housing Stock
City of West Plains vs. State of Missouri, 2021**

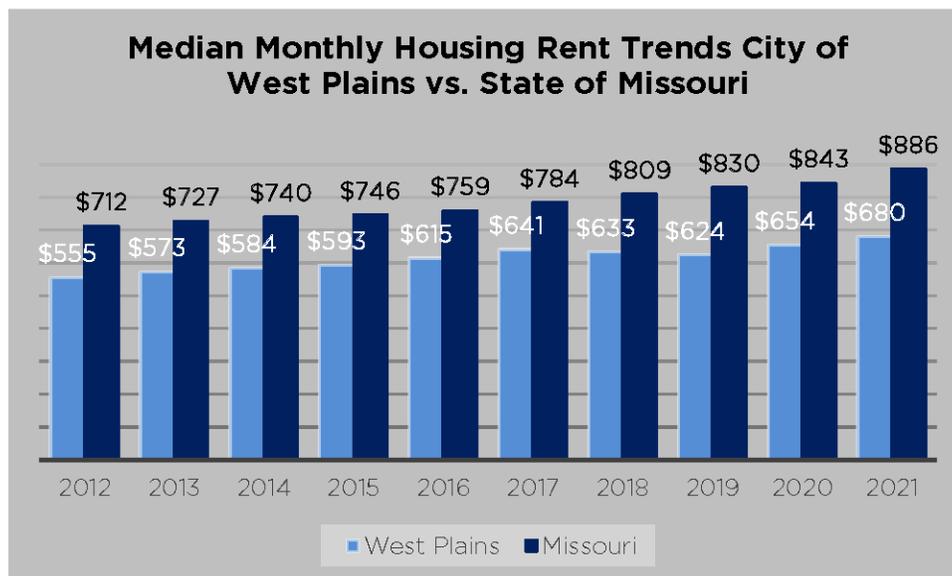


According to the *American Community Survey*, from 2014 through 2017 the West Plains rental housing market operated at a healthy vacancy rate well below that for Missouri, with annualized rates ranging from 3.0 percent to 5.0 percent. Since 2018, West Plains' rental housing vacancy rate steadily increased, reaching a high of 10.0 percent in 2020. During 2021, the overall vacancy rate improved to 7.7 percent, though still lagged the statewide rate of 5.5 percent.

**Comparison of Rental Housing Vacancy Trends
City of West Plains vs. State of Missouri**

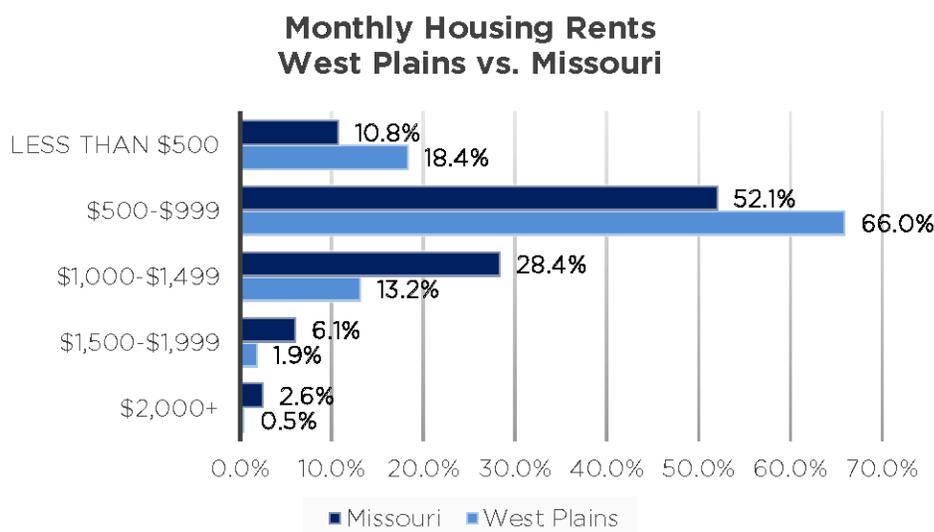


Throughout the past decade, West Plains' median monthly housing rent significantly lagged the statewide median. Since 2012, West Plains' median monthly housing rent increased 22.5 percent to \$680 by 2021. Missouri' median rent in 2021 of \$886 per month was 23.3 percent above the median for West Plains.



