



Branson Community Plan 2030



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INTRODUCTION.....	1
The Community Plan	2
Planning Process	5
COMMUNITY VISION	9
History	10
Vision 2030	12
Consistent Themes.....	13
LAND USE	15
Policies	16
Background	17
Desired Future	22
Strategies & Actions	33
Metrics	39
HOUSING.....	41
Policies	42
Background	42
Desired Future	45
Strategies & Actions	47
Metrics	49
TOURISM	51
Policies	52
Background	53
Desired Future	57
Strategies & Actions	59
Metrics	64
ECONOMIC DEVELOPMENT	65
Policies	66
Background	67
Desired Future	73
Strategies & Actions	75
Metrics	79
COMMUNITY CHARACTER.....	81
Policies	82
Background	83
Desired Future	87
Strategies & Actions	90
Metrics	96
PARKS, OPEN SPACE & RECREATION.....	97
Policies	98
Background	98
Desired Future	105
Strategies & Actions	107
Metrics	109

Contents

COMMUNITY 111

 Policies 112

 Background 113

 Desired Future 119

 Strategies & Actions 121

 Metrics 128

TRANSPORTATION..... 129

 Policies 130

 Background 131

 Desired Future 133

 Strategies & Actions 137

 Metrics 141

INFRASTRUCTURE & ENVIRONMENT 143

 Policies 144

 Background 145

 Desired Future 151

 Strategies & Actions 153

 Metrics 159

GOVERNANCE 161

 Policies 162

 Background 163

 Desired Future 163

 Strategies & Actions 166

 Metrics 168

IMPLEMENTATION 169

 Capital Improvements Plan 170

 City's Strategic Plan..... 170

 Economic Development & Financing Mechanisms 170

 Plan Amendments and Updates 176

 Plan Monitoring..... 177

 Prioritized Actions 180

GLOSSARY 209

List of Figures

Figure 1: Regional Context.	17
Figure 2: Annexation History Compared to Population Growth	18
Figure 3: Jurisdictional Boundaries	19
Figure 4: Highly Visible Hillside.	23
Figure 5: Sensitive Lands	24
Figure 6: Vacant and Agricultural Land.	25
Figure 7: Planned Developments	25
Figure 8: Growth Template (Infill Areas)	26
Figure 9: Potential Sub-Areas	29
Figure 10: Preferred Land Use Plan.	32
Figure 11: Residential Units Sold by Year.	44
Figure 12: Taney County Housing Prices – (June 2009 and June 2010)	45
Figure 13: Regular Sales to Foreclosures	45
Figure 14: Branson Lodging Occupancy Rate	55
Figure 15: Branson Age Distribution, 2000-2030	68
Figure 16: Branson 2010 Employment by Industry	68
Figure 17: 1.5% Sales Tax History by Month (2006-2010).	71
Figure 18: 4% Tourism Tax History by Month (2006-2010).	71
Figure 19: TCED Tax Performance History by Month (2006-2010)	72
Figure 20: Branson Neighborhoods	86
Figure 21: Parks & Open Space.	100
Figure 22: Floodplain	102
Figure 23: Parks and Trails - Open House Board.	105
Figure 24: Branson Fire & Rescue Alarm Response (2007-2011)	113
Figure 25: Loss in Dollars (2007-2011).	113
Figure 26: School District Map	117
Figure 27: Branson School District Enrollment (1980- projected 2016)	117
Figure 28: Road Hierarchy	132
Figure 29: Typical Section – Major Arterial.	135
Figure 30: Typical Section – Commercial Collector	135
Figure 31: Typical Section – A Complete Street	136
Figure 32: Water Infrastructure.	147
Figure 33: Wastewater Infrastructure	148
Figure 34: Natural Gas	150
Figure 35: Potential Urban Service Area	165

List of Tables

Table 1: Land Use Distribution 2010.	18
Table 2: Zoning Distribution (1990-2010)	20
Table 3: Residential Demand 2010-2030	27
Table 4: 2030 Branson Employment & Building Demand.	27
Table 5: Residential Units Sold By Year	44
Table 6: Branson Visitor History (1992-2010)	56
Table 7: Spending per Party (2006-2011).	56
Table 8: Branson Population History	67
Table 9: Branson Population Projections.	67
Table 10: Demographics Summary	67
Table 11: 2010 Education Attainment, Population 25 Yrs.+	67
Table 12: Household Income (2000-2015)	68
Table 13: 2030 Branson Employment Projections	69
Table 14: Retail Lease, Land and Vacancy Rates	70
Table 15: Existing Parks and Open Space	99
Table 16: Parks Analysis- Per National Park Standards (based on 2010 Population)	99
Table 17: Parks Analysis- Per National Park Standards (based on 2030 Population Projection)	99
Table 18: Total Branson Water Demand Projections	146
Table 19: Projected Compton Drive & Cooper Creek WWTP Flows	146

Appendix

(available electronically on the Community Plan 2030 CD)

- A. Existing Conditions White Papers
- B. Stakeholder Interview Findings
- C. Informational Open House Results
- D. Workforce Housing Survey Results
- E. Visioning Workshop Results
- F. Summary of Three Alternative Futures
- G. Alternative Futures Workshop Results

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INTRODUCTION

THE COMMUNITY PLAN

- What is the Community Plan?
- How is the Community Plan Used?
- What does the plan Consist Of?
- What Documents are Supplemental to the Community Plan?
- How will the Community Plan be Implemented?

PLANNING PROCESS

- Steering Committee
- Project Website
- Project Kick-Off
- Informational Open House
- Visioning Workshop
- Alternative Futures Workshop
- Preferred Vision

The Community Plan



Road through the Ozark Mountains at sunrise

Branson is a special place. Here, we treasure family values and a strong sense of community while striving to be good stewards of the land. Branson's future will be vibrant by creating a community where all members are connected to those around them and by realizing that their success and well being are dependent on the success of all others. Here, we actively protect and enhance our natural beauty, resources, and environment. We place a high priority on ensuring quality education and healthcare while fostering an entrepreneurial culture.

Growth and change are inevitable. The City of Branson's population nearly doubled between 1990 and 2000 from approximately 3,700 residents to 6,000 and grew by 75 percent between 2000 and 2010, to a population of 10,520. By 2030, Taney County's population is forecasted to increase by 29 percent from today's population, another 19,570 people, which is an increase of approximately 2,930 residents for the City of Branson. While this growth results in economic and social community benefits, it also puts a strain on City and community services and infrastructure.

Through this Community Plan process, important questions have been asked about how to sustain Branson's long-term economic, social and environmental health given the external factors that will continue to influence the City's future. How do we keep Branson, Branson? How can traffic congestion be reduced? How do we address the evolving tourism demographic and tourist preferences? How do we sustainably grow without depleting all of our environmental and economic resources? How do we preserve our culture? We have looked at future trends to analyze how they will impact Branson, combined with the existing conditions, and have created policies and strategies for how to address them.

THE COMMUNITY PLAN

What is the Community Plan?

The Community Plan is the City's policy manual for use in the daily planning decisions regarding growth, development, and provides direction for current and future development within the City limits. While not a legal document dictating how a community is developed, a community plan is meant to guide how a **vision is realized** over time (in this case, a 20-year period) via planning strategy and regulatory tools.

The Community Plan for Branson addresses growth management, economic development and redevelopment, and provides a framework and guidebook to enhance an inviting community and multi-faceted tourism economy for the next 20 years. The Branson community was extensively engaged to help create a common vision for the future of Branson and the final plan reflects the consensus of their values and desires. Strategies were developed that provided the general framework for land use, community character, housing, economic development, tourism, transportation, infrastructure, recreation, culture and historic preservation, health, education, safety and security and governance.

The plan outlines an action plan and implementation strategies for the City to follow in order to realize the Community Plan policies and objectives.

How is the Community Plan used?

The City uses the Community Plan as a guide for making important decisions and as a way to reach its future vision. It is a road map for success directing the City on how to align its resources in order to accomplish the strategies and actions of this Plan. It is the City's guide to overcome weaknesses and to help mitigate future stresses while building upon the community's strengths. Additionally, the Plan will help guide when the City contemplates future rezoning and annexations requests.

The citizens use the Community Plan as a means to determine how they can become a vital part of the implementation of the Community Plan. It gives them opportunities to use their interests and expertise in moving the City forward. Many citizens helped in the creation of this plan and thus became active in determining Branson's desired future. They already have an idea of where they want the City to go and how they can have an active role in that process. They understand that citizen involvement in the implementation of this Plan is paramount to its success.

Property owners and developers use the Community Plan as a guide to making informed decisions about how their property might fit into the City's vision.

The Community Plan serves as a great communication tool between the City, its citizens and the property owners and developers so each can positively contribute to the overall success of the community. As a result of that success, the Plan will create better opportunities for our workforce and better experiences for our tourists when they visit Branson.

What does this plan consist of?

The Branson Community Plan contains five elements:

1. **Introduction.** The introduction describes the planning process and intent of the document.
2. **Vision.** A community vision that encapsulates the common ground and aspirations of what the residents want the City to be in the future.
3. **Policies, Strategies & Action Plans.** Strategy plans are organized around the key elements of the community (as listed below). There is a chapter for each element in which policies, planning strategies and actions are outlined to help the City realize the long-term vision.

- Land Use
- Housing
- Tourism
- Economic Development
- Community Character
- Parks, Recreation and Open Space
- Community (health, education, arts and culture, public safety)
- Transportation
- Infrastructure & Environment
- Governance

Each chapter is organized into the following subsections:

- Policies
- Background
- Desired Future
- Strategies & Actions
- Metrics

A policy is a general or fundamental rule or assumption. The background is the existing conditions of the respective topics. The desired future is the City's vision for a specified topic. The strategies and actions answer the question, "How do we do it?" An action is a definite course or method selected to guide decisions and achieve a desired result. The strategies and actions will be the benchmark against which proposed ordinances and programs can be measured.

Metrics and indicators that will help measure success for the next 20 years are outlined in each chapter. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. These metrics will help the City and the community monitor their performance and implementation over time.

4. **Implementation.** The implementation chapter outlines specific approaches, partnerships and tools for the City's future efforts.
5. **Appendices.** Supporting materials are contained in the Appendix including existing conditions white papers, stakeholder interview findings, community surveys, and a summary of the alternative futures. This information is available electronically on CD and is not included in this hard copy document.

The Community Plan

What Documents are Supplemental to the Community Plan?

There are numerous other planning and strategic documents that have been completed over the past 15 years that are supplemental to the Community Plan 2030. These other planning activities have provided additional insight into the priorities and preferred direction of the City. Although some are relatively outdated, the values still apply and some of the desired outcomes have yet to be achieved. This Plan integrates the initiatives and policies of each document into one source. It is intended to be the umbrella document that aligns the policies of the various strategic documents that exist for Branson. The policies, strategies and actions in the Community Plan 2030 take into account the desired direction outlined in the following supplemental documents:

- Branson 2020 Strategic Plan. Jack B. Keenan, Inc. (JBK) conducted an updated strategic planning session with City leaders in 2010. The results of this analysis are presented in a document entitled “Strategic Planning – Branson 2020, Retreat Output.” This process was critical to continuity of leadership within the community and the policies align with the objectives of this Community Plan 2030.
- Capital Improvement Plan (2010-2015). The long range Capital Budget Planning spreadsheets which defines the planned capital improvements for 2010-2028 has been reviewed to identify the projects that are priorities to the City as of 2010.
- Common Thread Project Structure (1995). The City of Branson began a community planning project in 1995. Part of this process included the development of a steering committee to clarify community beliefs about the future of Branson. Results of this analysis were based on input from the community and were compiled in a document entitled, “Common Thread Project Structure.”
- Strategic Destination Plan (2010). The Branson/Lakes Area Strategic Destination Plan (2010-2012) was recently prepared based on additional community and industry-wide workshop sessions. This document was intended to be used as a guide for directing effective leadership and marketing communications efforts in the Branson/Lakes Area. The document focuses heavily on marketing strategies aimed at continuing tourism success for the community.

