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Kimberling City Comprehensive Plan

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Table of Contents

Background and History **1**

Demographics **2**

Economic Profile **3**

Public Facilities, Zoning, and Future Land Use **4**

Transportation **5**

Infrastructure **6**

Funding **7**

Action Plan **8**

Bibliography **9**

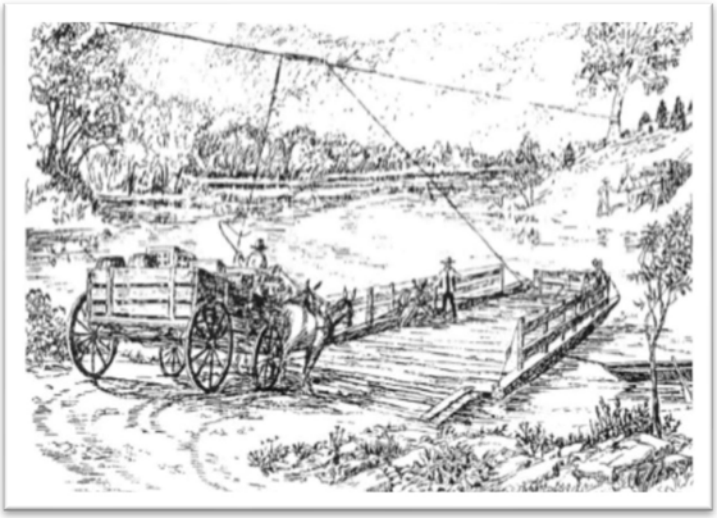
Appendix **10**

Public Meeting #1 Summary & In-Meeting Survey Results
Public Meeting #2 Summary
On-Line Survey Results

Chapter 1

BACKGROUND AND HISTORY

Origins and General History



Kimberling City was settled as a direct result of the construction of Table Rock Dam and Reservoir by the U.S. Army Corps of Engineers in 1954. The City was named after the Kimberling's, whose family operated a local ferry for many years. The ferry operation was located approximately where the State Highway 13 Bridge is today. By June of 1959 the dam had the first two generators ready to provide power for local areas, and two more generators were complete by August of 1961. The original bridge running south of Kimberling City over Table Rock Lake was only one of three bridges to traverse the Lake. The original Kimberling City Bridge was built in 1920 to cross Fisher creek, however, due to the rising lake and frequency of floods, the bridge was often under water. The bridge remains under the waters of Table Rock Lake to this day. The new bridge was constructed in 1956 and was the second of three bridges constructed across the Lake. It provides access to Northbound and Southbound traffic on State Highway 13. The bridge and Table Rock Lake provide vast opportunities for the growth of Kimberling City.

Since the opening of the State Highway 13 Bridge in 1956, Kimberling City experienced a steady growth in both population and business through the years. Kimberling City was officially classified as a fourth-class city on June 26, 1973. The City's population continued to grow at a steady pace until 1994 when retail business began to decline. Since that time, retail businesses just outside the city limits continued to grow while retail business within the City stayed steady or declined a bit. This transfer of retail businesses from inside the City limits to outside the City limits has been reflected in a reduction of sales tax receipts to the City. To some degree, the population of Kimberling City has mirrored the retail market in that it steadily increased until 2010 when the City peaked in population, and has since begun a decline of about 4% per year.

Since the City's incorporation in 1973, the City has sometimes struggled to provide municipal services necessary to keep a pace that would support growth. Public water services are provided by numerous private water companies. The City controls only 1 of the 9 water service districts that lie within the City limits. A majority of the City is served by the municipal sanitary sewer system. The remainder of the City residents are on individual septic systems. The roads and streets within the City have been paved with asphalt, although curb and gutter and roadside ditches to collect storm water are absent or incomplete. The police services provided by the City have experienced continued growth and are adequate for the present needs. Twenty-four-hour dispatching of police, ambulance and fire protection services are provided by Stone county 911. Fire protection within the City limits is provided by the Southern Stone County Fire Protection District, not under the control of Kimberling City.

Geology

The land area encompassed by Kimberling City lies on the north bank of Table Rock Lake along State Highway 13, about 50 miles south of Springfield. With a continental climate, the

average annual temperature is 60 degrees F with a winter annual average of 45 degrees F and summer annual average of 77 degrees F. The average annual precipitation is about 44 inches which is almost 5 inches higher than the national average.

The Ozarks, also referred to as the Ozark Mountains, Ozarks Mountain Country, and the Ozark Plateau, is a geologic highland region in the Central United States most prominently found in Missouri and Arkansas. Streams clustered throughout the land carve through the Ozarks creating valleys many hundreds of feet deep.

The City is surrounded on the south by Table Rock Reservoir, which extends some 79 miles upstream and downstream from the City and accommodates areas both in Missouri and in Arkansas. The average elevation of Table Rock Reservoir is about 915 feet allowing the reservoir to cover over 43,000 acres and have a shoreline that extends 745 miles. The Lake contains more than 106 resort leases, 203 recreational areas, 107 picnic sites, 1,242 camping sites, 14 marina concessions, 1,800 boat docks, and 140 boat ramps. There are approximately five million visitors to the Lake each year. These visitors enjoy recreational activities including picnicking, camping, spelunking, swimming, water skiing, boating, sightseeing, fishing and hunting.

The west side of the City is geologically upthrown and the east side is downthrown allowing areas of weakness and fracturing which allows any polluted ground water to penetrate to the depths. The fractured bedrock lies so close to the surface, especially in the elevations below 1,100 feet, that it poses issues for builders and homeowners in the City.

Blasting for building excavations, septic tanks or aerobic treatment systems, and inadequate filling to cover septic fields is unfortunately common.

The soil encompassing the area in and around the City is classified as Hailey-Rueter. This soil has gravelly colluviums over residuum weathered from cherty limestone. This soil composition has moderate hydraulic conductivity allowing above average amounts of groundwater to seep throughout. The soil allows the native vegetation of Oak/Hickory to flourish throughout creating some heavily wooded areas.

Sheet erosion is a direct result of clearing and bulldozing of natural vegetative cover. Sheet erosion is intensified when the surface area is covered with an impervious material. Asphalt or concrete for roads and driveways, parking lots, as well as the roofs of buildings, can contribute to accelerated runoff of rainwater. The steep slopes in undeveloped areas within the City and just outside of the City can be an impediment to the expansion of building. Conservation replacement of existing natural ground cover should be considered on such slopes when they are developed.

Previous Comprehensive Plan

Kimberling City has had numerous previous Comprehensive Plans. The most recent Comprehensive Plan was developed in April of 1999. The 1999 Comprehensive Plan was written by the Planning and Zoning Commission of Kimberling City as a fifth revision of the original Comprehensive Plan adopted in 1973.

The 1999 Comprehensive Plan had many important recommendations that would help the community grow and be able to sustain the growth that was occurring at the time. The previous Comprehensive Plan discussed the potential of annexation to the north. Challenges to that annexation included being able to serve the area with City owned utilities, therefore, the annexation did not occur. Other valid recommendations that have not yet been realized from the previous Plan were:

- *Installation of fire flow systems*
- *Protection of the resident's property values through updated City codes*
- *A central water supply system*
- *Investigate and encourage natural gas within the City*
- *Consistency in enforcement of Ordinances, of inspections, of treatment of businesses and homeowners*
- *Defined and appropriate revisions and or additions made to current Ordinances*
- *Curb and gutter and sidewalk development*
- *Additional sports venues*
- *Consistent program of City beautification*

As of the writing of this Comprehensive Plan, Kimberling City has not fully achieved many of these recommendations. Many are still relevant and will be considered and prioritized in this development of this Kimberling City Comprehensive Plan update.

During the creation of this update to the Comprehensive Plan, two public meetings were held to gather the ideas, desires and opinions of the community. After the public meetings were held, a number of general goals were identified.

The following goals were identified by the community as important things to consider for Kimberling City to continue to be a great place to live:

1. Ensure that the environment of the City, lake and surrounding land is protected, enhanced and preserved for future generations. This includes encouraging clean air and water, maintenance of trees throughout the City, active control of potential sources of

pollution and their reduction, if not elimination, and ongoing control of the disposition of solid waste and support of recycling.

2. Protect the investment of the citizens of the City in their homes and real property. This may be achieved by the maintenance of an effective Police force, zoning codes and careful enforcement of building codes that ensure, among other things, that existing homes retain their value and new housing remains affordable within the City.

3. Develop programs for the promotion of clean water and have the supporting community infrastructure of adequate medical facilities, access to quality schools, good roads, access to public transportation, community activities and services and similar quality of life items that cause Kimberling City to be selected as a desirable place to live.

4. Manage the finances of the City in a prudent and efficient manner to control the need for collecting discretionary taxes and ensure that reserve funds are available.

5. Encourage the development of communication systems, including carbon fiber telecommunication systems and internet providers.

6. Maintain the accessibility of City Government to all citizens. Ensure responsiveness of the City to the desires and needs of the citizens, encourage development of professionally qualified City staff in adequate numbers with the skill sets necessary to meet the needs of City management and operations.

The following goals were identified to make Kimberling City a better place to work:

1. Encourage and support the establishment, within the City, of business enterprises that take advantage of and cater to the existing life styles of the population, the geographic location of the City, the existing recreational and vacation destination activities and the availability of labor for full-time, part-time and seasonal work.

2. Maintain and expand the existing infrastructure of the City to support business and commercial activities.

3. Encourage active communication and cooperation with the Stone County Planning and Zoning Commission.

Finally, the citizens identified the following general goals that contribute to making Kimberling City a better place to recreate:

1. Encourage the use of local parks and related recreational areas. Investigate and develop appropriate City park facilities to meet the needs of the citizens.

2. Encourage and support existing and new uses of the lake and area recreational events to the extent it supports and enhances the desired life styles of the Kimberling citizens.

3. Encourage and support the growth of Community activities and their supporting City infrastructures.

The challenge ahead lies in sensibly directing future economic growth in Kimberling City, in finding new ways of making tourism, agriculture, and small-town living work for visitors and residents alike. Understanding the background and history of Kimberling City allows the comparison of the City historically to present day. With reference to the 1999 Comprehensive Plan, we can investigate all goals that have been achieved and reinforce the recommendations that should still be realized moving forward.

Chapter 2

DEMOGRAPHICS

Introduction

Understanding demographic information such as population, age, education attainment, employment status and race are essential components to making decisions and planning the future of a community. For example, if a community has a small population of older people versus a high population of younger people, the services, housing types and economics of the community will be drastically different. Therefore, it is essential to examine the demographics of Kimberling City and provide an overview as part of the Comprehensive Plan.

Ultimately, this section of the document will provide Kimberling City with basic decision-making tools that will allow them to make better land use, economic and social recommendations regarding the community. The analysis will provide a comprehensive view of regional demographics as related to Stone County and then focus in on the demographics of Kimberling City. By examining the demographics of the region, a better understanding of the role that Kimberling City plays on a regional level will be achieved.

The following Chapter will provide an overview of methodology, general population trends, population projections, age distribution, education attainment and household characteristics for both Stone County and Kimberling City. The information contained in this document provide the basic information required for decision making at a broad policy-making level. Some of the information contained in this Chapter is based on an extensive demographic study that was completed for the Reeds Spring School District in March of 2016. Additional information was obtained through the U.S. Census Bureau, Missouri Department of Economic Development and the Missouri State Census Data Center. It is recommended that as additional information becomes available, it should be considered and added to this Chapter of the plan document as a supplement.

Methodology

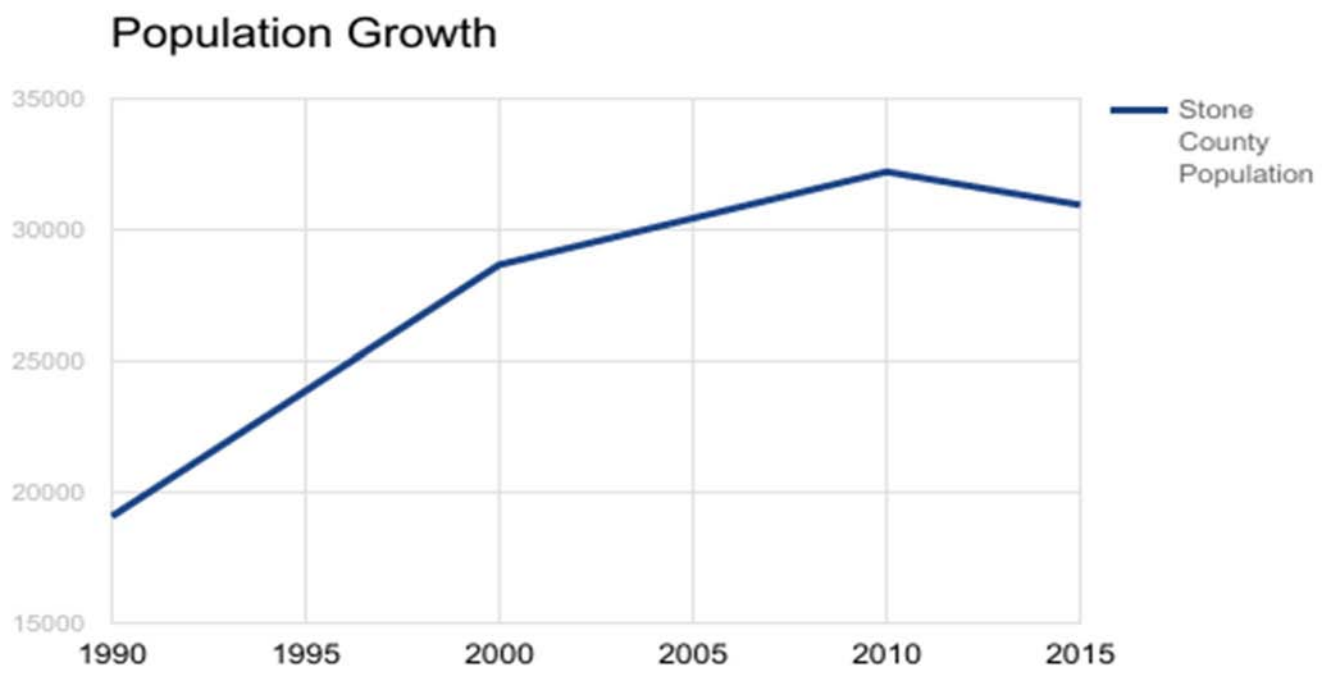
For the population projection portion of the demographic analysis of Kimberling City, the Exponential Growth Method was utilized. This method is best suited for small to medium-sized communities like Kimberling City and assumes that the growth trends from past decades will be constant over time. The way that the Exponential Growth Method works is that the past population growth rate (from Census information) is projected from the last known Census year to current and future years at the same rate. If the trajectory is moving upward, and demographic data supports the continued upward movement, the projection will show growth. In the case of Kimberling City, the trajectory is moving downward and the demographics support a continuing downward movement unless the demographics change and force the trajectory up.

Population Trends

An essential component to the demographic analysis is understanding the population trends in an area. For this study the population trends of Stone County, Kimberling City, and surrounding counties were analyzed. By analyzing the trends, a base is established for making future projections regarding the community's population.

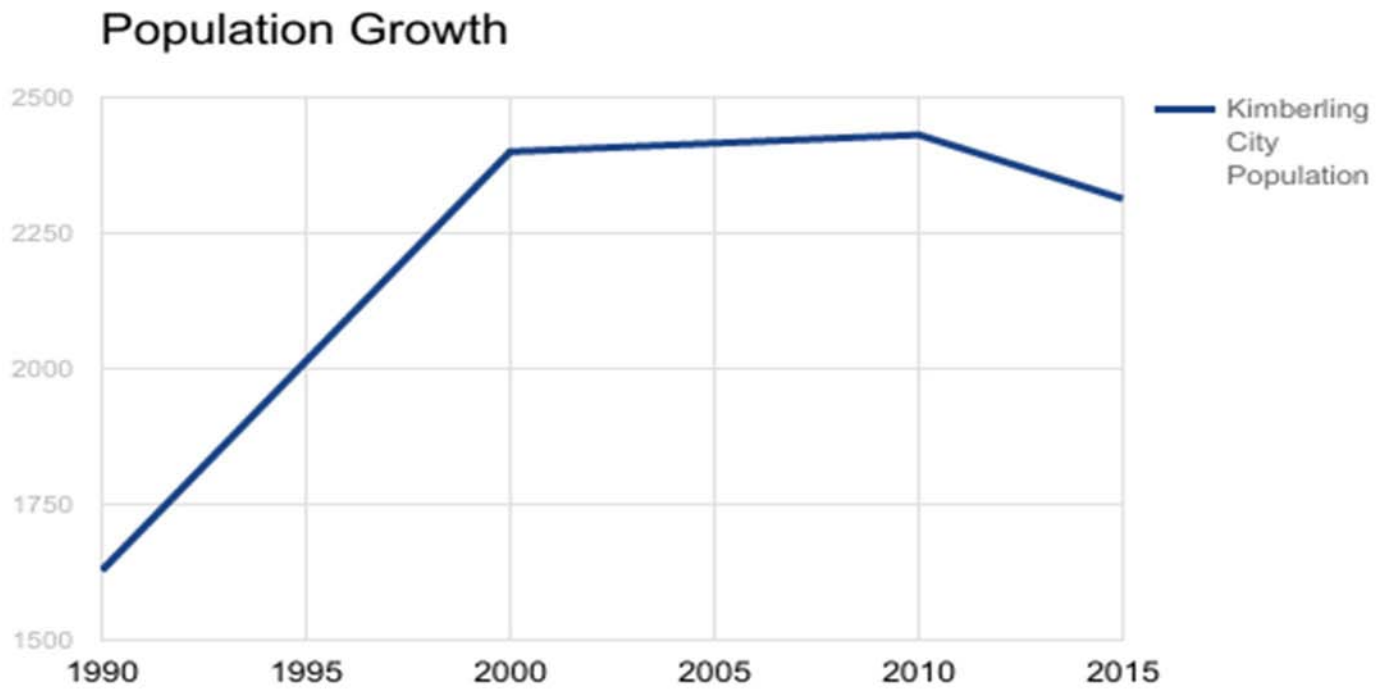
In 1990, the population of Stone County, Missouri consisted of 19,078 persons. In 2000, that number grew to 28,658 and by 2010 the county's population grew to 32,208. The County's population after 2010 began a decline and by 2015 the population in Stone County had dropped to 30,943. This is a decrease of approximately 3.9% for the entire County since 2010. Kimberling City has experienced the same rise and fall with their population growth. Figures 2-1 and 2-2 indicate the population trends of Stone County and Kimberling City, Missouri. Figure 2-3 shows the current population density within the City of Kimberling City.

Figure 2-1



Source: U.S. Bureau of the Census, 1990, 2000, 2010, and 2015 Census of Population

Figure 2-2

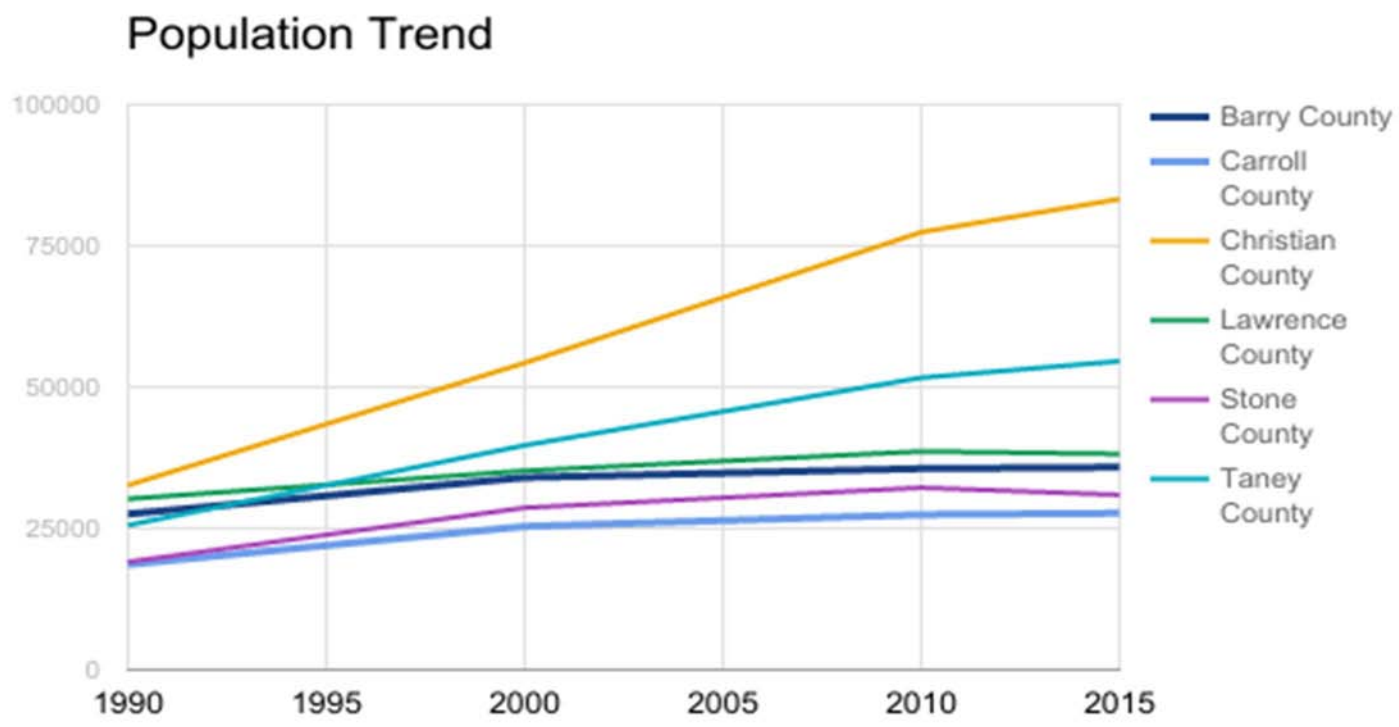


Source: U.S. Bureau of the Census, 1990, 2000, 2010, and 2015 Census of Population

From a larger and more regional perspective it is possible to look at the population of the surrounding counties of Taney, Christian, Barry, and Lawrence in Missouri and Carroll County in Arkansas to see the type of growth that each have experienced. The growth varies drastically from county to county. Lawrence County experienced negative growth and the counties of Barry and Carroll experienced almost no growth from 2010 to 2015. Christian County experienced the most growth over the 30-year period with Taney County coming in a close second. Lawrence County's negative growth could be attributed to out-migration (move away). Although Barry and Carroll County are in different states, the growth rates are about the same. The similar growth rates are possible due to the similar types of jobs, recreation opportunities and industries located in those counties.

It is possible that there will be an increase in population in the Kimberling City area due to the growth in popularity of the Lake area. As this attraction increases, so will the establishment of new businesses and industries. If the increase continues, the population of Stone County and Kimberling City will undoubtedly be impacted. This is a trend that is very hard to predict or project. Therefore, as more data becomes available this and other trends may become more evident and have an impact on the population statistics. Figure 2-4 provides a view of the population trends of the surrounding counties over the past 25 years. With this information, we can establish and compare current trends around Southwest Missouri to understand what areas may be developing at accelerated rates. By understanding which counties grow at faster rates we can implement the same processes or opportunities to accelerate Kimberling City's growth.

Figure 2-4



Source: U.S. Bureau of Census, 1990, 2000, 2010, and 2015 Census of Population

Observations

1) The declination of growth experienced in both Stone County and Kimberling City can likely be attributed in part to the number of jobs and employment opportunities in the area.

2) Several counties surrounding Stone County have seen similar growth rates, while others have had drastically different results. These results could be impacted by many different factors including sales tax revenues, new road systems, or more job opportunities.

3) Taney, Lawrence and Barry County all experienced a flat line in population that began in 2005.

4) Stone and Lawrence Counties are the only surrounding counties with a decreasing population trend.

Population Projections

Developing projections of population is the key element and tool for use by planners and decision makers regarding the future development of a community. It is essential to understand how a community is growing to make more responsible decisions.

This section will provide population projections over a 20-year period from the year 2015 to the year 2035. As stated in the methodology section of this chapter the exponential growth method was utilized to develop the population projections.

Based on the population trends information the anticipated population for Kimberling City in the current year should decline by 3.5% within the next year and consequently continue until the year 2035 at an exponential rate if the population was to continue the current trend. With this approach by the year 2035 Kimberling City's population would be an estimated 1,148. This trend would indicate a significant impact on the growth of Kimberling City. The reverse of this trend is crucial to the growth of Kimberling City. Without citizens, the City loses a significant amount of its operational income. If people leave Stone County, there is less opportunity to draw in new residents or tourism. It stands to reason that a focus should be to capitalize on every opportunity possible to keep citizens in Stone County and in Kimberling City.

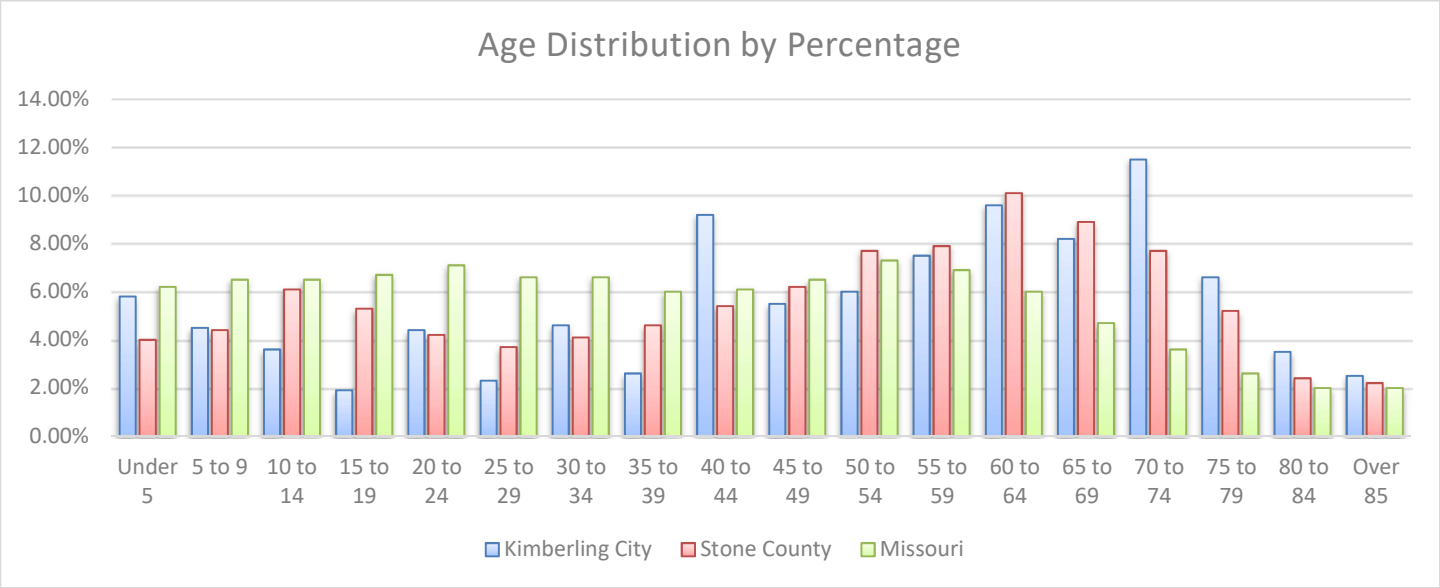
Age Distribution

The purpose of analyzing the age distribution in a community is to determine the needs of a future population. By understanding the age distribution of the community plans can be developed that address the old, middle age and youth within the community by providing opportunities that fit each age group's specific needs. This section of the Chapter will explore the trends associated with the age groups within Kimberling City. Most of the information contained in this section is based on 2015 Census Data.

Unlike many communities throughout the region, Kimberling City has an uneven distribution of age groups throughout the community. The age distribution within the

community is widely distributed based on services, schools, jobs, etc. There is a high concentration of citizens between the ages of 60 to 74. Sometimes in communities there will be at least one attraction or facility, an area of concentration such as a medical facility that will attract a certain age group. Kimberling City does have Table Rock Lake to attract locals and tourists alike.

Figure 2-5



Source: U.S. Bureau of the Census, 2011-2015 American Community Survey 5-Year Estimates

An analysis of age groups within Kimberling City has generated four primary points. The first point is that in the year 2015 there was a large percentage of older residents in the community. These residents, aged between 65 and 74, accounted for almost 20% of the City's population. A second point is that the 1 to 18-year-old age group represents a small portion of the population. This age group only represents 14.7% of Kimberling City's population. The third point references the 25 to 44 age group. This group comprises only 18.7% of the City's total population. This is significant because this age is a majority of the workforce. The fourth point is that the 65+ age group represents a significant portion of the population. This age group represents 32% of Kimberling City's total population. Figure 2-5 indicates the Age Cohorts (Groups) for Kimberling City, Stone County, the state of Missouri and the United States.

Observations

1). The elevated number of residents between 55 and 79 (43.4% of total population) indicates that most of the population of Kimberling City is older.

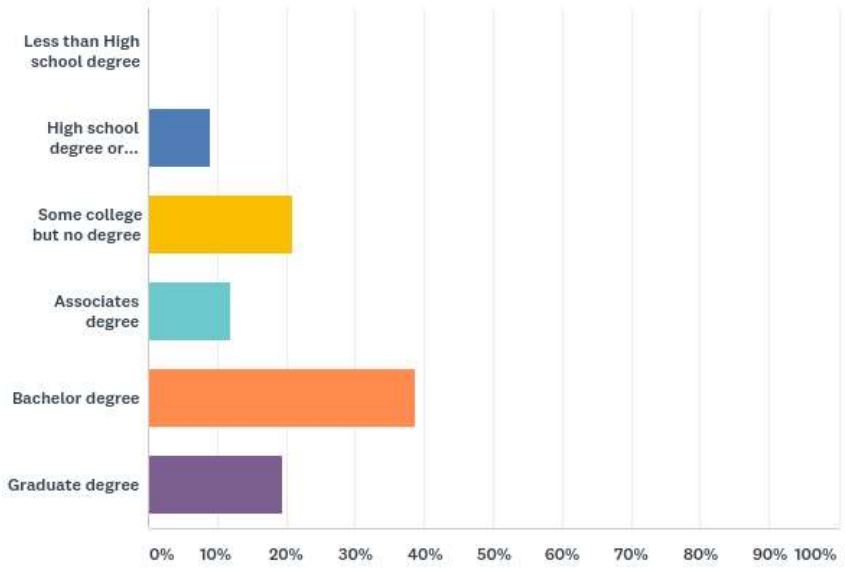
2). Based on the percentage of 1 to 19-year-olds in the community, the City is attracting a minimal number of young families with children.

3). There are not many employment opportunities to attract the 25 to 44 age group through in-migration (to move into or come to live).

4). In-migration for retirement and natural aging of the population are significant in this segment of age cohort.

Education Attainment

According to the 2016 American Community Survey, 93% of the population of Kimberling City graduated from high school. This means that only 7% of the population has not finished high school. Of the percentage of high school graduates 38.6% have some college or an Associate's Degree and 24% have a Bachelor's Degree or higher. Compared to the National average (83%) and Stone County (86%) Kimberling City has a higher rate of high school graduates. The residents of Kimberling City have achieved a base education which allows more opportunity for development of business by having the necessary skills to add to the workforce.



Observations

1) By comparing the education attainment of Kimberling City with Stone County it is evident that the City is above the regional standard.

2) There are many high school graduates living in Kimberling City.

3) There are a significant number of Kimberling City residents at the associates and/or bachelor degree levels of educational attainment.

Household Characteristics

The purpose of utilizing household characteristics is to determine the demand or need for various types of housing, services and facilities. This section will provide a brief overview of the household characteristics in Kimberling City and Stone County. Family Household, Non-Family Households and Household Size from Kimberling City will be compared with Stone County.

As defined by the U.S. Census Bureau a household is considered all persons living in a single unit, including a single person or more than one related or unrelated person. Also, one individual in each dwelling is considered as the head of household. Figure 2-6 indicates the household characteristics of Kimberling City and Stone County.

According to the 2015 Census Data, families make up a majority of Kimberling City's households at 71.8%. Of this number, 63.2% were married couples with no children or no children living with them, 10% are married couples with children, 4.3% are female head of households and 1.2% is female head of households with children. Comparing Stone County and Kimberling City, the household statistics are very similar. Kimberling City has a slightly lower female head of household (no husband) when compared to Stone County (6.6%). The 2015 Census Data also indicates that the total non-family households for Kimberling City comprise 28.2% of all households in the community. This percentage is very similar to Stone County's (29%).

The average household size in Kimberling City is approximately 2.4 persons, slightly lower compared to 2.45 for the state and 2.53 for the nation. At the national, state and local levels, household size is continuously decreasing. This continual decrease can be attributed to declining fertility rates, higher divorce rates and increasing numbers of single person households. The average household size for Kimberling City is a little below the national and state averages. The lower average household size within Kimberling City is likely influenced by the higher number of retired residents who settle there. Figure 2-6 shows a table representing household sizes and several different classifications of these households as they exist.

Figure 2-6

Households	Kimberling City		Stone County	
	Number	Percent	Number	Percent
Total Households	1,293	100%	12,836	100%
Family Households	929	71.8%	9,114	71%
Married Couples without Children	817	63.2%	7,740	60.3%
Married Couples with Children	114	8.8%	2901	22.6%
Female Householder	55	4.3%	847	6.6%
Female Householder with Children	15	1.2%	449	3.5%
Non-Family Household	364	28.2%	3,722	29%

Source: U.S. Bureau of the Census, 2011-2015 American Community Survey 5-Year Estimates

Observations

1) The total number of households in Kimberling City is almost 13% higher than the regional trend in Stone County which gives Kimberling City the opportunity to expand population totals faster by having more available housing.

2) There is a large percentage of married couples without children that live in Kimberling City. This supports the population information that states that most of the middle age individuals do not have children.

3) There is a lower number of female householder and female householders with children in Kimberling City as compared to the regional trend in Stone County.

4) There are significantly less married couples with children when compared to Stone County. This could be attributed to the higher number of retirement age persons that are locating in the community.

5) By analyzing the number of households (1,293) and household size (2.4) in Kimberling City, the community is getting older and there are fewer children. Children will provide to the future workforce and help support the community as they grow.

Summary

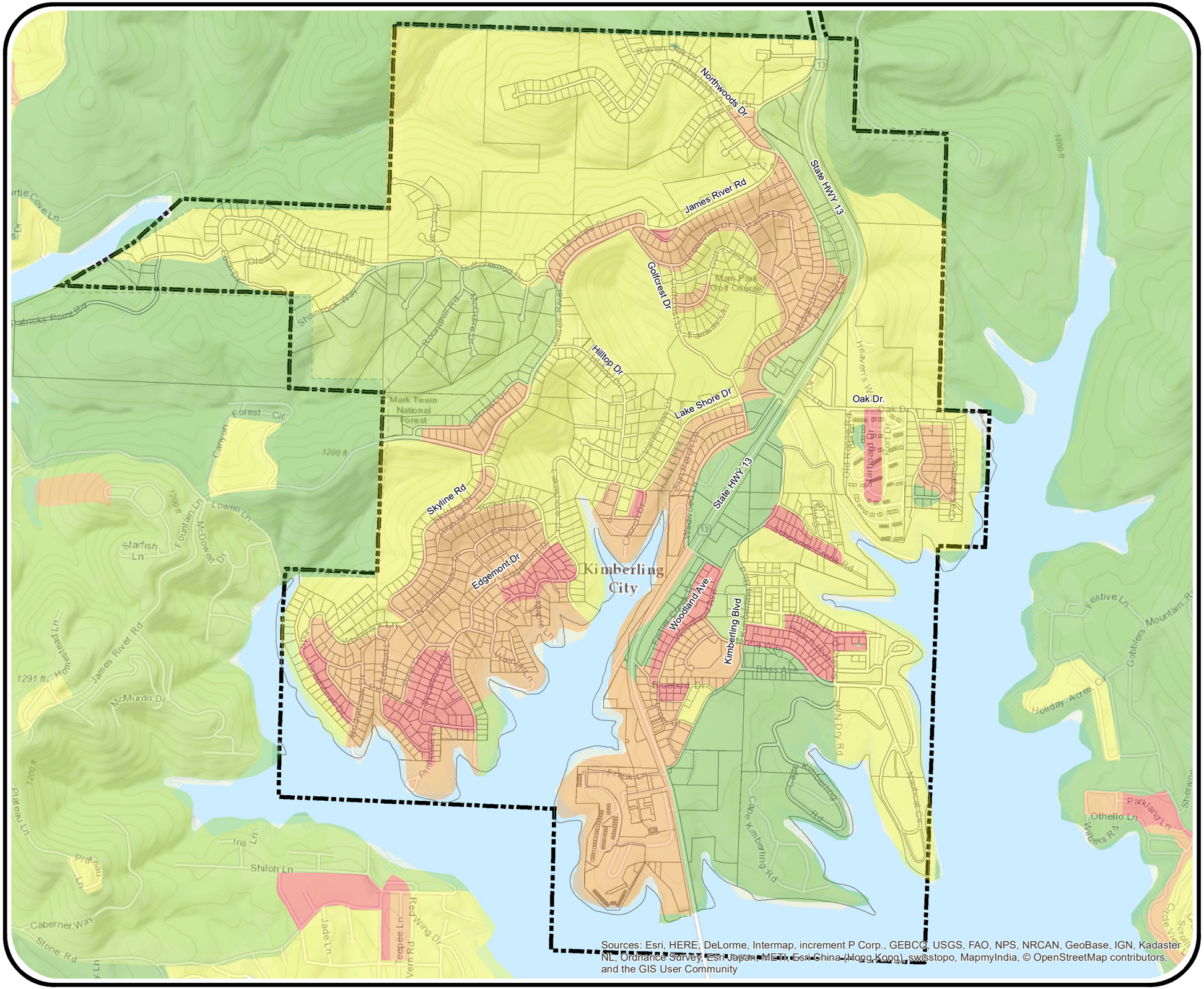
The purpose of the information contained in the demographic chapter is to provide a brief overview of population trends, population projections, age distribution, educational attainment and household characteristics. The summary of demographic information will be utilized as a part of the Comprehensive Plan.

The observations that are provided in each section should be utilized to extract specific information to apply to the decision-making process. Also, the information creates a foundation for the development of a comprehensive plan update. If any additional information were gathered and analyzed for this Chapter, the information could be applied to formulate additional observations for a comprehensive plan update.

Kimberling City

Comprehensive Plan

Population Density
Figure 2-3



Person per Sq. Mile

- 0.000 - 160.0
- 160.1 - 320.0
- 320.1 - 960.0
- 960.1 - 1920
- <1920.1
- Kimberling City Boundary

N
W E
S

Scale: NTS

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Chapter 3

ECONOMIC PROFILE

Introduction

The development of a community is not dependent solely upon its location, infrastructure, services, attractions or amenities. Communities are established by their economic base. The speed and quality of development in a community is dictated by whether a community has the right number of industries, businesses or employment opportunities.

