

# Master Plan for Growth & Economic Development



## City of Cassville, Missouri



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# Acknowledgements

City of Cassville  
300 Main Street  
Cassville, MO 65625  
City Website: <http://www.cassvillemo.net>  
Project Website: <http://client.bwrcorp.com/Cassville>

## CITY COUNCIL\*

Tracy Holle, Mayor  
Bill Hill, North Ward Alderman      Mark Pry, South Ward Alderman  
Dennis Baker, North Ward Alderman      Terry Heinz, South Ward Alderman

## PLANNING AND ZONING COMMISSION

Bob Allen, Chair\*      Mayor Tracy Holle  
Dan Angel      Randy Stockton\*  
Brenda Beck      Donnie Williams\*  
Alderman Bill Hill

## PRINCIPAL STAFF

Eugene Dilbeck, Economic Development Director      Lynette Dilbeck, Economic Development Deputy Director  
Jeff Stockton, Public Works Director

## PLANNING ADVISORY COMMITTEE (PAC)

Mindy Atherton	Susan Lynxwiler	Leslie Smith	Ruth Thompson
Joy Chappel	Linda Parker	Corky Stehlik	Steve Walensky
Don Cupps	Bill Shiveley	John Sullivan	Cherry Warren

## INDUSTRIAL DEVELOPMENT CORPORATION

Stan Kelley\*      Lisa Schlichtman\*  
Bill LeCompte\*      Randy Stockton\*  
Mike McCracken\*

## PROJECT CONSULTANTS



**Bucher, Willis & Ratliff Corporation**  
903 104th Street, Suite 900  
Kansas City, Missouri 64131  
816.363.2696

**In association with Frye Associates**

\* Also served on the PAC

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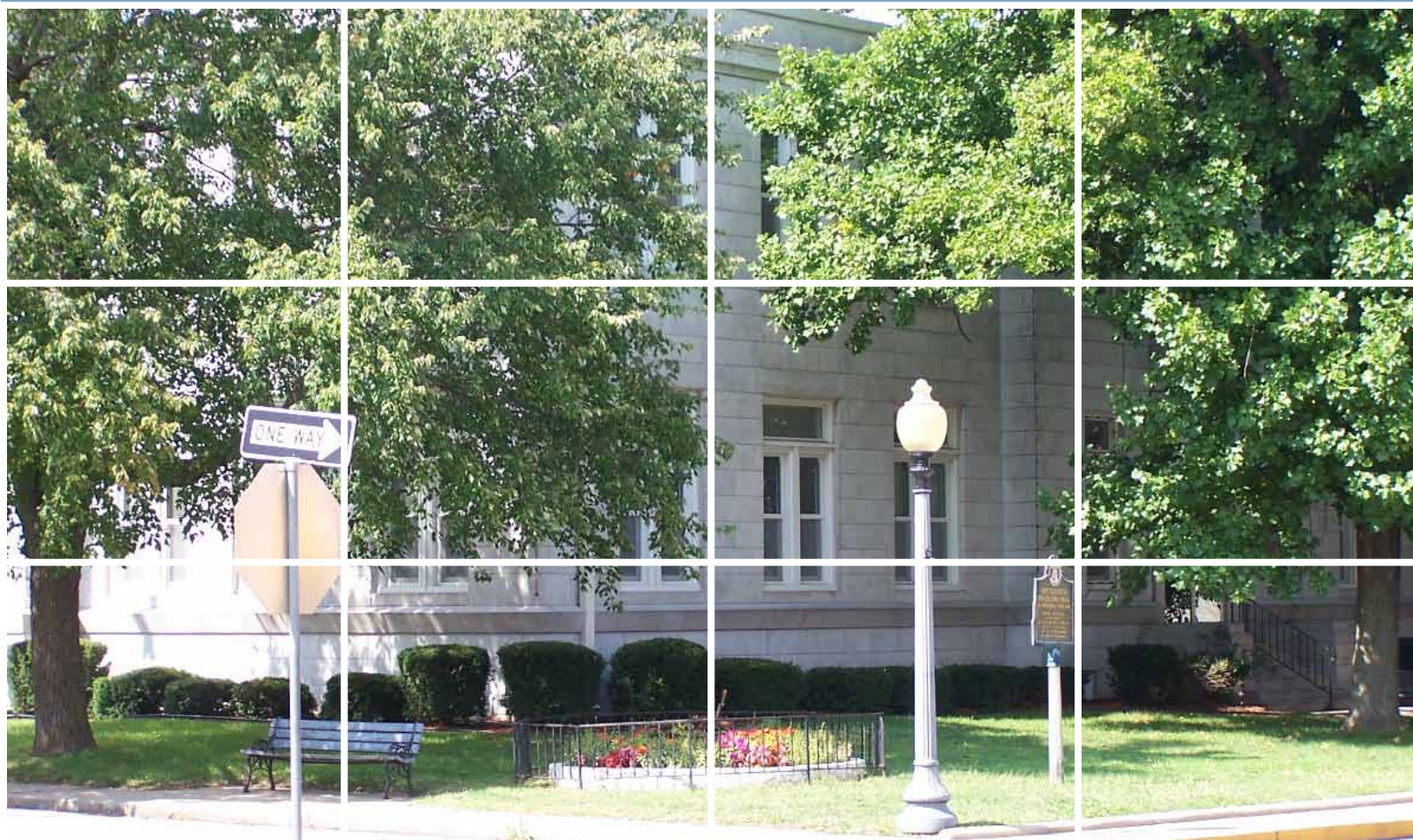
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# Executive Summary

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# Executive Summary



## INTRODUCTION

The 2009 Master Plan for Growth and Economic Development, hereinafter referred to as the Master Plan for Growth (or the “Plan”), comes at a critical juncture in Cassville’s history. The Cassville region is poised for growth. The City has an opportunity to expand its regional market share: attract more industry, stabilize its commercial and employment centers, and continue attracting a larger share of residents who want to work and shop in Cassville, and also live here. An estimated sales leakage of \$27 million annually can be brought back to Cassville by 2030 (**Ref. Appendix A, Market Analysis**).

The Cassville Community is ready to support development and respond to growth. The community-at-large was invited to sum up their opinions about Cassville—today and in the future—through a communitywide opinion survey to every household in town. The public told us they are proud of Cassville and they want to invest in its future (**Ref. Appendix B, Community Opinion Survey**).

Now is the time for City leaders and the public-at-large to act on the Plan and continue the positive community planning process:

- reaching consensus on Plan priorities
- applying the many recommendations of the Plan, and
- implementing the Plan action steps—now and over time.

A primary goal of the Plan—and its strategic response—is to promote growth of Cassville to a population of 6,000 by 2030. This growth will enable Cassville to strengthen its role as a subregional center of commerce and recreation.

*“Timing is everything.” (Anonymous)*

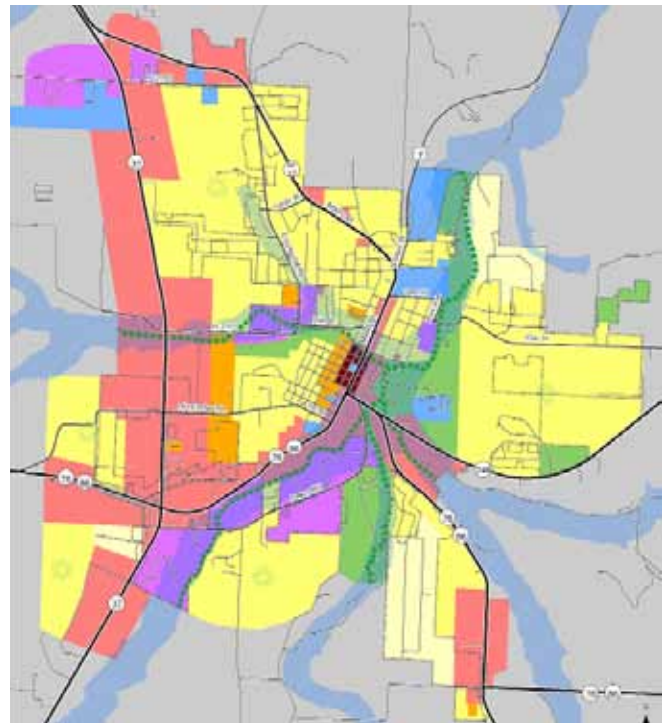
*“Our time is now.” (Resident at Workshop)*

*The Future Land Use Plan is a guide for the future development of the community (**Ref. Chapter 3**).*

## OUR TIME IS NOW

The Plan presents consensus for how to proceed with “Action Steps” and how the Cassville community is prepared to take those steps:

1. **Leadership.** The leaders of Cassville—public officials and community stakeholders—are poised to renew partnerships with residents, business owners and numerous institutional partners, both in town and throughout the region.
2. **Readiness.** The Cassville community is ready to embrace new ways of investing in the future.
3. **Vision.** The Plan shows how investment in the future builds the foundation for quality economic growth and stability.





## BIG IDEAS

The Plan sets a vision for growth given Cassville's place as a subregional center in southwest Missouri on Highway 37. The "Big Ideas" of the Plan focus on three key areas:

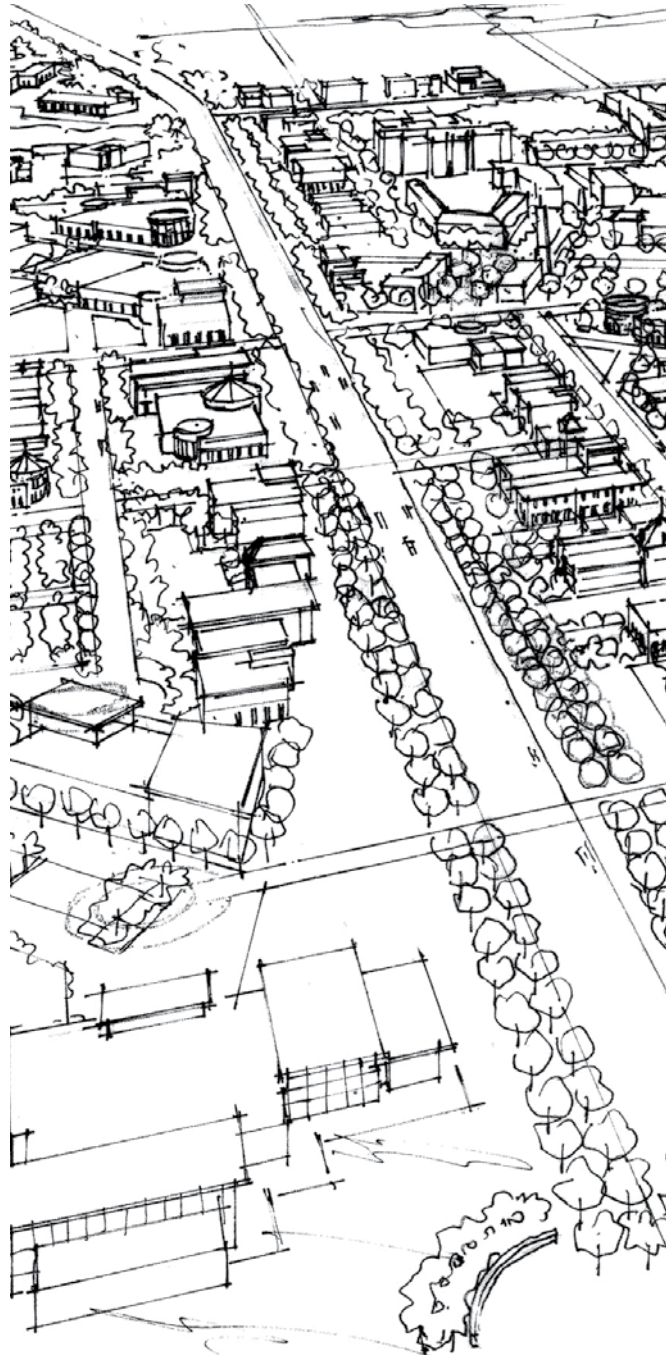
### 1. COMMUNITY GROWTH CORRIDOR DEVELOPMENT

Capital improvements that link the Highway 37 Corridor to the Community Core must be funded to serve the long-term growth of Cassville. The Plan identifies needed water and wastewater improvements and collector streets (with access management standards) for connecting the community north-south, and east-west to and from this corridor. The highest priority public investments are:

- Near-term investments\* in the Highway 37 growth corridor infrastructure, as developers seek to serve lots with public utilities and capture lost market demand in key general merchandise sectors;
- Longer-term investment in growth, revitalization, and redevelopment, while allowing responsible infill of business districts in proximity to floodplains; and
- Infrastructure and Street Thoroughfares—collector streets that connect to main arterials and highways—for better connections across Cassville.

(\* Near-term in the Plan generally means to the year 2015; long-term means to 2030 and beyond.)

*The Highway 37 corridor is Cassville's primary growth area.*



### 2. COMMUNITY CORE/MAIN STREET CORRIDOR

Improvements to Main Street will strengthen the Community Core Corridor, from Y Highway south to 1st Street, while embracing the historic downtown square. The Business 37 corridor plans will enhance walkability and promote multi-modal transportation improvements. Key intersections along this high-traffic corridor (the Y Highway and the 3-way intersections) should be improved for better safety and traffic flow. Other highest priority public investments are the ones that are the most basic:

- Improving sidewalks and crosswalks to promote a safe pedestrian and vehicle environment;
- Upgrading curbs and ramps for ADA (disabled pedestrian) improvements; and
- Improving the streetscape and streetlights around the courthouse square and along the Main Street corridor.

*Decorative streetscaping with ADA-compliant sidewalks and crosswalks can improve the viability of the Community Core.*





### 3. COMMUNITYWIDE MAINTENANCE AND UPGRADES

While investing in the future, the City of Cassville must also reinvest in necessary existing infrastructure. This is critical not only to “catch up” but also essential for community growth. Upgrading existing infrastructure not only corrects deficiencies in existing systems; it also builds capacity for serving growth. The highest priority recommendations include:

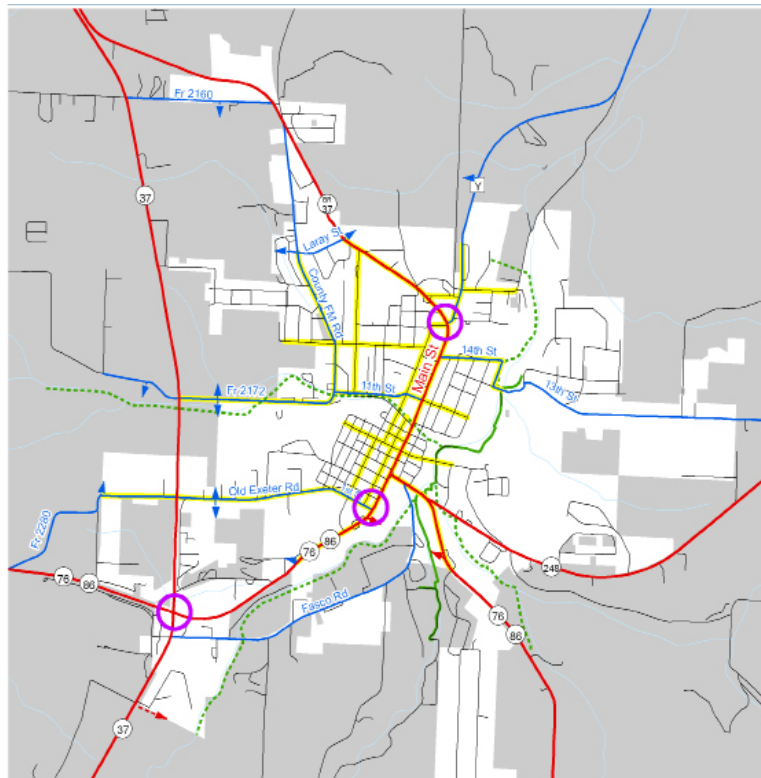
- Wastewater Treatment Plant improvements should be accelerated in the near-term to meet state mandates and add capacity for growth.
- Water main up-sizing and loop enhancements should continue; and, the City must also initiate a public education program to explain the responsibilities of homeowners (maintenance of private service lines) as distinct from public main lines.
- Overall the City must balance the need to serve future growth with maintenance of existing systems, since maintaining the existing street, sanitary sewer, and water infrastructure are necessary to accommodate growth in new areas, such as the Highway 37 corridor.

### PLAN TOOLS

The Plan provides tools and steps to implement the recommendations and action steps, and assigns responsibilities for implementation. Public investment is critical, but Plan implementation happens through private development, through partnerships, through citizens and local businesses starting, growing and changing—all serving as catalysts for community growth. The recommended tools of the Plan include:

- Zoning and Subdivision regulation amendments;
- Design guidelines to be adopted;
- Public infrastructure extension and improvements, prioritized for the three focus areas of the Plan:
  - Community Growth Corridor,
  - Community Core, and
  - Communitywide Maintenance and Upgrades;
- Impact assessments—how to pay for investment;
- Site design considerations;
- Capital improvement programs and priorities; and
- Investing in growth areas through “Action Steps.”

In addition to these tools, the Plan makes the City more competitive for certain grant applications. By prioritizing improvements and documenting needs, the Plan is critical in obtaining funding for future programs and projects.



*The Transportation Plan provides a vision of a well-connected multi-modal transportation system in Cassville (Ref. Chapter 5).*

City of Cassville, Missouri

## PLAN FUNDING

Most important to plan implementation is selling the Cassville community on revenue enhancements, which include:

- re-evaluating fee structures,
- considering sales tax initiatives,
- applying for grants, and
- working with private sector developers to take advantage of finance incentives, including state and federal tax stimulus options.

Sales tax revenues drive the ability of the city to grow and provide revenue for various infrastructure and quality-of-life improvements. To facilitate this growth of revenues, the City needs to provide for commercial growth within the City's growth areas.

The Highway 37 Corridor is the primary growth area for the community to grow these revenues. Now is the time for the Cassville community to embrace this key corridor and make it as much a part of the City's fabric as Main Street. Municipal services must be extended through voluntary annexations to serve growth, in coordination with initiatives from private landowner-investors. This will ensure that commercial growth can be properly planned and served by city utilities and amenities.

Growth in this way will help assure that development is compatible with existing land uses; and that this emerging corridor continues to become "Part of the City" and continues connecting to the City's core.

Proper development standards can be assured by public-private partnership:

- highway access management standards to assure compatible highway-commercial growth;
- floodplain management standards along Town Branch Creek and other tributaries to Flat Creek to assure environmental compatibility—even better stormwater detention upstream which helps all of Cassville; and
- new highway-commercial and Business Park design guidelines to assure that high-intensity growth complies with community standards.

Enhanced and alternative funding sources must be agreed to and applied. Primary funding for growth will come from sales tax expansion; therefore, the recommendations for growth are critical to the success of the Plan:

- control of the Highway 37 Community Growth Corridor,
- stabilization of Cassville's Community Core, and
- reconsideration of community finances, including fees for services.

A variety of federal and state programs also can be sought to help fund infrastructure improvements and economic development initiatives. Program eligibility will need to be assessed on a project-by-project basis:

- Clean Water State Revolving Fund;
- Acquisition or development of public land and improvements for use in public works; public services, or development facilities;
- Non-Point Source Pollution grant funds for information/education, conservation, restoration, or improvement of water quality;
- Drinking Water State Revolving Fund;
- Bond Financing Programs;
- Community Development Block Grant programs and incentives;
- Housing Assistance Credits and Neighborhood Preservation Credits;
- Missouri Development Finance Board incentives and programs, such as the DREAM Initiative for downtowns;
- Venture/Seed Capital Project assistance;
- MODOT funding, such as corridor enhancements and the Missouri "Shares Program" for transportation improvements that create jobs;
- Missouri Partnership programs for businesses looking to locate in Missouri;
- Missouri Business Development Programs to help start and grow small businesses, including providing business education resources; and
- Local Resources, including the Industrial Development Corporation (IDC) to provide resources for development, growth, and retention of jobs in the community, and the Cassville Area Chamber of Commerce for communication and cohesion.

## PROMOTE CASSVILLE'S STRENGTHS

The Plan spells out more than public-sector investment in growth areas and infrastructure. It challenges the Cassville community to build on its strengths by investing in private sector initiatives, as well:

**Community Core.** The Plan spells out community consensus for how to preserve and enhance the vitality of the Community Core—the historic square and the entire Main Street corridor south to 1st Street—through investment in crosswalks (bringing the area into compliance with ADA requirements) and in historic streetlights; and by investing in business retention, expansion, and attraction. Improving the critical infrastructure of the community core will make the area more attractive and safer for traffic and pedestrians.

**Tourism Appeal.** Expand Cassville's tourism appeal to all four seasons as a key to fully realizing the growth potential of our tourism economy. Becoming a year-round tourism destination will encourage additional private investment in lodging, food services and retail facilities. "Telling the Cassville Story" to the larger Ozarks Region and 4-State area is a key strategy of the economic development component of the Plan.

**Uniqueness of Place.** Develop a marketing strategy, with unified Chamber of Commerce and business association marketing materials. This strategy should "brand" the uniqueness of Cassville as an historic Missouri city in the Ozarks, offering a unique blend of services and shopping, with access to a wide variety of outdoor resources. The City government can partner in the branding effort by designing and implementing gateway and streetscape enhancements in the capital improvements program. New "way-finding" signage will make visitors feel more welcome and appreciated.

**Employment Center.** Build on Cassville's heritage as a regional employment center, the capacity for which is illustrated in FASCO's stability and industry transformation in a changing international market. Key to growth in employment will be appropriate new business park sites, including necessary infrastructure to serve such areas. The Cassville Municipal Airport site presents tremendous growth opportunities for business park development. While there are expansion opportunities on existing industrial sites in the central and southern portions of Cassville, those areas are limited in acreage and some are impacted by floodplains which adds cost to site development. The airport



Photo: State of Missouri website, [www.mo.gov](http://www.mo.gov)



Photo: Barry County Museum





area should be provided with necessary infrastructure to accommodate future growth.

**Shopping Destination.** The Plan quantifies local retail sales leakage by retail categories in the City and Cassville region by retail-sector and shows how the City can:

- evaluate potential for growth / expansion for existing retail businesses;
- project total retail sales and square footage demand based population growth and capture of retail sales leakage; and
- identify and meet with retail prospects—regionally and nationally.

Growth sectors include businesses that sell personal goods, apparel and accessories—as evidenced by the new Sears store—in the Growth Corridor; and more specialty shops in the Community Core. The City can exploit its potential of attracting miscellaneous retailers given the retail pull factor of only 0.48 for Barry County.

There are opportunities in other retail sectors as well, such as automobile sales, parts and accessories, gasoline stations/ convenience stores, and eating and drinking establishments. Other strategies include offering more restaurant choices catering to residents, employees commuting from outside of the city, and tourists travelling through the area.

**New Initiatives.** The Plan recommends several new initiatives for Cassville that will help ensure quality growth, while respecting community standards:

- **Housing Options.** The community identified the need for housing choice, including better rental options for elderly and to attract recent college graduates to the area.
- **Residential Higher-Density Development Design Guidelines.** Adopt new “quality development guidelines” to provide a well integrated mix of housing choices with a range of housing types (e.g., apartments, townhouses, and elderly housing), allowing for a greater mix of residents with diverse ages.
- **Highway-commercial and Business Park Development Design Guidelines.** To ensure quality development in the highly visible growth corridor of Cassville, new highway-commercial standards should be adopted. Business Park development should be integrated and uniform due to the intensity of uses, and the need for synergy among Business Park users.



*“Our time is now.” (Resident at Workshop)*

## CRITICAL TIME IS NOW

Cassville is at a critical juncture in its history. The *Master Plan for Growth 2009* is a guide for Cassville to:

- expand its regional market share as a sub-regional center for commerce and employment,
- invest in its future—strategically and with the Plan consensus—so that the “pride of place” that Cassville residents have continues to grow, and
- reinvest in its past so that the City and its partners meet on-going infrastructure needs.

“Our time is now.” The charge is to proceed by implementing the critical, highest-priority “Action Steps” of the Plan, near-term with help from new tools such, as the new CIP, and long-term with help from the new Cassville Plan vision.

## COMMUNITY OPINION SURVEY

The community-at-large opinion survey was mailed to all household in town. With 448 responses (a 39% response rate), the survey gave the City statistically valid feedback on critical Plan issues:

- priorities for community and development,
- satisfaction with services and programs impacting the community's long-term sustainability, and
- expectation of the public for economic development.

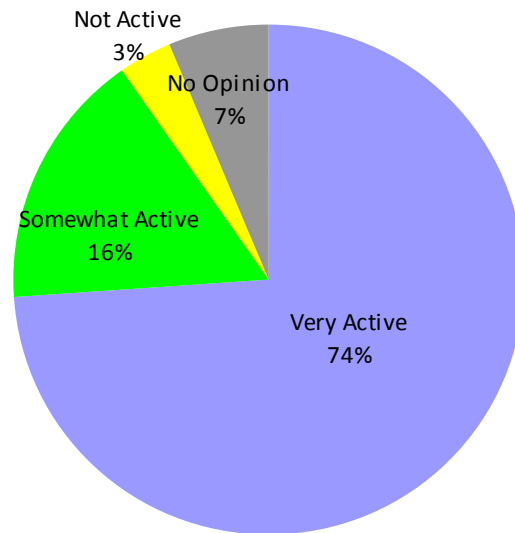
Cassville citizens strongly support increased efforts by the City to encourage economic development. This includes creating employment opportunities and promoting business growth. In general, survey respondents believe that it is important to promote Cassville, as a place to do business, live, and visit.

There is also general support for beautification improvements and upgrading streets to better control storm water runoff. Cassville residents appreciate Cassville's small-town values and believe that Cassville is a desirable place to live. Further, respondents to the survey also support downtown improvements, sidewalk improvements, and more housing options.

Respondents expressed greatest concerns—relative to other survey questions—about the City's public transportation options, upkeep of private property, street maintenance, and bicycle safety. However, the results also show that Cassville residents would like the city to be active, rather than passive,

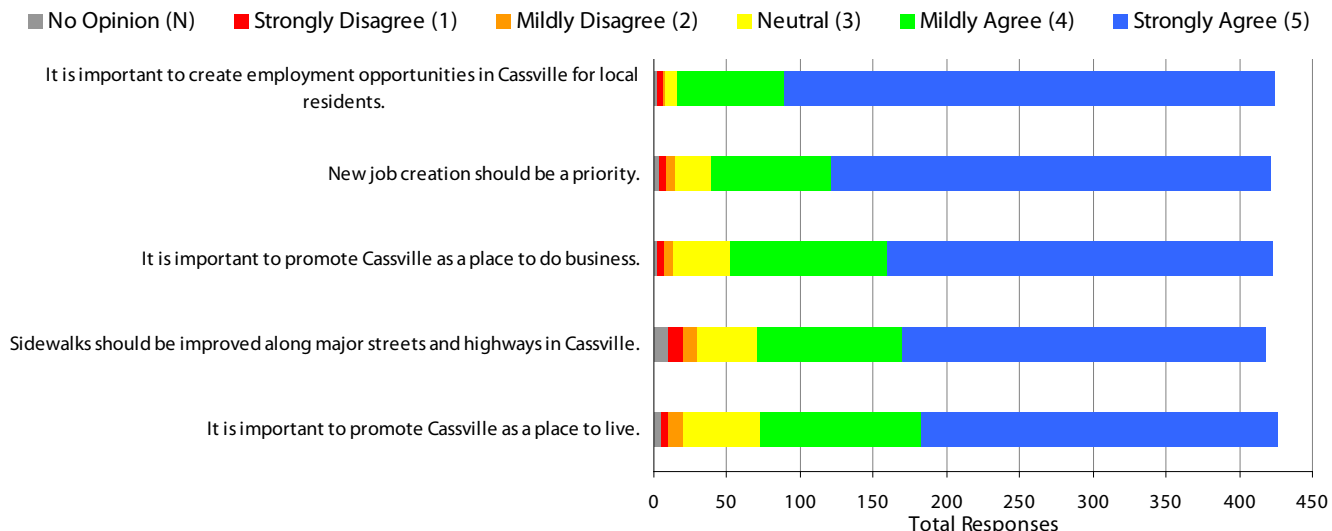
in improving the city's infrastructure and quality of life. The survey confirms that residents want the City to be proactive in building an attractive, safe, and economically competitive community.

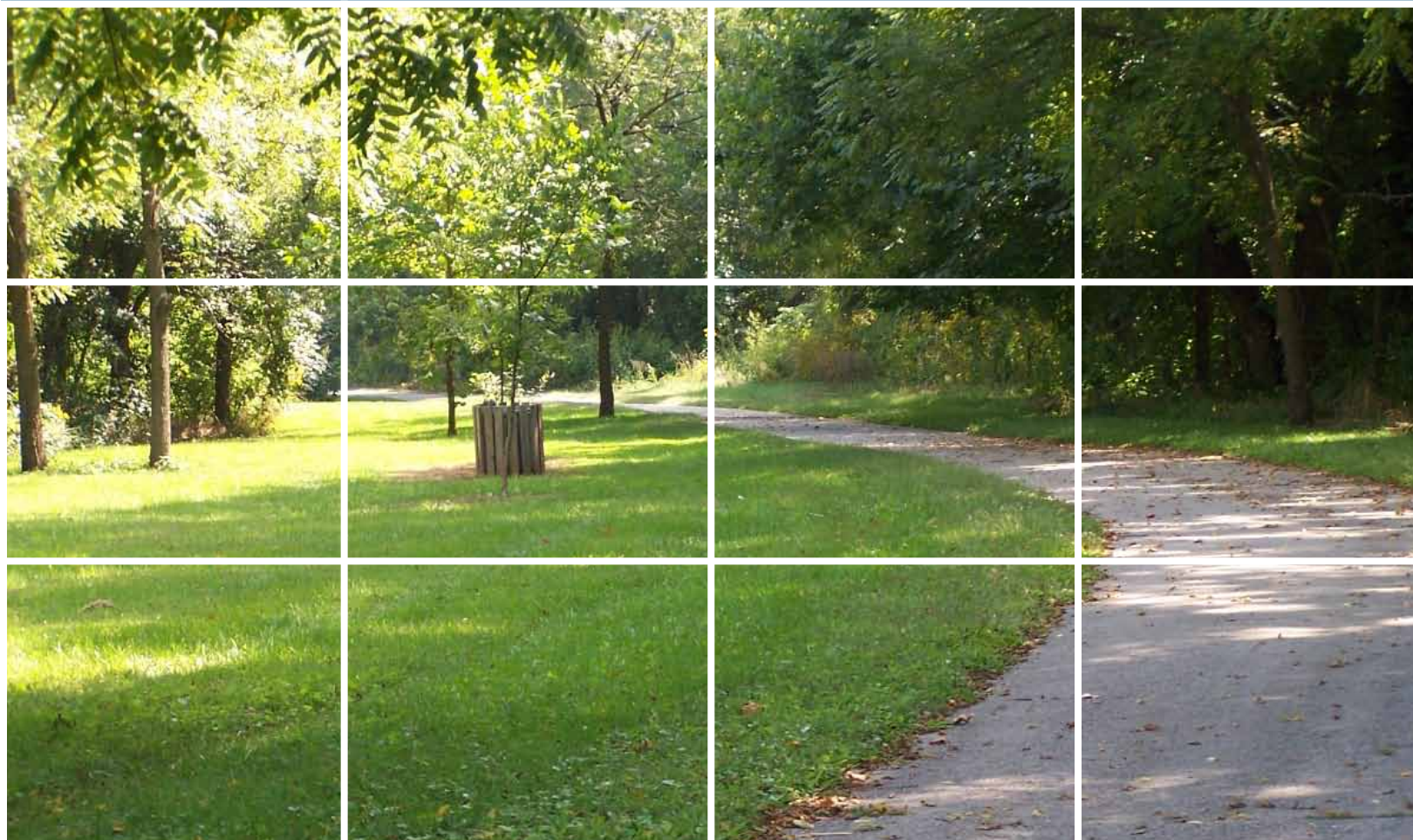
*How active should the community be in promoting new business growth?*



The community opinion survey affirmed the issues listed by the Plan participants (Ref. pages 3-5 to 3-6). Cassville residents want their City to be proactive in building an attractive, safe, and economically competitive community.

### Areas of Strongest Community Support





# Chapter One: Introduction

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## PURPOSE OF THE PLAN

By Missouri State Statutes the Plan may include a variety of elements, among them “a land use plan, studies and recommendations relative to the locations, character and extent of highways ... and other transportation routes, ... sewers, parks and recreation facilities, ... and projects affecting conservation of natural resources.” The Master Plan for Growth for the City of Cassville includes multiple sections, all of which must be considered to interpret the Plan’s intent.

The Master Plan is a living document intended to be carefully reevaluated and updated to retain its relevance. Over the life of a plan, new and updated data will be collected, community priorities re-evaluated, goals realized, and new opportunities sought. While staying true to the overall vision, the Master Plan must be routinely reviewed and updated overtime to reflect changing factors and remain useful as a community guide.

The process of preparing the Plan itself serves another important function which is to obtain community input through a participation process that identifies long-term planning goals and policies. These goals and policies represent the community’s common understanding of what growth is expected and the strategies necessary to preserve the special characteristics unique to Cassville.

### HOW THE PLAN IS USED

As the official policy guide for growth and development of the City of Cassville, the Master Plan for Growth includes issues and polices reflecting the City’s overall direction when planning for growth. The Plan also presents recommendations for how to implement the policies.

The Master Plan for Growth is the legal framework on which the City’s zoning and subdivision regulations are enacted and amended by the Board of Aldermen upon recommendation from the City Planning and Zoning Commission. These regulatory ordinances shape the location, type, quality, and range of the City’s physical development.

More specifically, the Master Plan:

- Serves as a public “fact book” that includes information regarding population, economic development, housing, utilities, land use, the natural environment, public facilities and transportation.
- Analyzes the factors that affect Cassville’s development and assesses planning implications.
- Looks into the future and delineates the City’s major planning principles and strategies to be achieved by 2030, and beyond.
- Recommends the future development of Cassville in policy and map formats. The policies serve as a guide and legal basis for planning decisions. Maps such as the **Future Land Use Map**, **Transportation Plan Map**, **Infrastructure Plan Map**, and **Capital Improvements Program Map** are graphic representations of those general policies.
- Presents a 5-year Capital Improvements Program as one key mechanism for implementing the Plan’s recommendations.
- Provides a basis for consideration and evaluation of future development, subdivision, and annexation decisions.

### PUBLIC BENEFITS OF THE PLAN

The Plan seeks “balance.” Local governments must promote the public welfare. As local government regulates land use for the protection and promotion of the public welfare it must seek a balance with property owners’ right to promote reasonable economic use of their property. The Plan seeks to balance the interests of all parties: the needs of individual property owners and the good of the community-at-large.

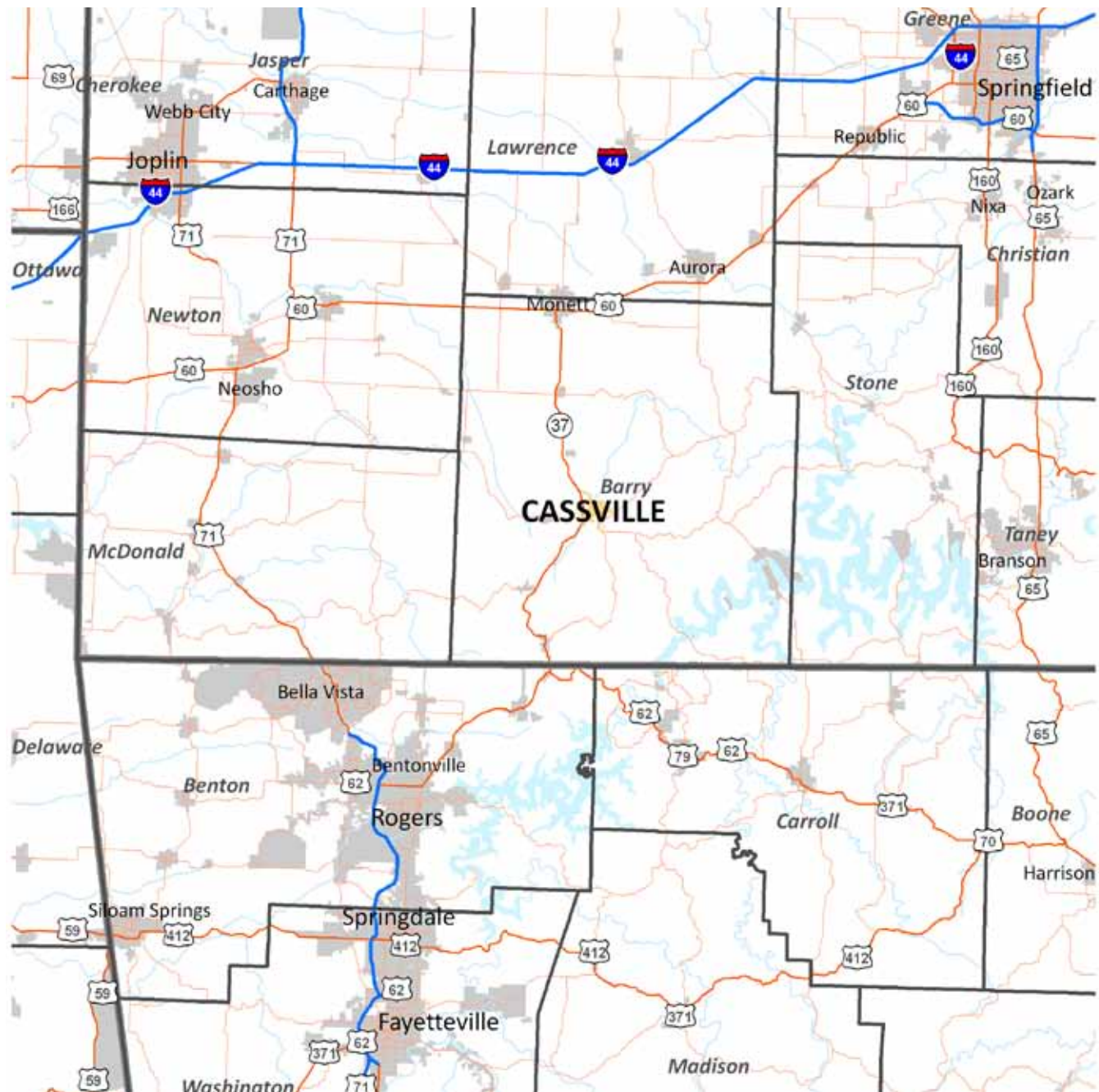


## PLANNING AREA

Cassville is located in southwest Missouri and is the county seat of Barry County. Cassville is only 12 miles from Arkansas and within 50 miles from both Oklahoma and Kansas. Springfield, Joplin, and the Fayetteville-Rogers-Springdale

metropolitan area are near Cassville and shape the economy of the region. State Highway 37 travels through the western edge of Cassville and serves as the primary corridor to Cassville from surrounding population centers.

*The Southwest Missouri/Northwest Arkansas Region*



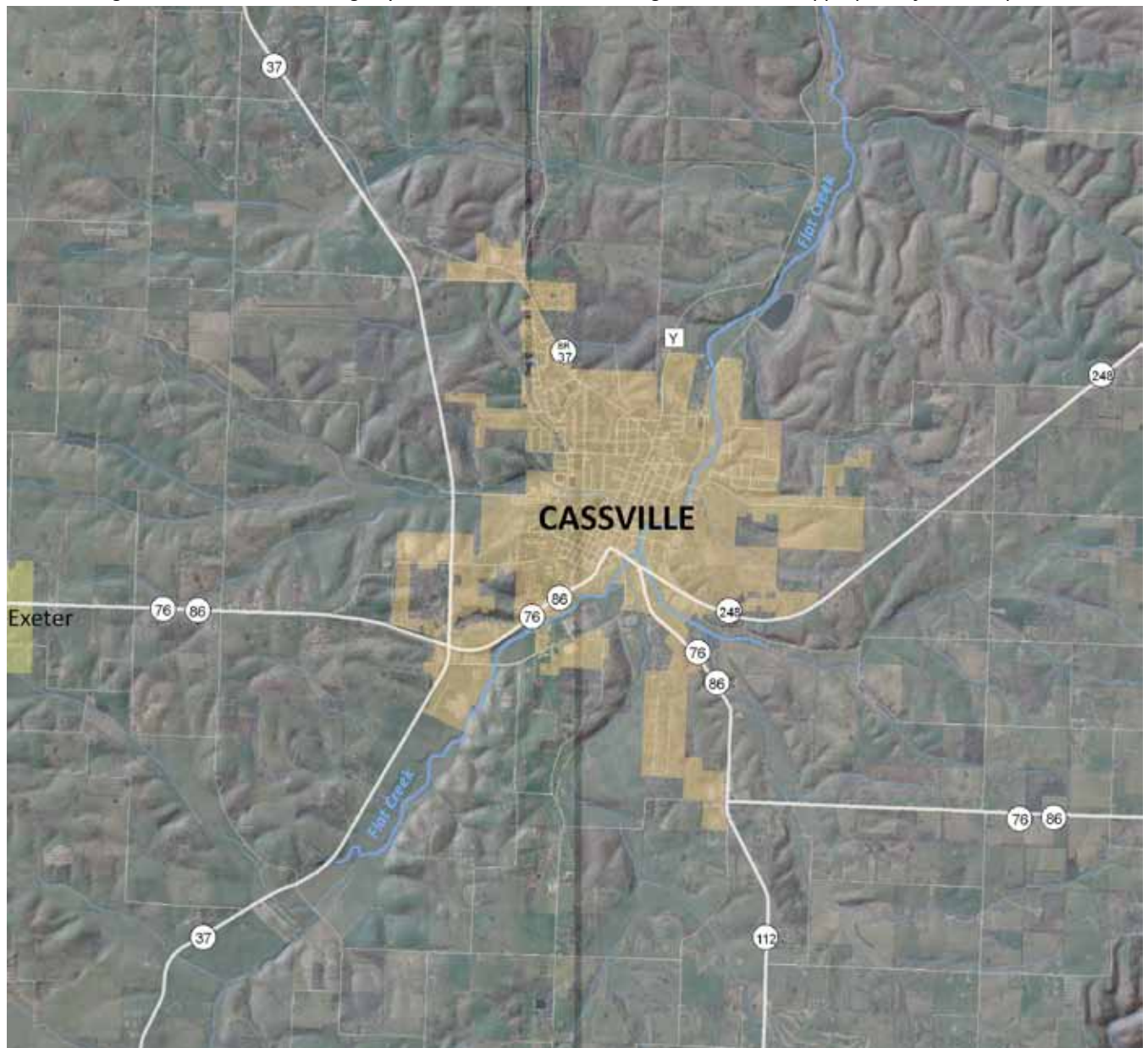




Cassville is located at the intersection of several state highways and at the confluence of four major streams. These features have greatly shaped the community's physical growth. The planning area for the Master Plan includes the existing city limits of Cassville as well as the surrounding unincorporated area. This area is served by State Highways 37, Business 37 (Main Street), 76, 86, 248, 112, and Highway Y. Flat Creek, the major stream that flows through Cassville, is fed by many local tributaries and flows to Table Rock Lake.

Within this Planning Area, urban infrastructure such as sanitary sewers can be provided to development in certain locations, based on geographic features, engineering feasibility, and financial constraints (**Ref. Chapters 3, 4, and 5**). Future growth in Cassville will be significantly impacted by infrastructure and land use planning in the City's fringe area, as well as opportunities for infill development within the current city boundaries.

*The Planning Area includes the existing city limits as well as surrounding areas that are appropriate for development.*





## RESPONSIBILITY FOR IMPLEMENTING THE PLAN

The Cassville Planning and Zoning Commission and the Board of Aldermen are responsible for managing the growth and development of the City's incorporated area. Growth management is implemented to allow the jurisdiction to continue providing for (and planning) water, sanitary sewer, and public safety services in a cost-effective manner.

Development and redevelopment must occur in a manner that results in a logical urban pattern with long-term value rather than only short-term gains. Therefore, the Plan helps inform the public-at-large about growth issues and needs.

### JURISDICTIONAL COORDINATION

A long-term vision and coordination between the City and County are necessary. This will promote economic development and avoid inappropriate decisions which could result in haphazard suburbanization of the County. Inappropriate growth impacts natural resources and

environmentally sensitive areas while creating incompatible land uses, which in turn can impact the long-term growth and economic health of the City.

### ROLE OF THE PLANNING AND ZONING COMMISSION

The Planning and Zoning Commission is primarily an advisory body for the incorporated area of Cassville. Under the Zoning regulations, a primary duty of the Commission is to hold public hearings where public opinion can be expressed. In this sense, the Planning and Zoning Commission is a sounding board for community attitudes toward growth and development.

The Commission is required to adopt a recommendation to the Board of Aldermen regarding rezoning and subdivision of land, special use permits, and text amendments to the regulations. Similarly, by Missouri statutes, in order to implement land use regulations, the Planning and Zoning Commission must adopt a Master Plan for the physical development of the City following a public hearing.



*Cassville City Hall at 3rd & Main streets*





## ROLE OF THE BOARD OF ALDERMEN

The Board of Aldermen is responsible for enacting and amending the zoning regulations after consideration of the recommendations of the Planning and Zoning Commission. This responsibility includes amendments to the Zoning Map for the city of Cassville. The role of the Board in the subdivision process is to accept or reject dedications of easements, rights-of-way and the public lands, approve financial guarantees or financing mechanisms to ensure construction of all public improvements, and approve engineering drawings.