- Our Ozark Mountain Legacy (2010). In June 2007, a citizen-driven effort was born out of the desire to preserve the area's core values. The objective of the initiative served to drive the mission, vision, core values, marketing, infrastructure and development of the Ozark Mountain area toward a preferred future. The Ozark Mountain Legacy (OML) Initiative of Taney and Stone Counties ensures that the Ozark Mountain area's perception and reality were both driven and aligned with the same set of core values.

A summary of the specific policies and objectives of these plans as they relate to the Community Plan 2030 elements can be found in Existing Conditions White Papers, Appendix A.

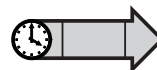
How will the Community Plan be Implemented?

Implementation will have to be a team effort and it will take time. Implementation of the plan begins with the adoption of the document and its continuing actions will have a lasting impact. The community will have to work together to realize the vision. It will require participation from not only the City, but also community organizations, local businesses, and citizens. Additionally, the actions of the plan will require coordination and cooperation amongst local governments, non-profit groups, the school district, local colleges, civic leaders, business organizations, business owners, etc.

Within each chapter, each action is accompanied by a symbol that indicates when the action should commence. The actions that are expected to be ongoing efforts are also defined by when the activity should start. The symbol illustrates if the action should be started:



Short-term - 0-4 years



Mid-term - 5-10 years



Long-term - 10 years plus

There are some actions stated in the document that are already underway. These actions are included to support the City's current efforts and to document the values and preferred direction of the community today. They are illustrated as such:



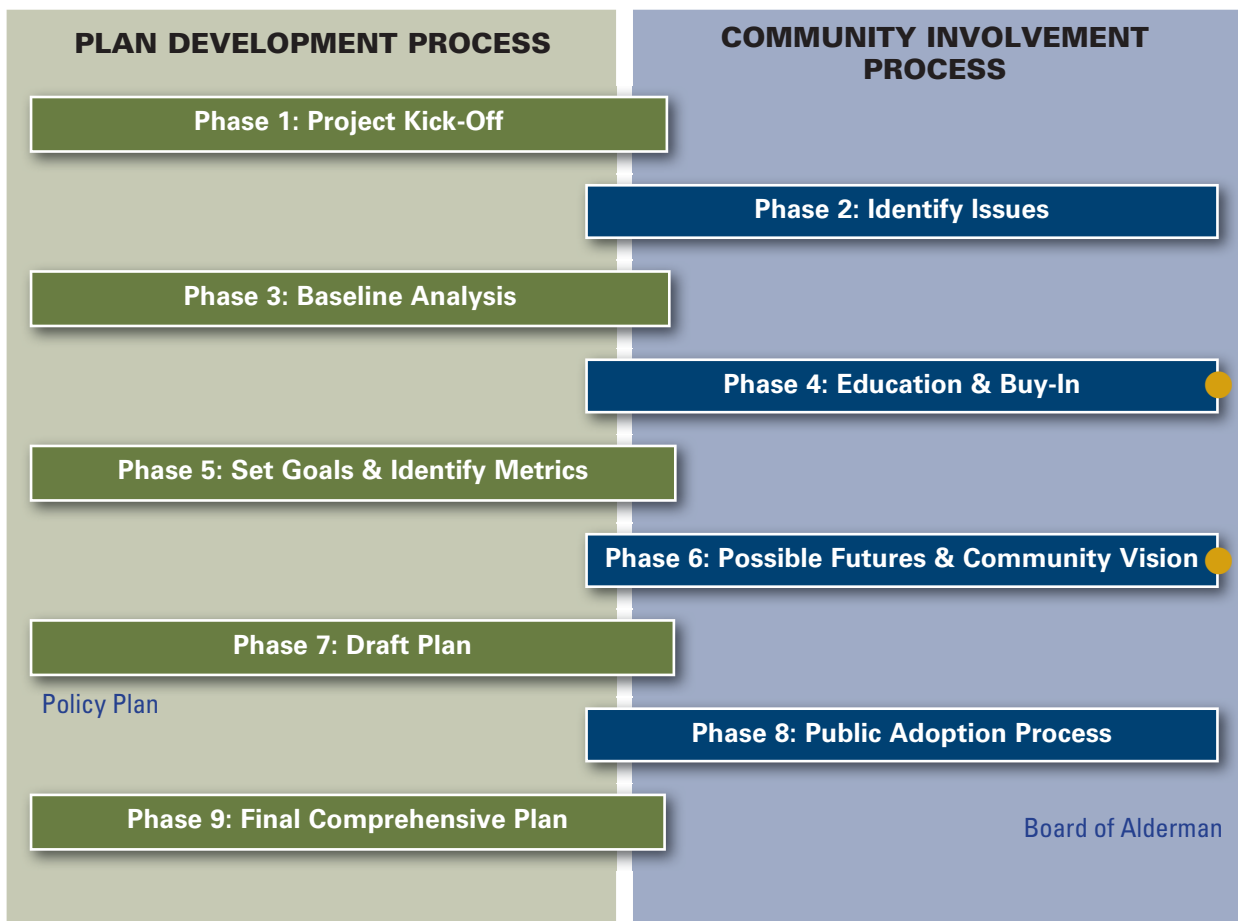
Action Already Underway

In the Implementation Chapter, the actions matrix separates the actions into a time period for implementation (short, mid, long-term), identifies a lead City department responsible for ensuring the action is completed and a potential partner to help with implementation. In addition, the Capital Improvement Plans will work to identify funding for and align with the policies and objectives outlined in this Community Plan. Other federal, state and local financing mechanisms are defined that can be used to offset some of the expenditures for City improvements and to encourage economic growth and development that is financially sustainable and environmentally sound.

PLANNING PROCESS

The planning process involved two simultaneous tracks: the plan development track and the community involvement track. The plan development track involved the Steering Committee, the City and the consultant team drafting the document at different stages, as information was presented to the public in subsequent community involvement tasks. The community involvement track was designed to give the community and all stakeholders a forum to express their opinions, vision and desires for the City of Branson for the next 20 years. In addition, the community involvement track helped to identify the issues that face Branson and was critical in forming the plan development process.

The Design Workshop team worked with the City to develop a strong media and public participation plan. This included techniques such as a website, fliers and mailings, newspaper advertisements, e-blasts, radio interviews and television announcements, etc.



Planning Process

Steering Committee

Prior to the project starting, the City formed a Steering Committee which was the first step in developing a solid public involvement framework. The group was appointed by the Mayor and Board of Aldermen. The Steering Committee was comprised of 15 individuals representing a broad spectrum of the community's values and interests. Each member was responsible for conveying the policies and outcomes to the community. The staff of the Planning Department provided technical support to the Steering Committee throughout the process. The Steering Committee helped identify the key issues at the start of the process, served an integral role in leading each public meeting and provided feedback on the Community Plan 2030's vision, policies and plan strategies.

Project Website



A project website was launched early in the process to provide information to the community as well as to gather information from the community. The site (www.BransonCompPlan.com) created and sustained a message platform that proactively communicated the vision, benefits and progress of Community Plan 2030 to the City of Branson's constituents.

The website was a direct link from the City's website which drove the majority of the site's traffic. It provided downloadable project information throughout the project's process- from beginning to end. After each public meeting, the website was updated with project information and the outcomes of the meetings, including meeting next steps and presentation materials, etc. Numerous surveys were posted on the project homepage in an effort to collect broad community feedback at specific stages in the project.

Project Kick-Off

Project Kick-Off

On June 15, 2010, the consultant team held a Kick-Off Meeting for the Steering Committee members at City Hall. The goal for the meeting was to align the project team around the purpose and the organization of the project. The meeting also gave the committee members the opportunity to discuss with the consultant what the project content would be and what components and actions would be necessary to direct a successful outcome.

Stakeholder Interviews

As part of the consultant teams' effort to begin gathering as much data and information about Branson, they conducted two days of interviews with 95 individuals representing over 60 of the different groups and organizations in Branson. The goal for the interviews was to uncover what each group's critical issues were and what could be done over the next 20 years to provide support. Each interview provided an abundance of information on the opportunities and challenges that our community faces.

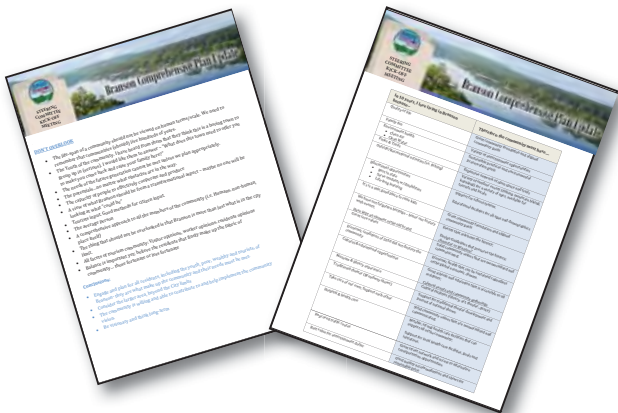
City of Branson Tour

Design Workshop, city staff and 11 members of the Steering Committee met on June 16th to tour Branson and the surrounding areas. The goal was to further strengthen the alignment of the team and to also meet with several community leaders to hear firsthand the issues that may influence the outcomes of the plan. The tour started with a tour of the convention center and a trolley ride around the Historic Downtown.



Steering Committee members board Downtown trolley

The group transferred to transportation, which was graciously provided by Branson Gray Line, and then continued onto Hollister, the Taney County Airport and College of the Ozarks. The tour then brought the group back towards Branson by way of the Hiawatha Heights Neighborhood and then through several locations along 76 Country Blvd.. The group enjoyed a quick go-cart ride at Track #3 as well as insight from the Lodging Association and a tour of Clay Cooper's recently renovated theater given by Clay himself. The group ascended to the top of Inspiration Tower at Shepherd of the Hills to enjoy the view and hear the viewpoints from persons representing Shepherd of the Hills as well as Silver Dollar City. Once back on the bus, the group wrapped the tour up with stops at the Mountain Data Center, the RecPlex and Skaggs Hospital. Each stop provided a better understanding of Branson and the information shared by each of the Steering Committee members in between the stops was equally valuable.



Informational Open House

On August 12th, 2010 Design Workshop, the Steering Committee and the City hosted an Informational Open House at the Convention Center. Over 250 people, representing organizations, agencies, workers and residents, attended the event and shared their input on the future of Branson.

Attendees were given a passport that outlined the lay of the room, the agenda and topics at each station. Four stations manned by Steering Committee members and staff were set up for attendees to visit and provide input: Community Plan 2030, Heritage & Environment, Community and Economic Development.

The Community Plan 2030 station was an introduction to the Community plan and asked people their opinions about future growth. The Heritage and Environment station focused on cherished places and recommendations for parks and open space. The Community station included three exercises related to affordable housing, transportation and a photo character board.



Community members gathered at Informational Open House

People were encouraged to attend all four stations as well as listen to and participate in one of the two presentations made by Design Workshop. The same presentation was given twice in an effort to gather input from as many people as possible.

The results from the Informational Open House, including survey questions and feedback at the stations can be seen in Appendix C.

Visioning Workshop

On October 7th, 2010, Design Workshop, the Community Plan Steering Committee and the City hosted a Visioning Workshop at Branson High School in the school's auditorium. Roughly 80 people, representing organizations, workers and residents, attended one of the two events and helped the consultant team drill down into more detail about the issues facing Branson and highlight priorities for future City efforts.