This chapter of the Comprehensive Plan will provide basic information regarding economics as they relate to Kimberling City, Stone County and the State of Missouri. This Chapter will focus on the general statistics for all entities in a contrasting discussion.

The goal is to supply decision makers with the base information necessary to understand and implement the Comprehensive Plan. Though this chapter discusses the community economics, a more detailed analysis is contained in the Public Facilities, Zoning, and Land Use Chapter of this document. The Public Facilities, Zoning, and Land Use Chapter provides more precise information about Kimberling City.

The information summarized in this chapter pertains to the multiple facets of income characteristics and employment. Each of these topics and subtopics will be briefly discussed for Kimberling City, Stone County and the State of Missouri where applicable.

The information provided in this document covers the basics required for decision making by community leaders. Additional information can be obtained through the U.S. Census Bureau, Missouri Department of Economic Development and the Missouri State Census Data Center.

The Economic Profile chapter will also look at the previous Comprehensive Plan for Kimberling City and highlight any recommendations that have not yet been accomplished in the community. If the recommendations are still valid, they factor into the prioritization accordingly.

Income Characteristics

It is essential to understand the income characteristics of not only Kimberling City but also those of Stone County and the State of Missouri. By considering and comparing each of these locations, a better understanding of the area's income characteristics will be gained.

As shown in Figure 3-1, 3-2, and 3-3, the 2015 median household income for Kimberling City is slightly lower than that of the State of Missouri, but the City's median income is 12% higher than Stone County's. Kimberling City has a lower percentage of households below the poverty level (10.7%) than Stone County (16.3%) and the State (14.8%). Having a poverty level that is lower than the County and State average is a good sign of economic presence, and viable consumers in Kimberling City.

Figure 3-1

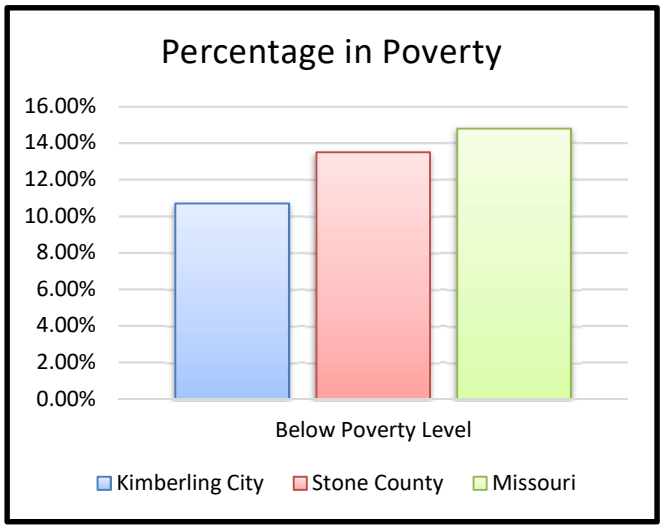
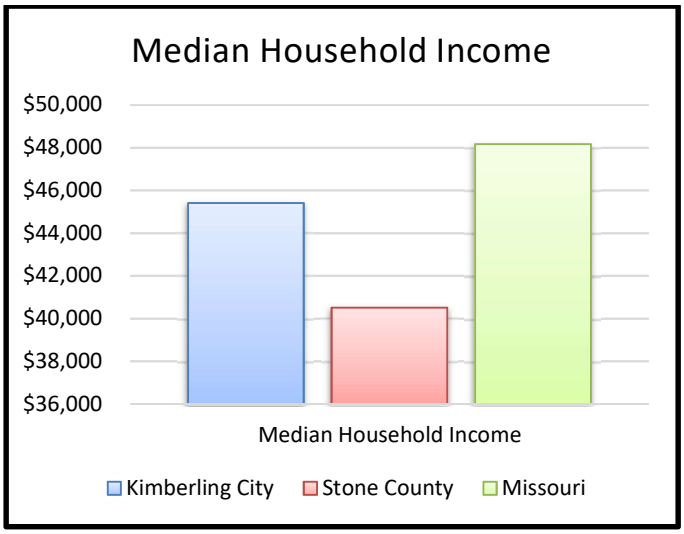
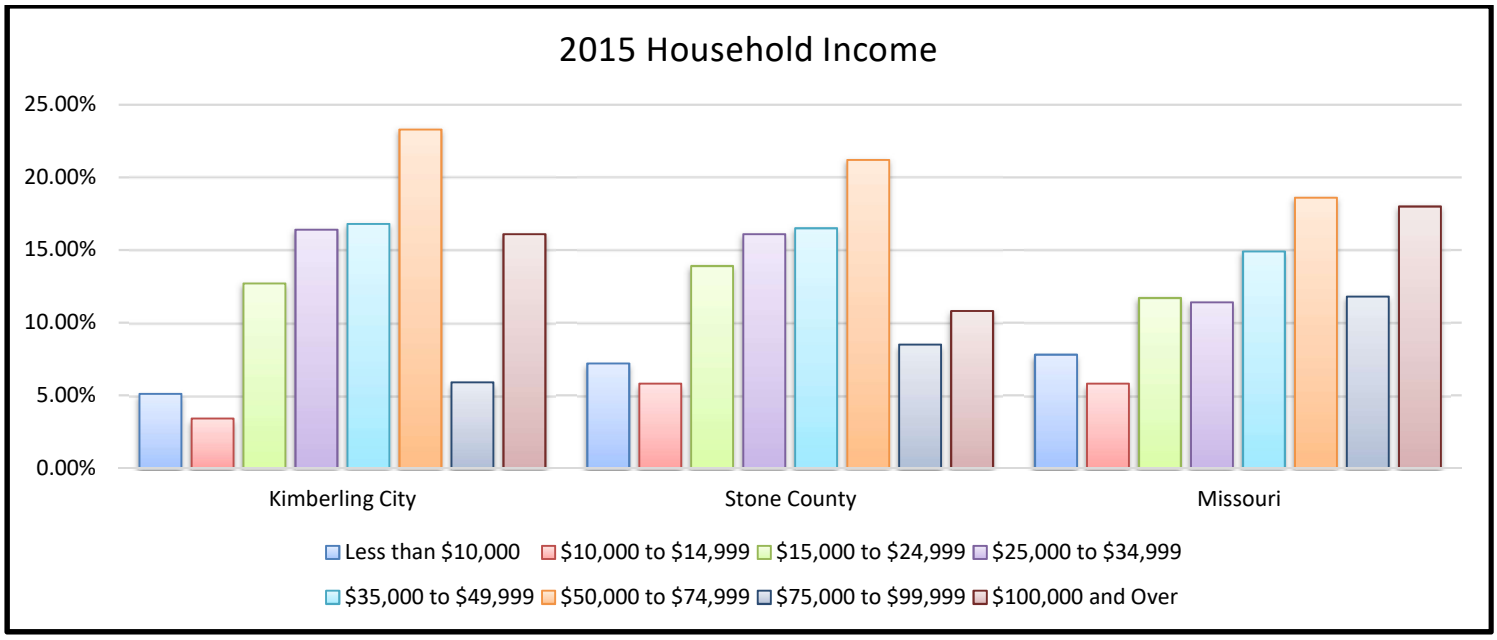


Figure 3-2



Source: U.S. Bureau of the Census, 2011-2015 American Community Survey 5-Year Estimates

Figure 3-3



Source: U.S. Bureau of the Census, 2011-2015 American Community Survey 5-Year Estimates

Observations

1). Kimberling City has a lower poverty level than both Stone County and the State of Missouri.

2). The median household income in Kimberling City is higher than Stone County, but lower than the State of Missouri.

3). Many households in the community make between $50,000 and $74,999 annually.

Employment

The composition of the labor force is very important in determining the focus of future economic development. Figure 3-4 indicates the labor force by industry. As shown in Figure 3-4, the sales, administrative, and construction and management types comprise 45.3% of the labor force jobs in Kimberling City. The management industry comprises 7.8% of the labor force, and food and serving industry comprise 6.1% of the labor force. The labor force is nearly the same between the sales and administrative side of the workforce. Compared to Stone County and the State of Missouri the percentages that are indicated for Kimberling City share some similar characteristics. As might be expected Stone County has a similar distribution of jobs when compared to Kimberling City. The County has a lower percentage of sales and administrative jobs resulting in 9% less jobs of these types. This statistic is reflected by the higher unemployment rate within Stone County.

Figure 3-4 **2010 Labor Force by Industry**

Type	Kimberling City	Stone County	Missouri
Sales	19.4%	12.3%	13.3%
Administrative	15.3%	13.4%	6.8%
Management	7.8%	9.8%	2.7%
Construction	10.6%	9.4%	5.2%
Food and Serving	6.1%	7.7%	11.1%
Healthcare	2.8%	1.7%	16.8%
Manufacturing	3.3%	5.2%	11.1%

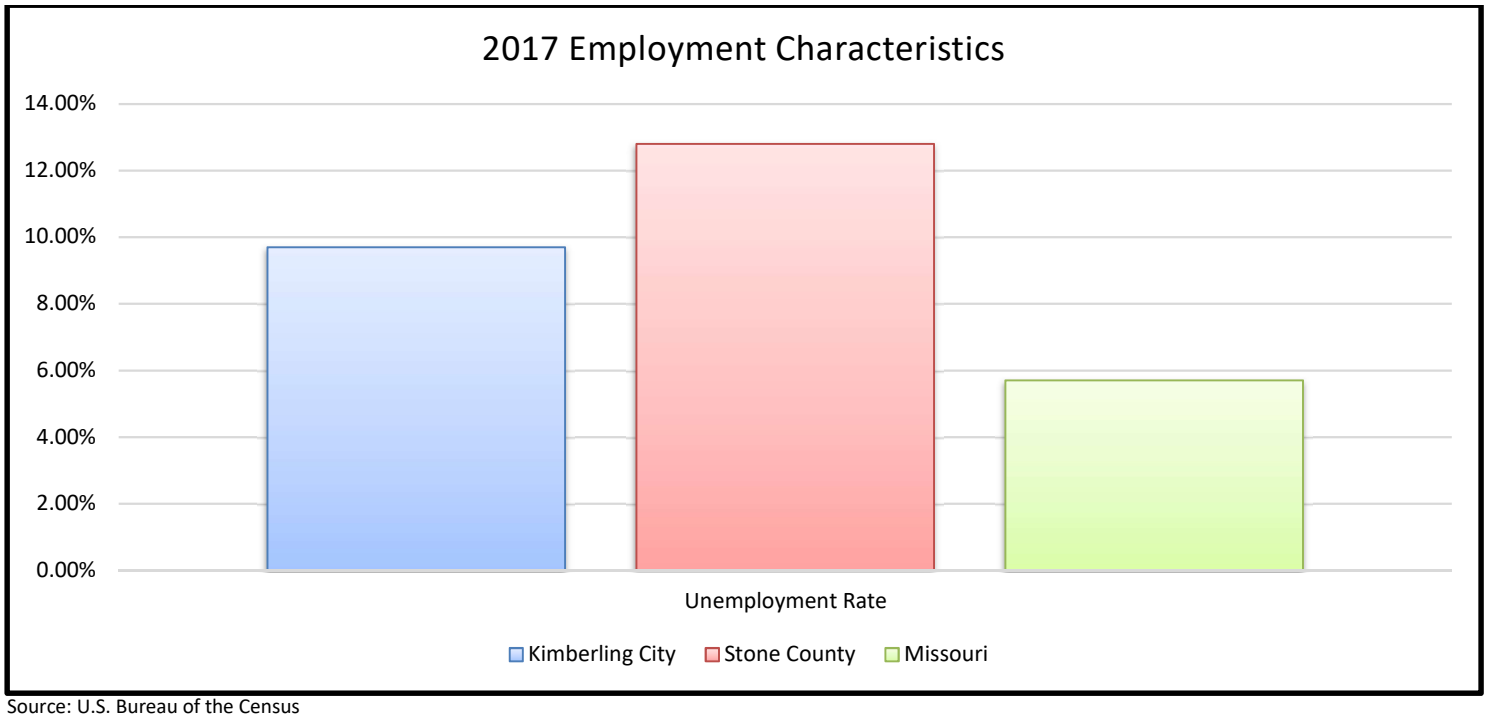
Source: U.S. Bureau of the Census, 2011-2015 American Community Survey 5-Year Estimates

Employment

Understanding employment and unemployment is essential to the future economic development of Kimberling City. Trying to understand the total number of individuals unemployed and employed is critical in making decisions to pursue economic opportunities.

The total number of employed individuals in Kimberling City is 1,051. Stone County has 12,009 people employed and the State of Missouri employs 2,360,566 people. Figure 3-5 shows the unemployment rate for the City at 9.7%, compared to Stone County at 12.8% and the State at 5.7%.

Figure 3-5



Source: U.S. Bureau of the Census

Observations

1) The highest percentage of individuals living in Kimberling City in the labor force work in the Sales industry. This percentage is slightly higher than Stone County and Missouri.

2) Kimberling City has an unemployment rate of 9.7% as compared to the State at 5.7% and Stone County at 12.8%.

3) The second highest percentage of individuals in the labor force in Kimberling City is the Administrative segment.

4) There is a total of 1,051 people that are employed and reside in Kimberling City.

Market Analysis and Strategy

In 2004, a Market Analysis and Strategy was prepared for Kimberling City by The Chesapeake Group. In this study, existing businesses were analyzed and compared in the area. This study provided information on average years of employment, length of time that businesses have been established, etc.

The study noted several key facts. For example, 47% percent of the businesses in Kimberling City have been there for more than 20 years. It is estimated that the typical business has been serving the community on an average of over 15.5 years. Given the age of the businesses, it should be apparent that upkeep and maintenance of these structures would be important however, many owners have not updated their facilities, allowing the appearance to look dated and reduce potential income for these businesses. As for newer businesses, only 3% of businesses in Kimberling City had been in business for less than a year, while only 5% have been there for 1 to 2 years. This information indicates that Kimberling City is developing new businesses at a slower rate. Another interesting fact is that the employee's average tenure where they work. At thirteen and one-half years, employees do not leave their current employer as frequently as they do in other areas outside of Kimberling City. Retaining employees is an important part of business. Lack of new hires could indicate a lack of new growth at the existing businesses and that may mean that citizens from around the area do not have new opportunities in Kimberling City to work. This creates a challenge for Kimberling City and impacts the growth of the community. Another factor in the lack of growth in the community is the size of these businesses. In Kimberling City, 35% of businesses only have 1 to 2 employees year-round, while businesses with 11 to 21 or more combine for only 13% of the businesses in the City. Kimberling City needs a strategy to encourage business developers to bring larger businesses to the City to compete for the market in and around the area.

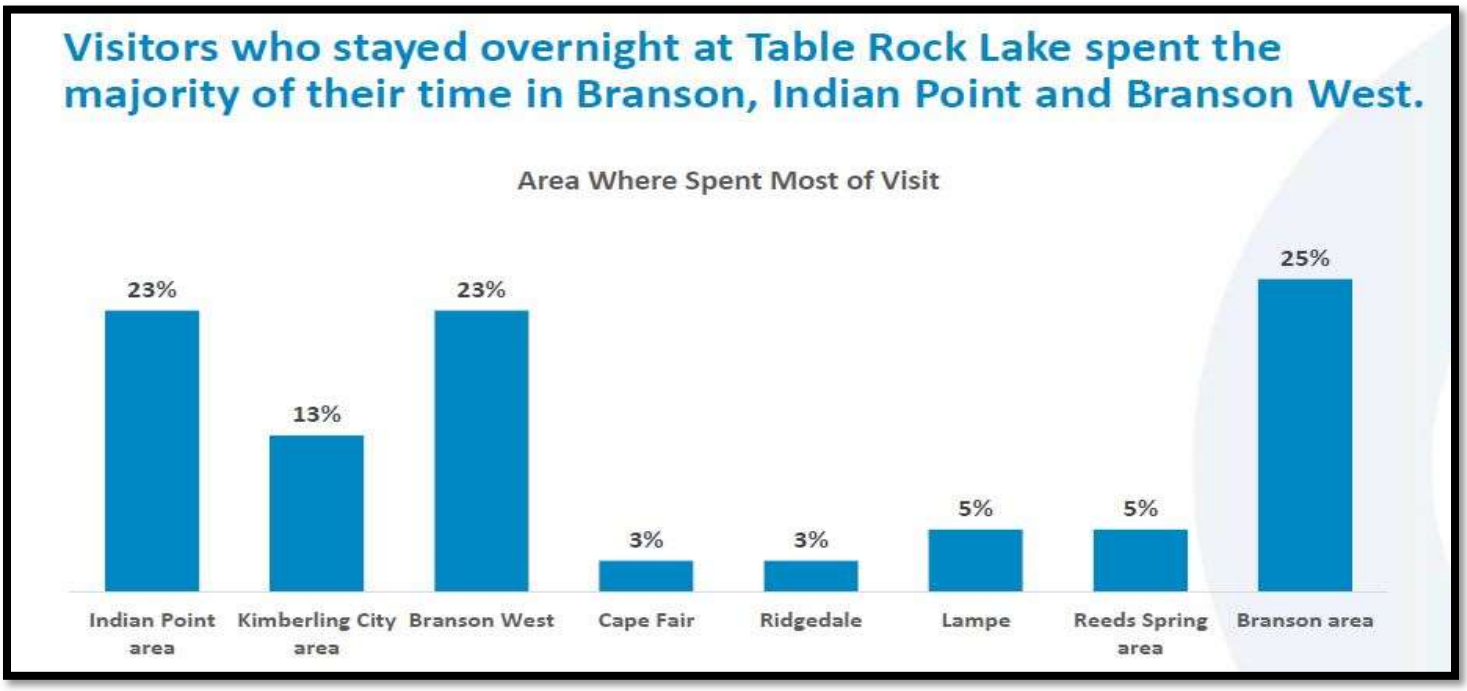
Visitors

While a majority of the City's economy is funded by the residents of Kimberling City; a large portion of Kimberling City's funds also come from tourism. Kimberling City's location gives the City an advantage over neighboring towns with the ease of access to the lake. This

access provides Kimberling City with the opportunity to generate tourism income and capitalize on the seasonal market.

A Marketing and Media Effectiveness Research Study was done in 2016 by H2R Market Research for the entire Table Rock Lake area. According to this report, the purpose of this Study was to measure the incremental impact Table Rock Lake's 2016 season had upon visitation and spending, and to calculate the effect that marketing had on the return on investment (ROI). The Study was conducted among travelers living in select feeder markets: Kansas City, Omaha, Little Rock and markets 50-500 miles from the area. The research was conducted in September of 2016 and was much broader in scope than past research. Table Rock Lake's marketing campaign brought increased visitations to the area that would not have occurred otherwise. Extrapolated across area travel households, incremental visitation accounted for more than 69,000 additional trips in 2016. Given travel spending of $947 per party as an average cost, it is estimated that the campaign generated more than $65,000,000 in incremental travel revenue. More than one-fourth of area visitors stayed at Table Rock Lake (outside of Branson proper) generating approximately 99,000 incremental room nights across the area. Figure 3-6 below shows where visitors spent most of their time while at Table Rock Lake. Overall, Table Rock Lake's campaign generated an ROI of $163, significantly higher than the H2R Industry Norm for destination with similar budgets ($95).

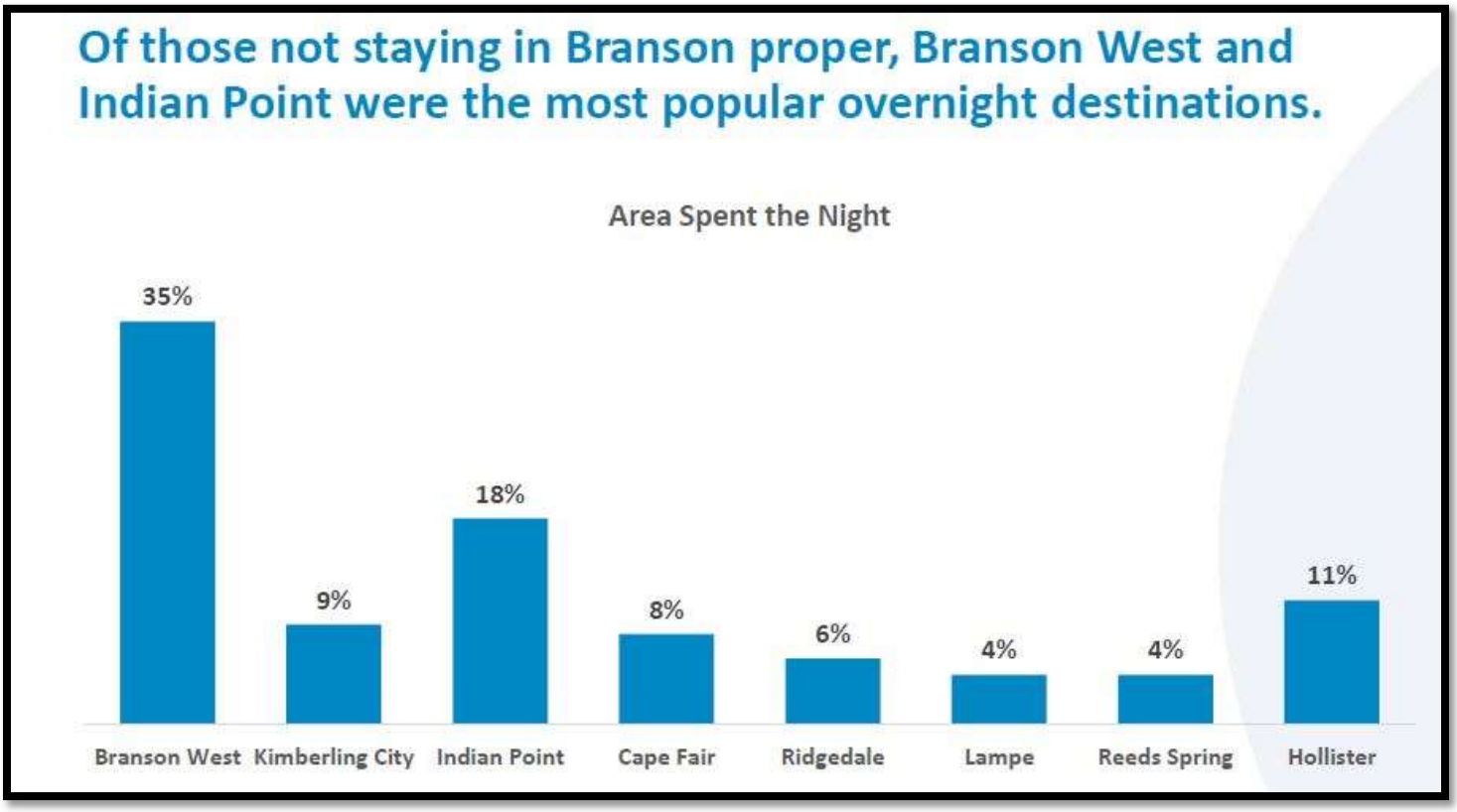
Figure 3-6



H2R Industry, Marketing and Media Effectiveness Research 2016

With over 2.8 million households hearing about Table Rock Lake's Campaign, it is apparent that the popularity of Table Rock Lake is significantly growing. With this growth comes the opportunity for Kimberling City to take advantage of the influx of visitors. Kimberling City should take measures to promote tourism and provide adequate necessities for the visitors of Table Rock Lake. With a seasonal tourism market, Kimberling City needs to take full advantage of the seasons in which tourism most occurs. Kimberling City should evaluate and improve existing hotels, bed and breakfasts and campsites to accommodate and encourage overnight stays in the City as a destination. Figure 3-7 shows where visitors chose to stay during the 2016 year. Kimberling City shows up as a destination, but there is room for improvement.

Figure 3-7



H2R Industry, Marketing and Media Effectiveness Research 2016

An increase in tourism can have a direct impact on Kimberling City's economy and their economic development in the future. The competing local cities will provide the services needed for tourists, but Kimberling City needs to go above and beyond tourists' expectations if it wants to have the greatest advantage over neighboring competition.

New Possibilities

As times change, cities are developing new ways to grow their economies. In the case of Kimberling City, younger generations are the smaller percentage of population. Younger generations are the emerging workforce of a city, and without these younger generations there is less income for the City to sustain itself or even grow. A solution to investigate is to attract younger generations to the City and keep them there once they arrive. One way to do this is to follow a growing trend in the United States, the creation of a program where the City helps pay for recent college graduate student debt.

Many smaller cities across the country are now offering recent college graduates the opportunity to help pay for their loans by relocating to their city. When students relocate to a city, more taxes are generated within the city, thus generating more income. The high level of education the graduates have received, more business development within a city can occur.

Cities using student loan payment programs have basic requirements that must be met in order for the student loans to be repaid. These include:

- *Either rent and live within the city full time or;*
  Buy a home in the community as a full-time resident
- *Maintain a full-time occupation for at least 1 (one) year*

These two requirements alone allow for more income within the City, and more financial sustainability within the community. The amount of student loan payment varies from city to city and is dependent on the city's current economic state. Some cities offer $3,500 per year for a 2-year period while others offer payment up to $15,000 over the course of 5 years.

Kimberling City could consider a program like this to help create a more sustainable economy. The City could work with local colleges/universities such as: Missouri State University, Drury University, College of the Ozarks and Ozarks Technical Community College.

Other opportunities exist for Kimberling City as well. The use of a business incubation program could promote emerging professionals and developers to relocate to Kimberling City. Business incubation is a program designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services that could include physical space, capital, coaching, common services, and networking connections. These businesses are often sponsored by private companies or municipal entities and public institutions, such as colleges and universities.

Incubators provide numerous benefits to owners of startup businesses. The spaces needed for the business are offered at below-market rates, and their staff provides advice and expertise in the development of business and the marketing side of development. These companies on average spend two years in a business incubator, during which they often share telephone, secretarial office, and production equipment expenses with other startup companies. Kimberling City could pursue business incubation programs by working with entrepreneurs and local colleges and universities. The National Business Incubation Association (https://inbia.org/) provides the information needed to start a business incubation program.

Summary

As Table Rock Lake becomes more and more popular it will become increasingly important for Kimberling City to take advantage of all tourism opportunities during the peak season. The City should encourage the expansion of the existing shopping season, hours and opportunities to allow more time for customers to shop or dine.

The City should also attempt to attract emerging professionals and a younger workforce to Kimberling City. The younger generations provide an important demographic to the workforce in the community. This workforce is lacking, diminishing opportunities for future economic development. Along with the expanding a younger demographic in Kimberling City, business development will also have a heavy impact on the economic development of the City. With the use of business incubation programs, Kimberling City can add interest for developers looking for new locations to develop their businesses.

The development of a community is truly established by its economic base. Whether a community has enough industry, businesses or employment opportunities will dictate the speed and quality at which the community develops. Looking at unemployment rates and average median incomes will help to understand what is driving the City's economy and what opportunities are available. Moving forward, it is very important to stay up to date on new programs as they become available. The adaptability of a city is a key factor in its success or decline. Kimberling City must pursue new possibilities and opportunities in order to succeed in an expanding economic climate.

Visit Table Rock Lake

Chapter 4

PUBLIC FACILITIES, ZONING, AND FUTURE LAND USE

Introduction

Public facilities are either publicly or privately-owned facilities which provide a variety of services for the citizens of a community. Examples include city facilities, parks, police and fire departments, libraries, schools, medical facilities and clinics. To maximize efficiency, the provision of community facilities needs to be coordinated by the size of the serving area, the population and its growth trend, the natural environment, and available budget. Therefore, it is crucial to plan for the improvement of existing services and/or the construction of new facilities to serve the community effectively. Land acquisition and feasible operating budgets are very important to this process.

Public facilities have significant leverage with residents of the City. They are not only essential to promote the health, safety, general welfare, and amenities of the residents, but also to enhance the quality of living in a consistent and reliable manner. Furthermore, the availability of public facilities is often a factor that businesses consider when making location decisions. Thus, with an adequate amount of public facilities and services, the City may be able to increase its tax base by attracting new development to the area. Failure to address this significant item in the City's economic strategy can result in the loss of not only potential new businesses but also the loss of existing area businesses.

Currently public facilities in Kimberling City are classified into four main categories: recreational, educational, public safety facilities and public service facilities. Many of these individual facilities serve multiple public use categories.

Recreation Facilities

Kimberling City has a Community Center/City Hall and while there is not green space in its surround, there is ready access to Table Rock Lake by traveling on the U.S. Army Corps of Engineers property. The community center, located at 34 Kimberling Boulevard in the west region of the City, provides opportunities for the citizens to hold cultural and/or community events such as civic activities and concerts. Both the police station and the City Hall are located within the Community Center building. The facility also houses Kimberling City's City Hall. The City Hall is adequate for Kimberling's administrative space needs. The space is also adequate for meetings and storage, however, the administrative offices necessary to do the community's business could potentially use more space for efficiency but the existing conditions suffice.

Kimberling City currently has no identified parks. However, it does have the possibility of adding parks or green spaces and is surrounded by U.S. Army Corps of Engineers property on the West, South, and East sides. The State of Missouri standards (SCORP) indicate a need of approximately twenty (20) acres of parkland per 1,000 persons. The current population of Kimberling City is 2,313, therefore, the total recommended acreage of parkland would be 40 acres.

A park system that links different places in the City together is vital to the health of the community. A city that does not plan for the recreational needs of its citizens is not planning for the growth of the community and the population. Several key issues need to be addressed to provide a cohesive open space and recreational system that accommodates the recreational needs of Kimberling City.

Park areas should be formed around blue ways and greenways as often as possible. Drainage ways, or blue ways, consist of streams, rivers and floodplains. Greenways consist of

drainageways, transportation corridors and transmission easements and often contain walkways, jogging paths, and established land for hiking and bicycle trails. Greenways and Blueways are often overlooked functional places that offer excellent opportunities for the development of recreational and educational experiences, not to mention their ability to link places together through natural systems. These links can provide a network with a circulation system that allows pedestrians and cyclists safe travel from park site to park site, from their homes to the City Complex, to Corps property, etc.

Available and usable open space and obtainable land is often overlooked. Listed below are some ideas for land that otherwise goes unused:

Urban Forests	Riverfronts and Stream Fronts
Floodplains	Cemeteries
Vacant Lots	Abandoned Sites
Agricultural Lands	Abandoned Landfills
Dedicated Open Spaces	City Owned Properties

Sound financial planning is essential for the development of a city park system. Funding options include applying for and writing grants, obtaining donations, holding fund-raisers or voting in a tax or a general obligation bond. Several different funding sources are used to provide financing for parks and recreation systems in Missouri today:

Real Estate Taxes	User Fees
Merchant Taxes	Activity Fees
Sales Taxes	Donations
Dedicated Sales Tax	Fund Raisers
Concessions	Grants

General Obligation Bond Issue

The traditional sources of revenues for parks such as activity fees, and user fees are generally not adequate to meet the funding needs of a parks and recreation system, but they do help contribute. The following paragraph discusses several solutions a community should consider for funding and financing parks and recreation improvements.

Funding programs vary from year to year as money becomes available. Information about current funding opportunities is available through the Missouri Department of Natural Resources (MDNR) for the State of Missouri. "*Financial Assistance Opportunities",* a funding source reference that is available through the MDNR, lists several different funding opportunities. Potential sources of financial assistance include:

- Parks and Recreation Grants
- Trail Grants
- Energy Efficiency Revolving Loans
- Waste Tire Playground and Running Track
- Dedicated Sales Tax

Funding comes through a variety of State and Federal Programs as well as the private sector. The above mentioned are only a few of many key issues in developing a successful park and recreation system. Two of the most common impediments to providing adequate parkland include:

- Lack of funds to acquire and develop parkland
- Failure to identify and reserve in advance land suited for park areas.

In public meetings held to gain input from the Citizens of Kimberling City for this Plan, it was the fervent belief of the majority that the City needs to provide numerous programs and activities for all age groups in the City. The attendees of the meeting believe that special attention should be paid to the youth and the seniors of the area. Concerns included the lack of engaging age-appropriate activities and up to date cultural activities.

Kimberling City is a community that could experience growth with the potential development of the recreation industry. This influx of people could be drawn due to the relative quaintness and small-town atmosphere that is present and offered by the City. This growth would place increased demand on the City to provide a more sustainable park and recreation system. The aforementioned land acquisition and funding opportunities offer Kimberling City the capability to provide needed parks and recreation systems for its citizens. As the parks and recreation strategy is implemented, funding strategies for expansions and improvements should be continually investigated and updated. As the City grows, it would be feasible and necessary to develop a comprehensive park and recreational plan that would set goals to ensure that the citizens of Kimberling City have an adequate parks and recreation system moving forward.

Education Facilities

The quality of a community's education system is one of the key elements companies use to determine new locations for branch offices and shops. The levels of education considered include elementary and high school education as well as college and vocational training facilities. As our world becomes more reliant on technology to do business, the need for well-educated, technically trained workers grows greater daily. Good schools are necessary not only for children, but also for workers to learn new skills and continuing education.

Kimberling City is a part of the Reeds Spring school district. The Reeds Spring school district serves 1,766 students and 11,152 residential parcels. The school district provides students with several programs to help promote the pursuit of college. Reeds Spring does offer an A+ program providing students with a chance to receive (6) six semesters of tuition and common student fees at any participating Missouri vocational-technical school, junior college, or community college. Some of the participating colleges are: Crowder College, Missouri State University, Ozarks Technical Community College, Linn State Technical College, etc. Also, Reeds Spring does provide dual credit classes to help students get a step ahead by receiving college credits in high school.

A lack of advanced education opportunities for the community can be an obstacle to economic development. Vocational training can help train workers in new skills necessary to compete in the rapidly diversifying economy. This kind of training is also attractive to industries looking to expand or locate in the area. Not only does a city's education system become important to the company looking at potential employees, but also for personnel who may be relocating family to the City.

Library System

The Kimberling Area Library Association is a non-profit organization supported entirely by donation and contributions, receives no direct tax support and is staffed by volunteers. Located at 45 Kimberling Blvd, the 3,000-square foot Kimberling Area Library was opened in July of 1990 after a community meeting where the public expressed interest in a library. The community center donated space in the basement of the community center to house the library temporarily until the library was built. By 2005 it became apparent that the

library needed more room to serve an ever-growing community, so the building was expanded to some 13,000 square feet. The library houses over 30,000 items, internet computer stations, and community meeting rooms.

Health Care Facilities

Health care has been a major issue nationally for over a decade as more and more Americans approach senior citizen status and resources at all levels are stretched. As individuals age the need and demand for good affordable health care becomes critical. Additionally, the rising cost of health insurance has resulted in many citizens not being able to afford coverage. This lack of coverage can result in a failure of individuals to seek proper care, preventatively and during times of illness. Communities suffering from distressed economic conditions, such as Kimberling City, are most often medically underserved. These communities can experience higher infant mortality rates and higher rates of illness than other areas. Community health is vital to the economic base of an area. A healthy workforce is necessary to ensure sustained economic stability in a region.

Kimberling City is home to one medical center. The Tri Lakes Community Health Center is located at 11863 State Highway 13. Created by the Public Health Service Act of 1965, community health centers (CHC) are private not-for-profit, or public corporations, which provide comprehensive health care in medically underserved areas without regard to patient payment ability. Community health centers provide the necessary health care to all members of the community while creating jobs and helping to stabilize businesses and neighborhoods. Across Missouri, each health center serves an average of 10,000 patients each year. This helps the community to remain productive and active. The presence of a community health center can result in an overall reduction in hospital admission

rates, hospital stay periods and in the number of expensive emergency room visits. Community health centers include the following primary services:

Physician Services

PA and NP

Diagnostic lab and x-ray

Preventive Health

Prenatal Care

Well-child care

Family Planning

Emergency Medical Services

Transportation

Preventive Dental

Pharmaceutical Services

Other supplemental services, which are occasionally included with CHC's, but not generally funded through program assistance, include:

Hospitals

Home Health

Extended Care

Rehabilitation

Mental Health

Dental

Vision

Allied Health

Therapeutic Radiology

Public Health Services

Ambulatory Surgery

Health Education

Facilities used to house a CHC must be appropriate for the types of services to be provided. This includes office space and type, equipment, storage, security, location, parking, and access among others. Specifically, the facility must meet life safety and fire codes. The facility and its operation must conform to both the Civil Rights Act, and the Americans with Disability Act provisions. The consideration of the development of an existing building for use as a CHC must meet these criteria.

Community health centers can also be designated as “Federally Qualified Health Center”, (FQHC). A FQHC can provide additional costing benefits to Medicaid and Medicare patients. Medical malpractice coverage is included under the Federal Tort Claims Act for professionals serving in an FQHC. Obtaining an FQHC designation can aid the community in attracting and retaining qualified medical professionals. For more information visit the Centers of Medicare and Medicaid Services website (www.cms.gov).

Fire Department

The Southern Stone County Fire District serves Kimberling City from its full-time headquarters in Branson West. The fire department is a volunteer organization with 18 firemen. The volunteers receive training from the State and various utility companies on how to handle certain types of fires. The volunteer fire department responds to assist with fires and emergencies in Kimberling City and 280 square miles of the southern part of Stone County from 15 stations located throughout the district. One station is located in Kimberling City on 11 Fire Station Road and another is located on 15 Tightwad Estates Lane. Other stations can be found in Lampe, Blue Eye, Reeds Spring, Galena, Branson West and Cape Fair. The volunteer firefighters are required to undergo extensive training and additional training is provided once a month.

As Kimberling City grows, and businesses, industries and residences are added, it will become increasingly important for the City to be fire protected. Undoubtedly, the future growth and development over the next five to ten years will increase the demand for efficient and effective community facilities. The County’s existing facilities are currently adequate for the volume residents of Kimberling City.

Police Department

Community security is necessary to encourage and attract new businesses and business opportunities. The key to that security is the community police force. The Kimberling City Police Department operates out of the Community Center on Kimberling Blvd. The department includes a total of six (6) full-time officer positions, and two (2) reserve officers. The department includes 4 patrol vehicles (2 cars and 2 SUVs). The City provides the uniforms and bulletproof vests for officers, but officers provide their own duty gear and guns. All felons/violators are taken to the Stone County Jail for prosecution.

Currently Kimberling City provides adequate police services, but as growth in the community occurs expansion of the City's police force may be necessary. Expansion should include more than the addition of officers, but also the addition of advanced training for officers in safety, law, and security. The future growth and development over the next five to ten years will increase the demand for efficient and effective police force facilities.