As opposed to the Planning and Zoning Commission, the Board of Aldermen does not have a direct role in adopting the Master Plan for Growth. By statute, the preparation and adoption of the Plan is the role of the Planning and Zoning Commission. The Board members are expected to coordinate with the Planning and Zoning Commission as both the elected officials and appointed officials implement the Plan over time. When recommending action on rezoning of land, special use permits, subdivisions, and text changes to the zoning regulations, the Planning and Zoning Commission must consider compatibility and compliance with the Master Plan for Growth. For that reason, it is recommended that the Board of Aldermen adopt a resolution of support of the *Master Plan for Growth* showing support for the policies of the Plan.

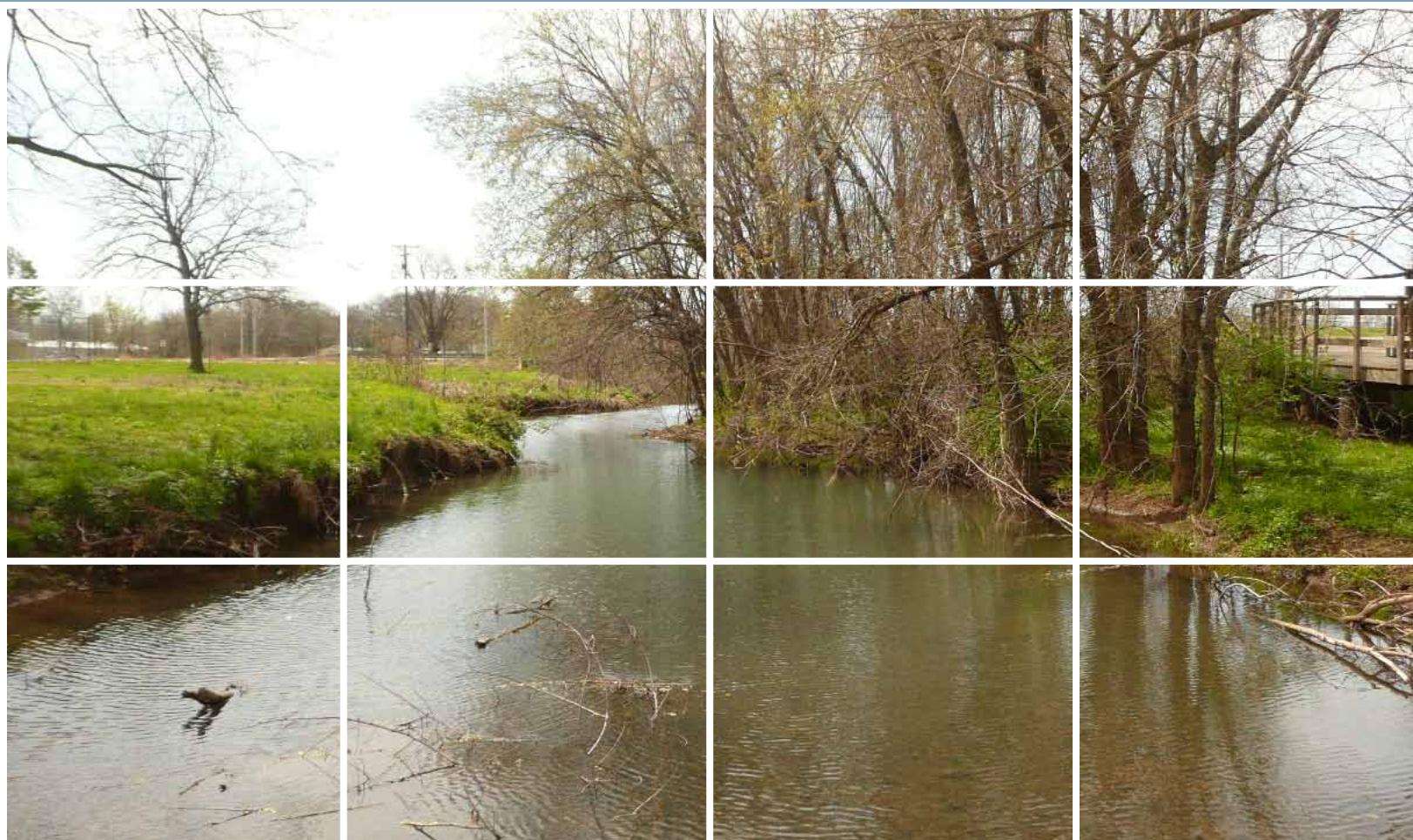
The role of the Board of Aldermen may be summarized as:

- Adopt a resolution of support of the Master Plan for Growth.
- Enact and amend the zoning and subdivision regulations of the Zoning regulations and the Zoning Map after considering the Planning and Zoning Commission's recommendation.
- Approve special use permit applications following consideration of the Planning and Zoning Commission's recommendations.
- Accept or reject dedications of easements, rights-of-way, and public lands on subdivision final plats after having been recommended by the Planning and Zoning Commission.
- Approve engineering plans for construction of public improvements.
- Approve financial guarantees or financing mechanisms to ensure construction of all public improvements within subdivision plats.
- Appoint members of the Planning and Zoning Commission and the Board of Adjustment.



*The South Industrial Park houses major employers in the community.*

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## Chapter Two: Community Profile

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## IDENTITY AND SPIRIT OF CASSVILLE

To plan for the future it is important to understand the community's past, as well as issues facing Cassville today. During the initial phase of the planning process, existing economic conditions and demographic information were summarized. This information was provided at the community meetings and throughout the planning process. A community survey was also conducted to help determine priorities for the community.

A primary goal for the next 20 years is to increase the city's population to 6,000 residents. Active promotion of the community, business retention and attraction, and investment in critical infrastructure improvements will all be necessary to achieve this goal. Such a population increase will provide a larger market for prospective businesses and new industry, thus increasing the city's tax base and generating funding for other community improvements.

This chapter provides a summary of the community's demographics, commercial market, historical background, and assets. It also provides an overview the **identity and spirit** of Cassville for purposes of preparing a marketing and branding strategy for the community. The detailed Market

Analysis is provided in **Appendix A** and the results of the community survey are provided in **Appendix B**.

Cassville is recognized for its small town ambiance, rich history, civic pride, environmental resources and picturesque landmarks. Enhancing and marketing these unique characteristics is among the community's top priorities and a key strategy for long-term economic stability.

Throughout the planning process, residents emphasized the importance of the following:

- Highlighting the community's history;
- Preserving and enhancing the downtown core area;
- Promoting the "*sense of connectedness*" to nature, family and community, and regional assets; and
- Marketing regional park and recreation assets, and the "*sense of place*" and experience of being in Cassville.



## CASSVILLE HISTORY AT A GLANCE

Cassville has a rich history dating back to 1845, when the city was designated the county seat of Barry County. The city was built around the county courthouse and square and was named after Brigadier General Lewis Cass.

Prior to Cassville's founding, the Trail of Tears passed through the region-when an estimated 16,000 Cherokees were moved to Oklahoma (1838 and 1839). 20 years later, The Butterfield Overland Express ran from Springfield to Fayetteville through Cassville. The route was the longest stagecoach line and the first to carry transcontinental mail from St. Louis to California.

Cassville was an important center of action during the Civil War. Between October 31 and November 7 of 1861, Cassville served as the Confederate capital of Missouri. In Cassville, state senators and representatives signed the acts of secession from the United States and annexation to the Confederate States. Several battles ensued in 1862, during which time Cassville was occupied by both Union and Confederate troops. Cassville's Main Street during this time was the "Old Wire Road," following the first telegraph wire laid in 1859 between Springfield and Fayetteville. Both the Union and Confederate armies used the route to move troops.

The original three-story brick courthouse was built at the same site in 1858. The courthouse and much of downtown Cassville was destroyed by a fire in 1893. The existing Barry County Courthouse was built in 1913 and is still the visual and cultural center of Cassville.

Sources: Barry County Museum, Goodspeed's 1888 History of Barry County



The Barry County Museum, located on Highway 112 South in Cassville, displays historical items today. The museum was built and donated by a prominent local businessman.



For 60 years (1896 – 1956), the C&E Railroad traveled 4.8 miles between Cassville and Exeter, making it the shortest railroad line in the country. (Source: Barry County Museum)



Fishing at Roaring River State Park: In 1928, Thomas Sayman, a St. Louis businessman, bought 2,400 acres surrounding the river and, within a month, donated the land to the state. Many of the park's existing facilities were built by the Civilian Conservation Corps (CCC) in the 1930s. (Source: Barry County Museum)



The historic courthouse, built in 1858, was where the acts of secession were signed by state legislators in spring of 1861. Both Confederate and Union troops occupied the building during the Civil War, and veteran logs show Cassville soldiers split on both sides of the great civil conflict. (Source: Barry County Museum)





## POPULATION TRENDS AND CHARACTERISTICS

The City of Cassville has experienced steady growth throughout its history, and now has an estimated population of 3,245 (**Ref. Appendix A**). Although Cassville's resident population represents only about nine percent of Barry County, it is the county seat, the most central city of the county geographically, and an employment center for much of the county. Due to an estimated 2,200 people who live outside of Cassville but work in Cassville, the city's daytime population is substantially larger (**Ref. Figure 2.1** to see the geographic distribution of the county's population).

The majority of Barry County residents (60 percent) live in unincorporated areas (**Ref. Figure 2.2**), but recent trends suggest that the county's urban areas are beginning to attract more residents from rural areas.

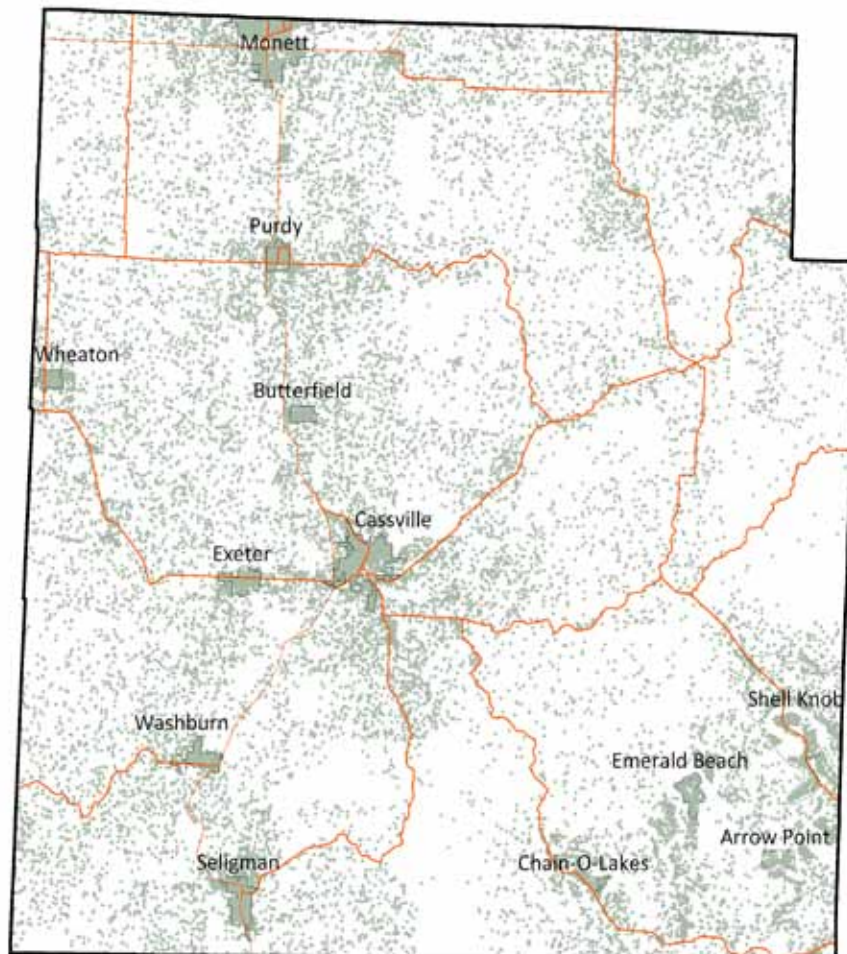
The region surrounding Cassville has experienced rapid growth. Benton (Arkansas), Christian, and Taney counties have especially experienced explosive growth. However, throughout the seven-county region, growth has generally been significantly lower since 2000 than it was in the 1990s (**Ref. Table 2.1**).

**Table 2.1: Area County Population Trends**

County	1990	2000	2007	Percent Annual Growth		
				90-00	00-07	90-07
Barry MO	27,547	34,010	36,197	2.3%	0.9%	1.8%
Lawrence MO	30,236	35,204	37,629	1.6%	1.0%	1.4%
McDonald MO	16,938	21,681	22,803	2.8%	0.7%	2.0%
Newton MO	44,445	52,636	55,994	1.8%	0.9%	1.5%
Stone MO	19,078	28,658	31,491	5.0%	1.4%	3.8%
Benton AR	97,499	153,406	202,639	5.7%	4.6%	6.3%
Carroll AR	18,654	25,357	27,284	3.6%	1.1%	2.7%
7-County Total	254,397	350,952	414,037	3.8%	2.6%	3.7%
Missouri	5,117,073	5,595,211	5,878,415	0.9%	0.7%	0.9%

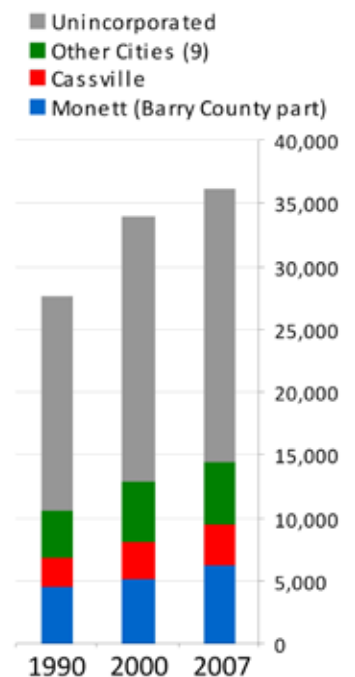
Source: U.S. Census Bureau

**Figure 2.1: Barry County Population Dot Density Map**



Note: The placement of dots are based on the population density of each Census Block Group.

**Figure 2.2: Barry County Population**





Monett and Cassville comprise about 26 percent of Barry County's population. Both these cities have grown substantially in the past several decades. In fact, 62 percent of the growth that occurred in the county between 2000 and 2007 occurred in these two cities. This indicates an urbanizing trend that, according to recent population estimates, appears to be strengthening. If Cassville can capture a greater share of this urbanizing population, the city's economic development opportunities will be greatly enhanced.

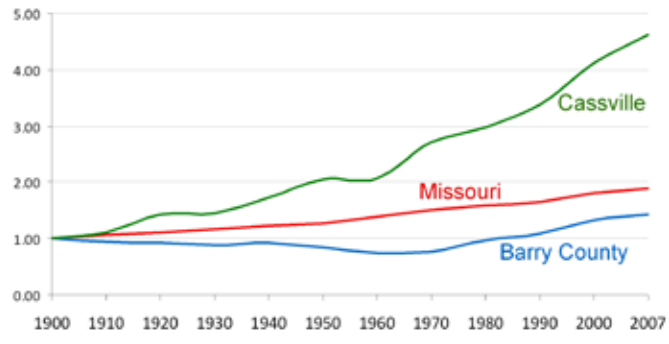
### CASSVILLE POPULATION PROJECTIONS

**Base Growth Scenario:** Based on recent growth trends, Cassville is expected to grow to a population of nearly 5,000 by 2030, a 53 percent increase (Ref. Table 2.2). This projection assumes Cassville will grow at the same annual rate that it has since 1990. Based on this assumption, Cassville will grow at a much faster rate than the rest of Barry County and the State of Missouri.

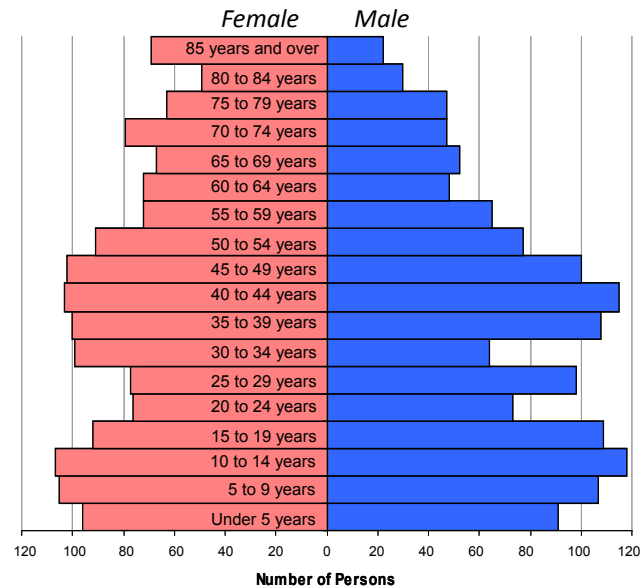
**High Growth Scenario:** Should Cassville capture a larger share of the expected Barry County growth, it could reach a population of almost 6,000 by 2030. This would require a proactive approach to economic development and attracting new households. This population increase would mean a larger local customer base and labor force for Cassville businesses.

In this scenario, a greater share of the county's growth would occur in Cassville than it has historically. For this to happen, Cassville must offer desirable amenities and services that are not available in unincorporated areas.

**Figure 2.3: Historic Population (1900-2007)**



**Figure 2.4: Cassville Age Pyramid (2000)**



**Table 2.2: Population Projections**

	2007 est.	2010	2015	2020	2025	2030	% Growth
Cassville (base)*	3,245	3,430	3,761	4,125	4,524	4,961	52.9%
Cassville (high growth)**	3,245	3,649	4,233	4,818	5,403	5,987	84.5%
Missouri^	5,878,399	5,979,344	6,184,390	6,389,850	6,580,868	6,746,762	14.8%
Barry County^	36,197	37,072	38,986	40,917	42,695	44,295	22.4%
Benton (AR)†	202,639	224,312	261,442	298,572	335,701	372,831	84.0%
Carroll (AR)†	27,284	27,305	27,919	28,532	29,146	29,759	9.1%
Lawrence ^	37,629	38,905	41,092	43,272	45,316	47,249	25.6%
McDonald ^	22,803	23,401	24,465	25,625	26,823	28,078	23.1%
Newton^	55,994	57,265	59,748	62,218	64,553	66,663	19.1%
Stone^	31,491	32,994	35,328	37,427	39,113	40,346	28.1%
Total 7-County Area	414,037	441,254	488,979	536,563	583,347	629,221	52.0%

\* projections based on the average annual growth from 1990 to 2007 (approx. 1.86% per year)

\*\* projections based on Cassville obtaining a larger share of expected Barry County growth

^ Missouri Office of Administration projections, based on the cohort-component method

† Institute for Economic Advancement, University of Arkansas at Little Rock\*





## THE REGIONAL ECONOMY

Although surrounded by larger economic markets, Cassville serves as a center for commerce for much of Barry County and surrounding rural areas. Cassville's location in these overlapping markets affects the types of business and industry the area can reasonably support.

Cassville's market opportunities are shaped by its proximity to four larger economic centers and a variety of secondary economic centers in the region (**Ref. Figure 2.5**). The region also consists of many people who live in small towns and in unincorporated areas and rely on smaller cities for employment and services, such as Monett and Cassville.

Tourism is a major component of the regional economy. Cities such as Cassville located near tourist destinations have an opportunity to cater to these visitors as they travel through by providing retail, restaurants, hotels, and other amenities.

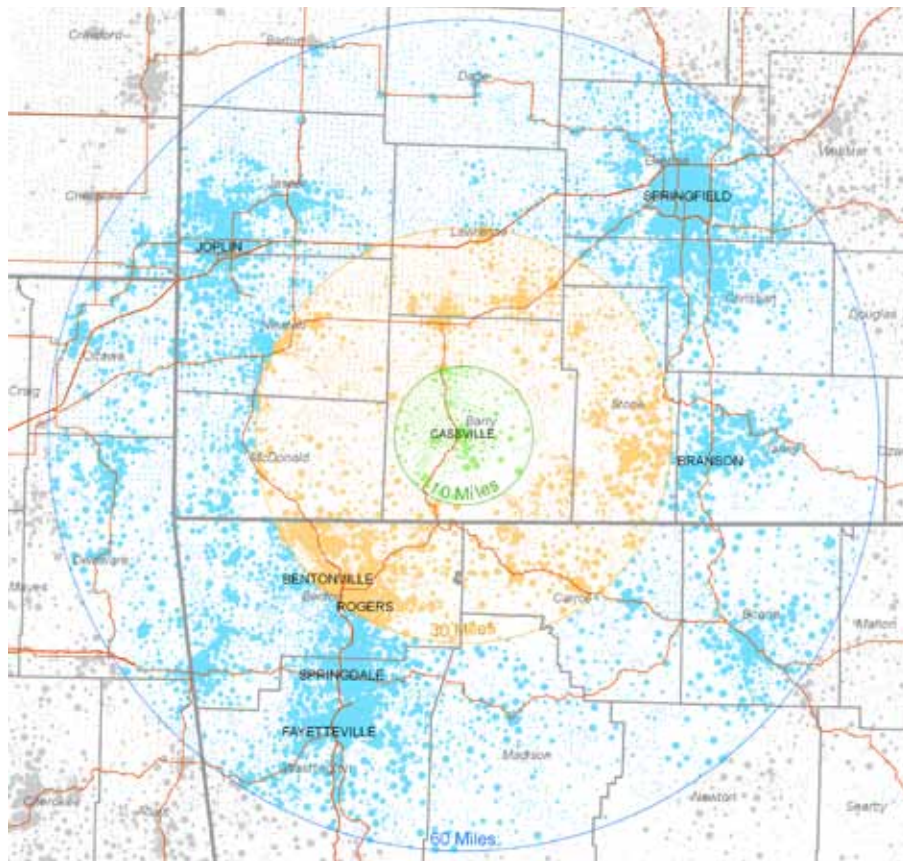
Customers travel within and outside of the region to obtain a variety of goods, and the location and frequency of these trips vary depending on the type of good or service. Cassville's primary market area includes the population living within 10 miles (approximately 14,000 people). Cassville is not a major producer of most goods and services for this market area of roughly 1.2 million people, as these much larger markets are able to attract a greater number and variety of trips throughout the trade area and beyond. However, Cassville does serve as a secondary market for visitors to Roaring River State Park and those travelling through the area.

Regional retail pull factors (**Ref. Figure 2.9**) indicate that customers living in Barry and other rural counties travel to Taney, Greene, Jasper, and McDonald counties for a large share of their retail purchases. Catering to customers who leave the area to shop is the key to economic growth in Cassville and throughout Barry County.

"Catering to customers who leave the area to shop is the key to economic growth in Cassville and throughout Barry County."

**Retail Pull Factors** measure the retail sales in a county relative to the state, by estimating the number of customers and retail sales that a county attracts from neighboring counties. A retail pull factor of greater than 1.00 indicates that either retail customers in that county spent more on retail goods or the county is attracting customers from other counties. (Source: MERIC)

**Figure 2.5: Cassville and the Regional Trade Area**



Note: Each dot represents a Census Block Group. The size of each dot represents the population of the Block Group.



## THE LOCAL ECONOMY

The local economy primarily serves the trade area in the immediate vicinity of Cassville and extending throughout much of Barry County.

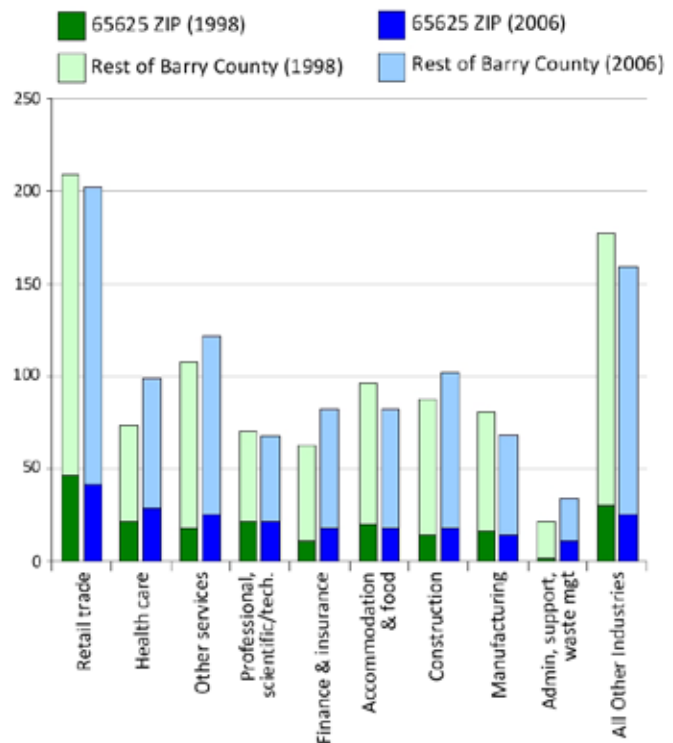
As of 2006, the Cassville area (65625 ZIP Code) was home to 186 business establishments and an estimated employment of 3,694 (**Ref. Table 2.7**). Cassville has more than twice as many employees than it does residents in the labor force. This indicates that Cassville employers rely heavily on the workforce from the surrounding rural areas and small cities. Cassville consists of only nine percent of the county's population, but has almost 25 percent of the county's jobs. Cassville's status as a job center provides many benefits as employees not only work in Cassville but also likely frequent the city's many businesses.

Sales tax receipts have increased substantially in Cassville in recent years, outpacing both Barry County and the State of Missouri (**Ref. Figure 2.6**). Sales tax provides the primary income for Cassville. Growing the sales tax base is critical to the continued success of Cassville as an economic center.

The Barry County retail market is fairly evenly dispersed among the various retail sectors, with eating and drinking places and food stores comprising of 42 percent of the county's retail sales. However, apparel accounts for only one percent of the county's retail sales (**Ref. Figure 2.8**).

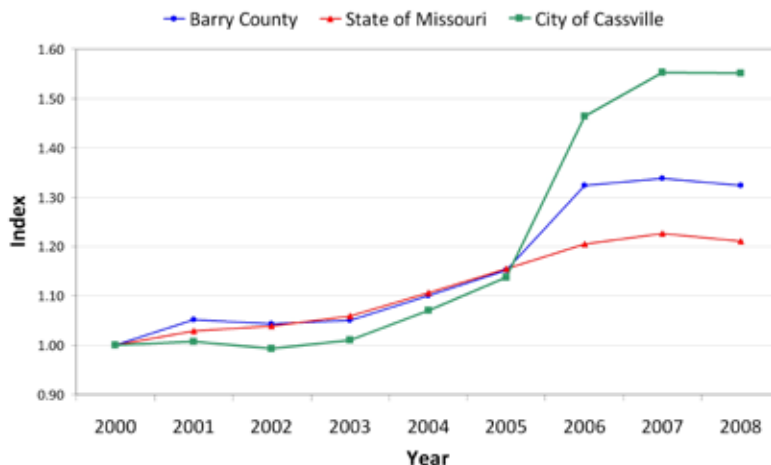
Refer to **Appendix A** for data on additional labor force, business establishment, and other economic statistics.

**Figure 2.7: Business Establishment Trends**

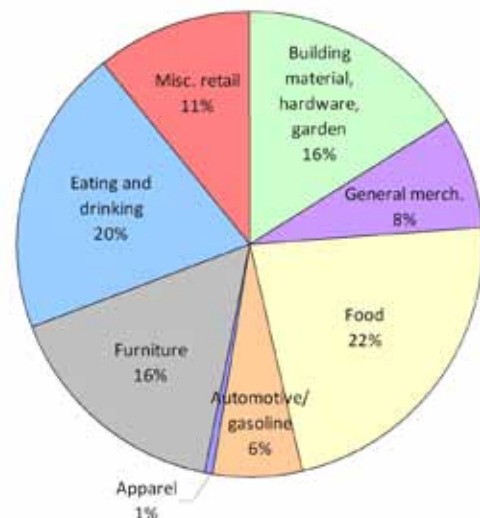


The eating and drinking places sector in Cassville is strong in both the county and statewide markets, but substantial leakage is occurring in the miscellaneous retail sector, when compared to the state.

**Figure 2.6: Taxable Sales Growth Index**



**Figure 2.8: Barry County Retail Market**





## RETAIL MARKET OPPORTUNITIES

In order to boost taxable sales, expanding the retail market is an important goal for future economic development in Cassville. While Cassville will not be able to compete with the much larger regional retail markets of Springfield, Joplin, and Northwest Arkansas, there is a large population in rural portions and small cities throughout Barry County and surrounding areas that rely on Cassville for certain types of retail goods.

### RETAIL PULL FACTORS AND BUYING POWER

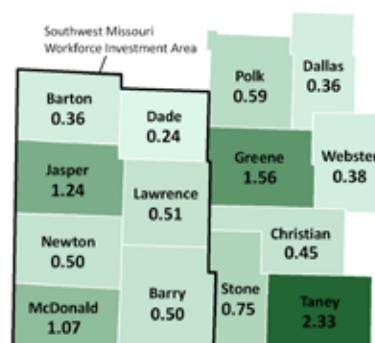
Retail pull factors indicate the strength of a jurisdiction's retail market by comparing sales data and population to state totals (Ref. Figure 2.9). Taney, Greene, Jasper, and McDonald counties are the primary retail markets serving customers in southwest Missouri. Barry County, similar to other predominantly rural counties in the region, has a relatively low retail pull factor and loses many customers to other counties for retail purchases. Barry County is experiencing the greatest retail leakage in the apparel and accessories, general merchandise, and miscellaneous retail sectors (Ref. Table 2.3). There is a moderate leakage of retail sales in most other sectors in Barry County.

Within the City of Cassville, the eating and drinking places and miscellaneous retail sectors (the only retail sectors for which pull factors can be calculated, due to data constraints) are strong when compared to the Barry County market,

especially eating and drinking places, with a pull factor of 3.85 (Ref. Table 2.4). The eating and drinking places sector is also strong in the statewide market, but substantial leakage is occurring in the miscellaneous retail sector.

Retail pull factors that are low indicate a local customer base that is not being served and that customers travel elsewhere for these products. Strengthening retail sectors with the most leakage (and highest potential sales)—general merchandise, apparel and accessories, and miscellaneous retail—can lead to the most significant improvements in the retail base of Cassville and Barry County.

Figure 2.9: Retail Pull Factors



“Strengthening retail sectors with the most leakage can lead to the most significant improvements in the retail base of Cassville and Barry County.”

Table 2.3: Barry County Retail Pull Factors, Sales Surplus and Leakage (2008)

SIC Retail Sector	Pull Factor	Actual Sales	Potential Sales	Surplus/Leakage
Building material, hardware, garden	1.32	\$23,050,114	\$17,465,740	\$5,584,374
General merchandise	0.14	\$11,049,047	\$77,479,108	-\$66,430,061
Food	0.64	\$31,911,545	\$50,225,395	-\$18,313,850
Automotive dealers and gasoline	0.52	\$8,817,227	\$17,093,526	-\$8,276,298
Apparel and accessories	0.06	\$778,125	\$12,785,465	-\$12,007,340
Home furniture and furnishings	0.76	\$22,905,375	\$30,290,060	-\$7,384,685
Eating and drinking	0.58	\$28,615,884	\$49,609,531	-\$20,993,647
Miscellaneous retail	0.35	\$15,508,999	\$44,166,667	-\$28,657,667
Total Retail	0.48	\$142,636,317	\$299,115,492	-\$156,479,175

Source: Missouri Department of Revenue, BWR

Potential Sales represent the amount in sales in a given sector that would be needed to achieve a pull factor of 1.0.

Surplus and Leakage are the difference between Actual and Potential Sales.

Table 2.4: Cassville Retail Sales Pull Factors (2008)

SIC Retail Sector	Missouri Trade Area		Barry County Trade Area	
	Actual Sales	Pull Factor	Actual Sales	Pull Factor
Eating and drinking	\$9,882,578	2.22		3.85
Miscellaneous retail	\$1,771,682	0.45		1.27

Source: Missouri Department of Revenue, BWR



## FUTURE RETAIL SALES POTENTIAL

Cassville has an opportunity to capture a significant portion of the county annual retail sales leakage of over \$156 million. Refer to **Appendix A** for additional tables and more information on the assumptions and methodology of this analysis.

### RETAIL SALES PROJECTIONS

Future increases in retail sales are based on two components:

- Strengthening the city and county retail pull factor by capturing some of the retail sales leakage.
- New retail sales due to population growth, both within Cassville and within five miles of the city.

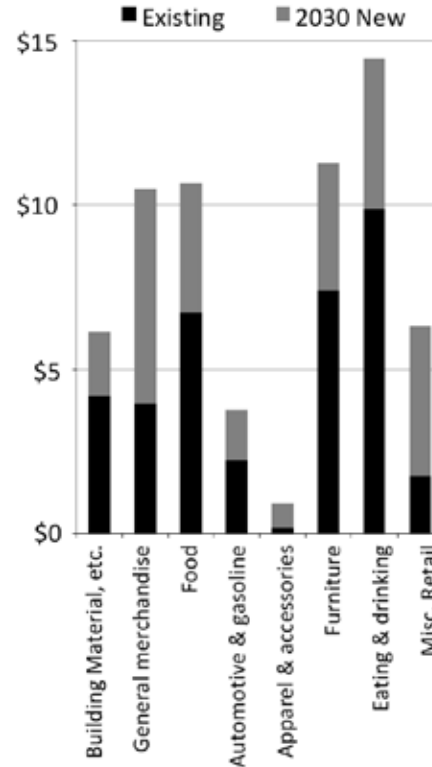
It is estimated that Cassville can feasibly capture \$15.2 million in new annual retail sales by 2020 and \$27.7 million in new retail sales by 2030 (in 2008 dollars). This represents an estimated 76 percent growth in the city's retail economy.

Since these projections are based on the high-growth scenario, active marketing and business development are necessary to achieve this outcome. The highest potential for growth lies in the general merchandise, eating and drinking, and miscellaneous retail sectors (**Ref. Figure 2.10**)

### ESTABLISHMENTS AND FLOOR AREA DEMAND

An estimated 265,000 square feet of new retail floor area will be needed by 2020 to serve the Cassville market. (**Ref. Table A.20**) As much as 144,000 square feet of new retail space will be needed by 2020. As many as 83 new retail establishments could be expected in the city by 2030.

**Figure 2.10: Future Retail Sales by 2030**



**Table 2.5: Estimated Retail Floor Area Demand and New Establishments**

SIC Retail Sector	2020		2030	
	Floor Area Demand (sq. ft.)	Number of Establishments	Floor Area Demand (sq. ft.)	Number of Establishments
Building material, hardware, garden	10,000 - 12,000	1 - 2	18,000 - 21,000	3 - 4
General merchandise	26,000 - 31,000	2 - 3	49,000 - 60,000	4 - 6
Food	16,000 - 19,000	3 - 4	28,000 - 34,000	5 - 6
Automotive dealers and gasoline	6,000 - 7,000	3 - 4	11,000 - 13,000	5 - 6
Apparel and accessories	4,000 - 5,000	2 - 3	9,000 - 11,000	4 - 5
Home furniture and furnishings	20,000 - 24,000	3 - 4	35,000 - 43,000	6 - 8
Eating and drinking	15,000 - 19,000	8 - 12	27,000 - 33,000	16 - 20
Miscellaneous retail	22,000 - 27,000	12 - 16	41,000 - 50,000	24 - 28
<b>Total Retail</b>	<b>119,000 - 144,000</b>	<b>34 - 48</b>	<b>218,000 - 265,000</b>	<b>67 - 83</b>

Source: BWR





## SCENIC BEAUTY AND RECREATIONAL RESOURCES

Cassville's location nestled deep in the Ozarks offers a variety of scenic areas and recreational resources that are popular local and regional destinations.

The Cassville area is home to one of the most scenic parks in the state park system. With its narrow valley, rugged, mountain-like terrain and deep blue spring, Roaring River State Park is breathtaking. Located seven miles south of the city on Highway 112, Roaring River State Park includes a spring that yields 20 million gallons daily to the Roaring River. This spring-fed river is stocked daily with rainbow trout from the on-site hatchery operated by the Missouri Department of Natural Resources. The hatchery produces and stocks more than 250,000 rainbow trout annually. Each year, more than 100,000 anglers come to the park to fish from the crystal clear waters of the Roaring River. The State Park also offers:

- 7 trails totaling 10 miles in length,
- Ozark Chinquapin Nature Center exhibits interpretive displays and park naturalists present programs on the park's natural history,
- Campsites,
- Inn and Conference Center, and
- Cabins.

Cassville is located only 14 miles west of Table Rock Lake. This 43,100 surface-acre reservoir provides 745 miles of shoreline and extensive recreational opportunities, including fishing, boating, swimming, water sports, hiking and sightseeing. The area has a variety of campsites and lodging facilities to accommodate tourist.

Nearby Mark Twain National Forest offers visitors to the Cassville area unique landscapes which contrast the typical oak-hickory forests of the Midwest. The blending of eastern forest and Ozark habitats provides an area abundant with varied wildlife, including black bears, bald eagles, roadrunners, wild turkey and white-tailed deer. Open areas of native tall prairie grasses characterized by dry, shallow soils and limestone outcroppings are reminiscent of the historic pioneer trails to the Old West not far away. The Ava/Cassville/Willow Springs District Office of the US Forest Service is located on Highway 248 East.

(Sources: U.S. Department of Agriculture, U.S. Forest Service, and Missouri Department of Conservation.)



*Roaring River State Park is known for its premier trout fishing and breathtaking terrain. (Photo: State of Missouri website, [www.mo.gov](http://www.mo.gov))*



*Table Rock Lake offers a variety of water recreation, dry recreation and lodging facilities drawing tourists to the area. (Photo: Gayle Harper In-Sight Photography, Inc.)*



*Sunlit knobs and deep hollows, narrow ridge tops and steep slopes, secluded pastures and clear streams are the trademark of the "Seven Valleys" of Cassville, at the edge of the Mark Twain National Forest.*



In addition to the natural resources provided in the nearby region, there are also recreational amenities in Cassville.

The Greenway Trail along Flat Creek and Brock Branch connects Rocky Edmonson Park to South Park and is a popular recreation corridor for walkers, joggers, and bicyclists. The trail is currently about 1.5 miles long and there is strong support for expanding the trail north to connect to the high school and also providing trails in other stream corridors as well.

The Cassville Family Aquatic Center was built in 2000 and attracts families from across the Barry County region. The aquatics center is accessible via the Greenway Trail.

Cassville's city parks offer other amenities as well, including playground equipment, baseball fields, basketball courts, tennis courts, and horseshoe pits.

The Cassville Golf Club is an 18-hole golf course south of the city and has a full-service pro shop and a driving range. Many tournaments and other outings are held at the course.

**Chapter 6** describes specific strategies to market Cassville's attributes to potential visitors, residents, and businesses.

"There is strong support for expanding the trail north to connect to the high school and also providing trails in other stream corridors as well."



*The Greenway Trail along Flat Creek in Cassville is planned for expansion in the 2009 Capital Improvements Plan (Ref. Chapter 7)*



*The Cassville Family Aquatic Center is used by families not only in Cassville but from the central Barry County region.*



*The Cassville Family Aquatic Center is a big hit. At the same time, the costs of operation and maintenance are a challenge to the City, illustrating how long-term costs must be considered for each public improvement.*





## FLOODPLAIN DEVELOPMENT

The confluence of many streams in the Cassville vicinity and the topography of much of the land within Cassville causes flooding to occur frequently in the area, although the city has adapted to its environment to the point that catastrophic flooding occurs rarely.

### CHARACTERISTICS OF FLOODING

When floods occur, the water level rises quickly, primarily in Flat Creek and Town Branch, the streams nearest the community core. The eastern and northern portions of the core flood the worst, and also some parts of the residential neighborhoods north and west of the core. The water typically dissipates quickly, often within a few hours, because the weak areas in the system which cause flooding are in close proximity to the release point, which is downstream Flat Creek.

### FLOODWAY DEVELOPMENT GUIDELINES

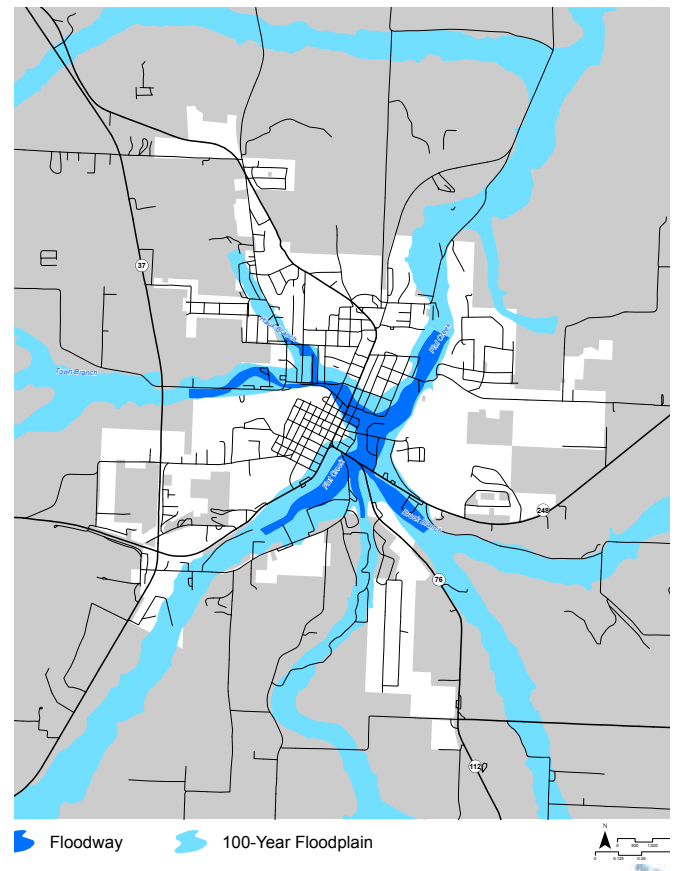
The floodway is a hazardous area due to the velocity of flood waters that carry debris and potential projectiles. This land must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height. Communities must regulate development in these floodways to ensure that there are no increases in upstream flood elevations. Encroachments, including fill, new construction, substantial improvements, and other development within the adopted regulatory floodway should generally not be allowed.

### FLOODPLAIN DEVELOPMENT GUIDELINES

New construction or substantial improvement of any structures shall have the lowest floor, including basement, elevated one foot above base flood elevation. Commercial or industrial structures, together with attendant utility and sanitary facilities, should be floodproofed so that below the base flood elevation the structure is watertight with walls substantially impermeable to the passage of water and with structural components having the capability of resisting hydrostatic and hydrodynamic loads and effects of buoyancy.

Development in the floodplain should be discouraged. If permitted, these “Floodplain Development Guidelines” should be followed when reviewing development proposals.

*The 100-year floodplain extends from several creeks in the ‘Seven Valleys,’ centered on Flat Creek. The Plan calls for careful application of proper development standards when building in the floodplain, outside of the floodway.*



*The floodplain of Flat Creek extends along portions of Main Street and the intersecting highways, causing periodic, temporary flooding due in part to the convergence of creeks.*



## REGULATING FLOODPLAIN ACTIVITY IN CASSVILLE

### THE FLOODPLAINS OF CASSVILLE

Channel capacities of the tributaries to Flat Creek in and around Cassville are inadequate to handle most flood flows. The flood sources affecting the City of Cassville are:

- Flat Creek,
- Unnamed Tributary No. 1,
- Town Branch,
- Brock Branch, and
- Hawk Branch (tributary to Town Branch Creek).

Problems are caused by the confluence of multiple tributaries. For example, the Town Branch channel cannot carry even a 1-year frequency storm. Bridge and culvert restrictions and gravel and silt accumulations on Town Branch results in floodwater and sediment damage to structures in the floodplain.

The upland areas of Cassville are steep. Moderate precipitation causes high, but short duration, flood peaks; and these velocities cause channel and bank instability. Once the water nears Cassville, velocities are significantly slower.

### CLEAN WATER ACT SECTION 404 PERMITTING

The creeks through Cassville are considered “jurisdictional streams” by the US Army Corps of Engineers (COE). The COE is the lead regulatory entity for protecting the public interest in jurisdictional streams, administered through the Department of the Army (DA). Work in such streams, including wetlands, require authorization from the COE. This includes local governments planning construction activities in a jurisdictional stream, river, lake or wetland.

**Individual Permits.** Individual permit applications require full public interest review. A Public Notice is distributed to all known interested persons. After evaluating all comments and information received, a final decision on the application is made. The Permit decision is generally based on balancing the public interest and the benefits of the project against the detriments.

**Nationwide General Permits.** A Nationwide Permit (NWP) is a type of permit which authorizes a category of activities throughout the nation. These permits are valid only if the conditions applicable to the permits are met. The following are a few of the most common NWPs:

- NWP 3 – Maintenance: Repair, rehabilitation, or replacement of a structure or fill which was previously authorized and currently serviceable. The structure or fill must not be significantly changed.
- NWP 12 – Utility Line Activities: Utility lines placed across a waterway. Discharge of bedding and backfill material is permitted if bottom contours are not changed.
- NWP 13 – Bank Stabilization: Projects less than 500 feet long containing less than an average of one cubic yard of material per running foot. The activity must be necessary for erosion protection and may not exceed the minimum required.
- NWP 14 – Linear Transportation Projects: Minor road crossings (temporary or permanent). The fill placed in waters of the US is limited to no more than one-half acre in non-tidal waters.