According to the *American Community Survey 2021* the median rent in West Plains of \$680 per month was well below the statewide average of \$886, suggesting a lower quality housing product and the lack of large-scale rental properties. Of West Plains occupied rental housing units, 18.4 percent rented for less than \$500 per month compared to 10.8 percent statewide. This disparity in rents suggest West Plains may support a higher rate of affordable and income-based rental housing.

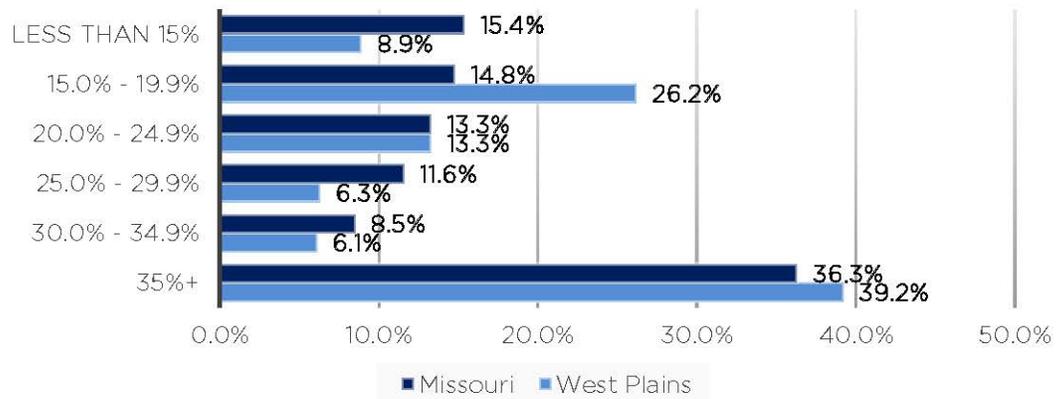
An estimated 66.0 percent of West Plains rental stock support rents of \$500 to \$999 per month. Housing units renting for \$1,000 to \$1,499 per month account for just 13.2 percent of West Plains rental market while 2.4 percent of the housing stock renting for excess of \$1,500 per month.



Housing stress occurs when the cost of housing (either as rental or as a mortgage) is high relative to household income. A household spending 30 percent or more of its income on housing can be considered under housing stress. The gross rent for 45.3 percent of renter households in West Plains accounts for 30 percent or more of total income compared to 44.8

percent statewide, suggesting a need for additional affordable housing in both Missouri and West Plains.

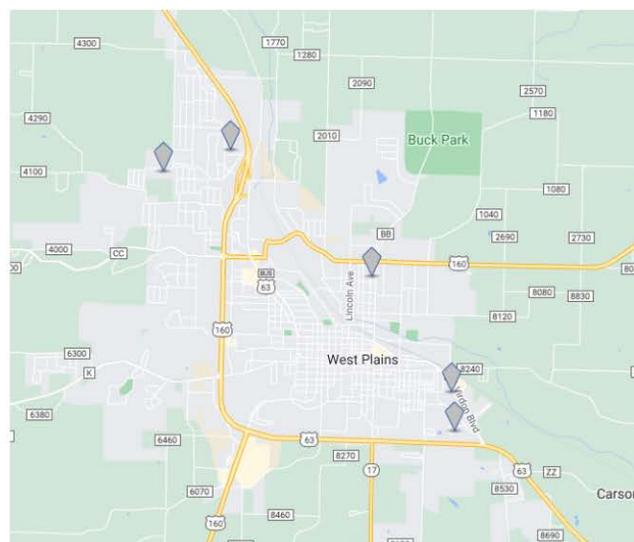
Gross Rent as a % of Household Income City of West Plains vs. State of Missouri



During 2022, three multi-family properties totaling twelve rental units sold in West Plains for \$1.25 million, equating to \$23,750 to \$95,000 per dwelling unit.