Community Center

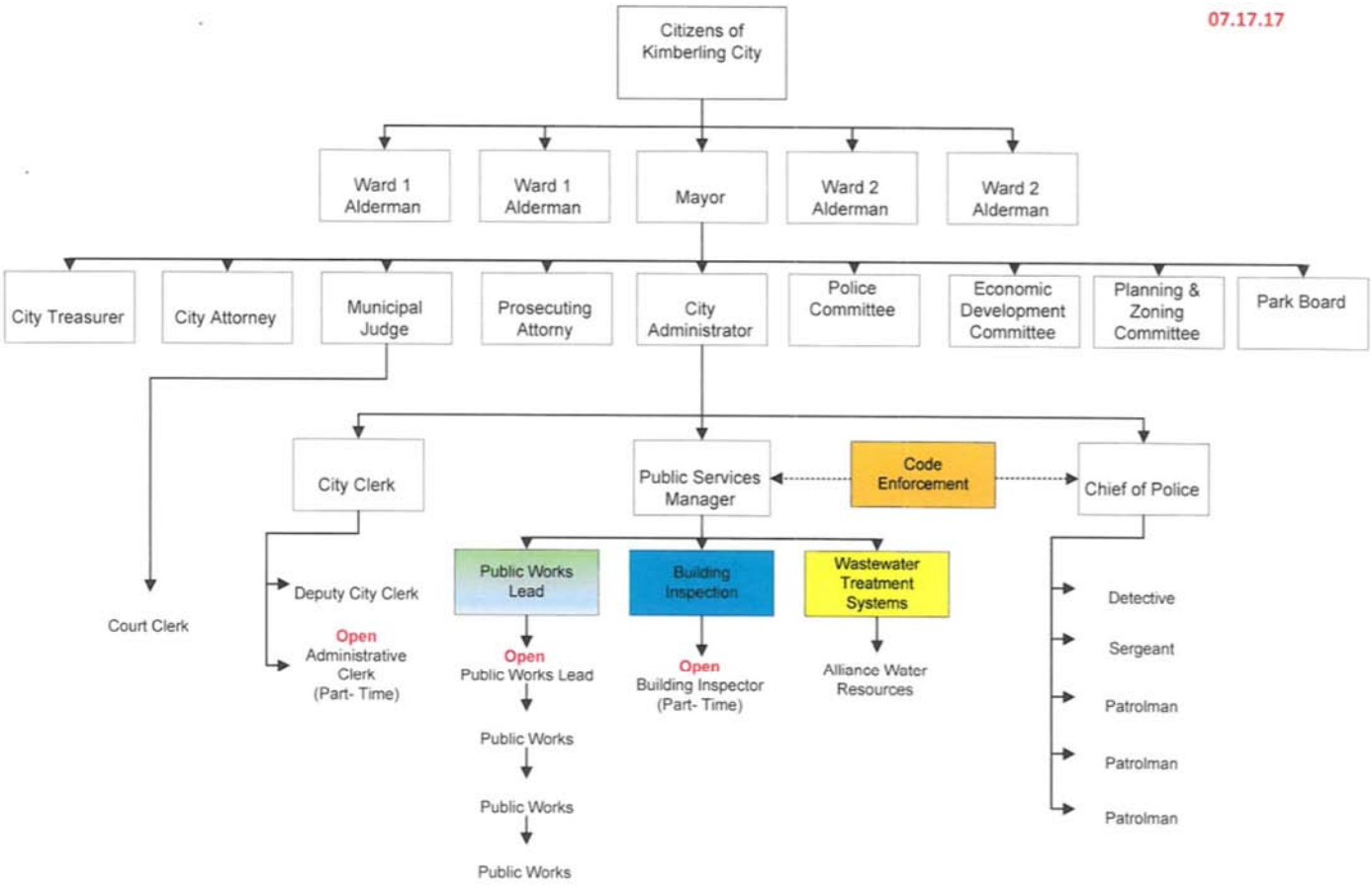
Community Centers often provide many different functions in a community. Community Centers provide places for the community to congregate, celebrate, or provide social and recreational activities. These centers create a more connected community generating a small-town, cozy appearance which attracts residents, newcomers and travelers alike.

The existing community center in Kimberling City was developed in 1981. Located on Kimberling Blvd, the community center provides a convenient and accessible location for citizens. Approximately 1,800 square feet, the capacity of the complex is a maximum of 283 at

any given time. The facility is adequate for meetings and social or cultural gatherings, but if the City grows, the need for a larger facility will be required. The facility can be rented for $12.00/hr for any events held, there is no charge to non-profit groups. The facility is the only area at City Hall open to the public. The City Hall offices were built as an addition to the Community Center that was donated to the City by the Rotary Club. The added area provides office space for the Mayor and the City Administrator. Space is included for administrative assistant support, the Municipal Judge, City Clerk, City Engineer/Building Inspector, and for the City Police Department.

Other facilities of the City include the Waste Water Treatment Plant and a workshop building developed primarily for street maintenance. The City also owns several unimproved lots within the City. The City Municipal Organization Chart is shown below.

Figure 4-1



Churches

Churches can provide several services for the community. Churches can offer spaces for meetings, reunions, weddings, support group meetings or even workout facilities. These facilities also provide the community the ability to become more connected. There are currently 10 churches in Kimberling City:

- *Kimberling City Seventh-Day Adventist Church*
- *Church of Christ*
- *First Christian Church*
- *First Baptist Church*
- *Shepherd of the Hills Lutheran Church*
- *St. Mark's Episcopal Church*
- *St. Andrew Presbyterian*
- *United Methodist Church of Kimberling City*
- *Our Lady of the Cove*
- *Ozark Mountain Assembly of God*

Community Organizations

Kimberling City has a variety of community organizations that offer membership to residents in the community and any new residents to the area. Community organizations help to create a community character in the City. This community character creates a good impression of Kimberling City; potentially drawing in new opportunities and income. The following lists all community organizations in Kimberling City:

- American Legion Table Rock Post #637
- Kimberling Area Senior Center
- Loaves and Fishes
- Kimberling City Area Library
- Christian Associates
- OACAC Stone County Neighborhood Center
- Masonic Table Rock Lodge #680
- Kimberling City Elks Lodge #2505
- Table Rock Area Chamber of Commerce
- Stone County Citizens in Action
- Kimberling City Amateur Radio Club
- Knights of Columbus #7588
- Modern Day Veterans Chapter #497
- Order of the Eastern Star of Missouri Grand Chapter
- Kimberling City Lions Club
- Table Rock Lake Rotary Club
- Stone County Council on Aging
- Table Rock Art Guild
- Table Rock Bass Masters

- Table Rock Community Service Inc.
- Upper White River Basin Foundation/Ozark Water
- Vietnam Veterans of America #1119
- Neighbors and Friends of Table Rock Lake
- Ozarks Lake County Senior Center
- United States Coast Guard Auxiliary

With all of the community organizations available, it is important for Kimberling City to make sure that residents know about these organizations.

Kimberling City has a unique community made up of many different types of people; but the predominant identifying feature of the City's demographic is the current average age of the City's citizens. This feature should be one of the focuses for future growth of the City. While the City may be a retirement community, a business community can easily co-exist within the retirement community as well. With a national focus on the Baby Boomer generation the U.S. Census Bureau predicts that the number of seniors will grow on average by 2.8% per year until the year 2030. In the U.S., the number of seniors will more than double between now and the year 2050, to almost 80 million. Kimberling City's retirement age citizens can bring a wealth of information and wisdom to the community planning table. Not to mention that they may have some extra time to give to help the City, businesses and younger residents improve the City on many levels.

Business communities and retirement communities can coexist within a City. Retirement communities require many services to maintain functionality. These services include but are not limited to: financial planners, in-home care services, home repair services, home delivery services, lawn and garden care, etc. These services can all be provided by the business community and in turn have a mutual relationship between the two.

Community Character

Kimberling City is a special place. The community treasures family values and a strong sense of community while doing everything they can to take care of the environment around them. Kimberling City's future will be vibrant with the creation of a community where all members are connected to those around them and by realizing that their success and wellbeing are dependent upon the success of the others in the community. Kimberling City can create an environment within the City that can actively protect and enhance the beauty, resources and natural environment around them with the support of their current values based on the Ozark Mountain Legacy values of Faith, Flag, Family and Friends. Having faith in fellow citizens allows the whole community to grow together and become more connected. When a community is connected it provides an atmosphere that is appealing to all visitors passing through and any tourists who visit the City.

Recommendations

Kimberling City must effectively plan for the improvement of existing services and the construction of new facilities to serve the community. Community facilities in the City are essential to the health, safety, general welfare, and amenities of the residents. They enhance the quality of living in a consistent and productive manner, making the community a good and special place to live. The wellbeing of the citizens of Kimberling City is one of the most important aspects to the ultimate success of the economic development in the community.

Goals need to be set for the areas where the acquisition of land is needed for recreation, education, and life-safety facilities, and for the improvement of existing facilities. The goal for enhancing existing community facilities has already been stated with an interest in attracting health and medical facilities, and creating multi-use public facilities.

As the community grows the need for fire and safety will increase. It is important that the City maintain focus on these public services to ensure the growth of the City is well sustained and prepared for future growth.

Recreational Facilities

Recreational areas are essential to the community. They provide a safe place for citizens to recreate and enjoy the environment around them. The City should seek land to develop recreational areas.

1. Acquire and reserve land for neighborhood parks
2. Investigate methods to finance additions to park system including land and activities
3. Improve conditions and any equipment of the City's green spaces
4. Develop a Park System that utilizes and enhances natural land features to create connectivity
5. Hold public meetings and send out surveys or questionnaires on a regular basis to learn the public's perception of recreational needs

Educational Facilities

Educational resources are essential to a strong community. The City should seek out ways it can coordinate with the school district and the regional library on mutually beneficial projects. The City should also attempt to expand the range of educational opportunities available.

1. Encourage the development of post high school education facilities in the community
2. Coordinate with the school district on the development of local parks and trails
3. Encourage the community to become more involved in educational activities to help promote post-high school education

Library System

Library resources are important in the advancement of knowledge in the community. A library system provides not only students but all residents the opportunity to advance their knowledge, have a place to study or research, or even hold meetings/events. This system expands the range of educational opportunities to the community and surrounding areas.

1. Continue to encourage contributions to the existing Library facility

2. Maintain the system as a non-profit organization supported by donations and contributions
3. Encourage expansion of the facility as the community grows

Health Care Facilities

One of the City's primary responsibilities is the health and wellbeing of its citizens. Health care facilities are absolutely required if a City wants to experience growth. By providing residents with the medical care needed, the City fulfills its responsibilities. As the City grows, health care facilities will play an important role in sustaining growth.

1. Improve the existing facility to sustain more patients
2. Encourage the development of new diverse facilities to offer more advanced health care options
3. Encourage the existing facility to become a Federally Qualified Health Center (FQHC)

Fire Department

Fire departments are yet another key responsibility of the City and the County. Fire Departments not only protect the health of its citizens, but the welfare of the residents.

1. Expand the existing facilities.
2. Develop new facilities to sustain the future growth of the City.

Police Department

The safety of a community is a primary concern for any citizen. Police protection is a must for any City wanting to experience growth. Not only does the police department protect residents, but also businesses. The Police department should be a primary focus as the City expands.

1. Expand existing facilities as growth occurs
2. Add additional officers and equipment to the police force as growth occurs
3. Encourage advanced training for the officers of Kimberling City

City Hall

A City Hall in any city is important because it is where all municipal business and duties of the City occur. In Kimberling City's case, the City Hall contains the Police Department as well

as the administrative and business services of the City and share a building with the Community Center which doubles as the Council meeting space. With no real separation of the uses, it is not clear to the public where City business is conducted.

1. Conduct a space utilization study for all activities in the City Hall to determine the square footages necessary for the functions of the facility for now and in the future.
2. Consider a new, more visible location for the City Hall and Police Station as opportunities present themselves.
3. Create a handout that outlines all activities that occur at the City Hall and Community Center.

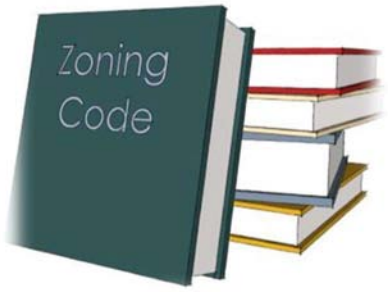
Community Organizations

Community organizations help provide connectivity in a Community as well as offer benefits to the residents of the Community. These organizations support all age groups in the community and help promote the community character unique to Kimberling City.

1. Create a handout for new residents to the City with all organizations categorized and contacts listed
2. Encourage community organizations to work together toward common community goals in the City

Zoning

The purpose of zoning is to put land to the highest compatible and the best use. While determining the best use for land is not always easy, it is the responsibility of the City to make this determination. Some land is best left undisturbed because of its unique soil characteristics. Other land may be ideally suited for commercial development because it is located near a major highway. Zoning is an important aspect of City development for many reasons, but the primary reasons being the health, safety and welfare of a community. With the use of zoning regulations, a City can take full advantage of land within and around the City.



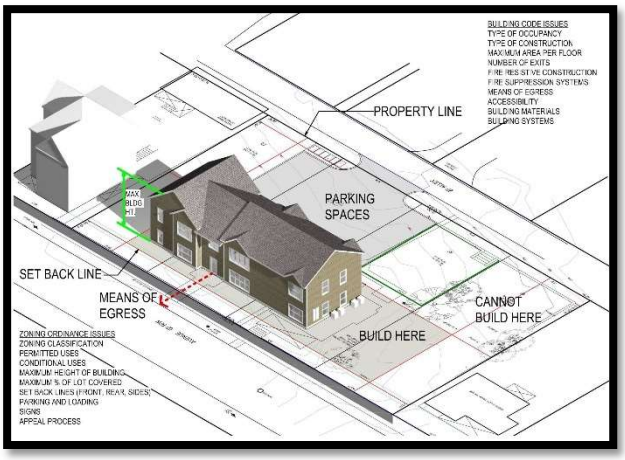
Kimberling City currently uses pyramid zoning regulations. Pyramid zoning is best defined as, a zoning ordinance that permits a more restrictive zone classification in a less restrictive zone. For example, pyramid zoning may allow light industrial use in heavy industrial areas. This type of zoning was first implemented in the 1960's to have more flexible zoning regulations encouraging development within a City. The drawbacks with pyramid zoning involve the City's responsibility to maintain public health, safety and welfare. With pyramid zoning regulations industrial areas or commercial areas could be positioned in residential zones creating conflict to the neighboring residents. The devaluation of property and possible decline of health and safety in the community create issues for the City. Figure 4-2 shows the existing zoning classifications for Kimberling City.

Many Cities now implement Euclidean Zoning which is defined as, districts within which land use is controlled through the regulation of the height and bulk of buildings and structures, the minimum area and dimensions of lots, the percentage of lot coverage, minimum open space and yard areas, using setback requirements, the density of population, and the type and intensity of use of the land and buildings. These zoning regulations allow for some flexibility within the City and still allow the City to maintain proper health, safety, welfare, and preparation for future growth within the City.

Kimberling City's neighbor, Branson West, uses the conventional zoning code system referred to as Euclidean Zoning. Branson West's zoning codes restrict buildings to:

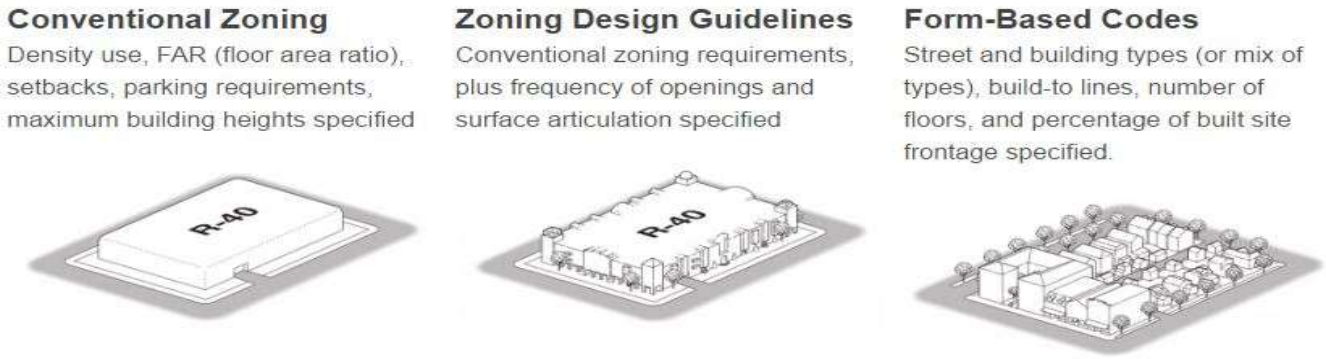
- Minimum Lot Area
- Minimum Lot Width
- Minimum Lot Depth

- Maximum Structure Height
- Minimum Yard Requirements
- Maximum Building Coverage
- Maximum Floor Area Ratio



These restrictions allow Branson West to regulate buildings to protect the health, safety, and welfare of residents/owners and allow flexibility in future development.

As the times change, new zoning regulations are being implemented. Such zoning regulations include the development of a Form-Based zoning code. Form-Based zoning is a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. A form-based code is a regulation, not a mere guideline, adopted into city, town, or county law. A form-based code offers a powerful alternative to conventional (Euclidean) zoning regulation. Form-based codes emphasize the physical character of development (site design) and de-emphasize the regulation of land use. This type of zoning creates a clear vision for a district or neighborhood and encourages mixed uses. Euclidean zoning or single use zoning is a system of zoning whereby a town or community is divided into areas in which specific uses of land are permitted. This zoning system does not have the same level of control as form based and is limited in the aspect of treating a city as a fixed machine and not an evolving entity. The image below depicts the different zoning types provided by the Form-Based Codes Institute.



From Form-Based Codes Institute, 2017

Recommendation for Zoning

When developing the future zoning codes of Kimberling City, it would be wise to use the boiler plate provided by Branson West to allow the most efficient use of zoning regulations for the future development of the City. With the community's concern for building height it would be recommended to develop a form-based zoning system.

Due to Kimberling City's outdated zoning codes, it is very important that Kimberling City updates these zoning codes to either a Euclidean or form-based zoning. Both zoning options have positives and negatives, but both will be effective in the future growth of Kimberling City.

Land Use

Land use concerns itself with the type and intensity of the use of individual pieces of land. The primary purpose of land use planning is to match this use to that with which the land is best suited, encouraging the highest and best use of the land. Ultimately a wide range of factors determines the use of land in a populated area. Such factors include natural features of the land, land uses of surrounding areas, availability of infrastructure (water, sewer, and utilities), transportation access, and the economic development needs of an area. The planning process attempts to incorporate these factors into a coordinated strategy to guide the future development of the community. In the case of this Comprehensive Plan, the way that the land is used will directly impact the economic growth in the City.

Existing Conditions and Trends

The primary goal of the land use plan is to identify land use and protect Kimberling City's quality of life and unique scenic environment in the coming years. Southwest Missouri Council of Government defined the current land uses within the City. In a review by the City, land uses were recorded as residential, commercial, industrial, agricultural, Corps Property, Parks/Recreation, Church, Public/Semi Public, and Undeveloped. Table Rock Lake borders the City on its Western, Southern, and Eastern boundaries respectively. Since its inception, the City has developed and grown in a northerly pattern away from the lake. The current trend for commercial development is expansion along the corridor of U.S. Highway 13. Residential development is expanding to the North and West parts of the City. Currently, the only green space that exists in the City is CORP Lakeside property or is privately owned, and there is no other land classified under this category that exists within the City limits.

Land Use Pattern

Several features define Kimberling City's general form. The major features impacting the pattern of land use include the City's location relative to: Table Rock Lake, which is the City's southern, western, and eastern boundary; Missouri Highway 13, which travels north and south through the center of the City; the existing street patterns in the City; and the existing topography and drainage patterns of the land. Missouri Highway 13 access has caused much of Kimberling City to develop along Missouri Highway 13 and the roadways leading to the residential areas. The more intense land uses occur adjacent to these thoroughfares. Most of new development in and around the City is occurring to the north along Missouri Highway 13. This is due, in part, to the good access from the highway, the availability of vacant land, the less restrictive topography, and physical constraints of Table Rock Lake to the south, east, and west of the City. Figure 4-3 shows the existing land uses for Kimberling City.

Residential Land Use

The dominant form of existing land use in Kimberling City is residential. According to projections available from the Census Bureau, Kimberling City has experienced steady growth until recent years. The growth of the City has had an impact and will continue to impact Kimberling City with the need for additional multi-family and single-family housing. The central portion of Kimberling City is characterized by mixed land uses, of which residential is a part. Most of the existing residential area is composed of low-density single-family housing that is older in character. However, there is evidence that this is changing. Newer subdivisions are being developed and favor higher density single-family housing in the developments. The houses are modern, well-built permanent structures. Developers are using more curvilinear street patterns in the design of these developments. This trend of higher density residential areas could be developed on the northern or western parts of the City.

Commercial

Commercial development areas in the City have clustered along Missouri Highway 13 from the north most part of the City all the way to the Kimberling City Bridge located at the southern portion of the City. The commercialized areas along Missouri Highway 13 at first glance appear older in style. The trend for newer commercial development should occur along Missouri Highway 13. Some development has already occurred with the installment of a newer styled fueling station towards the South part of the City. Since Missouri Highway 13 is a major transportation route, the attractiveness of the commercial businesses should draw in more business as newer development occurs.

The commercial business area is concentrated in Kimberling City primarily along Missouri Highway 13. This area consists mostly of restaurants and small retail businesses

located on small parcels. Though there are not very many, most of the professional offices in Kimberling City are located in this area as well. Once again, the older architectural and building styles in the area have created less appeal. A revamp of the existing building faces and the development of newer facilities over time is recommended to help promote growth of Kimberling City.

Given the unique location of Kimberling City more opportunities present themselves. With the lakeside properties, one can not only attract traffic from Missouri Highway 13, but from Table Rock Lake as well. Commercial businesses should not focus only on Highway traffic, but boating traffic as well.

Industrial

The current Land Use Map indicates a small area dedicated to Light Industrial. This area is in the southwest region of Kimberling City on Bass Ave. While all necessary infrastructures are present, there is very little opportunity for this to expand due to topographical restrictions. The restrictive topography of Kimberling City greatly inhibits the development of additional light industrial areas. The unused restrictive topography of the land within and around the City is allocated to agriculture.

Public/Semi-public

Public / semi-public areas in Kimberling City consist of the Kimberling City Community Center/City Hall, local churches, cemeteries, the Kimberling Area Library, Kimberling Area Senior Center, the fire station, and the police station. Kimberling City's Community Center is in the southwest region of Kimberling City on Kimberling Blvd. It is utilized for various activities from City meetings to social events. The fire stations are located on Fire Station Rd and Tightwad Estates Lane and the police station is located in the Community

Center on Kimberling Blvd. There are a wide variety of local churches located throughout the City. Some of these churches allow public access; others offer the use of their facilities for a small fee. All land uses can be found on Figure 4-3.

Parks and Open Spaces

There are currently only 3 locations shown on the existing Land Use map that indicate the use of Parks or Recreational areas/facilities. These areas are clustered towards the center of the City to the west of Missouri Highway 13. This area is the Fisher Creek Golf Course. This course is no longer a golf course and is now privately owned greenspace.

In the 1999 Comprehensive Plan, one of the objectives was to create a public park for the community, as well as, family and youth recreational sites. The golf course was opened in 2002 allowing the community access to some recreational options, but there are still no active parks within Kimberling City. The creation of a park allows more connectivity within the community as well as provides a possible destination for tourists/travelers.

Land Use Planning Considerations

Growth

Kimberling City's attraction as a place to live, work, is an area of opportunity. The City's popularity was generally attributed to the low cost of living, low cost of housing, and abundant sources of outdoor recreation. There are specifically two areas of growth that are most apparent.

- *Locating a primary residence in Kimberling City to retire.*
- *Locating in Kimberling City for a second home, or vacation home.*

Due to Kimberling City's location on Missouri Highway 13, and its proximity to Table Rock Lake, the City should be excited about future growth. Growth can represent many new opportunities: new people, new jobs located within the City, new places to shop, more parks and recreational facilities, and a larger more diverse tax base. Furthermore, Kimberling City has a great capacity for growth with an abundance of vacant areas throughout the City, most within the City but some in adjacent unincorporated areas. These areas could change the character of a City if beautification was to occur. Figure 4-4 shows the Future Land Use Map for Kimberling City.

Quality

While growth can provide many new opportunities, there is concern in how this growth develops. In new developments, good quality whether it is residential, industrial, or commercial development is important. Any new development should be well designed, integrated both functionally and visually, and efficiently located within the natural and built environment. Examples of good quality design could include curb and guttered streets, storm water design, sidewalks, and landscaping.

Kimberling City has development regulations, ordinances that regulate the development of land within its boundaries, and building codes. Building codes work together with development regulations to assure that structures meet the minimum requirements to protect the health, safety, and welfare of the public who will use them. Developments that utilize good design and construction methods will set new trends for development throughout the City. Through proper planning and regulation, the City can insure that any new development or building that takes place will help to promote the creation of a unique, high quality community.

Community Character

Attention should be paid to the character of the City that emerges from new development and the revitalization of existing structures. Opportunities for growth and quality development are not enough to provide a City with a sense of place. While some development is the extension of previously developed area, areas currently undeveloped may give the best chances to provide quality development that, in turn, gives that special sense of place, unique only to Kimberling City. The City already has features of the natural environment, existing development, and population's uniqueness that can be expanded on to provide the City with the characteristics of charm, coziness, and quaintness. To help develop community character it is important that volunteers contribute to local events and programs. The way in which Kimberling City develops and the character that emerges will reflect the desire and values of its residents. It is in this way that Kimberling City can become not just another small town along a highway or lake, but rather a special place.

Future Land Use Plan

Ample land exists within the current City limits and in nearby areas to the west, east and north of Kimberling City to accommodate future growth needs well into the twenty-first century. The suitability of available land together with good access and infrastructure improvement opportunities will allow the City to accommodate growth for existing and new members of the community. Kimberling City offers its citizens a unique lifestyle, small town atmosphere with the basic conveniences of life. This characteristic alone will continue to draw people into Kimberling City and promote population growth. In addition to the characteristics already mentioned, the low cost of living and location near a significant recreational body of water will also encourage a retirement

population to settle in Kimberling City. As the City experiences growth, there are several land use categories that must be continually monitored.

In the Future Land Use Plan, commercial zones are designated along the Missouri Highway 13 corridor, and outside the City limits in areas where the City should focus efforts for expansion in the future. New areas should be planned so that they occur behind commercial area to support and transition the land uses. This is generally referred to as land use buffering, that is, matching the intensity of land uses adjacent to one another between categories. This helps to transition from one land use to a less intense category. For example, land classified as commercial adjacent to land classified as residential. Transitioned and diversified land uses will not only service the existing population, but cater to the new population moving into Kimberling City as well as the motorist passing through the City.

The City should continue to promote and develop its industrial and commercial development areas, taking advantage of the good access from Missouri Highway 13. Growth along the highway corridor translates into job opportunities for the citizens of Kimberling City. Many companies are looking for small towns with a high quality of life and adequate access to transport goods in which to locate their business facilities. Important factors in drawing industrial and commercial businesses to the City are the locale, the City's image, and the available workforce. The commercial, industrial and residential land that will be needed for the City's future is specifically identified on the Future Land Use Plan Map (Figure 4-5). The City should focus on how and where development occurs within and outside the City Limits, and how the developed land uses are transitioned with one another.

Recommendations for Land Use

Commercial

Commercial land uses within Kimberling City have always been the most visual land use within the City. It is of great importance that a continued focus be placed on this land use as new development occurs.

1) Maintain and increase quality commercial development within the Kimberling City.
2) Improve the appearance and image of existing commercial areas currently within the City.
3) Identify infill areas within the City that best suit commercial uses and if not already, designate them as commercial zones.
4) Improve traffic circulation and parking within existing commercial areas.
5) Encourage creative, high quality designs for commercial areas to insure compatibility and visual integrity of new developments.
6) Encourage commercial infill and adaptive reuse projects to replace and enhance deteriorated commercial areas or buildings within the City.
7) Develop a sign ordinance that would specify size, design, and placement of signs to be compatible with the goals for commercial areas and lake access areas and businesses.
8) Encourage pedestrian access to retail and service areas within the community.
9) Minimize adverse impacts of commercial activities on adjacent land uses by using land use buffering and providing green buffers between uses.
10) Develop regulations for provision of infrastructure improvements for adequate traffic circulation and utility connections in newly developing commercial areas.
11) Update Zoning and Regulations books.

Residential

Residential land uses within Kimberling City have always been the second most predominant land use within the City. Most of the existing residential areas should be

protected and improved, while new quality residential development is encouraged. A balance of various types of housing and densities should be sought after.

1) To supply quality residential areas that provide for the health, safety, and welfare of the residents of the community.
2) To encourage residential design which preserves and strengthens the natural environment in which it is located.
3) Promote buffering and screening between residential land uses and adjacent land uses of commercial, industrial, service areas, and parking.
4) Protect existing residential areas from encroachment of non-compatible land uses which may have negative impacts.
5) Preserve and enhance existing housing through maintenance, and the enforcement of City ordinances and codes.
6) Ensure that new residential development only occurs in areas that can be adequately served by infrastructure facilities and public services.
7) Consider and investigate the use of renewable alternative energy sources for residential use, and the efficient use of nonrenewable energy resources in construction techniques.
8) Promote a balance of housing types and densities that provide housing opportunities to various socio-economic groups, part-time and permanent residents.
9) Ensure that high-density residential developments are of high quality and that the surrounding area is compatible with this use.
10) Promote high quality, low-density residential areas within the community.
11) Formulate and enforce development standards so that residential development is of high quality and enhances the unique character of Kimberling City.

Business Park / Industrial

1) Designate areas for business park / industrial uses that are topographically and environmentally suitable, and compatible with surrounding areas.

2) Concentrate business park / industrial development within those suitable areas within the City.
3) Encourage both light industry as well as some limited higher use industry to locate in the City's designated business park / industrial areas.
4) Expand the tax base by encouraging clean industrial uses to locate within designated business park / industrial areas.
5) Set regulation standards for all industries in relation to air, noise, odor, waste, and other negative impacts.
6) Require adequate infrastructure and facilities to serve new industrial uses before they are permitted to build.
7) Ensure that business park / industrial uses have adequate traffic circulation and access to major transportation systems.
8) Maximize business park / industrial development potential in existing and potential areas that may exist near transportation facilities.
9) Ensure that business park / industrial uses do not encroach or negatively impact other land uses within the community.
10) Encourage compatible land uses such as small commercial areas that serve large business park / industrial areas.

Public/Semi-Public

1) Promote public / semi-public land uses which will enhance the City's quality of life.
2) Promote the use of public/semi-public areas to assist in shaping the built environment in ways that add to the character of the City.
3) Identify areas within and outside of the City which will provide the optimum amount of service to residents by various public facilities.
4) Locate public/semi-public areas in locations in which their needs for transportation access and utility demands are met.

Parks and Open Spaces

1) Expand and maintain existing green spaces to increase the quality of service to the residents within the City.
2) Develop new parks and recreational facilities in residential areas currently without easy access to parks.
3) Design a park system that utilizes regional recreational and open spaces available in areas adjacent to the City.
4) Take and maintain an active municipal role in the supply of parks, recreational facilities, open spaces, and recreational services and programs (Table Rock Lake).
5) Encourage the preservation and protection of environmentally sensitive areas that are privately owned, by maintaining these areas as open spaces.
6) Encourage the development and maintenance of a system of walking and bike trails along the lake, major thoroughfares, drainage ways, and easements.
7) Concentrate public acquisition efforts on areas, which offer scenic potential or unique recreational prospects.
8) Provide convenient access to publicly owned parks and recreation areas.
9) Preserve and protect floodplains, forested areas, natural areas, meadows and wetlands, by designating them as open spaces.

Commercial Business Area

1. Promote traditional facilities such as the Post Office to stay located within the commercial business areas.
2. Provide a connection to the lakefront.
3. Implement parking improvement plans.
4. Facilitate the growth of a Bed and Breakfast district.

Summary

The existing zoning is subpar compared to the currently used zoning standards in most communities. Kimberling City's pyramid zoning dates to the 1960's and is well past the time to update zoning codes. Form-based and Euclidean Zoning codes are currently used as the standard zoning regulations in most of the U.S. With these newer zoning codes, Kimberling City will be able to fulfill all the duties of the City and protect the health, safety and welfare of its citizens. A change of zoning regulations is imminent for Kimberling City and will be a step in the right direction for Kimberling City and its growth.

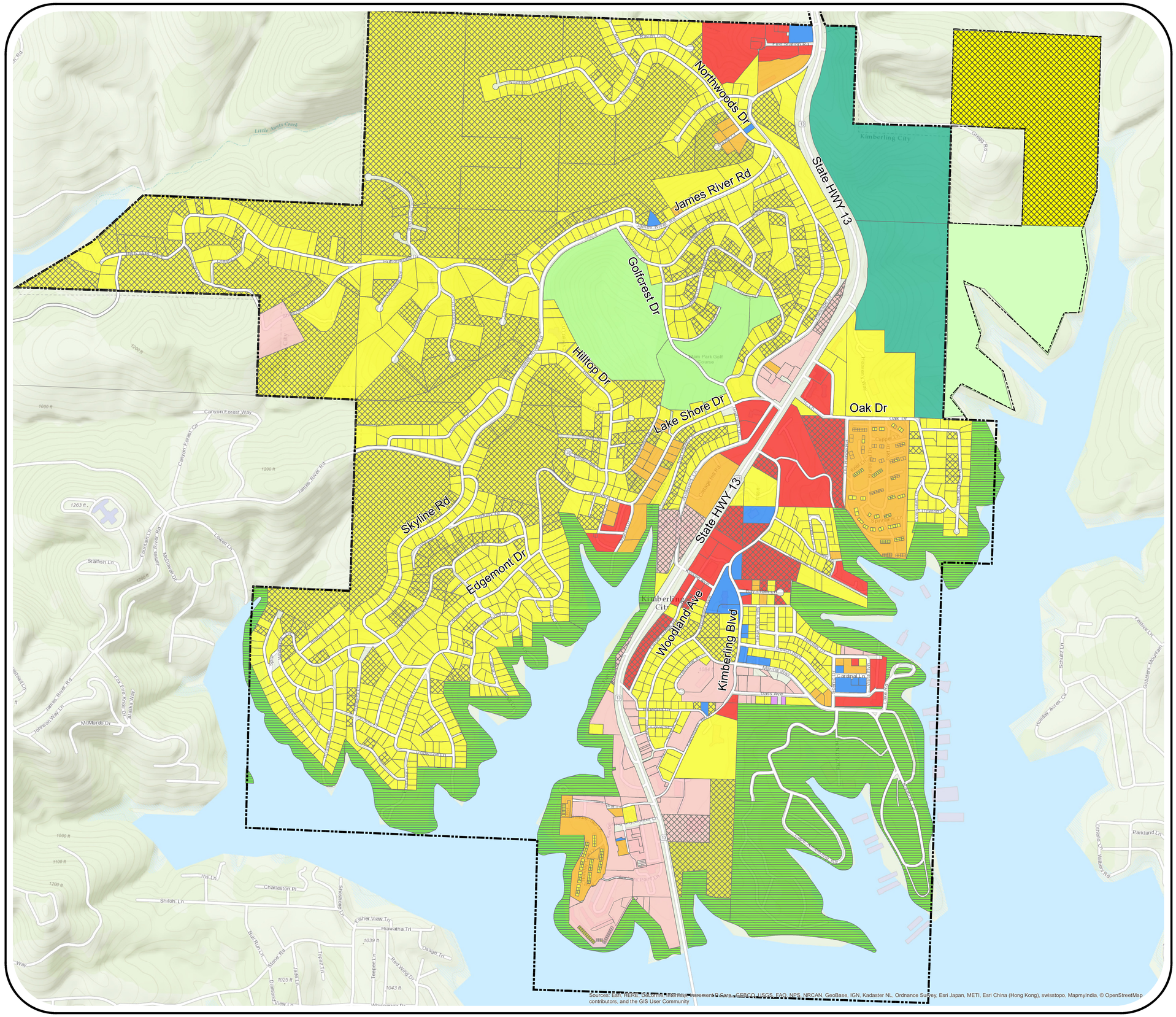
The future land use of Kimberling City is imperative to the growth of the City. By creating a future land use map Kimberling City will be able to carve a path of success by using every section of land in the best possible way. By taking full advantage of the land offered in Kimberling City, an efficient City can be created. It is important for Kimberling City to create and use a future land use map in the future development of the City.

Public facilities in a community are a necessity. It is the obligation of the City to provide the adequate facilities for the growth and sustainability of the City. The conditions of these facilities should be kept in a reasonable condition and should be updated as population expands. With the various services offered by Kimberling City a comprehensive plan of public facilities should be investigated by the City to allow all facilities to be evenly focused on and updated as necessary.