**Regional General Permits.** Regional Permits are issued by the District Engineer for a general category of activities when:

- The activities are similar in nature and cause minimal environmental impact (both individually and cumulatively), and
- The regional permit reduces duplication of regulatory control by State and Federal agencies.



*Section 404 permits are required for development impacting a jurisdictional stream, such as Flat Creek in Cassville.*

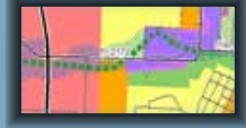




# Chapter Three: Community Growth

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# Community Growth



## VISION FOR COMMUNITY GROWTH

This Chapter provides a guide for planning decisions and preferred development in the community. The Future Land Use Plan serves as a long-term guide for the direction and magnitude of growth, revitalization, and redevelopment. At the same time, the Plan sets forth a vision for critical “growth areas, such as development in the Highway 37 Corridor and around the airport. Fulfilling that vision challenges Cassville’s way of living and financing growth.



### COMMUNITY GROWTH CORRIDOR (LOOKING NORTH FROM THE 4-WAY INTERSECTION)

The Highway 37 Corridor vision presents opportunities for Cassville to attract commercial and industrial growth, compatible with nearby residential areas. Extension and improvement of streets and other infrastructure will be necessary to provide for the economic growth of west Cassville, as described in **Chapter 3**.



### COMMUNITY CORE & MAIN STREET CORRIDOR (LOOKING NORTH FROM 5TH STREET)

The Main Street Corridor from Y Highway south to 1st Street, including the Historic Square, give Cassville unique charm. The Plan calls for focussing on this key corridor in the near-term to promote reinvestment that attracts visitors and new businesses. The special challenges and opportunities for this area are described in more detail in **Chapter 4**.





## HIGHWAY 37 CORRIDOR VISION

With ample land outside of the floodplain and along the county's primary north-south highway, the Highway 37 Corridor has been identified as the community's primary growth area. Growth along this corridor should be well-connected to the existing community and present a welcoming and attractive entrance to the City of Cassville. (This rendering is a vision for the Highway 37 Corridor and its neighbors, and is not intended to show existing or future development on Business Highway 37/ Main Street.)

*Development west of Highway 37 should be planned so that it is visually and functionally connected to development east of the highway.*

*Local streets parallel to the highway should be set back to allow developable lots on both sides of the street.*

*Improving local thoroughfare streets will help maintain a strong connection between the Highway 37 growth area and the community core.*



*Buildings with interesting architectural features and quality materials project a positive image of the community. The Plan recommends new highway-commercial and Business Park development guidelines.*

*Highway 37 is the primary regional traffic route through Cassville. Business development along this route could attract customers travelling through the area.*

*Stormwater detention in new development can be an attractive landscaping feature, while detaining stormwater above Flat Creek and Town Branch Creek.*





## PUBLIC PARTICIPATION PROCESS

To engage the public, a participation process was facilitated by the consultant team in cooperation with City elected and appointed officials. The well-attended sessions helped build agreement on principles and recommendations of the Plan.

Community participants included stakeholder groups, landowners, community leaders, developers, local service providers, municipal representatives and members of the public-at-large. The public participation process included:

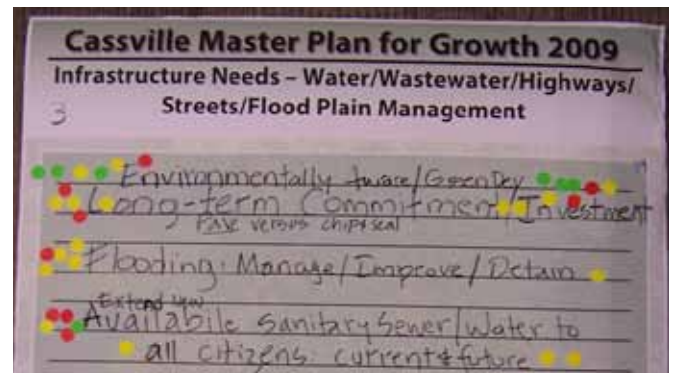
- **Key Person Interviews (March 2009):** The project team met with community residents and business owners to identify the primary issues and concerns to address throughout the planning process.
- **Work Sessions (April-September 2009):** Working meetings open to the public were conducted with the Project Advisory Committee (PAC) to discuss and refine recommendations for the Master Plan. The PAC included community leaders and representatives of local institutions, the Planning and Zoning Commission and Board of Aldermen.
- **Community Workshops (April & August 2009):** Community members and stakeholders gathered to first, discuss and rank the key planning issues in a “Focus Session” and second, to plan for policy recommendations in a “Community Workshop.”
- **Stakeholder meetings (April 2009):** Individual meetings were conducted with key community individuals and institutions to provide early input and supporting documentation about critical issues to consider when planning for the City’s future.
- **Awareness Walk (May 2009):** A structured “Walk of the Downtown” helped dozens of Plan stakeholders document and “score” revitalization opportunities and constraints in the City’s core. The walk documented both commercial and residential areas around “the Square” and along Main Street.
- **Community Opinion Survey (June 2009):** 448 Cassville households responded to the survey, a response rate of 31 percent. Survey respondents overwhelmingly supported the City actively pursuing economic development and promoting business growth (Ref. **Appendix B**).

- **Community Open House (August & October 2009):** Open houses were hosted to review the planning principles and recommended strategies for achieving the Plan’s vision for Cassville as developed through the community planning process.

A Public Hearing was held prior to adoption.



*Awareness Walk participants noted areas with positive attributes and areas with infrastructure deficiencies.*



*Focus Session groups identified the most important issues facing Cassville to be addressed by the Plan.*



*The Community Workshop in August 2009 allowed participants the opportunity to share their ideas.*



*At the August 2009 Community Workshop, participants used maps to identify where certain types of growth are most appropriate and where infrastructure improvements are most needed.*



*Each workshop group placed dots to indicate the most desirable future land uses in the community's growth areas.*



*The Master Plan for Growth Project Advisory Committee, pictured above, met at the Roaring River State Park Lodge after the April Focus Session for breakfast to discuss the many issues which had been prioritized the previous evening by the public.*

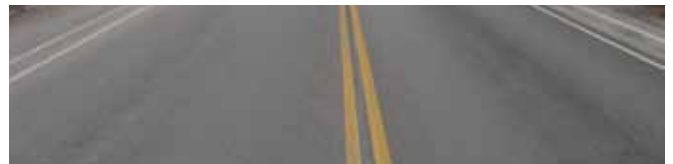




## KEY COMMUNITY PLANNING ISSUES

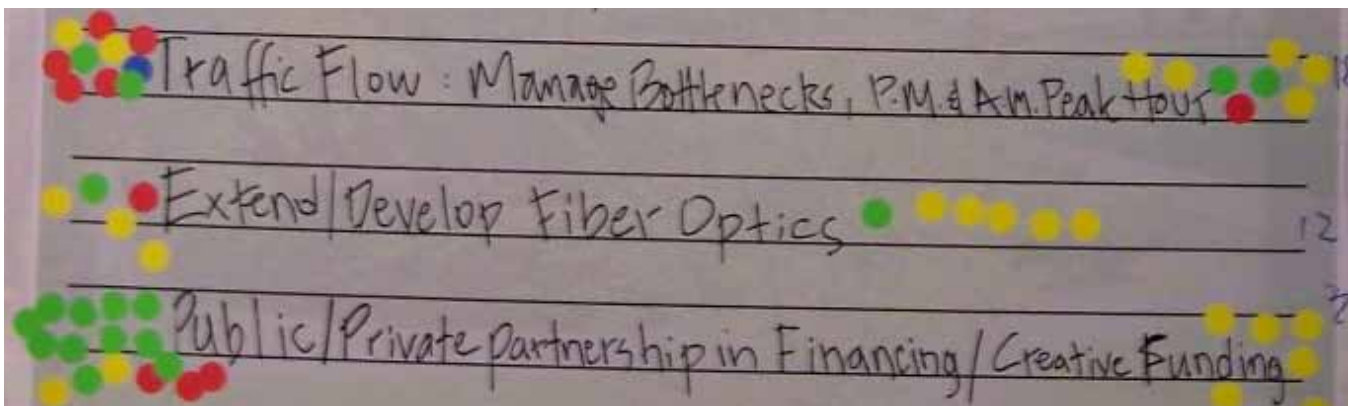
At the Focus Session in April 2009, about 30 residents and key stakeholders identified and ranked key issues. Their input helped set themes for the Plan process:

1. **Stimulate Positive, Sustainable Growth:** Leave a legacy for future generations by investing in Cassville's future as a progressive, inclusive town that provides jobs, education, and recreation to attract and retain a young generation of Cassville residents.
2. **Support and Grow Existing Businesses:** Preserve and support the jobs and businesses that already exist in the community to help enable their success.
3. **Identify and Recruit New Opportunities for Job Creation:** Cassville must develop and provide quality jobs and opportunities for the next generations in order to keep them here. This is critically important for Cassville to keep and nurture its greatest resource: its young people.
4. **Multi-modal Transportation:** Provide a thoroughfare system to improve safety, connectivity, access, and traffic flow to support economic development. Improve pedestrian and bicycle networks, and recreational trails that support new growth with quality-of-life amenities. Prioritize pedestrian and biking connections to schools, downtown, places of employment, and along Main Street.
5. **Infrastructure:** Implement a capital improvements program that identifies priority infrastructure improvements. Improvements should address existing deficiencies and support new residential and employment growth.
6. **Community Core:** Revitalize and strengthen the core business district of the community and its surrounding neighborhoods. The Courthouse Square, Main Street, and the surrounding downtown area present unique challenges and opportunities for economic development.





7. **Growth Pattern:** Promote compact development with a full range of urban services, including paved streets, sidewalks, and municipal water and sewer services. New development should be accessible to parks, commerce, and other community amenities.
8. **Housing:** Provide a variety of housing options to all residents, and potential residents, of Cassville. This includes a mix of housing sizes and types that are suitable for all residents.
9. **Education and Training:** A well-educated labor force improves the community's economic development opportunities. Continue to build partnerships with local educational institutions: the Cassville School District and Crowder College. Identify ways to collaborate and improve education at all levels.
10. **Tourism:** Capitalize on the region's successful tourism industry. Attract more service-industry uses, such as lodging, shopping, and recreation for visitors to the area. Traffic travelling through Cassville to Roaring River State Park and other recreation destinations provides an opportunity to grow local businesses.
11. **Quality of Life:** Increase the number and quality of amenities available to residents and visitors. Public and semi-public facilities such as parks, recreation centers, libraries, and museums are attractive to potential residents and investors.
12. **Market Cassville:** Create a marketing and branding strategy that captures the "spirit" of Cassville and the "experience" of being in Cassville. Marketing efforts should help consumers (residents, businesses and tourists) distinguish the area from other cities in the marketplace.



Worksheet from April 2009 Focus Session to set and rank priority issues for the Plan.





## GROWTH ATTRIBUTES & OPPORTUNITIES

Cassville has many attributes that are attractive to potential residents, businesses, and visitors. Promoting these attributes will be a key to the city's economic growth. The planning process translated many of the community's growth issues into opportunities. These include:

1. **The economic and activity center of Barry County.** Many residents of rural Barry County depend on Cassville for school, jobs, and shopping. Expanding these options can help attract trips that would otherwise be to other destinations. Target businesses that the county is currently lacking to capture some of the sales leakage (Ref. Chapter 2 and Appendix A).
2. **Existing industrial base.** Cassville has several large industrial employers, including Fasco Industries, Able 2 Products, and Justin Boot Company. These employers are the base of Cassville's economy and bring thousands of employees to Cassville on a daily basis.
3. **Commercial growth along the Highway 37 Corridor.** Highway 37 is a major regional traffic route, connecting I-44 and U.S. 60 with northwest Arkansas. Much of the highway in the Cassville area is still undeveloped and is not subject to flooding.
4. **Cassville as a viable tourism destination.** The area's rich recreation and environmental resources are attractive to potential residents, businesses, and tourists. While tourism traffic causes some congestion issues, it also represents a larger market for Cassville businesses to provide goods and services.
5. **Cassville Municipal Airport is an asset to the community.** Industrial and office park development could complement the airport in northwest Cassville. Future airport improvements will enhance the desirability of the area.
6. **Partnerships with other local and regional organizations.** Engaging other jurisdictions and organizations in the growing southwest Missouri-northwest Arkansas region can benefit Cassville's economic development prospects. Tourism and attracting large industries are especially more effective when a regional approach is taken.



*Cassville Area Chamber of Commerce*



*Land along the Highway 37 corridor should be promoted for new commercial, business park, and higher density residential development.*



*The Cassville Municipal Airport and the surrounding area should be promoted for industrial and business park development.*



7. **Low cost of living and doing business.** Due to low taxes, businesses can operate in Cassville at lower fixed costs. This savings can be passed on to consumers and make area businesses more competitive in the region. Large employers especially consider these costs when making location decisions.
8. **Quality health care.** St. John's Hospital and several health care centers provide health care to the community. The presence of these centers can help attract new residents and businesses to the area.
9. **Education.** The Cassville School District provides quality education to students throughout the county. Crowder College Watley Center, a two-year community college with approximately 2,800 students, is in a new campus in Cassville. Crowder College also has locations in Neosho (main campus), Nevada, and Webb City.
10. **Small-town values and friendly neighbors.** While Cassville functions as a larger city economically, residents have identified a strong connection to place. Cassville residents are friendly, helpful, and welcoming. The city has charm, a rich history, and scenic beauty.



*Crowder College Watley Center*

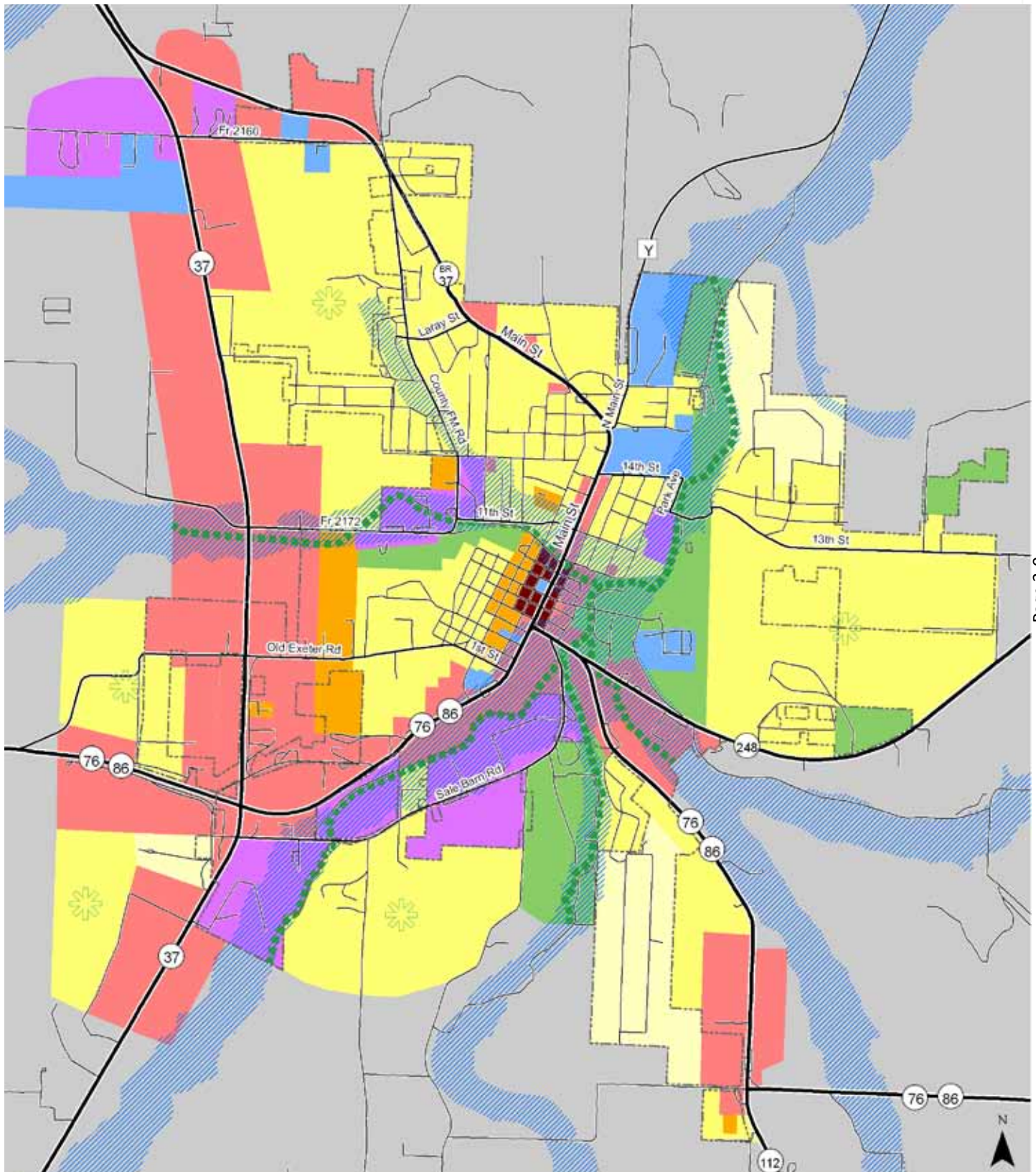


*Cassville residents worked together in the August 2009 workshop to develop growth opportunities and goals for the community.*





## FUTURE LAND USE MAP





## FUTURE LAND USE

Based on the growth opportunities listed above, the planning process identified appropriate locations for certain types of land uses in 2030. The **Future Land Use Map** serves as a guide for the direction and magnitude of growth and, at the same time, accommodates changes in market demand.

The map is but one means of conveying future development projections and is not intended to function alone. The entire Plan should be referenced and considered when viewing the maps and when judging the appropriateness of the land uses they may display.

The **Future Land Use Map** identifies the generalized location for land use classifications and development intensities in the planning area. The map is not intended to identify the precise boundaries or acreage of each land use designation. The Plan encourages the integration of compatible land uses, rather than a strict segregation of different uses.

### FUTURE LAND USE CATEGORIES

**Residential Low Density:** Existing areas of large-lot single-family development not serviced by the sanitary sewer system.

**Residential Medium Density:** Intended for a variety of residential building types generally up to 8.0 units per acre. This land use classification includes small lot single-family development, and attached residential development primarily consisting of two-unit houses, townhomes, cluster housing, and multiplexes. This land use category should provide a well integrated mix of housing choices with a range of housing types and price levels.

**Residential High Density:** Includes a variety of residential building types generally exceeding 8.0 units per acre. Such residential areas should include a mix of housing options intermixed through the development area such as small lot single-family development, attached residential development (i.e. two-unit houses, townhomes, cluster housing, multiplexes), and higher density apartment/condo dwellings.

**Commercial:** High quality commercial development that

provides needed goods and services, local employment opportunities, and supports the economic sustainability of Cassville. Uses typically include offices and retail establishments, medium-to-large scale businesses, and automotive-oriented uses including drive-through facilities.

**Industrial:** Primarily intended for industrial uses which may include light manufacturing, warehousing, wholesale, storage, and will allow on-site customers and other less intensive industrial uses.

**Community Core:** This category recognizes the unique character of downtown Cassville. Higher-density development focused on retail, professional services, and higher density residential uses are appropriate, with specialized design standards appropriate for a historic downtown.

**Public-Semi Public:** These locations identify existing public facilities such as government buildings, schools, and the airport. Future public facilities should be provided as necessary to serve future growth. Such facilities should be designed to be compatible with surrounding land uses.

**Parks and Open Space:** Public or private land reserved for active and passive parkland, trails, recreation uses, environmentally sensitive areas, or any other lands reserved for permanent open space purposes.

**Greenways:** Generalized locations of future linear park extensions along streams, including a mixed-use trail. As development occurs in these areas, land should be reserved for a trail and stream buffer.

**Future Neighborhood Parks:** Parks with amenities should be provided as residential areas develop. The locations shown on the map are not meant to identify specific properties, but represent general areas in which future parks should be planned.

**Floodplain Overlay:** Areas that are subject to the one percent chance annual flood event. This includes both the floodway and the floodway fringe. Development guidelines in these areas are further outlined in **Chapter 2**.





## FUTURE LAND USE EXAMPLES

Future development throughout Cassville should be compatible to existing development patterns and scale.

**Residential Low Density**



**Community Core**



**Residential Medium Density**



**Public/Semi-Public**



**Residential High Density**



**Parks and Open Space**



**Commercial**



**Greenways**



**Industrial**



**Future Neighborhood Parks**





## LAND USE RECOMMENDATIONS

The Plan sets forth a vision for growth and Action Steps for responding to growth potential which, if implemented, will foster growth to 6,000 people (Ref. Figure 3.1). Most important, the Plan has defined this “growth challenge” as not just the consumption of land, but as three key imperatives:

- define and exploit economic development opportunities,
- prioritize and fund infrastructure needs, and
- build on Cassville’s unique quality-of-life strengths.

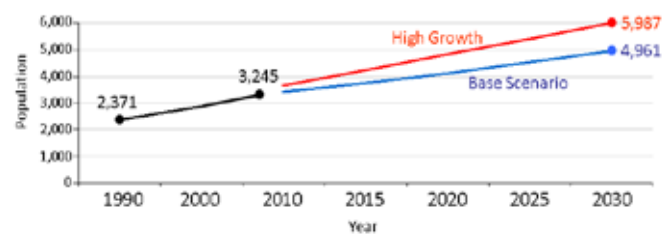
When administering the Plan to achieve its vision and growth objectives, the City should consider the full range of land use factors in a comprehensive context:

- 1. Cassville’s Unique Character:** Growth should complement and enhance the unique character of Cassville, rather than ignore it. Zoning and subdivision regulations should be applied so that growth along the Highway 37 corridor is embraced by the community and becomes a part of the community; and so that the Main Street corridor is promoted for its unique character.
- 2. Location and Market Area:** Cassville should do more to take advantage of its location in proximity to major tourism destinations, such as Roaring River State Park and Table Rock Lake. The City of Cassville should proactively seek to meet market opportunities that have not yet been tapped in a growing region. Lodging, restaurants, and shopping are needed to cater to tourists travelling to the area.
- 3. Business Growth:** The City needs to protect its Highway 37 corridor certain retail sectors where Cassville can grow based on the pull factor analysis (Ref. Chapter 2 and Appendix A). Given public participation feedback, the City should not initiate unilateral annexations, but it should actively seek out and coordinate with private sector initiatives to annex in this key growth corridor
- 4. Younger Residents:** The City should coordinate with institutional partners and developers in attracting and retaining younger residents. As with many small cities in rural areas, only 16.9 percent of the city’s population (in 2000) was age 20 to 34 (Ref. Figure 2.4), significantly lower than state and national averages. The City’s land use strategy should accommodate economic development strategies for attracting higher-wage

jobs; and for quality-of-life amenities to attract college students and recent graduates to live in the area.

- 5. Manufacturing Jobs:** Cassville should implement its CIP with a priority to support manufacturing. Fasco Manufacturing is retooling as a technical center. Though with no net increase of employment, it nonetheless bucks the national trend of job loss in this sector. Recent job losses in Cassville’s manufacturing sector should be a considered in strategic land use initiatives by the City.

**Figure 3.1: Population Projections**



*Water Tower behind Wal-Mart*



Available land for industrial/commercial growth needs to be provided through public-private cooperation.

6. **Infrastructure Maintenance:** To sustain continued growth and to revitalize aging areas, the City must prioritize investment in public infrastructure as set forth in **Chapters 5, 6 and 7.**
7. **Flooding:** Development in the floodplain should be discouraged. For development that does occur in the floodplain, the City should implement the recommended standards and procedures for permitting floodplain development (outside of the floodway).
8. **Housing Options:** There is a lack of housing in Cassville, limiting growth opportunities. Specifically, more housing is needed in the low-to mid price range, rental housing, and housing for the elderly. The City should adopt and apply new development guidelines, in cooperation with private sector builders, to educate the public about acceptable design and blunt reactions against higher density housing.
9. **Community Events and Programs:** Provide more community events and programs, especially for the youth of the community. Consider a community center/ auditorium facility for various community events and performing arts.
10. **Traffic Congestion and Safety:** Traffic congestion on Main Street and safety issues at certain intersections are major problems. Cassville needs to implement its transportation plan by assuring that proper rights-of-way are dedicated to the public when subdivision plats include land where major streets are planned.
11. **Resources for Existing and Prospective Commercial Development:** Existing and prospective businesses need assistance with infrastructure (extension and improvements) and financing. The City needs to assist businesses in taking advantage of state and federal financing; and be proactive in applying new financing and CIP funds for strategic water/wastewater service extensions to annexed areas, as well as to rehabilitated infill sites.



*Highway 248, south of the intersection with highways 76/86 and 112*



*Highway 76/86, just east of the Highway 37 intersection*



*The "Three-Way" intersection of Highways 76/86, 112, 248, and Business Highway 37 (Main Street).*





## RETAIL GROWTH

An important goal for future economic development in Cassville is to expand the retail market and to boost taxable sales. This section recommends strategic steps for capturing larger shares of the retail markets in general, and among the various retail sectors in the region, county, and city. While Cassville will not directly compete with the much larger regional retail markets of Springfield and Joplin, Missouri, and Rogers, Arkansas, there is a large population in rural portions of Barry County and small cities throughout the area that rely on Cassville for certain types of retail goods (Ref. Appendix A).

### RETAIL AND COMMERCIAL GROWTH FACTORS

The retail market recommendations on the following pages are to capture larger market share based on the market factors identified:

1. **Retail pull factors** indicate the strength of a jurisdiction's retail market by comparing sales data and population to state totals (Ref. Figure A.12, Appendix A).
2. **Retail Sales** in the Barry County retail market are fairly evenly dispersed among the various retail sectors, with eating and drinking places and food stores comprising 42 percent of the county's retail sales. However, apparel accounts for only one percent of the county's retail sales (Ref. Figure A.13).
3. **Sales Leakage** is great in the Barry County retail sector compared to the statewide market, with a pull factor of only 0.48 based on 2008 sales data (Ref. Table A.17).

Due to the volume of sales leakage that is occurring in Barry County, targeting certain retail sectors can greatly improve Cassville's sales tax base.

### RETAIL AND COMMERCIAL RECOMMENDATIONS

Capturing some of the county sales leakage should be a primary goal for economic development planning in Cassville in specific retail sectors:

1. **Apparel and accessories.** Cassville citizens have commented throughout the process that clothing and accessory stores are needed in the community. This sector includes businesses that sell clothes, jewelry, luggage, leather, and other personal goods. Nearly all of the apparel and accessories purchases by Barry County residents are made outside of the county. The City should target businesses in this sector for recruitment, and support existing small shops in the community core.
2. **General merchandise.** This sector includes department stores, discount stores, and supercenters. With the recent addition of the Wal-mart Supercenter and the Sears store, Cassville is strengthening its general merchandise sector. However, there is still a demand that is not being met in Barry County, as many still travel to Springfield or Arkansas. The City should target other large retailers along the Highway 37 corridor to attract additional shoppers from the county.
3. **Miscellaneous retail.** This sector includes florists, office supplies, stationery, gift, novelty, souvenir, and many other types of specialty stores. These businesses can thrive in a downtown environment surrounded by diverse businesses,



*Additional general merchandise businesses could attract more shoppers from throughout the county.*





such as in the Cassville community core.

**4. Other retail opportunities.** With a total retail pull factor of only 0.48 for Barry County, there are encouraging opportunities in other retail sectors as well.

- Automotive dealers and gasoline businesses include automobile sales, parts and accessories, and gasoline stations/convenience stores. Establishments in this sector generally need to be along a highway or major thoroughfare, especially gasoline stations. These businesses can thrive in Cassville's high traffic areas.
- Eating and drinking establishments would be appropriate for many locations throughout Cassville and would cater to residents, employees commuting from outside of the city, and tourists travelling through the area.
- Food retail trade such as grocery stores and specialty food stores (bakeries, liquor stores, etc.) are also in demand in Barry County.

The information presented in the Market Analysis demonstrates a market for expanded retail business in Cassville (**Ref. Appendix A**). The community has positive attributes that are attractive to potential businesses. These strengths include high traffic, a tourism industry that can

be expanded to more seasons, recreational amenities, and a desire for economic growth. The City should actively promote this market information and work with developers and other organizations to facilitate this growth.

Planning for and "protecting" adequate commercial sites for expanding the city's retail base can be accomplished only through coordinated efforts with the private sector. Resolving development constraints for the of the new Sears store is testament to this potential. Just as the private sector expects the City to accommodate its needs, so too the developers must see how the common good can be served best through cooperation with the City and its Plan vision, goals, objectives and policies-all implemented through the Plan Implementation Matrix and "Action Steps" and the new Capital Improvements Program (**Ref. Chapters 6 and 7**).



*Small restaurants and specialty stores can benefit from a downtown environment.*

## GOALS, OBJECTIVES, AND POLICIES

### GOAL STATEMENT

Sales tax revenues drive the ability of the city to grow and provide revenue for various infrastructure and quality-of-life improvements. To facilitate this growth of revenues, the City needs to provide for commercial growth within the City's growth area. The Highway 37 corridor is the primary growth area for the community. Land in this corridor needs to be annexed into the city, so that commercial growth can be properly planned and served by city utilities and amenities.

This growth should be compatible with existing and future development and be accessible to the city's core. Proper highway access management and infrastructure improvements will be needed to facilitate the proper growth of the area. Development in this area should also not disrupt floodplains or other environmental features.

Policy 1.3: Preserve the highway capacity and protect public safety along the highway through access management, shared access, nodal development, and development of supporting local infrastructure providing alternative local access.

Policy 1.4: Establish corridor-wide aesthetic improvements and gateway features at primary entrances to Cassville.

### **Objective 2: Create and preserve sustainable residential neighborhoods.**

Policy 2.1: Adapt the new Highway 37 development guidelines for the residential districts that surround the Growth Corridor to help ensure that highway-commercial development is compatible with the character of existing neighborhoods.

Policy 2.2: Provide a range of quality housing choices and price levels tailored to residents of diverse ages, races, and incomes.

Policy 2.3: Mount a communitywide marketing campaign to City residents on the premise that you must "sell yourselves first." Provide residents with:

- a sense of identity,
- greater connections to the community, and
- success stories about renewal and reinvestment in neighborhoods.

Policy 2.4: Design future development in ways so commercial uses do not negatively impact residential areas; provide buffers where necessary.

### **Objective 3: Promote redevelopment and reinvestment in the community core.**

Policy 3.1: Promote revitalization and redevelopment of under-utilized land to strengthen both residential and retail sectors of the community.

Policy 3.2: Establish design expectations for infill and redevelopment to ensure compatibility with the desired character of downtown.

Policy 3.3: Ensure infill development and redevelopment is well integrated with existing neighborhoods.

Policy 3.4: Identify and preserve historic places and buildings within the community.

### OBJECTIVES AND POLICIES

#### **Objective 1: Guide the commercial growth of the Highway 37 corridor**

Policy 1.1: Prepare a plan to annex growth areas and better guide commercial growth along the Highway 37 corridor.

Policy 2.2: Adopt new development guidelines for the Growth Corridor of US 37 Highway to help ensure that development and redevelopment is compatible with the character of existing neighborhoods.



*The Future Land Use Map designates much of the Highway 37 Corridor for commercial development, while accommodating existing and future residential development where appropriate.*



**Objective 4:** Guide development away from environmentally sensitive areas to limit risk and environmental harm.

Policy 4.1: Regulate development in floodways to ensure there are no increases in upstream flood elevations.

Policy 4.2: Development in future growth areas should be designed so that floodplains are reserved for open space or non-intensive uses.

Policy 4.3: Where development outside of the floodplain is not practical on existing sites within the city, buildings and infrastructure should meet FEMA guidelines.

**Objective 5:** Integrate land use policies and decision-making with transportation, infrastructure, and environmental policies.

Policy 5.1: Provide sustainable and well designed neighborhoods, parks and open spaces, and civic institutions within walking distance of shops, services, jobs, and transportation services.

Policy 5.2: Adopt urban design guidelines for major corridors in the community.

**Objective 6:** Provide clear and consistent information regarding available sites and infrastructure needs to developers and potential businesses and industries.

Policy 6.1: Produce marketing materials to provide information on available sites and how these sites are ready for certain types of development (**Ref. Chapter 6**).

Policy 6.2: Assist developers with city regulations and policies for infrastructure improvements, platting procedures, and building codes.

Specific “Implementation Actions” for each of these objectives and policies are listed in **Chapter 6**.







## DEVELOPMENT DESIGN EXPECTATIONS AND POLICIES

The Cassville Master Plan for Growth advocates the use of land planning principles and development guidelines for development in the 37 Highway Growth Corridor. The following expectations and policies outlined in this section are intended to help implement the Growth Goals and Policies. Further, they provide the basis for drafting formal development guidelines for the quality of development desired within this key growth corridor of our community.

- **Design Expectations** identify the “intent” for achieving Growth Goals.
- **Design Policies** act as guidelines and provide specific direction to achieve the community’s expectations and goals. The application of the policies may vary depending on the type of development, its location, and the surrounding context in the community.

Future review of development in the Highway 37 Growth Corridor, should be coordinated with the Goals, Expectations, and Policy recommendations set forth by this section and throughout the Master Plan. This recommendation extends to review of zoning district amendment applications, subdivision plans and plats, site plans, infill development plans, annexation Plans of Intent to Extend Municipal Services, and capital improvement program (CIP) planning.

### DEVELOPMENT TYPES

The Development Design Expectations and Policies are organized to address the following land use types:

- Residential Medium and Residential Higher Density, such as for senior housing.
- Commercial
- Business Park
- Parks and Open Space

Additional Development Design Expectations and Policies are provided for storm water best management practices in **Chapter 5**.

In the Community Opinion Survey, Cassville residents supported providing more rental and owner-occupied housing options, especially for senior (elderly) residents.



## RESIDENTIAL MEDIUM AND RESIDENTIAL HIGHER DENSITY DEVELOPMENT DESIGN EXPECTATIONS AND POLICIES

**Expectation:** Provide a well integrated mix of housing choices with a range of housing types (e.g., apartments, townhouses, duplexes/ single-family attached) and price levels allowing for a mix of residents with diverse ages and incomes.

Medium and higher density residential development should foster their residents a “sense of community” and connection with the greater Cassville community. As historically found throughout Cassville, buildings should face the street and integrate with the community-at-large through a connected street network designed with balanced use by automobiles, pedestrians, and bicycles.

In the existing developed areas of Cassville, medium and higher density residential development may occur as infill on vacant lots and through redevelopment of existing developed properties. In newer developing areas such housing may serve as a transition between commercial uses and lower density residential neighborhoods.



**Policy:** Larger buildings should be designed with varied rooflines, colors, and façade depths to create variety and individuality. “Mirror image” design structures with the same general design pattern repeated is not desired.

**Policy:** Pedestrian walkways and sidewalks should be provided to connect all buildings to adjacent streets and nearby destinations such as downtown, schools, and retail areas.



**Policy:** Buildings should be oriented toward streets and through-access drives to form “neighborhoods” rather than complexes or “pods.” In larger developments buildings may also be organized around a common open space, greenway, natural features such as a streamway corridor, or neighborhood amenities such as pools or other recreational facilities.

**Policy:** The massing and use of exterior materials on small multifamily buildings such as duplexes, triplex, fourplex, etc. should be arranged to give the appearance of a large single-family dwelling (“big house”) to the extent possible.



**Policy:** Attached garages should be integrated into the design and should not dominate the appearance of the structure. Garages should not project in front of the habitable living space, and preferably for small multifamily buildings such as town homes and row houses should be located on the sides or rear of the structure, rather than oriented toward the street.

**Policy:** Locate surface parking areas behind or between buildings, not between a building and the street / drive. Any parking lots along a street /drive should be screened from view along the street.



## HIGHWAY-COMMERCIAL DEVELOPMENT DESIGN EXPECTATIONS AND POLICIES

**Expectation:** Highway-commercial development should contribute to the “sense of community” and unique character of Cassville.

New highway-commercial development should remain compatible with surrounding land uses, particularly residential neighborhoods. Such development should foster a pedestrian experience that encourages nearby residents to walk or ride as an alternative to driving by creating a balance between the needs of the vehicle and the pedestrian.



**Policy:** Buildings should be sited close to the roadway to provide a “sense of place” and a distinct street edge, with parking primarily located to the sides and rear of the building.

**Policy:** Building walls facing a street should be at least fifty percent (50%) “active” containing storefronts, windows, customer entrances, or such walls should be designed with the appearance of such characteristics.

**Policy:** All buildings should have architectural interest and variety to avoid the effect of long or massive walls with no relation to human scale.

**Policy:** Building materials and colors used in a Highway-commercial development should be durable, attractive, and have low maintenance requirements. Metal exterior panels are discouraged on sides of a building visible from the street.

**Policy:** Internal circulation for both vehicles and pedestrians should be safe and convenient, and provide connectivity within and between developments. A pedestrian sidewalk network should allow walkers to easily access commercial buildings.



**Policy:** Buildings should be placed at the four corners of major street intersections to create a focal point and a defined street edge. Buildings in these locations should include enhanced architectural design, a vertical architectural feature, public art, and/or public plaza or enhanced landscape amenities. Off-street parking areas should not be located between the building and the street corner.



**Policy:** Major intersections and entrances to highway-commercial developments should include enhanced landscaping, including street trees and planting beds that will beautify the image of Cassville.

**Policy:** Parking lots should be effectively screened from view along surrounding streets through landscaping, berms.





## BUSINESS PARK DEVELOPMENT EXPECTATIONS AND POLICIES

**Expectation:** Provide appropriate opportunities for new business park employment growth, including necessary infrastructure to serve such areas.

The area around the Cassville Municipal Airport represents a tremendous growth opportunity for business park development. While there are expansion opportunities on existing business park sites in the central and southern portions of Cassville, those areas are limited in acreage and some site are impacted by the floodplain which adds costs to site development. The airport area should be provided with necessary infrastructure to accommodate future growth.



*Future business park development in the airport area will be an opportunity to promote long-term economic sustainability and create an attractive image along the Highway 37 gateway to Cassville.*

Growth and development of the Airport business park area will require measures to reach a point where properties are “shovel ready” for immediate development. These measures include:

### Development Conditions Assessment

1. Land Survey
2. Traffic and Circulation: Conduct traffic counts and site investigation at key points of access to the development area to determine existing conditions. These include intersection geometry, intersection and driveway spacing, existing traffic control, and sight distance at existing and proposed drives to the business park and its immediate neighbors.
3. Review Utilities Infrastructure: Determine the means and financing of extending municipal water, sanitary sewer, and other utility services to the area.
4. Conduct Environmental Constraints Analysis:
  - Conduct Phase I Environment Assessments
  - Review with local, state and federal agencies regarding wetlands, historical and cultural resources, water and air quality reports, public water supply wells, environmental database information, threatened and endangered species.
5. Prepare a Water Quality Report
6. Prepare a Phase I Cultural Resource Survey
7. Prepare Geotechnical Reports

### Business Park Development Plan

After completing the initial development conditions assessment a development plan for the area will need to be prepared addressing the following:

1. Road layout and proposed utilities (easements)
2. Wastewater collection system
3. Water distribution and (if indicated) storage system
4. Stormwater collection/distribution/storage system
5. Traffic improvements both on-site and off-site
6. Business park development regulations

### Business Park Development Engineering

Engineering and construction plans of necessary infrastructure improvements should be completed.



## PARKS & OPEN SPACE DESIGN EXPECTATIONS

Recreational amenities should be provided within the community, including open space for passive and active recreation, preservation of areas with significant natural features, and neighborhood parks in new residential areas that provide amenities such as walking trails and playground equipment.

### Open Space

In the growth areas of the community, developments are expected to provide common open space or contribute to the public open space for the use and enjoyment of the development's residents. Open space must be provided in useful, quality spaces integrated purposefully into the overall development design. Residual areas left over after buildings and parking lots are sited are not considered acceptable open space. Open space may be active and passive. However, a minimum percentage of formal active open space must be provided. A minimum ten (10) percent of the net land area is preferred for such space.

Priority should be given to preserving areas of significant natural features, such as floodplains and drainage channels, mature trees and vegetation, stream corridors, wetlands, prominent bluffs and steep slope areas. Such features should be preserved through common open space or public dedication. Buildings, parking areas, other structures, and grading should be set back from such features a sufficient distance to ensure their continued quality and natural functions.

### Neighborhood Parks

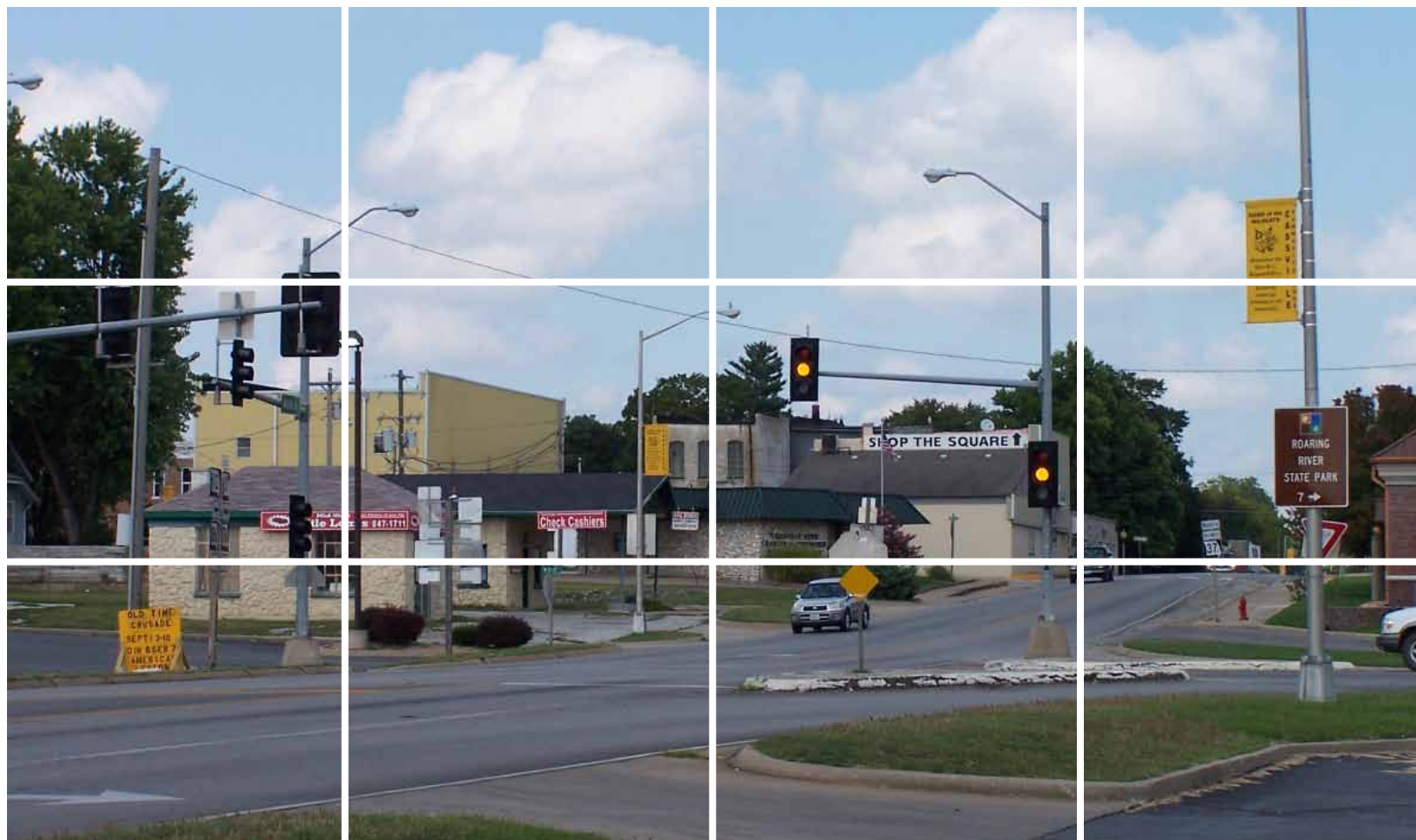
Residential areas should provide neighborhood parks of at least one acre in size, in centrally located areas that are easily accessible for residents. The quantity and size of such open space areas depends on the overall density and design of the development. Neighborhood parks should include the following design elements:

- Neighborhood parks should be mostly open and visible to residents, rather than secluded behind buildings or surrounded by parking lots.
- Buildings adjacent to a greenspace should front onto the space and include entrances and windows rather than rear facades.

- The perimeter of a neighborhood park should front entirely to the street / drive curb on at least two sides. Buildings should not abut more than two sides of the green's perimeter.
- Neighborhood parks should be landscaped and provide amenities such as walkways, plazas, seating, recreational facilities, gazebos or other similar decorative shelters, pedestrian scale lighting, or other similar features for the use and enjoyment of residents.
- Preferred recreational amenities in neighborhood parks include:
  - Paved walking trail through common open space areas, minimum 8-feet in width.
  - Tot lot and play equipment.
  - Other recreation facilities such as ball fields, swimming pool, etc. may be incorporated if the facility is an enhancement for the development and the residents of the community.



*A community park with a walking trail and playground equipment.*



# Chapter Four: Community Core



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*The Barry County Courthouse is the focal point of the Cassville Community Core.*

## INTRODUCTION

Cassville's "Community Core" consists of the Courthouse Square and adjacent blocks as well as the Main Street corridor generally from 1st Street to Y Highway. This core area is the historic center of Cassville and continues to serve a critical role in the city's economy and culture.