Large-Scale Apartment Properties

Current rental housing market conditions in West Plains, Missouri were identified by conducting a search on CoStar for large-scale apartment properties of 25 or more dwelling units. According to CoStar, West Plains has five large-scale apartment properties totaling 384 dwelling units. Two apartment properties totaling 244 dwelling units are market-rate with four income-based properties totaling 140 dwelling units.



The table below summarizes operating trends for large-scale apartment properties in West Plains. Since 2010, no new large-scale apartment properties were built. The 232-unit Breckenridge Apartments are the only large-scale, market-rate apartments in West Plains offers such amenities as clubhouse equipped with a business center, swimming pool, laundry facilities, and a barbecue area with grills. Monthly rents for 1- and 2-bedroom units range from \$520 to \$745. The remaining apartment stock consists of small, income-based properties commanding well below average rents.

Since 2013, the apartment properties have operated at a health vacancy rate well below market equilibrium. By year-end 2020, just nine vacant apartments were available for lease yielding a vacancy rate of 2.3 percent. At year-end 2022, the overall apartment vacancy rate stood at just 1.3 percent. The lack of vacant apartments available for immediate occupancy places a constraint on households seeking to move to West Plains or existing residents seeking a better apartment.

Over the past decade the average rent increased by 26.8 percent, reaching \$573 per month by 2022. Despite the strong growth in the average rent it remains well below the state-wide average.

West Plains, Missouri Apartment Market Trends

Year	# of Properties	Inventory # of Units	Net Absorption	Vacant Units	Vacancy Rate	Average Rent/Mo.
2010	5	384	1	32	8.3%	\$452
2011	5	384	2	30	7.8%	\$456
2012	5	384	2	28	7.3%	\$463
2013	5	384	1	27	7.0%	\$469
2014	5	384	0	27	7.0%	\$477
2015	5	384	1	26	6.8%	\$481
2016	5	384	1	25	6.5%	\$484
2017	5	384	1	24	6.3%	\$490
2018	5	384	2	22	5.7%	\$493
2019	5	384	0	22	5.7%	\$502
2020	5	384	13	9	2.3%	\$504
2021	5	384	5	4	1.0%	\$529
2022	5	384	-1	5	1.3%	\$573

Source: CoStar.

Income-Based Rental Housing

An estimated 17.8 percent of West Plains households earn less than \$15,000 per year which creates the need for income-based rental assistance. Affordable housing assistance in West Plains takes the form of Section 42 Low-Income Housing Tax Credit Program and the Department of Housing and Urban Development’s (“HUD”) subsidized housing through its Section 8 Housing Choice Voucher Program. Five income-based family rental properties totaling 170 dwelling units operate in West Plains, offering reduced rents to low-income households.

West Plains Housing Authority provides housing assistance to low-income residents through management of programs such as Low Rent Public Housing and the Housing Choice Voucher Program – Section 8. These programs are income-based and the eligibility guidelines are set by HUD. As of the HUDs most recent Voucher Management System report, Housing Authority of the City of West Plains manages 150 active Housing Choice Vouchers. Public housing rental communities include the 172-unit Gordan South Tower Apartments at 401 Aid Avenue and 101-unit Crestwood Family Circle at 2304 Kay Drive.

Seniors 65+ years of age account for 20.9 percent of West Plains’ total population. The 35-unit West Vue Home is the only income-based senior rental community operating in West Plains.

Given the large low-income and senior populations in West Plains and the modest inventory of income-based family and senior rental units, it is concluded that a significant market supply imbalance exists.