Planning Process

The workshop began with a 75 minute presentation by the consultant team that presented attributes of successful communities, reflected on responses received from the August Open House, included keypad polling questions intended to clarify Open House responses and reported on existing conditions of the respective topics.

After the presentation, attendees were split into three groups led by Steering Committee members, Design Workshop personnel and City staff: Economic Development, Land Use and Community. At each of the tables, the group was assigned with answering a specific question or two. The questions were designed to let the community provide input on how to incentivize businesses to locate in Branson, locate where redevelopment priorities should be, identify what defined sense of community and list what cultural, arts or social services are missing in Branson today.

The survey results from the Visioning Workshop are available in Appendix E.

Alternative Futures Workshop

On October 28th, 2010 Design Workshop, the Steering Committee and the City hosted the Alternative Futures Open House at the College of the Ozarks, Keeter Center. Approximately 60 people, representing the community, businesses and various organizations, attended to provide their preferences on a variety of potential future outcomes.

Each scenario represented the same amount of growth but accommodated that growth in different ways. The growth projections were based on the most recent population and employment projection data. The three alternatives presented include:

Future Alternative #1: As Is Branson

- A future for Branson based on “business as usual”. The City will follow the trends of the past decade including growth and development, annexation, zoning, community organization, economic development and business trends.

Future Alternative #2: Destination Branson

- Branson is internationally recognized as a place to visit and retire. The City will strategically expand their tourism offerings to attract a broader demographic, will expand upon the markets with air service into the Branson Airport and will include a variety of new activities for visitors.

Future Alternative #3: Community Branson

- Branson places a significant emphasis on the social fabric of the community and on providing the services and the jobs the City needs to be a balanced community. The balance includes economic, environmental and social sustainability.

At the Open House three stations were set up, each representing one potential future for the City. Participants saw the three scenarios and the projected trends side-by-side and provided input on how well they think the elements of each scenario fit with Branson’s culture and preferred future. Guests received a matrix that summarized the three alternatives and were asked to provide input at each alternative station.



Community members completing survey at Alternative Futures Workshop

A short presentation was given to verbally explain the process to-date and to visually describe the differences between Alternatives 1, 2 and 3. Attendees were encouraged to provide input at each station and then take the Alternative Futures Survey before they exited to explain their likes and dislikes about each one, in their own words. Six computers were set up for attendees to fill out the online survey.

The results from the Possible Futures Open House can be seen in Appendix G.

Preferred Vision

In reviewing the input and the results from the Alternatives Futures Workshop, the consultants and the City identified common patterns and built consensus around the preferred plan elements. The Preferred Vision became the hybrid of the three scenarios presented in October 2010. The consultant team adjusted portions of the preferred direction to be as realistic and implementable as possible. See Chapter 2 for more detail about the Preferred Vision for the Community.

COMMUNITY VISION

HISTORY

VISION 2030

CONSISTENT THEMES



Branson Landing located along Lake Taneycomo in Downtown

Branson has committed to completing a Community Plan to define a sustainable future and vision for the City. Because the community is constantly evolving, it is necessary to create a plan that recognizes not only the current conditions and community values, but also a plan that moves our community towards its desired future.

HISTORY

Branson has a long history of music and entertainment, dating back to the 1800's. The area first received national attention after Harold Bell Wright wrote his bestselling novel about his experience in the Ozarks in 1907, *The Shepherd of the Hills*. Before his novel, Branson was simply a small town located on the old White River serving as the front door step to the rugged interior of the Ozarks. The river transported people, goods, and provisions to and from the region mostly by flat bottom boats. There probably would be no Branson story without the White River.



Sammy Lane Commercial Camp

From the area's beginnings, it has been a favorite place for vacationers. They came for the scenery, fishing and the quiet, relaxing atmosphere of the Ozarks. Eventually, fishing camps began establishing themselves around the downtown and along the White River. The most popular camps included guides that had the ability to tell stories that were later known as "tall tales" while guiding float trips down the river. The river also provided a route for supplies and mail to be transported around the region via a particular boat known as the Sammy Lane. By 1914, the Sammy Lane Commercial Camp was established in downtown Branson to accommodate the vacationers flocking here. In conjunction with the establishment of area camps, the first bank was established in 1905 by Vernon Todd. Shortly after, the railroad came to Branson in 1907 and Albert and Sam Parnell opened a store in Branson near one of the White River's bends.

The City was formally incorporated in 1912 as the construction of the Powersite Dam on the White River, that formed Lake Taneycomo, was completed.¹ At this time, more people started to realize the notable destination and appeal the Branson area had for fishing and outdoor recreation along the shores of the area's lakes and rivers.

¹ www.wikipedia.com

In 1933, a man by the name of Jim Owen moved to Branson and opened the first movie theater in 1934. Later, the premier of the movie “Shepherd of the Hills” was shown starring a young actor by the name of John Wayne. In 1949, Mr. Owen and Joe Todd produced the first Adoration Parade and lit the first Adoration Scene in the downtown, where both events are still being held the first Sunday in December each year. The downtown also continues to play host to the Plumb Nelly Days Festival, which began in 1960 and still continues to draw visitors into the community.

While the downtown continued to flourish, Table Rock Dam was completed by 1959, which provided some protection to Branson from floods while creating an additional recreational lake to increase the attractions and recreational offerings in the area.

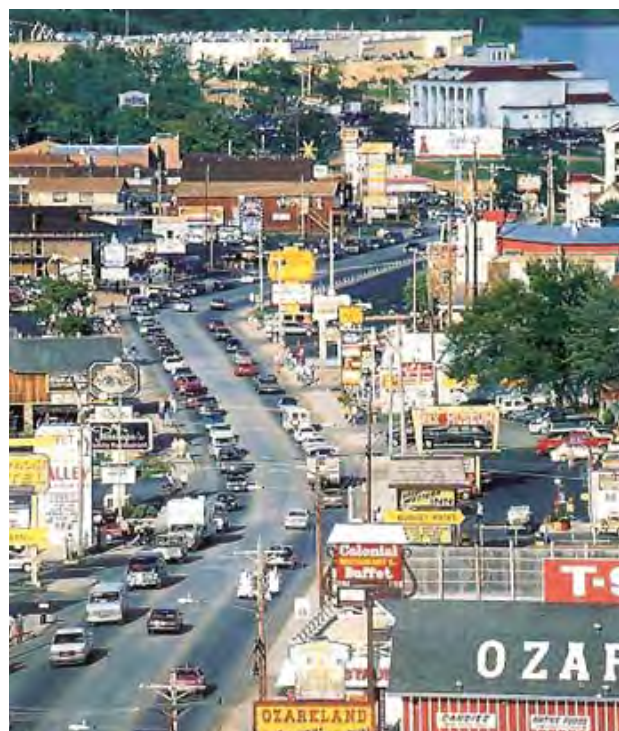
Starting in 1950, Hugo and Mary Herschend began hosting a square dance in Marvel Cave. By 1960, the cave had become a major tourist attraction and would then become the heart of Silver Dollar City. At the same time, the Old Mill Theater began to produce a show known as The Shepherd of the Hills Outdoor. Together, the lakes, Silver Dollar City, the outdoor Shepherd of the Hills theater and community events drew increasing numbers of visitors to Branson. In 1959, the Baldknobbers Hillbilly Jamboree Show opened the first live show in Branson.² The Presley family began a music show in the Talking Rocks Cavern in Branson West and by the late 1960's the Presley family moved their show to 76 Country Blvd. In the 1970's and 1980's the city continued to thrive and 76 Country Blvd. began to populate with even more theaters.



Mountain Music Theater sign along Highway 76 (76 Country Blvd)

² www.branon-missouri.com/history

In the 1990's Branson received national attention from *Time Magazine*, *People*, the *Wall Street Journal* and *60 Minutes*. At that time there were numerous big names performing in 22 theaters along 76 Country Blvd. and the variety of shows and attractions began to grow and diversify. The City experienced the greatest amount of growth from a land area and population perspective in the 1990's as a result of this national attention. The City annexed 6,315 acres between 1990 and 2000, a growth of 185 percent. Branson became known as the place where performers could start a show and strive to fulfill his/her dreams.



Traffic on 76 Country Blvd

Today Branson has over 40 theaters with more than 60,000 theater seats, 207 lodging facilities with over 18,000 rooms and 200 restaurants with over 38,000 seats. The theaters host more than 100 shows throughout the day – breakfast shows, matinees and evening performances round out a full day of entertainment. Country, pop, swing, rock n' roll, gospel, classical and Broadway-style music and productions join comedy and magic shows to provide visitors a wide array of entertainment choices. The City is home to 10,520 residents and is known locally for its education, health care and recreational opportunities.

The Vision 2030 defines where Branson wants to go from here. It outlines the comprehensive, ideal future for Branson from the community's, the Steering Committee's and the City's perspective.

VISION 2030

Imagine in 2030 that Branson's significant emphases are on the social fabric and on expanding the meaning of community to include the land resulting in a balanced community that enjoys economic, environmental and social sustainability. Branson is a community for young and old to live, work, visit, raise a family and enjoy outdoor recreation. The town is a national tourist destination, as well as a popular destination for retirement. Branson's business community has strategically expanded tourism offerings to attract a broader demographic, expanded the markets with increased air service and has increased the variety of activities for visitors. Branson is widely known for its first-class entertainment, indoor and outdoor recreational offerings and continues to attract visitors from around the country. Branson is increasingly reliant on creative entrepreneurs from the entertainment industry to expand the year round job opportunities.

The economic base has been refurbished and has expanded to include businesses that are complementary to Branson's strengths and grown in addition to the entertainment industry. The well-established health care industry has expanded and Branson is a destination for specialty health care. Educational opportunities for area residents have become varied and many thus keeping workers competitive in a changing economic and technological environment. The community additionally benefits from strong mentorship programs that pass knowledge, expertise and passion from generation to generation.

Imagine by 2030 that the visual character of 76 Country Blvd. has been improved with incremental streetscape improvements and the undergrounding of overhead power lines to enhance and provide a safer pedestrian experience. Due to its success, the improvements also became the catalyst for the preservation and enhancement of the other community corridors.

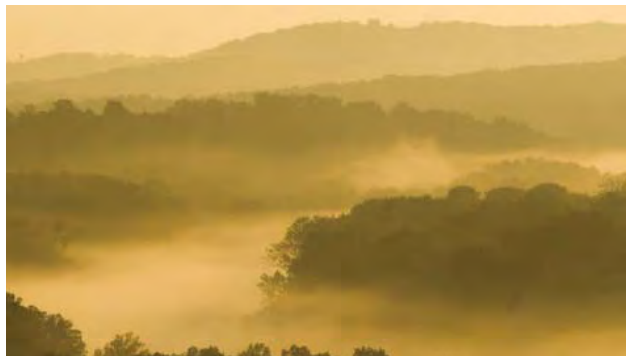
Design guidelines that guide the development character of new buildings along the 76 Country Blvd. have resulted in unifying the aesthetic quality and the disappearance of visual clutter. Similarly, design guidelines for the downtown have preserved the historic character of the core area and have encouraged similar architectural styles to be applied to new construction. The downtown area has been joined by a series of convenient transit options, which have led to a rebirth of year-round residents in the area. In particular,

the subdivision close to city hall is thriving with families and retirees who appreciate the convenient shopping, community events and neighborhood character.

Development and growth have occurred within the City limits before growing outward. Mixed-use developments are concentrated around the intersections of major arterials, and residential growth prioritized around parks. The City made infill and redevelopment of under utilized properties a priority and maximized the use of existing infrastructure. The green building techniques and the use of renewable energy have kept municipal, business and residential energy costs from rising. Residents commonly participate in energy conservation as well as sustainable land and storm water practices that help beautify neighborhood landscapes.