The Barry County Courthouse, built in 1913, is the center of the district and is surrounded by various retail and service businesses, government offices, and professional offices. A number of popular community events utilize this area throughout the year.

The community core also includes the Main Street corridor, which serves as the city's primary thoroughfare. Businesses along Main Street add to the core's function as the commercial center of Cassville. Over 14,000 vehicles per day travel on Main Street, creating both a large customer base for businesses and the resulting traffic and safety issues.

The Community Core is evolving over time, becoming less of a retail-commercial hub and more of a service/ specialty-commercial area. As the city continues to grow, the role of the core will continue to evolve.

This Chapter provides an overview of recommendations to help revitalize the core area of Cassville and to ensure a long-term sustainable future.



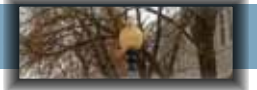


## COMMUNITY CORE AERIAL PHOTO



City of Cassville, Missouri





## VISION FOR THE COMMUNITY CORE

This graphic demonstrates potential streetscape improvements that greatly enhance the marketability of the community core and provide for a safe and pedestrian-friendly environment.



*Streetscape improvements encourage increased pedestrian traffic, important to businesses in the core.*



*The addition of historic street lights along Main Street will add charm and unity to the Community Core, as well as improve pedestrian and traffic safety.*



*Facade improvements such as tasteful awnings and improved signage project a positive and inviting image to potential customers.*



*Improving and widening existing sidewalks as well as installing sidewalks along Main Street allow pedestrians to travel safely throughout the core.*



*"Bump-outs" reduce the distance for a pedestrian to cross the street, calm traffic, and provide a location for enhanced streetscape improvements.*



*Wayfinding signage allows visitors to find parking, important public facilities, and recreation opportunities.*



*Decorative crosswalks and ADA-compliant ramps allow for safe street crossing and help slow traffic.*



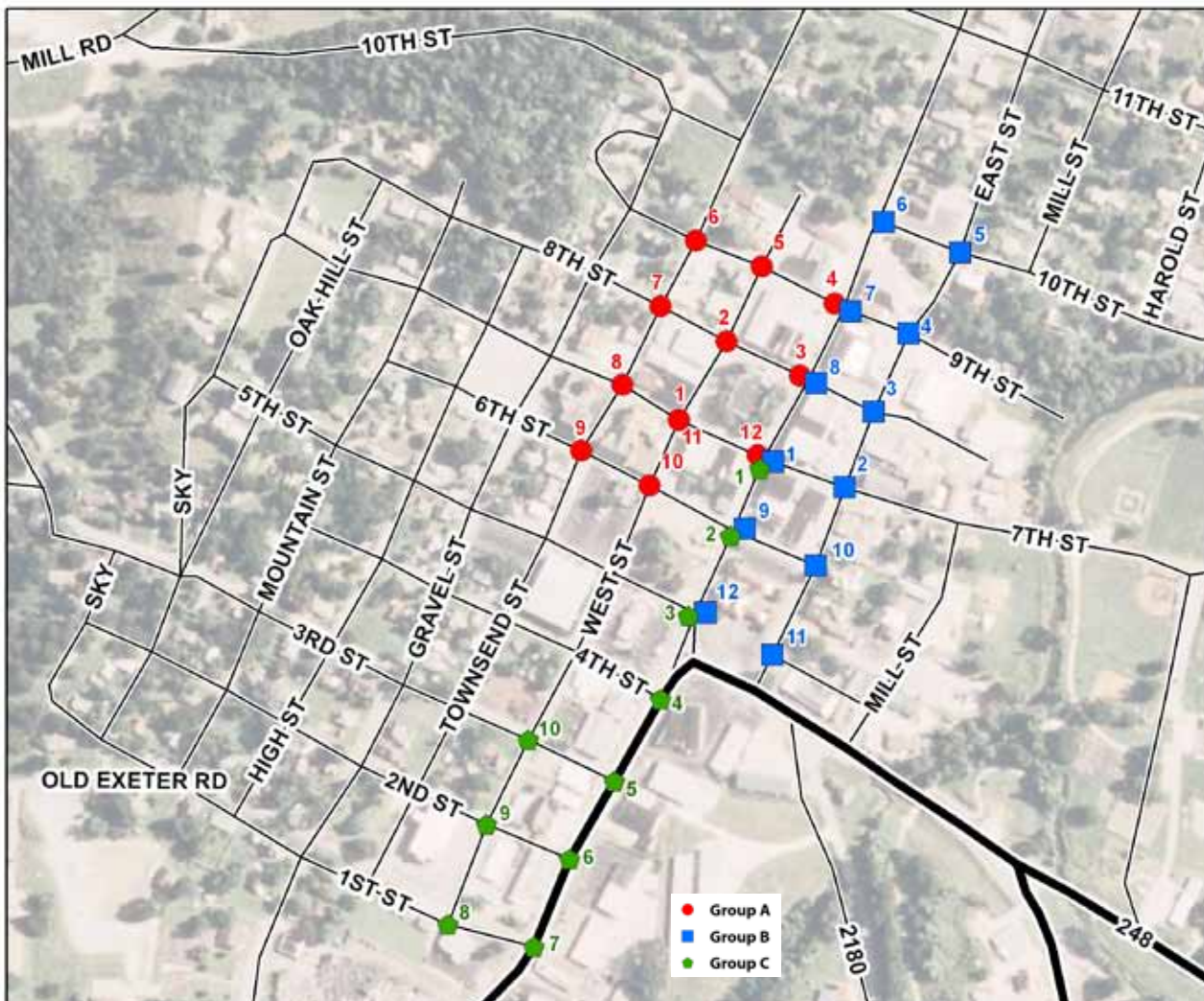


## KEY ISSUES

An “Awareness Walk” was conducted on April 28, 2009 to assess the condition and attributes of locations throughout the community core.

Awareness walk participants generally agreed that the courthouse and the historic nature of the downtown area are positive attributes for Cassville, and could be further maximized. The buildings, yards, facades and signage are a mix of ages and conditions. Updated buildings with interesting architectural detailing were identified throughout the area. However, improvements to public infrastructure are needed throughout the area. In particular, pedestrian safety should be more of a priority. This includes upgrading crosswalks, sidewalks, ramps, and curbs to ADA standards.

Main Street is a high traffic area and at most intersections there are issues when attempting to turn onto Main Street due to congestion and parked cars along the street. Traffic congestion is especially a major concern at the beginning and end of the school day. Main Street—specifically at the intersection with Highway 248—is the “gateway” to Cassville and the most prominent and visible location in the City. Aesthetic and safety improvements would benefit the development potential of the city and attract more visitors.



The Awareness Walk consisted of three groups that each assessed a different part of the community core.



## KEY OPPORTUNITIES

Participants in the Awareness Walk and other community meetings identified the following key issues to be addressed in the community core:

1. Improve and upgrade sidewalks, crosswalks, curbs, and ramps to improve pedestrian safety;
2. Improve the streetscape around the courthouse square and along Main Street;
3. Improve the appearance of the Highway 76/86/248/112/Bus. 37 intersection “gateway” to Cassville;
4. Provide “wayfinding” directional signage;
5. Promote new business opportunities in the core area. Focus marketing efforts on business sectors that are appropriate for the community core and contribute to economic diversity;
6. Decorative street lighting is needed to improve pedestrian and traffic safety and to add to the ambiance of the community core;
7. Consider changes to landscaping and on-street parking in certain locations to improve visibility when turning onto Main Street;
8. Identify and clearly mark areas available for parking;
9. Where appropriate, widen sidewalks to provide for additional uses such as outdoor seating, planters, and other streetscape enhancements;
10. Consider a support or incentive program to help business owners that want to improve their storefront or install landscape improvements; and
11. Establish an association for businesses in the community core.



*Businesses on 7th Street facing the courthouse*



*7th Street looking east toward Main Street*



## SIDEWALKS AND CROSSWALKS

The pedestrian infrastructure of the community core varies greatly in condition, function, and style.

Sidewalks are typically narrow and do not have ramps at street intersections. In some locations, there is a severe drop from the sidewalk to the street that is potentially hazardous to pedestrians, especially those with disabilities. In some locations, utility poles and stop signs lie in the crosswalk or on the sidewalk at the corner of an intersection.

Throughout the planning process, improving these conditions was identified as a top priority. Participants recognize the dangers of not improving pedestrian safety. Improved sidewalks and crosswalks can also improve the vitality of downtown, as a safer environment will attract more pedestrian customers.

While sidewalks are generally provided around the courthouse square, other important locations lack sidewalks, such as Main Street south of 5th Street. Many other blocks in the community core also do not have sidewalks. Sidewalks should be prioritized and built first at locations that will provide the greatest amount of pedestrian mobility.



*Steps up to sidewalks and high curbs are hazards to pedestrians and do not meet ADA requirements.*



*The crosswalk at the southeast corner of the courthouse does not provide a clear and unobstructed path for pedestrians.*



*In many locations, there is no ramp from the sidewalk to the street and traffic signs block the crosswalk.*



The simulations below show a pedestrian “bump-out” with landscaping and ADA-compliant ramps to the crosswalks.



Existing Conditions



After Improvements



Existing Conditions



After Improvements



## STREETSCAPE

### THE COURTHOUSE SQUARE

The following streetscape improvements were prioritized by participants in the planning process to provide the most noticeable benefit to the core area:

- Install decorative street lighting to visually unify the core, provide an attractive environment, and improve safety.
- Provide wayfinding signage with an attractive and uniform character and to direct visitors to important community destinations and parking areas.
- Widen sidewalks, especially around the courthouse square, to improve pedestrian safety and create areas where businesses can have outdoor seating, sidewalk sales, landscaping and other features.

*There are a variety of sidewalk widths and conditions around the courthouse square. Improving these sidewalks and adding attractive features, such as decorative street lights, will help improve the safety and vitality of the square.*







## MAIN STREET CORRIDOR

Main Street (Business 37) is the most visible and heavily-travelled corridor in Cassville and links the area's highways. Main Street serves as a gateway to the community for visitors and is the most important arterial for local trips.

Many pedestrians walk along Main Street between the schools to the north and the 1st Street area. While the blocks immediately adjacent to the courthouse square have sidewalks, to the north and south on Main Street sidewalks do not exist or are in poor condition.

Improving and adding sidewalks on Main Street was a top community priority identified throughout the planning process.

## HIGHWAY 76/86/248/112/BUS. 37 GATEWAY

The "three-way" intersection connects the state highways in the Cassville area and is the most visible location to visitors. Providing an attractive gateway can improve the perception of the community to these visitors and give residents a sense of pride. Participants in the planning process identified the following recommendations to enhance the streetscape and visual image of this entrance to the city which would be consistent with streetscape improvements along Main Street:

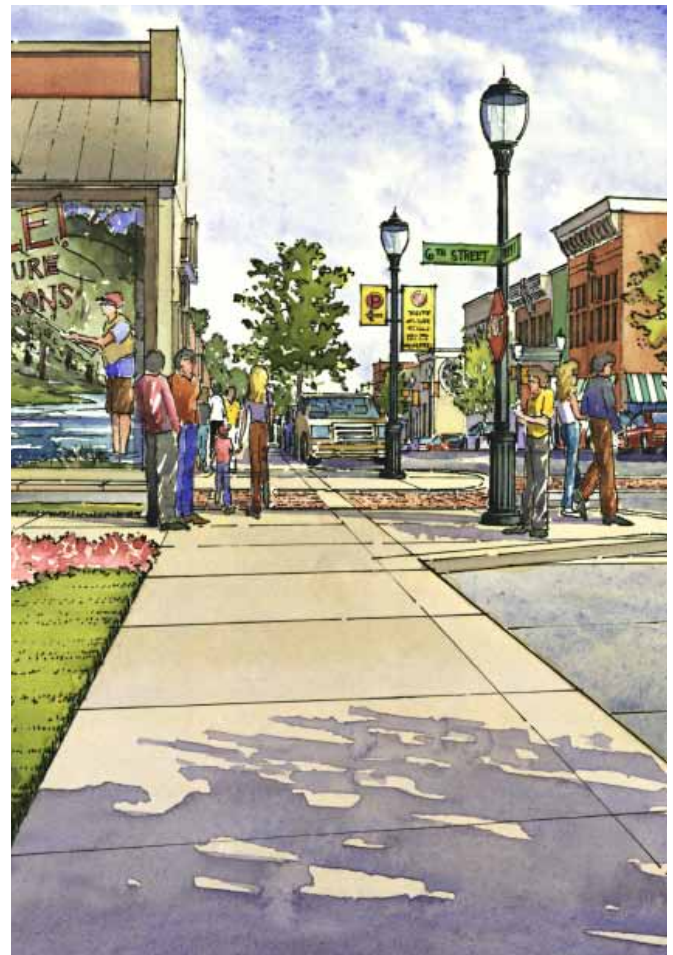
- wayfinding / gateway signage,
- decorative street lighting,
- landscaping, and
- pedestrian sidewalk and crossings.



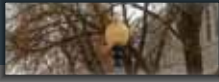
*Main Street (west side) between 5th and 6th streets.*



*Main Street south of 5th Street has no sidewalks and many driveways.*



*A vision for Main Street in the Community Core*



## CIVIC SPACE IMPROVEMENTS

Participants in the Plan “Visual Preference Survey” (VPS) identified the type of improvements that are most appropriate for public right-of-way and other public spaces in Cassville’s community core. These examples should guide the character of future improvements to the community core, as they were the top-rated images in the VPS.

### Downtown Streetscapes



#### Positive Features:

- Orderly
- Manageable
- Color
- Welcoming signage
- Low maintenance
- Uncluttered
- Peaceful
- Functional
- Has streetlights
- Safe environment

### Infrastructure



#### Positive Features:

- Good aesthetics
- Nature friendly
- Planned/Organized
- Sustainably integrated curb / stormwater
- Inviting and multi-functional space

### Directional/Wayfinding Signage



#### Positive Features:

- Simple
- Legible/Clear
- Big
- Good shape and style
- Uniform
- More interesting than a simple sign

### Building Facades



#### Positive Features:

- Attractive facade
- Shutters on second floor
- Underground utilities



#### Positive Features:

- Preserved historical character
- Color scheme good
- Utilities not visible

### Crosswalks



#### Positive Features:

- Clean
- Defined
- Simple, attractive pattern and color

### Signage



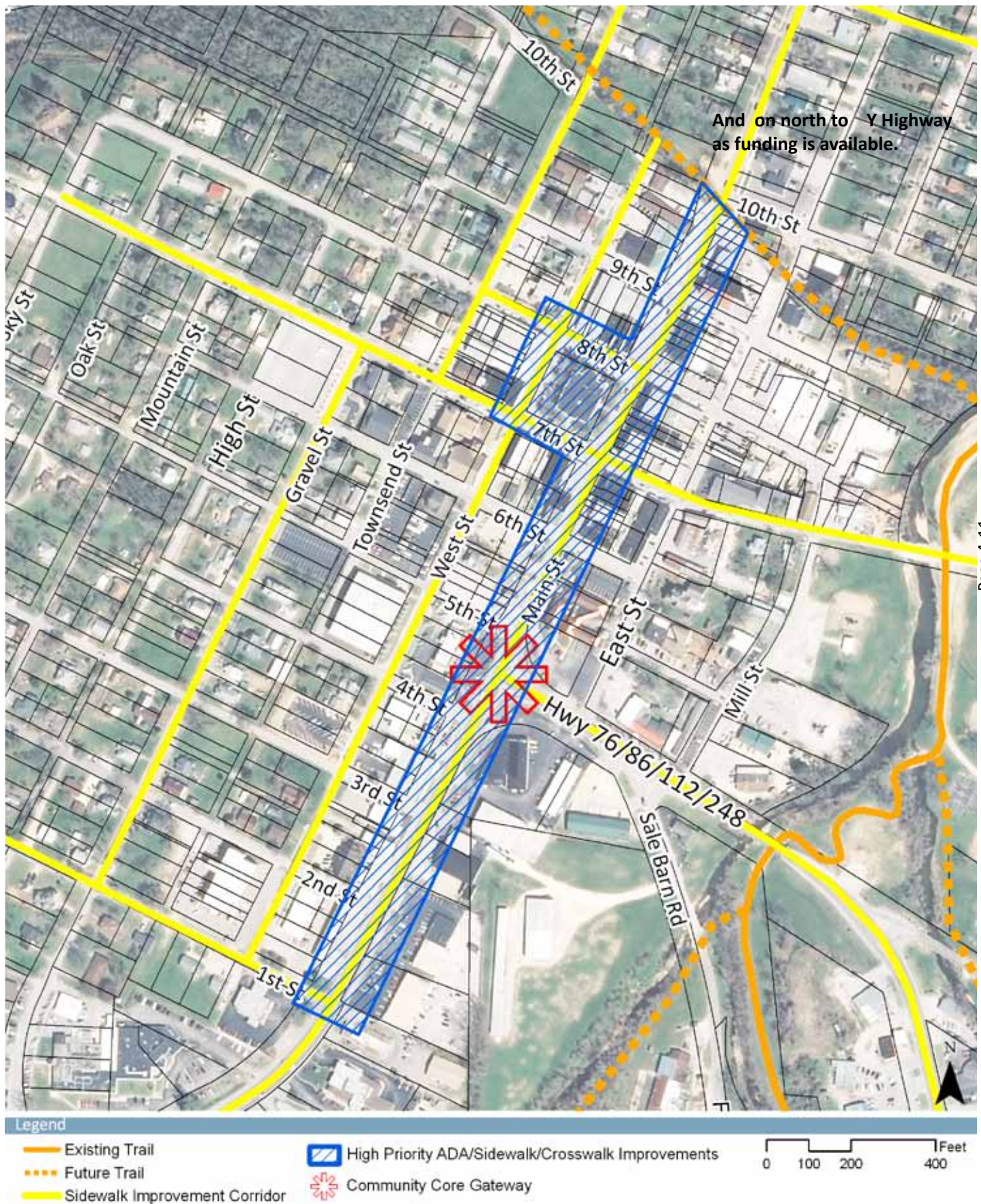
#### Positive Features:

- Sign improved with landscaping
- Street signs are nice
- Antique standard
- Corner/pocket area creates a sense of pride
- Trees and plants are attractive





## COMMUNITY CORE IMPROVEMENTS MAP





Based on the market analysis, apparel and accessories and general merchandise stores are in demand in Barry County and could potentially be successful in the community core.

The square is no longer the primary retail center of the community and is mostly occupied by professional service businesses. In addition to the county courthouse and government offices, the square also includes land and title companies, attorney and CPA offices, furniture and appliance stores, two restaurants, and a bank. As with most traditional downtowns, these businesses are built to the sidewalk and generally do not provide off-street parking.

Smaller establishments in the general merchandise, eating and drinking, apparel and accessories, and miscellaneous retail are appropriate to target and are sectors in which there is substantial sales leakage in Barry County. Small restaurants, specialty retail stores, and service businesses are ideal for the courthouse square.

Main Street from 1st to 6th Streets has a different character than much of the community core. Development is automobile-oriented, set back from the street, and typically has parking located between the building and the street. There are also no sidewalks, although many pedestrians travel along Main Street.

Larger stores with off-street parking lots are more appropriate for Main Street, rather than the courthouse square area. However new development should be designed in a manner to blend into the character of the area rather than project a corporate strip commercial appearance.





## GOALS, OBJECTIVES, AND POLICIES

### GOAL STATEMENT

Preserve and enhance the vitality of the community core through business retention, expansion, and attraction. Improve the critical infrastructure and aesthetic features of the core to make the area more attractive and safer for traffic and pedestrians.

### OBJECTIVES AND POLICIES

**Objective 1:** Preserve the unique character of the community core and make it more attractive.

Policy 1.1: Install new decorative street lights; these serve a safety and an aesthetic function.

Policy 1.2: Consider a program for plants and other landscape improvements and a mechanism for maintenance.

Policy 1.3: Recognize the importance of the Highway 76/86/Bus. 37/248/112 intersection and plan for future improvements for this gateway intersection.

Policy 1.4: Implement incentive programs for downtown business owners who want to make certain streetscape or landscape improvements.

**Objective 2:** Provide a multi-modal transportation network throughout the community core.

Policy 2.1: Fund sidewalk improvements as shown on the Community Core Improvements Map, with Main Street as the top priority.

Policy 2.2: Provide bicycle route connections to the existing Greenway Trail to the community core and continuing to growth areas to the east.

Policy 2.3: Implement access management standards on Main Street to limit the number of curb cuts to better manage traffic and improve pedestrian safety.

**Objective 3:** Use attractive wayfinding signage to help guide visitors around the city.

Policy 3.1: Identify and clearly mark public parking areas throughout the community core to reduce traffic and alleviate parking problems.

Policy 3.2: Install signs pointing to important community destinations, such as the courthouse, hospital, library, city hall, schools, and parks.

Policy 3.3: Signage should be uniform in character and should be easy to read.

**Objective 4:** Improve pedestrian safety along Cassville's streets.

Policy 4.1: Clearly mark crosswalks and provide ramps at intersections.

Policy 4.2: Repair sidewalks where needed and construct new sidewalks along "Sidewalk Improvement Corridors."

Policy 4.3: Repair or replace curbs that are hazardous to pedestrians.

Policy 4.4: Upgrade pedestrian infrastructure throughout the community core for ADA compliance.

**Objective 5:** Promote business growth in the community core.

Policy 5.1: Based on the Market Analysis, target retail businesses for the community core.

Policy 5.2: Support the creation of a business association in the community core.

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# Chapter Five: Community Infrastructure & Transportation

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## INFRASTRUCTURE & TRANSPORTATION VISION

Maintaining and improving Cassville's infrastructure and transportation network is essential to the continued prosperity and growth of the community. This chapter sets goals and strategies for improving the existing multi-modal transportation network and the sanitary sewer and water systems to better serve the community and future growth.

*Certain locations in the city's growth area can be utilized for stormwater detention to reduce flooding in Cassville.*

*Future collector streets set back from the highway allow customers to access businesses without interfering with highway traffic.*

*Existing local through streets will need to be upgraded to connect the city's growth areas, similar to the improvements to 1st Street/Old Exeter Road.*



*Extension of the city's water and sewer systems will be a priority for the community to grow. The City should coordinate with private development to support private growth initiatives.*

*Highway 37 is the primary regional traffic route through Cassville. Direct access to the highway should be restricted to reduce congestion and traffic conflict points.*

*Highway 76/86/Bus. 37 is an important state highway connection to the Community Core and a gateway to the City.*



## EXISTING STREET NETWORK

### STATE HIGHWAY SYSTEM

Cassville's transportation network is shaped by the five state highway routes that travel through the city. Highway 37 travels along the west edge of the city and connects Interstate 44 with northwest Arkansas. Highways 76/86, Business 37, 112, and 248 intersect in Cassville's community core and radiate throughout the region.

Much of the development that has occurred directly adjacent to the state highway system uses these highways for direct access. Each access point creates the potential for vehicle conflicts, and introduces vehicle "friction" when a driveway is used.

The growth of the community is dependent on Highway 37 remaining a regional limited-access highway to facilitate the safe and quick flow of traffic. Therefore, planning should be performed for the Highway 37 corridor to identify land use patterns and a system of supporting local arterial and collector streets.

### LOCAL THOROUGHFARE SYSTEM

The local thoroughfare system includes connector streets that provide mobility throughout the community, and connect directly to the state thoroughfare system. FR 2160, FR 2172/11th Street, and Old Exeter Road/1st Street all connect Highway 37 to Business 37/Main Street.

Aside from these connections, there is a lack of cross streets to connect the highways together. Consequently, drivers trying to get from one highway to another must all go through the "three-way" intersection, causing traffic congestion problems at certain times of the day.

There is generally little distinction between the major streets in the City and the local streets. Most roads are narrow with no shoulders or curb or sidewalk. In order to achieve greater capacity and safety on the major streets, they should be improved to higher standard of safety. This could include a full lane width of 11 or 12 feet, minimal shoulders, or curb and gutter with sidewalks.



*Highway 37*



*Highway 76/86*



*Highway 248*



*East 13th Street*



*West 1st Street/Old Exeter Road*



## LOCAL STREET SYSTEM

Local streets provide access to property, and typically do not carry large volumes of traffic. Problems sometimes arise when local streets are used for through traffic, due to a lack of arterial and collector routes or due to traffic congestion.

Many local streets in Cassville are narrow and lack curb, gutters, and sidewalk infrastructure. Inadequate stormwater drainage is also an issue in many locations. Where appropriate, curbs and gutters could better move stormwater and also improve the physical appearance of the area. In some locations, natural drainage swales can allow water to infiltrate, thus limiting downstream flooding and potentially reducing new infrastructure costs to pipe stormwater.

As development occurs in the community's growth areas, local streets must be installed to provide access to property and to provide alternate routes for automobile and pedestrian traffic.



8th Street, looking east toward Main Street.

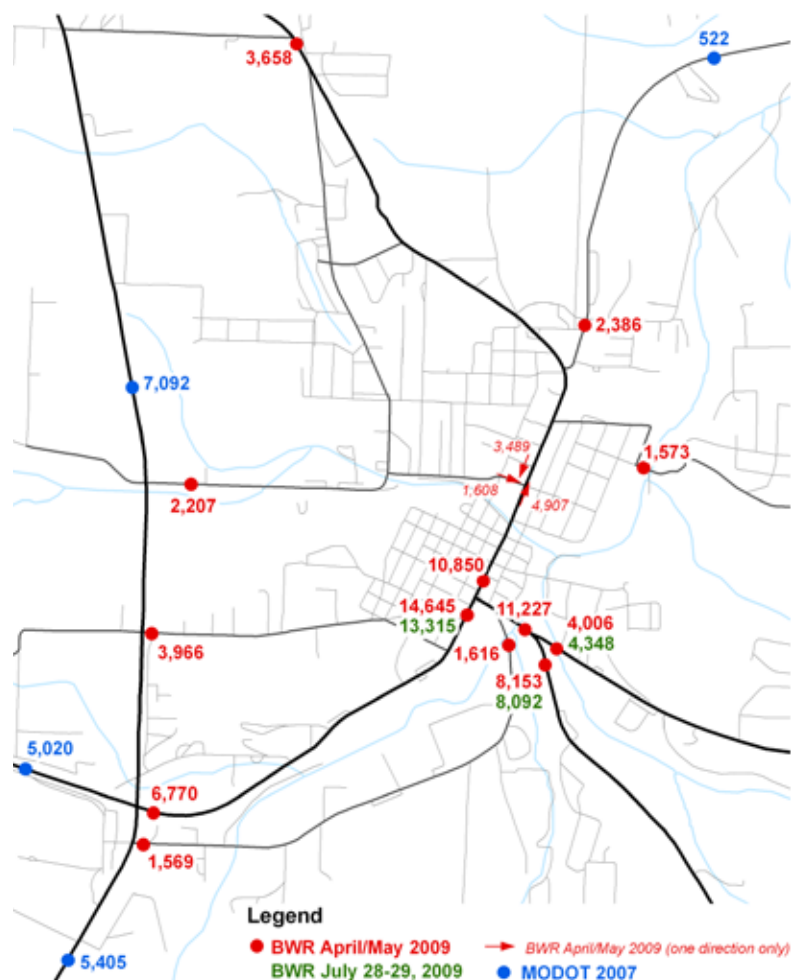


Traffic counts were conducted in April, May, and July 2009

## TRAFFIC COUNTS

The amount of automobile traffic in Cassville is another indicator of the city's status as an employment and commerce center for the surrounding area. According to recent traffic counts, more than 14,000 cars per day travel on Main Street between 3rd and 4th streets. Approximately 11,000 cars per day travel along Main Street between 5th and 6th streets and also east on Highway 76/86/248/112/Bus. 37 near the Flat Creek bridge. More than 7,000 cars travel along Highway 37 on the city's west side.

This traffic consists both of residents and employees travelling within Cassville and tourists and others driving through the area. These relatively high traffic counts represent a tremendous opportunity for businesses in both downtown Cassville and along Highway 37.



## SIDEWALKS

Sidewalks allow pedestrians to travel safely throughout the community, and should be included when future streets are constructed. There are many areas of the community where improved pedestrian infrastructure is needed. Since installing sidewalks on all existing streets is not financially feasible, the city should prioritize improvements and focus on segments along collector (and some local) where sidewalks are in the greatest demand. The “**Transportation Plan Map**” specifies “Sidewalk Improvement Corridors” where these efforts should be focused.

The design of a sidewalk may differ depending on the location. For example, sidewalks around the courthouse square should be wide enough to accommodate not only pedestrians but limited space for seating, planters, benches, trash cans, decorative lights, and other amenities.



*Sidewalk along Main Street in the community core*



*There are no sidewalks along Main Street south of 5th St.*



*Sidewalks along north Main St. are in poor condition. (11th & Main pictured here)*

## TRAILS

The Greenway Trail is a multi-use trail extending from Rocky Edmonson park to South Park, along Flat Creek and Brock Branch. The 1.5-mile trail travels underneath 13th Street and the Highway 112/38 bridge, preventing conflicts with traffic.

There is beautiful scenery along the trail, and many of the city’s recreational amenities are directly accessible from the trail. While much of the trail is paved, sections of the central portion are not paved.

During the planning process, the trail was often mentioned as an asset to the community and citizens recommended providing additional trails along stream corridors to further improve recreation and transportation options in Cassville. Extensions to the trail are identified on the **Transportation Plan Map**.



*The existing Cassville Greenway Trail along Flat Creek and Brock Branch.*





## TRANSPORTATION ISSUES

Cassville needs to expand transportation options by improving opportunities for non-motorized travel and by providing greater connectivity in the street network.

### TRAFFIC

**Traffic Congestion on Main Street.** More than 14,000 cars travel along Main Street in the community's core on a daily basis. This creates congestion, especially during peak travel periods such as immediately before and after school.

**1st and Main.** This intersection was identified most often by residents as dangerous due to the amount of traffic and visibility issues when attempting a left turn from 1st Street. A Signal Warrant and Safety Study could help determine the need for a traffic signal.

**Highway 37/76/86 Intersection.** High traffic speeds and sudden stops at the traffic light cause safety issues at this intersection. Potential improvements include adding warning lights in advance of a stop light at the intersection.

**Future Highway Connector.** To provide a better connection for tourism traffic, Cassville should continue to consider routes that would provide a better connection between highways. The city should continue to coordinate with MoDOT and identify funding for such improvements.

### SIDEWALKS & TRAILS

**Sidewalks on Main Street.** Providing sidewalks along Main Street is a top transportation and infrastructure priority of both the awareness walk participants and survey respondents. Specific widths and locations of sidewalks will need to be studied in greater detail.

**Sidewalks Near Schools.** Schools are a primary destination for pedestrian travel, and improving the safety of children walking to and from school is a top priority.

**Sidewalk Maintenance in the Community Core.** While the courthouse square has sidewalks, certain sections are in need of repair, widening, or ramp and crosswalk improvements.

**The Greenway Trail.** Extending the existing trail to the high school and paving the existing gravel portions of the trail are the top priorities. Future extensions of the trail to other parts of the community are desired once other priority improvements are addressed.



*The sharp curve on Main Street between Gravel and 1st Street creates visibility problems and traffic congestion, as drivers cannot see to enter Main Street safely. The 1st & Main Street intersection was the cited most often in the Plan Community Opinion Survey as an unsafe intersection.*



## TRANSPORTATION PLAN

Due to the projected growth of the community, Cassville needs to plan for the extension of its transportation infrastructure to serve future growth. New transportation connections should be balanced with maintenance and improvement of the existing system.

The Transportation Plan is a multi-modal plan, creating a framework for automobile, bicycle, and pedestrian mobility. Future streets should include sidewalks to provide for safe pedestrian travel. Off-street trails and on-street bike lanes should be implemented when appropriate.

### TRANSPORTATION PLAN DESIGNATIONS

The **Transportation Plan Map** on the following page includes the following existing and proposed transportation improvements:

**State Thoroughfare System:** These roads are the state highway system, owned and maintained by the Missouri Department of Transportation. These roads are the primary means of regional transportation, and direct access should be very limited.

**Local Thoroughfare System:** These roads are the primary collector streets within the community, connecting neighborhoods and community destinations.

**Local Streets:** These streets provide access to property and provide connections to the local and state thoroughfare system. A local street typically is not used for traveling from one side of the community to another.

**Future State System Connector:** Providing an easier way for regional travelers to navigate the highway system in the Cassville area has been identified as a community goal, to provide better traffic connections across town. The arrows on the Transportation Plan Map on **page 5-7** show recommended locations where future connections may be made most feasibly, depending on coordination with MoDOT, topography constraints, and private development initiatives.

**Future Local System Connector:** Based on the Future Land Use Map (**Ref. Chapter 3**) and the community's desire for well-planned growth, a number of locations have been identified as appropriate for future roads that provide mobility throughout the community.

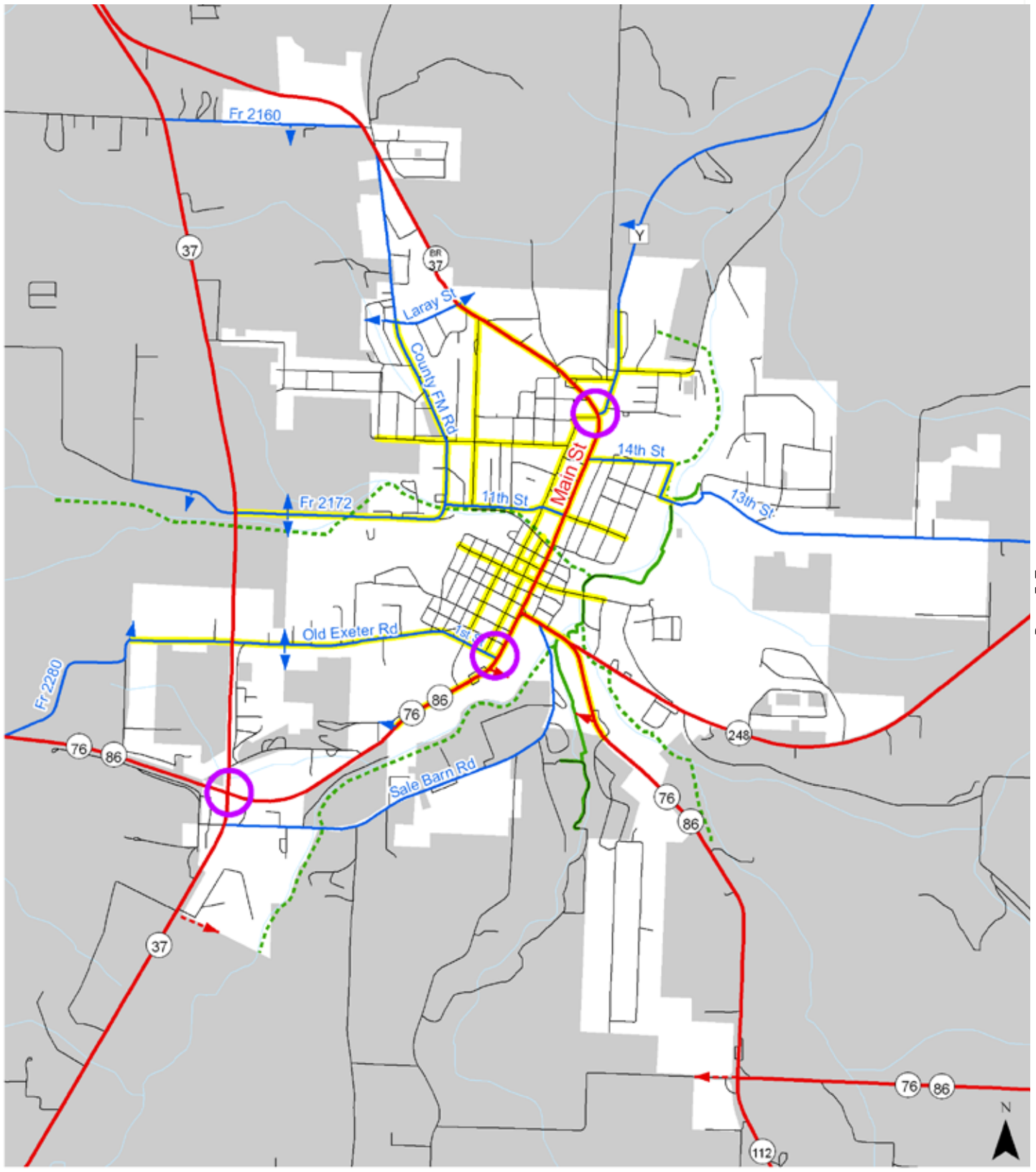
**Existing Trail:** The Greenway Trail currently runs from Rocky Edmonson Park to South Park. Portions of this trail are gravel and will need to be improved.

**Future Trail:** Locations for potential trail extensions, based on feedback received during the planning process. These locations are primarily along stream corridors and connect schools, parks, and growth areas to the west.

**Sidewalk Improvement Corridor:** These are streets where providing sidewalks would greatly improve connectivity throughout the community. Providing access to schools is the primary factor in selecting these corridors. Providing sidewalks to parks, the Greenway Trail, and to existing and future commercial areas are also important.



# TRANSPORTATION PLAN MAP



Page 5-7

## Legend

- |   |   |   |
|---|---|---|
| <span style="color: green;">—</span> Existing Trail                 | <span style="color: black;">—</span> Local Streets            | <span style="color: blue;">--&gt;</span> Future Local System Connection |
| <span style="color: green;">- - -</span> Future Trail               | <span style="color: blue;">—</span> Local Thoroughfare System | <span style="color: red;">--&gt;</span> Future State System Connection  |
| <span style="color: yellow;">—</span> Sidewalk Improvement Corridor | <span style="color: red;">—</span> State Highway System       | <span style="color: purple;">○</span> Intersection Improvement Needed   |

0 500 1,000 2,000 Feet



## TRANSPORTATION RECOMMENDATIONS

The City should perform an operations study of the entire Main Street Corridor from Y-Highway to south of 1st Street. This corridor study should focus in several key areas:

1. **The 3-corners intersection leading to where Highway 76/86/248/112/Bus. 37 crosses Flat Creek** to determine and evaluate the effectiveness of several alternatives. This study should look at the whole Business 37 corridor. The section south of this intersection is five lanes including the shoulder, but only three are being used for moving traffic. There are numerous drives and associated conflict points and the corridor is not very walkable. The corridor passes through the downtown, with on street parking. Potential benefits include:

- recessing the parking for better pedestrian safety and traffic flow,
- improving vehicle movements and turning radii,
- improving pedestrian movements and safety with ADA-compliant crosswalks in bump-out construction,
- creating space for sidewalks,
- creating space for streetscape improvements and directional signage, and
- creating space for welcome signs and related "gateway features."

2. **The intersection with Highway Y which has poor intersection geometry: partner with MODOT to plan for state-funded improvements.** This location is the highest-priority need identified by the Southwest Missouri Council of Governments (SMCOG) Regional Transportation Plan.

3. **The intersection of 1st Street and Main Street to determine the need for a traffic signal or other improvements at the intersection of 1st and Main.** Improving this intersection is also identified as a need by the SMCOG Regional Transportation Plan.



*Looking west toward the "Three-way" intersection. The Plan recommends that transportation improvements become more multi-modal over time as sidewalks are installed, bridges are replaced, and bicycle lanes/paths are improved.*

4. Improve sidewalks and crosswalks in the Community Core, starting with public investments that are the most basic for improving walkability and safety:
- Improve sidewalks and crosswalks to promote a safe pedestrian and vehicle environment;
  - Upgrade curbs and ramps for ADA (disabled pedestrian) improvements; and
  - Improve the streetscape and streetlights around the courthouse square and along the entire Main Street corridor.



*The Highway Y/Main Street intersection needs improvement.*



5. The state highways in Cassville's Community Core radiate in all directions: the primary location where motorists can move from one highway to another. As such there are few local cross-streets connecting the highways. Everyone coming in at one point on a highway—to go out on another highway—works today; but, as the City prepares for growth, a more complete transportation system must be planned. **Cross linkages between the state highways should be planned long-term**, i.e., beyond the next 5- to 10-year period; and that those local streets reduce the number of individual driveways in the future.
6. **The future major arterial streets in the City should be planned for curb and gutters so that sidewalks and bike lanes can be improved.** Safety improvements should include at least full lane widths of 11 feet, with curb and gutter and sidewalk; and wider if planned for an on-street bike lane. Because of the cost involved, these improvements should be prioritized and phased in over a 10- to 20-year period, with the highest priority improvements starting in the near-term 5-year CIP. New major streets should be constructed with participation from the adjacent land owners as new development or redevelopment occurs.
7. **The City should adopt access management policies, and prepare access management plans for the major streets.** Each access creates the potential for vehicle conflicts, and introduces "vehicle friction" at each driveway: other vehicles are forced to adjust their speed to accommodate vehicles slowing to leave the traffic stream, or when vehicles enter the traffic stream. To achieve improved performance and safety from the existing major street system and to protect the investment in new major streets, the City should look for non-damaging ways to improve access management over time, as opportunities arise through new development or redevelopment.



*Upgrading streets to include curbs, gutters, and sidewalks improves pedestrian and vehicle safety.*

8. **The City must continue coordinating with MODOT to ensure that Highway 37 not morph into a new Business 37.** Commercial growth of the community depends on Highway 37 remaining a regional highway; yet, the highway must become more a part of the City. Therefore, Highway 37 corridor planning is critical to promote the recommended land use patterns of the Plan (Ref. Future Land Use Map) and a system of supporting local arterial streets to properly serve development. Highway 37 must maintain a high level of mobility and safety, while at the same serving the Cassville community.



*Highway 37 at the Highway 76/86 intersection (to the right in the above photo) and to the commercial area west of Highway 37 at Old Exeter Road.*

## UTILITY INFRASTRUCTURE ISSUES

The City of Cassville works on problematic issues surrounding utility infrastructure that most every small city faces. These are summarized below and described in more detail in the City's **Infrastructure Plan**.

### INADEQUATE FUNDING FOR IMPROVEMENTS

**Due to relatively low water and sewer user fees, funding basic infrastructure improvements must be re-evaluated.**

Funding for public infrastructure to serve growth of the Cassville community requires a public education program to better explain how proposed improvements benefit the entire community. The program will also explain the economic and environmental consequences of under-funding current and future improvements to the systems.

For certain DNR grants, maintaining adequate user charge rates for existing systems operation and maintenance is a factor in determining priority projects. In the case of the Drinking Water State Revolving Fund, priority points are assigned based on the ratio of the monthly water bill for 5,000 gallons of water to the monthly median household income for the project area.

### WATER INFRASTRUCTURE

**Water Supply and Storage:** The City's municipal water system consists of four elevated water storage tanks, water supply wells and pumps, chlorination system and the distribution system. Recent water demand projections (Sprenkle and Associates, 2004) are within the range of population projections of the Master Plan for Growth. Since the publishing of that report additional storage volume has been constructed adjacent to the Wal-mart development.

**Water Distribution:** The Sprenkle Report recommended a process for completing an upgrade of all undersized mains and developing loops within the distribution system. Significant water loss (29.5 percent) was attributed primarily to breaks and leaks.

City staff report an average water (metered) use in Cassville of 204 gallons per-capita per-day (GPD), which is almost double the typical municipal water use of 110 GPD. More study and capital investment is necessary in the existing distribution system (**Ref. Chapter 7, CIP**) to:

- support growth,
- better quantify the loss of water, and
- determine the feasibility of a water loss reduction programs.

### WASTEWATER INFRASTRUCTURE

**Wastewater Flows and Treatment:** The wastewater flows associated with the high-growth scenario will require additional capacity at the treatment plant. It appears there is a current deficiency in treatment capacity at the wastewater treatment facility (WWTF). The flow data also suggests that the WWTF is being operated at peak capacities for extended periods of time, particularly during wet-weather flows. The operation of a WWTF at- or above-capacity for extended periods presents serious concerns. The Missouri Department of Natural Resources (MDNR) has suggested that the lagoon will not be available for discharge use after 2010. Immediate capacity improvements appear to be necessary.

**Infiltration and Inflow (I/I):** The MDNR has reiterated the need for Cassville to initiate an I/I program. An aggressive program will create a reasonable reduction in this flow and will likely help address future sanitary sewer overflow (SSO) occurrences. However, it is unreasonable to expect that an I/I reduction program will eliminate one hundred percent of the wet weather flow.