The 48-unit Garner Villas is senior rental housing community proposed for development at Garner Boulevard and Bruce Smith Parkway. The \$9.5 million project is aimed to address the shortage of affordable senior rental housing. The project is designed four-plex buildings with two-bedroom apartments and a garage. The apartment rents will average \$500 to \$700 per month. Income limits for the development will be approximately 60 to 80 percent of the area's median income.

In addition to the need for additional affordable senior rental housing, a waiting list of 60 to 65 households exists in West Plains for market-rate senior apartments.

Forecast Housing Need

Residential housing need estimates for the City of West Plains through the year 2040 were forecast based on anticipated demographic and economic trends for the community. Key input to the model includes historical patterns in annual residential building permit activity and projected population and household growth, average household formation rates, households by income levels, and population by age.

Demographic characteristics and historic population growth trends for West Plains were provided by the U.S. Census Bureau and Esri Business Analyst. Housing characteristics for West Plains were provided by the *American Community Survey*. Population growth projections for West Plains were generated by Canyon Research Southwest based on historic growth patterns, existing employment base, availability of developable land, and economic development factors.

During 2021, West Plains' residential housing stock totaled 5,480 dwelling units, operating at an overall occupancy rate of 87.6 percent. The occupied housing stock included 2,226 owner-occupied units (46.3%) and 2,577 renter-occupied units (53.7%). A total of 677 vacant housing units were reported. West Plains' average household size is 2.30 persons.

Over the past three years, the City of West Plains issued building permits for the construction of 78 single-family housing units.

Esri Business Analyst estimated West Plains' 2022 population at 12,404 residents. From 2023 to 2040, West Plains' population is forecast to increase by 1,232 to 1,757 residents, generating the need for additional housing units.

Supportable residential housing absorption through 2040 will be a function of resident population growth and latent demand while income levels and age composition will dictate the type and mix of housing product.

Housing Need from Population Growth

Net population and household growth are the largest single drivers of the need for new housing units. From 2023 through 2040, the City of West Plains population is forecast to increase by 1,232 to 1,757 new residents. The City of West Plains' average household size is 2.30 persons. The City of West Plains' forecast population growth through 2040 is estimated to yield an estimated 535 to 764 new households and occupied housing unit.

Latent Housing Need

Another housing needs component considers the number of units a market requires to offer balanced market conditions. Vacant housing units are necessary to accommodate the turnover of the housing stock as people move for family, work-related, or financial reasons. Latent demand occurs when the inventory of available housing is severely constrained.

A housing market operating at equilibrium generally supports a 92 percent to 95 percent occupancy rate. Healthy markets require approximately 5 percent to 8 percent of the housing stock to be available to allow for inner-market mobility and encourage competitive housing prices and rental rates. Markets with vacancy rates below a healthy rate often suffer from escalating home values and rents, minimal tenant turnover, residents being forced into housing situations that do not meet their housing needs, and the inability of nonresidents to enter the

market. The U.S. Census Bureau estimated that in 2021 a total of 677 residential housing units were vacant in West Plains, equating to an overall occupancy rate of 87.6 percent.

West Plains' residential housing stock totals 5,480 dwelling units, of which 4,803 dwelling units are occupied. Through 2040, population growth is anticipated to result in the need for 535 to 764 additional housing units, bringing the total inventory to 5,338 to 5,567 occupied housing units.

At market equilibrium occupancy rate of 93 to 95 percent, by 2040 West Plains' housing stock would total 5,740 to 5,768 dwelling units, of which 281 to 419 dwelling units would vacant and available for sale or rent. Given the 2021 inventory of 677 vacant housing units in West Plains, no latent housing need is anticipated.

Total Housing Need

From 2023 through 2040, the City of West Plains forecast population growth is anticipated to create the need for an estimated 535 to 764 new housing units. West Plains current mix of occupied housing units is 46.3 percent owner-occupied and 53.7 percent renter occupied. Given the city's population age composition, household income levels, and existing housing stock, from 2023 through 2040 the housing need is estimated to be segmented 55 percent owner-occupied and 45 percent renter occupied. Therefore, by 2040 the mix of new housing inventory is estimated at 294 to 420 homeownership units and 241 to 344 rental units.