Imagine in 2030 that there is inter-governmental support within the region among the municipalities and counties. Each governmental entity supports one another and recognizes the strengths of their respective jurisdictions and supports their growth. The City took a proactive approach in establishing agreements and policies to influence the type of growth that occurs on the City's edge while also preserving the natural beauty of the highly visible hillsides and ridgelines.

The community social service groups have joined forces to create a unified effort to meet people's needs through more cooperation and less duplication. The new Cultural Arts Center includes a history museum, a regional serving library and a place for performing arts such as dance and theater. There are a variety of housing choices for all socioeconomic classes. There are more neighborhood, community and linear parks to serve the community's active and passive recreations. Branson has become the community of choice in which to live and is recognized for the state-wide quality of pre K-12 education, post-secondary educational programs and convenient, high-quality healthcare.



Morning fog over the Ozark mountains and Lake Taneycomo

CONSISTENT THEMES

Through the information collection, stakeholder interviews and community surveys, the team heard consistent themes concerning Branson's future. The following list of items includes the issues that received the most attention throughout the Community Plan process. They are not listed as priorities, but rather to acknowledge what the community has consistently identified as important focus areas for Branson's future.

- **Maintain the Culture and Values of Our Ozark Mountain Legacy.** The Ozark Mountain Legacy defines the community's values and principles. The community expressed an interest in ensuring these values are preserved.
- **Annexation Policies.** Branson should concentrate development within the City limits to manage growth as efficiently as possible. The community agrees that the City should physically grow at a pace that is aligned with the City's ability to provide essential services (fire, police, sewer and water) to developments.
- **76 Country Blvd. Improvements.** The 76 Country Blvd. corridor (the "Strip") is a long, evolving entertainment district that has area for improvement. There is consensus that the Strip needs to be improved from a streetscape, pedestrian and automobile circulation, building rehabilitation/redevelopment and a safety perspective. 76 Country Blvd. was often characterized as 'tired'.
- **Infill Development First Before Growing Outward.** Before annexing new land, there is a priority to develop approved, unfinished planned developments, abandoned construction sites, and undeveloped lands within the existing City limits. There is a significant cost associated with servicing new property and the City should take advantage of the existing utilities in place before extending infrastructure and service to new developments on the City's fringe.
- **Protection of Natural Beauty.** Our Ozark Mountain sense of place includes the area's aesthetic appeal that attracts both visitors and permanent residents. As a result, our landscape needs to be maintained and enhanced. This includes the preservation of visible hillsides and steep slopes, which is supported by a majority of Branson residents as an appropriate measure in protecting natural assets.
- **Recreation Expansion.** The RecPlex has experienced a 45 percent increase in business since it opened in 2005 and its economic impact for the community has grown by 55 percent between 2008 and 2010. To keep up with demand of groups wanting to recreate in Branson and to continue serving as a destination for competitive sporting events, the recreation facilities need to be expanded. Additionally, to keep up with the demand of our citizens and visitors wanting to preserve and enhance their quality of life, community trails, bicycle paths and neighborhood parks need to be expanded.
- **Year Round Employment.** Branson's tourism economy creates challenging employment conditions for seasonal workers, a large percentage of Branson's workforce. Approximately 62% of the population contributes towards the dominant entertainment, retail and tourism economy. The community advocates an economic development strategy that attracts companies who can offer year round employment for Branson residents. These employers should complement the predominant professional industries that are in Branson today and the skills of the existing workforce including health care, information technology and light industrial businesses.
- **Diversify Entertainment Offerings.** In order for Branson to remain a preferred tourist destination for generations to come, it is believed the entertainment offerings need continual evaluation and improvement to appeal to the constantly changing demographics.
- **Update Zoning Regulations.** The existing zoning and municipal codes need to be updated to accommodate the policies in the Community Plan. The zoning regulations should be updated to include regulatory and financing incentives for infill development, overlay zones for vertically mixed-uses, a finer grain of detail for commercial and phasing requirements for Planned Developments, etc.
- **Strengthening Our Neighborhoods.** Our neighborhoods are the backbone of the community and we need to invest in them to insure the quality of life is preserved while protecting the values and investments of our community. Promotion of local pride will strengthen the sense of place and build a stronger community through relationships and involvement.

LAND USE

POLICIES

- Growth
- Annexation
- Infill & Redevelopment
- Centers
- Development Codes & Regulations
- Commercial & Industrial Uses
- Sustainable Development

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Castle Rock Office Park

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The land use policies include:

- **LU-1: Growth.** The Community Plan 2030 will provide a flexible, sustainable guide for growth.
- **LU-2: Annexation.** The City of Branson will annex lands in an effort to eliminate islands and to meet the goal of enhancing our economic and sustainable standards.
- **LU-3: Infill & Redevelopment.** Future growth will focus on infill development and revitalization before growing outward in order to maximize the use of existing infrastructure and efficiently utilize the land resources.
- **LU-4: Centers.** Development will place an emphasis on compact, mixed-use centers in an effort to develop in a more efficient manner and reduce the impacts on the environment from sprawling development.
- **LU-5: Development Codes & Regulations.** Development codes and zoning regulations will encourage high quality, new development and redevelopment.
- **LU-6: Commercial & Industrial Uses.** The amount and location of commercial and industrial land will be adequate to attract and serve the needs of potential new industries and professional businesses.
- **LU-7: Sustainable Development.** Branson will be environmental stewards of the land by protecting natural systems and by promoting sustainable development.

BACKGROUND

Regional Context

The city of Branson is located in southwest Missouri, 35 miles south of Springfield within the heart of the Ozark Mountains. The City is located within Taney County, bound by Hollister to the south, Kirbyville to the east, Stone County to the west, and Christian County to the north, see Figure 1. This community plan's policies apply to areas within the City's municipal boundaries. It also provides suggestions for potential inter-governmental agreements to handle issues within the City's area of influence, property immediately adjacent to City property but just outside the City's limits.

Growth

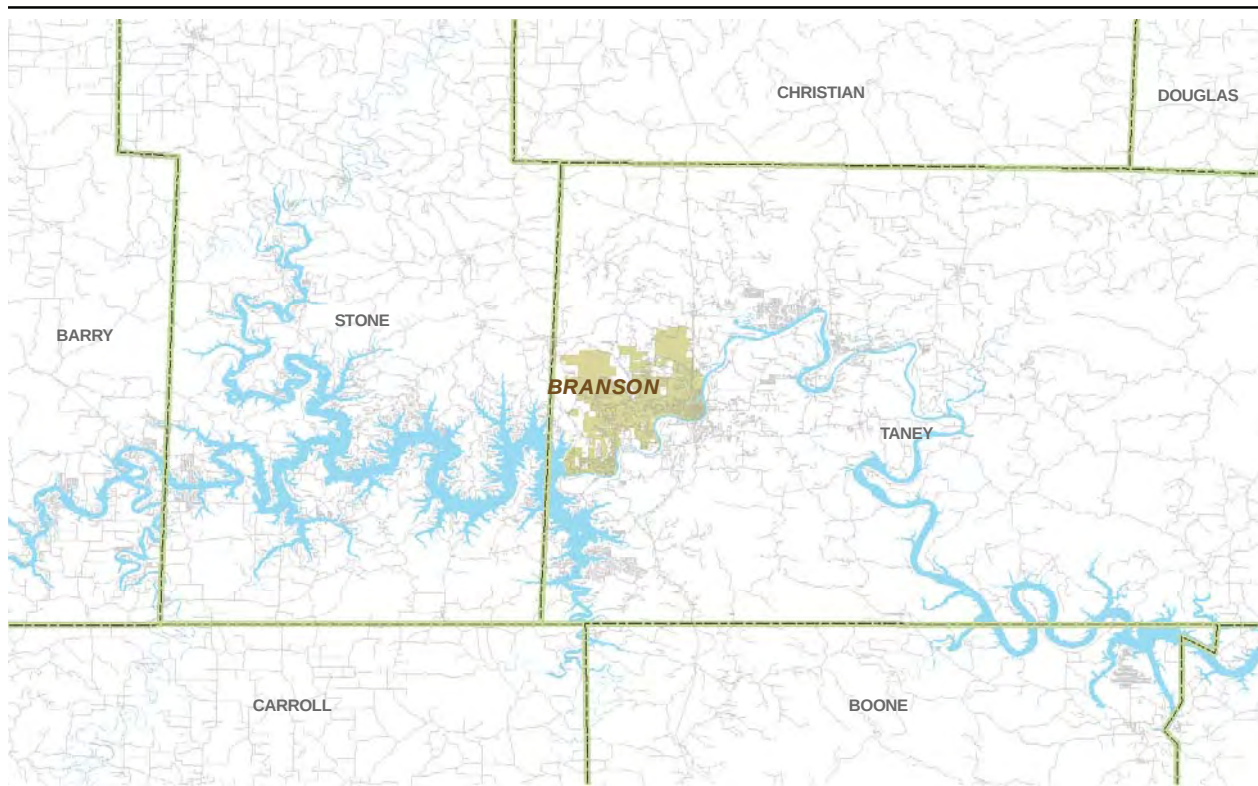
Branson's city limits have grown substantially since the City's incorporation in 1912, but most notably in the last 20 years. The City experienced the greatest amount of growth from a land area and population perspective in the

1990's. The City annexed 6,315 acres between 1990 and 2000, a growth of 185 percent, which created a city base of 9,727 acres. Figure 2 illustrates the City's annexation history from 1960 through today.

Today, the city has an incorporated boundary of over 19 square miles, serves 12,280 acres and approximately 10,520 residents. The City's historical growth has been informal, reactive to demand and influenced by the City's ability to service growth with adequate infrastructure.

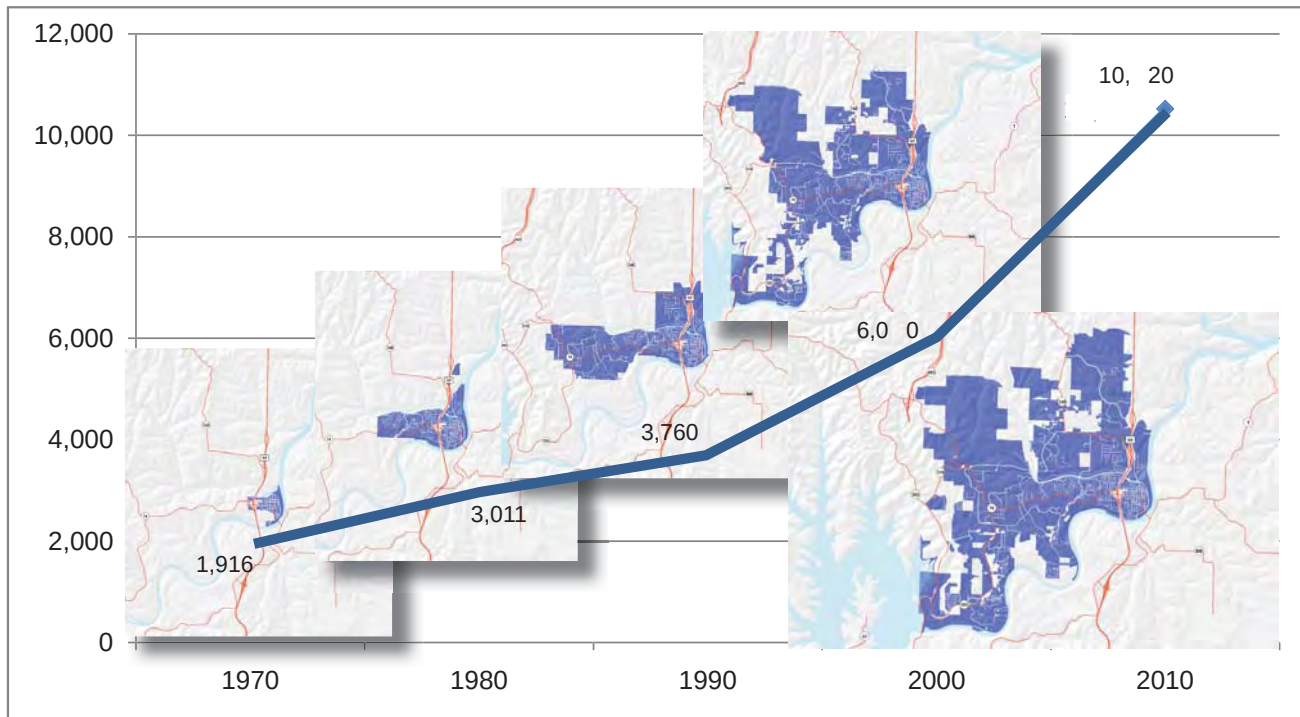
In recent years, there has been a higher emphasis placed on adequately servicing the existing residents, businesses and stakeholders than on annexing additional property. There are many out parcels of unannexed Taney County property within the City limits that are surrounded by City property on all sides, known as "islands." There are 1,753 islands in the City. Of this total, 1,376 are less than one acre in size. The largest island is approximately 150 acres. These islands create maintenance and service challenges for both jurisdictions. According to the County and the City, a high priority is to annex these properties before focusing on new growth. However, the process for how to annex these properties is still undefined.