Kimberling City

Comprehensive Plan

Future Land Use
Figure 4-1



Land Use Type

- A-1 General Agricultural District
- R-1 Single Family District
- R-2 Two Family District
- R-3 Multi-Family District
- C-1 Central Business District
- C-2 General Commercial District
- I-1 Light Industrial
- Public
- P Park District
- O Office District
- R-MHC Residential Manufactured Homes District
- Corps Property
- Undeveloped Area
- Kimberling City Boundary
- Future Kimberling City Limits

N
W E
S

Scale: NTS

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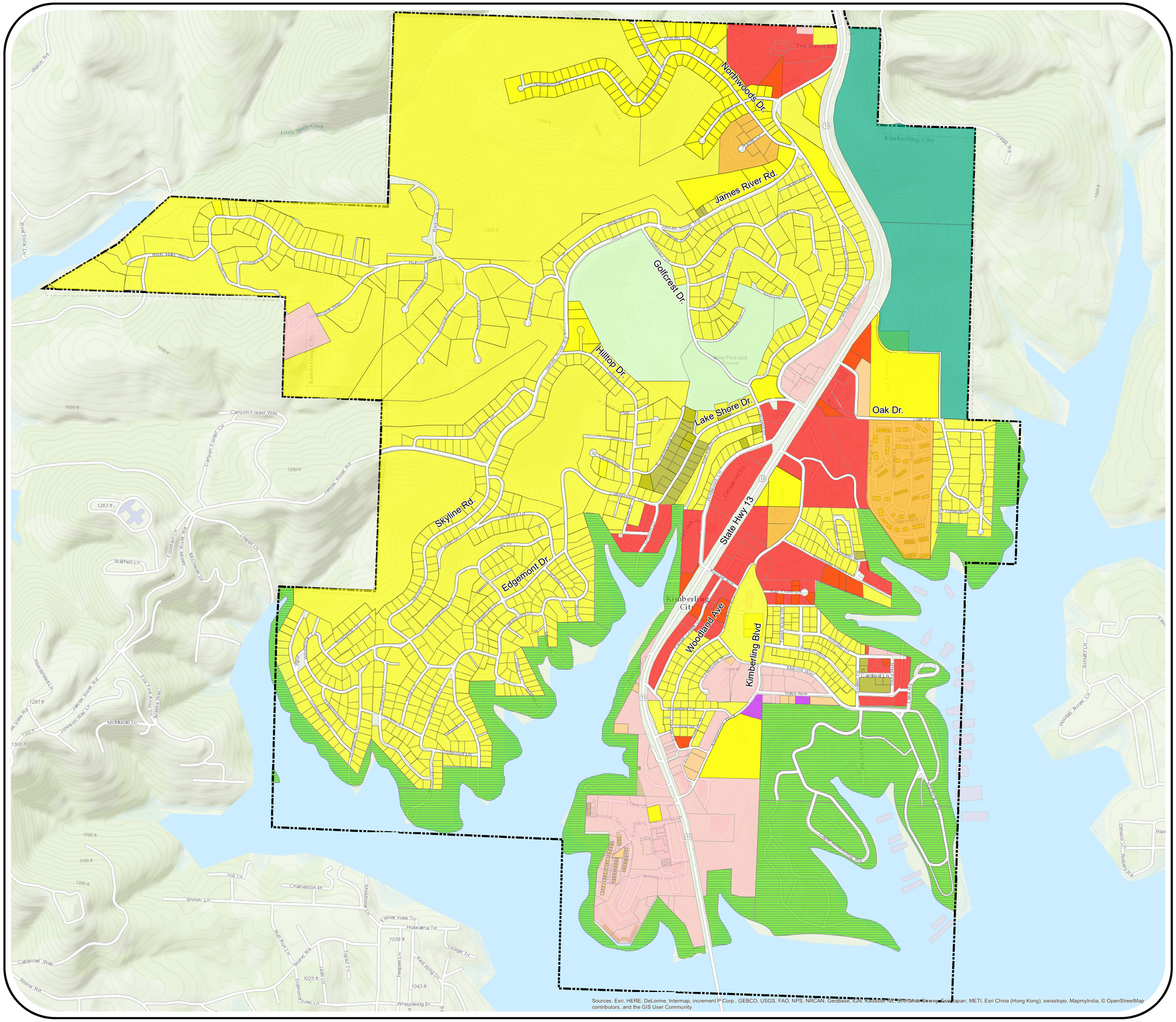
Kimberling City

Comprehensive Plan

Zoning
Figure 4-2



Zoning Classification

- A-1 General Agricultural District
- R-1 Single-Family District
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- R-3 Multi-Family District
- C-1 Central Business District
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Chapter 5

TRANSPORTATION

Introduction

The primary purpose the Transportation Chapter is to allow the City to manage its transportation system infrastructure in accordance with its economic development strategy and its future land use plan. This plan element matches future City transportation system improvements with its future land use plan, resulting in a long-range infrastructure system plan able to support future land development.

Appropriate use of Kimberling City's long-range transportation plan should be:

- *To secure right-of-way prior to or concurrent with land development*
- *To determine if outlying potential development could degrade existing streets, and consider actions to limit or concentrate future land-use densities, if required.*
- *To anticipate long-range financial demands and search for additional methods of transportation improvement funding.*

Thus, recommendations for a long-range transportation plan should be noted, but actual improvements would be tied to the future growth.

Transportation is responsible for the development of cities from earlier decades by meeting travel requirements of people and transport requirement of goods. In developed and developing cities, a large number of people travel daily for work, shopping and social reasons. However, transportation also consumes a lot of resources like time, fuel, materials, and land.

Transportation Plan

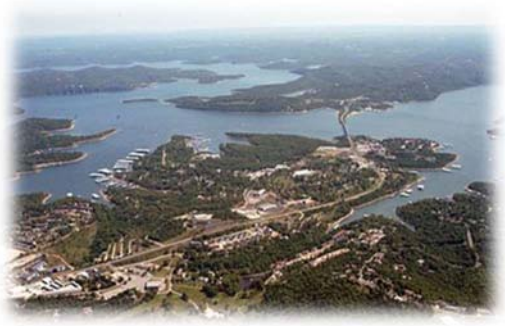
The plan for transportation in Kimberling City presents the recommendations for street and roadway improvements required to serve the future growth and development called for in Kimberling City's Future Land Use Plan.

The transportation plan presented in this chapter includes:

- *A brief overview of transportation elements in Kimberling City;*
- *The identification of existing capacity problems and future transportation improvement needs;*
- *Recommendations regarding street classification and functional design standards*

The analysis contained in this chapter is based on information received from the City and the Missouri Department of Transportation. Information was also gathered from previous Traffic Engineering Assistance Program (TEAP) studies.

Regional Location



Kimberling City occupies a strategic location within the Southwest Missouri area. The City is in Stone County just north of the Fisher Creek branch of Table Rock Lake along State Highway 13. The City has developed off of both sides of the state highway. Kimberling City provides easy access to and across the lake allowing easy travel to the Branson area, Indian Point, or south towards the Missouri/Arkansas state borders. Springfield is located 50 miles north of Kimberling City State Highway 13.

The City is located at a convergence of multiple plateaus along the north bank of Table Rock Lake just north of the state border. The topographical relief of the area makes development of multiple modes of transportation somewhat expensive but not prohibitive. Steep valley side slopes and narrow ridgelines increase construction cost of new roads, trails,

and sidewalk facilities. The steep slopes in certain areas of the region can provide a barrier to the development of significant pedestrian or non-motorized modes of transportation. Alignments following valleys, however, can be readily developed as necessary.

Transportation

The movement of people, goods, and services within an area is the principal purpose of a transportation system. In considering the immediate and long-term transportation needs of the City, care must be taken to address the needs of all the modes (method or means, i.e., walking, bicycling, automobile, bus, air, etc.) of transportation serving the Kimberling City area. While the majority of transportation in the area will be accomplished through the use of private vehicles, other modes must be considered. Some of the modes are more readily adaptable and able to be improved than are others. Each mode has its own service and expansion limitations and is dependent upon the other modes to ensure complete efficiency. As a result, it is imperative that consideration of all of the transportation elements serving Kimberling City be made comprehensively in the City's long-term plans. The City has the potential to develop a master plan for a significant amount of recreational trails connecting various areas of the City, shorelines, and camp grounds.

The purpose of this section is to identify and review the transportation elements available to Kimberling City. Currently, the City's primary mode (or means) of transportation consists of a roadway network consisting of approximately 4.0 miles of State Highway, and a moderate amount of collector roadways and local roads.

Roadways

Kimberling City has approximately 32,300 lineal feet (6.1 miles) of major roads and 50,480 linear feet (9.6 miles) of collector roads. The major traffic carrying road in Kimberling is State Highway 13. State Highway 13 is a two (2)-lane road with asphaltic concrete pavements and primarily open ditch type drainage. Most of the collector and local access streets are narrow asphaltic concrete surface roadways with no drainage collection systems. Significantly less than 20% of the local city streets have curb and guttering, while most of the collector roadways consist of narrow two (2)-lane road with an asphaltic concrete surface with no drainage systems in place as well. The narrow conditions and pavements of the local and collector roads are adequate for the low traffic volumes currently being carried. However, as traffic volumes increase, the need for additional roads and improvements to the existing system will increase. Since automobile travel on public roads is the major mode of transportation for Kimberling City, a detailed review of this element is provided later in this plan.

Airport and Rail Facility

The City does not own an airfield and there is no direct or indirect access to rail facilities by any part of the City. The closest public airport is the Branson West Municipal Airport (www.cityofbransonwest.com/airport.html or bransonwestjetcenter.com), also known as Emerson Field, located approximately 3 miles north of the City, on the West side of State Highway 13. This general aviation airport was designed for private and charter aircraft, and is owned and operated by the City of Branson West. The airport has limited hanger space with plans to expand. The airfield has one asphaltic concrete paved approach runway measuring 7,140 feet long by 150 feet wide.

The main access of air travel in the Kimberling City area is provided by the Branson Airport. Classified for commercial use the airport is adequate for jet services and is currently the only privately owned commercial airport in the nation. Air traffic control services are available and in current use. There are ground transportation and travel assistance services available at the Airport including, limousines, taxis, and shuttles. The airport offers hangers for parking, and tie downs as well. General and commercial carrier access is available, and air traffic control services are provided.

There is another available airport, but only for private use. Located some 2 miles southwest of Kimberling city on a branch of land extending out into Table Rock Lake is the Kimberling Airways airport. This airfield does not provide commercial use, but does provide limited private access. The runway is 2,800 feet by 30 feet wide paved runway allowing single engine aircraft to access.

Bicycle and Pedestrian

In general, low development densities, slow commercial development, moderately steep slopes, narrow roadways and a lack of curb and gutter and sidewalks throughout the City make it difficult for significant levels of pedestrian traffic. Development of significant pedestrian and bicycle traffic reduces the conflicts on motorized vehicles. The narrow roadways create a reduced comfort level for pedestrians and cyclists, and the varied terrain of the Kimberling City area can also create occasional obstacles to the development of pedestrian traffic. However, the Kimberling City area presents several opportunities for further development of pedestrian trails.

With the development of a trail system the City could see an increase in opportunities for the community and travelers to access all amenities provided by the City and surrounding area. By creating a connection between amenities, the City can be more connected, have alternative modes of transportation creating a more appealing community for multi-generations.

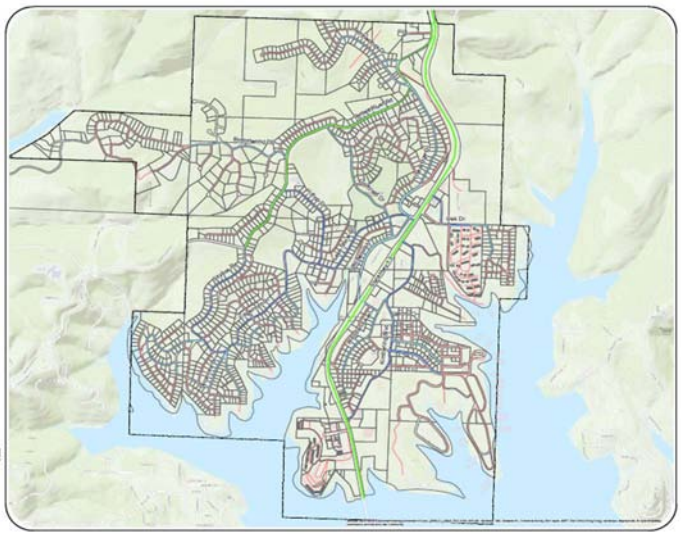
Boat Travel

Table Rock Reservoir provides a unique opportunity for transportation. Typical Cities only use roadways as a means of transportation, but Kimberling City can provide travel via boat. Table Rock Reservoir has a shoreline of about 850 miles which provides several options in travel destinations. This type of transportation allows for more people to come visit, stay, or dock at Kimberling City and still have reasonable travel times to other destinations without a car. See the boat travel map at the end of the chapter to see destinations within the area. This map shows travel times to several different destinations around Kimberling City.

Roadway System

Traffic Circulation

Several factors affect traffic operations within the community at the present time and should be considered in the overall Comprehensive Plan. These include roadway functional classifications, traffic volumes, traffic controls, level and type of adjacent development, and the level of roadway access provided.



Street Classifications

Streets and related traffic control devices should all be considered as elements of an interrelated system. This approach requires that

decisions to modify certain streets or to obtain new right-of-way or construct improvement measures (e.g., stop signs, left-turn restrictions, traffic signals, etc.) be considered in terms of their impact on adjacent streets, intersections, and neighborhoods. Without a systematic approach, the result can become a mixture of traffic control devices, policies, and operational practices which create inconvenience, accidents and confusion within the community.

Public roadways serve two primary purposes, namely, providing access to properties within a community (access), and carrying traffic between communities (mobility). These two primary functions are, by definition, in conflict with each other and an increase in access points to/from a roadway causes a decrease in mobility. Therefore, it is necessary to classify roadways within a community according to their intended function. Decisions regarding traffic control devices and restrictive measures can then be prescribed in a relatively straightforward manner to assure that the intended functions are achieved. In addition, this procedure permits the identification of deficiencies in the street system and facilitates the analysis of street system needs.

The functional classification system groups all roadways within the City into four categories, based on the type of service they currently provide. Following are the definitions of each category, and the roadways within Kimberling City that fall into each category. In Kimberling City, as within most communities, the distinction between classifications of roadways is not clearly delineated, as many of the roadways provide a mixture of access and mobility. The classification, therefore, is somewhat subjective. The City should, however, attempt to protect the intended purpose of the roadway classifications by developing and adhering to design guidelines.

Arterials

Arterials are high-capacity roads. The primary function of an arterial road is to deliver traffic from

collector roads to freeways or expressways, and between activity centers at the highest level of service possible. Rights-of-way vary in width, but generally are greater than 200 feet. Most arterials are maintained by MoDOT. Arterial streets in Kimberling City are not uniform in width and paving. Most major streets have ditches for storm water drainage, but many are not adequately sized and therefore create congestion. Speed limits are 25 mph throughout the City, except for 30 mph on State Highway 13 and James River Road (although some locations are 20 mph due to horizontal and vertical alignment).

Existing arterials within and around Kimberling City include:

- *James River Rd*
- *State Highway 13*

It is not anticipated that there will be any new additions to the arterials serving Kimberling City over the next 20 years. There are no future plans for widening of State Highway 13 or James River Road, however, State Highway 13 was recently widened between Branson West and Kimberling City from 2 lanes to 4 lanes.

Major Collectors

Major collectors are like arterials in that their purpose is to move large volumes of traffic efficiently. Major collectors collect traffic from major traffic generating areas or facilities and convey them to major destinations both inside and outside their service regions. Major collectors are typically semi-limited access roadways. Direct access to residential lots is typically limited while commercial access is usually provided. Rights-of-Way vary from 60 to 120 feet depending on the number of travel lanes.

Existing major collectors within Kimberling City and its target area include:

- *Edgemont Dr.*
- *Hilltop Dr.*
- *Kimberling Blvd.*

- *Lake Shore Dr.*
- *Marina Way*
- *Oak Dr.*
- *Skyline Rd.*

It is not likely that the arterial or major collector roadway system for Kimberling City will change significantly over the next 20 years even though development and the level of traffic will certainly increase. Intersection improvements with minor collectors may be required as development increases. Street widening may also be required as Kimberling City's population grows.

Minor Collectors

Minor collector streets traverse entire neighborhoods collecting traffic from local streets and connect to arterial streets where such traffic can then proceed to its destination. These collectors should be planned in such a manner that they clearly provide a collector service for a neighborhood or development unit, but inhibit through traffic movement between neighborhoods and adjacent development units. Streets serving industrial and commercial areas should be built to minor collector standards. Residential lots should be discouraged from having direct access to minor collector streets. Rights-of-Way according to the Ozark Transportation Organization's Major Thoroughfare Plan should be a minimum 65 feet.

Existing minor collector streets in Kimberling City include:

- *Beach Dr.*
- *Buttonwood Dr.*
- *Golfcrest Dr.*
- *Lakeshore Dr. (South of Edgemont Dr.)*
- *Northwoods Dr.*
- *Oak Dr. (East of Old Range Rd.)*
- *Sycamore Dr.*

- *Trail Ridge Dr.*
- *White Rock Ln.*
- *Wildwood Ln.*
- *Woodland Dr.*

The numbers of collector streets will likely increase over the next 20 years as development continues. The City's roadway network is shown in Figure 5-1.

Local Streets

Local residential streets are intended to serve individual properties adjoining the street. They should be designed for low speed circulation within the immediate neighborhood, and to discourage through traffic by intersecting with arterial streets only when necessary. Local Street Right-of-Way are typically 50 feet in width according to the Major Thoroughfare Plan Map (June 2017) provided by the Ozarks Transportation Organization. All other unlisted streets within Kimberling City currently function as local streets. The City should establish as a minimum that all local streets be paved. This will aid in the maintenance of the City's infrastructure and improve its quality and safety provided to the community.

Maintenance Issues

Once in place, the community's road infrastructure requires constant maintenance to ensure safety and accessibility for the public. The City should inspect and inventory its roadway network on an annual basis identifying deficiencies in the following areas: pavement condition, signage, and pavement marking deficiencies on roads throughout the City. City staff should become familiar with the requirements of the Manual of Uniform Traffic Control Devices (MUTCD).

Traffic Volumes

It is projected that traffic volumes will increase along most major roadways in the future as growth and development continues. Improvements to the existing collectors along with the construction of new roads may need to be considered as growth of the City occurs.

Current roadway element capacities are at a good level of service (LOS "C" or higher), and the existing road network is expected to be able to handle the anticipated influx of traffic resulting from growth and development of the City.

A TEAP traffic count study was performed in 2010 analyzing the arterials and some major collectors within Kimberling City. The highest reported traffic count within a 24-hour period was identified as having a 2-way total of over 4,000 vehicles (State Highway 13 was not counted). This was at James River Rd at State Highway 13 (South leg). This number along with all other traffic counts analyzing under the TEAP study are expected to increase as growth and development occur.

As development and growth of the City occur is it important to direct focus on individual areas within the community and not look at the City. With the creation of new commercial areas, traffic counts will change accordingly. As new businesses open within Kimberling City it is encouraged to focus on the roadways connected to these businesses and understand how traffic counts change accordingly. Narrow streets with open ditch drainage and extremely tight turning radius are a significant constraint to the development and redevelopment of commercial business areas.

Traffic Control

As traffic volumes continue to grow along major roadways, it will become increasingly important to maintain traffic flow and protect the traffic carrying capabilities of major

roadways. The greatest limiting components of roadway system capacities in cities are roadway intersections. Most traffic congestion occurs at the intersection of arterials and collectors. Additionally, driveways are all small intersections with the roadway. Though traffic volumes may not always approach those of arterial and collector intersections, the delay to through traffic resulting from turning vehicles entering driveways can be nearly as significant. Because of their importance, one of the most significant parameters for arterial roadways monitored by the Highway Capacity Manual is the number of driveways per mile of roadway. Therefore, the City's primary focus should be to control the level and type of development at the intersections of its major roadways along with controlling the number of access points to these roads between intersections.

The type and location of traffic control devices influence traffic patterns by making routes more or less attractive to through traffic. There are currently four traffic signals along State Highway 13 in Kimberling City, located at OO Highway, James River Road, Lakeshore Drive, and Kissee Avenue/Wildwood Lane. Based on current locations of stop signs, the following streets are the primary streets that carry "through" traffic:

- *Kimberling Blvd: Traffic does not stop except at both intersections with State Highway 13*
- *James River Road: Traffic stops at three-way stop at Skyline Drive but otherwise does not stop until traffic signal at State Highway 13*
- *Lakeshore Drive: Traffic does not stop between Edgemont and the traffic light at State Highway 13*

To help achieve this objective, the City should develop an access management plan ordinance that specifies requirements for the location, design and operation of access points along all street classifications, particularly at the intersections of major streets. Design of a

thoroughfare system in the Kimberling City growth area should be a major component of the Comprehensive Plan. Specific streets to consider for protection under this ordinance include: State Missouri 13 Highway and James River Road.

Bicycle and Pedestrian Systems

In addition to traffic movement, the Plan should address the issue of pedestrian circulation, especially within and between important activity centers. The City needs to require that sidewalks be installed on both sides of all new collector streets, and on at least one side of all new local streets. City staff would determine the location of sidewalks on local streets. Consideration of the local utilities and maintenance requirements should be used to determine actual sidewalk location. Requirements for arterials are more flexible, with adjoining land-uses and pedestrian traffic demand being a key factor. Adequate pedestrian access in the commercial business area is critical to maintaining its viability as a retail or specialty commercial area. The provision of good pedestrian access in the commercial business areas will also help encourage attendance at special events sponsored in those areas. Pedestrian access improvements in the commercial areas should be coordinated with area parking improvements to maximize each improvements' benefit to the community.

There are currently no sidewalks, crosswalks, bicycle lanes or trails along streets in Kimberling City. These amenities are not feasible in many locations due to ditches along roadways and narrow rights-of-way. The steep terrain throughout much of the city also makes walking or cycling on streets difficult or undesirable.

While there are no public schools in Kimberling City, there are other important community and tourist destinations such as the City Hall and community center, Kimberling

Area Library, grocery store, Port of Kimberling marina and recreation area, and the Kimberling City Shopping Center. Connecting these destinations with sidewalks and crosswalks on Kimberling Blvd and Marina Way would be an asset to the community. Additional right-of-way, significant grading, and/or curb and gutter improvements may be needed for future sidewalk improvements. A multi-use trail along Table Rock Lake and in some of the drainage ways would provide recreation opportunities and improve pedestrian and bicycle access throughout Kimberling City.

A pedestrian and bicycle trail system can improve pedestrian circulation throughout the City and become an attraction to the community. They will provide safe routes for pedestrians and bicycles that do not compete with motorized vehicles while at the same time providing an opportunity for the visitor and resident to each experience the natural Table Rock Lake setting. Improvements should include the completion of a citywide trail loop connecting commercial business area with the Corps of Engineer property at the lakeside as well as using greenway trails in the drainage ways to connect to residential neighborhoods.

Commercial Business Area Parking

One of the key concerns in any community is maintenance of its commercial business areas. Kimberling City through its growth and the maturing of its commercial areas has developed a need for additional area parking.

Frequently, a key concern to merchants and shoppers is vehicular and parking access. The development of the City's natural setting along Table Rock Lake as a visitor and tourist attraction will also require additional parking for the festivals and events that will draw visitors to the City.

Future efforts by the City should include the development of additional parking and improved pedestrian circulation in the commercial area. The addition of new parking must be accompanied by the addition of new sidewalks and street crossings. Provisions of parking capacity alone will not meet the needs of the commercial business area.

Other Issues and Concerns

The overall design and appearance of existing and future roadways should be considered in the new Comprehensive Plan. Street lighting, trees, related landscaping, signage, banners and cross-section characteristics can be used to improve the image and appearance of key roadways.

These future improvements should differentiate between the functional categories of the street system, and help link together and visually unify various parts of the community. Similarly, aesthetically designed appurtenant construction such as retaining walls and storm drainage channels or curb and guttering can improve the appearance and maintainability of roadways and neighborhoods. These public improvement projects can help create a special image and character for the overall community.

Recommendations

General

Develop a balanced transportation system that provides for safe and efficient movement of vehicles and pedestrians, reinforces surrounding land development patterns, and enhances regional transportation facilities.

Objectives

1) Coordinate land-use and transportation planning to maximize the land development opportunities created by major transportation routes within and around the City.

2) Protect arterials from encroachment resulting from improper access to adjacent land-uses.
3) Design an adequate thoroughfare system within future growth areas and acquire sufficient rights-of-way prior to land development or through the plan approval process.
4) Ensure adequate access to and circulation around commercial and industrial areas, public facilities, and other activity centers.
5) Minimize localized traffic congestion and operational problems through the use of access management; clustered developments; local intersection improvements; and the adoption of minimum roadway design standards.
6) Ensure that all roadways in the community have properly designed surfaces, curbs and gutters which are in adequate condition by adopting the appropriate standards.
7) Refine and modify the City's street classification system to clearly define the future functional role of all roadways and to meet anticipated future traffic needs.
8) Improve the overall design and appearance of roadways and to meet anticipated future traffic needs.
9) Ensure that transportation facilities are designed and developed in harmony with the natural environment and adjacent land uses.
10) Minimize non-local and commercial traffic within residential neighborhoods.
11) Ensure the provision of adequate off-street parking facilities for all activity areas.
12) Provide for safe and convenient bicycle movement within and around the City.
13) Maintain and improve pedestrian safety throughout the City by requiring new developments to provide sidewalks.
14) Ensure that decisions regarding future land development and roadway construction are closely coordinated and mutually supportive.
15) Ensure that the City retains overall control over the design and location of the major street system within future growth areas.

16) Provide for the safe and efficient movement of trucks and service vehicles within the community, in a manner that does not adversely affect nearby land-uses.
17) Provide capacity for other infrastructure systems along major transportation corridors by developing utility corridors within the roadway's standard sections.
18) Develop road standards to include in development standards.
19) Generate design regulations for new developments that ensure adequate protection of public access and safety.

Summary

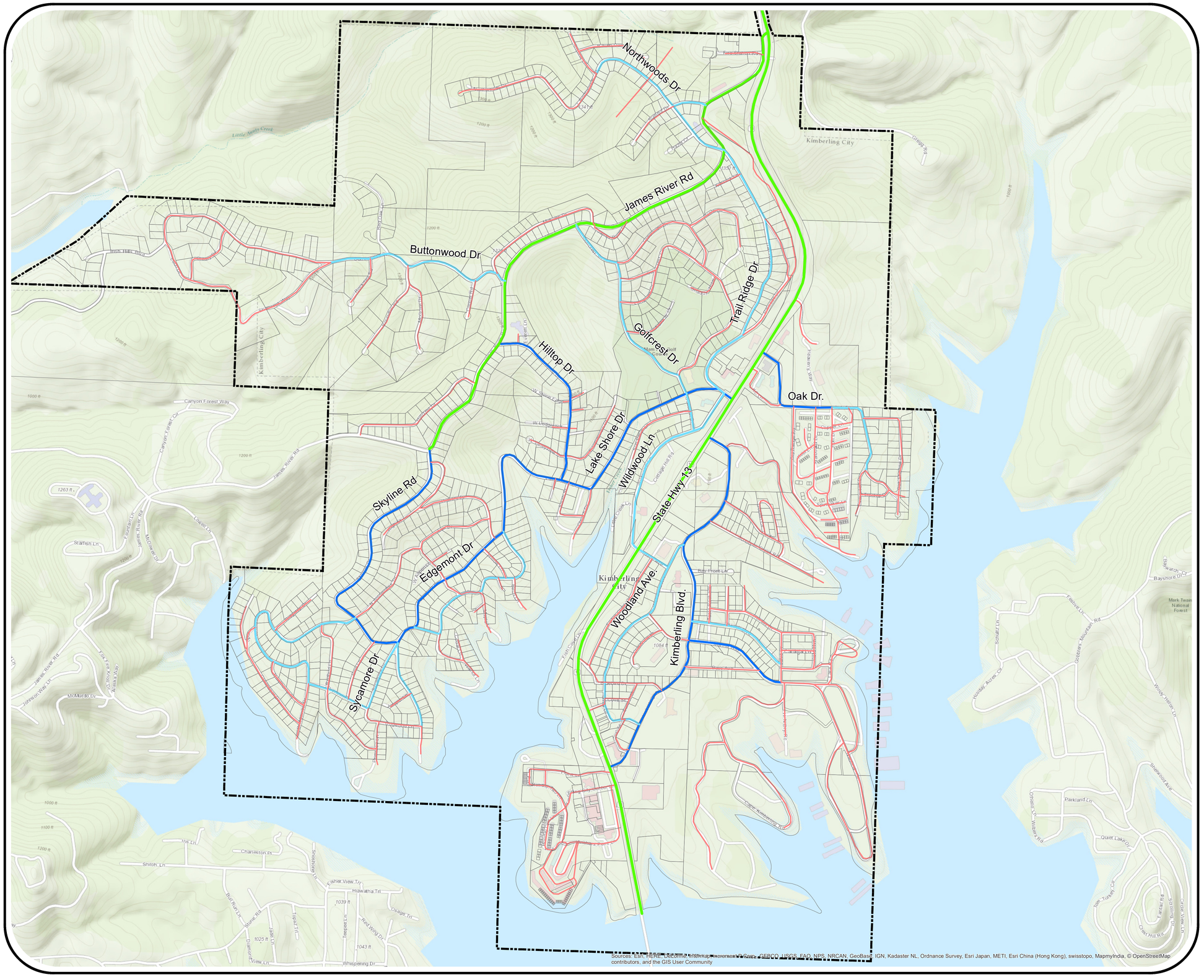
Transportation is a critical element of a City Comprehensive Plan. Transportation expresses a very close relationship with the style of life, the range and location of activities and the goods and services offered by the City. Kimberling City was founded on the transportation options offered and so transportation will continue to be an important aspect when developing the City. By minimizing delays and travel times Kimberling City can sustain more commercial growth and also allow the opportunity for more residents to visit or travel to the services provided by the City.

Kimberling City occupies a potentially strategic location within the southwest Missouri area. Its location in reference to Table Rock Lake and a key access point to traverse the lake is a major factor in the City's growth potential for recreational and leisure type development. Kimberling City's strategy should capitalize on the opportunities and potentials afforded by the City's location and its attractions. With its location around State Highway 13 it is apparent that the City can sustain larger amounts of commercial development as opposed to other cities surrounding the area.

Kimberling City

Comprehensive Plan

Road Classifications
Figure 5-1



Class

- Arterial
- Major Collector
- Minor Collector
- Local
- Kimberling City Boundary

N
W E
S

Scale: NTS

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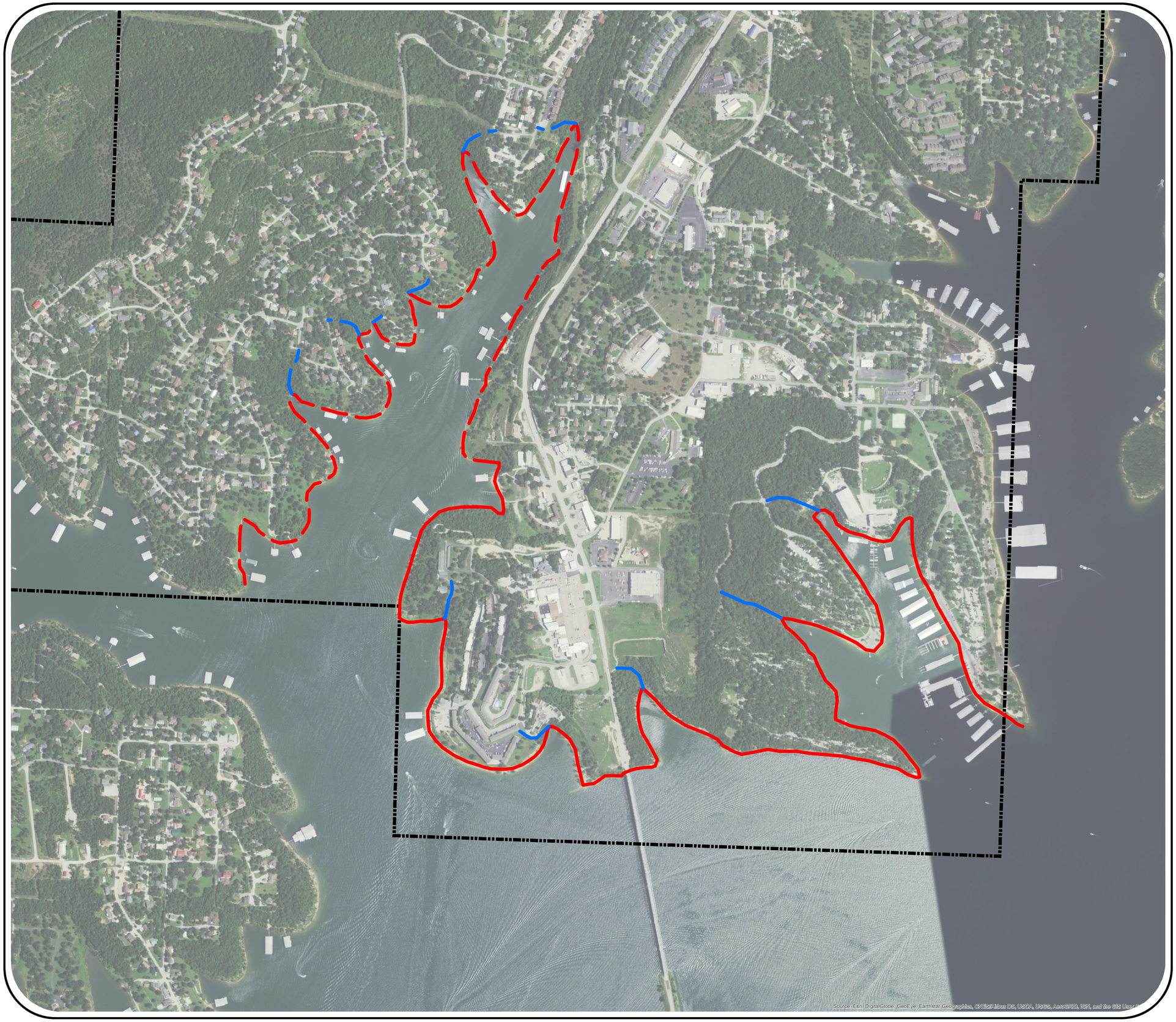
Kimberling City

Comprehensive Plan

Trail Systems
Figure 5-2



Legend

- Waters Edge Trail
- Linear Park Trail
- Future Water Edge Trail
- Future Linear Park Trail
- Kimberling City Boundary

N
W E
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Scale: NTS

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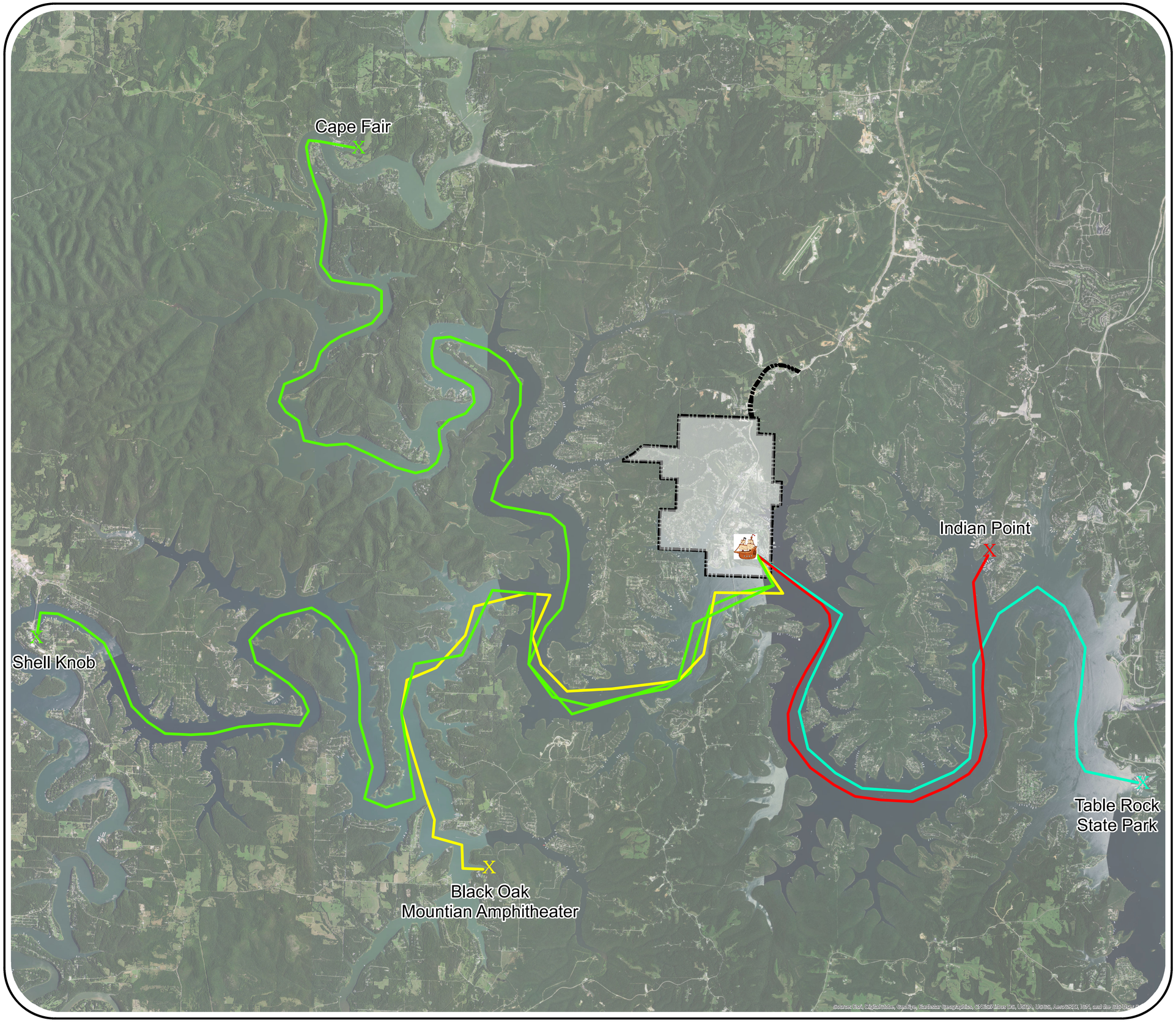
Kimberling City

Comprehensive Plan

Boat Travel Time Study
Figure 5-3



Legend

- 30 Minute Travel Time
- 45 Minute Travel Time
- 1 Hour Travel Time
- 1.5 Hour Travel Time
- Kimberling City Limits

Travel times based on:
Pontoon boat traveling at 15mph

N
W E
S

Scale: NTS

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Chapter *6*

INFRASTRUCTURE

Introduction

The primary purpose of addressing infrastructure in this Comprehensive Plan is to allow the City to manage its utility infrastructure system in accordance with the future land use plan. This Chapter identifies existing system needs and matches future City utility improvements with its future land use plan, resulting in a long-range infrastructure system plan able to support future land development.

To accommodate and encourage economic development in the community, it is often necessary for a city to participate by providing the major infrastructure necessary to support development. Often these include improvements such as arterial and collector roads, wastewater treatment, trunk sewers, storm sewers, water supply and water transmission mains. However, like any other entity, municipal funds are limited. Therefore, municipal investments in infrastructure must be balanced with the demand and the minimum level of improvements required to secure an area's development. The municipality should not provide all development improvements. Rather, improvements by the City should be limited to trunk sewers, treatment plants, major transmission mains, arterial and collector roads, etc. The City's participation in these major system improvements should not preclude developer participation in those elements either. Many times, developers and municipalities combine efforts to share the cost of major system improvements.