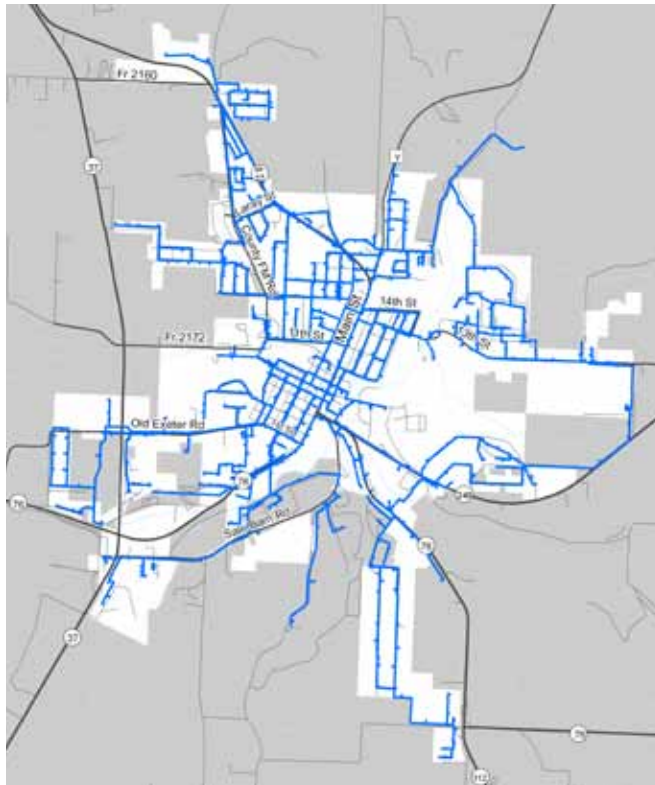
**Sanitary Sewer Overflow (SSO):** City data indicates an occurrence of SSO's in recent years along various points in the collection system. SSO's are an indication of capacity problems within the collection system that may be a result of a variety of factors, ranging from insufficient pipe sizing to damage to excessive flow from I/I. There is a relatively high occurrence of SSO's and this is an indicator that steps need to be taken to address the capacity of the collection system or reduce the flow within it. The City's **Infrastructure Plan** describes these locations in detail.

### STORMWATER

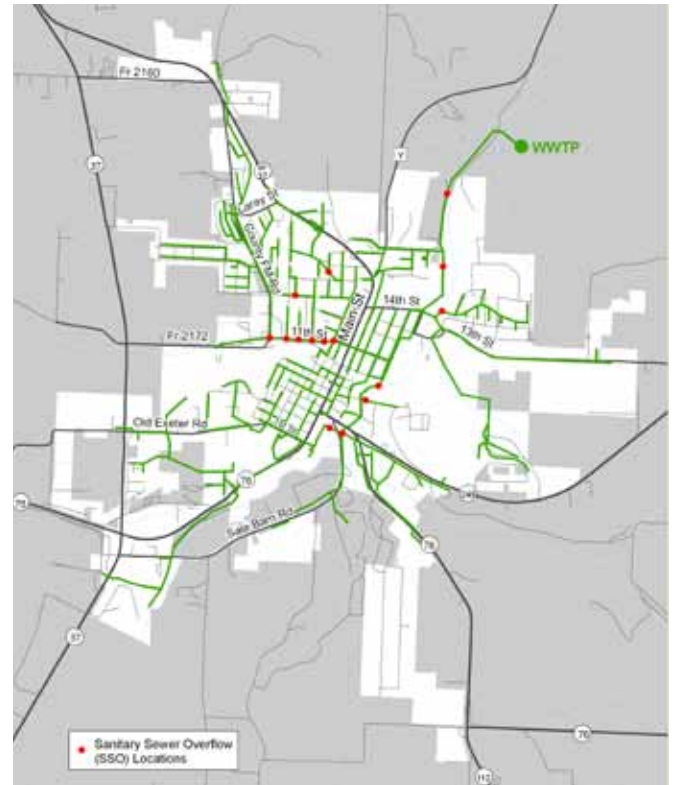
Flooding in the Cassville area occurs periodically due to inadequate channel capacities, bridge and culvert restrictions, and gravel and silt accumulations. Town Branch, in particular, currently cannot carry a one-year storm.

Moderate precipitation produces high—but short duration—flood peaks that cause channel and bank instability and sediment buildup. The City is a non-participating jurisdiction in the National Flood Insurance Program administered by FEMA; however, the Plan provides policies and procedures for responsible floodplain management, and protection of the floodway.





*Cassville's existing water distribution system*



*Cassville's existing sanitary sewer system*



*Cassville's streams, floodway, and floodplain*



*The Cassville Wastewater Treatment Plant*

## STORMWATER MANAGEMENT

Cassville experiences occasional flooding problems caused by the confluence of multiple tributaries of Flat Creek. Increasing capacity upstream and improved crossings over each tributary could help alleviate some flooding problems in Cassville. However, with several tributaries contributing to the flooding problems, increasing capacity on one stream may not substantially reduce flooding. More detailed study is needed to prioritize improvements.

Many streets in the city have unimproved open ditches or deteriorating curbs and gutters that do not provide an adequate storm water management system. Improved street and stormwater infrastructure could greatly improve the ability to manage runoff and reduce flooding and erosion. These improvements can be in the form of curb, gutter and stormwater pipes (gray infrastructure) or alternative “green infrastructure” using natural systems to manage stormwater in both the public right-of-way and on private property.



“Improved street and stormwater infrastructure could greatly improve the ability to manage runoff and reduce flooding and erosion.”



*Examples of existing stormwater infrastructure in Cassville that do not adequately manage storm runoff.*

*Rain gardens are planted depressions to absorb rainwater runoff from impervious urban areas such as roofs, driveways, walkways, and streets. This rain garden is located in a residential area.*







## BEST MANAGEMENT PRACTICES (BMPs)

BMPs are environmentally sound practices aimed at reducing flow rates and pollutant concentrations in urban runoff. BMPs typically include “non-structural” improvements, such as preserving natural vegetation, particularly next to streams; and, “structural” practices such as vegetated swales, storm water wetlands, rain gardens, and wet detention basins planted with native vegetation. BMPs provide benefits beyond storm water management and often cost less over time than traditional practices. The conservation of natural resources and the creation of recreation and other amenities by preserving open space are additional benefits that BMPs can provide. The basic concepts and goals of BMPs are as follows:

- Improve both storm water quality and reduce quantity;
- Protect streams, wetlands, slopes, vegetation and trees;
- Reduce flooding, erosion and pollutants; and,
- Increase infiltration of storm water on-site.



*This example of a rain garden constructed at the street also serves as a traffic calming measure along a neighborhood roadway with higher speed traffic.*



*This bio-swale street section was a top-rated image in the Visual Preference Survey (Ref. page 4-10)*

“Bio-swales include native landscape plantings and are designed to remove silt and pollution from surface runoff water. A common application is around parking lots or roadways, where substantial automotive pollution is collected by the paving and then flushed by rainfall.”



*Permeable paving methods allow the movement of water around and through the paving material and into the soil. Such paving methods can be used for roads, parking lots, driveways and walkways in residential and commercial areas to help minimize the quantity of stormwater runoff.*



## INFRASTRUCTURE RECOMMENDATIONS

The following improvements are recommended as necessary to provide for growth, although some will likely be necessary absent any growth.

### WATER SUPPLY AND STORAGE

1. Based on previous analysis and projected growth, no new capital investment in water storage will be needed in the near-term; however, under-sized water supply lines to outlying subdivisions continue to challenge the City with demands for upgrades.
2. Maintenance of water supply and storage facilities should follow a regularly scheduled program. The United States Environmental Protection Agency (USEPA) "Asset Management Handbook: For Small Water Systems" contains a process for establishing a regular maintenance program. The City of Cassville should study and implement an asset management system for its water storage and supply systems.

### WATER DISTRIBUTION

1. Maintenance of the existing distribution system is necessary and will help to insure that the system is appropriately positioned for growth. The USEPA Asset Management Handbook defines and outlines a maintenance process.
2. Main up-sizing and loop enhancement should continue. However, the City must also initiate a public education program to explain what are private service lines to residences, as distinct from public main lines; and how up-sizing main lines is a City responsibility.
3. The Sprenkle report (2004) recommendation essentially results in replacement of 75 percent of the City's distribution system with little discussion about how to prioritize and capitalize such an effort. A detailed review of a water maintenance and replacement program may be prudent.

### WASTEWATER

1. Plant improvement planning should continue at an accelerated rate in the near-term. It is common in the wastewater industry that plant improvement planning begin when the plant is operating at approximately 80 percent of capacity.

2. Initiate a WWTF Facility Study to quantify capacity improvement needs at the plant to meet MDNR concerns about lagoon discharge practices during wet-weather flows.
3. As a high priority in the near-term, the City should initiate an I/I program to meet standard civil engineering practices and to respond to MDNR directives. An appropriate I/I reduction program would involve a comprehensive program:
  - first, a complete television inspection of the collection system,
  - second, categorization and determination of critical areas of need, and
  - finally, development of a repair program.
4. To accommodate future growth there are two primary sewer mains where sanitary sewer overflows (SSO) problems need to be addressed by replacing or rehabilitating wastewater main:
  - the 15" collector line from the WWTF to manhole 033, and
  - the main line along 11th Street from manhole 022 through manhole A022.

### STORMWATER

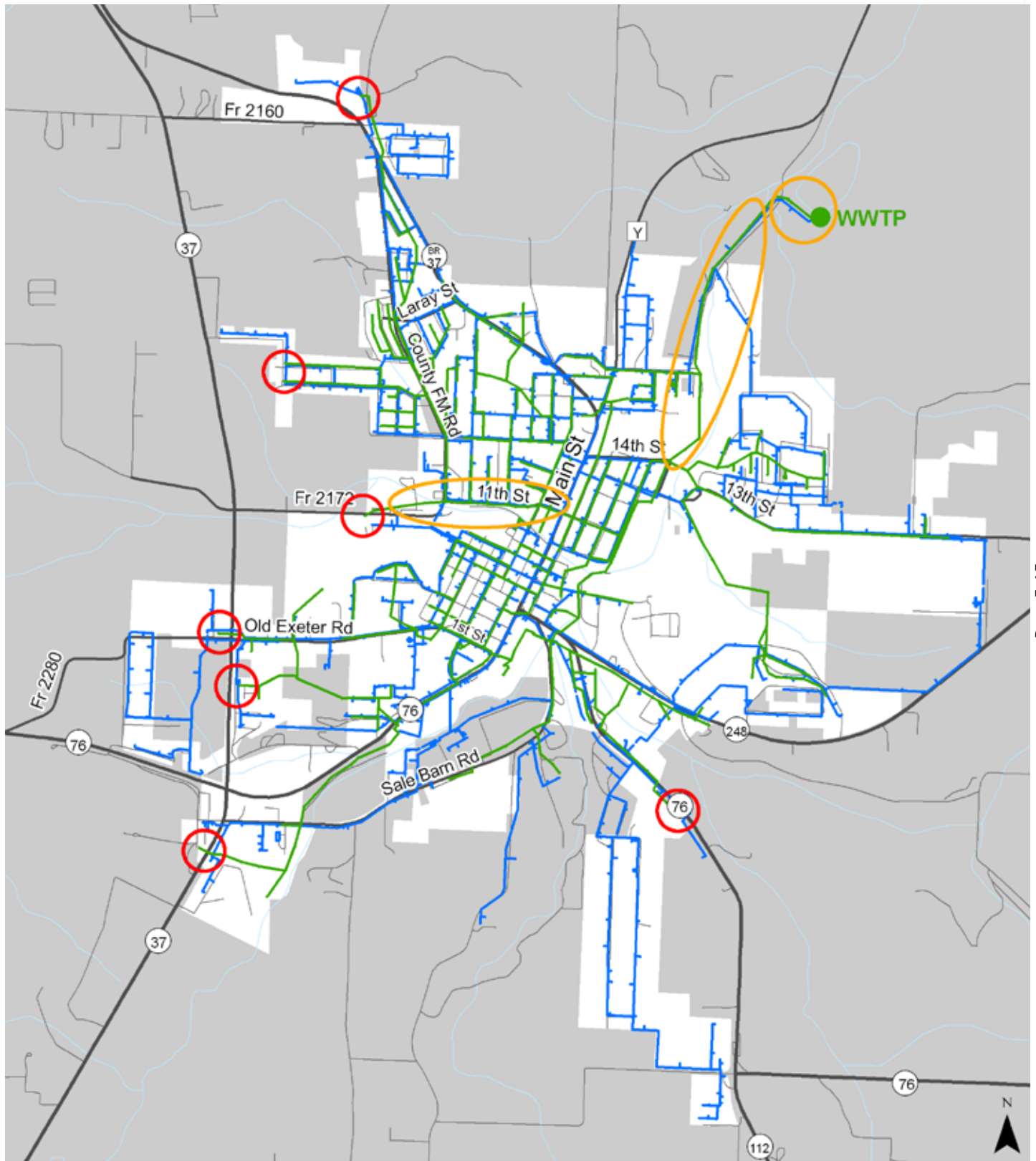
Because multiple creek systems impact on each other, no one stormwater detention improvement (or obstruction removal, such as a new, taller bridge) can resolve Cassville's flooding issues. Therefore, the City needs to undertake a system-wide stormwater master plan before recommendations can be finalized. Nonetheless, there are specific storm sewer main improvements that must be planned and funded in association with the SSO problems identified above.

### EDUCATION, FINANCE AND MANAGEMENT

1. Educate the public on infrastructure financing issues and how additional funding is needed.
2. Conduct a fee rate study, targeting monthly w/ww utility costs of 2 % of the median household income.
3. Develop a GIS-based map that integrates Water, Wastewater, Stormwater and Street Systems.
4. Develop a maintenance schedule that defines the amount of work to be performed each year that generally reflects the service life of the various pieces of infrastructure.



# INFRASTRUCTURE PLAN MAP



**Legend**

- Sanitary Sewer
- Water Lines
- Streams

**Sanitary Sewer System Improvements**

- Growth Improvements (extension of system where appropriate)
- Maintenance/Upgrade Improvements

0 500 1,000 2,000 Feet

## INFRASTRUCTURE IMPROVEMENTS TO BE INITIATED

The recommendations have been categorized as programs and projects. Programs involve some immediate project needs to meet regulatory issues, but are part of an overall maintenance strategy that should be implemented. Projects are specific infrastructure improvements that should be initiated. These projects are described in **Chapter 7**.

## GOALS, OBJECTIVES, AND POLICIES

### GOAL STATEMENT

Transportation and infrastructure improvements must balance the need to serve future growth with the maintenance and improvement of existing systems. Upgrade maintenance of the existing street, sanitary sewer, and water infrastructure to both improve them, and to accommodate growth, such as in the emerging Highway 37 corridor.

### OBJECTIVES AND POLICIES

#### **Objective 1: Focus on immediate wastewater system improvement and maintenance needs**

Policy 1.1: Implement an infiltration and inflow reduction program.

Policy 1.2: Initiate a wastewater treatment facility study to quantify the needs at the treatment plant.

Policy 1.3: Prioritize sanitary sewer overflows.

Policy 1.4: Maintain facilities on a regularly-scheduled program.

#### **Objective 2: Provide a multi-modal transportation network throughout the community**

Policy 2.1: Require new development to provide for all types of transportation.

Policy 2.2: Provide sidewalks along major arterial and collector streets that provide linkages throughout the community.

#### **Objective 3: Improve streets to a higher standard of safety.**

Policy 3.1: Plan for curbs and gutters along future major arterial streets so that sidewalks can be provided.

Policy 3.2: Prioritize and phase improvements with the highest priority improvements starting in the 5-year Capital Improvements Plan.

#### **Objective 4: Provide for a more complete transportation system with greater connectivity.**

Policy 4.1: Plan for cross-linkages between the state highways.

Policy 4.2: Improve intersection geometry at critical locations.

Policy 4.3: Ensure connectivity between growth areas and the existing community by requiring street connectivity in new development.

#### **Objective 5: Preserve Highway 37 as a regional highway**

Policy 5.1: Adopt access management policies.

Policy 5.2: Reduce driveways and the number of access points on the highway.

Policy 5.3: Plan for a network of collector and local streets that provides access to businesses so local trips do not need to use Highway 37.

#### **Objective 6: Implement a system for managing existing assets, identifying and prioritizing needs, and locating funding opportunities for infrastructure improvement.**

Policy 6.1: Determine and implement an asset management system.

Policy 6.2: Conduct more detailed studies of the growth and core corridors to determine the most feasible locations of infrastructure improvements.

Policy 6.3: Identify funding sources for the maintenance and the extension of existing systems.

Policy 6.4: Update water and sewer rates so that more infrastructure improvements can be funded. Provide an incentive to conserve water by charging higher rates for greater volumes.

#### **Objective 7: Educate the public on infrastructure financing issues and the need for critical improvements.**

Policy 7.1: Provide information on the city website about water and sewer rates, and how funding is needed for improvement, maintenance, and expansion of existing systems.

Policy 7.2: Initiate a public relations campaign to make the public aware of MDNR requirements for the wastewater treatment plant, infiltration and inflow issues that lead to sewer overflows and stream pollution, and water loss due to breaks and leaks in the distribution system.

Policy 7.3: Provide education materials on how revenues other than property tax is used to fund infrastructure.





## Chapter Six: Implementation

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## INTRODUCTION

This section provides the tools and steps to implement the guidelines, recommendations and actions outlined within the Master Plan, and assigns responsibilities for implementation. This happens through private development applications, public investments and improvements, partnerships serving as community catalysts to organize citizens and private funds, and local businesses starting, growing and changing. These tools include, but are not limited to the following:

- zoning,
- subdivision regulations,
- design guidelines,
- public infrastructure extension and improvement policies,
- impact assessments,
- site design, and
- capital improvement programming.

## IMPLEMENTATION MATRIX

The following action steps and the framework identified throughout the Plan should be used to prioritize improvement plans and requests for funding, such as through the City's Capital Improvement Program and other local, state, and federal funding sources.

The work plan for implementation is summarized in the following matrix elements:

- Action Steps – First steps in implementing Plan recommendations.

- Implementation Responsibilities – Lead organizations and partners responsible for initiation, oversight, and monitoring.

Responsibility: ☒ Primary ☐ Secondary

Typically the City of Cassville will serve as the primary party responsible for initiating and implementing action steps. However it is often necessary for other partners to be actively involved in the implementation process and, in some cases, serve as the primary lead for implementation efforts. Partners typically involved in the implementation process may include:

- City: Various city departments, boards, and commissions.
- Agencies: Federal, state, and county departments and agencies.
- Private Sector: Developers and land owners.
- Oversight Committee: Citizens, neighborhood organizations, business owners, agencies, and other community organizations.
- Time Frame – A general period of time during which specific actions should occur is expressed in the following terms:
  - Short-term, 1 to 3 years ("Near-term")
  - Medium-Term, 3-5 years ("Near-term")
  - Long-Term, over 5 years
  - Ongoing





# IMPLEMENTATION MATRIX

Responsibility: ☒ Primary ☐ Secondary

ACTION STEPS	IMPLEMENTATION RESPONSIBILITY				TIME FRAME			
	City	Active Partners			Short Term (1-3 Years)	Mid Term (3-5 Years)	Long Term (5+ Years)	Ongoing
COMMUNITY GROWTH		Agencies	Private Sector	Other				
Pursue the annexation of land along Highway 37 anticipated for commercial development.	<input checked="" type="checkbox"/>				✓			
Adopt a Transportation and Land Use Master Plan for Highway 37.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓			
Adopt guidelines for development in the floodway and floodplain.	<input checked="" type="checkbox"/>				✓			
Extend the wastewater system to serve growth along the Highway 37 corridor.	<input checked="" type="checkbox"/>					✓		
Improve the Mill/10th/11th Street corridor with upgraded streets and wastewater infrastructure.	<input checked="" type="checkbox"/>					✓		
Adopt design guidelines for growth corridors in the community.	<input checked="" type="checkbox"/>					✓		
Pursue an industrial/business park near the Cassville Municipal Airport.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			✓		
Provide aesthetic improvements and gateway features at the primary entrances to Cassville.	<input checked="" type="checkbox"/>					✓		
Provide local and collector street connections when development occurs, in accordance with a Master Plan.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					✓
Encourage development that incorporates low impact development measures for flood mitigation and increased water quality.	<input checked="" type="checkbox"/>		<input type="checkbox"/>					✓
Plan for future annexation of unincorporated development and future growth areas.	<input checked="" type="checkbox"/>							✓
As the community grows, expand the parks and open space system along stream corridors, as identified in the Future Land Use Plan.	<input checked="" type="checkbox"/>		<input type="checkbox"/>					✓
Form partnerships with other jurisdictions and organizations in the region to improve tourism marketing.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				✓
Partner with other cities and counties, businesses and the state to promote economic growth of the region.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				✓
Provide transitions between dissimilar land uses through appropriate site design.	<input checked="" type="checkbox"/>							✓
Provide neighborhood parks with amenities within future residential subdivisions.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					✓



## IMPLEMENTATION MATRIX

 Responsibility: ☒ Primary ☐ Secondary

ACTION STEPS	IMPLEMENTATION RESPONSIBILITY				TIME FRAME			
	City	Active Partners			Short Term (1-3 Years)	Mid Term (3-5 Years)	Long Term (5+ Years)	Ongoing
COMMUNITY CORE		Agencies	Private Sector	Other				
Prepare a Community Core Master Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		✓			
Adopt design guidelines for new development and redevelopment projects.	<input checked="" type="checkbox"/>				✓			
Create standards for new development and major redevelopment in and around historic downtown to blend with and enhance the area's historic character.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		✓			
Prepare a gateway streetscape improvement plan for the 76/86/Bus. 37/248/112 intersection, including construction drawings	<input checked="" type="checkbox"/>	<input type="checkbox"/>			✓			
Prepare a streetscape improvement plan for the community core, including construction drawings	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		✓			
Apply for funding through the D.R.E.A.M. initiative and other programs to fund improvements to the community core.	<input checked="" type="checkbox"/>				✓			
Adopt a Corridor Plan for the Business Highway 37 Corridor	<input checked="" type="checkbox"/>					✓		
Install decorative "wayfinding" directional signage Downtown, at key gateways, and strategic locations citywide	<input checked="" type="checkbox"/>					✓		
Construct Downtown area streetscape improvements (phased construction)	<input checked="" type="checkbox"/>	<input type="checkbox"/>				✓		
Initiate a Signal Warrant Study for the 1st & Main intersection	<input checked="" type="checkbox"/>					✓		
Initiate a traffic and safety study at the Highway Y and Main Street intersection.	<input checked="" type="checkbox"/>					✓		
Improve other gateway entrances to the community core with aesthetic enhancements, such as at 1st & Main or 10th & Main.	<input checked="" type="checkbox"/>						✓	
Construct pedestrian connections linking the community core with the rest of Cassville.	<input checked="" type="checkbox"/>							✓
Promote the development of businesses in the community core that meet the Barry County market demand.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					✓
Identify opportunities for residential development in the community core.	<input checked="" type="checkbox"/>							✓



# IMPLEMENTATION MATRIX

Responsibility: ☒ Primary ☐ Secondary

ACTION STEPS	IMPLEMENTATION RESPONSIBILITY				TIME FRAME			
	City	Active Partners			Short Term (1-3 Years)	Mid Term (3-5 Years)	Long Term (5+ Years)	Ongoing
INFRASTRUCTURE & TRANSPORTATION		Agencies	Private Sector	Other				
Develop a plan for long term maintenance and system improvements to the City's street network.	<input checked="" type="checkbox"/>				✓			
Plan for and identify funding mechanisms to support necessary roads and sewer infrastructure for future development in the City's growth areas.	<input checked="" type="checkbox"/>				✓			
Prepare a Safe Routes to School Plan to address sidewalk and safety improvements around the schools and apply for funding through MoDOT.	<input checked="" type="checkbox"/>	<input type="checkbox"/>			✓			
Identify a funding source for the construction and/or improvement of major streets in the community.	<input checked="" type="checkbox"/>				✓			
Prepare construction drawings for sidewalk and streetscape enhancements for Main Street.	<input checked="" type="checkbox"/>	<input type="checkbox"/>			✓			
Establish an annual capital improvement fund for the ongoing maintenance and repair of existing sidewalks and the installation of new sidewalks.	<input checked="" type="checkbox"/>				✓			✓
Pave portions of the Greenway Trail that are currently gravel.	<input checked="" type="checkbox"/>				✓			
Initiate a Signal Warrant Study for the 1st & Main intersection	<input checked="" type="checkbox"/>				✓			
Initiate a traffic and safety study at the Highway Y and Main Street intersection.	<input checked="" type="checkbox"/>				✓			
Partner with Crowder College to apply for funding through the MoDOT Cost Share/Economic Development program.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		✓			
Consider changing the water and sewer rate structure so that more infrastructure improvements can be funded. Provide an incentive to conserve water by charging higher rates for greater volumes.	<input checked="" type="checkbox"/>				✓			✓
Update the city website to provide information on water and sewer rates and how it affects the ability to fund improvements.	<input checked="" type="checkbox"/>				✓			
Consider a development policy for the extension of utilities that would require water users to connect to the sanitary sewer system.	<input checked="" type="checkbox"/>				✓			
Initiate a public relations campaign that educates the public on DNR wastewater treatment regulations, I/I and SSO problems, and other critical health and environmental issues.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			✓			
Adopt Highway 37 Corridor Access Management Standards as part of the City's Zoning Ordinance and Subdivision Regulations.	<input checked="" type="checkbox"/>		<input type="checkbox"/>			✓		
Prepare a Highway 37 Corridor Study, including access management standards.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			✓		
Construct Main Street sidewalk/ADA improvements and crosswalk enhancements.	<input checked="" type="checkbox"/>	<input type="checkbox"/>				✓		





## IMPLEMENTATION MATRIX

Responsibility: ☒ Primary ☐ Secondary

ACTION STEPS	IMPLEMENTATION RESPONSIBILITY				TIME FRAME			
	City	Active Partners			Short Term (1-3 Years)	Mid Term (3-5 Years)	Long Term (5+ Years)	Ongoing
INFRASTRUCTURE & TRANSPORTATION		Agencies	Private Sector	Other				
Extend the existing Greenway Trail to Cassville High School, providing connections to each school campus in the area.	<input checked="" type="checkbox"/>					✓		
Implement Mill Street/10th/11th Street corridor street improvements to connect to future growth areas.	<input checked="" type="checkbox"/>					✓		
Construct Mill Street/10th/11th Street corridor wastewater improvements.	<input checked="" type="checkbox"/>					✓		
Prepare and implement a comprehensive stormwater management plan.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				✓	
Provide cross-linkages between state highways to improve mobility.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				✓	✓
Implement curb and gutter improvements on the local thoroughfare system.	<input checked="" type="checkbox"/>						✓	✓
Implement sidewalk and trail improvements throughout the city, in accordance with the Transportation Plan (Chapter 4).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					✓
Require new street construction to equally serve the multimodal needs of the vehicle, pedestrians, bicyclists and other alternative transportation options where appropriate.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						✓
Require street connectivity with, within and between new development areas.	<input checked="" type="checkbox"/>		<input type="checkbox"/>					✓
Educate the public on the need for additional funding for infrastructure improvements, due to the lack of a City property tax.	<input checked="" type="checkbox"/>	<input type="checkbox"/>						✓

## ECONOMIC DEVELOPMENT IMPLEMENTATION

Cassville can increase its retail potential by capturing sales leakage. This can be accomplished through:

- continuing population and employment growth,
- enhanced community marketing efforts, and
- accommodating new commercial construction.

The Retail Market Analysis (**Ref. Appendix A**) identifies the potential retail sales for each major retail sector based on the amount of sales leakage experienced in the region.

Expanding the city's retail base may be accommodated by a combination of existing and attracting new businesses, such as in the "General Merchandise" sector. The arrival of the new Sears store is testament to this potential. In Cassville, this potential will also be influenced by the ability of the City to provide adequate commercial sites for new construction.

### NEXT STEPS

A retail market assessment has been provided as part of this Plan (**Ref. Appendix A**), but planning for retail growth is an ongoing process. The City has the opportunity to further define its retail opportunities by applying regional economic data to the local level to the extent data is available. One method would be to poll local retailers and test how applicable the regional data is to the Cassville sub-market (within Barry County).

The City should continually assess recent sales and demographic data to define market expansion opportunities, and to account for future trends. This assessment will guide direct marketing efforts and future development planning initiatives. This ongoing market analysis process includes the following tasks:

- Assess Cassville sales tax collections by use category and determine sales per square foot for key uses,
- Quantify local retail sales leakage by retail categories,
- Evaluate potential for growth / expansion for existing retail businesses,
- Project total retail sales and square footage demand based on future population growth and ability to capture retail sales leakage,
- Translate retail sales projections into number and types of businesses,
- Recommend timing and prioritize phasing, and
- Identify and meet with retail prospects—regionally and nationally, such as chain store representatives.



*Retail market assessment should be an ongoing process that accounts for up-to-date data and unforeseen trends.*



## FUNDING OPPORTUNITIES

There are a variety of federal and state programs that can potentially be utilized to fund infrastructure improvements and economic development initiatives. The following list only provides examples of possible funding opportunities; program eligibility will need to be assessed on a project-by-project basis.

### FEDERAL PROGRAMS

#### Clean Water State Revolving Fund (CWSRF)

The CWSRF program provides loan assistance for wastewater treatment, storm water management, nonpoint source abatement and estuary protection projects. This funding is provided in the form of low interest loans at an average of 30% below market rate. CWSRF programs are capitalized with a grant from the EPA, plus a 20% match from the state. In many cases, funds to repay CWSRF loans are generated by the project itself.

The CWSRF can fund the “capital costs” of water quality improvement. Capital costs include traditional infrastructure expenditures (such as pipes, pumps and treatment plants), as well as unconventional infrastructure costs (such as land conservation, tree plantings, equipment purchases, planning and design, environmental cleanups and the development and initial delivery of environmental education programs). A growing number of communities are now using the CWSRF to pay for green infrastructure projects that improve water quality while providing additional economic and environmental benefits.

#### Public Works and Economic Development Program (PWEDA)

Supports the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain long-term private sector jobs and investments, attract private sector capital, and promote regional competitiveness. Cities are eligible applicants for PWEDA funds, and eligible activities include the acquisition or development of public land and improvements for use in public works, public services, or development facilities. Other appropriate activities include acquisition, design and engineering, construction, rehabilitation, alteration, expansion, or improvement of publicly owned and operated development facilities, including related machinery and equipment.

A project must be located in or impact a region that satisfies one or more of the economic distress criteria set forth in CFR 301.3(a). In addition, the project must fulfill a pressing need of the region and must improve the opportunities for the successful establishment or expansion of industrial or commercial plants or facilities in the region.

#### Section 319 Nonpoint Source Implementation (NPS) Program

Nonpoint source (NPS) pollution is traced to multiple sources (both natural and man-made) within a watershed, such as storm water runoff, agricultural/land disturbance activities, or faulty septic systems. NPS grant funds can be used to address NPS pollution through information/education, conservation, restoration, or improvement of water quality. Eligible sponsors include state and local agencies, educational institutions, and nonprofit organizations with 501(c)(3) status. The goal of the grant program is to provide citizens with the knowledge and ability to improve common land-use practices and to protect water quality. Selection for 319 funding emphasizes projects that restore the quality of waters on the state’s 303(d) list of impaired waters, but other high quality NPS projects are also encouraged. The mission of Missouri’s nonpoint source management program is to preserve and protect the quality of the water resources of the state from nonpoint source impairments.

#### Drinking Water State Revolving Fund (DWSRF)

The DWSRF is a multifaceted tool for states to use in achieving the public health protection objectives of the Safe Drinking Water Act (SDWA). Under SDWA authority, the EPA establishes national health-based standards for drinking water that protect against a wide range of contaminants, and it provides national leadership in implementing a suite of programs designed to protect water supplies and ensure the sound operation of water systems. States operate their own DWSRF programs and receive annual capitalization grants from EPA which they use to support low interest loans and other types of assistance to public water systems.

State DWSRF programs are administered in conjunction with the Public Water System Supervision (PWSS) program. The PWSS program develops and maintains drinking water regulations, tracks compliance information, inventories and surveys public water systems, and ensures that all public water systems follow state regulations.





## **Rural Cooperative Development Grant Program (U.S. Department of Agriculture)**

These Department of Agriculture grants are “to improve the economic condition of rural areas through the creation or retention of jobs and development of new rural cooperatives, value-added processing, and other rural businesses. Grant funds are provided for the establishment and operation of Centers that have the expertise or who can contract out for the expertise to assist individuals or entities in the startup, expansion or operational improvement of rural businesses, especially cooperative or mutually-owned businesses.”

An entity is eligible to receive a grant if it is a non-profit corporation or an institution of higher education. Public bodies are not eligible to receive grants. Eligible Entities must serve beneficiaries located in eligible rural areas, as defined at section 6018(13)(A) of the Food, Conservation and Energy Act of 2008. The matching fund requirement is 25 percent of the total project cost.

## **MISSOURI ECONOMIC DEVELOPMENT PROGRAMS**

*(Source: Missouri’s Economic Development Tools: A Practical Guide to Building a Better Missouri, Missouri Development Finance Board and Missouri Department of Economic Development)*

### **Redevelopment Projects**

- Tax Increment Financing (TIF)
- Missouri Downtown and Rural Economic Stimulus Act (MODESA)
- Downtown Preservation Program (a.k.a. MODESA Light)
- Historic Preservation Credit Program
- Downtown Revitalization Economic Assistance for Missouri (DREAM) Initiative
- Missouri Rural Economic Stimulus Act (MORESA)
- Brownfield Remediation
- Brownfield Jobs and Investment Credit
- Brownfield Demolition

### **Infrastructure Development**

- Community Improvement Districts
- Transportation Development Districts
- Transportation Corporations
- Neighborhood Improvement Districts
- Development/Corporation Agreements

### **Incentive Programs for Job Creation and Capital Projects**

- Business Use Incentives for Large Scale Development (BUILD)
- Missouri Quality Jobs Act
- Industrial Development Bonds Issued for Tax Abatement
- Enhanced Enterprise Zones
- Development Tax Credit
- Sales Tax Exemption - Manufacturing Equipment
- Inventory Property Tax Exemption

### **Worker Training Incentives**

- New Jobs Training Program
- Retained Jobs Training Program
- Missouri Customized Training



### **Bond Financing Programs**

- Missouri Development Finance Board
- Land Clearance for Redevelopment Authority (LCRA)
- Planned Industrial Expansion Authority (PIEA)
- Environmental Improvement and Energy Resources Authority
- Missouri Agricultural and Small Business Development Authority
- Industrial Development Corporations

### **Community Development Block Grant Programs**

#### **Community Development Incentives**

- Neighborhood Assistance Program
- Youth Opportunities Tax Credit Program
- Family Development Account Tax Credit Program

#### **Housing Incentives**

- Affordable Housing Assistance Credit
- Low-Income Housing Credit
- Neighborhood Preservation Credit

### **Missouri Development Finance Board**

- MIDOC Infrastructure Loans
- Tax Credit for Contribution

### **Other Development Programs**

- Economic Development
  - Local Option Sales Tax
- Small Business Development
  - Rebuilding Communities Credit
  - Loan Guarantee Fee
  - Urban Enterprise Loan
  - Business Incubator Credit

### **Industry Specific Programs**

#### **Venture/Seed Capital Projects**

- Certified Capital Companies
- New Entity Creation (Prolog Ventures)

### **Cost Sharing and Economic Development Programs (MoDOT)**

Projects on the state highway system may be eligible for funding if supported by both the local Metropolitan Planning Organization (MPO) in Springfield--the agency that must recommend federally funded transportation grant--and the MoDOT district engineer. Projects that create new jobs (verified by the Department of Economic Development), may be funded up to 100 percent of participation costs. Project sponsors must contribute at least 50 percent of participation costs if the project does not create new jobs.

## PARTNERSHIP OPPORTUNITIES

There are a number of state, regional, and local organizations that provide economic development assistance, information, or marketing opportunities.

### STATE

**Missouri Partnership:** Offers tools for businesses looking to locate in Missouri, including an available property search and tracking of business climate and industry clusters.

**Missouri Business Development Program:** Offers services to help start and grow small businesses, including providing business education resources, spreadsheets for business finance data, and business/economy news.

**Missouri Economic Development Council:** An authoritative and unified voice for communities and businesses in Missouri for economic development and related issues.

**Resources for Missouri, Inc.:** Provides financial resources to businesses and entrepreneurs in Missouri. They offer business loans and other financial services.

**Missouri Economic Research and Information Center:** Provides access to completed studies on economic conditions and markets for the various regions of Missouri. It also has economic indicators by region, other regional information, and economic news for the state.

**Office of Social and Economic Data Analysis:** Tracks economic development information and demographics for use by the public. It conducts various socioeconomic analyses and other demographic and economic studies.

**Missouri Department of Transportation:** MoDOT programs such as the Cost Sharing/Economic Development Program can help fund highway improvements in Cassville.



### REGIONAL

**Southwest Missouri Council of Governments:** Tracks news for the southwest Missouri region. It provides links to community planning, transportation, economic development, and grant writing & administration documents, as well as publications that are relevant to the area.

**Ozark Regional Economic Partnership:** Provides demographic data, community profiles and contacts, a database of available properties in the region, and links to several business, state, and federal assistance websites.







### LOCAL

**Industrial Development Corporation:** The City will continue to work with the IDC to provide resources for the development, growth, and retention of jobs in the community.

**Cassville Area Chamber of Commerce:** As the chamber actively markets Cassville and supports business growth, the City should continue to work with this organization.

**Cassville School District:** The district serves much of the population throughout central and southern Barry County. Partnerships with the school district can provide community-wide quality-of-life benefits.

**Crowder College:** Based in Neosho, Crowder College has a new campus in Cassville. The college is eligible for development funding through the USDA's Rural Cooperative Development Program.

**Barry County:** Cassville is the county seat and can work with the county on economic development, tourism, and other initiatives.

**Other Neighboring Jurisdictions:** Partnering with other cities near Cassville can help the region attract industry and regional amenities.

**St. John's Medical Center:** The community's 25-bed hospital provides diagnostic, treatment, education, and support services. Quality health services are attractive to potential residents and businesses.

**Barry County Health Department:** Provides a variety of personal and environmental health services, community health education, and emergency preparedness resources.

**Barry Electric Cooperative:** The community's locally-owned non-profit electric system serves 9,700 customers throughout the area.

**Barry-Lawrence County Regional Library - Cassville Branch:** Libraries are a quality-of-life amenity that are attractive to potential residents and businesses and are an important information resource for the community.

**Roaring River State Park:** The area's primary tourist attraction features outdoor recreation, natural beauty, lodging, and a conference center.

**U.S. Forest Service - Ava/Cassville/Willow Springs District Office:** The local USFS office is a resource for environmental information and the Mark Twain National Forest.



## MARKETING CASSVILLE

During the planning process citizens were asked to build on the key issues and discussion related to community growth, quality of life amenities, and community image. They were then asked to translate these elements into a marketing and branding strategy for the community.

Residents identified opportunities to strengthen the “experience of Cassville” and make the area a more attractive destination within the region. The following terms define how Cassville is viewed by residents and visitors, and what factors distinguish the community from others in the region.

### SENSE OF PLACE

The term **sense of place** is defined and used in different ways by different people. To the residents of Cassville, it is both the feeling or perception held by people as well as the place itself. The Cassville **sense of place** defined during the planning process consists of characteristics that makes Cassville special and unique, including:

- Small town feeling
- Peaceful settings
- “Connected” knowing neighbors
- Family-based atmosphere

### EXPERIENCE OF CASSVILLE

Participants in the planning process identified the following when describing the **experience of Cassville**:

- Scenic beauty of the countryside
- Close proximity to regional parks, recreation and fishing activities
- Nature and camping activities
- Quality education

### SHOWCASE CASSVILLE

Participants in the planning process identified the desire to highlight the assets unique to Cassville, including:

- Scenic beauty of the countryside
- Water and forest resources
- Recreation and fishing activities
- Nature and camping activities
- Diverse businesses and economy
- Central location for regional tourist destinations



*Businesses on the north side of the Courthouse square feature limited outdoor seating and a covered sidewalk.*



### ESTABLISH A CASSVILLE BRANDING STRATEGY

The first step in marketing the Cassville area is to create a brand that defines the spirit of the community which can be successfully used for the tourism related industry as well as broader economic development activities. Branding is the process to change, refine or improve what people are saying about the “experience of Cassville.”

The Cassville brand should define what people say and think about the community. That impression is a combination of emotional and intellectual reactions to all the different experiences, marketing communications and behaviors people encounter in the Cassville area.

A brand is not created; it is discovered within the spirit of a place. Because of this, they are useful to community leaders in furthering the economic, political and social goals of the community. The Cassville brand should be a mixture

of attributes – tangible and intangible – that create value and influence. From a marketing or consumer perspective “value” is “the promise and delivery of an experience.” This brand should help consumers (residents, businesses and tourists) distinguish Cassville from other cities in the marketplace and solidify Cassville as a tourist destination. When beginning the branding process the following should be considered:

- Essence (reason for being)
- Values (guiding principles)
- Promise (what we can provide that others cannot)
- Truths (ability to deliver the promise)
- Benefits (consumer appeal)
- Personality (tonality)



*Eco-tourism combines the recreation and scenic beauty of the natural environment with an educational component of learning about ecosystems and agriculture.*





## TOURISM

Tourism is an integral part of Cassville's economy, with outdoor recreation being its current, greatest strength. The City is well located next to Roaring River State Park, Mark Twain National Forest and as the western gateway to Table Rock Lake. Sportsman activities, water sports and camping are very popular.

The Cassville area draws hundreds of thousands of visitors each year from the multi-state region of Missouri, Arkansas, Oklahoma, Kansas, and beyond. Although the area is a popular destination for outdoor recreation activities, the resulting economy is seasonal. The seasonal nature of the local tourism market has limited private and public investment in more facilities and infrastructures.

To fully realize the growth potential of the local tourism economy, additional investment must be made in expanding the tourism appeal to all four seasons. Becoming a year-round tourism destination will encourage additional private investment in lodging, food services and retail facilities.

### KEY STEPS

Key steps to becoming a four-season tourism destination include:

- Diversify the offering of experiences that visitors can enjoy.
- Capitalize on the area's historical past and making it available to visitors.
- Create events and festivals that capture the area's culture, lifestyle, history and uniqueness.
- Attach the Cassville tourism product to regional tourism attractions. Capitalize on the City's location near attractions such as Branson, Eureka Springs, Pea Ridge National Military Park, Roaring River State Park, Mark Twain National Forest and Table Rock Lake.

### NICHE TOURISM MARKETS

The Cassville area is well positioned to focus on various niche tourism markets such as Rural Tourism, Agri-Tourism, Nature Tourism, and Cultural Heritage Tourism.

**Rural Tourism:** Rural Tourism features visitors actually participating in or experiencing rural life through an area's heritage, art and culture. It focuses on the interaction

between the local community and visitors and may include aspects of Agri-Tourism as a part of the experience. Cassville's natural friendliness and hospitality lends itself to developing events and services within this niche.

**Agri-Tourism:** Cassville's historical ties to a strong agricultural economy offer potential for developing visitor experiences in this sector. It is regarded as recreational travel to agricultural areas or visitors participating in agricultural activities. Examples include: farm tours, self-harvesting of produce, corn mazes, dude ranches, rural bed and breakfast inns.

**Nature Tourism:** Nature Tourism appeals to visitors who travel to destinations where the flora and fauna offer educational and memorable experiences. Cassville has great potential for capitalizing on this niche market with its scenic beauty, wildlife, clear streams, clean air and natural setting. A sub-set is Adventure Tourism.

**Cultural Heritage Tourism:** Cassville's unique history highlights, with the Old Wire Road, Civil War, Trail of Tears and Butterfield Stage line as well as its all-American, rural culture, make it a natural for identifying and developing events and attractions in this sector. Examples could include: historical re-enactments, historical event celebrations, ethnic or local food festivals.

These niche tourism activities are all a part of eco-tourism. Eco-tourism is about uniting conservation, communities, and sustainable travel. It appeals to ecologically and socially conscious individuals. Generally speaking, eco-tourism focuses on volunteering, personal growth and learning new ways to live on the planet.

It typically involves travel to destination where flora, fauna, and cultural heritage are the primary attractions. Eco-tourism venues often use locations or facilities that demonstrate sustainable living and reducing environmental impacts of human beings.

The features that define Cassville should be incorporated into an eco-tourism strategy. An integral part of this strategy could be the promotion of recycling, energy efficiency, water conservation and creation of local economic opportunities.



### TOURISM STRATEGIES

Strategies for expanding and growing the Cassville area tourism product should include building relationships with federal, state and local government agencies that have oversight responsibility for the natural and man-made attractions in the area.

- Growing Cassville's tourism economy during the summer, shoulder seasons and year-round will require incentives and recruitment of private investors and businesses to the City.
- Promoting Cassville and the area as a get-away vacation destination will be key to expanding the tourism season and increasing visitor numbers.
- Funding marketing programs is, and will continue to be, a challenge which can best be accomplished through local support, regional partnerships and state grant programs.
- Branding Cassville as a special place that offers unique opportunities for personal growth and beneficial life experiences will appeal to residents and visitors alike.

Roaring River State Park features fishing, hiking, biking, swimming, camping, cabin rentals, and an outdoor amphitheater. Roaring River is also home to a trout hatchery and a natural spring with an average daily flow of 20 million gallons of water. The Roaring River State Park Inn includes a conference center with full service catering.

Mark Twain National Forest is another area attraction, with a variety of wildlife and recreation activities. Table Rock Lake is only a short drive from Cassville and has nearly 800 miles of shoreline. These destinations draw visitors to the Cassville area and are important customers for many local businesses.



*Fly-fishing for trout at Roaring River State Park, which is a few minutes drive south of Cassville. (Photo source: [roaringriverstatepark.com](http://roaringriverstatepark.com))*



*Marketing efforts should promote the year-round recreation and amenities available in the Cassville area.*

## MARKETING GOALS, OBJECTIVES, AND POLICIES

Communicating Cassville's attributes to the world can take many different forms. The quality and beauty of the city's built environment, the quality of business services, and marketing materials such as brochures are all ways that Cassville can project a positive image.