Figure 1: Regional Context



Background

Figure 2: Annexation History Compared to Population Growth



Source: Taney County GIS Data

Table 1: Land Use Distribution 2010

	Parcels	Acres	% of Total
Commercial	973	924 AC	7.5%
Entertainment	71	529 AC	4.3%
Lodging	465	819 AC	6.7%
Condominium	2,878	387 AC	3.1%
Multi-family	499	249 AC	2.0%
Single Family	2,252	1,401 AC	11.4%
Agricultural	82	1,831 AC	14.9%
Recreation	57	678 AC	5.5%
Open Space	32	1,664 AC	13.6%
Education	4	200 AC	1.6%
Health Care	22	42 AC	0.3%
Institutional	28	422 AC	3.4%
Religious	37	153 AC	1.2%
Industrial	2	15 AC	0.1%
Utilities	28	44 AC	0.4%
Vacant	1,751	2,922 AC	23.8%
		12,280 AC	100.0%

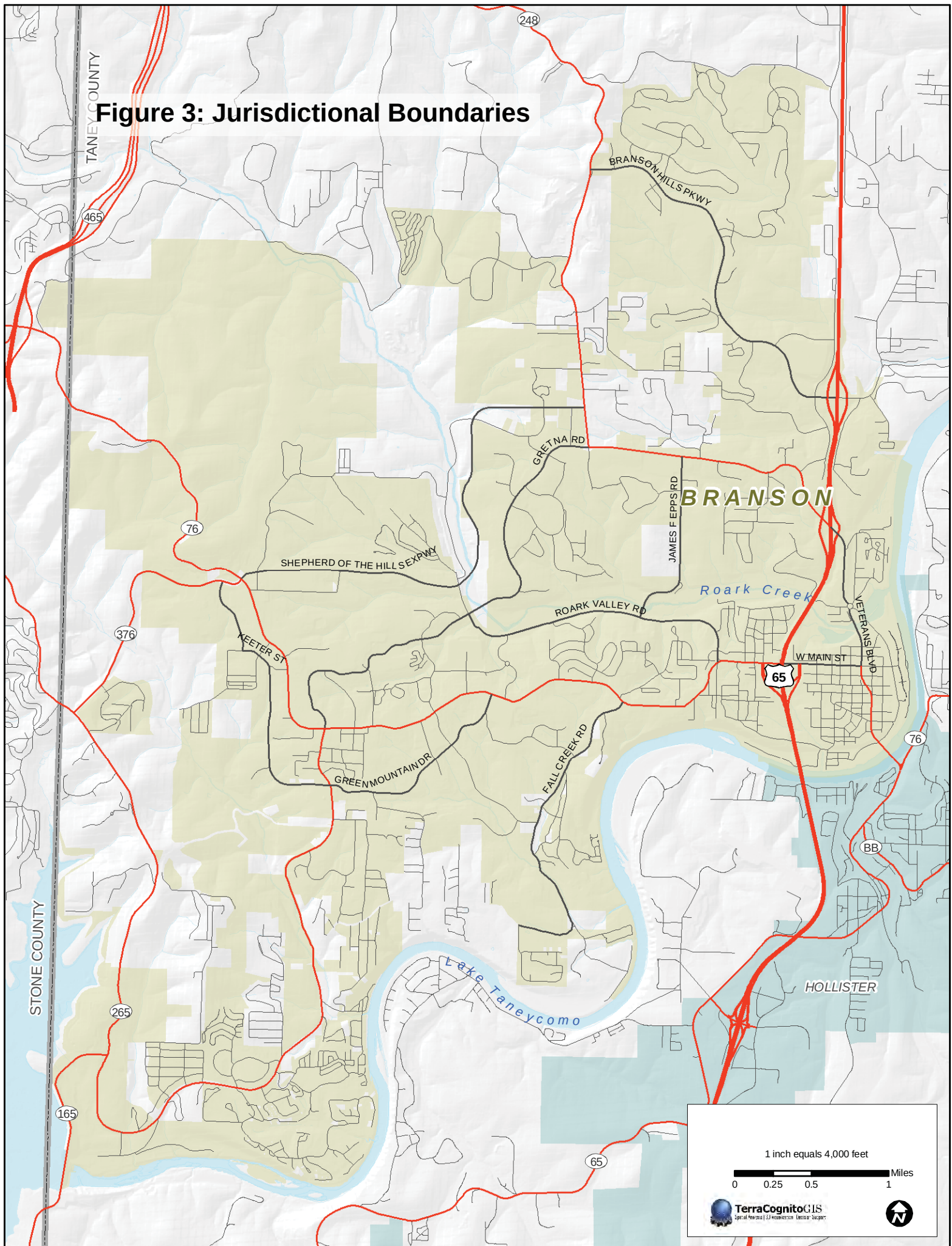
Source: Taney County GIS Data

Land Use

The predominant land uses in Branson are commercial, planned development and wilderness areas. The Branson land use diagram clearly demonstrates that Branson is an entertainment and commercial market that has a comparatively small permanent resident population. Development patterns have created a huge reliance on commercial sales tax revenues.

Table 1 shows the total acreage per each land use category. Similarly, Table 2 illustrates how the growth of each of the zoning categories has occurred from 1990 to 2010. Of the 8,372 acres of newly annexed land between 1990 and 2010, three percent was for agricultural uses, 18 percent for commercial uses, one percent for multi-family uses, 38 percent for Planned Developments and four percent for single family residential. Additionally, 36 percent of the annexed land was not zoned. According to local stakeholders, the common pattern of annexation has been construction within the County followed by City annexation so as to service the properties with adequate utilities.

Figure 3: Jurisdictional Boundaries



Background

Table 2: Zoning Distribution (1990-2010)

Zoning District	1990		2000		2010	
	Acres	% of Total	Acres	% of Total	Acres	% of Total
AGRICULTURAL (A)	0	0%	260	2%	260	2%
COMMERCIAL (C)	1972	50%	3370	32%	3502	29%
DOWNTOWN (D)	15	0%	15	0%	15	0%
MOBILE HOME PARK (M-H)	8	0%	12	0%	16	0%
MULTI-FAMILY (R-3)	251	6%	305	3%	306	2%
PLANNED DEVELOPMENT (PD)	735	19%	3107	29%	3883	32%
SINGLE-FAMILY (R-1)	714	18%	966	9%	1089	9%
TWO-FAMILY (R-2)	14	0%	14	0%	14	0%
UNZONED	70	2%	2492	23%	3066	25%
WILDERNESS AREA (WA)	130	3%	130	1%	130	1%
TOTAL	3,909		10,671		12,280	

Source: Taney County GIS

Assumptions: No zoning changes have occurred during 1990-2010.

Residential

The City has very little residential zoned land, approximately 1,650 acres or 13 percent of the city's property. The residential is made up of 4,953 total units, 3,962 single family units, 991 multi-family units, including private ownership and rental units. Additional residential details are explained in the Housing Chapter.

Commercial

The City's existing commercial land use is largely made up of retail, entertainment and office properties, roughly 29 percent. The City experienced incredible commercial growth in the 1990's, directly attributed to the entertainment boom that occurred. To support this trend, the City's 2003 Comprehensive Plan suggests the City maximize commercial growth within the City's limits. The City's commercial property increased from 1,972 acres in 1990 to 3,370 acres in 2000, and then to 3,502 acres in 2010.

The broad commercial zoning category includes office, retail, lodging and entertainment uses. It is recommended that any future amendment to the zoning regulations provide a greater level of detail and description for varying types of commercial uses within the City such as: retail, regional commercial, mixed-use, office, etc. The downtown is a separate zoning category but permits all the same uses as those within the commercial category, except for residential and facilities for substance abuse.

The tourism industry in Branson is the largest economic driver in the City. The City also has a regional draw for retail, with two large outlet shopping centers: Tanger Outlet mall and The Shoppes at Branson Meadows. The Hilton Branson Convention Center, with 220,000 square feet of flexible meeting space,

has attracted a conference business sector to the City and diversifies the City's year round offerings.



Shoppers in the Branson Village Shops

Office properties within the City limits are limited; however, the overall office vacancy is roughly 31 percent. The low supply of office and high vacancy implies the low demand for this type of use. There are some low-intensity office uses within the downtown including City Hall. Commerce Park has 15 pads available for office and/or industrial development that have been vacant for months. The 200-acre master planned project has been platted and was originally planned for business incubation and expansion.

Planned Development

Within the City limits there are quite a few planned development zones. Between 2003 and 2009 the City supported and encouraged customized zoning regulations for new developments, which provided maximum flexibility for larger tracts of mixed-use projects. This zoning category grew the most between 2000 and 2010 with approximately 775 acres. These areas include a combination of uses, including residential and commercial. Some of the notable planned developments include Branson Landing and Branson Hills.



Branson Hills and Payne Stewart Golf Club under construction

Institutional & Religious

Institutional and public uses include schools, government offices, post offices, hospitals, fire stations and other public facilities within the City. According to the County's GIS data, there are 28 institutional properties, making up 3.4% of the City's property, or 422 acres. The City also includes approximately 37 religious properties, totaling 153 acres or 1.2% of the City's property.

Industrial

There are two existing industrial site within the City limits. The zoning plan does not account for any acres of light or heavy industrial uses; these uses are broadly classified as a commercial use. In talks with community members, many believe there is an opportunity to increase light industrial uses within the City, which would provide additional year-round jobs for residents. When asked what type of land uses individuals would like to see more of in the future, 16.9 percent said light and industrial uses.

Agricultural Lands

There is a fair amount of agricultural land left in the City, roughly 1,831 acres. The parcels that remain are dispersed throughout the City but are largely located in the southwest quadrant near the Point Royal community. The agricultural zoning district applies to lands that have economic value for agricultural uses and permit one single-family dwelling unit, cultivation, livestock grazing, public recreation and home occupations.

Vacant or Unused Lands

Vacant land accounts for 2,922 acres within the City limits. Some of the vacant lands have been zoned or are in some phase of the development process but do not have vertical improvements today. Other properties do not have a zoning classification and remain undefined. The unzoned properties are largely surrounded by planned developments and commercial zoning districts. These are primarily concentrated in the northwestern quadrant of the City.