Planning Considerations

Several factors must be considered in the development of a long-range economic infrastructure plan for the Kimberling area. Some of the key factors include:

- *Population and development densities*
- *Location and capacity limits of existing systems*
- *Future technology and regulation changes*

- *Economic impacts of development and growth on existing and new utility infrastructure systems*
- *Long-term maintenance of the City's infrastructure*
- *Alternatives for financing needed improvements of the City's infrastructure*

After considering all the economic and planning elements, and the development of a plan to meet the City's long-range infrastructure needs, the plan must be implemented. It is critical to the efficient and effective management of the City's limited public resources that the plan be followed. As Kimberling City develops, redevelops, and grows, it should rely on the long-range infrastructure plan to aid in establishing policies and in making decisions regarding the following items:

- *Securing utility system right-of-way prior to or concurrent with land development*
- *Establishing minimal standards of design and operation to ensure long term stability of the infrastructure systems.*
- *Determining if outlying potential development could overload or degrade existing utility systems, and consider actions to limit or concentrate future land-use densities, if required*
- *Anticipation of long-range financial demands and searches for additional methods of utility system improvement funding.*

Recommendations of the comprehensive infrastructure plan should be noted, but actual improvements would be tied to future growth.

Existing Infrastructure Systems

There are several components of Kimberling City's utility system infrastructure that must be considered in the economic development of the community. Some of the infrastructure systems necessary for the continued growth and day to day operation of the City and the surrounding community are not controlled by the City directly. Such systems include all the telecommunications industry elements, such as phone, cable television, radio, internet, and long-distance services. The City does, however, own and maintain its own wastewater systems, and a minor portion of the City's water systems. Power is supplied to the community by White River Valley Electric Cooperative. Currently, there is no natural gas supplier to the area. While detailed evaluations and analysis of all the City's infrastructure systems is beyond the scope of this Comprehensive plan, each of the elements considered in terms of basic service requirements of the community.

Most of the utility systems not owned by the City are “for profit” systems. These systems operate with long-term planning which is driven by customer demand and regulated by state or federal agencies. As a result, the primary focus of City’s planning effort should be to address the needs of the utilities it owns and the nonprofit infrastructure systems for which is responsible. A subsequent focus of the City’s planning effort should be to aid and encourage the development and progress of the other systems as opportunity provides it, or when it is of the City’s mutual interest to do so.

Primary infrastructure systems considered in this plan include the following:

- *Sanitary Sewer Systems*
- *Water Systems*
- *Electrical*
- *Natural Gas*
- *Telecommunications*

Sanitary Sewer System

Kimberling City applied in 1974 for Step 1 funds to provide a sewer feasibility study for a municipal sewer. The status of this application was reviewed every year until 1978 when it was apparent that the Missouri Clean Water Commission (CWC) was continuing to assign a higher priority to upgrading existing facilities to meet treatment standards, Kimberling City, being an un-sewered community, could not expect to receive funding for Step 1. In response to informal inquiry relative to possible alternative funding, the CWC (Clean Water Commission) advised the City to fund the Step 1 study to demonstrate the feasibility of a sewer system. The Kimberling City Planning and Zoning Commission recommended the City finance the Step 1 study in the Revised Comprehensive Plan of October 1978. After cost estimates were obtained, a letter was sent to the City Council May 31, 1979 with the recommendation that they proceed with the study. The study was approved and authorized funds of $15,000 in July. After a series of public meetings, a bond issue to finance the City’s portion of the cost of the facilities, $700,000 was approved by the voters. The project was phased out due to the lack of Federal and State funds. The Phase One

sewer lines within the City were completed because of a $1,400,000 grant and $665,000 from the City's Municipal Bond proceeds of $700,000.

In 1993 the citizens voted to issue $999,000 in revenue bonds to double the size of the Waste Water Treatment Facility and extend the existing sewer lines with any funds remaining after the construction of the additional capacity.

In 1999 the community held another vote to approve a $5,000,000 bond issue to extend the waste water collection system to the entire City except for the Buttonwood, Irish Hills Estates and the Northwoods areas. The extension of the sewer collection system was accomplished through the combination of gravity lines and pressurized force mains fed by grinder pumps installed and maintained by the City.

Kimberling City's current sanitary sewer system is comprised of two major components: the collection system and the treatment plant. The City's terrain greatly affects the type and capacity of the City's sewer collection system. The treatment facility is located towards the north bank of Table Rock Lake at the southeast part of the City. The system is a 480,000 gallon per day sewer treatment facility with 10 lift stations. Most of the existing system is comprised of gravity sewer, lift stations, and collection systems. The system is designed to flow 480,000 gallons per day. The actual flow of the sewer system is 192,000 gallons per day. Figure 6-1 shows the existing sanitary sewer system. Expansion of the City will require expansion of the sewer system. Interceptor sewers and force mains will be necessary for new watersheds being developed. The aging sewer system has recently resulted in many repair costs. These costs will only become more frequent as the system ages. It would be recommended to investigate possible funding opportunities to improve the existing sanitary sewer system.

Water Systems

As reported in the 1999 Kimberling City Comprehensive Plan, the water for Kimberling City domestic use is supplied from approximately 29 wells throughout the City. They are drilled to various depths and are pumped by submersible pumps, utilizing electrical power. Use of the wells range from a single dwelling unit to non-community water suppliers (such as resorts), to the community water suppliers that operate within the City.

There are nine community water suppliers in the City. The largest community water system is owned by Public Water Supply District No. 1 of Stone County. The district's geographical boundaries include the entire City west of State Highway 13. All service in the

district is metered. Figure 6-2 shows the existing water district locations. The remaining eight community water systems are all located within the City on the east side of State Highway 13.

Estimates of total daily water consumption in all of Kimberling City which is based on a peak load factor of 2.8 x normal day consumption and normal day distribution losses are:

Normal Day Consumption	196,000 gallons
Distribution losses (28%)	55,000 gallons
Normal day pumping Req.	251,000 gallons
Peak Load (2.8 factor)	703,000 gallons

Adequate pumping capacity is available to handle these demands if the systems are interconnected along with increased storage facilities and fully metered service.

All the water suppliers are subject to the regulations governing the installation, extension, and operation of public water supplies as published and enforced by the Missouri Department of Natural Resources. The regulations vary primarily with the number of customers being served. All the water supply systems have experienced some problems such as short-term failure to meet water quality requirements of the State, operating costs escalation, lowering of the supplying water table and the need to drill wells deeper, and application of water conservation measures to remain within pumping capacity limitations on peak day use. The Kimberling City area water requirements are, and will be available in aquifers for some time to come assuming normal population growth and providing contamination does not occur. The possibility of contamination of Kimberling City underground water supplies is perhaps greater than average because of the unusual area geology.

The City conducted a comprehensive water study to determine the financial, technical, and operational feasibility of a municipal water system that would include the installation of fire hydrants within 1,000 feet of all developed lots within the City. This study was completed in 1990 and accepted by the City in February of that year. During 1990 efforts were made to start forming a not-for-profit/private corporation to implement the plan. This effort was

terminated when the largest water company, representing 2/3 of the users in the City, withdrew its support of the centralized arrangement.

In 2010 a water system consolidation study was done in Kimberling City. The purpose of this Water System Consolidation Study was to identify potential means for consolidation of the various privately and publicly owned water supply, storage, and distribution systems located with the City limits. In this study many recommendations were made:

- *To meet the requirements of MDNR, a minimum of two wells need to be installed, each sized to meet projected system demands; therefore, it is recommended that each well be sized at a capacity of approximately 350 gallons per minute (gpm)*
- *Based on MDNR criteria and in conjunction with the worst-case scenario analyzed in the report, it is recommended that the City install a 300,000-gallon elevated storage tank.*
- *The location of the well and storage tank is critical and it is important for the storage tank to be located at the highest possible elevation to minimize tower height and reduce cost.*
- *Treatment of the water supply should be considered as part of the proposed improvements. Once the new well has been installed, initial and periodic samples need to be taken to determine the need for treatment of the system.*
- *It is recommended that new 12-inch and 8-inch main transmission water lines be installed along main roads. The timing of water main line extensions may be dependent upon the level of interest in consolidation expressed by the various water supply companies.*
- *Finalize consolidation terms with the various water supply systems.*
- *Once the main lines have been installed and the well and tower are operational, the physical aspect of consolidation will basically consist of connecting these independent systems to the main lines.*
- *The City should proceed with exploring financing opportunities, including grants and low interest loans from federal, state, and/or private entities.*
- *It is recommended that upon further investigation into the feasibility of a consolidated system, that a detailed water rate study be conducted to determine adequate water user rates to meet all the proposed financial obligations.*

These recommendations should be completed if not already complete. The expansion of water supply provides the adequate infrastructure for future growth and sustainability of the City.

To acquire the adequate funding for the expansion of the infrastructure systems many opportunities are available. For example, the ***Missouri Development Finance Board Bond Guarantee Program*** provides tax credits for default of principal payments on revenue bonds. This bond is eligible for the use of public infrastructure projects as a guarantee on the bonds issued by the MDFB.

Another opportunity exists in the ***Missouri Development Finance Board Tax Credit for Contribution.*** This program gives tax credit equal to 50% of any moneys contributed. Contributions are deposited into one of three Missouri Development Finance Board ("MDFB") funds (Industrial development and reserve fund," the "infrastructure development fund," or the "export finance fund.") and then used for projects such as public infrastructure improvements. All applications must be submitted by a public entity.

Electricity

Kimberling City is served by White River Valley Electric Cooperative (WRVEC) for electric utility. Electric cooperatives operate on a not-for-profit basis, with excess margins returned to the member either in the form of patronage capital or in stable rates and infrastructure. These cooperatives are governed by a board of directors elected from among the membership.

White River Valley Electric Cooperative provides adequate services and enjoys a good reputation in Kimberling City. New buildings within the City, as well as much of the existing construction, could be enhanced by conversion to underground delivery of electricity. The change should be examined and the feasibility and cost should be determined and made available to homeowners and businesses within the City.

WRVEC has aggressively planned key roles in several development projects in Southwest Missouri, through financial support, energy assistance, economic development incentives rates, and efficiency incentives. The WRVEC in addition provides specialists to assist area community leaders with several other development projects and major new customer

opportunities as well as development financing assistance from other sources from projects in their communities.

Natural Gas

Although local propane service is competitive, natural gas is not available within the City. Most natural gas providers reside in surrounding cities such as: Reeds Spring, Shell Knob, and Blue Eye. Residents can call these utility companies to request natural gas delivery if necessary. An investigation should be initiated to determine how the provision of natural gas to Kimberling City can be encouraged and implemented. Also, the use of underground propane tanks, where possible, should be encouraged for improved community aesthetics.

Telecommunications

Currently Kimberling City is served by Mediacom and CenturyLink. Both companies are privately owned and provide residents and businesses a choice for local and long-distance phone and internet service. While residents indicated that the services are adequate for the needs of Kimberling City they also indicated a strong desire for better internet services. Of course, as demand for services and lower costs increases, the development of additional facilities with more advanced networking options will be necessary.

Recommendations

Sanitary Sewer Systems

1) Set appropriate funding aside for system maintenance
2) Assess the recommendations from the current sewer rate study
3) Consider raising sanitary sewer rates and funding maintenance account.
4) Remove any existing septic tanks and create a uniform sanitary sewer system
5) Consider partnerships with other municipalities or private companies to gather funds for maintenance of grinder pumps

Water Systems

1) Consolidation of water systems within the City
2) Gather adequate funds for water system improvements
3) Fund and build a water storage tower
4) Develop water systems in the City that can accommodate fire flow

Electrical Systems

1) As growth occurs the existing facility should be updated as necessary striving for underground transmission lines when possible.
2) Maintain a cooperative network and encourage the development of upgraded technologies

Natural Gas

1) Encourage the development of natural gas in Kimberling City as opportunities may exist
2) Investigate ways to encourage and implement natural gas into Kimberling City

Telecommunications

1) Promote the development of better technology to sustain larger businesses and provide adequate services to all residents.
2) Provide adequate services to allow the possibility for at home jobs.

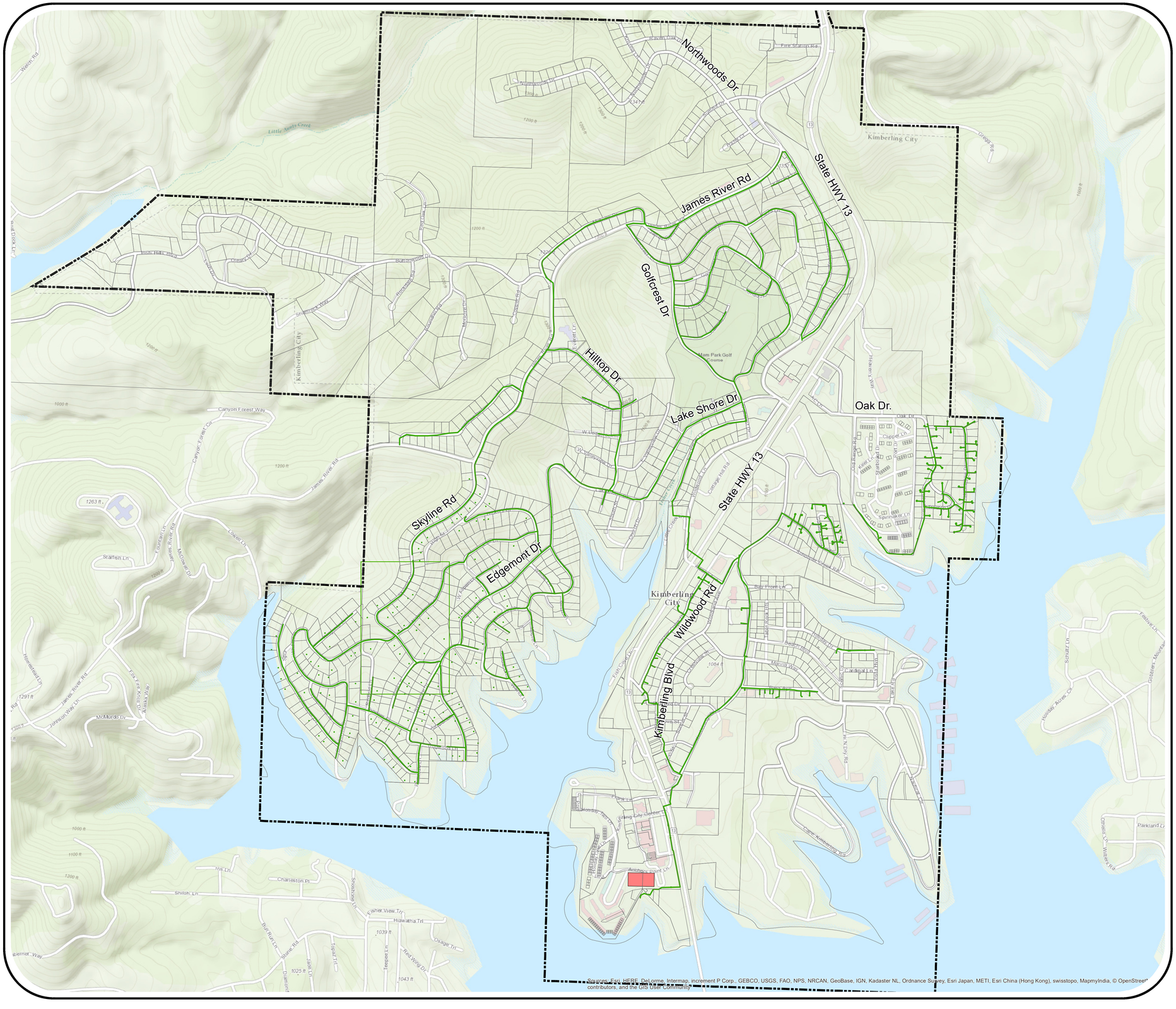
Summary

Throughout this chapter, information regarding the status, or inventory, of Kimberling City's infrastructure has been developed and presented. Analysis of the City's current infrastructure systems indicates that most of systems are adequate or slightly undersized for the existing demands placed upon them. Presently, the water, wastewater and internet systems are the systems with the most deficiencies. The City will need to encourage the expansion of these systems if significant economic development is to occur within the City.

Kimberling City

Comprehensive Plan

Sewer System
Figure 6-1



Legend

- Sewer Line
- WWTF (Waste Water Treatment Facility)
- Kimberling City Boundary

N
W E
S

Scale: NTS

Prepared by:

GRE GREAT RIVER ENGINEERING

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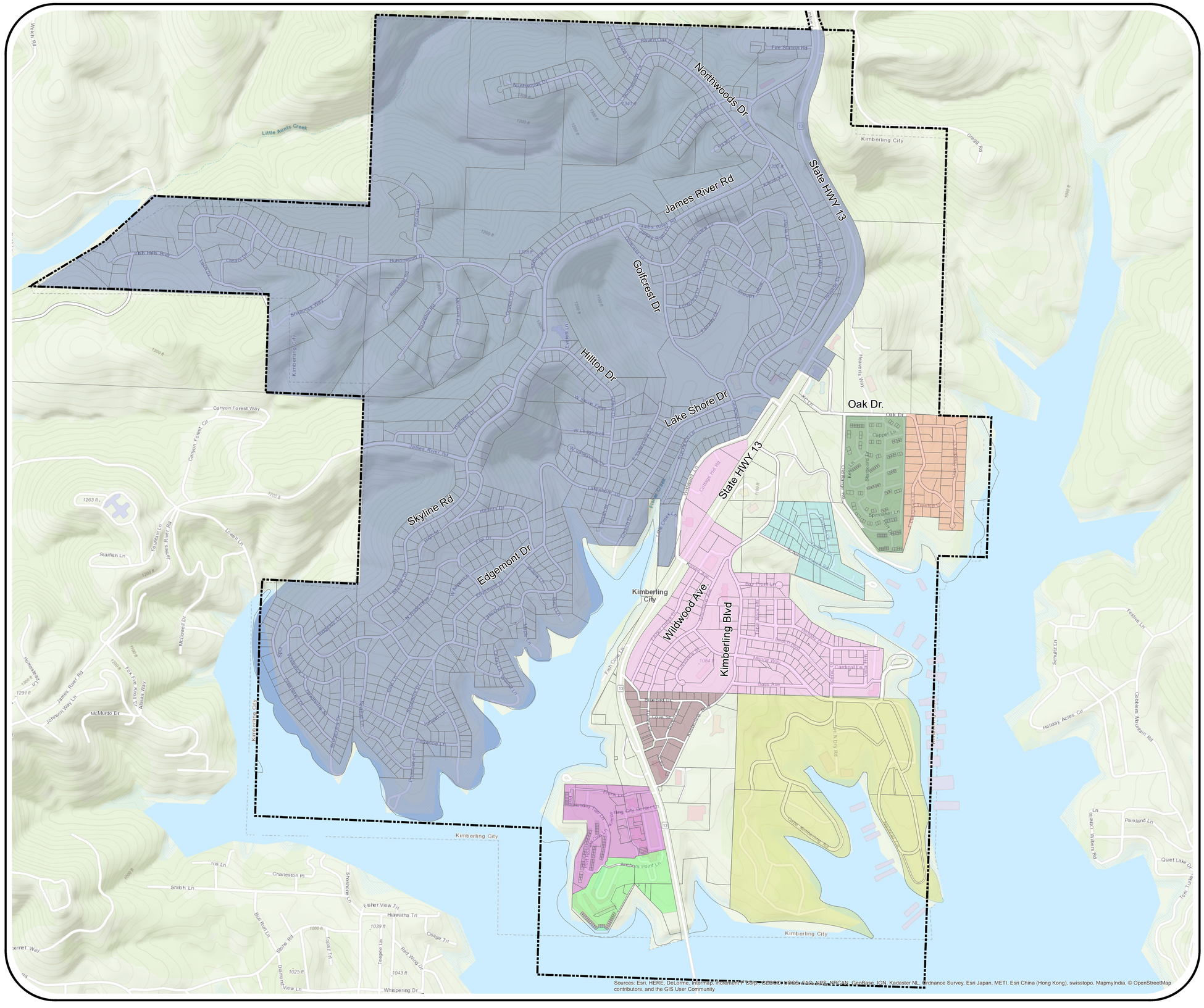
Kimberling City

Comprehensive Plan

Water Districts
Figure 6-2



Water Districts

- Golden Acres (Kimberling City Owned)
- Ozark Clean Water
- Kimberling Inn
- Oak Shadow
- Public Water Supply District 1
- Port of Kimberling
- Schooner Bay
- Turner Water
- Missouri American Water
- Kimberling City parcels
- Kimberling City Boundary

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W E
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Scale: NTS

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Chapter 7

FUNDING

Introduction

This Chapter of the Comprehensive Plan provides a general overview of the ways that Kimberling City can obtain funding for community improvements. Financial stability and sound financial planning are essential to encouraging economic development and meeting the service and capital infrastructure needs of a community such as Kimberling City.

Local governments, face a constantly changing financial environment. It is becoming increasingly more difficult and expensive for communities to raise sufficient revenues for maintaining public services and needed capital infrastructure improvements. The traditional sources of revenue, such as the property tax and sales tax, are generally less than adequate in meeting the needs of growing communities. Municipalities must have the flexibility to borrow money to meet capital infrastructure needs. In addition, cities must be able to incur future debt at the least possible cost. The ability to borrow money at the least possible cost is related to investor confidence in the financial stability of the community. Kimberling City's ability to meet growing infrastructure demands resulting from system age and desired community growth is therefore tied to sound fiscal management policies and long-term programming for capital improvements. There are several financial solutions the City should consider for its ever-changing infrastructure demand.

Financial Options

The options outlined below give Kimberling City the freedom to fund or finance the new infrastructure improvements necessary to allow the City to grow. The opportunity to have the citizens of Kimberling City decide which type of bonds for funding they want is also available. The State of Missouri will even give tax credits to non-profit organizations for public improvements. The funding used on any individual project improvement may involve a myriad of sources to complete the project. The City should make a habit of "leveraging" funding sources on projects whenever possible. Many grant programs look for this type of cooperative effort when choosing awardees.

1. **Revenue Bonds** require one vote over a simple majority. These bonds are paid back based on revenues generated by the users of the system. Revenue Bonds are normally used for consumable utilities such as; gas, electric, water or sewer services.

   The State Revolving Fund (SRF) will use Revenue Bonds to allow a community to borrow funds from the state at a subsidized rate. The SRF currently boasts rates of 2.0% for a sewer and 3.3% for water system improvements for a 20-year maturity and 10% coverage. The SRF coverage factor is controlled by existing bond covenants. The SRF is currently available for sewer and water projects.

   Another source of subsidized interest rates for sewer and water projects include the USDA Rural Development's rural water and sewer loan and grant program. This program purchases bonds from qualified communities at subsidized interest rates. The level of subsidy varies with the economic condition of the community. Maturity periods vary from 15 to up to 33 years. Grants are available to some low-income level communities. Not all applicants are funded. Program funding levels vary from year to year based on congressional allocations.

The City can also sell Revenue Bonds on the private market. The current rate varies, as does the SRF rate and it is currently between 6% and 9% with a maturity of 15 to 20 years. Coverage is higher than the SRF, generally 20% to 25%. A user rate increase is normally required.

2. **General Obligation Bonds** require a two-thirds vote (four/sevenths during major elections) for passage. These bonds are backed by the full faith and credit of the community. An assessment on real estate pays off the General Obligation Bonds. No rate increase is required. The interest rate is slightly lower than that of a Revenue Bond issue. Coverage may not be required. These bonds are typically used primarily for community facilities like City Halls, Community Centers, Fire Departments, and frequently, road projects. This type of funding is also common for water and sewer projects as well. General Obligation bonds are also used frequently as guarantees for economic incentive type financing projects such as TIF districts and Industrial Revenue bonds.

3. **Sales Tax** may be passed by communities to fund any type of infrastructure improvements if there is either a Revenue Bond or a General Obligation Bond issued as a companion. In this situation, the bonds are retired by the sales tax and no rate increase is needed. If sales tax dollars are not sufficient, the bonds are taken from retirement and applied to correct the deficiency.

4. **Lease Purchase Agreements** may be used by communities to purchase land, fire trucks, water towers, and equipment for water and wastewater treatment facilities. A lease purchase agreement generally does not require a vote of the people. Lease purchase agreements are set up on renewable leases. As such, these agreements generally command a higher interest rate than either Revenue or General Obligation Bond issues.

5. **Neighborhood Improvement District (NID)** may be formed as a special improvement district by either a two-thirds vote of those living within the district or by a petition signed by two-thirds vote of area property owners. For example, if a NID was formed for a one hundred (100) acre tract of land, it would be necessary to have one property owner who owns at least sixty-seven (67) of the one hundred (100) acres sign the petition for the NID to be formed. Recent court decisions should be examined by an attorney prior to beginning the formation of a NID. The establishment of a NID requires a relatively accurate estimate of the final construction cost prior to the finalization of the NID formation. The creation of a NID would allow the issuance of industrial development bonds that would be paid off by a special assessment of the affected property owners. This generally takes the form of a property tax like a General Obligation Bond issue.

6. **Tax Increment Financing (TIF)** may be used by communities in areas that have been declared blighted. The definition of blighted is an area that would not be developed if the TIF funding were not available. A TIF commission is formed and Industrial Development Bonds are issued without a vote of the people. The bonds are paid off with the incremental increase in property tax between the developed and undeveloped property. In addition, up to 50% of any sales tax generated by the area may be used for the bond retirement. The local government must carefully consider the effect a TIF will produce for school districts, fire districts, ambulance districts and the State Revolving Fund Program. Since the local community is "backing" the development in a TIF district, the community cannot exceed its G.O. Bond capacity limits in establishing any TIF district.

7. **Grant Programs** offer the local government several funding options. They include the USDA - Rural Development Program, MoDOT's TEAP, and the MDNR 40% Grant Program

for Wastewater. The Community Development Block Grant (CDBG) Program is not recommended for Kimberling City at this time because the City's median income precludes the City from qualifying.

Rural Development is a federal grant/loan program (discussed above) for cities with populations under 10,000. The programs funds are used to bring an individual community's utility rates down to a level comparable to that of the surrounding communities.

The Missouri Department of Transportation's Traffic Engineering Assistance Program (TEAP) is, as the name implies, an engineering assistance program. Through this program cities without on staff engineers can obtain analysis of municipal streets and systems which are not a part of the state highway system. There are no funds for capital improvements through this program, only for analysis.

MDNR's grant is used for wastewater and water system improvements using revolving funds. These programs require companion funding in the form of one or more of the financing options previously listed.

MDNR also offers a supplementary grant to qualifying communities through its Public Drinking Water program. Like the Rural Development grant program, it is a supplementary grant and must be combined with other financing sources.

There are several private foundations and industries which issue grants to local communities and organizations.

8. **Neighborhood Assistance Program Tax Credit (NAP)**, a special state tax credit, may be applied for, but cannot be used for profit corporations. These credits may be given to businesses or individuals who donate or participate in the program. A business

or individual may receive up to 70% state tax credit against state income tax. In the case of a bank, the institution may receive the credit toward financial institutional taxes. Businesses may also deduct the investment or donation from their federal income tax. If unused in one year, a tax credit may be carried over for up to five years.

Federal Programs

There are several Federal programs available for Kimberling City. One in specific is Community Facility Grants. This program provides affordable funding to develop essential community facilities. This program applies to public bodies, community based non-profit corporations and local recognized tribes. The requirements to qualify for this funding are:

1. Applicant must be eligible for grant assistance, which is provided on a graduated scale with smaller communities with the lowest median household income being eligible for projects with a higher portion of grant funds. Grant assistance is limited to the following percentages of eligible project cost: Maximum of 75 percent when the proposed project is:
   - Located in a rural community having a population of 5,000 or fewer; and
   - The median household income of the proposed service area is below the higher of the poverty line or 60% of the State nonmetropolitan median household income.
2. Maximum of 55 percent when the proposed project is:
   - Located in a rural community having a population of 12,000 or fewer; and
   - The median household income of the proposed service area is below the higher of the poverty line or 70 of the State nonmetropolitan median household income.
3. Maximum of 35 percent when the proposed project is:

- Located in a rural community having a population of 20,000 or fewer; and
- The median household income of the proposed service area is below the higher of the poverty line or 80 percent of the State nonmetropolitan median household income.

4. Maximum of 15 percent when the proposed project is:

- Located in a rural community having a population of 20,000 or fewer; and
- The median household income of the proposed service area is below the higher of the poverty line or 90 percent of the State nonmetropolitan median household income. The proposed project must meet both percentage criteria. Grants are further limited.
- Grant funds must be available.

Missouri Programs

The State of Missouri's programs are not as extensive as the federal governments programs but focus more directly on business development and assistance. Missouri does offer Grant Programs to provide for local governments. One available grant is the Community Development Block Grants (CDBG). While Kimberling City does not currently meet the criteria to qualify for this grant, the City should monitor this funding mechanism and its requirements in case they change.

The CDBG grant was developed to address local health and safety concerns to improve local facilities such as senior centers and community centers. CDBG programs are designed to support a community's wellbeing and greater capacity for growth. There are many categories within the Community Development Block Grant. These categories consist of:

- *General Infrastructure*
- *Industrial Infrastructure*

- *Water/Wastewater*
- *Demolition*
- *Emergency*
- *Disaster Recovery*
- *Neighborhood Stabilization Program*
- *Community Facilities*
- *Business Development*
- *Action Fund Loan*
- *Interim Financing Loan*
- *Microenterprise*

Another program offered by Missouri is the Missouri Development Finance Board Bond Guarantee Program. This loan is funded by the issuance by the board of individually structured tax-exempt revenue bonds tailored to meet the needs of each public entity. The loans, which are subject to annual appropriation, may be secured or unsecured depending upon the credit strength of the public entity and the nature of the public improvements. Funds can be applied to the following:

- Public buildings-police and fire stations
- Jails-sewer and water systems
- Public infrastructure
- Acquisition of land and demolition of buildings and other redevelopment in blighted areas

This program takes tax credits issued for default of principal payments on revenue bonds issued by the MDFB in the amount equal to the unpaid principal of and interest on such bonds in the taxable year of such owner following the calendar year to the default. The tax credit is also available to any financial institution or guarantor executing a credit facility as security for bonds, including for payment of any unpaid fees imposed by such financial institution or guarantor for the credit facility.

9. **Developer Participation** is something that should not be forgotten when evaluating infrastructure improvement needs. Frequently communities take on unnecessary and unreasonable risk to provide development at all cost. The City should always consider the entire cost of an improvement when deciding its level of participation. It should consider its efforts as an investment. The "investment" should provide a return for the risk. To attract developers to the City a Small Business Incubator Tax Credit program could be used. This program is provided by the MoDED and a 50% tax credit can be rewarded if qualified.

Summary

With its strategic location along Table Rock Lake and State Highway 13, Kimberling City has the potential to become a growing community in Missouri. Future growth will place increased demands on public infrastructure and community services. As growth does not pay for itself up front, the City must use caution to avoid excessive future debt for infrastructure costs. They must also maintain sufficient levels of revenues to keep pace with rising operational costs, and expenditures. Growth will only benefit the community if the right funding sources for infrastructure improvements are used and the City can achieve a balance between expenditures and return on investment.

Options and opportunities for funding infrastructure improvements are laid out throughout the Chapter. Kimberling City should investigate and examine the funding options that best apply to the needs. At a minimum, funding options that the City should consider include Revenue Bonds, General Obligation Bonds, Sales Taxes, and Neighborhood Improvement Districts (NID). Each of which, is decided by a vote of the community. Lease Purchase Agreements, Tax Increment Financing (TIF), Grant Programs such as Community Development Block Grants do not require the votes of the public unless additional local participatory funding is required to obtain the grant. These programs must be applied for and pursued individually by the City.

Many programs are available through the State of Missouri Economic Development, through the Small Business Administration, and through the USDA Rural Development Program, which are designed to encourage and assist business development in economically distressed areas. While the City of Kimberling City cannot administer those programs, it can situate itself in the best possible position for its constituents by applying for each possible classification.

If Kimberling City is to maintain current service levels and investor confidence in the City's financial solvency, it must investigate these funding strategies for the infrastructure improvements very carefully with the assistance of an engineer and financial planner. Without the funding needed for improvements to the infrastructure, the City will not grow like it should to be able to provide and protect the citizens health, safety, and general welfare.

Chapter 8

ACTION PLAN

Introduction

This Action Plan outlines the steps for implementing the recommendations developed in the Kimberling City Comprehensive Plan. The Action Plan sorts and ranks the recommendations and specific capital projects proposed in the Plan based on their anticipated effectiveness in promoting stabilization, growth and economic development in Kimberling City, the main objectives of the Comprehensive Plan. Several criteria were used as standards to measure the effectiveness of a recommendation:

- *Relative cost*
- *Staff hour commitment*
- *Municipal service cost*
- *Permanent job creation*
- *Relative environmental impact*
- *Relative development impact*
- *Estimated time to build-out*
- *Available funding options*
- *Sustainability*
- *Degree to which project is a springboard to others*

The Comprehensive Plan covers five categories for which recommendations are developed:

- *Economic Profile*
- *Public Facilities, Zoning, and Future Land Use*
- *Transportation*
- *Infrastructure*
- *Funding*

This Action Plan begins by regrouping recommendations as described in the Plan, into implementation categories and ranking them from low to medium to high according to some of the above criteria in an effort to establish the order in which the recommendations should be implemented.

It must be recognized that while this Action Plan seeks to create a ranking of the recommendations that is as objective as possible, it remains, nevertheless, very subjective. Which criteria to use, what weight to assign each criterion and what the implementation of each recommendation will entail, are largely subjective decisions that bear heavily on the ranking. The Action Plan has identified the highest priorities that the City should focus on in the short term (1 to 5 year), medium term (5-10 year) and long term (over 10 year) period.

The recommendations presented here are only brief summaries of what is contained in the Comprehensive Plan. During implementation, the City must refer to the Comprehensive Plan for background and descriptions of what the recommendations entail.

This chapter describes the specific actions that are required to carry out the recommendations of the Comprehensive Plan. This chapter also provides all necessary details to allow the City to track the progress and effectiveness of the Plan and maximize efficiency to achieve the community's vision.

To maximize the implementation of the Plan strong partnerships between the City, County, neighboring Cities, other public agencies, residents and local business owners will be necessary. The Action Plan is intended to be a "road map" for City staff and officials in their efforts to realize the vision set forth in this document. Kimberling City will need the help of stakeholders and interested parties, such as residents, business owners, community organizations, and potential developers to make the Plan a reality.

Administrative Actions

The following are actions that the City should undertake as administrative items to implement the recommendations of the Comprehensive Plan:

Adopt the Plan

The Comprehensive Plan should become the City's official policy guide for improvement and development within Kimberling City for the next 10-15 years. The Plan should be recommended for adoption by the City's Planning and Zoning Commission. Next, the Board of Aldermen should adopt the Plan and have it codified into law. The Plan should then be used on a regular basis by City staff, Boards, and Commissions to review and evaluate all projects and development proposals within the planning area. Once adopted, the Plan should be placed on the City's website, with a hardcopy made available at City Hall for public viewing.

Priority: High

Action: Policy

Implementation Steps:

- The Plan should be recommended for adoption by the City's Planning and Zoning Commission
- The Board of Aldermen should adopt the Plan and have it codified into law

Time Frame: Short

Responsibility: Kimberling City (Planning and Zoning, Board of Aldermen)

Work to Refine Internal Processes

The City should review and update internal processes where needed. Staff should review existing zoning codes and boundary agreements to assess policies and procedures that may need revision. City staff should focus on reviewing the current policies on development codes and annexation and make any necessary refinements.

Priority: High

Action: Action

Implementation Steps:

- City staff should review current internal processes
- Continually assess policies and procedures for updates
- Develop new processes to produce more efficient ways of doing business

Time Frame: Short to Long

Responsibility: Kimberling City (Administration)

Promote Cooperation, participation and partnership

In addition to carrying out the administrative actions and city-wide improvements called for in the Plan, the City can promote a variety of programs to the residents, businesses and property owners. To have the most effective implementation of the Plan, a strong partnership between the City, other public agencies, residents, organizations, and the local business community must occur.

The City should be the leader in promoting the cooperation and collaboration needed to implement the new Comprehensive Plan. The City's "partners" should include:

1) Other governmental and service districts, such as the Stone County, Branson West, Reeds Spring School District, Community Organizations, utility companies, the Missouri Department of Transportation (MoDOT), the library, etc.
2) The development community and investors should be encouraged to undertake improvements and new construction that conform to the Comprehensive Plan and enhance the overall quality and character of the community; and
3) The community at large should be encouraged to participate in the ongoing planning process. All residents should be given the opportunity to voice their opinions on improvement and development decisions within Kimberling City.

   Priority: High

   Action: Action

   Implementation Step:

   - Develop a strong partnership between the City, other public agencies, residents, organizations, and local businesses
   - Promote a variety of programs to the residents, businesses, and property owners

   Time Frame: Short to Medium

   Responsibility: Kimberling City (Administration)

- Make copies of the Plan document available for public viewing, purchase and/or download;
- Aid the public in explaining the Plan and its relationship to private and public development projects and other proposals, as appropriate;
- Assist the Planning and Zoning Commission in the day-to-day administration, interpretation and application of the Plan;
- Assist special Task Force Groups in a comprehensive understanding of the Plan;
- Maintain a list of current possible amendments, issues or needs which may be a subject to change, addition or deletion from the Comprehensive Plan.

Update the Plan on a Regular Basis

It is important that the Comprehensive Plan not be a static document. If local attitudes change or new issues arise which are beyond the scope of the current Comprehensive Plan, the Plan should be revised and updated accordingly. Once the Plan is codified, the Board of Alderman can vote to make changes and modifications. Although a proposal to amend the Plan can be brought forth by petition of the public at any time, the City should regularly undertake a systematic review of the Plan.

Priority: High
Action: Action
Implementation Steps:

- The Plan should be revised and updated as changes occur
- The Board of Aldermen should vote to make any necessary changes and modifications

Time Frame: Short to Medium
Responsibility: Kimberling City (Planning and Zoning, Board of Aldermen)

Implementation Strategies

This Action Plan recommends key strategies to assist the City in implementing the recommendations and vision for the Comprehensive Plan. The implementation strategies include a variety of tasks that involve working with other governmental agencies, private property owners and developers, and internally with City Staff and elected/appointed officials. The City should prepare an implementation "Action Agenda" which highlights infrastructure and development projects and activities to be undertaken during the next few years. The “Action Agenda” may include:

- A detailed description of the projects and activities to be undertaken;
- The priority of each project or activity;
- An indication of the public and private sector responsibilities for initiating and participating in each activity; and
- Potential funding sources and assistance programs available for implementing each project or activity.
- To remain current, the “Action Agenda” should be updated annually.

The following are key implementation strategies related to issues that have been identified throughout the planning process.

Prioritize Infrastructure Needs in the CIP

In the development of the annual (Capital Improvement Project) CIP it is imperative to prioritize infrastructure needs in the City for future development. The City needs an infrastructure that can support growth before the City can experience growth.