The City of West Plains' mix of future housing need is best determined by evaluating the city's population demographics with that of the various housing life-cycle stages. Emphasis is placed on age, education, and income.

Entry-level householders are generally single or couples without children in their early 20's and often prefer to rent basic, inexpensive apartments. Residents 15 to 24 years of age account for 11.2 percent of the West Plains population with those 25 to 34 years of age accounting for 13.6 percent. Individuals with high school degrees or less are more likely to be renters than homeowners. An estimated 44.2 percent of West Plains residents are high school graduates or less. West Plains population demographics provide a strong market for entry-level for-sale and rental housing.

An estimated 43.2 percent of households in West Plains earn less than \$35,000 annually with 30.2 percent of households earning less than \$25,000. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. West Plains' resident profile suggests an additional need for rental housing with an emphasis on affordable and income-based product. A sizable market exists for housing priced under \$100,000.

First-time homebuyers and move-up renters are usually married or cohabitating couples in their mid-20's or 30's, some with children, but most are without children. These individuals prefer to purchase modest-priced single-family homes or rent more upscale apartments. An estimated 13.6 percent of West Plains residents are 25 to 34 years of age with 8.3 percent of residents attaining an associate degree and 14.8 percent of residents possess a bachelor's degree. An estimated 15.9 percent of households earn \$35,000 to \$49,999 annually and 16.3 percent of households earn \$50,000 to \$74,999 annually. The City of West Plains possesses a sized market for homes priced from \$100,000 to \$200,000 and a limited market for move-up renters.

Move-up homebuyers are typically in their late 30's to 40's, married with children. There is a total of 30.8 percent of households in the City of West Plains with children. An estimated 10.9 percent of West Plains residents are 35 to 44 years of age with 14.8 percent of residents attaining a bachelor's degree and 10.6 percent of residents possessing a graduate or professional degree. An estimated 8.8 percent of households earn \$75,000 to \$99,999 annually and 15.8 percent of households earn \$100,000 or more annually. West Plains possesses a modest market for housing priced at \$200,000 and more.

The table on the following page summarizes the forecast housing mix by homeownership and rental units and by product type.

Through 2040, the market share for new single-family housing in West Plains is expected to decline slightly relative to the trends over the past twenty years primarily due to the high cost of construction and a strong need for quality rental housing. The market share of 2- to 9-unit multi-family structures is anticipated to drop off in favor of larger-scale apartment development.

**Forecast Housing Need by Product Type
West Plains, Missouri; 2023-2040**

	2022 Estimate		2040 Forecast	
	# of Units	# of Total	# of Units	# of Total
Total Housing Units	5,480		535 - 764	
Occupied Housing Units	4,803			
Home Ownership Units	2,226	46.3%	294 - 420	55.0%
Rental Units	2,577	53.7%	241 - 344	45.0%
Vacant Housing Units	677			
Single Family Detached	3,905	70.5%	321 - 458	60.0%
Single Family Attached	134	3.6%	5 - 8	1.0%
2 to 4 Units	503	9.2%	27 - 38	4.0%
5 to 9 Units	278	5.1%	21 - 31	4.0%
10 or More Units	419	7.7%	161 - 229	30.0%

Source: U.S. Census and Canyon Research Southwest, Inc.

Residential Site Evaluation

West Plains was evaluated for the ability to facilitate development of single-family and multi-family residential housing based on the following site criteria: availability of infrastructure and developable land; accessibility; and visibility and exposure.

Availability of Infrastructure and Land

The City of West Plains requires homebuilders and developers to fund and construct necessary off-site and on-site infrastructure for residential subdivision sites. Therefore, rather than engage in leapfrog urban development it’s best that future residential development occurs adjacent to or near existing road and utility infrastructure.