Parks & Open Space

The City is fortunately located in the heart of the Ozark Mountains, offering a beautiful natural setting. The wilderness area zoning classification includes the Paul and Ruth Henning Conservation Area and the Lakeside Forest Wilderness Area. Branson Parks and Recreation Department oversees 15 city parks totaling more than 285 acres, ranging from small neighborhood parks to large conversation areas. Smaller parks such as Cantwell Park and Parnell Park make up the neighborhood open space system that residents use for recreation and passive park space.



Cantwell Park

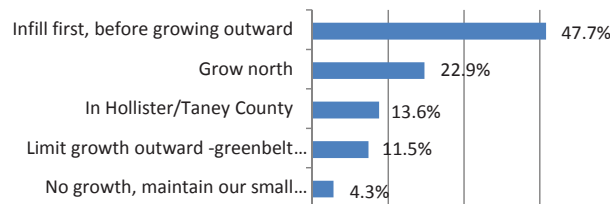
DESIRED FUTURE

The future land use vision is separated into the following categories: growth, ridgelines and hillsides, centers and preferred land uses.

Growth

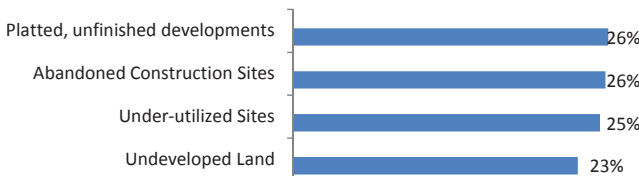
The overall community consensus for growth encouraged the City to grow within, before growing outward. Much of the community has expressed the desire to grow at a pace that is economically and environmentally sustainable. People recognize and are proud of Branson's unique sense of community, have the desire to preserve and protect valuable natural resources, and hope to equitably distribute the costs and benefits of new development. Infill development reduces growth on newly urbanizing land and focuses development in areas where there is existing infrastructure and investment. This approach comes with its challenges and often requires cooperation among all levels of government, non-profit organizations and the private sector. The ultimate goal for the next 20 years is to maximize the use of existing infrastructure and efficiently utilize the land resources.

Where is the most appropriate place to direct growth?
(select one) (multiple choice)



When respondents were asked to rank the types of property to direct infill development, priorities were almost split evenly between all options. The top two priorities among the community are platted, unfinished developments and abandoned constructions sites. Underutilized sites ranked third but almost equal to the previous two options.

Rank the following in terms of infill priority:
(Select in order of priority)



An analysis demonstrated that land within the existing City limits is sufficient to accommodate future residential and non-residential growth through 2030. The analysis was completed by reviewing: (1) existing land supply, excluding sensitive lands, (2) projected residential demand and (3) projected non-residential demand.

(1) Existing Land Supply

The city's buildable land supply, made up of vacant land, non-productive agricultural land and approved, platted planned developments, will be sufficient to meet future development demand for the foreseeable future. The analysis specifically excluded the sensitive lands and existing physical constraints listed below. It was assumed these areas are not buildable, should be preserved in the future and could not be constructed. They were subtracted from the calculated, developable land supply.

Available Land

- Vacant land (2,922 acres)
- Agricultural land (1,831 acres)
- Platted, unfinished planned developments (27 projects, compilation of uses)
 - Approved & planned residential: 2,223 units
 - Approved & planned non-residential uses: 1.73 million square feet (SF)

If average FAR of 0.2 is applied to the available vacant land (2,922 acres) and agricultural land (1,831 acres) today, the City has capacity for roughly 2.35 million square feet of additional commercial. It is not assumed that all of this land would be absorbed as commercial space, this calculation was provided as a reference. In addition, if the platted, unfinished planned developments were completely built-out, the City would add an additional 2,223 units and 1.73 million square feet of commercial space to its inventory (refer to Figure 7).

In conclusion, the Growth Template map identifies possible locations for future infill and redevelopment activities. It illustrates the available land supply (land available for development) that includes the approved, incomplete PDs, vacant land, and agricultural land minus sensitive lands. Within the all of the growth areas (depicted on the Growth Template Map) the City has an interest in vibrant, walkable places that contain a mix of housing, employment, retail, culture, arts and dining.