Priority: High
Action: Action
Implementation Steps:

- Take inventory and analysis of existing owned infrastructure in the City
- Annual prioritize infrastructure needs in the City for future development

Time Frame: Short
Responsibility: Kimberling City

Update the Zoning, Development, and Building Codes

The development of future residential and commercial areas can be hindered by the current out dated zoning codes. The City of Kimberling City needs to place a high priority on the development of new zoning codes. This plan encourages the implementation of new zoning codes by partnering with Branson West and using their codes as a go-by (Euclidean Zoning). Once new Zoning and Codes have been developed, the Planning and Zoning Commission can recommend these codes to the Board of Aldermen for adoption.

Priority: High
Action: Policy, Action
Implementation Steps:

- Work with Branson West to obtain a document to use as a base for developing new Zoning, Development and Building Codes.
- Follow necessary legal process for codification of new code documents

Time Frame: Short
Responsibility: Kimberling City (Planning and Zoning, Board of Aldermen)

Establish Boundary Agreements

The lack of an established official boundary agreement with Stone County and Branson West, leaves Kimberling City potentially vulnerable to the expansion efforts by these neighboring entities. Though most of the City's boundary line is illustrated running along the Highway 13 corridor, more conversation is needed regarding development and utility service to adjacent properties. The City should work together with the County and Branson West to prepare a mutually beneficial boundary agreement and work towards its formal adoption. By working together, all the municipal entities can benefit.

Priority: High
Action: Policy
Implementation Steps:

- Work with the Board of Alderman to establish a formal boundary agreement with Stone County and Branson West
- Follow necessary legal process for development of an Intergovernmental Agreement

Time Frame: Short
Responsibility: Kimberling City

Identify Opportunities to Create Recreational Green Spaces

The City currently does not own any large parks or green spaces in the City. This Plan stresses the need for recreational areas for the community. Providing green space for the community can help bring the City closer together by giving citizens space to recreate together which helps promote cooperation, participation, and partnership. The Plan encourages the identification of areas where green spaces can occur, lists available funding options, and encourage community participation and partnership in all activities.

Priority: High
Action: Policy, Action, Capital Improvements
Implementation Steps:

- Identify the areas where parks and green space can occur
- Investigate opportunities to provide adequate funds for development
- Maintain and expand parks/green spaces as necessary

Time Frame: Medium
Responsibility: Kimberling City, private property owners, businesses

Market and Attract Tourists

Kimberling City's unique location provides easy access to Table Rock Lake. With a growing interest in the Lake, tourism will continue to grow. Kimberling City should continue to take advantage of tourism and maximize efficiency during the Spring and Summer seasons. By working together with the Chamber and developing new marketing strategies for branding Kimberling City, the City can benefit greatly from tourism. The competition of tourism around the City is strong, but with creative and unique approaches, the City can capitalize on the location and opportunities and become the destination everyone wants to visit.

Priority: High
Action: Action
Implementation Steps:

- Create a marketable brand for Kimberling City
- Work with the Chamber of Commerce on potential marketing strategies to efficiently attract tourists
- Implement these strategies and focus on creating a unique experience for all tourists.

Time Frame: Short to Medium
Responsibility: Kimberling City, Chamber of Commerce, Business Owners

Create Opportunities for New Businesses

Business development is a key aspect to any City's development. To create new business opportunities the City should investigate non-traditional and creative ideas that allow a business to not only maximize efficiency of the land used, but the features that make the City unique as well. Work with the Chamber of Commerce to identify niche markets and to develop new techniques and processes to allow for adequate business growth to occur.

Priority: High
Action: Policy, Action
Implementation Steps:

- Identify niche markets for Kimberling City
- Investigate non-traditional and creative strategies to help promote business development within the City
- Work with the Chamber of Commerce to develop techniques and processes necessary to encourage business growth

Time Frame: Short to Long
Responsibility: Kimberling City, Chamber of Commerce, Business Owners

Sanitary Sewer Maintenance

With an aging sanitary sewer system; maintenance is critical to the growth of the City. An inventory and analysis of the existing system should be done yearly to ensure proper maintenance is received. This plan identifies funding opportunities to investigate funding the maintenance of the existing grinder pumps, and lift stations.

Priority: High
Action: Action
Implementation Steps:

- Implement new sewer rates recommended in the rate study
- An inventory and analysis should be conducted to quantify how much maintenance is needed annually.
- Pursue funding opportunities mentioned in the Comprehensive Plan

- Continue maintenance as necessary to maintain maximum efficiency of the existing sewer system
- Identify system expansion needs to address growth.

Time Frame: Short to Medium
Responsibility: Kimberling City

Water Consolidation and Fire Protection

Currently, the water provided to Kimberling City is separate privatized water providers. This separation of water providers does not allow for a consistent development of waterlines and fire flow service. The consolidation of water service providers needs to occur in order to provide consistency in the water utilities provided to the citizens and business. With consolidation, the expansion and change of water infrastructure becomes less challenging and more consistent, and allows business growth to occur.

Priority: High
Action: Policy, Action, and Capital Projects
Implementation Steps:

- Create a water system task force to devise a plan for discussion with water providers
- Establish common objectives between water companies
- Create opportunities for consolidation to occur
- Consolidation of water companies will promote expansion and upgrades
- Expand and upgrade existing systems to adequately sustain the existence of fire flow systems for the protection of businesses

Time Frame: Short to Medium
Responsibility: Kimberling City, Water Service Providers

Internet Access

As times change, the internet has become a huge factor in business growth. Internet access to the City can generate growth within the City. Working from home is becoming more common and as the demand increases, the services provided need to

be able to support the demand. Providing adequate services is important for existing businesses and critical for expanded service in residential areas to allow for the growth of the work from home workforce within the City.

Priority: High
Action: Action
Implementation Steps:

- The City needs to create opportunities for discussion with businesses and residents of current services in and around the City.
- Work in cooperation with the existing service providers to ensure adequate services are provided or planned.
- The City should help promote and encourage the expansion of existing systems and encourage the community to investigate opportunities in working from home.

Time Frame: Short to Medium
Responsibility: Kimberling City, Telecommunication providers and Internet providers

Develop Road Standards to Include in Development Codes

Road standards will not only provide for roadways that last longer with less maintenance, but also create safer roadways for motorists and pedestrians alike. Kimberling City should work in cooperation with MoDOT and Stone County to develop standards that allow for good transition between MoDOT and County roads and City streets.

Priority: High
Action: Policy, Action
Implementation Steps:

- Develop road standards and include them in development codes
- Work with MoDOT and Stone County to provide roadway standards that segway from entity to entity
- Implement the roadway standards for all future infrastructure expansion and new development in the City

Time Frame: Short to Medium

Responsibility: Kimberling City (Planning and Zoning, Public Works, Board of Alderman)

Develop Pedestrian/Bicycle Routes in the City

Currently within Kimberling City there is little to no pedestrian infrastructure. Sidewalks, bike lanes, and trails provide safer transportation infrastructure for motorists, bicycles and pedestrians alike. Sidewalks and bicycle routes help encourage alternative modes of transportation in the City, providing a sense of stability and connectivity.

Priority: High
Action: Policy, Action and Capital Projects
Implementation Steps:

- Identify areas that will benefit most from sidewalks or trails
- Work with the Corp of Engineers on possible trails connecting different parts of Kimberling City to the shoreline
- Explore funding options for pedestrian/bicycle infrastructure
- Develop a standard for sidewalk placement on local/collector roadways

Time Frame: Short to Medium
Responsibility: Kimberling City

City-Wide Beautification

Identify highly visible areas or sites within the community and work with property owners to clean up and/or aesthetically improve those locations. In areas of the City that are highly visible from arterial streets, such things as abandoned businesses create a poor image and appearance. The City should work with the owners of these properties to encourage screening or refurbishing. In addition to encouraging the improvement of private parcels, the City should also "lead by example" and implement streetscape and beautification techniques.

Priority: High
Action: Policy, Action, and Capital Projects

Implementation Steps:

- The City should work with property owners to improve/clean-up their property. Explore opportunities to assist the property owners in obtaining potential funding to improve their property.
- Develop a Streetscape Master Plan for the Highway 13 commercial corridor. Require new developers to follow the recommendations of a Streetscape Master Plan.
- Promote and encourage a City-wide cleanup of greenspaces, creeks, and other public areas within the community

Time Frame: Short to Long

Responsibility: Kimberling City, private property owners, businesses

Kimberling City Action Plan

Figure 8-1

Recommendation	Priority	Action	Time Frame	Responsibility
Adopt the Plan	High	Policy	Short	Kimberling City (Planning and Zoning, Board of Aldermen)
Work to refine internal processes	High	Action	Short	Kimberling City (Administration)
Promote cooperation, participation and partnership	High	Action	Short to Medium	Kimberling City (Administration)
Update the Plan on a regular basis	High	Action	Short to Medium	Kimberling City (Planning and Zoning, Board of Aldermen)
Prioritize Infrastructure Needs in the CIP	High	Action	Short	Kimberling City
Update the zoning, development and building codes	High	Policy, Action	Short	Kimberling City (Planning and Zoning, Board of Aldermen)
Establish boundary agreements	High	Policy	Medium	Kimberling City
Identify opportunities to create recreational green space	High	Policy, Action, and Capital Projects	Short to Long	Kimberling City (Planning and Zoning)
Market and attract tourists	High	Action	Short to Medium	Kimberling City, Chamber of Commerce, Business Owners
Create opportunities for new businesses	High	Policy, Action	Short to Long	Kimberling City, Chamber of Commerce, Business Owners
Sanitary Sewer Maintenance	High	Action	Short to Medium	Kimberling City
Water consolidation and Fire Protection	High	Policy, Action, and Capital Projects	Short to Medium	Kimberling City, Water Service Providers
Internet Access	High	Action	Short to Medium	Kimberling City, Telecommunications and Internet Providers
Develop road standards to include in development codes	High	Policy, Action	Short to Medium	Kimberling City (Planning and Zoning, Public Works Board of Alderman)
Develop pedestrian/bicycle routes in the City	High	Policy, Action and Capital Projects	Short to Medium	Kimberling City
City-wide beautification	High	Policy, Action, and Capital Projects	Short to Long	Kimberling City, private property owners, businesses

Appendix

Table of Contents

Appendix A……. Public Meeting #1 Summary & Survey Report

Appendix B……Public Meeting #2 Summary

Appendix C……Kimberling Online City Survey Results

This Comprehensive Plan was developed by making use of many professional documents and reports. These documents and reports are not included in their entirety in the Appendix of this Comprehensive Plan. However, they have been referenced in the text, and included in the bibliography of this document.

- **1976 Comprehensive Plan**
- **1978 Comprehensive Plan (Revised)**
- **1983 Comprehensive Plan (Revised)**
- **1988 Comprehensive Plan**
- **1999 Comprehensive Plan**
- **Branson Community Plan 2030**
- **Market Analysis & Strategy (January 2004)**
- **Reeds Spring School District Demographic Study**
- **Table Rock Lake 2016 Marketing & Media Effectiveness Research**
- **Table Rock Lake Shoreline Management Plan Revision**

Appendix A

Public Meeting #1 Summary & Survey Report

Kimberling City Comprehensive Plan

Public Meeting #1 – March 14, 2017
Summary & In-Meeting Survey Report

Great River Engineering
Springfield, MO
1/1/2018

PUBLIC MEETING #1 SUMMARY

The first public meeting for the Comprehensive Plan was held on the evening of March 14, 2017 at the Kimberling City Community Center in Kimberling City. Nearly 100 people were in attendance, including, Comprehensive Plan Steering Committee members, Planning and Zoning Committee members, members of the Board of Aldermen, the Mayor, City Administrator and several City staff. Mayor Bob Fritz began the meeting with an introduction about the reason for the meeting and introduced Great River Engineering. Jerany Jackson, the lead consultant with Great River Engineering, described the planning process and led the audience through the outline that will be used to prepare the Comprehensive Plan. The floor was then opened to the public to comment and ask questions. Public comment focused heavily on the following points:

- *The need to draw in younger citizens to help add to the lacking workforce in Kimberling City*
- *The need to change and develop to help Kimberling City grow*
- *The importance of increasing community services to attract new business. The citizens mentioned a desire for more medical facilities, indoor swimming pools and more recreational areas.*
- *There was concern about a lack of cooperation by the Corps of Engineers when trying to develop on and around the Lake.*
- *The importance of strengthening the employment base in Kimberling City.*
- *The revitalization of existing buildings within the City.*

Everyone at the meeting seemed to be in agreement that an expanded and ideally diversified business base is critical to stable growth. Others added that expanded retail operations are also important in improving the sales tax base which would help fund the necessary infrastructure improvements.

IN-MEETING SURVEY OVERVIEW

This report summarizes the results of Great River Engineering's 2017 survey of meeting attendees at the first public meeting for Kimberling City's Comprehensive Plan which occurred on March 14, 2017. The survey collected Demographic, Parks and Recreation, Infrastructure, and Community Priority information. The survey information was gathered through a handout provided to all who attended the public meeting and a Dot survey in which each citizen's opinion was represented by a sticker placed on large questionnaire boards. The data will be used to update information in the comprehensive plan as well as provide more information on how to proceed with the creation of the plan. The results of this survey will help craft an on-line survey to be broadly distributed to Kimberling City residents and visitors.

SURVEY OBJECTIVE

The survey objective was to provide information about demographics, travel tendencies, home ownership, and to gather opinions on what the community would like to see moving forward. The data provided by this survey will allow more insight as to what opportunities are justified and attainable. In order to achieve the desired results, the survey had to the following goals:

- Capture a random sample of households within and around Kimberling City
- Collect demographic data about all persons in those households
- Collect data on vehicles available to the households
- Capture data on the efficiency of infrastructure systems in Kimberling City
- Capture data on current park and green space conditions
- Collect data on what the community sees as a priority
- Gain a better understanding on what questions should be addressed in the future survey

SURVEY METHODOLOGY

Survey data collection was conducted in person at the first public meeting on March 14, 2017. A handout collecting demographic information and a dot survey asking specific questions about the City were provided to all who attended the first public meeting for the Comprehensive Plan. The handouts intent was to gather information on the demographics of the community in and around Kimberling City, while the dot survey was necessary to gather a better understanding of current community amenities and what the community would like to see in the future.

KEY FINDINGS

The 64 respondents from the Public Meeting in the survey sample represented 2.7% of the total population of 2,313 in Kimberling City according to the 2015 U.S. Census data. Through the data collected by the survey a few key findings were discovered. For instance, when asked, "How much total combined income did all members of your household ear last year?" 36% earned over $100,000 making this the most common income (shown in Figure 1)

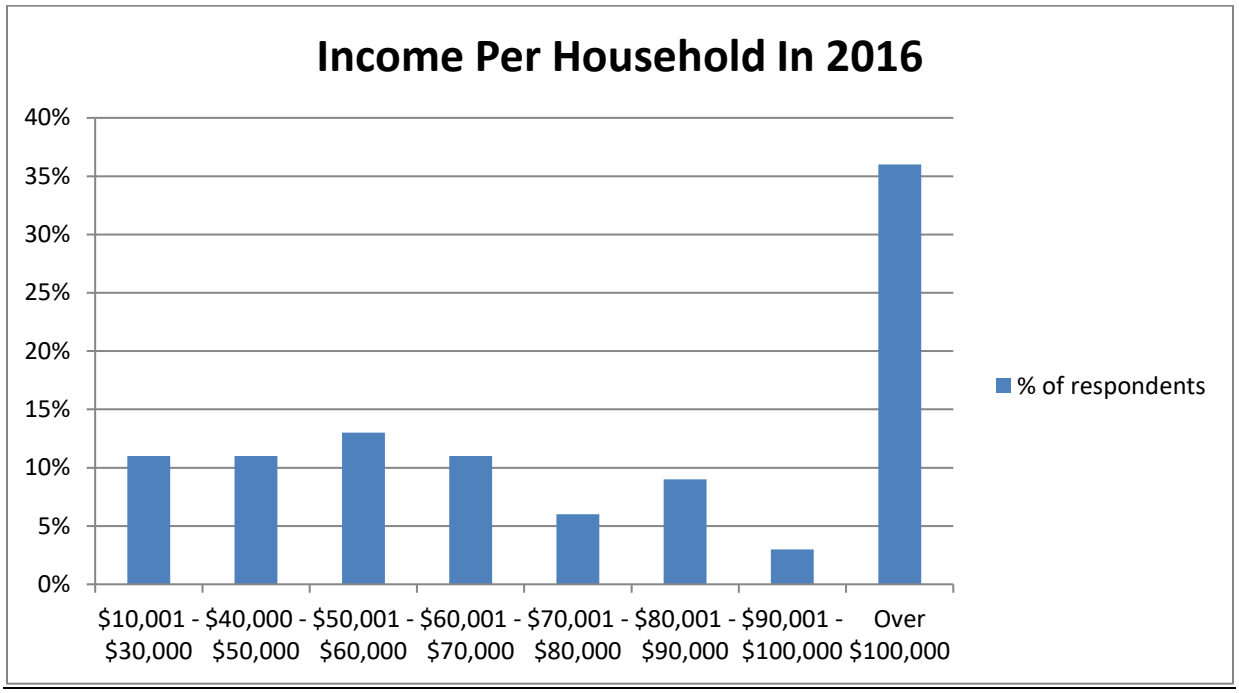


Figure 1

Another key finding was discovered when asked "Are you currently employed?" only 63% of respondents replied with having a full-time job. Of that 63% only 43% worked within the city limits. This information can potentially guide plans for growth of the City. This information can be viewed in Figures 2 and 3.

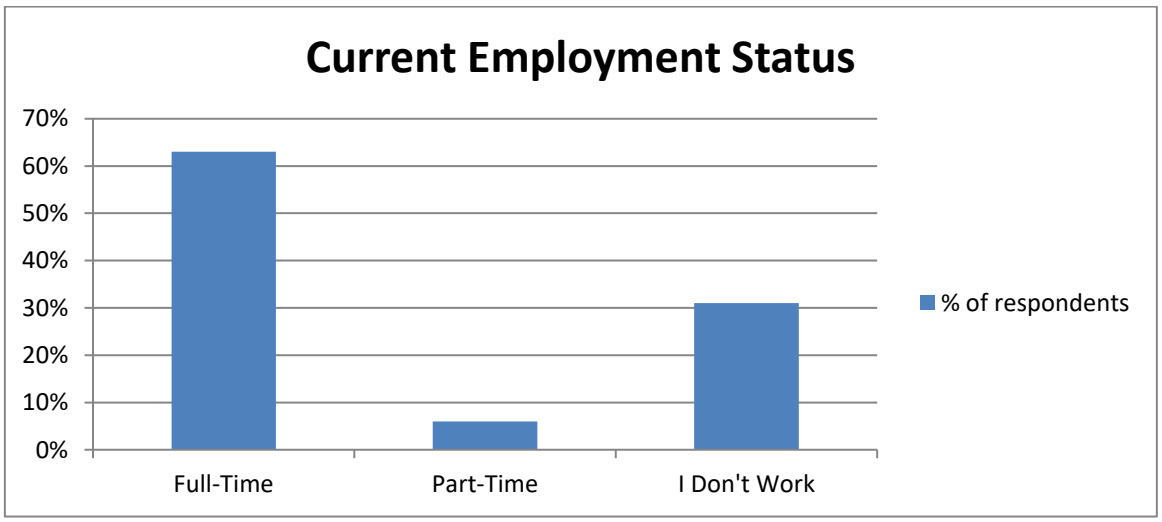


Figure 2

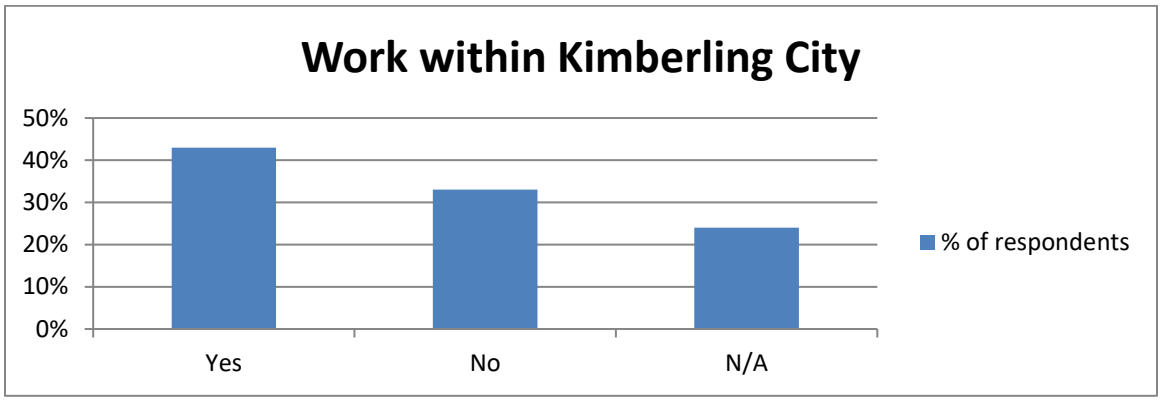


Figure 3

Demographics

The demographic data gathered at the meeting shows the gender and ages that represented Kimberling City and the area surrounding. There were 53% males and 47% females represented and the average age within and around Kimberling City is 54.5 years old. These statistics can be found in Figures 4 and 5.

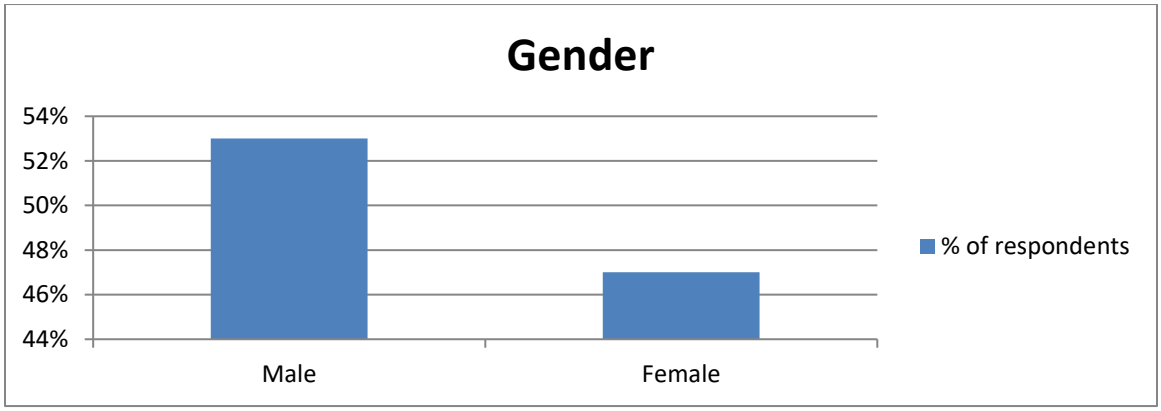


Figure 4

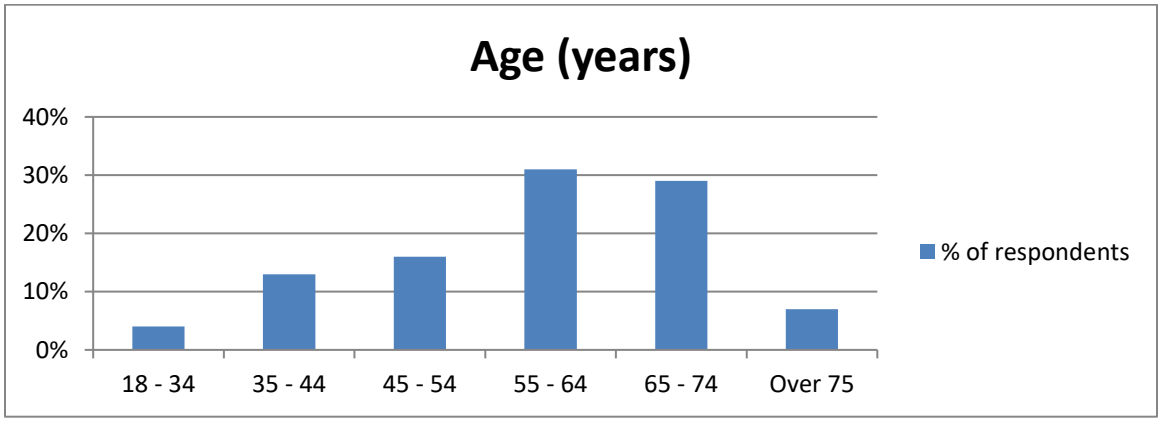


Figure 5

Education is an important aspect of community growth. In the demographic survey, a question was asked to all recipients, “What is the highest level of education you have completed or the highest degree you have received?” The results are shown in Figure 6 below.

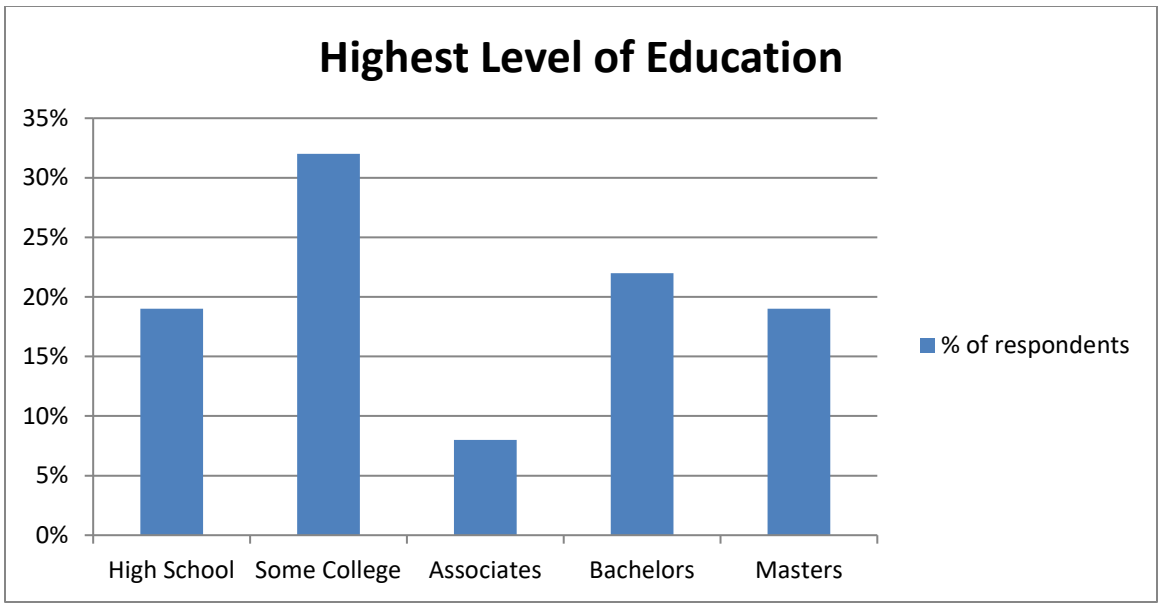


Figure 6

To help understand who is interested and what topics to address in the future survey we asked, “Do you live within the City limits of Kimberling City?” The results show that Kimberling City is not only important to its community, but the surrounding communities as well. Figure 7 shows the full results of the survey question.

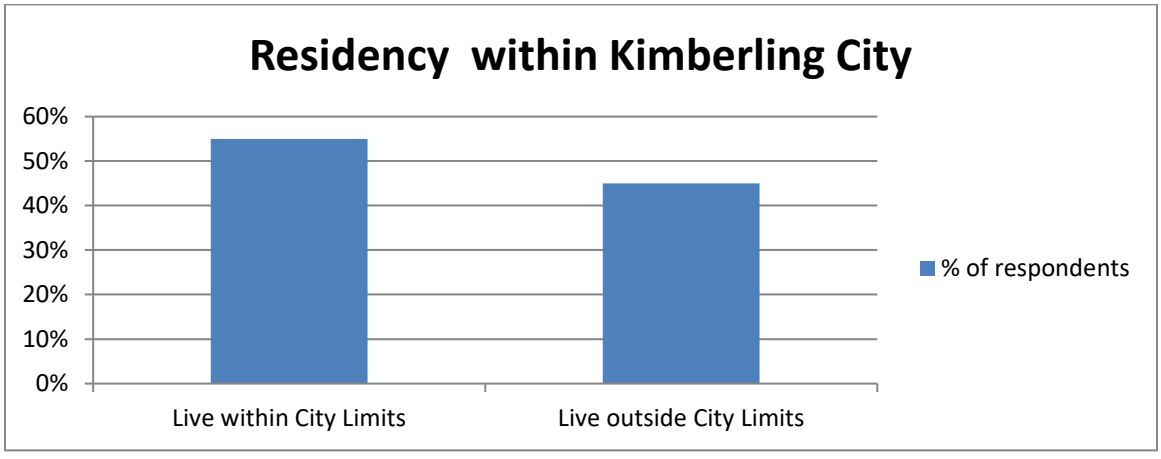


Figure 7

Attention was focused towards the residents who live within Kimberling City in the second half of the demographic survey. These questions focused on housing and longevity of their residency in Kimberling City. When asked, "How long have you lived in Kimberling City?" the results were in coherence with the average age demographic. Figure 8 shows the results. Of the residents living within Kimberling City, gaining an understanding of how much time they spend in Kimberling City was important. They were asked if they were seasonal, part of the year or year-round residents. The results showed that 96% live in Kimberling City year-round with the remaining 4% split between seasonal and part of the year. Figure 9 shows a chart of the results.

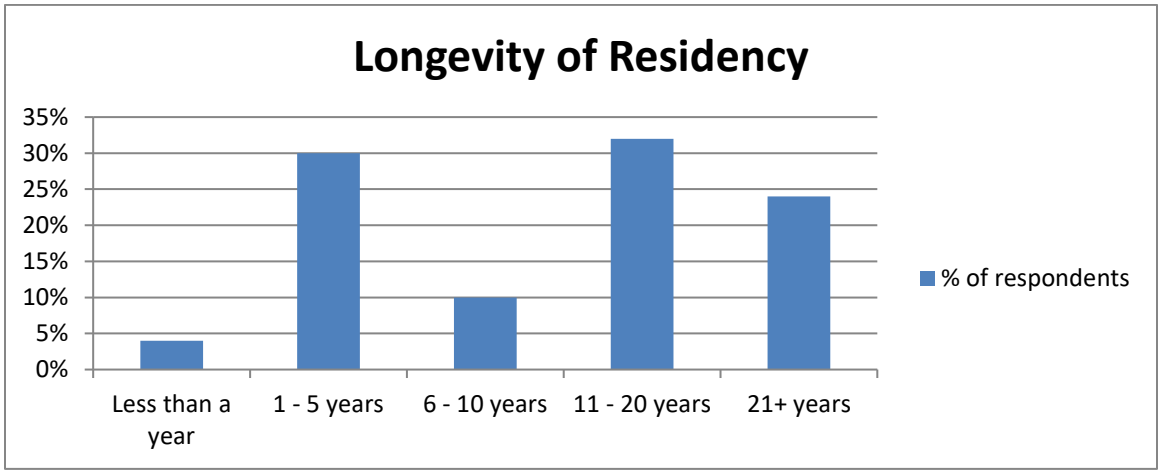


Figure 8

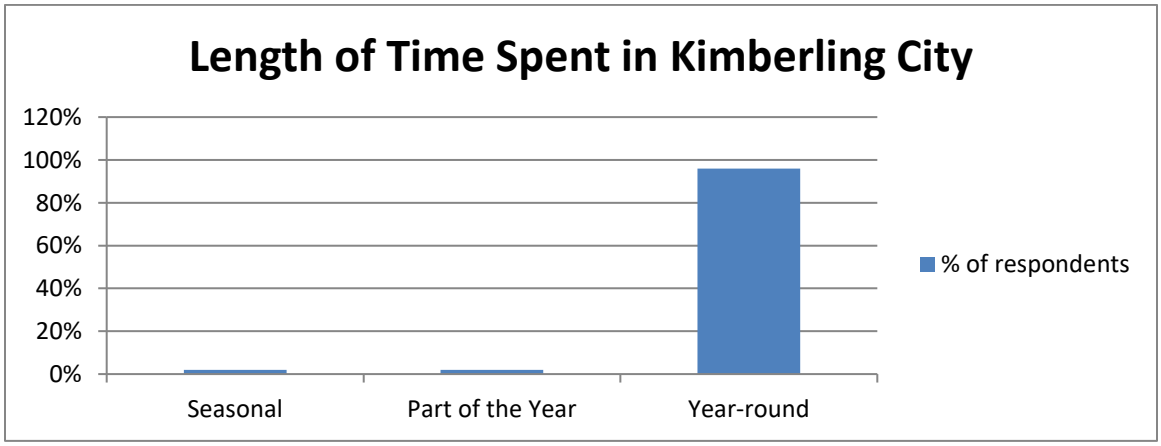


Figure 9

To grasp a better understanding of housing within Kimberling City, we directed some of the survey questions towards housing. Occupancy rates in housing is a key factor in city growth and so questions about housing were asked of meeting participants. The community was asked the question, "Are you able to find the type of housing you would like in Kimberling City?" The results show a general satisfaction with the diverse housing market in the city as shown in the Figure 10.

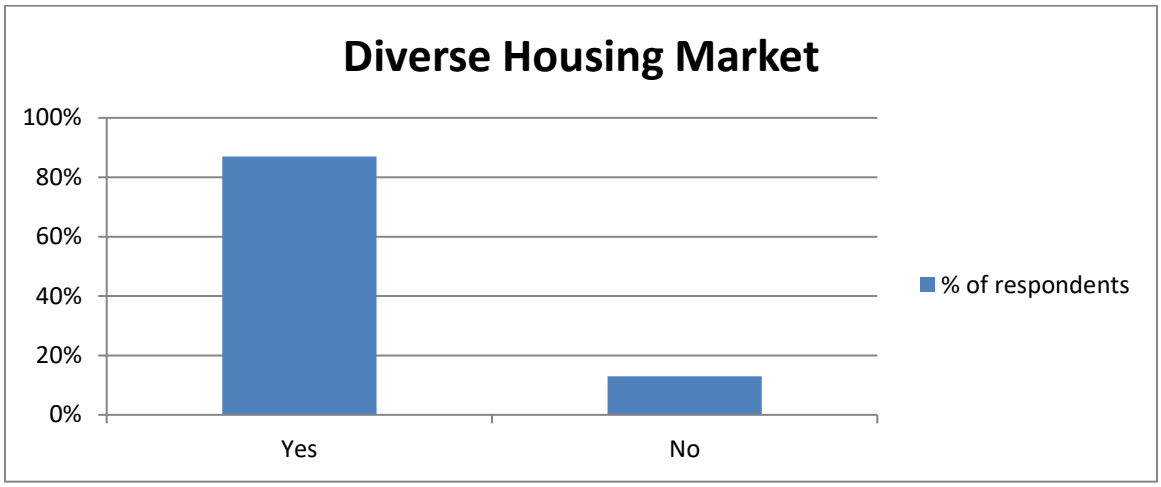
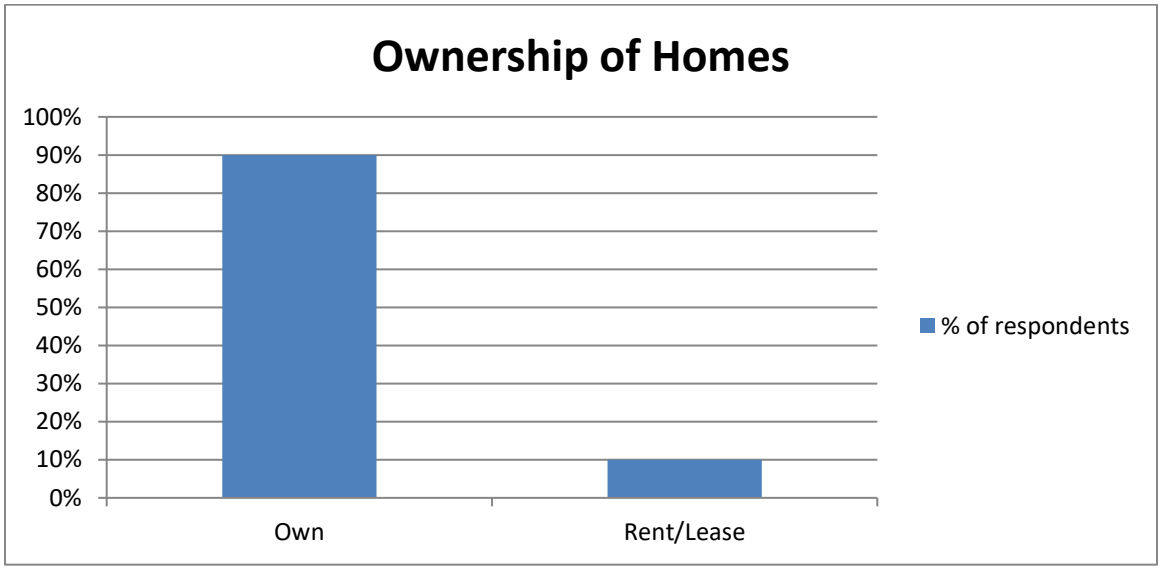


Figure 10

As a follow up to understanding the community's opinion on the housing within Kimberling City residents were asked if they owned or rented/leased their homes. Figure 11 shows the compiled data.



Parks and Recreation

Data on the current conditions of parks and green spaces was collected via a dot survey at the meeting. It is generally thought to be important to have nice green spaces and parks to create a scenic and usable spaces in the community for not only its residents, but visitors as well. Understanding how often the community uses these green spaces and parks will allow a better understanding of what the community values with regard to green space.