### PRIMARY GOAL

Highlight the community's many positive attributes, both within Cassville and nearby recreational and natural resources. Promote the quality-of-life amenities that make Cassville an attractive place to live, work, and visit.

### OBJECTIVES AND POLICIES

**Objective 1:** Improve the aesthetics of the city's built environment.

**Policy 1.1:** Integrate distinct features throughout the community that create value, identity and pride.

**Policy 1.2:** Balance new development with preservation of the natural resources that give Cassville much of its character.

**Policy 1.3:** Improve gateway areas to create focal points and a visual "announcement" to the community.

**Policy 1.4:** Promote a built environment through building form, scale, placement and architectural design that promotes the Cassville "sense of place."

**Objective 2:** Establish a community brand and an aggressive marketing plan and supporting marketing materials.

**Policy 2.1:** Promote Cassville's strategic location near multiple regional tourist destinations.

**Policy 2.2:** Promote tourism activities and local businesses available to support such activities.

**Policy 2.3:** Promote a diverse product as part of a tourism campaign strategy.

**Objective 3:** Partner with local and regional organizations to promote regional amenities.

**Policy 3.1:** Establish an alliance with neighboring jurisdictions to promote Roaring River State Park, Mark Twain National Forest, Table Rock Lake, and other area

attractions.

**Policy 3.2:** Encourage business cooperation throughout the area to ensure that visitors have access to quality entertainment, lodging, recreation, and other amenities.

**Policy 3.3:** Partner with Crowder College to apply for funding through the MoDOT Cost Share/Economic Development program.



*The Ellis, Cupps & Cole Building on West Street is an excellent example of how quality redevelopment can improve the visual character of Cassville.*



*The City's website and the Master Plan for Growth project website are powerful marketing tools.*





## IMPLEMENTATION MATRIX

Responsibility: ☒ Primary ☐ Secondary

ACTION STEPS	IMPLEMENTATION RESPONSIBILITY				TIME FRAME			
	City	Active Partners			Short Term (1-3 Years)	Mid Term (3-5 Years)	Long Term (5+ Years)	Ongoing
MARKETING		Agencies	Private Sector	Other				
Develop a market branding strategy and supporting marketing materials including: logos, slogans, newsletters and brochures, web design, wayfinding signage and transportation graphics.	<input checked="" type="checkbox"/>				✓			✓
Develop unified Chamber and business association marketing materials, and other similar media marketing materials.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				✓
Develop the appropriate activities and facilities suitable for a tourism destination.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				✓
Design and implement gateway and streetscape enhancements to be implemented as planned capital improvement projects or constructed in phases as opportunities arise.	<input checked="" type="checkbox"/>							✓

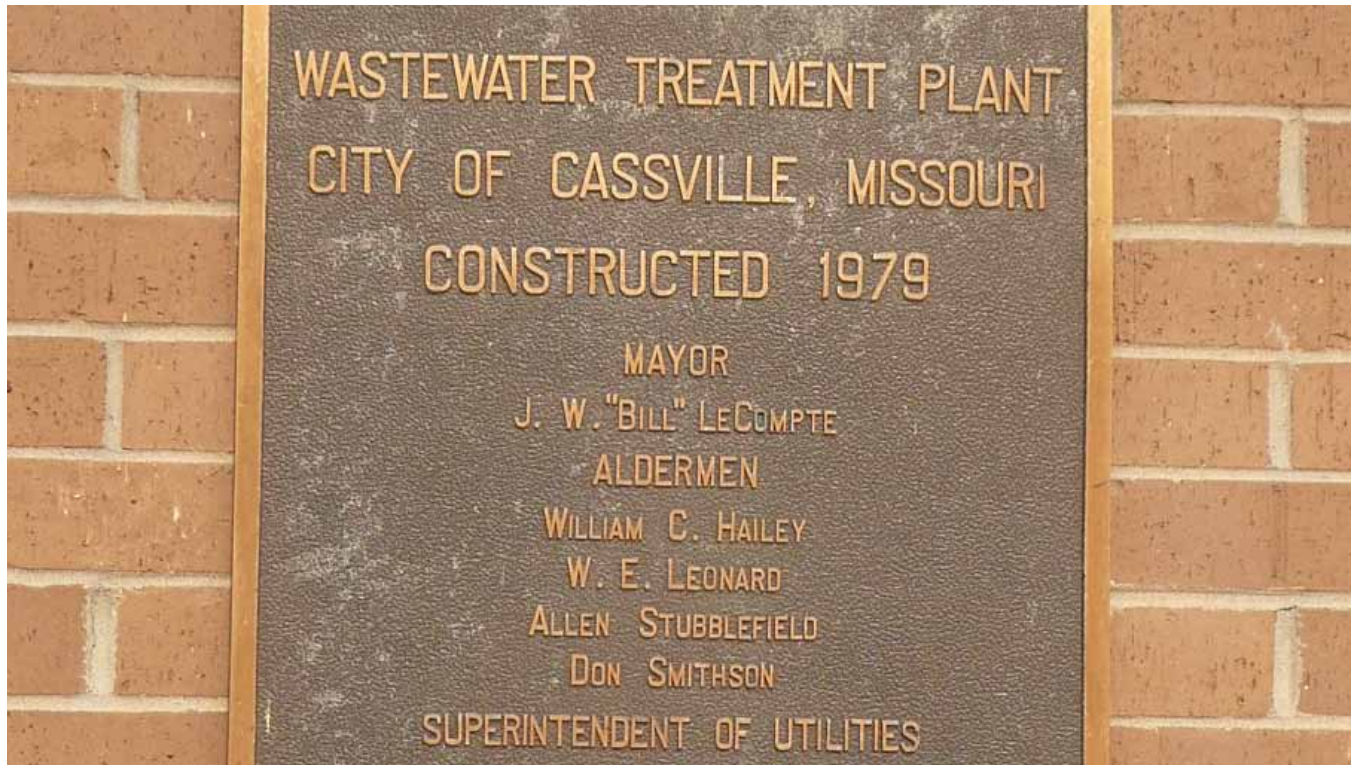
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# Chapter Seven: Capital Improvements Program



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## ESTABLISHING CIP PRIORITIES

To prepare the annual Capital Improvements Program (CIP), the list of projects is based on the City's policies for growth as set forth in the Plan. The two major CIP considerations when listing and ranking projects are:

### MAINTENANCE

- **Imminent.** Is this a project that represents some threat to the public health or safety if not undertaken? A failure in a sewage system would rank highly, while a nonessential repair could be rated less highly.
- **Continuation.** Is this project a continuation of a preceding year's on-going effort and therefore worthy of a higher degree of consideration?
- **Ordinary.** Is this a project which may be necessary and improve the quality of life, but is not essential and could be postponed to a later year (example: street reconstruction)?

### INVESTMENT

- **Support of the Community Core.** Does the project support revitalization along downtown streets—such as along Main Street from the Square to 1st Street—or the corridors leading to employment centers, as advocated in the Comprehensive Plan?
- **Stabilization of Decline.** A project in the Community Core, or in a designated Reinvestment Target Area, which has received grant funding, might receive a higher rating than a project with no immediate funding.
- **New Construction.** Projects that encourage new construction to implement the goals and objectives of the Master Plan for Growth in the designated Growth Areas where sewer and water service can be most cost-effectively extended.



## OTHER CIP PRIORITY CONSIDERATIONS

In addition to Maintenance and Investment issues, there are other key considerations when setting Capital Improvements Program priorities:

- **Public Support.** Political considerations are part of the capital improvements programming process. Consequently, consideration should be given to projects that encourage intergovernmental cooperation, and/or implement federal or state mandates. It is difficult for a CIP to be successful over the long-term if all projects are concentrated within a limited area. Consequently, both the historical and current year distribution of projects should be considered in the prioritization process.
- **Long-range Master Plan for Growth.** Clearly, the Future Land Use Plan map of the Master Plan for Growth should direct the public policy here. Investment, for example, where sewer interceptors are planned or under construction within a single drainage basin—or phased to coordinate among two or three basins—should be a guiding factor (Ref. Infrastructure Map and CIP Map).
- **Timing.** It is critical to allow financing of timely projects, such as matching funds for state grants. The CIP process should be flexible and re-evaluated to accommodate such circumstances; and the availability of such funds should be factored into the ranking.
- **Private Sector Initiative.** Development plans should be evaluated and supported with public projects so that growth is served adequately. Consideration should be given to whether the implementation of a project has an immediate impact on the community. The City has competition in the southwest-Missouri and northwest-Arkansas industrial market place. Public investment to encourage industrial development is a beneficial expenditure of public revenues.
- **Leverage.** A project that leverages monies from other entities (grants, private investment, special assessments, etc.) might be rated more highly than others if the “window of opportunity” is small. If a program must be taken advantage of immediately or be forever lost, such as for CDBG funds for public improvements, or a MODOT or USDA grant, it also might be rated higher.

## STRUCTURE OF THE CIP

Each year the city should formally review and rank near-term projects in an update of the 5-year Capital Improvements Program.

The Capital Improvements Program projects are listed for the immediate 5-year period as follows:

- Name of project.
- Why it is needed.
- How it is being funded.
- Time frame & current status of completion.

Near-Term Capital Improvement Projects are listed in two categories:

- Water and Wastewater projects, and
- Transportation and Streetscape projects.

For each of these categories, a table lists each recommended project and the anticipated costs for each fiscal year (2010-2014).

Stormwater issues have been addressed in the Plan at the policy level, rather than at the project level. Proposed Long-Term Capital Improvement Projects (Beyond 5 years) are listed but not quantified.





## SUMMARY OF RECOMMENDATIONS

The Capital Improvement Program recommendations are based on the analysis conducted and input obtained throughout the Master Plan for Growth process. The following improvements are recommended as necessary to provide for growth and continued prosperity of the community. Some of the recommendations are likely necessary absent any growth.

The recommendations have been categorized to programs and projects. Programs involve some immediate project needs to meet regulatory issues, but are part of an overall maintenance strategy that should be implemented. Projects are specific infrastructure improvements that should be initiated, and are the highest-priority needs.

### COMMUNITY GROWTH CORRIDOR

Capital improvement recommendations along the Highway 37 corridor focus on providing improvements to serve the growth of the community, while maintaining access and connectivity with the community core. Corridor planning for the Highway 37 corridor will identify appropriate locations for collector and local streets and establish access management standards. Improving local thoroughfare streets are important in connecting the community.

### COMMUNITY CORE AND MAIN STREET CORRIDOR

Recommended improvements to the community core and Main Street will make the city more attractive and accessible to residents and visitors. Business 37 corridor planning will provide a framework for coordinated and multi-modal transportation improvements. The intersections at Y Highway and at the 3-way in this high-traffic area need additional study to improve safety.

### COMMUNITYWIDE MAINTENANCE AND UPGRADES

The recommended improvements are necessary to meet the needs of the existing community, and are essential if the community is to grow. Maintenance and upgrade of existing infrastructure improves existing systems to the benefit of the entire community.

## WATER & WASTEWATER PROJECTS

PROJECT		COSTS				
ID	Item	2010	2011	2012	2013	2014
A1	Sewer Televising	\$20,000	\$20,000	\$13,500	\$7,000	\$7,000
A2	I/I Reduction Program		\$40,000	\$40,000		
A3	WWTF Study	\$125,000	\$125,000			
A4	15" Interceptor	\$50,000	\$70,000		\$410,000	\$410,000
A5	11th Street Sewer	\$20,000	\$25,000	\$230,000	\$230,000	
A6	Detention and Meters	\$35,000	\$40,000	\$40,000	\$40,000	\$40,000
<b>Total Cost</b>		<b>\$250,000</b>	<b>\$320,000</b>	<b>\$323,500</b>	<b>\$727,000</b>	<b>\$497,000</b>

### PROJECT DESCRIPTIONS

**A1: Initiate a complete television inspection of the sanitary sewer collection system over a 10 year period.** There is approximately 135,000 feet of sanitary sewer in the system. This is the first component of the establishment of an I/I reduction program. This element is part of a plan that needs to be presented to MODNR for this reduction program. The project should include inspection, review, analysis and prioritization of rehabilitation strategies. Estimated cost for the purposes of this report is \$2.00 per foot to perform the TV inspection and prepare the recommended report.

BWR recommends a prioritization of the TV inspection program such that more critical areas are reviewed in the early years of the program with decreasing amounts that transition to a regular investment in a televising program. This is shown in the programmatic dollar amounts in the CIP table. It is recommended that Basin D and Basin A are performed in the first two years. Beyond the term of this capital improvement program the City of Cassville should initiate an annual televising program that examines approximately 5% of the system. This is a necessary action

regardless of growth impacts.

**A2: Initiate a replacement program to address I/I projects.**

The scope of this project would be defined upon completion of the inspection report. It is anticipated a project will require mainline rehabilitation strategies, improvements to wastewater connection, requirements of property owners to disconnect illicit discharges, and requirement of property owners to repair defective laterals. A program such as this will require funding from the utility as well as private owner commitments. There does not appear to be valid information regarding the scope of the need to address I/I deficiencies or the classification of associated costs. For capital planning purposes it is recommended \$40,000 per year (10% of budget) be applied to the capital plan that will allow for manhole and line rehabilitation strategies. This amount can be recalibrated following the completion of the first year of TV inspections. This is a necessary action regardless of growth impacts.

**A3: Initiate a study of the Wastewater Treatment Facility.**

Operations at the facility indicate average flows are operating at approximately 80% of hydraulic capacity. MODNR has also indicated they will no longer allow the use of the existing lagoon in its current manner. These factors suggest that a detailed analysis of the treatment facility is critical to develop a plan that will allow its use to accommodate not only current flows but flows associated with growth. The cost of this study can be planned over two years. It is recommended that \$250,000 be programmed for this study.



**A4: Initiate an engineering analysis of the 15" interceptor leading to the treatment facility to approximately Manhole 033.**

Several instances of SSO's along this main suggest a need for capacity enhancement. I/I reduction may alleviate some of these chronic and immediate issues. However, preliminary theoretical capacity analysis of the line suggests that additional flow contribution will create a need for more capacity in this interceptor. Specific information regarding the flows, flowlines and slope of this line were not available to BWR. A complete analysis could not be performed to determine issues in this line, however, the SSO incidents suggests a real capacity issue.

It is anticipated the scope of the study will involve some flow measurement on the line; determination of flowlines, slopes, condition; analyses and recommendations. If capacity is an issue it is likely a parallel interceptor line will need to be constructed.

The length of this interceptor identified in this project is approximately 10,000 feet. For purposes of planning, a \$100 per foot replacement is programmed. This equates to a \$1,000,000 estimated construction cost. This number would be refined as part of the analysis and design.

The recommended CIP calls for the study and analysis of first-phase construction of a parallel collector system. The SSO incidents suggest that this issue will need to be dealt with regardless of growth; however, the improvement of the interceptor is critical to growth as it serves the entire City of Cassville.

**A5: Initiate improvements to the line along 11th Street.**

There are multiple manholes along this line with multiple incidents of SSO's. This particular line also affects growth in the basin upstream along Highway 37. A detailed capacity analysis of this line from its connection to the 15" interceptor at Manhole 022 through Manhole A018 is necessary (**Ref. CIP Map, page 7-9, and the separate *Infrastructure Plan***).

The line upstream of MH A018 to manhole A022 should be included as it supports the growth in the Highway 37 corridor. This is approximately 4600 feet. Specific information regarding the flows, flowlines and slope of this line were not available to BWR. A complete analysis could not be performed to determine issues in this line, however, the SSO incidents suggests a real capacity issue. It is anticipated the scope of the study will involve some flow measurement on the line; determination of flowlines, slopes, condition; analyses; consideration of interceptor alternatives

and improvement recommendations.

The recommended BWR capital program includes the study analysis and first installments of programming construction dollars. For the purposes of this report it was assumed a complete upsize replacement of this line at \$100 per foot amounting to \$460,000. The SSO incidents suggest that this issue will need to be dealt with regardless of growth, however, the improvement of this main is critical to the development of basins along Highway 37 as these areas will flow to this point. Initial calculations suggest a line upsizing may be necessary on this line. However, other options such as an interceptor construction may be more appropriate.

**A6: The City should initiate a program to determine the feasibility of reducing unaccounted for water.** The current loss is estimated at around 29.5%. MODNR rules suggest an acceptable loss of around 10%. Cassville should take steps to determine leakage in the system and account for unmetered water.

The geological formations surrounding Cassville do not lend well to easily locating water leaks. A program to determine leakage may be worthwhile. Costs for leak detection typically range from \$800-\$1,000 per mile. The cost to perform a leak detection program on the entire City water system would range from \$35,000 - \$45,000. Performing an analysis such as this would provide the City with data to make a determination about how to proceed.

The City should also institute processes to determine unmetered water use. For hydrant flushing, portable meter assembly attached to a hydrant would allow for accounting of that use. Fire uses could be estimated at a flow rate and time estimation. Other unmetered water situations (potential park irrigation) could be considered for meter installation to account for that use. Meter malfunctions at the service could also be a component of the loss. Meters typically have a service life of 10-15 years.

A meter changeout and maintenance program would help to insure a continual cycling and well functioning metered system. The City of Cassville should implement a program that has a goal of changing out approximately 5% of the water meters per year at minimum. This amounts to approximately 80 meters per year at an estimated cost of \$300-\$500 per meter. The amount of water lost must be balanced against the costs of reducing the lost water, staying within regulatory compliance and the appropriate use of





### LONG-TERM WATER & WASTEWATER PROJECTS

The following projects are recommended once the above projects are completed:

1. Extension of water and wastewater infrastructure to serve the future Airport Industrial Park.
2. Extension of water and sewer infrastructure to serve commercial and residential growth along the Highway 37 corridor.
3. Other wastewater improvements throughout Cassville, as determined by the results of programs recommended in the five-year CIP.
4. Improvements and upgrades to the wastewater treatment facility based on the results of the WWTF Study (A3)
5. Stormwater improvements in accordance with a Stormwater Master Plan.



## TRANSPORTATION & STREETScape PROJECTS

PROJECT		COSTS				
ID	Item	2010	2011	2012	2013	2014
B1	Mill Street/10th Street/11th Street corridor street improvements	\$855,000	\$855,000	\$855,000	\$855,000	
B2	Streetscape and sidewalk improvements on Main Street between 1st and 10th		\$420,000	\$420,000	\$420,000	\$420,000
B3	Streetscape and sidewalk improvements around the courthouse square		\$160,000	\$160,000	\$160,000	\$160,000
B4	1st Street Signal Warrant Study	\$5,000				
B5	Y Highway/Main Street Safety Study	\$20,000				
B6	Pave Gravel Portions of Greenway Trail along Flat Creek	\$23,800				
B7	Extend Greenway Trail to Cassville High School		\$190,000	\$190,000		
B8	Sidewalk improvements from 10th Street to Cassville High School		\$102,000	\$102,000	\$102,000	
Total Cost		\$903,800	\$1,727,000	\$1,727,000	\$1,537,000	\$580,000

### PROJECT DESCRIPTIONS

**B1: Mill Street/10th Street/11th Street corridor improvements** from approximately Main Street to Highway 37 to better serve this future growth area. This includes sidewalks, lighting, and curb and gutter. Costs are based on 5,700 linear feet of street.

**B2: Streetscape improvements along the Main Street corridor** include providing ADA-compliant ramps and curbs, improved crosswalks, repairing existing sidewalks, installing new sidewalks where none exist. The project area includes both sides of Main Street from 1st to 10th streets. Costs are based on 2,100 linear feet of street.

**B3: Streetscape improvements around the courthouse square** include providing ADA-compliant ramps and curbs, improved crosswalks, repairing existing sidewalks, installing new sidewalks where none exist. This project area includes the blocks of 7th, 8th, and West streets that border the courthouse. Costs are based on 800 linear feet of street.

**B4: The 1st Street Signal Warrant Study** will address issues at the 1st and Main intersection and recommend improvements, such as a traffic signal. A high percentage of Cassville residents surveyed have reported difficulty attempting to turn onto Main Street at this location due to poor visibility and high traffic volumes. An additional \$5,000 would be needed if this study included a roundabout analysis.

**B5: The Y Highway/Main Street Safety Study** would consider ways to improve the poor geometry at the intersection of Y Highway and Main Street. Sidewalk and crosswalk improvements are critical at this location due to several schools in the area. The City should partner with MoDOT to take advantage of funding opportunities. Improving this intersection is the highest-ranked need according to the Southwest Missouri Council of Governments Regional Transportation Plan.



**B6: Pave portions of the Greenway Trail near the city park along Flat Creek are currently unpaved.** This project would pave the trail similar to other completed portions of the trail. The anticipated costs do not include grading or other costs not directly associated with paving. It is estimated that 1,400 linear feet are in need of improvement, at a cost of \$17 per linear foot.

**B7: Extending the Greenway Trail to Cassville High School** would provide an important connection in the City's trail system to provide direct access to Cassville's schools. Costs are based on a 3,800 foot trail at a cost of \$100 per linear foot. This cost assumes that a bridge crossing Flat Creek will not be required.

**B8: Repair/rebuild or install new sidewalks along both sides of Main Street** from 10th Street (complete streetscape improvements are recommended south of 10th Street, see B2) to Cassville High School, including providing access to the primary, intermediate, and middle schools along Main Street.

## LONG-TERM TRANSPORTATION & STREETScape PROJECTS

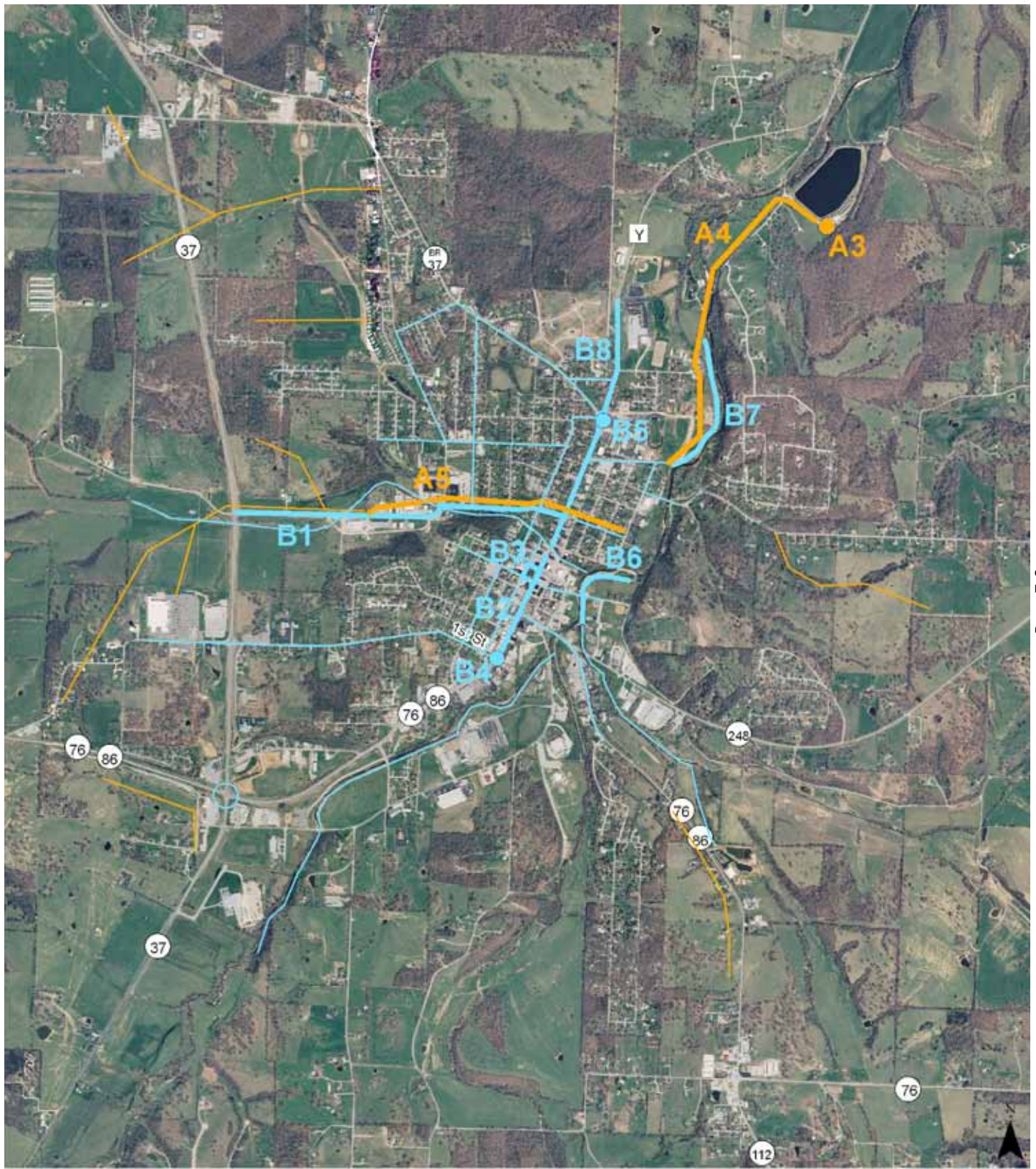
The following projects are recommended once the above projects are completed:

1. Install 1st and Main street intersection improvements, in accordance with the results of the recommended safety study (B4). Utilize state and federal funding for this project as appropriate.
2. Install Y Highway and Main street intersection improvements, in accordance with the results of the recommended safety study (B5). Utilize state and federal funding for this project as appropriate.
3. Define alignments and construct local thoroughfare streets as identified by the Transportation Plan Map.
4. In coordination with MoDOT, determine the proper location of a future state highway system connection in south Cassville.
5. Install sidewalks on other "Sidewalk Improvement Corridors" as identified by the Transportation Plan Map.
6. Extend the City's trail system along Flat Creek, Town Branch, and Brock Branch.
7. Install appropriate streetscape enhancements as growth occurs along the Highway 37 corridor.
8. Construct neighborhood parks in areas of future residential growth. The location and size of these parks depend on the timing and extent of residential development. Minimum amenities should include playground equipment and ample space for other recreation activities.





## CAPITAL IMPROVEMENTS PLAN MAP



### Legend

- A = Water & Wastewater Improvements (A1, A2, and A6 are communitywide)
- Long-Term
- B = Transportation & Streetscape Improvements
- Long-Term

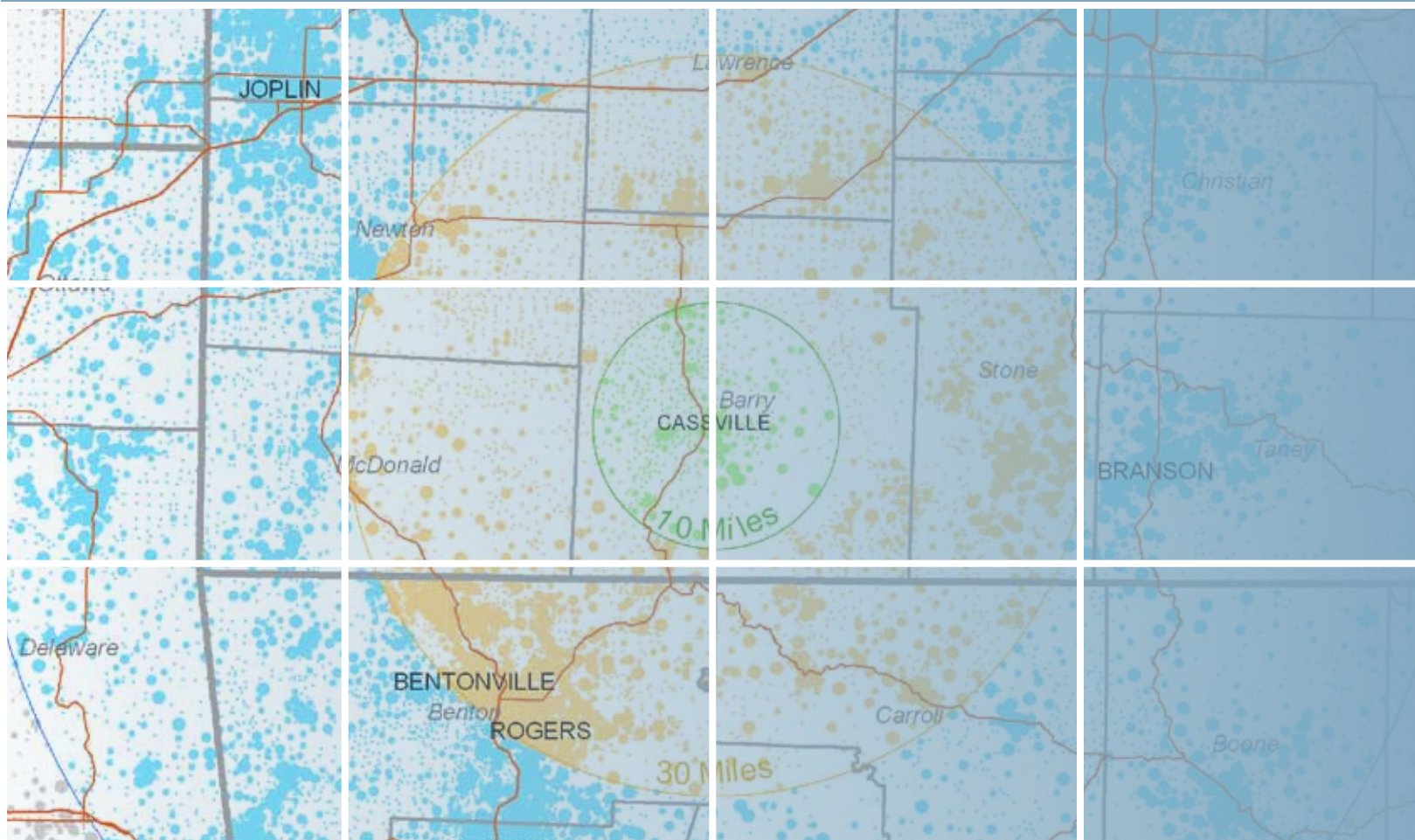
0 500 1,000 2,000 Feet

Note: Lines on map are conceptual



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# Appendix A: Market Analysis





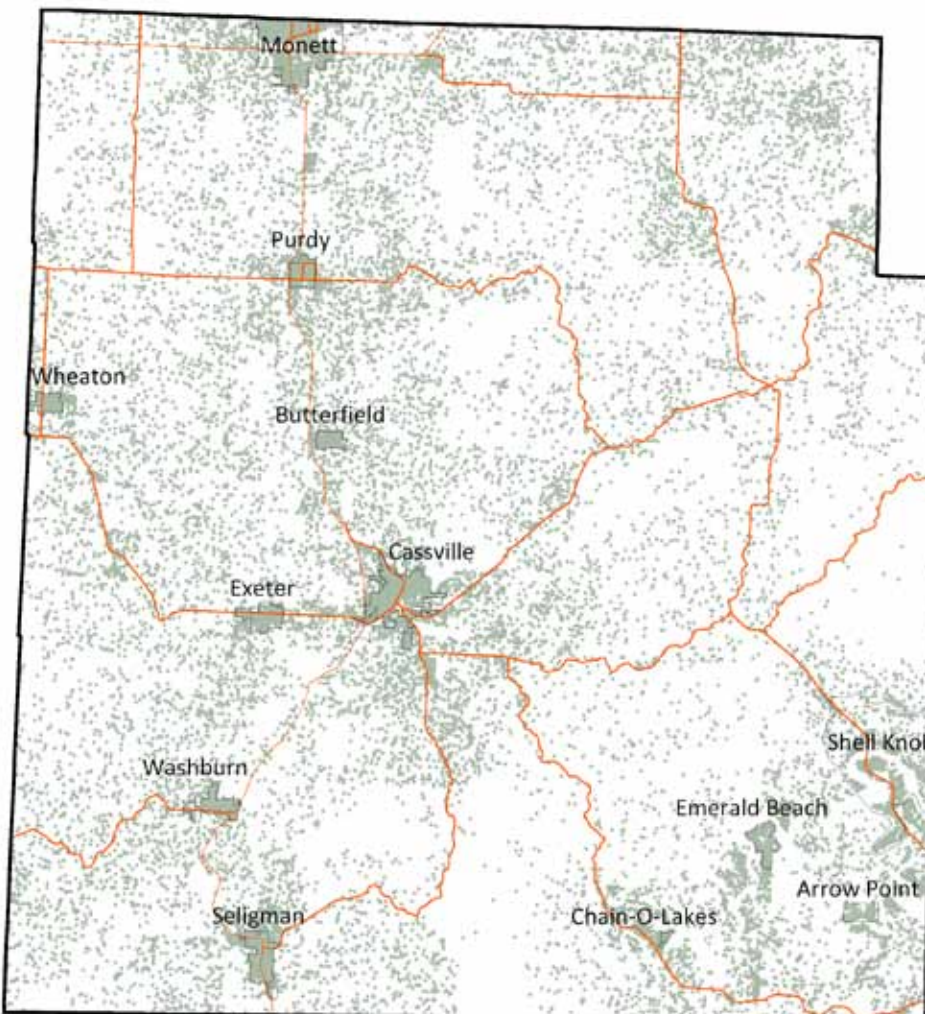
# Market Analysis

The City of Cassville has experienced steady growth throughout its history and now has an estimated population of 3,245. Although Cassville's resident population represents only about nine percent of Barry County, it is the county seat, the most central city of the county geographically, and an employment center for much of the county. Due to an estimated 2,200 people that live outside of Cassville but work in Cassville, and to the Cassville High School that serves students in a wide region of Barry County, the city's daytime population is substantially larger.

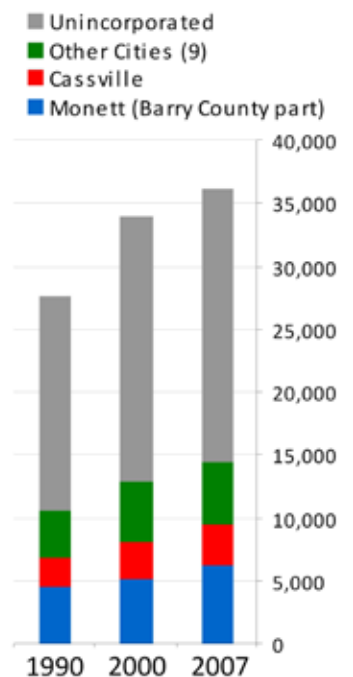
## HISTORIC POPULATION GROWTH

At the turn of the 20th Century, Cassville had only 702 residents. Steady growth—in addition to larger spurts of growth in the 1930s, 1960s, and 1990s—has led to Cassville becoming a population and commercial center of Barry County. Barry County as a whole declined in population during the first half of the 20th Century, from 25,532 in 1900 to only 18,921 in 1960. Since 1960, Barry County has nearly doubled its population.

**Figure A.1: Barry County Population Dot Density Map (2000)**



**Figure A.2: Barry County Population by Jurisdiction (1990-2007)**



## BARRY COUNTY POPULATION

As of the 2000 Census, Barry County consisted of seven cities, four villages, and one Census Designated Place. Monett is the largest city in Barry County, and extends into Lawrence County to the north. The majority of Barry County residents (60 percent) live in unincorporated areas (**Ref. Figure A.2**). The population for incorporated and unincorporated areas has grown substantially since 1990, although population in incorporated areas has grown at a higher percentage. This is especially true since 2000, as the unincorporated population has only grown by less than three percent, but populations in both Monett and Cassville have grown by more than 12 percent. This trend suggests that the county's urban areas are beginning to attract more residents from rural areas.

## REGIONAL POPULATION TRENDS

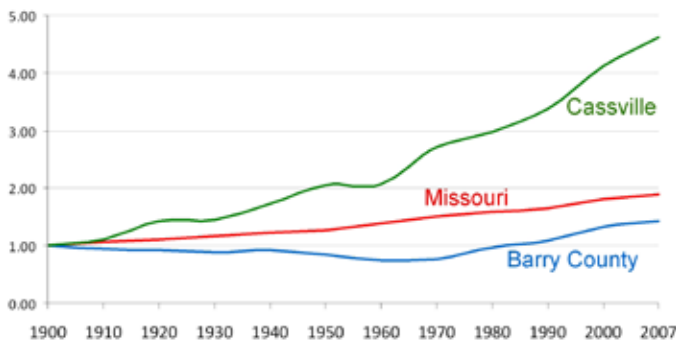
Among the counties immediately adjacent to Barry County, Benton County (Arkansas) is by far the largest and fastest growing county. Within the larger Southwest Missouri-

Northwest Arkansas region, Christian and Taney counties have also experienced explosive growth. The seven-county region has grown at a much faster rate than the state of Missouri as a whole. However, throughout the region, growth has generally been significantly lower since 2000 than it was in the 1990s (**Ref. Table A.1**). This is especially true for Stone, Carroll, and McDonald counties.

## AGE AND GENDER

Cassville residents are typically older than state and national averages, due to a small population between the ages of 20 and 34 (**Ref. Figure A.4**). More than half of Cassville's population is either under 19 or between the ages of 35 to 49. 52.6 percent of Cassville residents are female, and nearly 62 percent of the people above the age of 60 are females.

**Figure A.3: Historic Population (1900-2007)**

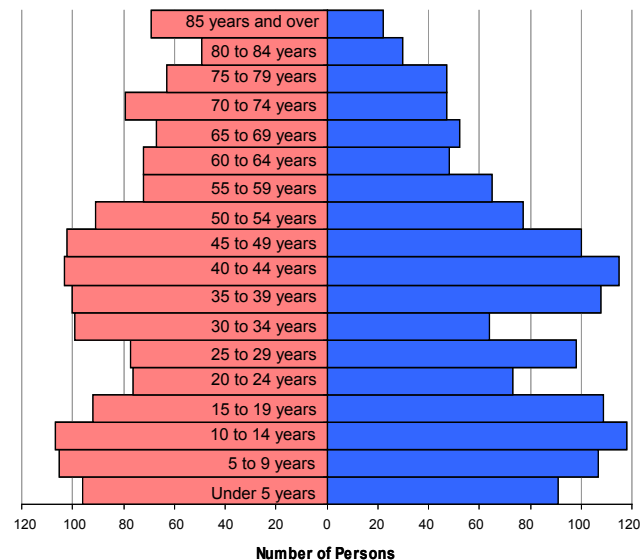


**Table A.1: Regional Population Trends of Counties (1990-2007)**

County	1990	2000	2007	Percent Annual Growth		
				90-00	00-07	90-07
Barry MO	27,547	34,010	36,197	2.3%	0.9%	1.8%
Lawrence MO	30,236	35,204	37,629	1.6%	1.0%	1.4%
McDonald MO	16,938	21,681	22,803	2.8%	0.7%	2.0%
Newton MO	44,445	52,636	55,994	1.8%	0.9%	1.5%
Stone MO	19,078	28,658	31,491	5.0%	1.4%	3.8%
Benton AR	97,499	153,406	202,639	5.7%	4.6%	6.3%
Carroll AR	18,654	25,357	27,284	3.6%	1.1%	2.7%
7-County Total	254,397	350,952	414,037	3.8%	2.6%	3.7%
Missouri	5,117,073	5,595,211	5,878,415	0.9%	0.7%	0.9%

Source: U.S. Census Bureau

**Figure A.4: Cassville Age Pyramid (2000)**



A population pyramid is an effective way to break down the population of a given area by age and gender simultaneously.



## POPULATION PROJECTIONS

The two urban areas of Barry County, Monett and Cassville, consist of about 26 percent of Barry County's population. Both of these cities have grown substantially in the past several decades. In fact, 62 percent of the growth that occurred in the county between 2000 and 2007 occurred in these two cities. This indicates an urbanizing trend that according to recent population estimates appears to be strengthening. If Cassville can capture a greater share of this urbanizing population, the city's economic development opportunities would be greatly enhanced and expanded.

### CASSVILLE POPULATION PROJECTIONS

**Base Growth Scenario:** Based on recent growth trends, Cassville is expected to grow to a population of nearly 5,000 by 2030, a 53 percent increase (**Ref. Table A.2**). This projection assumes that Cassville will grow at the same annual rate that it has since 1990. Based on this assumption, Cassville will grow at a much faster rate than the rest of Barry County and the State of Missouri.

**High Growth Scenario:** Should Cassville capture a larger share of the expected Barry County growth, it could reach a population of almost 6,000 by 2030. This would require a proactive approach to economic development and attracting new households. This population increase would mean a larger local customer base and labor force for Cassville businesses.

### REGIONAL POPULATION PROJECTIONS

Bordering counties are expected to grow at a rate similar to Barry County, with the exception of Benton County, Arkansas. Benton County, according to the Institute for Economic Advancement at the University of Arkansas at Little Rock, is projected to increase its population by roughly 80 percent to more than 372,000 by 2030. Christian County, Missouri is also expected to continue its rapid growth, more than doubling its population by 2030. These emerging markets will likely continue to capture a larger share of regional commerce and employment.

**Table A.2: Population Projections**

	2007 est.	2010	2015	2020	2025	2030	% Growth
Cassville (base)*	3,245	3,430	3,761	4,125	4,524	4,961	52.9%
Cassville (high growth)**	3,245	3,649	4,233	4,818	5,403	5,987	84.5%
Missouri <sup>^</sup>	5,878,399	5,979,344	6,184,390	6,389,850	6,580,868	6,746,762	14.8%
Barry County <sup>^</sup>	36,197	37,072	38,986	40,917	42,695	44,295	22.4%
Benton (AR) <sup>†</sup>	202,639	224,312	261,442	298,572	335,701	372,831	84.0%
Carroll (AR) <sup>†</sup>	27,284	27,305	27,919	28,532	29,146	29,759	9.1%
Lawrence <sup>^</sup>	37,629	38,905	41,092	43,272	45,316	47,249	25.6%
McDonald <sup>^</sup>	22,803	23,401	24,465	25,625	26,823	28,078	23.1%
Newton <sup>^</sup>	55,994	57,265	59,748	62,218	64,553	66,663	19.1%
Stone <sup>^</sup>	31,491	32,994	35,328	37,427	39,113	40,346	28.1%
Total 7-County Area	414,037	441,254	488,979	536,563	583,347	629,221	52.0%

\* projections based on the average annual growth from 1990 to 2007 (approx. 1.86% per year)

\*\* projections based on Cassville obtaining a larger share of expected Barry County growth

<sup>^</sup> Missouri Office of Administration projections, based on the cohort-component method

<sup>†</sup> Institute for Economic Advancement, University of Arkansas at Little Rock\*

## MARKET ANALYSIS

The Cassville Market Analysis is an assessment of Cassville's economy relative to the surrounding region and a projection of future economic development opportunities. Although surrounded by larger economic markets, Cassville serves as a center for commerce for much of Barry County and surrounding rural areas. Cassville's location in these overlapping markets affects the types of business and industry the area can reasonably support. Successful economic development decisions will be based on a

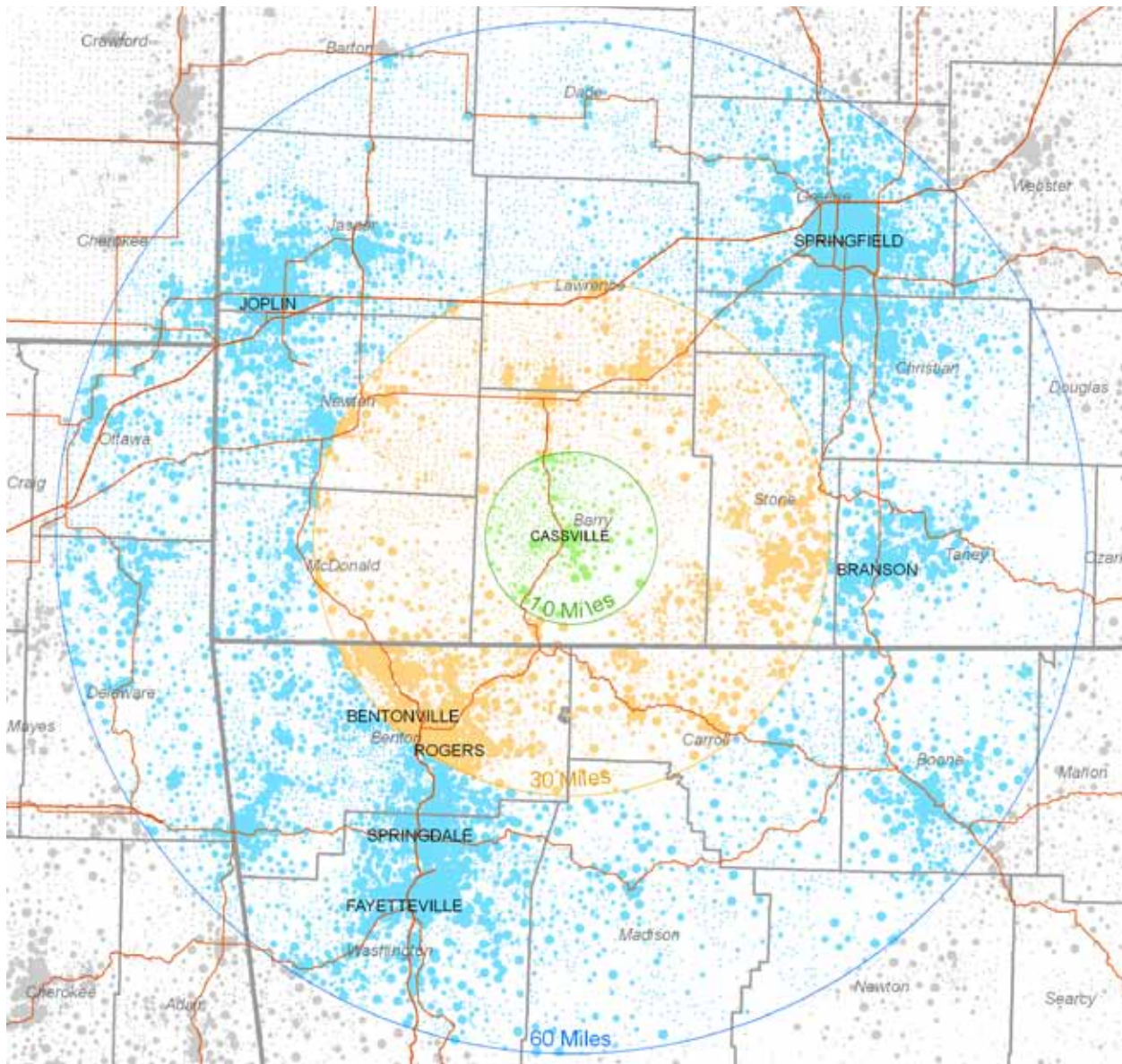
variety of factors that indicate Cassville's market strengths and weaknesses. Demographic trends, labor force characteristics, regional economic data, and development supply and demand information are some of these factors that will provide insight into Cassville's economic development opportunities.