Figure 4: Highly Visible Hillside

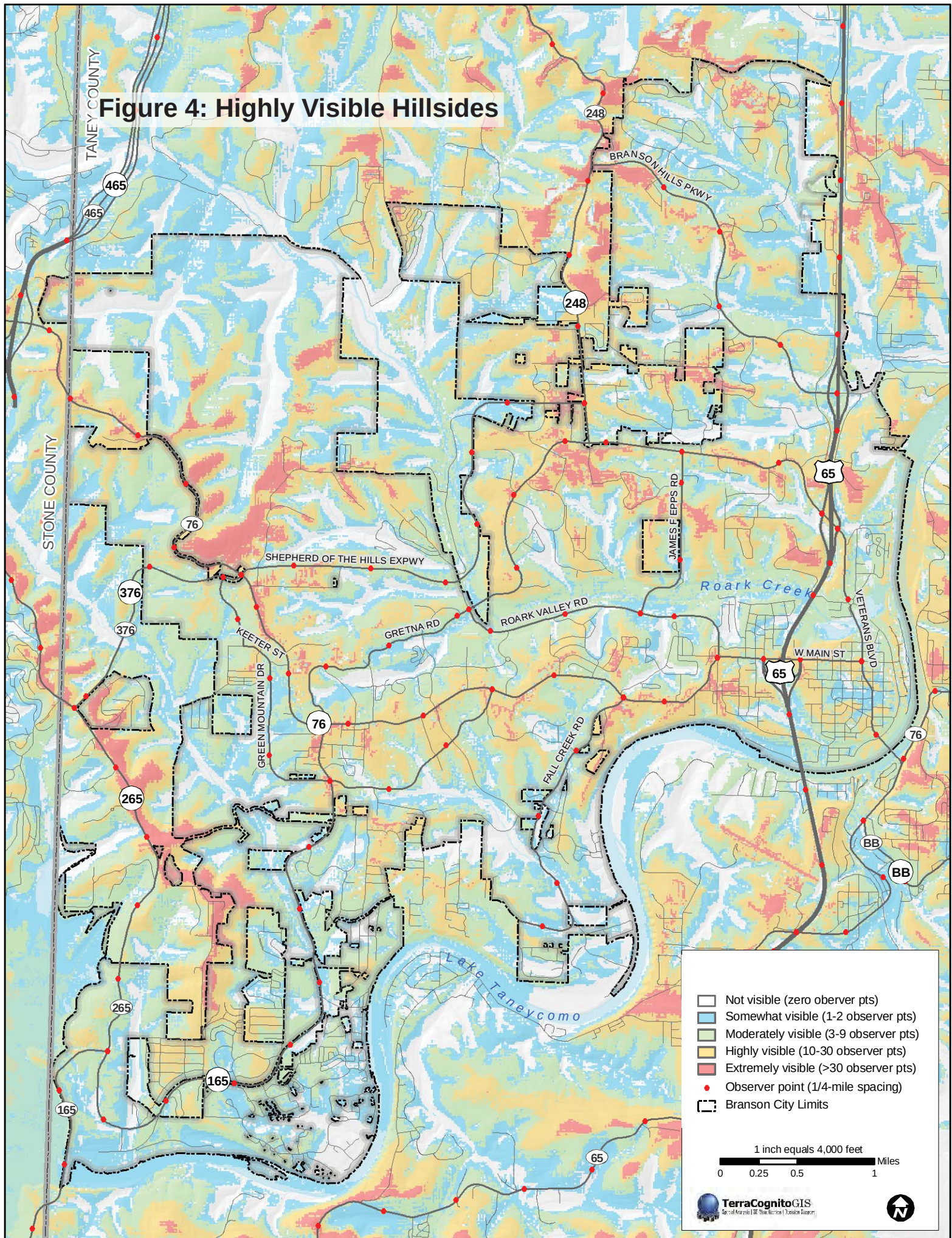


Figure 5: Sensitive Lands

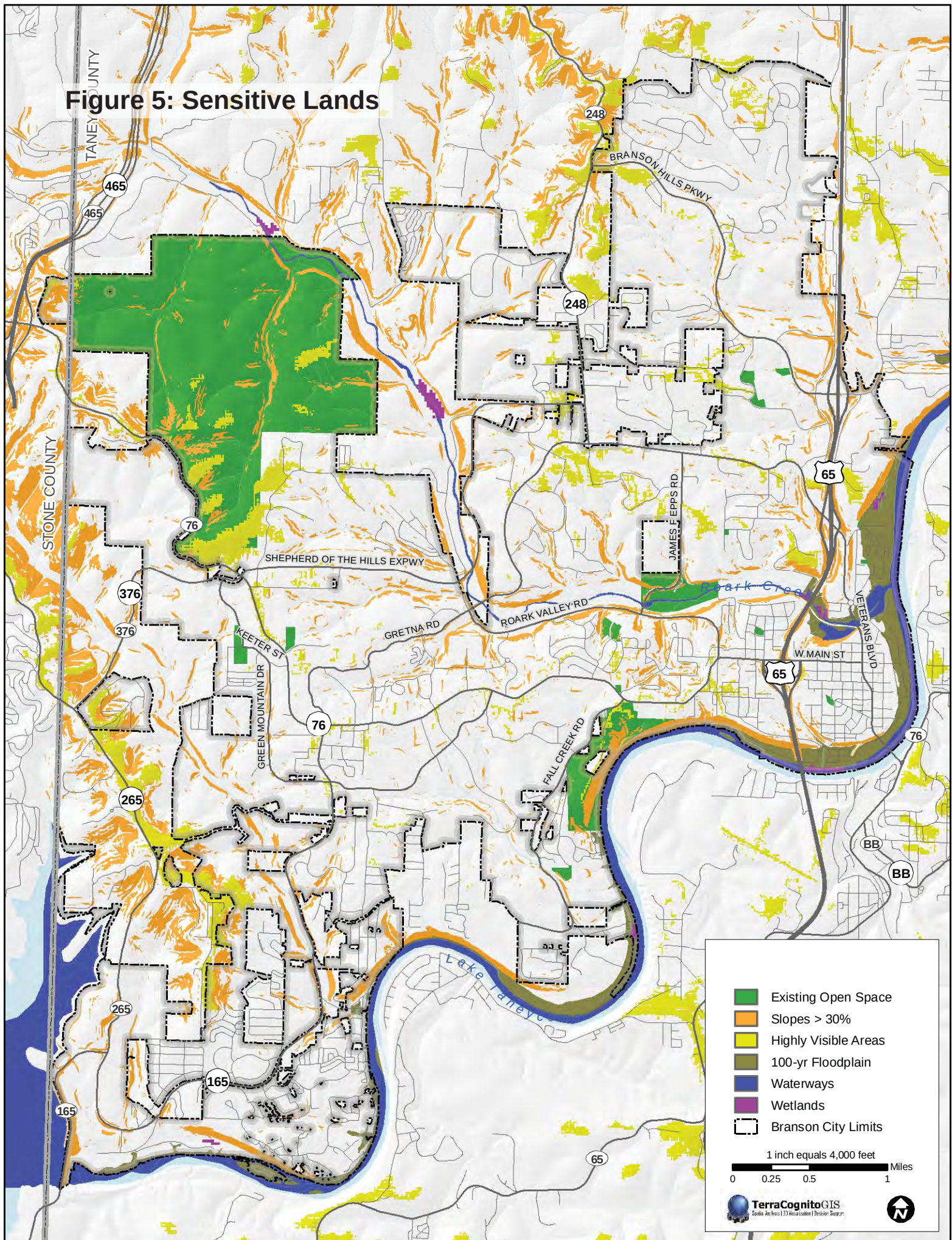


Figure 6: Vacant and Agricultural Land

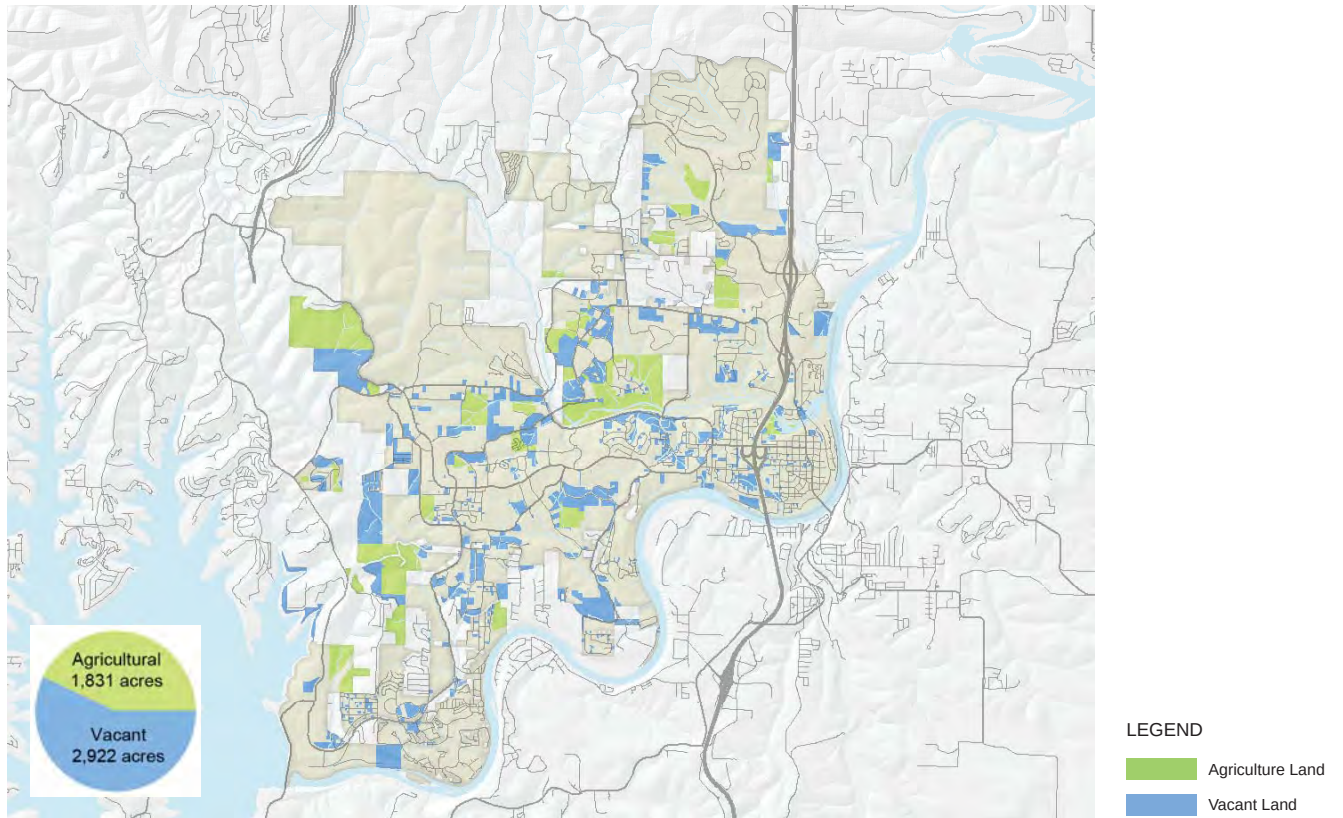


Figure 7: Planned Developments

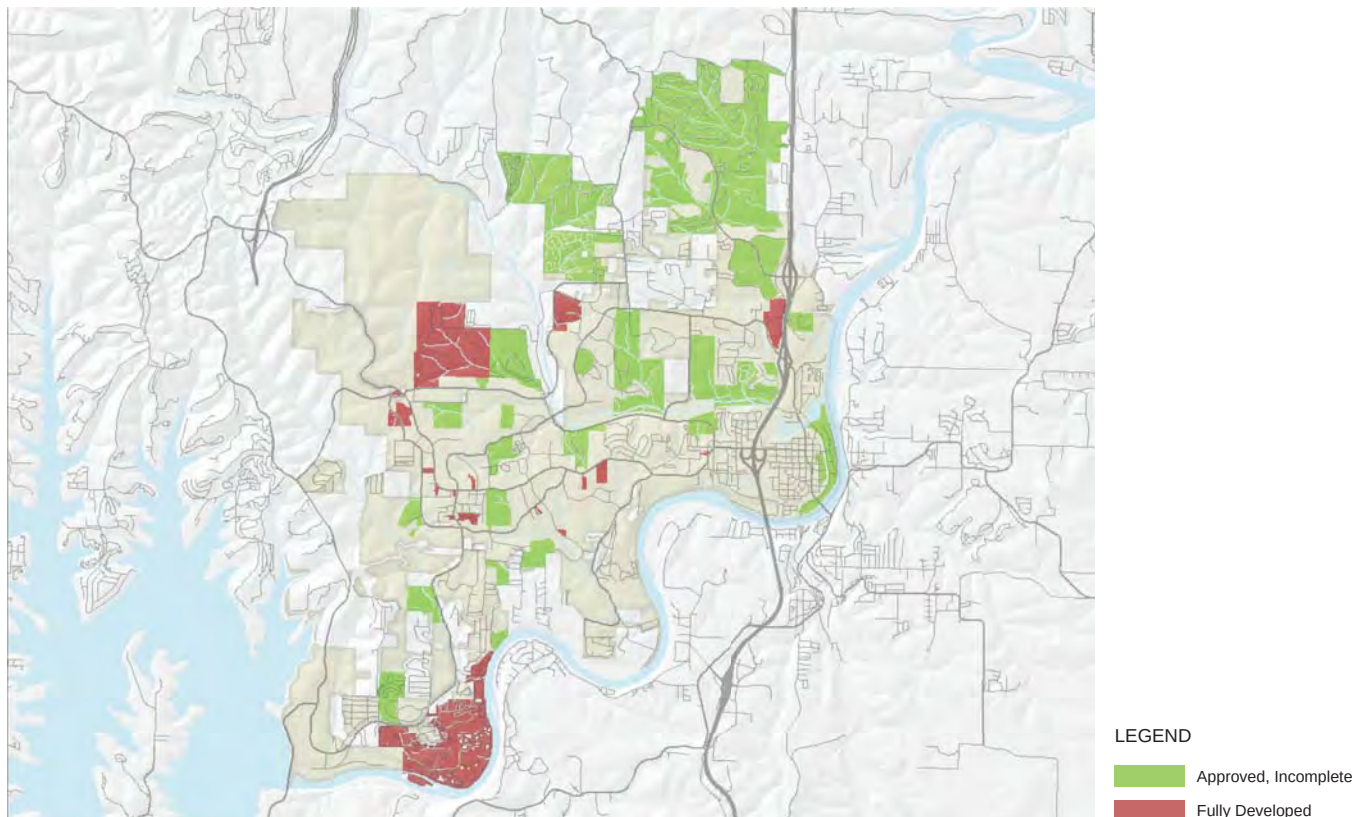
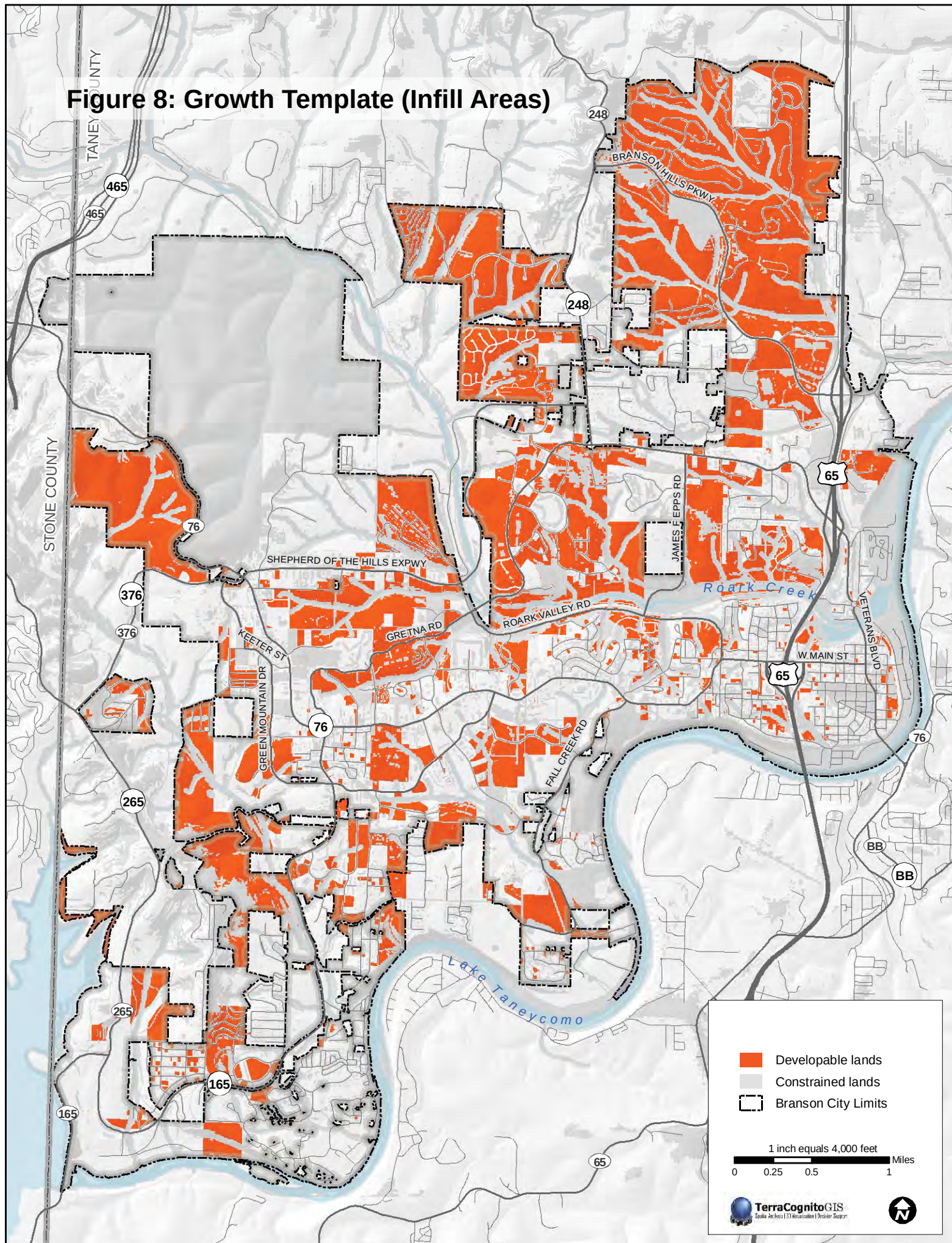


Figure 8: Growth Template (Infill Areas)



(2) Projected Residential Demand

The age distribution of the 2030 Branson population (Table 3) was translated into housing demand by using a U.S. Department of Housing and Urban Development (HUD) report that summarizes the housing preferences by age group.³

Table 3: Residential Demand 2010-2030

	Total 2010	2015	Increase			TOTAL
		2020	2025	2030		
SF Detached	2085	297	273	263	285	1118
Condo	204	35	33	33	40	141
Apartment	772	44	14	-1	4	61
Manufactured*	215	36	39	48	59	182
TOTAL	3276	413	360	343	387	1502

*mobile homes not included

The City needs approximately 1,500 units to accommodate future housing demand and has the capacity for 2,223 housing units in existing planned developments that are not fully constructed. However, the majority of the planned development housing units are planned to be single-family residential. It is important that the correct housing mix is provided to meet future demand including small, medium and large lot single-family, multi-family, attainable housing and senior housing.