The City of West Plains Capital Improvement Plan is a community planning and fiscal management tool designed to coordinate the location, timing, and financing of capital improvements over a five-year period. Below are descriptions of notable capital improvements included in the current plan.

1. The \$2.82 million Medical District roadway improvements will consist of the construction of a roundabout at Fifth Street and Kentucky Avenue, a signal light on U.S. Highway 63 to align with Fifth Street, roadway improvements to Alaska Street and the intersection of Alaska Street and Eighth Street.
2. The City is committed to improving the sidewalks throughout the city. The Sidewalk Master Plan includes an assessment of city sidewalks and categorized improvements needed by priority. The project will be funded by the City’s transportation tax and capital improvement sales tax. Total planned cost for the project is \$725,000.

3. In 2021, the City successfully entered partnerships with four granting agencies to complete the construction of the U.S. Highway 160 overpass project designed to replace the bridge over Howell Creek and constructing a bridge over the railroad that will end at the intersection of Old Airport Road. Total project costs are \$9.48 million and is scheduled for completion in 2024.
4. Planned upgrades to City infrastructure include Supervisory Control and Data Acquisition, Lincoln Street substation, AMI Phase 2 Meter Replacement, lead and copper line inventory, water storage upgrades, wastewater treatment plant phase 1, and Southern Hills substation. These projects will cost \$67.2 million and be funded through the City's utility revenue.

Much of the recent new single-family home construction in West Plains has occurred on the west side of the city in such subdivisions as The Timbers, Kaywood Estates, StoneyBrook, and Quail Run Estates, and Westway Hills Phase 2. The 27-lot Westway Hills Phase 2 along Highway CC is currently the only actively developing subdivision in West Plains.

Five large-scale apartment properties of 25 dwelling units or more exist in West Plains, concentrated in the northwest and southeast quadrants of the city. A 40-unit income-based, senior housing community is planned along Bruce Smith Parkway west of Preacher Roe Boulevard.

An ample inventory of developable land exists in the northeast, southwest, and southeast quadrants of West Plains.

Accessibility

Regional, local, and on-site vehicular access is important when assessing a prospective single-family subdivision or large-scale apartment development site. West Plains benefits from excellent regional access via U.S. Highways 63 and 160. Excellent citywide vehicular access is provided by such major arterials as Jan Howell Expressway, Preacher Roe Boulevard, and Bill Virdon Boulevard. These arterial streets create a beltway loop through the city that provides efficient vehicular movement.

Visibility and Exposure

Potential large-scale single-family subdivision and apartment development sites should possess visibility via a major arterial so that an adequate marketing window can be provided. High traffic counts past the site also improve the site's market exposure. Jan Howell Expressway, Preacher Roe Boulevard, and Bill Virdon Boulevard provide excellent visibility and exposure. Secondary roads such as Highway CC and Bruce Smith Parkway also offer good visibility and exposure.

Conclusions

Single-family home subdivision and multi-family housing development within West Plains is best suited within the southwest, northwest west, and northeast quadrants of the City with priority on land adjacent or near existing urban uses and infrastructure, thus minimizing the cost of constructing off-site infrastructure. Small scale infill housing within the mature portions of the city should also be encouraged.

Prospective single-family home subdivision development sites in West Plains include:

- Bruce Smith Parkway west of Mitchell Road
- State Route CC corridor
- State Route K corridor
- Area surrounding North Terra Golf Course and Buck Park

Future multi-family development is best suited within the following locations:

- East side of Jan Howell Parkway from Elmore Drive south to Preacher Roe Boulevard
- Ramseur Road from Preacher Roe Boulevard northeast to Jan Howard Expressway
- Bruce Smith Parkway west of Mitchell Road
- Small-scale multi-family development is best suited on infill sites in the older, mature portions of West Plains

STUDY CONCLUSIONS

Based on the findings of the *Economic and Market Analysis* the following topics were addressed 1) 20-year need projections in West Plains for commercial and industrial space as well as residential housing units and 2) citywide land use patterns and development opportunities.