### Map Notes:

*The size of each dot represents the number of people in each Census Block as of 2000.*

*This map does not account for access to the highway system or for highway types, both of which significantly affect travel times.*

**Figure A.5: Cassville and the Regional Trade Area**



## THE REGIONAL ECONOMY

Cassville's market opportunities are shaped by its proximity to four larger economic centers in the region:

- Springfield, Missouri,
- Joplin, Missouri,
- Branson, Missouri, and
- Fayetteville-Springdale-Rogers, Arkansas.

In addition to these large markets, a variety of secondary market centers such as Eureka Springs, Arkansas also shape the region's economy. The region also consists of many people that live in small towns and in unincorporated areas that rely on smaller cities for employment and services, such as Monett and Cassville.

Tourism is also a major component of the regional economy, as Roaring River State Park, Table Rock Lake, Branson, and other Ozark destinations draw many visitors to the area each year. These visitors are vital to the regional economy and support many businesses in the area. Cities such as Cassville that are near to these destinations have an opportunity to cater to these visitors as they travel through by providing retail, restaurants, hotels, and other amenities.

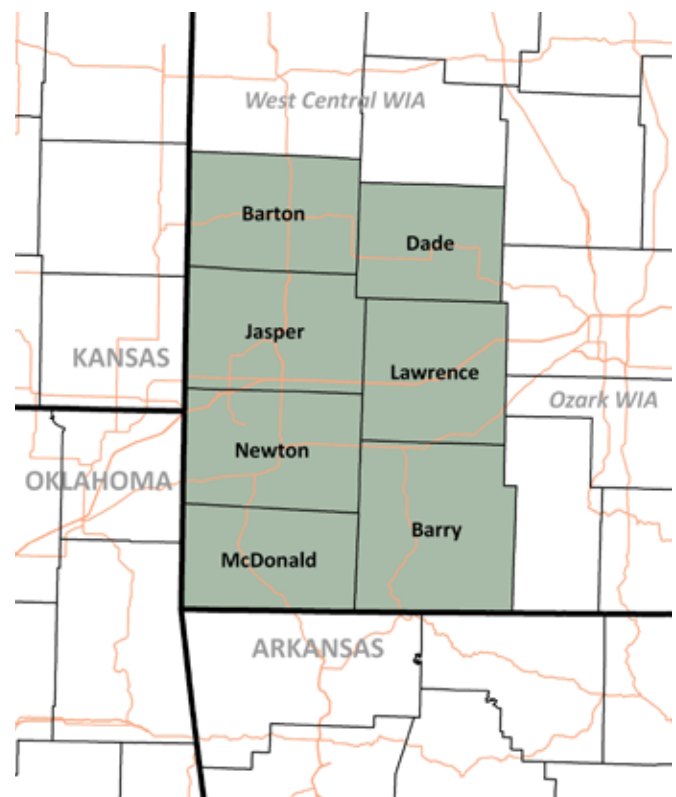
Customers travel within and outside of the region to obtain a variety of goods, and the location and frequency of these trips vary depending on the type of good or service. Cassville's market area includes the following (Ref. Figure A.5):

- Within 10 miles: Cassville is the primary market and employment center for the estimated 14,000 people living in this area, providing a variety of goods and services.
- Within 30 miles: Cassville is a factor in this larger market of 240,000 people—extending into surrounding counties—but is also competing with Springfield, Joplin, Branson, and Fayetteville-Springdale-Rogers. These much larger markets are able to attract a greater number and variety of trips throughout the trade area and beyond.
- Within 60 miles: Cassville is not a major producer of most goods and services for this market area of roughly 1.2 million people, but does serve as a secondary market for visitors to Roaring River State Park and those travelling through the area.

Cassville and Barry County lie within the Southwest Missouri Workforce Investment Area (WIA) (Ref. Figure A.6). Within this region, Food Manufacturing, Food Services and Drinking Places, Truck Transportation, Furniture and Related Product Manufacturing, and Hospitals are the sectors with the largest employment, combining for more than 35,000 jobs in the region. While manufacturing in general is a declining industry, several manufacturing industries have recently expanded in southwest Missouri. These include Paper Manufacturing, Petroleum and Coal Products Manufacturing, and Plastics and Rubber Products Manufacturing.

An analysis by the Missouri Economic Research and Information Center (MERIC) shows that manufacturing industries are clustered near Joplin and along the I-44 corridor, while the service and construction sector is more evenly scattered throughout southwest Missouri. MERIC also finds that there is substantial potential for growth in the Life Sciences, Information Technology, and Advanced Manufacturing industries in southwest Missouri.

**Figure A.6: Southwest Missouri WIA**





## THE LOCAL ECONOMY

The local economy primarily serves the trade area in the immediate vicinity of Cassville and extending throughout much of Barry County. Demographic and economic indicators of Cassville, the 65625 ZIP code, and Barry County provide insight into what employment and development opportunities are most feasible for Cassville.

### LABOR FORCE CHARACTERISTICS

According to the 2006 business establishment and employment data, Cassville was home to 186 business

establishments and an estimated employment of 3,694 (Ref. Table A.3). Manufacturing is the largest sector of employment in Cassville, with 14 establishments and 2,354 employees. Although this number has declined recently due to recent job cuts, Cassville is still a center of manufacturing. Health care and social assistance, retail trade, and accommodation and food services are the other large employment sectors in Cassville.

Cassville has more than twice as many employees than it does residents in the labor force, and more employees than total population. This indicates that Cassville employers rely heavily on the workforce from the surrounding rural areas

**Table A.3: Number of Establishments and Employment by Industry (2006)**

NAICS Code Industry	Cassville ZIP 65625 Barry Co. of County				Cassville ZIP 65625 Barry Co. of County			
Total	186	223	805	23.1%	3,694	4,439	15,121	24.4%
21 Mining	0	0	5	0.0%	0	0	60	0.0%
22 Utilities	1	1	2	41.6%	29	35	60	48.3%
23 Construction	15	18	86	17.4%	183	220	437	41.9%
31 Manufacturing	14	14	54	25.9%	2,354	2,354	5,941	39.6%
42 Wholesale trade	2	4	25	8.0%	16	31	429	3.6%
44 Retail trade	34	41	163	20.9%	614	741	2,028	30.3%
48 Transportation & warehousing	6	7	36	16.2%	35	42	175	19.8%
51 Information	2	2	17	8.8%	16	22	750	2.2%
52 Finance & insurance	16	19	64	24.7%	122	146	308	39.5%
53 Real estate & rental & leasing	5	5	30	16.7%	13	13	60	21.0%
54 Professional, scientific & technical services	20	21	47	42.1%	103	110	1,750	5.9%
55 Management of companies & enterprises	2	3	3	83.2%	17	21	60	29.4%
56 Admin, support, waste mgt, remediation service	11	11	23	47.8%	104	104	407	25.6%
61 Educational services	0	0	2	0.0%	0	0	60	0.0%
62 Health care and social assistance	28	29	71	38.8%	381	401	1,201	31.7%
71 Arts, entertainment & recreation	2	2	10	20.0%	22	22	100	21.5%
72 Accommodation & food services	16	19	64	24.3%	390	477	811	48.1%
81 Other services (except public administration)	14	26	97	14.0%	64	123	366	17.5%
99 Unclassified establishments	1	1	6	13.9%	2	3	60	3.5%

Sources: U.S. Census Bureau (ZIP and County Business Patterns, 2002 Economic Census) and BWR

Table Notes:

Cassville statistics are estimated by extrapolating 2002 Economic Census data to 2006 for applicable industries (totals are 83.6% of ZIP)

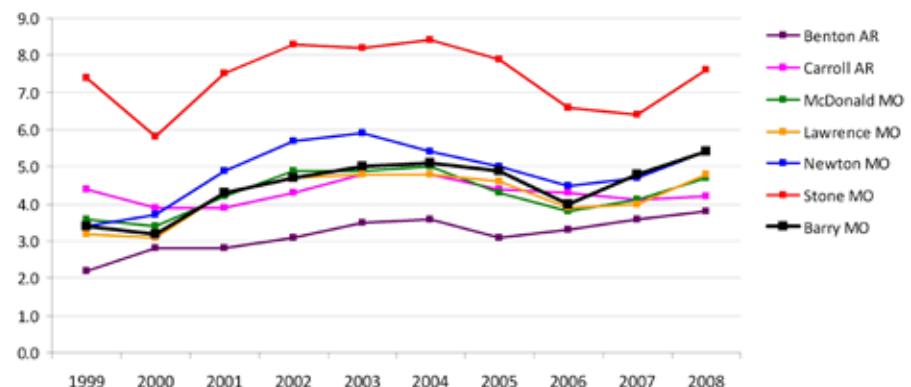
Employee numbers, when not provided, are estimated based on the middle of the range provided by the U.S. Census Bureau

**Table A.4: Average Annual Pay**

County	2007
Benton AR	\$40,123
Newton MO	\$30,548
<b>Barry MO</b>	<b>\$29,327</b>
Lawrence MO	\$26,785
McDonald MO	\$26,063
Carroll AR	\$24,305
Stone MO	\$23,920

Source: Bureau of Labor Statistic

**Figure A.7: Annual Unemployment Rate**



and small cities. As of 2006, an estimated 2,226 people worked within Cassville but lived elsewhere. Cassville consists of only nine percent of the county's population, but has almost 25 percent of the county's jobs. Cassville's status as a job center provides many benefits as employees not only work in Cassville but also likely frequent the city's restaurants, banks, and other service and retail providers. Children of these employees also most likely attend Cassville schools, further strengthening their ties to Cassville.

According to MERIC, there are a total of 14 employers in Cassville that employ at least 50 people. Of these, the Cassville School District, Fasco Industries, Able 2 Products, Justin Boot Co., St. John's Hospital, and Wal-Mart Supercenter employ at least 100 people each. These businesses are the base of Cassville's economy and their retention and expansion is important to the growth of the community.

### ANNUAL PAY AND UNEMPLOYMENT

Employees in Barry County are generally well-paid compared to surrounding counties (**Ref. Table A.4**). The average annual pay in Barry County in 2007 was \$29,327, more than other neighboring counties except for Newton (MO) and Benton (AR).

The unemployment rate in Barry County is lower than neighboring Stone County and equal to Newton County but higher than other surrounding counties (**Ref. Figure A.7**). Benton and Carroll counties in Arkansas have an especially low unemployment rate compared to the surrounding region. Unemployment rates have increased throughout the region since 2006.

**Table A.5: Education, Income, & Household Indicators**

Jurisdiction	High school graduate or higher	Bachelor's degree or higher	Median household income	Average household size	Median age
Cassville	77.0%	14.4%	\$27,351	2.35	38.3
Barry County	75.7%	10.7%	\$28,906	2.51	38.2
Missouri	81.3%	21.6%	\$37,934	2.48	36.1
United States	80.4%	24.4%	\$41,994	2.59	35.3
Lawrence	77.4%	12.1%	\$31,239	2.55	36.9
McDonald	69.4%	7.0%	\$27,010	2.65	34.3
Newton	79.8%	16.1%	\$35,041	2.57	37.1
Stone	80.4%	14.2%	\$32,637	2.40	44.1
Benton AR	80.4%	20.3%	\$40,281	2.60	35.3
Carroll AR	71.8%	13.8%	\$27,924	2.47	39.4

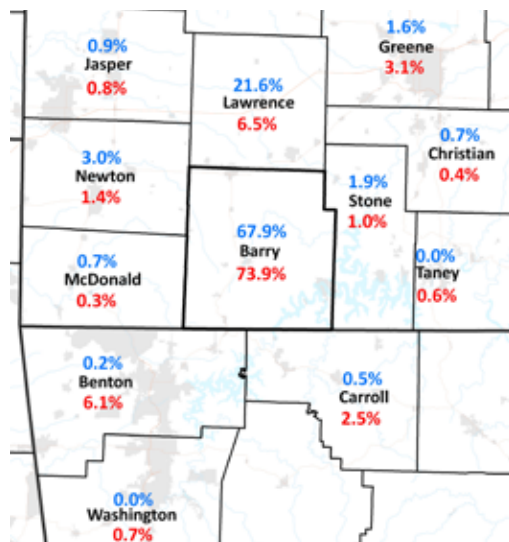
Source: U.S. Census Bureau

### EDUCATIONAL ATTAINMENT, INCOME, AND AGE

Educational attainment is an indicator of the skills of the local workforce and may influence the types of businesses that consider locating in the area. Cassville has a higher percentage of high school and college graduates than Barry County as a whole, and similar percentages to most surrounding counties (**Ref. Table A.5**). However, both of these figures are lower than state and national averages.

The median household income of the Cassville population is slightly lower than Barry County, but well below most surrounding counties and state and national averages. Cassville residents tend to be slightly older than state and national averages. The overall age of the population in Barry and surrounding counties is significantly higher than average, due in part to retirees that have moved to the area. This is especially true in Stone and Carroll counties.

**Figure A.8: Barry County Journey-to-Work (2000)**



Map Key:

Blue: Barry County workforce by county of residence (e.g. 21.6% of the people that work in Barry County live in Lawrence County).

Red: Barry County residents' location of work (e.g. 6.5% of the Barry County workforce work in Lawrence County).

## COMMUTING PATTERNS

Due to the proximity of other large and small employment centers in the region, there is a significant amount of inter-county commuting. Although this is more pronounced in some of the adjacent counties that are closer to Springfield, Branson, and Joplin, a significant number of people travel outside of Barry County to work. Thus, a city or county's daytime population may be significantly different than its resident population, which has an effect on the number and type of retail and service businesses that can be supported.

As of 2000, 74 percent of workers who reside in Barry County also work within Barry County (**Ref. Figure A.8**). More than six percent work in Lawrence County, and another six percent work in Benton County, Arkansas.

Similarly, 68 percent of the Barry County workforce resides within Barry County. However, there are large numbers of workers (3,422, or 22 percent) who work in Barry County but live in Lawrence County. This is likely due to the fact that the City of Monett lies both in Lawrence and Barry counties, but the vast majority of Monett employers are in the Barry County portion of the city.

## TRAFFIC

The amount of automobile traffic in Cassville is another indicator of the city's status as an employment and commerce center for the surrounding area. According to recent traffic counts, more than 14,000 cars per day travel on Main Street between 3rd and 4th streets. Approximately 11,000 cars per day travel along Main Street between 5th

### Traffic Analysis

*In April and May of 2009, BWR and City of Cassville staff collected traffic counts throughout Cassville, especially in areas with potential for future development.*



and 6th streets and also east on Highway 76/248 near the Flat Creek bridge. More than 7,000 cars travel along Highway 37 on the city's west side.

This traffic consists both of residents and employees travelling within Cassville and tourists and others driving through the area. These relatively high traffic counts represent a tremendous opportunity for businesses in both downtown Cassville and along Highway 37.

## TAX RATES

The City of Cassville's sales tax rate of 7.475% is one of the lowest in the region (**Ref. Table A.6**). While often not a large factor in business location or shopping decisions, it allows retailers to sell items at a lower overall price and can influence a shopper's decisions on more expensive items. In these situations, a low sales tax rate will favor Cassville businesses.

The City of Cassville does not levy a property tax, and the combined total property tax rate for property in Cassville is relatively low. These lower tax rates are favorable to commercial and industrial development as they can provide businesses with a competitive advantage in the regional market. Property taxes, in particular, are often a critical factor in site selection decisions by developers and industry. Cassville's low property taxes could be an advantage when attempting to attract future development.

**Table A.6: Area Sales Tax Rates**

Rank	City	State	Tax Rate
1	Pea Ridge	AR	7.000%
1	Green Forest	AR	7.000%
1	Little Flock	AR	7.000%
4	Monett (Barry part)	MO	7.225%
<b>5</b>	<b>Cassville</b>	<b>MO</b>	<b>7.475%</b>
5	Monett (Lawrence part)	MO	7.475%
5	Granby	MO	7.475%
8	Berryville	AR	7.500%
9	Neosho	MO	7.600%
9	Branson	MO	7.600%
11	Aurora	MO	7.725%
11	Mount Vernon	MO	7.725%
13	Bentonville	AR	8.000%
13	Rogers	AR	8.000%
13	Centerton	AR	8.000%
16	Marionville	MO	8.225%
17	Eureka Springs	AR	8.250%
18	Kimberling City	MO	8.475%
<b>Average</b>			<b>7.653%</b>

Sources:

Missouri Department of Revenue

Arkansas Department of Finance & Administration



## CITY FINANCES

Municipal revenues have increased over the past decade. The 72% increase in revenue from 1999 to 2008 represents a 32.7% increase in "constant dollars," controlling for inflation during the past decade.

**Table A.7: Municipal Revenue**

Year	Public Safety	Sanitation	Parks	Airport	Grand Total	Change	
						Year to Year	Percent
1999	\$ 142,609	\$ 123,631	\$ 18,858	\$ 3,375	\$ 1,206,777	N/A	N/A
2000	\$ 235,336	\$ 129,771	\$ 145,432	\$ 4,750	\$ 1,449,117	\$ 242,340	20.1%
2001	\$ 180,459	\$ 128,149	\$ 174,187	\$ 11,035	\$ 1,564,456	\$ 115,339	8.0%
2002	\$ 110,595	\$ 132,534	\$ 179,529	\$ 55,755	\$ 1,926,619	\$ 362,163	23.1%
2003	\$ 136,940	\$ 135,396	\$ 44,070	\$ 114,936	\$ 1,740,190	\$ (186,429)	-9.7%
2004	\$ 109,523	\$ 139,785	\$ 138,562	\$ 19,292	\$ 1,509,803	\$ (230,387)	-13.2%
2005	\$ 116,620	\$ 144,425	\$ 142,364	\$ 30,301	\$ 1,670,213	\$ 160,410	10.6%
2006	\$ 126,281	\$ 160,136	\$ -	\$ 40,173	\$ 1,777,050	\$ 106,837	6.4%
2007	\$ 164,067	\$ 167,974	\$ -	\$ 19,748	\$ 2,095,517	\$ 318,467	17.9%
2008	\$ 149,865	\$ 181,880	\$ 20,380	\$ 99,061	\$ 2,070,505	\$ (25,012)	-1.2%

Source: City of Cassville

Municipal revenues by percentage of all funds have held steady; except they have declined in public safety (as a percent of total) and increased in the airport fund.

**Table A.8: Municipal Revenue Percentage by Fund**

Year	General	Public Safety	Sanitation	Parks	Airport	Total
1999	76%	12%	10%	2%	0%	100%
2000	64%	16%	9%	10%	0%	100%
2001	68%	12%	8%	11%	1%	100%
2002	75%	6%	7%	9%	3%	100%
2003	75%	8%	8%	3%	7%	100%
2004	73%	7%	9%	9%	1%	100%
2005	74%	7%	9%	9%	2%	100%
2006	82%	7%	9%	0%	2%	100%
2007	83%	8%	8%	0%	1%	100%
2008	78%	7%	9%	1%	5%	100%

Source: City of Cassville

Sales tax revenues have increased steadily during the past decade, both in real dollars and “constant dollars” (which counts for inflation). Since 1999, sales tax revenues in Cassville have increased 108%, which inflation-adjusted can be considered a 61% increase over the past decade. The city is projecting 2009 sales tax to remain unchanged due to economic conditions. The 2008 opening of the Wal-Mart Super Center helped increase sales tax 1.5 percent over the prior year (Ref. Table A.9).

**Table A.9: Sales Tax Trends**

Year	General Fund	Water/Sewer Fund	Grand Total	Change	
				Year to Year	Percent
1999	\$ 524,422	\$ 277,501	\$ 801,923	N/A	N/A
2000	\$ 787,908	\$ 273,571	\$ 1,061,479	\$ 259,556	32.4%
2001	\$ 816,353	\$ 271,534	\$ 1,087,887	\$ 26,408	2.5%
2002	\$ 815,719	\$ 271,760	\$ 1,087,479	\$ (408)	0.0%
2003	\$ 812,305	\$ 270,362	\$ 1,082,667	\$ (4,811)	-0.4%
2004	\$ 844,064	\$ 281,591	\$ 1,125,655	\$ 42,988	4.0%
2005	\$ 919,576	\$ 306,490	\$ 1,226,066	\$ 100,411	8.9%
2006	\$ 1,108,325	\$ 369,589	\$ 1,477,914	\$ 251,848	20.5%
2007	\$ 1,232,906	\$ 410,961	\$ 1,643,867	\$ 165,954	11.2%
2008	\$ 1,251,869	\$ 417,301	\$ 1,669,169	\$ 25,302	1.5%

Source: City of Cassville

Motor vehicle taxes have declined, which is a national trend.

**Table A.10: Motor Vehicle Taxes**

Year	Amount	Change	
		Year to Year	Percent
1999	97,582	N/A	N/A
2000	96,506	\$ (1,076)	-1.1%
2001	101,053	\$ 4,547	4.7%
2002	115,013	\$ 13,960	13.8%
2003	117,119	\$ 2,106	1.8%
2004	120,278	\$ 3,159	2.7%
2005	119,519	\$ (759)	-0.6%
2006	121,752	\$ 2,233	1.9%
2007	122,011	\$ 259	0.2%
2008	111,612	\$ (10,399)	-8.5%

Source: City of Cassville

The City does not levy a municipal tax against real property. As a result, all “property tax” is for the school district, state of Missouri, and other jurisdictions.

**Table A.11: City Assessed Valuation**

Land Type	Acres
Real Estate	
Residential	15,307,130
Agricultural	12,864
Commercial	12,935,717
Total real estate	28,255,711
Personal property	10,224,874
Total land area	38,480,585

Source: City of Cassville

Water and sewer revenues are projected to decrease in past due to decreased interest revenue. Sewer rates were increased in 2008 to cover increased cost of operation and replacement and repair of equipment.

**Table A.12: Water and Sewer Revenues**

Year	Water	Sewer	Grand Total	Change	
				Year to Year	Percent
1999	\$ 454,541	\$ 199,222	\$ 653,763	N/A	N/A
2000	\$ 471,508	\$ 197,909	\$ 669,417	\$ 15,654	2.4%
2001	\$ 476,757	\$ 201,984	\$ 678,741	\$ 9,324	1.4%
2002	\$ 523,882	\$ 234,139	\$ 758,021	\$ 79,280	11.7%
2003	\$ 524,338	\$ 264,708	\$ 789,046	\$ 31,025	4.1%
2004	\$ 505,390	\$ 248,323	\$ 753,713	\$ (35,333)	-4.5%
2005	\$ 538,109	\$ 366,776	\$ 904,885	\$ 151,172	20.1%
2006	\$ 495,988	\$ 365,112	\$ 861,100	\$ (43,785)	-4.8%
2007	\$ 470,621	\$ 357,488	\$ 828,109	\$ (32,991)	-3.8%
2008	\$ 472,859	\$ 405,896	\$ 878,755	\$ 50,646	6.1%

Source: City of Cassville

**Table A.13: Water and Sewer Fees**

Fee Type	Geographic Area	Price	Unit Type
Water base rate	Inside city:	\$ 10.27	per month
	Outside city:	\$ 21.40	per month
Water usage rate	Inside city:	\$ 0.18	per 100 gallons
	Outside city:	\$ 0.22	per 100 gallons
Sewer base rate		\$ 8.09	per month
Sewer usage rate		\$ 2.92	per thousand gallons of water usage
Penalties		10% of bill assessed after due date	
		\$ 25.00	reconnect fee
Delinquency rate		3.83%	

Source: City of Cassville

**Table A.14: Water and Sewer Bonds**

Description	Year	Amount	Payback Period	Refinanced	Pay-offs	Balance
NID Bonds - Sherwood Forest Project	2006	\$ 318,000	20 yrs	No	None	\$ 294,445
Capital Improvement Sales Tax Revenue	2005	\$ 570,000	15 yrs	No	None	\$ 475,000
Capital Improvement Sales Tax Revenue State Revolving Fund Program	2002	\$ 2,930,000	20 yrs	No	None	\$ 2,310,000

Source: City of Cassville



## ECONOMIC PROJECTIONS

An assessment of economic and demographic data is not complete without considering recent significant changes and future projections. The population of Cassville has outpaced the county and the state of Missouri (Ref. Figure A.3).

### EMPLOYMENT TRENDS

Although employment data by sector is not available for the City of Cassville since 2002, the County and ZIP Code Business Patterns data series from the U.S. Census Bureau has more recent data that reveal employment trends in the Cassville area (Ref. Figure A.9). In 2006, the 65625 ZIP code was home to 23 more businesses and 643 more employees than in 1998, growth rates of 11 percent and 17 percent, respectively. The administration/support/waste management and the finance/insurance sectors experienced the largest growth by percentage, while health care and other services also gained substantially. However, the number of retail and manufacturing businesses declined from 1998 to 2006.

The number of businesses in Barry County as a whole increased by only 3 percent, but employment grew by 23 percent from 1998 to 2006. Strong growth occurred in the health care, finance/insurance, and construction sectors. Annual payroll increased by 46 percent in Barry County, outpacing the payroll growth of the Cassville area.

Relative to total employment, Cassville specializes in administration/support/waste management, professional/scientific/tech, and health care sectors. Over 40 percent of the total Barry County businesses in these sectors are in the Cassville area. While over 29 percent of the County's jobs are in the Cassville area, only 21 percent of the County's annual payroll is in the Cassville area. This indicates that the average job in the Cassville area is a lower wage than the county as a whole.

Figure A.9: Business Establishment Trends

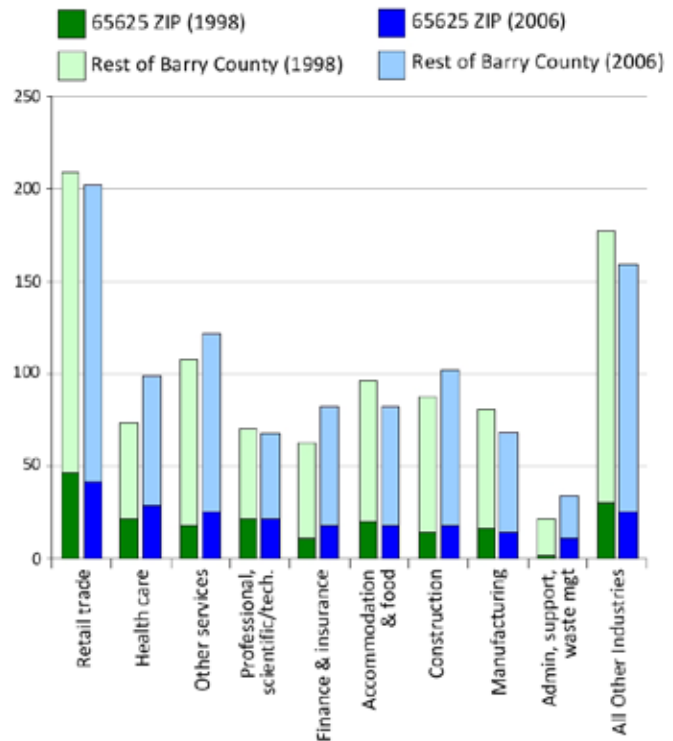
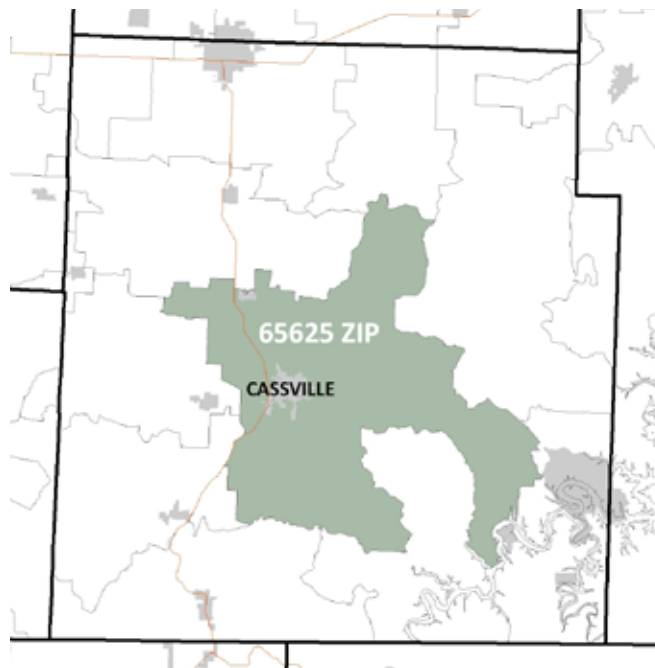


Figure A.10: Map of 65625 ZIP Code



## SALES TRENDS

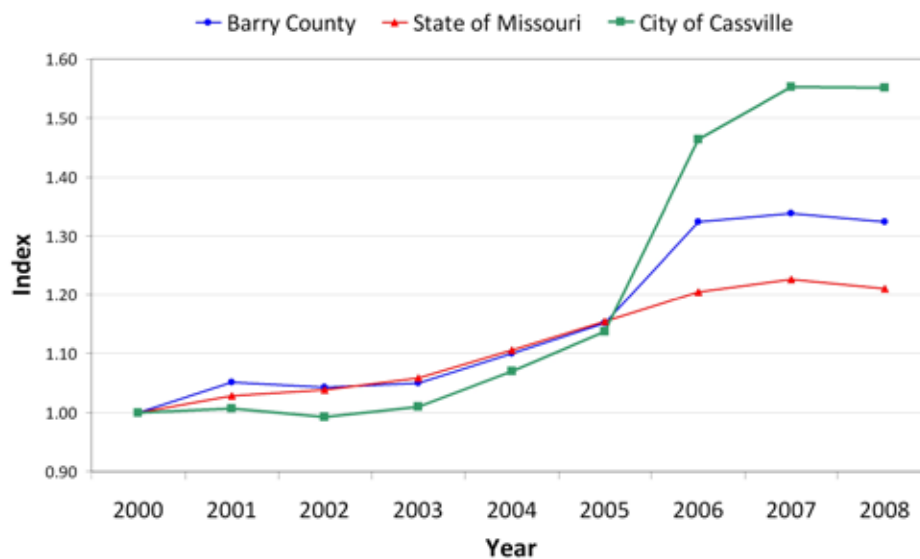
Sales have increased substantially in Cassville in recent decades (**Ref. Table A.15 and Figure A.11**). This growth has been especially rapid since 2003—due in part to the new Wal-Mart Supercenter on Highway 37—although this growth flattened in 2008. Recent growth in taxable sales in Cassville has outpaced both Barry County and Missouri, indicating that Cassville is increasing its role as an economic center.

**Table A.15: Taxable Sales (in millions)**

Year	Cassville	Barry Co.	Missouri
1990	\$37	\$149	\$35,113
2000	\$54	\$267	\$58,005
2001	\$55	\$281	\$59,688
2002	\$54	\$279	\$60,289
2003	\$55	\$281	\$61,414
2004	\$58	\$294	\$64,160
2005	\$62	\$308	\$66,960
2006	\$79	\$354	\$69,909
2007	\$84	\$357	\$71,163
2008	\$84	\$354	\$70,186
<b>% Change</b>			
1990-2000	48.1%	79.8%	65.2%
2000-2008	55.2%	32.4%	21.0%
1990-2008	129.9%	137.9%	99.9%

Source: Missouri Department of Revenue

**Figure A.11: Taxable Sales Growth Index**



## RETAIL MARKET OPPORTUNITIES

In order to boost taxable sales, expanding the retail market is an important goal for future economic development in Cassville. This section assesses the region, county, and city retail markets in general, and among the various retail sectors. While Cassville will not be able to compete with the much larger regional retail markets of Springfield, Joplin, and Rogers, there is a large population in rural portions and small cities throughout Barry County and surrounding areas that rely on Cassville for certain types of retail goods.

### RETAIL PULL FACTORS AND BUYING POWER

Retail pull factors indicate the strength of a jurisdiction's retail market by comparing sales data and population to state totals (**Ref. Figure A.12**). MERIC's Retail Trade Analysis in 2007 reveals that Taney (pull factor of 2.33), Greene (1.56), Jasper (1.24), and McDonald (1.07) counties are the primary retail markets serving customers in the multi-county area. Barry County, similar to other predominantly rural counties in the region, has a relatively low retail pull factor of

0.50. MERIC estimates that Barry County loses over 18,000 customers to other counties for retail purchases.

According to MERIC's Buying Power Index, which includes per capita income as a factor, retail customers in Barry County have a slightly lower capability than in most surrounding counties to support retail activity. The index for Barry County is lower than all surrounding counties except for Lawrence, but higher than many rural counties throughout Missouri.

### RETAIL SALES

The Barry County retail market is fairly evenly dispersed among the various retail sectors, with eating and drinking places and food stores comprising of 42 percent of the county's retail sales. However, apparel accounts for only one percent of the county's retail sales (**Ref. Figure A.13**).

While Barry County taxable sales in general have substantially increased, the retail sector has been in decline since 2000, according to sales data (**Ref. Table A.16**). Overall sales in retail sectors have declined by 18 percent since

**Retail Pull Factors** measure the retail sales in a county relative to the state, by estimating the number of customers and retail sales that a county attracts from neighboring counties. A retail pull factor of greater than 1.00 indicates that either retail customers in that county spent more on retail goods or the county is attracting customers from other counties. (Source: MERIC)

The **Buying Power Index** measures the capability of retail customers living in a county to buy retail goods. A higher index indicates a greater ability to support retail activity. The index is a function of population, retail sales, and per capita income, compared to the State of Missouri.

Figure A.12: Retail Pull Factors

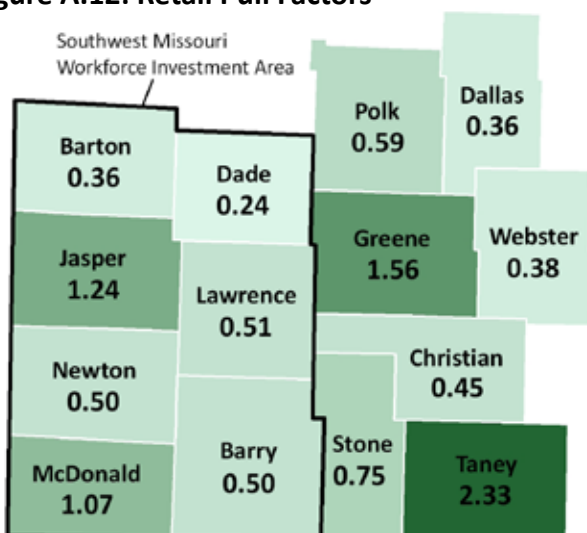
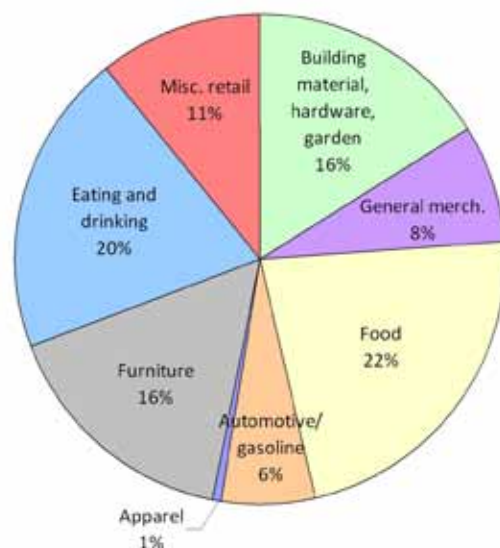


Figure A.13: Barry County Retail Market





2000. More specifically, the apparel and accessories and miscellaneous retail sectors have declined dramatically. However, the home furniture and building materials have grown substantially since 2000.

## SALES LEAKAGE

The amount of sales leakage or surplus in each retail sector is shown in Table 8. In general, the Barry County retail sector is weak compared to the statewide market, with a pull factor of only 0.48 based on 2008 sales data (Ref. Table A.17). This indicates that Barry County loses many

retail customers and sales to other counties. Barry County is experiencing the greatest retail leakage in the apparel and accessories, general merchandise, and miscellaneous retail sectors. There is a moderate leakage of retail sales in most other sectors in Barry County. Building material, hardware, and garden supplies is the only sector in which Barry County gains consumers. Retail pull factors, while a useful indicator, only consider retail sales within Missouri. Therefore, given the county's proximity to Arkansas, there is likely additional leakage that is not being accounted for.

Sales leakage indicates that Barry County has a retail

**Table A.16: Barry County Sales Trends by Retail Sector**

SIC Retail Sector	Barry County			State of Missouri		
	2000	2008	% change	2000	2008	% change
Building material, hardware, garden	\$15.0	\$23.1	53.6%	\$2,465.1	\$2,836.4	15.1%
General merchandise	\$9.7	\$11.0	13.6%	\$3,624.2	\$12,582.6	247.2%
Food	\$30.0	\$31.9	6.5%	\$6,982.5	\$8,156.6	16.8%
Automotive dealers and gasoline	\$8.2	\$8.8	7.1%	\$1,991.7	\$2,776.0	39.4%
Apparel and accessories	\$2.1	\$0.8	-62.7%	\$1,660.5	\$2,076.4	25.0%
Home furniture and furnishings	\$6.6	\$22.9	247.3%	\$2,811.9	\$4,919.1	74.9%
Eating and drinking	\$20.5	\$28.6	39.4%	\$5,577.2	\$8,056.6	44.5%
Miscellaneous retail	\$83.0	\$15.5	-81.3%	\$15,785.5	\$7,172.7	-54.6%
<b>Total Retail</b>	<b>\$175.1</b>	<b>\$142.6</b>	<b>-18.6%</b>	<b>\$40,898.5</b>	<b>\$48,576.4</b>	<b>18.8%</b>

Source: Missouri Department of Revenue, BWR

**Table A.17: Barry County Retail Pull Factors, Sales Surplus and Leakage (2008)**

SIC Retail Sector	Pull Factor	Actual Sales	Potential Sales	Surplus/Leakage
Building material, hardware, garden	1.32	\$23,050,114	\$17,465,740	\$5,584,374
General merchandise	0.14	\$11,049,047	\$77,479,108	-\$66,430,061
Food	0.64	\$31,911,545	\$50,225,395	-\$18,313,850
Automotive dealers and gasoline	0.52	\$8,817,227	\$17,093,526	-\$8,276,298
Apparel and accessories	0.06	\$778,125	\$12,785,465	-\$12,007,340
Home furniture and furnishings	0.76	\$22,905,375	\$30,290,060	-\$7,384,685
Eating and drinking	0.58	\$28,615,884	\$49,609,531	-\$20,993,647
Miscellaneous retail	0.35	\$15,508,999	\$44,166,667	-\$28,657,667
<b>Total Retail</b>	<b>0.48</b>	<b>\$142,636,317</b>	<b>\$299,115,492</b>	<b>-\$156,479,175</b>

Source: Missouri Department of Revenue, BWR

**Potential Sales** represent the amount in sales in a given sector that would be needed to achieve a pull factor of 1.00.

**Surplus and Leakage** are the difference between Actual and Potential Sales.

**Table A.18: Cassville Retail Sales Pull Factors (2008)**

SIC Retail Sector	Actual Sales	Missouri Trade Area	Barry County Trade Area
		Pull Factor	Pull Factor
Eating and drinking	\$9,882,578	2.22	3.85
Miscellaneous retail	\$1,771,682	0.45	1.27

Source: Missouri Department of Revenue, BWR

customer base that is travelling outside of the county to purchase these goods. As a primary market of Barry County, successfully expanding the city's retail base means targeting the retail sectors in which this leakage is occurring. Focusing development efforts on these sectors have a greater opportunity to capture a greater percentage of potential retail sales. General merchandise is the sector in which the potential retail sales are highest

Due to the fact that the Missouri Department of Revenue does not disclose sales information for industries with a small number of establishments within a jurisdiction, pull factors for the City of Cassville can be calculated only for the eating and drinking places and miscellaneous retail sectors (**Ref. Table A.18**). Both of these sectors are strong when compared to the Barry County market, especially eating and drinking places, with a pull factor of 3.85. The eating and drinking places sector is also strong in the statewide market, but substantial leakage is occurring in the miscellaneous retail sector.

Retail pull factors that are low indicate that there is a local customer base that is not being served and that these customers travel elsewhere for these products. Strengthening retail sectors with the most leakage (and highest potential sales)—general merchandise, apparel

and accessories, and miscellaneous retail—can lead to the most significant improvements in the retail base of Cassville and Barry County. General merchandise retail includes department stores, discount stores, and supercenters, including big box retail stores. Examples of miscellaneous retail includes florists, office supplies, stationery, gift, novelty and souvenirs, manufactures home dealers, and tobacco stores.

## DEVELOPMENT DEMAND AND OPPORTUNITY

Trends and market conditions identified by the above analysis will influence the amount and type of economic development in Cassville. The region's larger metropolitan areas will continue to have a large impact on Cassville's role in the commercial and industrial market. Based on demographic trends and projected growth, Cassville has the potential to attract additional economic development.

The Plan uses the Cassville Market Analysis of demand and opportunity to provide recommendations for the City of Cassville's economic development efforts (Ref. Chapter 6, Implementation).



*Fly-fishing for trout at Roaring River State Park, which is a few minutes drive south of Cassville. (Photo source: roaringriverstatepark.com)*

Roaring River State Park features fishing, hiking, biking, swimming, camping, cabin rentals, and an outdoor amphitheater. Roaring River is also home to a trout hatchery and a natural spring with an average daily flow of 20 million gallons of water. The Roaring River State Park Inn includes a conference center with full service catering.

Mark Twain National Forest is another area attraction, with a variety of wildlife and recreation activities. Table Rock Lake is only a short drive from Cassville and has nearly 800 miles of shoreline. These destinations draw visitors to the Cassville area and are important customers for many local businesses.

## FUTURE RETAIL SALES POTENTIAL

While Barry County has an annual retail sales leakage of over \$156 million, Cassville can only realistically capture a small portion of this leakage, due to:

- The Barry County retail pull factor will likely not be able to approach 1.00, due to the presence of larger commercial centers in the region.
- Cassville competes with Monett, and commercial areas at Table Rock lake in the southwest portion of the county. Cassville has only nine percent of the county's population and 28 percent of the business establishments in the county.

### RETAIL SALES PROJECTIONS

Future increases in retail sales are based on two components:

- Strengthening the city and county retail pull factor by capturing some of the retail sales leakage. It is estimated that Barry County can capture 20 percent of the sales leakage in each retail sector by 2030. Cassville will capture its share of this growth.
- New retail sales due to population growth, both within Cassville and within five miles of the city (the primary market area). The Plan's high-growth scenario assumes a population increase of 3,611 in the primary market area (2,742 within Cassville and 868 in adjacent rural areas).