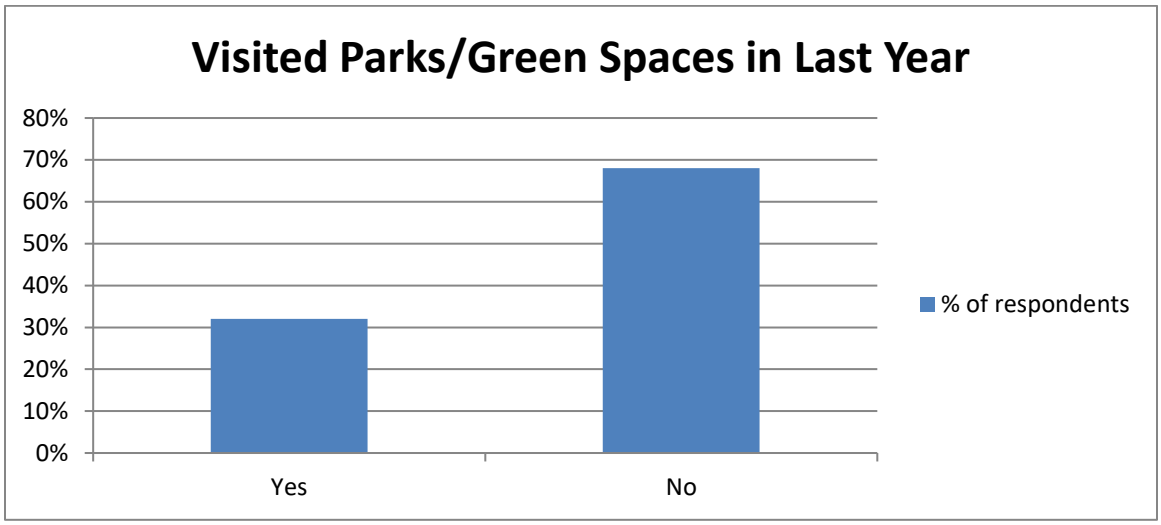


Figure 11

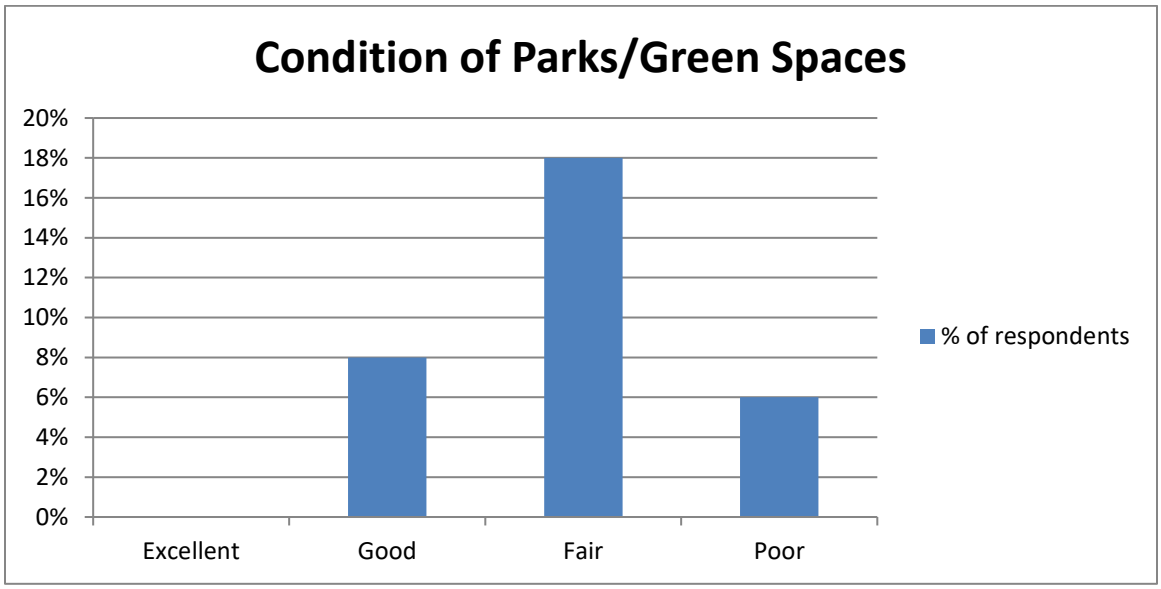


Figure 12

Included in the parks and green spaces Kimberling City has a unique situation by being surrounded by Corps of Engineers property at the Lake edge. Many of the City's residents visit Corps property every year. Figure 13 and 14 show how often the Corps property is visited and summarizes the opinion of the current conditions of the property.

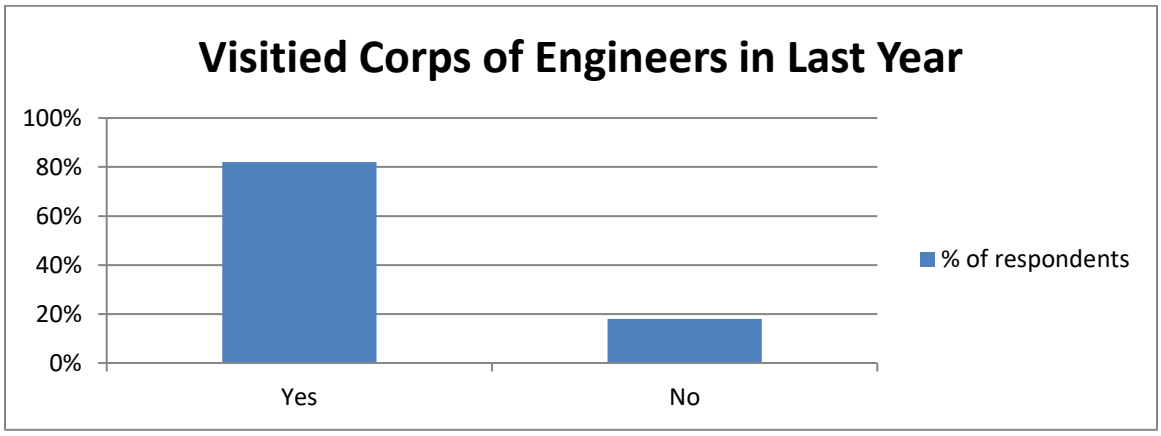


Figure 13

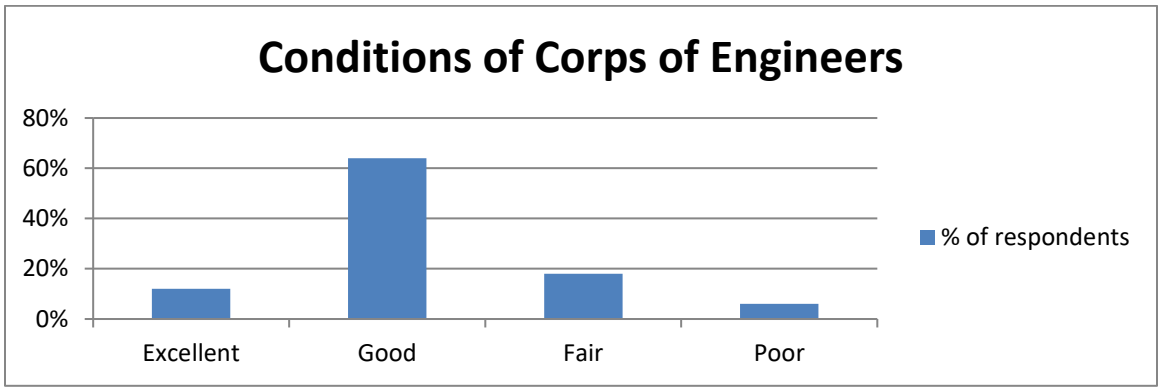


Figure 14

One of the key objectives of this survey is to develop a better understanding of what the community would like to see in the future. Since Kimberling City does not have many parks or green spaces we asked the community what park and recreation facilities were most important to residents. Figure 15 shows the results of what the respondents indicated were most important to them.

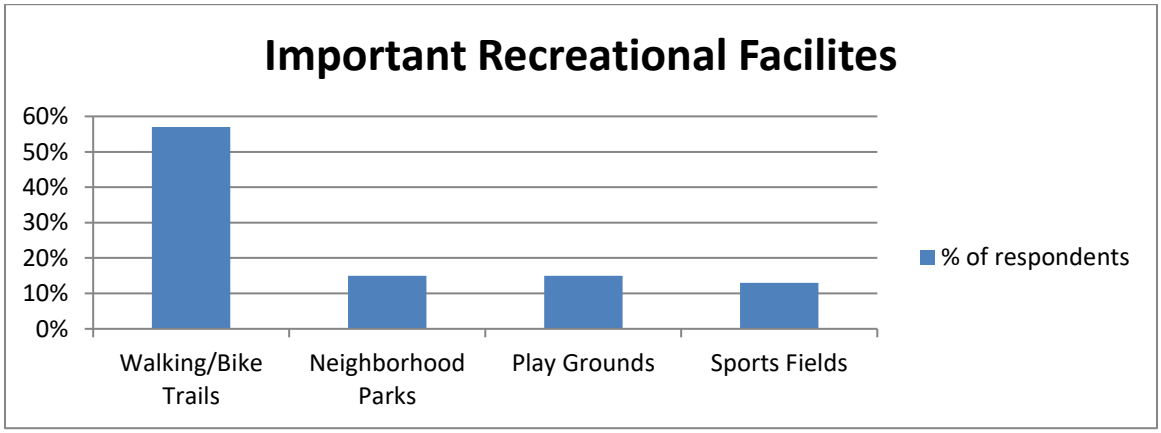


Figure 15

Infrastructure

Infrastructure is a key aspect of city growth. Growth without the proper infrastructure to support the growth is nearly impossible. The community was asked to rate the dependability and quality of their current infrastructure systems. The survey questions were separated into four categories: sewer, water, electric, and telecommunications. Figure 16 shows the results of the infrastructure aspect of the survey.

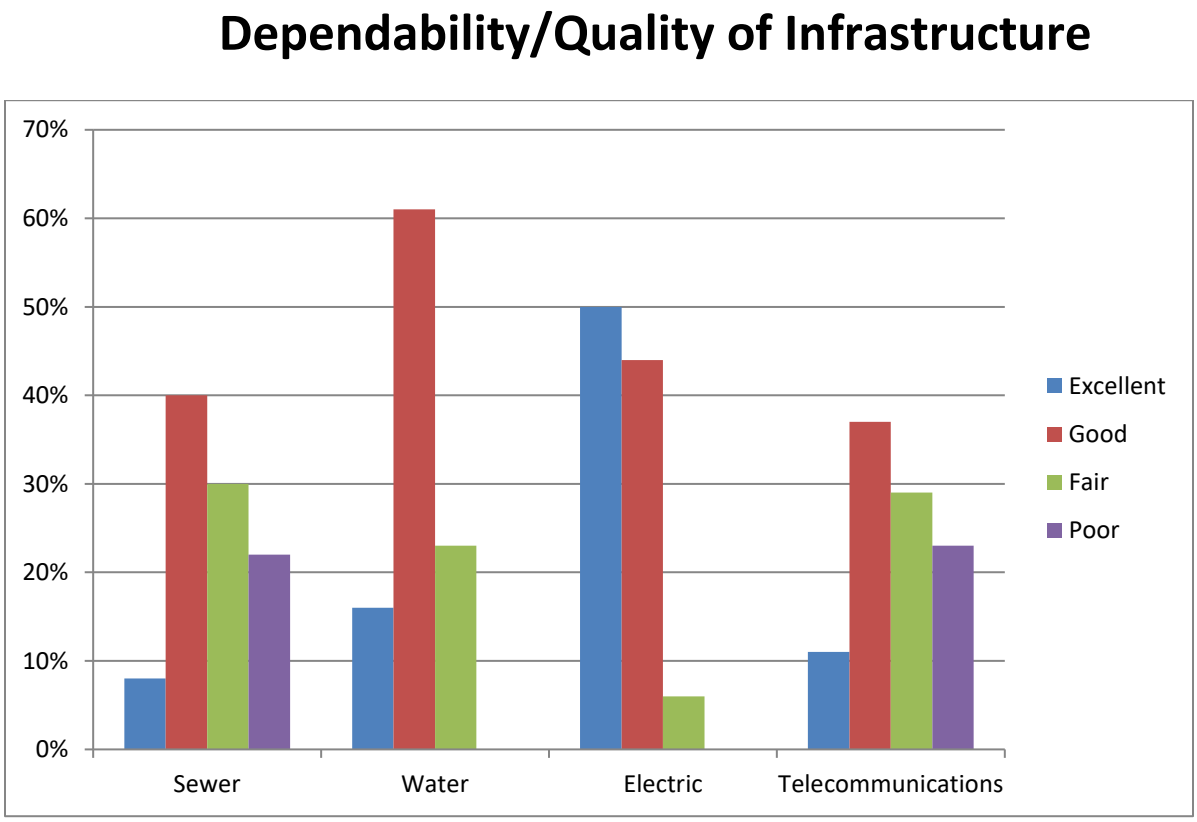


Figure 16

Community Priorities

The final portion of the public meeting survey addressed community priorities. Community priorities consist of what the community believes is most important to the City. While there can be many choices of priorities, the survey limited the response to only 10 possible choices. Out of these 10 choices, the respondents were asked to rank the 5 issues that Kimberling City should focus on to guide development of the City on a scale of 1 to 5, with 1 being the highest priority and 5 being the lowest priority. Any option not selected in the ranking system was not considered a priority.

Community Priorities for Future Development

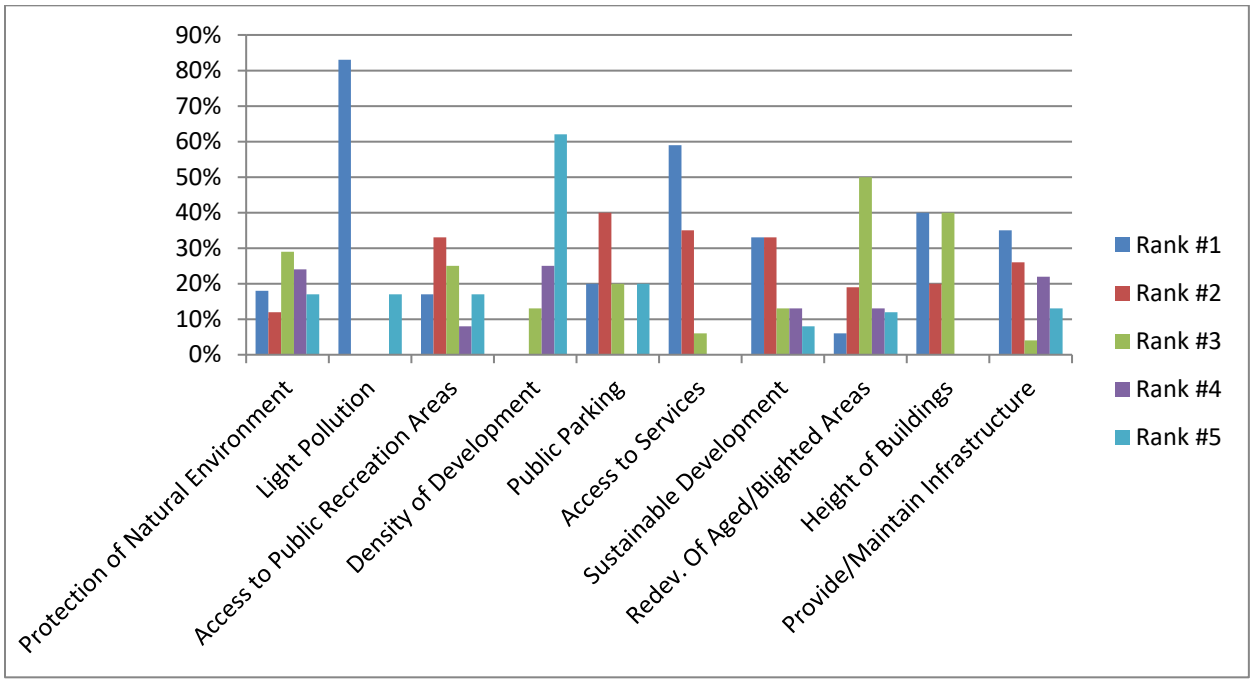


Figure 17

After analyzing the results about community priorities from the survey, the ranking of priorities can be stated as such:

1. Light Pollution
2. Public Parking
3. Redevelopment of Aged/Blighted Areas
4. Protection of the Natural Environment
5. Density of Development

These results show what the community believes is a top priority moving forward. Since Kimberling City has a strong tourism base, these results come as no surprise. The online survey will have a tourism section to allow for a focus on gathering information on how much tourism the City receives and how much it impacts the City as a whole.

The second half of the community priorities section asked the attendees to rank the top 5 qualities of Kimberling City that they find most important. Once again there were only 10 choices from which to choose and any option not selected in the ranking system was classified as a lower priority. Figure 18 depicts the results.

Community Priorities for Community Importance

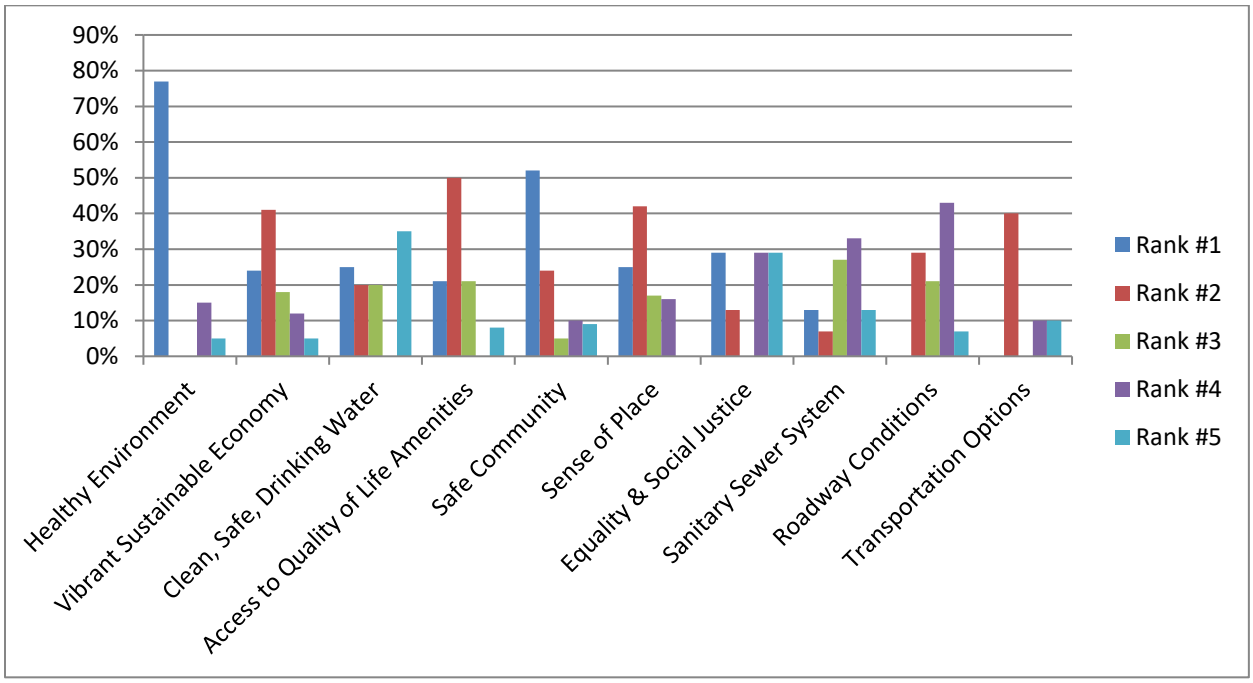


Figure 18

Since Kimberling City is a lakeside community, it comes as no surprise that respondents ranked a healthy environment as most important. The community is driven by tourism and Table Rock Lake. Following are the remaining rankings from the survey:

1. Healthy Environment
2. Access to Quality of Life Amenities
3. Sanitary Sewer System
4. Roadway Conditions
5. Clean, Safe, Drinking Water

Conclusion

The survey administered at the first public meeting for Kimberling City's Comprehensive Plan was a success. The information received from meeting attendees give great insight as to what is important to the Kimberling City community and guide the focus of a future, more broadly distributed survey. With this knowledge, GRE can develop a more broadly distributed on-line survey that explores all possibilities on how to help the City grow and prosper.

Appendix B

Public Meeting #2 Summary

2018

Kimberling City Comprehensive Plan

Public Meeting #2 – August 24, 2017 Summary

Great River Engineering
Springfield, MO
1/1/2018

REPORT OVERVIEW

This report has been created to summarize and address all questions and comments from Public Meeting #2 held on August 24,2017. This report answers questions that have arisen since the last public meeting March 14, 2017. The second Public Meeting had about 75 participants from Kimberling City and the surrounding area. Of these 75 people, only a third attended the previous Public Meeting. This variety in meeting attendees provides us with a wider range of questions, and more opinions on the subjects at hand. The following questions were asked and answered at the second Public Meeting. The log is presented here:

QUESTION #1: "THE MEDIAN INCOME IS HIGH AND OUR CITY'S UNEMPLOYMENT RATE IS HIGH – DOES THAT SHOW WE HAVE NO MIDDLE CLASS?

Kimberling City is a very unique City with many different qualities. The demographic on age distribution in the City is dramatic because of the high number of retirees in the area. Retirees often do not have jobs, but have high income, and this can have an impact on median incomes and unemployment. Also, Kimberling City has a very high number of six figure salaries due to retirees who have had success in life, and move to the City to settle down. Kimberling City does have a middle class, and as time progresses, that demographic will likely grow.

QUESTION #2: "WHAT IS THE ESTIMATED COMPLETION FOR THE PLAN?

Great River will send a final copy to the Planning and Zoning Committee November so that they can review the Plan and make recommendation for adoption to the Board of Aldermen. The Plan could be adopted by the Board of Aldermen by year's end.

QUESTION #3: "YOU STATED INCOME LEVELS, CAN THE CITY NOT APPLY FOR GRANTS BECAUSE OUR MEDIAN INCOME IS HIGHER THAN OTHERS?"

Although Kimberling City has a higher median income as compared to other Cities; grants have many different requirements. Community Development Block Grants target funding for communities with a high poverty level, so Kimberling City is not eligible for that one. However, not all grants have a focus on median income and thus Kimberling City still has many options for possible grants.

QUESTION #4: "HOW DOES THE P&Z COMMITTEE APPROVE THE PLAN AND CODES?"

The process is the same for the Comprehensive Plan as it is for any future rewrite of the Development Codes and Planning and Zoning Regulations, the Planning and Zoning Committee reviews the documents, and votes to make recommendation to the Board of Aldermen who will act on the recommendation from P & Z. Once adopted by the Board of Aldermen, the City will send documents forward to have them codified into law.

QUESTION #5: "ARE THE PARKS AND PLAYGROUND NEEDS ADDRESSED SPECIFICALLY IN THE PLAN? ARE THE RECOMMENDATIONS FOR PARKS SPECIFIC IN THE PLAN?

The parks and playground needs are specifically addressed in the Plan in the Public Facilities, Zoning, and Future Land Use section. Under the subcategory of Recreation Facilities there is much information on what the City should be focusing on, possible places to develop a City park/playground, and available funding options to develop these areas. Our recommendations in the same section provide a road map on how to develop these areas and how to continue to grow as the community so desires.

QUESTION #6: "WHY HASN'T THE CITY DEVELOPED JOE BALD PARK?

Joe Bald park is not within the City limits so the City has no jurisdiction. Joe Bald is in Stone County.

QUESTION #7: "IS THE PARK AT POK (PORT OF KIMBERLING) AVAILABLE?

The park is used by the public frequently, but the park is privately owned by the Port of Kimberling.

COMMENT #1: "I LIKE THE IDEA OF TRAILS AND SIDEWALKS FOR KIDS AND FOR SAFETY.

Pedestrian traffic is important in the growth of a City. Not only does it provide easier access to services and facilities, but they also create a safe route for bikers and joggers. Instead of sharing narrow roads with passing cars, sidewalks and trails can provide a safe, fun, and maybe even adventurous experience for kids and adults alike.

COMMENT #2: "OUR TOWN NEEDS MORE STREET LIGHTS."

Having well-lit streets provides safer traveling for motorists and pedestrians alike. To address this concern, it is recommended to get in touch with the utility company providing power to the areas in question and see all available options for possible solutions.

COMMENT #3: "THE CITY NEEDS TO RELAX POLICIES SO WE CAN BRING MORE BUSINESSES IN."

Instead of changing City polices, perhaps an investigation should occur to discover possible non-traditional attractions or businesses that fit within the guidelines of the City.

CONCLUSION

A lot of valuable information was provided at Public Meeting #2 and the community response provided Great River with that much more analysis to fold into the Plan. The community provided great input, and asked questions that will help Great River Engineering create a Plan that answers questions for Kimberling City.

Appendix C

Kimberling City Online Survey Results

Kimberling City Comprehensive Plan

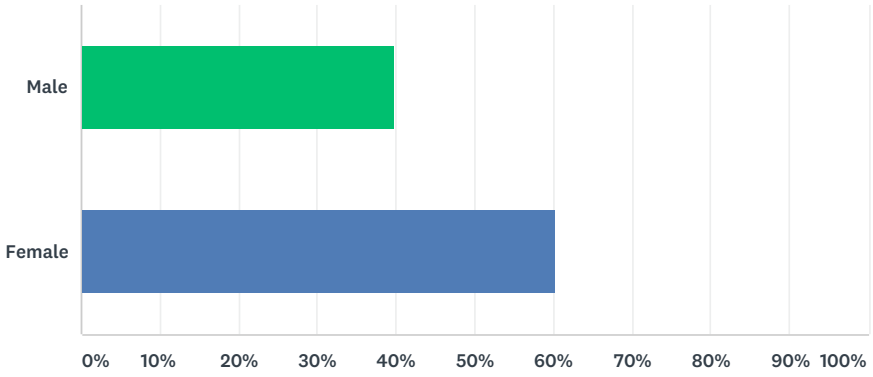
Online Survey Results

October 18, 2017

Great River Engineering
Springfield, MO
1/1/2018

Q1 Are you male or female?

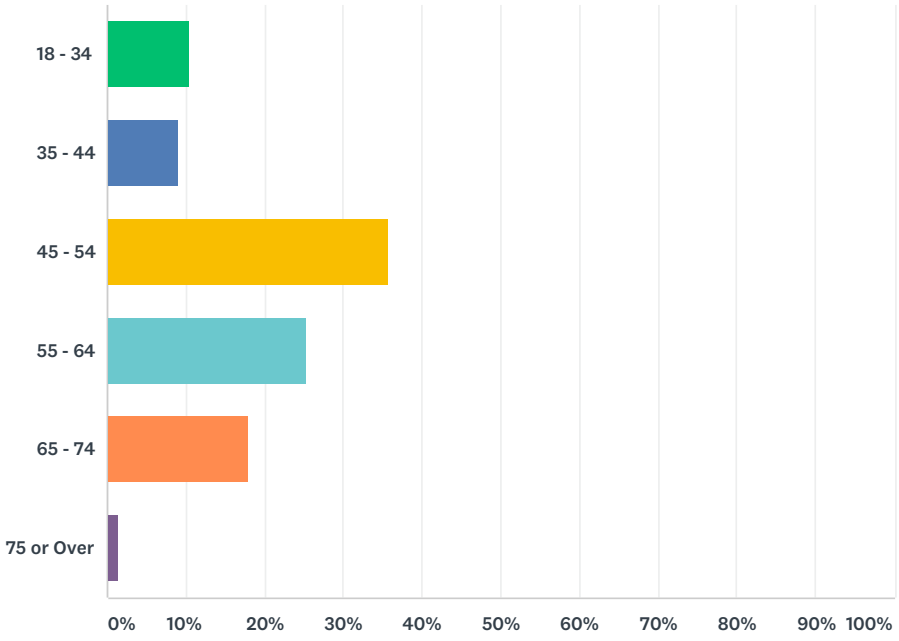
Answered: 68 Skipped: 0



ANSWER CHOICES	RESPONSES	
Male	39.71%	27
Female	60.29%	41
TOTAL		68

Q2 What is your age?

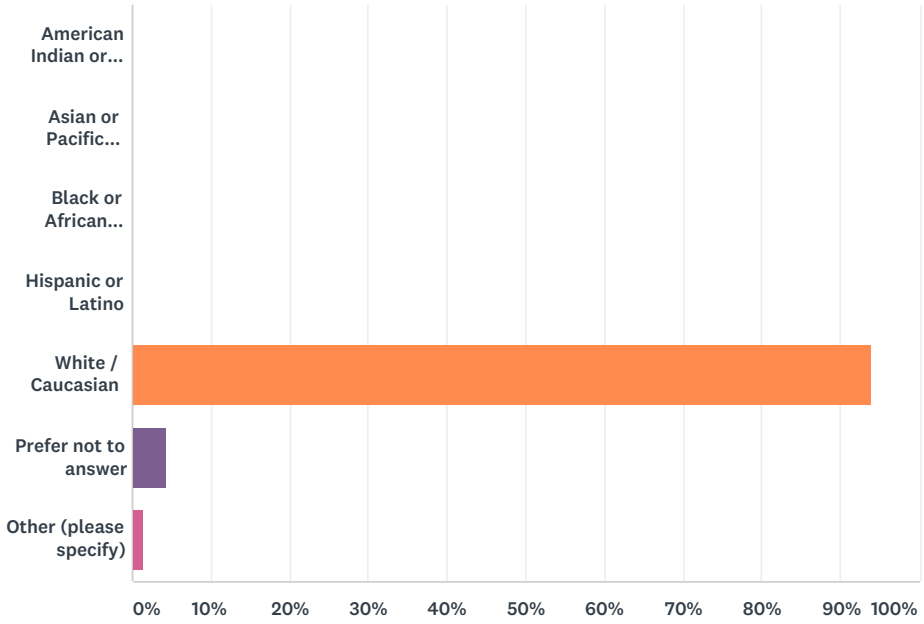
Answered: 67 Skipped: 1



ANSWER CHOICES	RESPONSES	
18 - 34	10.45%	7
35 - 44	8.96%	6
45 - 54	35.82%	24
55 - 64	25.37%	17
65 - 74	17.91%	12
75 or Over	1.49%	1
TOTAL		67

Q3 What is your ethnicity? (Please select all that apply.)

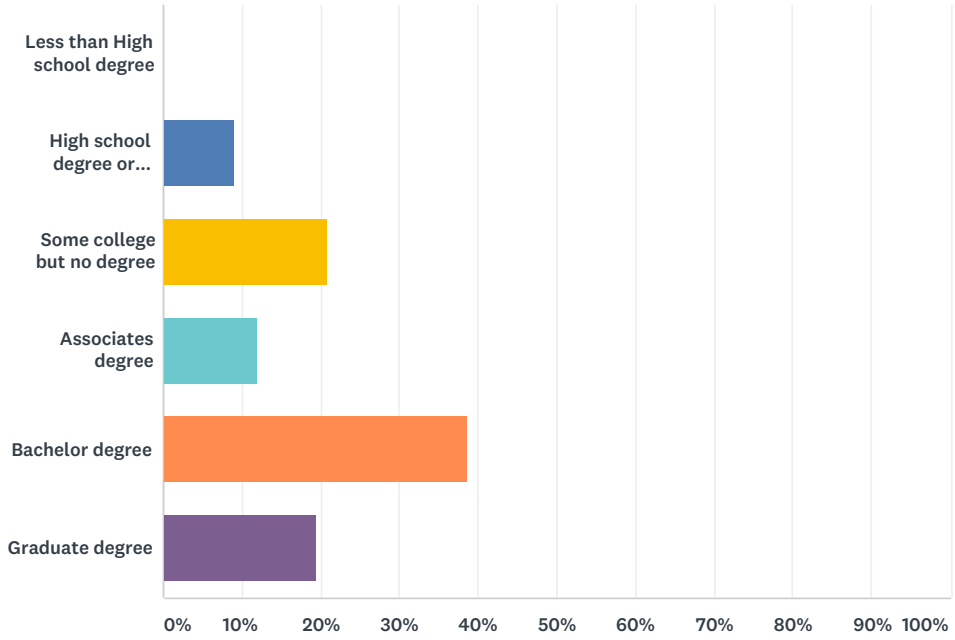
Answered: 67 Skipped: 1



ANSWER CHOICES	RESPONSES	
American Indian or Alaskan Native	0.00%	0
Asian or Pacific Islander	0.00%	0
Black or African American	0.00%	0
Hispanic or Latino	0.00%	0
White / Caucasian	94.03%	63
Prefer not to answer	4.48%	3
Other (please specify)	1.49%	1
Total Respondents: 67		

Q4 What is the highest level of education you have completed or the highest degree you have received?

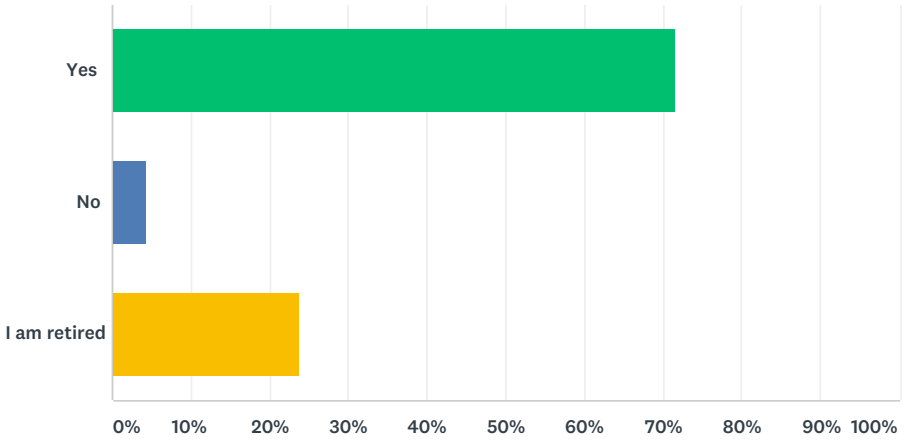
Answered: 67 Skipped: 1



ANSWER CHOICES	RESPONSES	
Less than High school degree	0.00%	0
High school degree or equivalent (e.g., GED)	8.96%	6
Some college but no degree	20.90%	14
Associates degree	11.94%	8
Bachelor degree	38.81%	26
Graduate degree	19.40%	13
TOTAL		67

Q5 Are you currently employed?

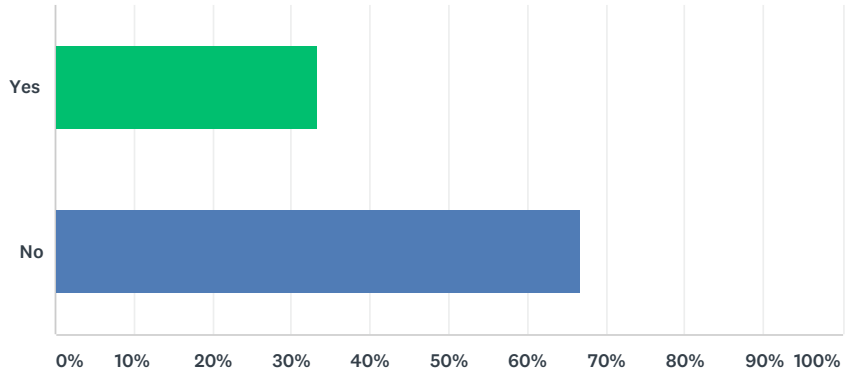
Answered: 67 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	71.64%	48
No	4.48%	3
I am retired	23.88%	16
TOTAL		67

Q6 If you are employed, do you work in Kimberling City?

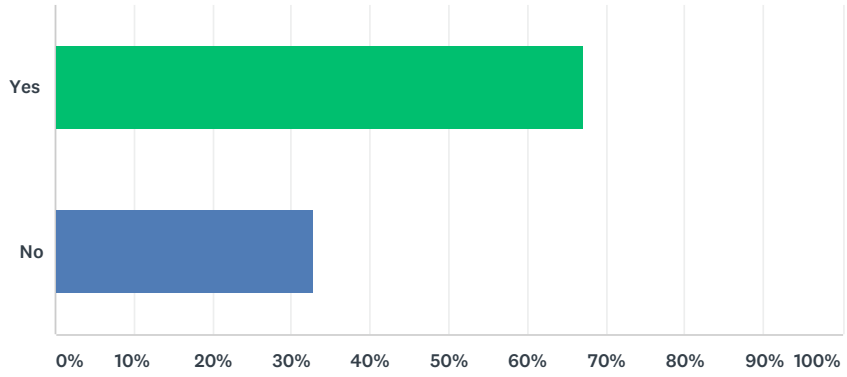
Answered: 48 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	33.33%	16
No	66.67%	32
TOTAL		48

Q7 Do you live within the city limits of Kimberling City?

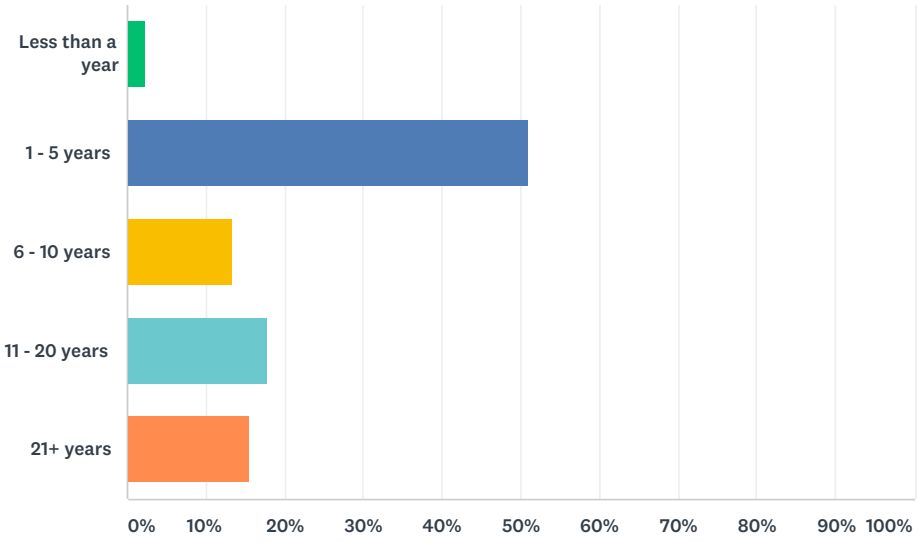
Answered: 67 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	67.16%	45
No	32.84%	22
TOTAL		67

Q8 How long have you lived in Kimberling City?

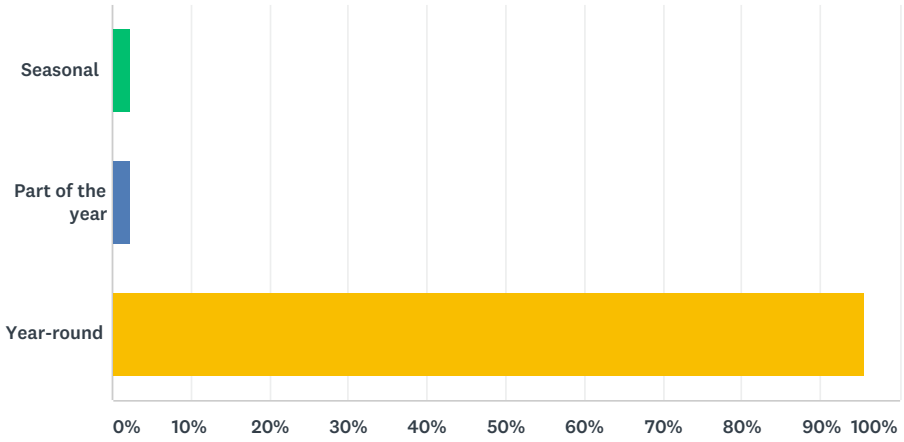
Answered: 45 Skipped: 23



ANSWER CHOICES	RESPONSES	
Less than a year	2.22%	1
1 - 5 years	51.11%	23
6 - 10 years	13.33%	6
11 - 20 years	17.78%	8
21+ years	15.56%	7
TOTAL		45

Q9 Are you seasonal, part of the year, or a year-round resident?