Forecast Commercial, Industrial and Residential Need

Retail, office and industrial space and residential housing unit need was forecast for West Plains, Missouri through the year 2040. Market forces driving future need for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

By 2040, West Plains increased population is forecast to generate additional retail sales capable of supporting 170,000 to 207,000 square feet of new retail space.

From 2023 through 2040, office-related job growth in West Plains is projected to support the need for 46,000 to 57,000 square feet of professional and medical office space.

By 2040, industrial job growth in West Plains is projected to support the need for 112,500 to 213,000 square feet of owner-occupied and speculative industrial space.

Through 2040, West Plains forecast population growth is estimated to generate the need for 535 to 764 residential dwelling units.

Forecast Retail, Office, Industrial and Residential Need West Plains, Missouri; 2023 to 2040

	Growth Population	2023-2040 Jobs	Net Conservative	Gain Optimistic
Retail	1,232 - 1,757		170,000 SF	207,000 SF
Office		85 - 107	46,000 SF	57,000 SF
Industrial		125 - 213	112,500 SF	213,000 SF
Housing	1,232 - 1,757		535 Units	764 Units
Ownership Units			294 Units	420 Units
Rental Units			241 Units	344 Units

Assuming an average floor-area-ratio (“FAR”) of 0.2 to 0.4 for the retail, office and industrial space and an average residential density of 4.0 to 5.0 dwelling units per acre, through 2040 the City of West Plains is estimated support the development of approximately 140 to 240 acres of land.

Forecast Land Area Absorption in Acres West Plains, Missouri; 2023 to 2040

Land Use	Conservative Scenario	Optimistic Scenario
Retail	17 - 20	21 - 24
Office	4-5	4-5
Industrial	12 - 13	18 - 20
Residential	107 - 134	154 - 191
Total Acres	140 - 162	197 - 240

Land Use Patterns and Development Opportunities

Based on the study findings and future demand projections, future development opportunities in West Plains for retail, office, industrial, and housing have been identified.

Given West Plains’ infrastructure, topography, highway access, and existing land use patterns, over the next twenty years urban expansion will favor the southwest and northwest quadrants of the city. Jan Howell Expressway and Preacher Roe Boulevard will remain as West Plains dominant corridors for commercial activity. The City’s northeast quadrant along the rail line will remain as the leading location for industrial uses, with the southeast quadrant along U.S. Highway 63 emerging as an alternative location. The presence of Howell County offices will continue to support the downtown office market. Over the next twenty years opportunities will arise for infill housing surrounding downtown as well as new single-family home construction located predominantly in the west portion of the city.

Jan Howell Expressway and Preacher Roe Boulevard will remain as the dominant corridors for retail activity, though increased redevelopment efforts should be applied to downtown and Porter Wagoner Boulevard. The land zoned for commercial use along Ramseur Road from Preacher Roe Boulevard northeast to Jan Howard Expressway should be designated “Mixed Use” to accommodate a wider mix of land uses including retail, office, hotel, and large-scale multi-family. Creating a more diversified commercial core will assist in its long-term sustainability.

Locations in West Plains best suited for future retail development include the following:

5. Bruce Smith Parkway east of Mitchell Road
6. Ramseur Road from Preacher Roe Boulevard northeast to Jan Howard Expressway
7. South side of Jan Howard Expressway at Ramseur Road - both corners
8. Interchange of Jan Howard Expressway and Bill Virdon Road

Sixty businesses operate in West Plains downtown square and along Washington Avenue, including 16 retail businesses, seven eating and drinking places, 36 personal and business services, and one theater. With the presence of the Howell County offices, downtown West Plains has become a business center for professionals such as lawyers, bail bonds, real estate agents, title companies, and other government-related businesses.

A goal for downtown revitalization is to promote increased economic activity, a walkable entertainment district, and a more balanced mix of land uses and businesses including specialty retail, eating and drinking establishments, and entertainment venues. The historic building stock