Figure A.14: Future Retail Sales by 2030

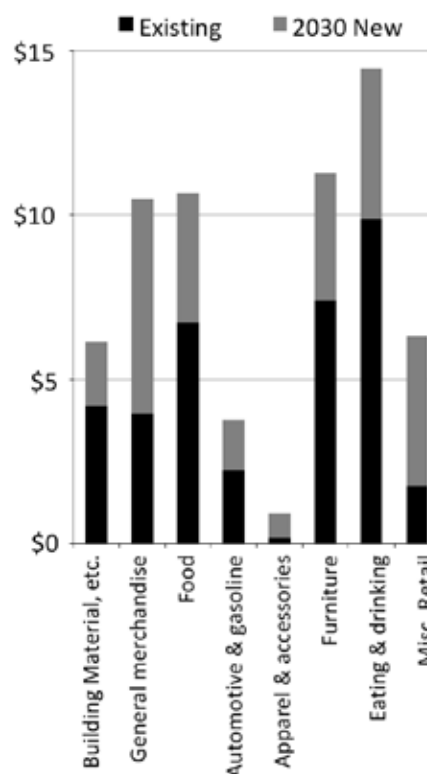


Table A.19: Cassville 2020 & 2030 Retail Sales Potential (in 2008 dollars)

SIC Retail Sector	2008	2020			2030		
	Estimated Cassville Actual Sales*	Increased Sales From Existing Population	Sales Due to Population Growth	Total New Potential Sales	Increased Sales From Existing Population	Sales Due to Population Growth	Total New Potential Sales
Building material, hardware, garden	\$4,190,930	\$0	\$1,122,638	\$1,122,638	\$0	\$1,949,699	\$1,949,699
General merchandise	\$3,946,088	\$2,372,502	\$1,057,052	\$3,429,554	\$4,745,004	\$1,835,794	\$6,580,799
Food	\$6,750,519	\$387,408	\$1,808,284	\$2,195,693	\$774,817	\$3,140,468	\$3,915,285
Automotive dealers and gasoline	\$2,260,828	\$212,213	\$605,615	\$817,828	\$424,426	\$1,051,779	\$1,476,205
Apparel and accessories	\$204,770	\$315,983	\$54,852	\$370,835	\$631,965	\$95,263	\$727,228
Home furniture and furnishings	\$7,388,831	\$238,216	\$1,979,271	\$2,217,486	\$476,431	\$3,437,422	\$3,913,854
Eating and drinking	\$9,882,578	\$546,410	\$1,995,113	\$2,541,523	\$1,092,820	\$3,464,935	\$4,557,755
Miscellaneous retail	\$1,771,682	\$1,010,234	\$1,464,518	\$2,474,752	\$2,020,469	\$2,543,444	\$4,563,913
<b>Total Retail Sales</b>	<b>\$36,396,225</b>	<b>\$5,082,966</b>	<b>\$10,087,343</b>	<b>\$15,170,309</b>	<b>\$10,165,932</b>	<b>\$17,518,805</b>	<b>\$27,684,737</b>
<b>Total Retail Sales (cumulative)</b>				<b>\$51,566,535</b>			<b>\$64,080,962</b>

Sources: Missouri Department of Revenue, BWR

\* For sectors where actual sales are not available, estimated sales are based on the number of establishments in each sector



Based on these assumptions, Cassville can feasibly capture \$15.2 million in new annual retail sales by 2020 and \$27.7 million in new retail sales by 2030 (in 2008 dollars). This represents an estimated 76 percent growth in the city's retail economy.

Since these projections are based on the high-growth scenario, active marketing and business development are necessary to achieve this outcome. The highest potential for growth lies in the sectors where pull factors are currently weakest, such as general merchandise.

Based on this analysis, the City of Cassville should target marketing efforts on general merchandise, eating and drinking, and miscellaneous retail establishments to create a larger sales tax base for the community.

## RETAIL ESTABLISHMENTS AND FLOOR AREA DEMAND

Based on adjusted average retail sales per square foot for each sector and existing business establishments in Barry County, it is estimated that as much as 265,000 square feet of new retail floor area will be needed by 2020 to serve the Cassville market. (Ref. Table A.20) As much as 144,000 square feet of new retail space will be needed by 2020.

The number of new retail establishments is difficult to estimate due to large differences in potential building sizes within a sector. In addition to the existing 115 establishments in Cassville (based on 2008 taxable sales data), as many as 83 new establishments could be expected in the city by 2030.

**Table A.20: Estimated Retail Floor Area Demand and New Establishments**

SIC Retail Sector	2020		2030	
	Floor Area Demand (sq. ft.)	Number of Establishments	Floor Area Demand (sq. ft.)	Number of Establishments
Building material, hardware, garden	10,000 - 12,000	1 - 2	18,000 - 21,000	3 - 4
General merchandise	26,000 - 31,000	2 - 3	49,000 - 60,000	4 - 6
Food	16,000 - 19,000	3 - 4	28,000 - 34,000	5 - 6
Automotive dealers and gasoline	6,000 - 7,000	3 - 4	11,000 - 13,000	5 - 6
Apparel and accessories	4,000 - 5,000	2 - 3	9,000 - 11,000	4 - 5
Home furniture and furnishings	20,000 - 24,000	3 - 4	35,000 - 43,000	6 - 8
Eating and drinking	15,000 - 19,000	8 - 12	27,000 - 33,000	16 - 20
Miscellaneous retail	22,000 - 27,000	12 - 16	41,000 - 50,000	24 - 28
<b>Total Retail</b>	<b>119,000 - 144,000</b>	<b>34 - 48</b>	<b>218,000 - 265,000</b>	<b>67 - 83</b>

Source: BWR

*These estimates are intended only as a guide to the potential scale of future retail development. Certain businesses may have much higher or lower square-foot needs than average and thus skew these numbers.*

1. Please rate Cassville with regard to each of the following (circle your response for each item).		Strongly Agree	Mildly Agree	Neutral	Mildly Disagree	Strongly Disagree	No Opinion
A.	Small town with growth potential	5	4	3	2	1	N
B.	Thriving commercial center	5	4	3	2	1	N
C.	Quaint town imbedded in history	5	4	3	2	1	N
D.	Rural town with great outdoor amenities	5	4	3	2	1	N
E.	Other:	5	4	3	2	1	N
2. Please rate what you like the most about being a resident of Cassville.		Strongly Agree	Mildly Agree	Neutral	Mildly Disagree	Strongly Disagree	No Opinion
A.	Quality of life	5	4	3	2	1	N
B.	Small town values (friendly, faith-based)	5	4	3	2	1	N
C.	Recreation access	5	4	3	2	1	N
D.	Agricultural heritage	5	4	3	2	1	N
E.	Rural lifestyle	5	4	3	2	1	N
F.	Other:	5	4	3	2	1	N
3. Please rate your level of agreement related to the following.		Strongly Agree	Mildly Agree	Neutral	Mildly Disagree	Strongly Disagree	No Opinion
Quality of Life in Cassville		Strongly Agree	Mildly Agree	Neutral	Mildly Disagree	Strongly Disagree	No Opinion
A.	Cassville is attractive to visitors and potential residents.	5	4	3	2	1	N
B.	Beautification and upkeep will help Cassville to grow.	5	4	3	2	1	N

## Appendix B: Community Survey

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# Community Survey

## SURVEY OVERVIEW

In late 2008 and early 2009 the City of Cassville initiated the Master Plan for Growth 2009 project to plan for the city's growth and economic development opportunities. The City retained professional planning consultants at BWR to facilitate a public involvement process that led to the creation of a plan that guides future planning and development decisions. BWR and the City of Cassville staff developed the community opinion survey after consultation and review by the Project Advisory Committee (PAC). The survey was designed to ensure that residents community-wide were able to contribute their valuable input and ideas to the process—in addition to a series of public workshops held during the plan process.

The 6-page survey was mailed to each household in the City of Cassville in early June 2009 with a cover letter from the mayor and a postage-paid return envelope. Recipients were asked to return their response "by the end of June." Out of a total of 1,438 surveys mailed to Cassville households, a total of 448 completed and validated surveys were received and tabulated by BWR. This summary describes the results of those surveys. The high response rate of more than 31 percent allows the reader a 95 percent degree of confidence that the "true mean" (or average) response to any question will have a precision of +/- 5 percent. The survey responses are considered "statistically valid."

The purpose of the survey was to help determine priorities for issues related to community and development issues as well levels of satisfaction with services and programs that impact the community's long-term sustainability and economic development efforts. The survey consisted of a series of statements about the Cassville community planning

and development issues focused on the following topics:

- Overall satisfaction with living in Cassville;
- Housing supply and choice;
- Community appearance and attractiveness;
- Satisfaction with city services and programs;
- Downtown Cassville;
- The City's streets and sidewalks;
- Community-wide property maintenance and code enforcement;
- Cassville's business / economic development; and
- Transportation (streets and trails).

Respondents were asked to rate each statement on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree), or to select "No Opinion" if they did not have an opinion about a statement. Each response was tallied and an average score was calculated for each statement ("No Opinion" responses were separated out and reported separately for summary). In addition, the standard deviation was calculated to determine the range of opinion between respondents.

The survey also included an open-ended question that invited the respondent to write any issues, comments, or ideas that they would like to see addressed as Cassville plans for the future. Finally, demographic questions about age of the respondent, years of residence in Cassville and place of work (both of respondent and spouse, if applicable) were asked and tabulated.

Responses to the survey provide significant insight into the opinions and desires of Cassville residents and are intended to assist City staff, elected and appointed officials and BWR in the creation of the Master Plan for Growth. In general, survey respondents supported the community being very active in promoting new business growth. (Ref. Figure 7)

*Page 1 of the survey asked respondents to identify their general perceptions of the community.*

For each question, please circle the number that best matches your opinion, using a scale from 5 (Strongly Agree) to 1 (Strongly Disagree).

If you do not know or do have an opinion on a question, please respond "No Opinion" by circling "N".

**1. Please rate Cassville with regard to each of the following (circle your response for each item).**

	Strongly Agree	Mildly Agree	Neutral	Mildly Disagree	Strongly Disagree	No Opinion
A. Small town with growth potential	5	4	3	2	1	N
B. Thriving commercial center	5	4	3	2	1	N
C. Quaint town imbedded in history	5	4	3	2	1	N
D. Rural town with great outdoor amenities	5	4	3	2	1	N
E. Other:	5	4	3	2	1	N

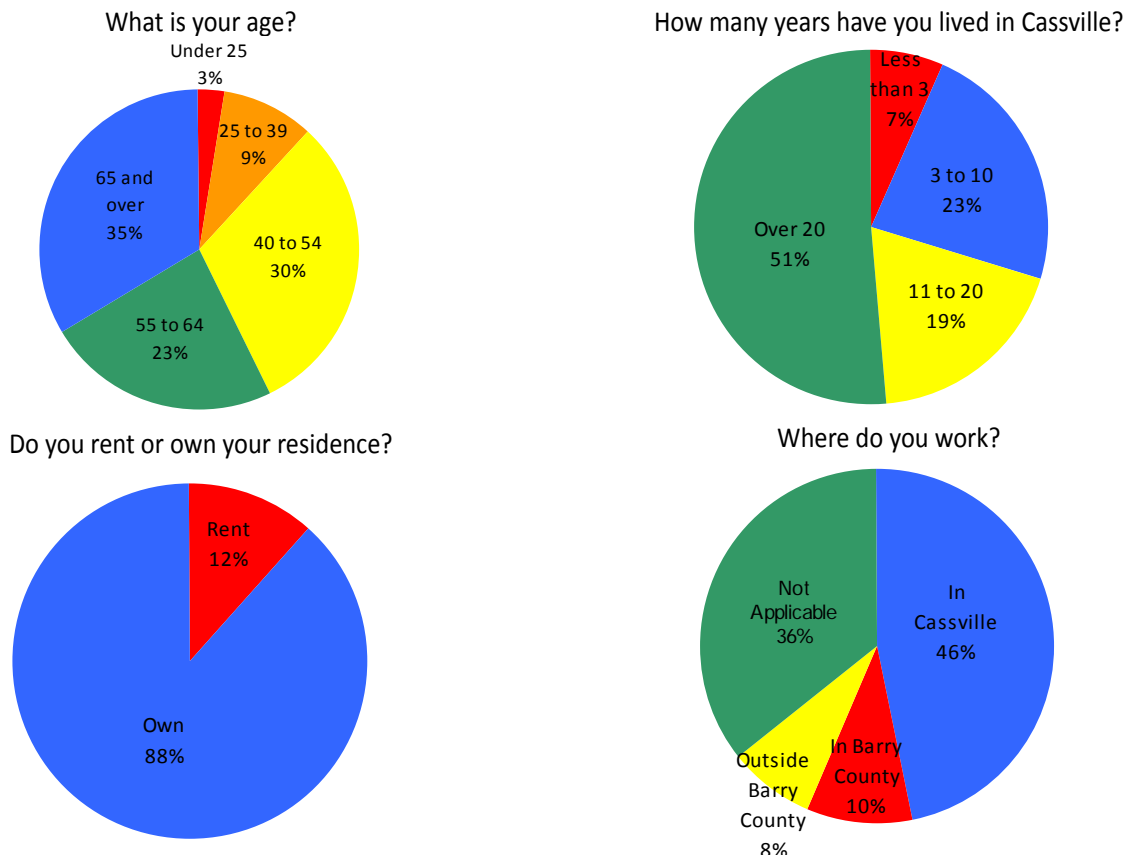
## SUMMARY OF SURVEY— PRELIMINARY FINDINGS

The survey reveals a range of opinions, and general agreement between most respondent on the highest-rated topics. See **Figure B.5** for the range of responses and the variation in these responses. Cassville citizens most strongly support increased efforts by the City to encourage economic development, including creating employment opportunities and promoting business growth. In general, survey respondents believe that it is important to promote Cassville, as a place to do business, live, and visit. There is also general support for beautification improvements and upgrading streets to better control storm water runoff (**Ref. Table B.2**). Cassville residents appreciate Cassville's small-town values and believe that Cassville is a desirable to live. Further, respondents to the survey also support downtown improvements, sidewalk improvements, and more housing options.

Respondents expressed greatest concerns—relative to other survey questions—about the City's public transportation options, upkeep of private property, street maintenance, and bicycle safety (**Ref. Figure B.4**). However, the results also show that Cassville residents would like the city to be active in improving the city's infrastructure and quality of life, rather than be passive. The survey confirms that residents want the City to be proactive in building an attractive, safe, and economically competitive community.

**Who Responded.** Older residents that are homeowners and have lived in Cassville at least 20 years responded in disproportionately high numbers (see **Figure B.1**). Nearly 90 percent of respondents own their homes. The majority of survey respondents were 55 years old or older; and over 35 percent were retired or not working. Of working respondents, 72 percent work in Cassville. The remaining workers—who travel outside the city to work—were fairly evenly split between workers who stay in Barry County and those who travel to a neighboring county to work.

**Figure B.1: Profile of Survey Respondents**



## AREAS OF STRONG COMMUNITY SUPPORT

Overall, survey respondents have positive responses to the survey topics, as the vast majority of questions in the survey have average scores of 3.0 or higher (Neutral to Strongly Agree). The results show that Cassville citizens support the City taking an active role in community development and jobs and the City as a good place to live: all five of the top-score responses were in support of investment in the community's future (Ref. Table B.1 and Figure B.2).

The responses to the highest-rated statements also have relatively low “standard deviation,” meaning that there were very few “Strongly Disagree” or “Mildly Disagree” responses.

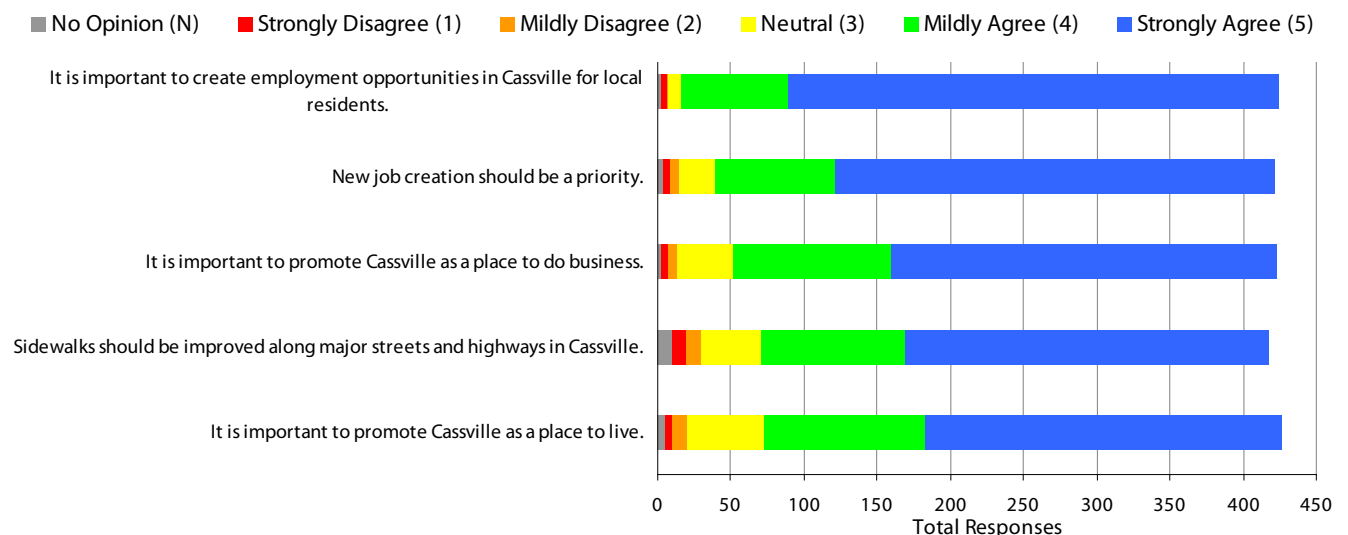
Statements that received neutral or below-average responses tended to have a greater variation. Job creation is clearly the most popular concern among survey respondents, as the two highest-rated statements concerned the creation of employment opportunities. **Figure B.5** shows the range of responses among the questions that received the strongest support from survey takers.

Three of the statements that received the most variation in responses concern traffic congestion and bicycle and pedestrian safety improvements. Providing financial aid to low-income homeowners to fix or install curbs and sidewalks is a statement that also received a high variation of responses.

**Table B.1: Areas of Strongest Community Support**

Avg. Score	Statement
<b>4.7</b>	It is important to <b>create employment opportunities</b> in Cassville for local residents.
<b>4.6</b>	<b>New job creation</b> should be a priority.
<b>4.5</b>	It is important to <b>promote Cassville as a place to do business.</b>
<b>4.4</b>	<b>Sidewalks</b> should be <b>improved along major streets and highways</b> in Cassville.
<b>4.4</b>	It is important to <b>promote Cassville as a place to live.</b>

**Figure B.2: Areas of Strongest Community Support**





## AREAS OF COMMUNITY SUPPORT

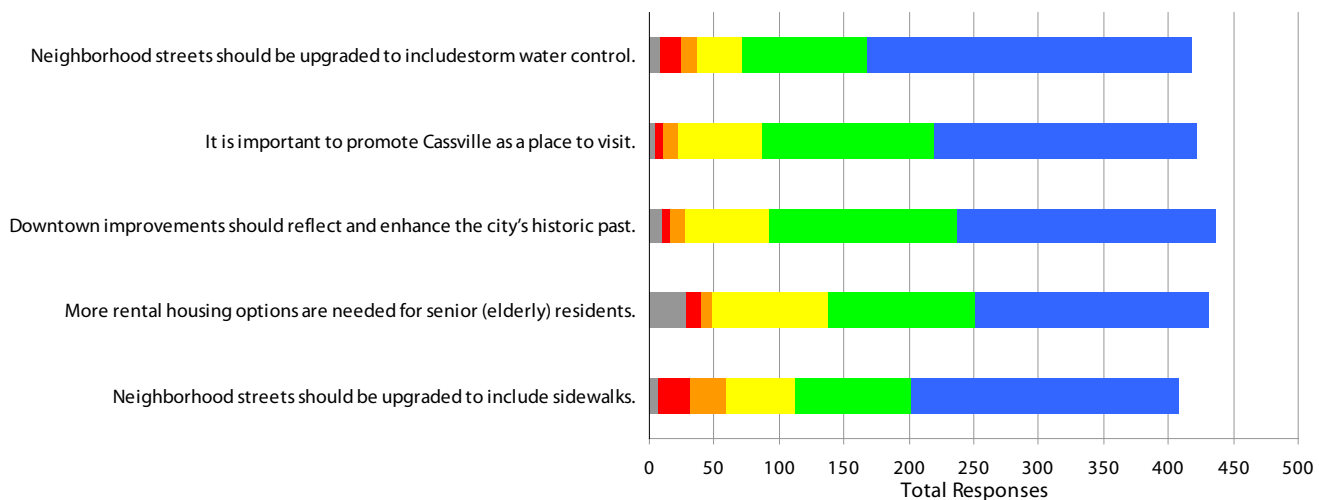
In addition to the strongest agreement among the top five “Strongly Agree” responses, the next five strongest responses of agreement indicate that Cassville residents support investment in stormwater and sidewalk infrastructure jobs historic Downtown improvements. Respondents also feel that Cassville has admirable small town values and they support investing in rental housing for the elderly (Ref. Table B.2 and Figure B.3).

**Table B.2: Areas of Community Support**

Avg. Score	Statement
4.3	Neighborhood streets should be upgraded to include <b>storm water control</b> .
4.2	It is important to <b>promote</b> Cassville as a <b>place to visit</b> .
4.2	<b>Downtown improvements</b> should <b>reflect and enhance the city’s historic past</b> .
4.1	More <b>rental housing options</b> are needed for <b>senior (elderly)</b> residents.
4.1	Neighborhood streets should be <b>upgraded to include sidewalks</b> .

**Figure B.3: Areas of Community Support**

■ No Opinion (N) ■ Strongly Disagree (1) ■ Mildly Disagree (2) ■ Neutral (3) ■ Mildly Agree (4) ■ Strongly Agree (5)



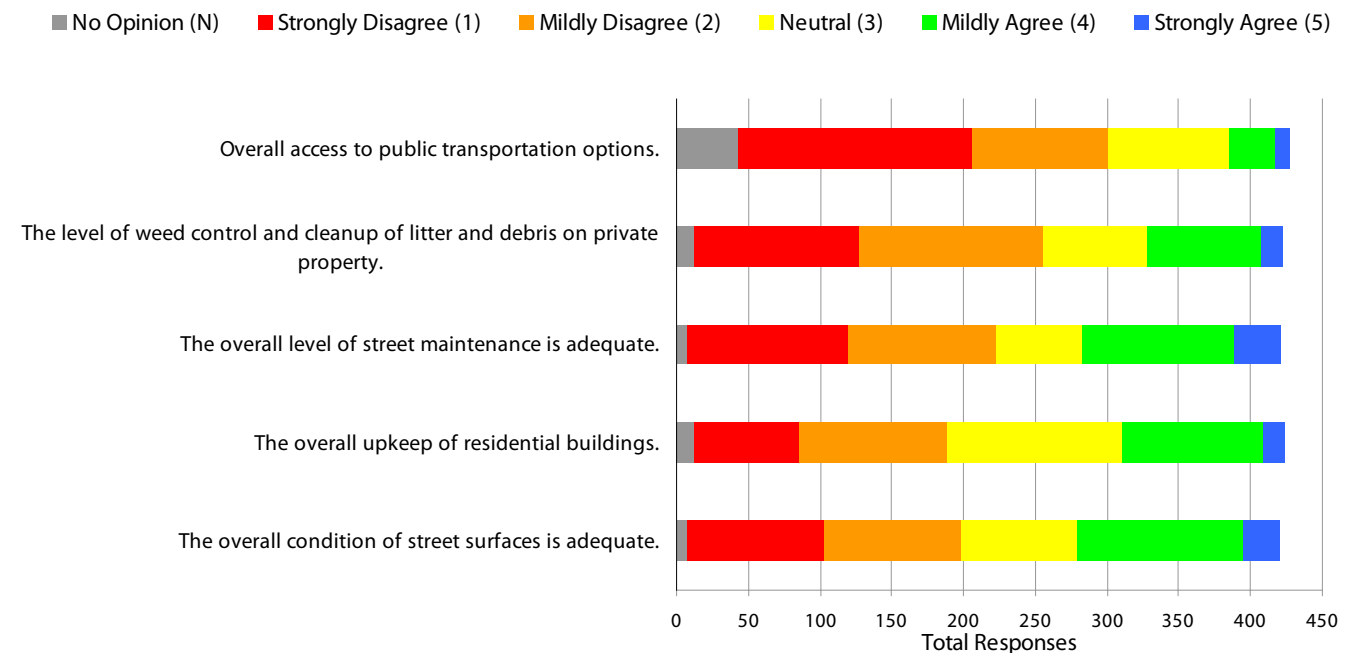
## AREAS FOR IMPROVEMENT

No statements on the survey received an average score near 1.0 (Strongly Disagree). Lack of access to public transportation and weed control/litter and debris cleanup received the most responses in the “Disagree” range. The fact that there is no fixed-route transit speaks to this concern. Whether the public is simply acknowledging this fact—on the one hand—or is expressing “concern” about the fact is to be determined. Survey respondents also expressed concern for street maintenance, upkeep of residential buildings, and bicycle safety (Ref. Table B.3 and Figure B.4).

**Table B.3: Areas of Community Concern**

Avg. Score	Statement
2.7	The overall <i>condition of street surfaces</i> is adequate.
2.7	The overall <i>upkeep of residential buildings</i> .
2.6	The overall level of <i>street maintenance</i> is adequate.
2.4	The level of <i>weed control and cleanup of litter and debris on private property</i> .
2.0	Overall access to <i>public transportation options</i> .

**Figure B.4: Areas of Community Concern**

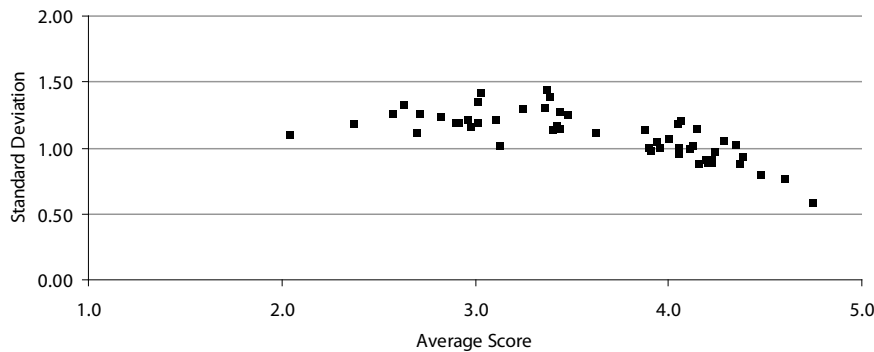


## DEVIATION OF RESPONSES

Standard deviation measures how widely spread the responses are to a given question. The analysis shows that for statements where the average reaction was neutral or mildly negative, there tended to be a greater variation of responses (Ref. Figure B.5). Certain statements in the survey

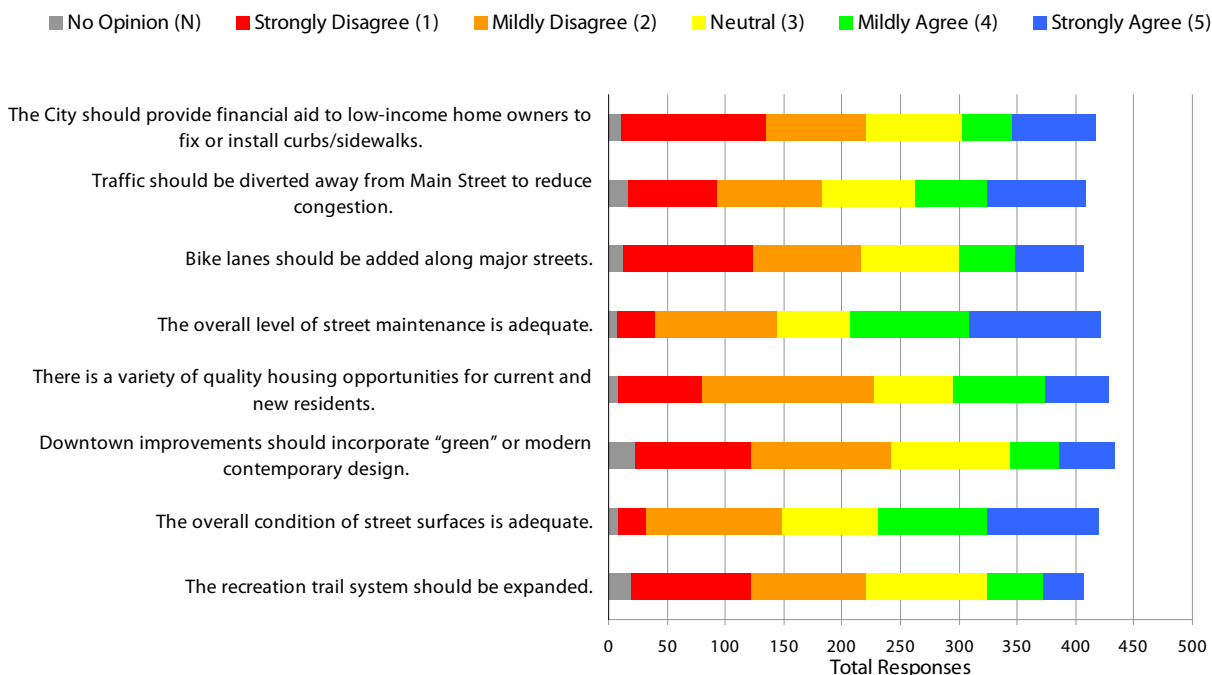
have an unusually high variation of responses that makes it more difficult to determine the collective opinion of Cassville residents. Statements with the highest standard deviation indicate where the City of Cassville leadership needs to initiate the most pro-active dialogue—even education of the public—to seek community-wide consensus (Ref. Figure B.6).

**Figure B.5: Distribution of Responses**



*This scatter-plot graph shows that there is greater consensus on the statements that received the highest overall scores, while negative scores tended to have more divergent responses. In other words, the stronger the disagreement with a question, the more divergent was the community opinion. This result shows a need for consensus-building around the issues that have greatest variation of responses (Ref. Figure B.5). The Master Plan for Growth process, which will establish a policy framework and implementation strategies for the community, is a place to start with the consensus-building.*

**Figure B.6: Greatest Variation: Top Five Standard Deviation Responses**





## TOP CHOICE RESPONSES

For several sets of survey questions, respondents were asked to identify which of the listed items should receive the most attention from City leaders over the next three years.

### APPEARANCE AND ATTRACTIVENESS

Improving the attractiveness of the Main Street corridor was the top priority for addressing appearance and attractiveness issues in Cassville (Ref. Table B.4). Improving the appearance of residential neighborhoods and commercial areas were the second and third-highest priority items. Cassville residents are slightly less concerned with improving the appearance of major highway entrances (gateways) into Cassville and were much less concerned with improving the appearance of major state highway intersections.

### CITY SERVICES AND PROGRAMS

Survey respondents were fairly evenly split when identifying the top three priorities for improving city services and programs (Ref. Table B.5). Improving the overall quantity and quality of city services was identified as the top priority. Expanding access to programs and services for children and for elderly residents were the next highest priority items. Conversely, few respondents felt that overall environmentally-friendly practices should be a top priority for City leaders.

### STREET AND SIDEWALK MAINTENANCE

Upgrading neighborhood streets to include storm water control was the overwhelming top priority for this category (Ref. Table B.6). Street maintenance was the second-highest concern. Upgrading neighborhood streets to include sidewalks was identified as the third-highest priority. Few respondents felt that providing financial aid to homeowners for curb and sidewalk improvement should be a high priority for City leaders.

**Table B.4: Top Choices for Improving Community Attractiveness and Appearance (Q6)**

Total Score	Statement
640	Improve the <b>attractiveness of the Main Street corridor</b> .
544	Improve the <b>appearance of residential neighborhoods</b> .
440	Improve the <b>appearance of commercial areas</b> .

**Table B.5: Top Choices for Improving City Services and Programs (Q8)**

Total Score	Statement
440	Overall <b>quantity and quality of services</b> provided by the city.
401	Overall access to programs and services for <b>children and youth</b> .
367	Overall access to programs and services for <b>elderly residents</b> .

**Table B.6: Top Choices for Improving City Streets and Sidewalks (Q11)**

Total Score	Statement
449	Neighborhood streets should be upgraded to include <b>storm water control</b> .
339	The <b>overall level of street maintenance</b> is adequate.
327	Neighborhood streets should be upgraded to include <b>sidewalks</b> .

**Table B.7: Options for Community Growth**

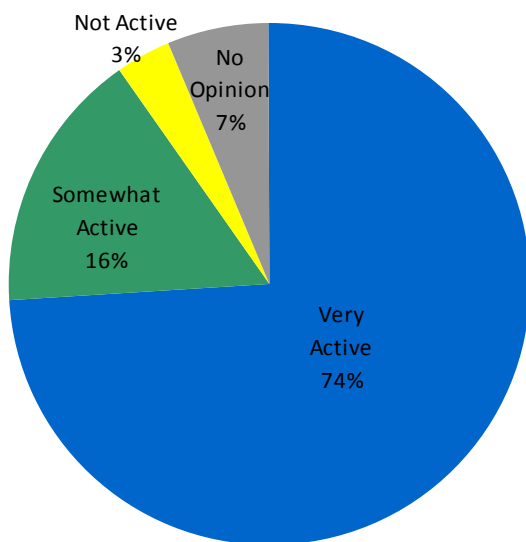
Rank	Score	Please rank your priorities for the most important options for community growth.
1	1,626	More Overall Employment Opportunities
2	1,101	More Restaurants and Eating Establishments
3	987	More Retail Options
4	908	More Job Training / Educational Opportunities
5	785	More “Green” Collar Businesses and Jobs

**Table B.8: Concerns About Community Growth**

Rank	Score	Please rank your greatest concern(s) about community growth.
1	1,045	Increased Vehicular Traffic or Congestion
2	1,029	Crime or Overall Safety
3	857	Loss of Small Town Character
4	717	Environmental Impacts

**Figure B.7: Promoting Growth**

How active should the community be in promoting new business growth?



## OPEN-ENDED QUESTIONS

The survey also included an opportunity for respondents to write additional, open-ended comments or concerns at the conclusion of the structured survey in a “Comments” section. The comments have also been summarized and the full results are available in the office of the Economic Development Director.

When asked if there were other issues, comments, or ideas they would like to share, 23 respondents listed infrastructure-related issues such as water, sewer, and street problems. 19 respondents listed public service support as an issue, including police, fire department, and ambulance services. Animal control, entertainment, and code enforcement were other major issues that were identified.

One survey question asked about traffic safety at intersections in Cassville, and provided space for respondents to identify those intersections where they do not feel safe. 52 percent of survey respondents do not feel safe at some intersections in Cassville. 1st and Main was by far the most commonly listed intersection, with 66 respondents feeling unsafe at that location. 26 respondents listed the three-way stop at 76/86/112, and 18 respondents listed the Main Street/Highway Y/Business 37 intersection.

### CROSS-TABULATION

Survey results were also tabulated to reveal differences of opinion between newer residents and longtime residents of Cassville. Results were also compared between people of different age groups. In general, there were not dramatic differences of opinion between these groups of people. In most cases where there was a substantial difference of opinion, the gap was not between agreement or disagreement with the statement but rather between strong or mild agreement. This indicates that while some groups may feel more strongly about certain topics, there was a general consensus on what items are positive or negative steps for the community. These tabulations did identify a few notable trends:

- Overall, newer residents—especially those that have moved to Cassville within the last three years—expressed greater satisfaction with city services, safety, and other existing conditions. Newer residents were also more likely to view Cassville as having growth potential and being a thriving commercial center. This group rated “small town values” as what they like most about being a resident of Cassville. These responses provide insight into what attributes attract new residents.
- Residents over the age of 55 were more likely to have positive views of Cassville. Although only 12 survey respondents were under the age of 25, this group had more overall positive views than middle-aged residents.
- While all groups support the community being very active in promoting business growth, survey respondents under the age of 25 and those that lived in Cassville less than three years tended to be less supportive than other groups.
- Middle-aged respondents (25 to 54) were less likely to agree that Cassville is attractive to visitors and potential residents. Those in the 40-54 age group were less likely to strongly agree that Cassville is a safe community or a desirable place to live.
- Newer residents were more supportive of improving the appearance of the city, especially the Main Street corridor, commercial areas, and residential neighborhoods.
- Elderly residents were more likely to agree that more rental and owner-occupied housing options are needed for elderly residents.

### FULL TABULATION

See pages 10-12 for a full, running tabulation of all question responses in order—highest to lowest scores—based on extent of “Agreement” with the question as posed.



# SURVEY RESULTS SUMMARY

n = 448

## AGREE/DISAGREE QUESTIONS

Avg. Score	Std. Dev.	Number of Responses						Question # and text
		N	5	4	3	2	1	
4.1	1.2	5	195	152	38	31	14	1a Small town with <b>growth potential</b>
4.1	1.0	13	185	139	54	26	10	1d Rural town with <b>great outdoor amenities</b>
3.9	1.0	11	153	137	87	28	12	1c Quaint town imbedded in <b>history</b>
2.8	1.2	13	32	112	97	91	80	1b Thriving commercial center
			21	5	2	1	4	1e Other
4.2	1.0	6	213	145	41	18	11	2b Small town <b>values</b> (friendly, faith-based)
4.2	0.9	9	179	165	53	12	7	2a <b>Quality of life</b>
4.2	0.9	10	165	168	62	9	7	2e <b>Rural lifestyle</b>
4.1	1.0	8	168	140	76	19	11	2c Recreation access
3.9	1.0	28	129	132	107	15	10	2d Agricultural heritage
			18	3	3	2	0	2f Other
4.3	1.1	5	249	104	43	15	18	3b <b>Beautification and upkeep</b> will help Cassville to grow.
4.2	0.9	3	190	168	55	11	10	3d Cassville is a <b>desirable place to live</b> .
4.1	1.0	2	157	183	56	25	9	3c Cassville is a <b>safe community</b> .
3.6	1.1	2	92	184	68	61	21	3a Cassville is attractive to visitors and potential residents.
3.4	1.3	25	95	107	94	55	49	3e Cassville is a desirable place to work.
3.0	1.4	5	62	128	69	88	80	3f Cassville's major streets are safe for pedestrians.
2.6	1.3	15	28	91	78	112	106	3g Cassville's major streets are safe for bicyclists.

Avg. Score	Std. Dev.	Number of Responses						Question # and text
		N	5	4	3	2	1	
4.7	0.6	3	335	73	8	2	3	12b It is important to <b>create employment opportunities</b> in Cassville for local residents.
4.6	0.8	4	300	82	24	6	5	12a <b>New job creation</b> should be a priority.
4.5	0.8	3	264	107	39	5	5	12f It is important to <b>promote Cassville as a place to do business</b> .
4.4	0.9	10	249	98	41	10	10	10e <b>Sidewalks should be improved</b> along major streets and highways in Cassville.
4.4	0.9	5	244	110	53	10	5	12g It is important to <b>promote Cassville as a place to live</b> .
4.3	1.0	8	250	97	34	12	17	10d <b>Neighborhood streets should be upgraded</b> to include storm water control.
4.2	0.9	4	202	133	65	11	7	12e It is important to <b>promote Cassville as a place to visit</b> .
4.2	0.9	10	200	145	65	11	6	9c Downtown improvements should <b>reflect and enhance</b> the city's <b>historic past</b> .
4.1	1.0	29	180	115	89	8	11	4d More rental housing options are needed for senior (elderly) residents.
4.1	1.2	7	206	90	53	28	24	10c <b>Neighborhood streets should be upgraded to include sidewalks</b> .
4.0	1.2	12	191	99	51	28	22	10b <b>Neighborhood streets should be upgraded to include curb and gutters</b> .
4.0	1.1	17	172	114	90	19	15	4c More housing options are needed.
3.9	1.0	8	144	149	87	24	10	12d Tourism related businesses should be expanded.
3.9	1.0	43	137	105	123	11	10	4e More owner-occupied housing options are needed for senior (elderly) residents.
3.9	1.1	18	153	132	86	20	26	9b The City and business property owners should form partnerships to revitalize the downtown area.
3.5	1.3	19	103	98	104	48	36	14a The recreation trail system should be expanded.
3.4	1.2	40	65	160	87	51	33	7b Overall access to programs and services for children and youth.
3.4	1.3	23	99	119	103	42	48	9d Downtown improvements should incorporate "green" or modern contemporary design.
3.4	1.2	16	76	135	110	47	35	12c Cassville has a <b>diverse economy</b> .
3.4	1.1	7	52	202	73	63	37	7a Overall quantity and quality of services provided by the city.
3.4	1.4	13	110	93	85	48	58	14c <b>Bike lanes should be added</b> along major streets.
3.4	1.5	11	124	86	83	42	71	10f The City should provide financial aid to low-income home owners to fix or install curbs/sidewalks.
3.2	1.3	9	71	147	68	79	54	4a There is a variety of quality housing opportunities for current and new residents.
3.1	1.0	39	27	126	142	73	28	7c Overall access to programs and services for elderly residents.
3.1	1.2	8	44	161	75	99	52	9a The downtown square is an attractive gathering space to out-of-town visitors.

## Appendix B – Community Survey

Avg. Score	Std. Dev.	Number of Responses						Question # and text
		N	5	4	3	2	1	
3.0	1.4	17	76	89	81	62	84	<b>14b</b> Traffic should be diverted away from Main Street to reduce congestion.
3.0	1.2	21	36	132	99	85	57	<b>7d</b> Overall options for household waste recycling.
3.0	1.2	43	35	100	127	76	52	<b>7e</b> Overall environmentally friendly practices by the City.
3.0	1.2	20	41	116	93	100	57	<b>4b</b> There are adequate housing choices for young families.
2.9	1.2	27	30	110	114	75	65	<b>13a</b> The overall enforcement of city codes and ordinances.
2.9	1.2	22	31	104	140	58	75	<b>7g</b> Overall level of city taxes in relation to the level of services provided by the city.
2.7	1.3	8	25	116	81	95	95	<b>10g</b> The overall <i>condition of street surfaces</i> is adequate.
2.7	1.1	12	15	98	121	104	73	<b>13c</b> The overall <i>upkeep of residential buildings</i> .
2.6	1.3	7	33	105	61	103	112	<b>10a</b> The overall <i>level of street maintenance</i> is adequate.
2.4	1.2	13	15	79	73	128	114	<b>13b</b> The level of <i>weed control and cleanup of litter and debris on private property</i> .
2.0	1.1	43	10	32	85	94	163	<b>7f</b> Overall access to <i>public transportation options</i> .

Avg. Score	Std. Dev.	Number of Responses				Question # and text
		4	3	2	1	
3.4	0.8	245	129	32	22	<b>5e</b> Improve the appearance of residential neighborhoods.
3.4	0.8	232	136	45	18	<b>5a</b> Improve the attractiveness of the Main Street corridor.
3.2	0.9	200	155	48	27	<b>5d</b> Improve the appearance of commercial areas.
3.2	1.0	210	126	56	37	<b>5c</b> Improve the appearance of major highway entrances (gateways) into Cassville.
3.1	1.0	201	122	69	39	<b>5b</b> Improve the appearance of major state highway intersections in Cassville.

### COMMUNITY GROWTH - GENERAL QUESTIONS

N	Feel Safe	Have Concerns		
18	180	216	15	Do you have concerns about major intersections in Cassville?

N	Very Active	Somewhat Active	Not Active		
27	306	68	13	16	How active should the community be in promoting new business growth?

Please rank your priorities for the most important options for community growth.							
Total	5	4	3	2	1	17	
1626	1125	316	150	30	5	c	More Overall Employment Opportunities
1101	400	280	228	126	67	b	More Restaurants and Eating Establishments
987	170	292	264	216	45	a	More Retail Options
908	125	312	216	164	91	e	More Job Training / Educational Opportunities
785	65	236	210	146	128	d	More "Green" Collar Businesses and Jobs
Total	4	3	2	1		18	Please rank your greatest concern(s) about community growth.
1045	552	279	164	50		a	Increased Vehicular Traffic or Congestion
1029	476	363	144	46		c	Crime or Overall Safety
857	364	219	160	114		d	Loss of Small Town Character
717	128	219	234	136		b	Environmental Impacts

## DEMOGRAPHICS QUESTIONS

≤25	25-39	40-54	55-64	65+		
12	42	135	104	151	20	What is your age?
Rent		Own				
51		390		21	Do you rent or own your residence?	
≤3	3-10	11-20	≥20			
30	102	83	228	22	How many years have you lived in Cassville?	
in Cassville	in Barry County	outside Barry County	N/A			
207	43	34	159	23	Where do you work?	
138	33	22	241	24	Where does your spouse work?	

## PRIORITIZATION QUESTIONS

3	2	1	Total	
417	144	79	<b>640</b>	<b>6a</b> Improve the <b>attractiveness of the Main Street corridor</b> .
315	150	79	<b>544</b>	<b>6e</b> Improve the <b>appearance of residential neighborhoods</b> .
168	212	60	<b>440</b>	<b>6d</b> Improve the <b>appearance of commercial areas</b> .
				Improve the appearance of major highway entrances (gateways) into Cassville.
186	126	94	<b>406</b>	<b>6c</b>
78	116	50	<b>244</b>	<b>6b</b> Improve the appearance of major state highway intersections in Cassville.
306	78	56	<b>440</b>	<b>8a</b> Overall <b>quantity and quality of services</b> provided by the city.
258	100	43	<b>401</b>	<b>8b</b> Overall access to programs and services for <b>children and youth</b> .
126	180	61	<b>367</b>	<b>8c</b> Overall access to programs and services for <b>elderly residents</b> .
192	96	56	<b>344</b>	<b>8g</b> Overall level of city taxes in relation to the level of services provided by the city.
141	96	59	<b>296</b>	<b>8f</b> Overall access to public transportation options.
102	100	36	<b>238</b>	<b>8d</b> Overall options for household waste recycling.
42	76	47	<b>165</b>	<b>8e</b> Overall environmentally friendly practices by the City.
267	110	72	<b>449</b>	<b>11d</b> Neighborhood streets should be upgraded to include <b>storm water control</b> .
225	84	30	<b>339</b>	<b>11a</b> The <b>overall level of street maintenance</b> is adequate.
174	108	45	<b>327</b>	<b>11c</b> Neighborhood streets should be upgraded to include <b>sidewalks</b> .
138	134	54	<b>326</b>	<b>11e</b> Sidewalks should be improved along major streets and highways in Cassville.
132	136	37	<b>305</b>	<b>11b</b> Neighborhood streets should be upgraded to include curb and gutters.
135	82	53	<b>270</b>	<b>11g</b> The overall condition of street surfaces is adequate.
				The City should provide financial aid to low-income home owners to fix or install curbs/sidewalks.
45	48	39	<b>132</b>	<b>11f</b>



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## City of Cassville Master Plan for Growth & Economic Development