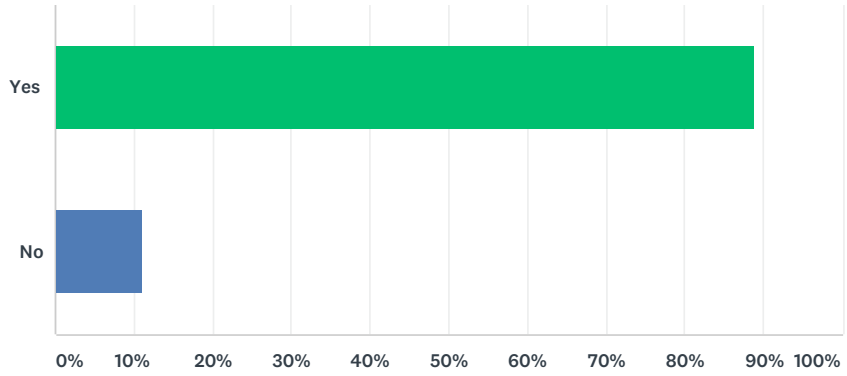
Answered: 45 Skipped: 23



ANSWER CHOICES	RESPONSES	
Seasonal	2.22%	1
Part of the year	2.22%	1
Year-round	95.56%	43
TOTAL		45

Q10 Are you able to find the type of housing you would like in Kimberling City?

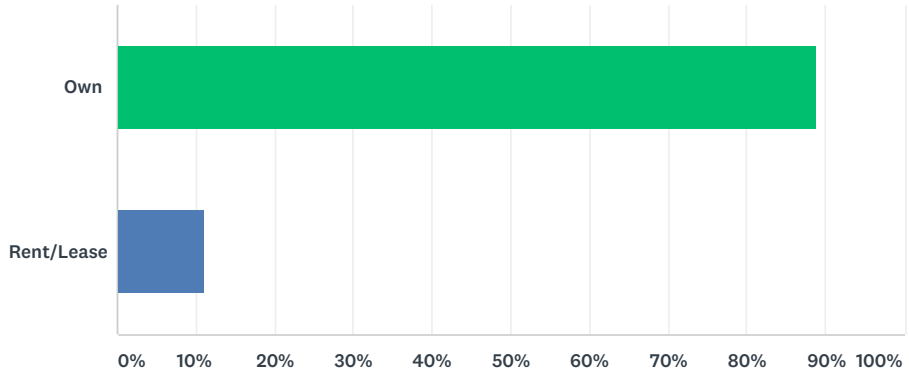
Answered: 45 Skipped: 23



ANSWER CHOICES	RESPONSES	
Yes	88.89%	40
No	11.11%	5
TOTAL		45

Q11 Do you own or rent/lease the property where you reside?

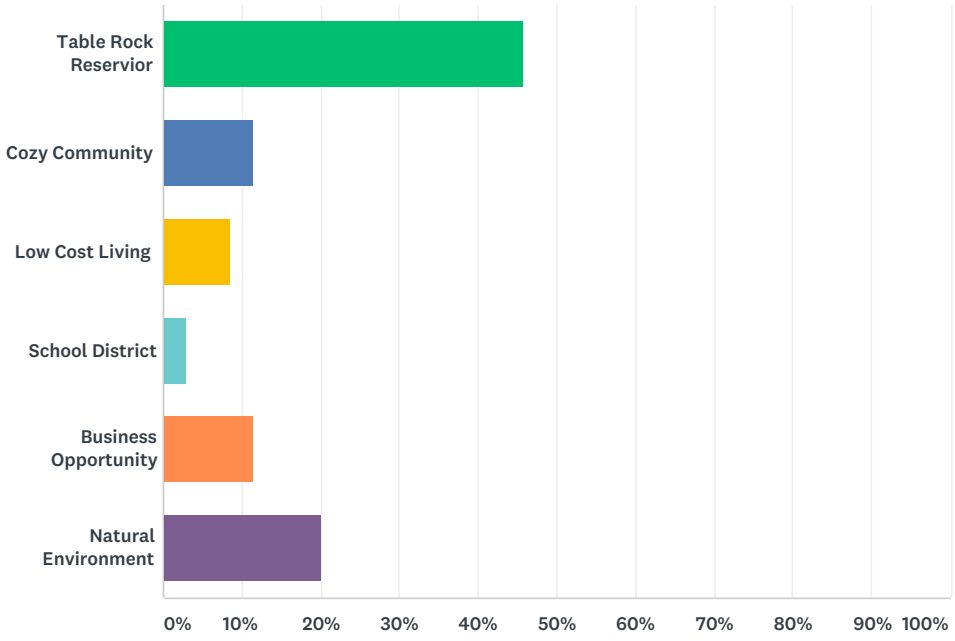
Answered: 45 Skipped: 23



ANSWER CHOICES	RESPONSES	
Own	88.89%	40
Rent/Lease	11.11%	5
TOTAL		45

Q12 What made you decide to live in Kimberling City?

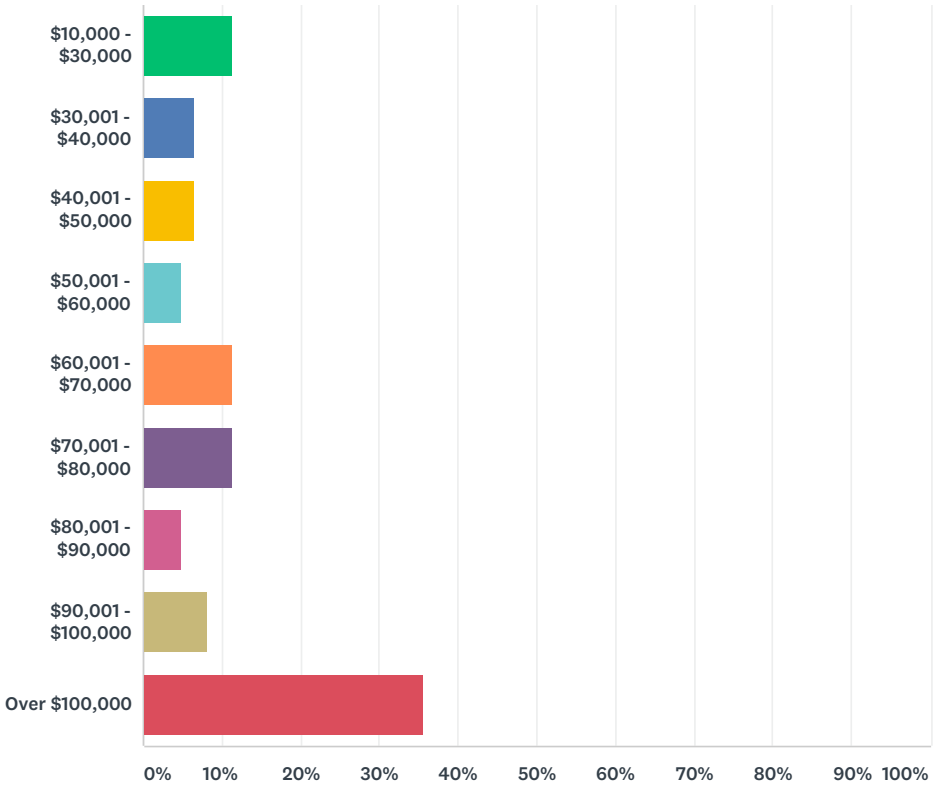
Answered: 35 Skipped: 33



ANSWER CHOICES	RESPONSES	
Table Rock Reservior	45.71%	16
Cozy Community	11.43%	4
Low Cost Living	8.57%	3
School District	2.86%	1
Business Opportunity	11.43%	4
Natural Environment	20.00%	7
TOTAL		35

Q13 How much total combined income did all members of your household earn last year?

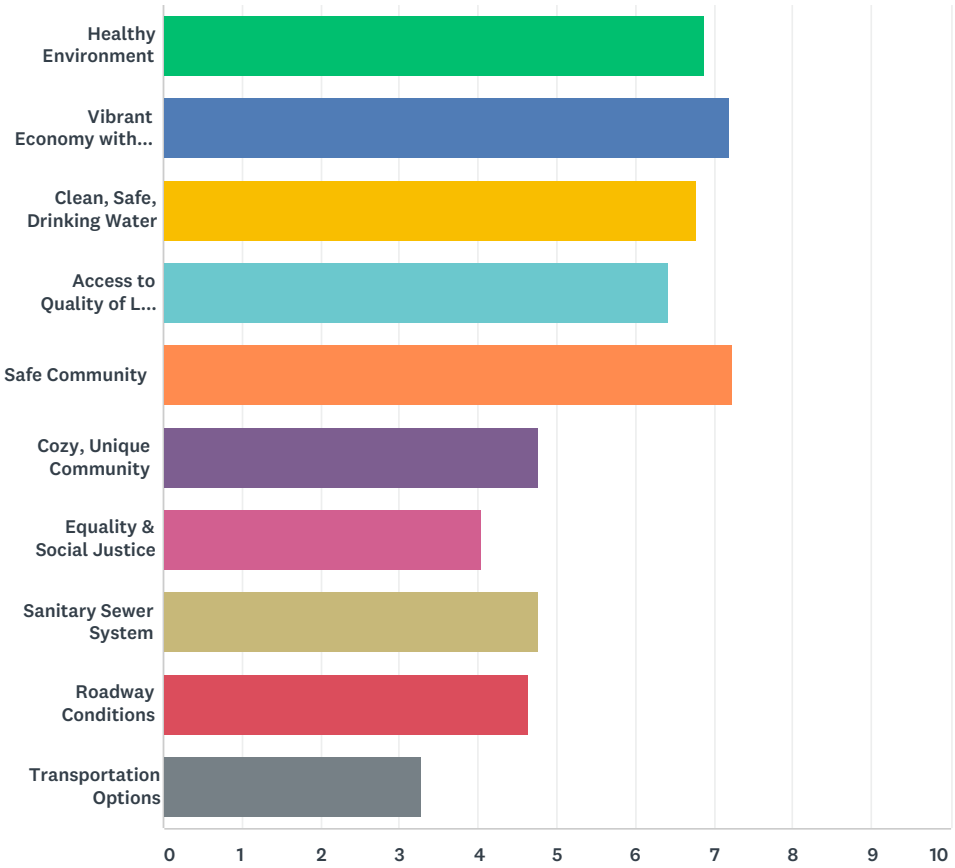
Answered: 62 Skipped: 6



ANSWER CHOICES	RESPONSES	
$10,000 - $30,000	11.29%	7
$30,001 - $40,000	6.45%	4
$40,001 - $50,000	6.45%	4
$50,001 - $60,000	4.84%	3
$60,001 - $70,000	11.29%	7
$70,001 - $80,000	11.29%	7
$80,001 - $90,000	4.84%	3
$90,001 - $100,000	8.06%	5
Over $100,000	35.48%	22
TOTAL		62

Q14 On a scale from 1 to 10, with 1 being the highest priority, rank the 10 qualities of Kimberling City that are most important to you.

Answered: 51 Skipped: 17

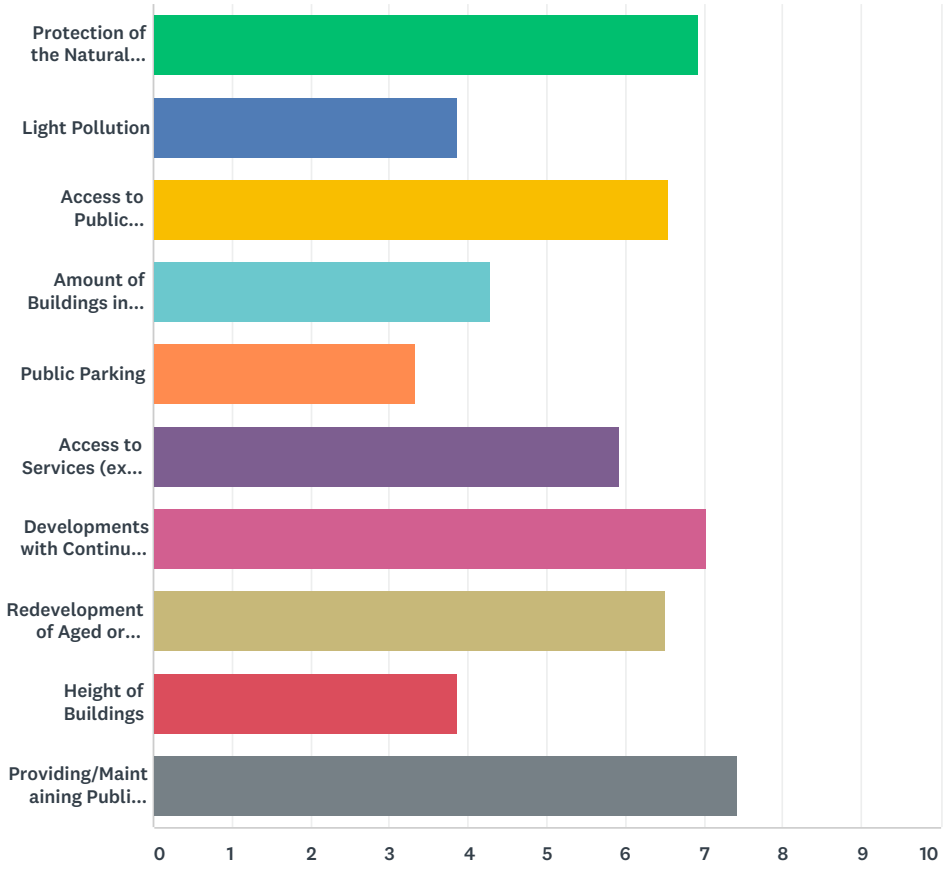


	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
Healthy Environment	13.64% 6	20.45% 9	15.91% 7	6.82% 3	13.64% 6	13.64% 6	2.27% 1	6.82% 3	6.82% 3	0.00% 0	44	6.89
Vibrant Economy with Continuous Growth	30.23% 13	4.65% 2	27.91% 12	6.98% 3	2.33% 1	6.98% 3	4.65% 2	6.98% 3	4.65% 2	4.65% 2	43	7.19
Clean, Safe, Drinking Water	9.76% 4	17.07% 7	7.32% 3	34.15% 14	9.76% 4	7.32% 3	4.88% 2	0.00% 0	4.88% 2	4.88% 2	41	6.78
Access to Quality of Life Amenities (ex. Table Rock Reservoir, Natural Areas)	17.39% 8	13.04% 6	4.35% 2	13.04% 6	19.57% 9	8.70% 4	6.52% 3	8.70% 4	4.35% 2	4.35% 2	46	6.43
Safe Community	16.28% 7	23.26% 10	11.63% 5	13.95% 6	18.60% 8	2.33% 1	4.65% 2	2.33% 1	4.65% 2	2.33% 1	43	7.23
Cozy, Unique Community	4.55% 2	6.82% 3	13.64% 6	0.00% 0	6.82% 3	15.91% 7	15.91% 7	13.64% 6	13.64% 6	9.09% 4	44	4.77
Equality & Social Justice	2.22% 1	2.22% 1	6.67% 3	6.67% 3	15.56% 7	6.67% 3	11.11% 5	15.56% 7	11.11% 5	22.22% 10	45	4.04

Sanitary Sewer System	0.00% 0	6.67% 3	8.89% 4	4.44% 2	13.33% 6	17.78% 8	15.56% 7	17.78% 8	13.33% 6	2.22% 1	45	4.76
Roadway Conditions	2.13% 1	2.13% 1	6.38% 3	12.77% 6	2.13% 1	17.02% 8	25.53% 12	21.28% 10	8.51% 4	2.13% 1	47	4.64
Transportation Options	11.76% 6	5.88% 3	1.96% 1	1.96% 1	1.96% 1	0.00% 0	3.92% 2	3.92% 2	21.57% 11	47.06% 24	51	3.29

Q15 On a scale from 1 to 10, with 1 being the highest priority, rank the 10 issues that Kimberling City should focus on to guide development of the City.

Answered: 51 Skipped: 17

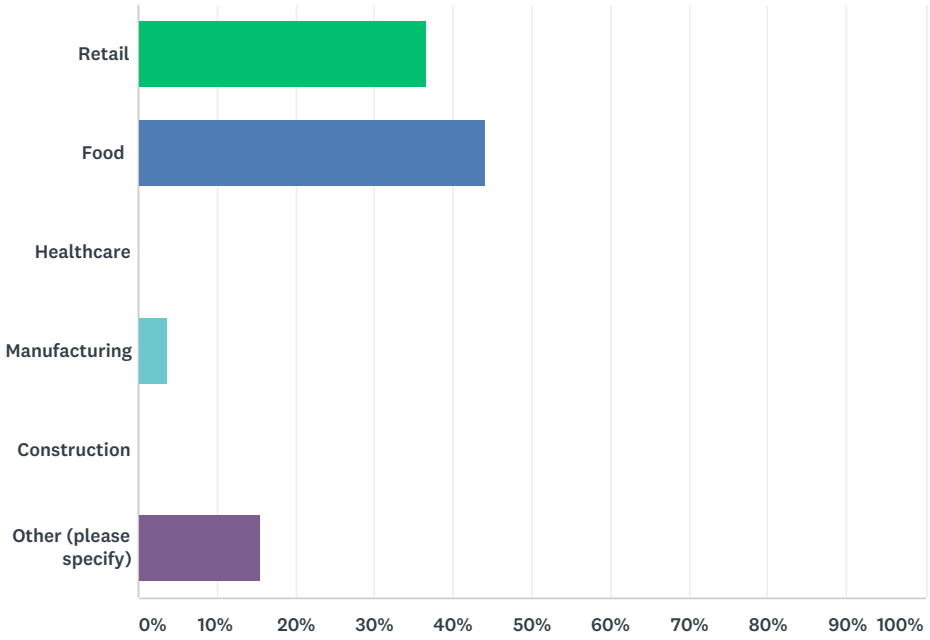


	1	2	3	4	5	6	7	8	9	10	TOTAL	SC
Protection of the Natural Environment	19.05% 8	11.90% 5	19.05% 8	9.52% 4	11.90% 5	7.14% 3	9.52% 4	9.52% 4	0.00% 0	2.38% 1	42	
Light Pollution	2.38% 1	0.00% 0	4.76% 2	4.76% 2	9.52% 4	9.52% 4	19.05% 8	16.67% 7	26.19% 11	7.14% 3	42	
Access to Public Recreation Areas and Lake	0.00% 0	22.50% 9	10.00% 4	25.00% 10	12.50% 5	17.50% 7	2.50% 1	7.50% 3	0.00% 0	2.50% 1	40	
Amount of Buildings in a Given Area	0.00% 0	2.22% 1	4.44% 2	4.44% 2	13.33% 6	11.11% 5	28.89% 13	22.22% 10	11.11% 5	2.22% 1	45	
Public Parking	2.38% 1	2.38% 1	2.38% 1	7.14% 3	7.14% 3	4.76% 2	7.14% 3	19.05% 8	19.05% 8	28.57% 12	42	
Access to Services (ex. Health, Education, Government)	4.65% 2	2.33% 1	18.60% 8	23.26% 10	11.63% 5	16.28% 7	6.98% 3	4.65% 2	9.30% 4	2.33% 1	43	
Developments with Continuous Growth	30.43% 14	15.22% 7	10.87% 5	6.52% 3	8.70% 4	4.35% 2	6.52% 3	2.17% 1	6.52% 3	8.70% 4	46	
Redevelopment of Aged or Blighted Areas	13.04% 6	17.39% 8	15.22% 7	15.22% 7	6.52% 3	8.70% 4	2.17% 1	8.70% 4	4.35% 2	8.70% 4	46	

Height of Buildings	6.12% 3	4.08% 2	6.12% 3	4.08% 2	8.16% 4	6.12% 3	12.24% 6	8.16% 4	12.24% 6	32.65% 16	49
Providing/Maintaining Public Utilities (ex. Sanitary Sewer, Water)	26.00% 13	22.00% 11	12.00% 6	4.00% 2	14.00% 7	10.00% 5	2.00% 1	2.00% 1	4.00% 2	4.00% 2	50

Q16 What type of business would you like to see be developed in Kimberling City?

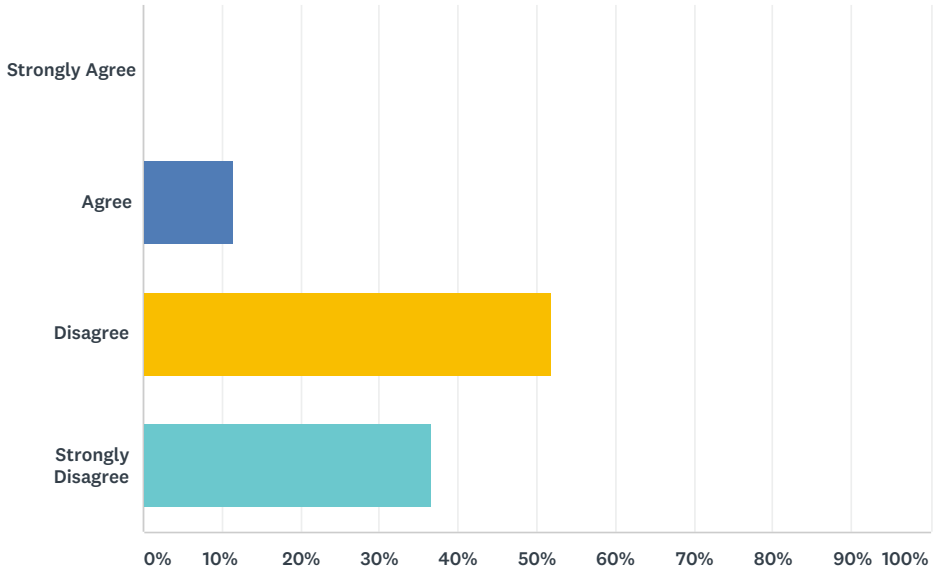
Answered: 52 Skipped: 16



ANSWER CHOICES	RESPONSES	
Retail	36.54%	19
Food	44.23%	23
Healthcare	0.00%	0
Manufacturing	3.85%	2
Construction	0.00%	0
Other (please specify)	15.38%	8
TOTAL		52

Q17 Don't change anything. I like Kimberling City the way it is.

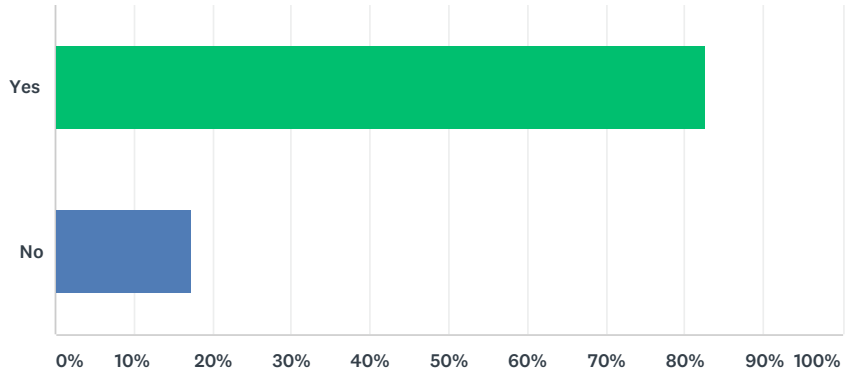
Answered: 52 Skipped: 16



ANSWER CHOICES	RESPONSES	
Strongly Agree	0.00%	0
Agree	11.54%	6
Disagree	51.92%	27
Strongly Disagree	36.54%	19
TOTAL		52

Q18 Have you visited any of the Corps of Engineers parks or green spaces during the last year? (ex. Lakeside Areas)

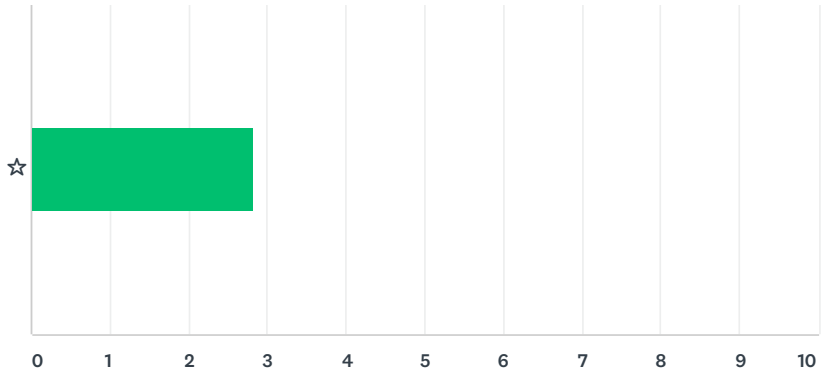
Answered: 52 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	82.69%	43
No	17.31%	9
TOTAL		52

Q19 How would you rate the physical condition of the Corps of Engineers green spaces and facilities?

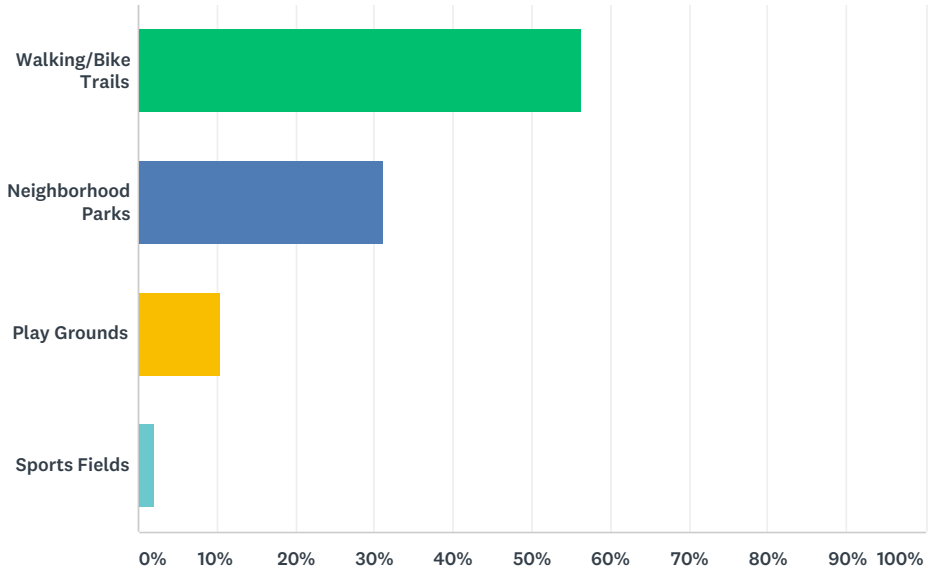
Answered: 42 Skipped: 26



	POOR	FAIR	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	4.76% 2	19.05% 8	64.29% 27	11.90% 5	42	2.83

Q20 What park and recreation facility is most important to you?

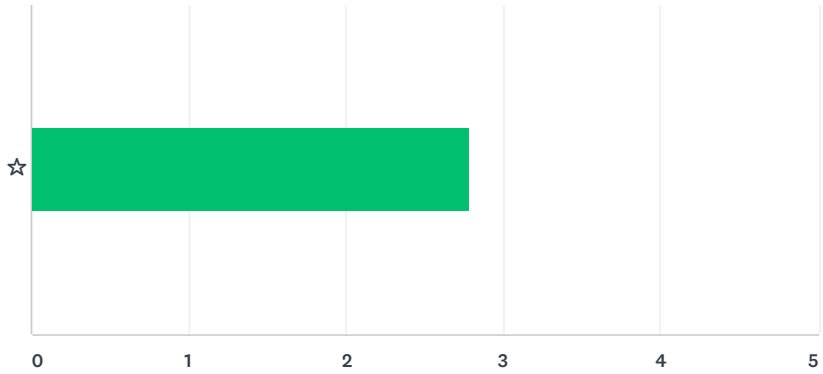
Answered: 48 Skipped: 20



ANSWER CHOICES	RESPONSES	
Walking/Bike Trails	56.25%	27
Neighborhood Parks	31.25%	15
Play Grounds	10.42%	5
Sports Fields	2.08%	1
TOTAL		48

Q21 How would you rate the dependability and quality of the sewer utilities in Kimberling City?

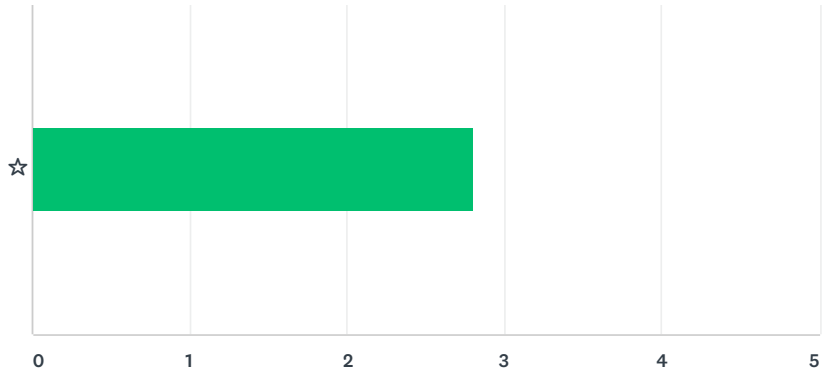
Answered: 49 Skipped: 19



	POOR	FAIR	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	10.20% 5	12.24% 6	67.35% 33	10.20% 5	49	2.78

Q22 How would you rate the dependability and quality of the water utilities in Kimberling City?

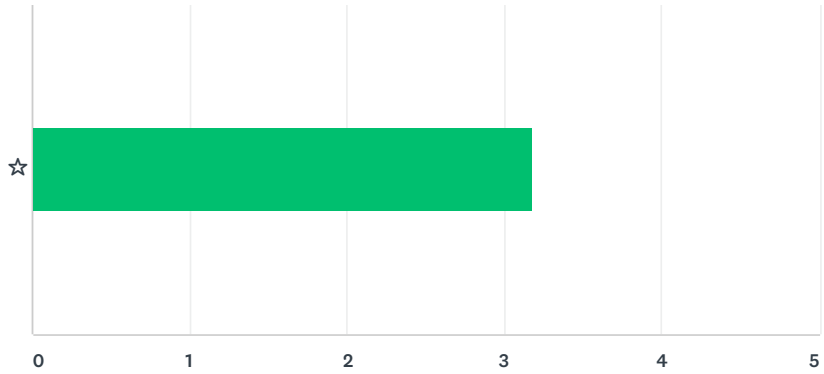
Answered: 49 Skipped: 19



	POOR	FAIR	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	32.65% 16	55.10% 27	12.24% 6	49	2.80

Q23 How would you rate the dependability and quality of the electric utilities in Kimberling City?

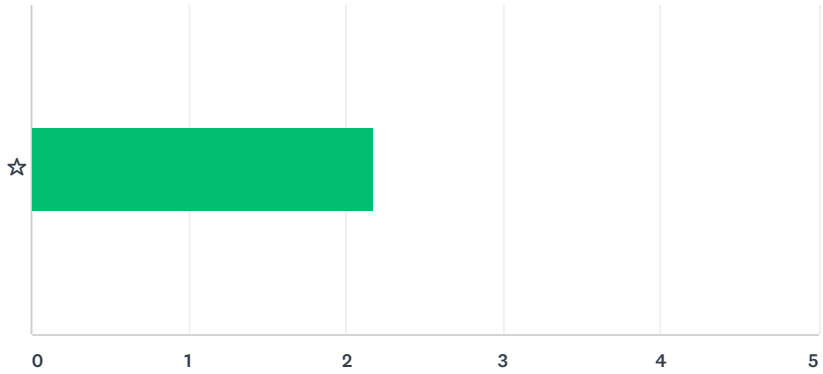
Answered: 51 Skipped: 17



	POOR	FAIR	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	1.96% 1	9.80% 5	56.86% 29	31.37% 16	51	3.18

Q24 How would you rate the dependability and quality of phone and internet services in Kimberling City?

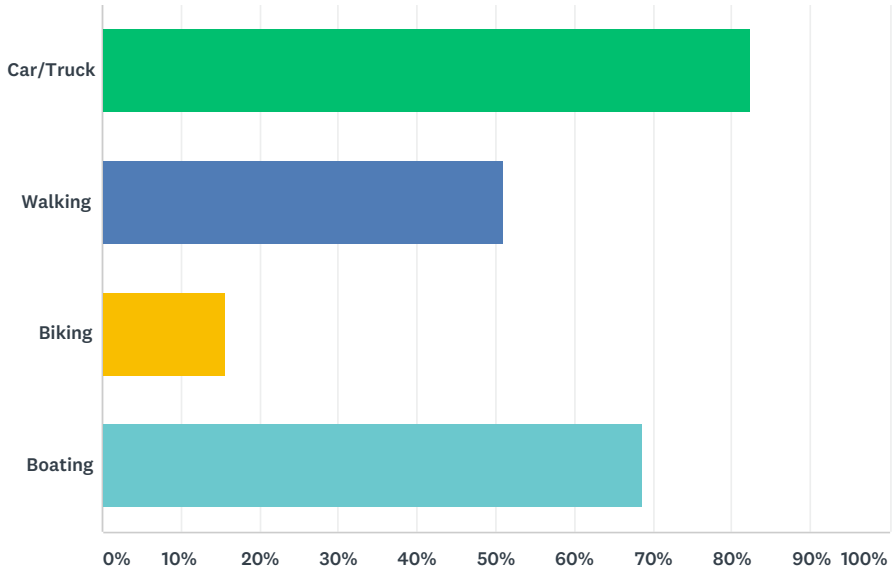
Answered: 51 Skipped: 17



	POOR	FAIR	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	31.37% 16	23.53% 12	41.18% 21	3.92% 2	51	2.18

Q25 What modes of transportation do you use for recreational use? (Multiple answers allowed)

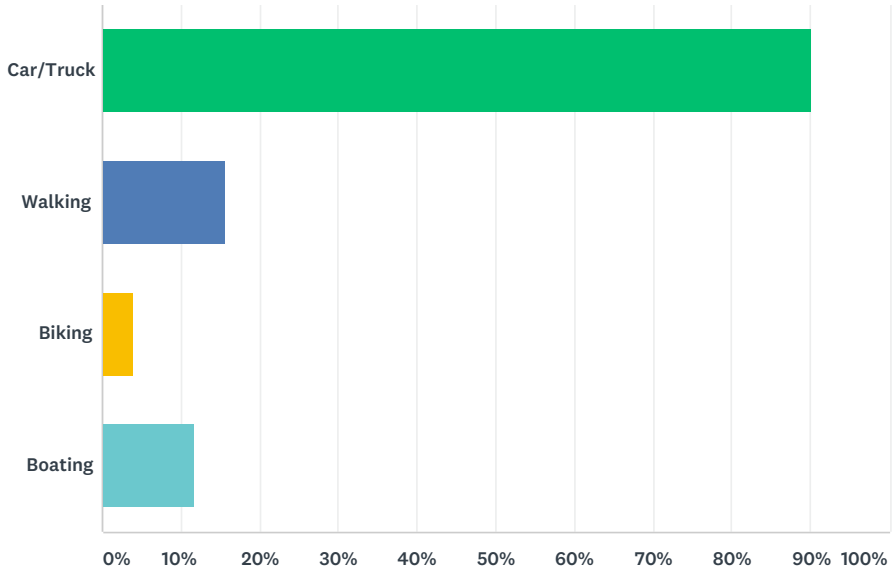
Answered: 51 Skipped: 17



ANSWER CHOICES	RESPONSES	
Car/Truck	82.35%	42
Walking	50.98%	26
Biking	15.69%	8
Boating	68.63%	35
Total Respondents: 51		

Q26 What modes of transportation do you use for non-recreational use? (Multiple answers allowed)

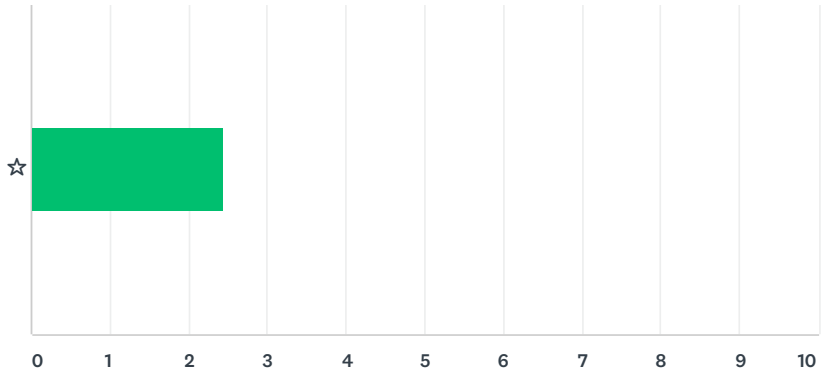
Answered: 51 Skipped: 17



ANSWER CHOICES	RESPONSES	
Car/Truck	90.20%	46
Walking	15.69%	8
Biking	3.92%	2
Boating	11.76%	6
Total Respondents: 51		

Q27 How would you rate the existing roadway conditions in Kimberling City?

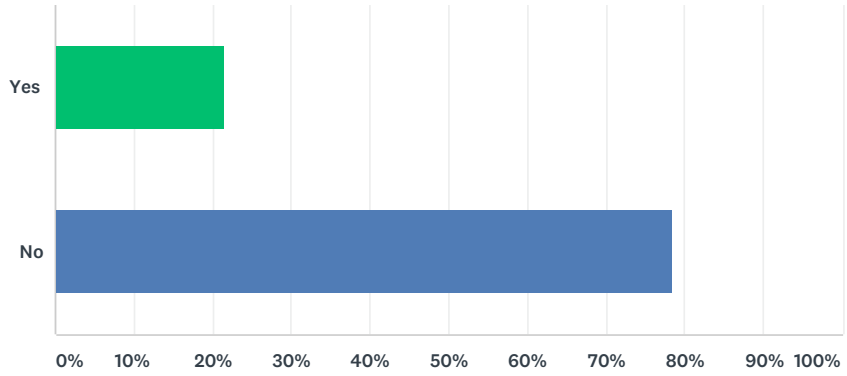
Answered: 51 Skipped: 17



	POOR	FAIR	GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	9.80% 5	39.22% 20	47.06% 24	3.92% 2	51	2.45

Q28 Would you take advantage of more public transportation options if they were available?

Answered: 51 Skipped: 17



ANSWER CHOICES	RESPONSES	
Yes	21.57%	11
No	78.43%	40
TOTAL		51

Bibliography

Great River Engineering recognizes that this process is not based solely on individual effort and acknowledges the support of many resources. Throughout this process our team has gathered research materials contributing to many areas of the Comprehensive Plan. Historical information, personal experiences, and respected authors have provided various pieces of information in a collaborative manner enabling the production of this document.

A range of information found in the document can be found in the bibliography for those individuals further researching the information. Sources used about this document have been compiled for those individuals who seek additional information or other researches who might find the list useful as well. These items are meant to supplement the Comprehensive Plan.

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