(3) Projected Non-Residential Demand

Table 4: 2030 Branson Employment & Building Demand

	2010	2030 Projected		2010	2030
	Jobs (1)	Total (2)	New Jobs	Existing Building Supply	NEW Building Demand (3)
Education	367	459	92	42,548 SF	88,849 SF
Food Sales	509	579	70	43,445 SF	71,073 SF
Food Service	4,293	4,951	658	953,468 SF	302,121 SF
Inpatient Health Care	1,001	1,511	510	34,184 SF	284,050 SF
Lodging	4,591	5,765	1,174	1,117,672 SF	1,526,737 SF
Office	2,411	3,161	750	6,150,988 SF	312,182 SF
Other	678	699	21	1,023,401 SF	17,611 SF
Outpatient Health Care	992	1,296	304	89,363 SF	111,676 SF
Public Assembly	2,593	3,284	691	1,682,608 SF	965,123 SF
Public Order & Safety	462	618	156	39,361 SF	106,875 SF
Religious Worship	48	60	12	97,885 SF	25,196 SF
Retail	2,732	3,276	544	3,388,934 SF	496,658 SF
Service	574	615	41	119,656 SF	30,834 SF
Warehouse & Storage	58	60	2	979,222 SF	2,782 SF
TOTAL	21,309	26,336	5,027	15,762,735 SF	4,341,767 SF

Source: MERIC, ESRI, Design Workshop, Terra Cognito

Notes:

- (1) MERIC 2010 Employment Estimate
- (2) Design Workshop projected 2030 employment using MERIC's projection data for 2018 as a basis.
- (3) Building SF was calculated using national standards for building area per 1 job of various job types. For example, for every 1 education job, you need 969 square feet of building area.

To determine future employment demand, existing and projected employment data from Missouri Economic Research and Information Center (MERIC), categorized into Commercial Building Energy Consumption Survey (CBECS)⁴ codes was analyzed. For an explanation on the methodology of how these employment projections were calculated, refer to the Economic Development Chapter.

The team calculated the physical building space that will be needed to accommodate the new 5,027 jobs over the next 20 years. It was calculated using industry ratios of number of people per 1,000 square feet of space (see footnote 2).

Understanding the City's desires to infill develop before growing outward, the existing land supply and the projected demand for all uses, the City will not need to annex additional property for development for at least the next 10 years. If population growth continues on the same trends as the last 30 years, residential growth may be necessary in 2020 and beyond. The physical space demands for non-residential uses (per Table 4) do not require annexation. The existing 1.7 million square feet of planned, unbuilt commercial and light industrial space will be sufficient to accommodate the projected employment increase.

Although annexation will not be necessary for at least 10 years to accommodate demand, the City may chose to annex land for other reasons (i.e. open space preservation, strategic annexation, etc.).

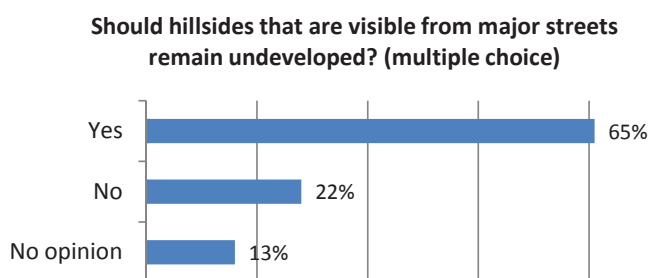
3 The report was completed to analyze the influence the Baby Boomer Generation has on housing consumption and diversity through 2030. It looks at historic housing consumption patterns and projects how those patterns may shift looking ahead. It projects the distribution of four unit types including single-family detached, single-family attached, apartment and manufactured by age group.

4 CBECS codes are used by the U.S. Energy Information Administration (EIA), an agency of the U.S. Department of Energy (DOE).

Desired Future

Hillsides & Ridgelines

The community has expressed an interest in protecting natural, highly visible sensitive lands from future development. There are sites throughout the City that have been left vacant, scarred from incomplete developments and/or locations in which the vegetation and hilltops has been permanently removed. Steep slopes and visible hillsides have not historically been protected from development and there is a strong desire within the community to protect them. When asked if hillsides that are visible from major streets should remain undeveloped, 65 percent of the respondents said “yes”.



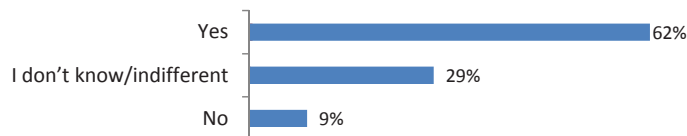
Centers

Developing around identified centers is a sustainable planning principle and is often used as alternative to sprawling development. They intended a focus for development, often with more intensive, mixed-uses in the core and decreasing as the distance from the core decreases. Centers can also be used to catalyze additional development through the regulatory process by providing incentives such as density bonuses, reduced impact fees and public-private partnerships, etc.

There are a number of elements that can constitute a center or a node including land use (i.e. commercial, residential, mixed-use, civic), scale and accessibility (i.e. regional, community, neighborhood), activity areas (i.e. downtown) and/or by transit (i.e. transit-oriented development). In addition, centers are positioned along key corridors, easily accessible by pedestrian, automobile and linked with transit. Centers should be special separated so as the uses do not compete with one another.

During the public outreach process, 62 percent of respondents believed it is appropriate to identify nodes of mixed-use, higher density development within the exiting City limits. By establishing centers, the City can still effectively and efficiently accommodate new development and redevelopment without increasing the City's physical limits.

With infill as the priority, is it appropriate to identify nodes of mixed-use, higher density development within the existing City limits? (multiple choice)



Preferred Land Uses

While historically there has been a focus on new development and physical growth, this Community Plan 2030 shifts the focus toward redevelopment and infill development to make full use of underutilized resources in the City. The Preferred Land Use Plan depicts land uses geographically dispersed throughout the city based upon policies and strategies in this document.

The Preferred Land Use Plan uses the existing land use and zoning as a baseline. The uses respect existing land uses, assuming they will not change much over the next 20 years, and are more specific than the existing zoning categories. The plan applies a land use on each of the priority infill areas (planned development, vacant and agricultural property) based upon future residential and non-residential demand projections, land suitability and community preferences. The land suitability analysis⁵ highlighted where each use would be best suited physically within the City which helped inform the land use in the infill areas.

The land uses may not *exactly* reflect the present use of land. In some cases the land use was selected based upon the predominant land use in the area rather than by individual parcel (i.e. a small commercial establishment within a primarily medium density residential area). In addition, they depict the land uses as they are expected to exist in 2030. The Preferred Land Use Plan will be used by staff, the Planning and Zoning Commission, and the City Council as a guide during review of development requests.

⁵ The team conducted physical land suitability analysis for the following uses: entertainment, lodging, single-family residential and light industrial. The analysis defined the suitability criteria for each land use based upon their proximity to major arterials, parks, existing infrastructure, education, etc. The criteria changed depending on the land use.

Land Uses

Despite the community interest to focus on employment and job creation, entertainment uses will continue to dominate the landscape through 2030. Existing job projections do not demand a significant amount of space to accommodate employment growth in each industry sector. If there is strategic and proactive direction to target new employment opportunities, the land required to accommodate that growth may change.

The following land use categories are included on the Preferred Land Use Plan (Figure 10):

- **Downtown District**

The downtown will continue to be a charming, thriving place to operate a business, live and shop. It will be one of the City's primary activity centers in the future. The downtown will be revitalized and redeveloped in a way that respects the history while fostering new mixed-use development. The land uses and scale of buildings will be compatible and complimentary to those in the adjacent neighborhoods.

The downtown district will complete a separate sub-area plan that identifies specific policies, development guidelines, the appropriate mixture of uses and redevelopment opportunities to encourage reinvestment and infrastructure updates.

- **Core Entertainment District (76 Country Blvd.)**

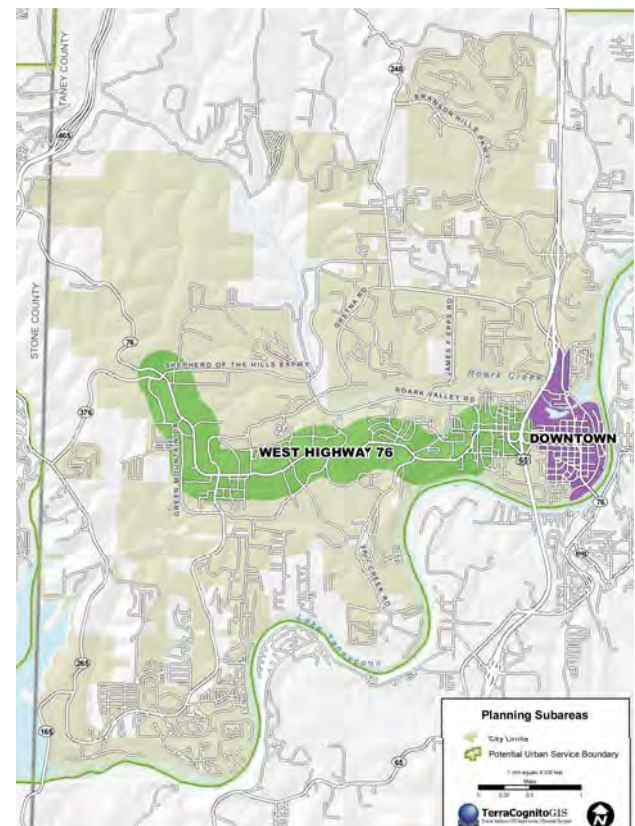
The Core Entertainment District will continue to be the number one activity center in the future 2030 vision of Branson. The district frames 76 Country Blvd. that is the primary transportation corridor, connecting the core of the downtown to the larger community west of U.S. Highway 65. It is the entrance and main gateway into Branson.

The Entertainment District encompasses entertainment (theaters, museums, go-cart racing, etc.), lodging accommodations and retail uses. The district will be revitalized over time through redevelopment, building rehabilitation and infill development. The Entertainment District will be a priority for public investment in an effort to revitalize and encourage new investment into the area. New buildings will be high quality and distinctive to add visual interest and to complement existing development.

The gateways off of U.S. Highway 65 will signify an entry into the city and the landscape, signage and art will promote unique design and identity. A transportation analysis that thoroughly analyzes all transportation possibilities should be completed to improve the streets function.

A separate sub-area plan for the district will be completed to analyze the streetscape, built form (design guidelines) and infill development opportunities. The creation of a sub-area plan will integrate transportation solutions (born out the future Transportation Master Plan), land use and urban design considerations into a cohesive strategy for the area.

Figure 9: Potential Sub-Areas



- **Employment**

Employment areas represent where there is employment beyond retail, entertainment or hospitality related employment. These areas currently include professional offices, health care and light industrial uses.

Desired Future

• Community Commercial

Community commercial is larger retail, shopping and office uses that are intended to serve as destinations for the greater community, sometimes region. Commercial properties within this category will vary in their size and scale of development. The building footprints and total building area are larger than neighborhood commercial buildings and are higher intensity centers.

The existing pattern of development and intensity within the Community Commercial zones vary greatly; therefore both vertical and horizontal mixed-use is encouraged. Higher density development is encouraged to support their role as a City destination. Community Commercial uses and activity centers should be concentrated at high traffic intersections, connected via transportation and bicycle networks.

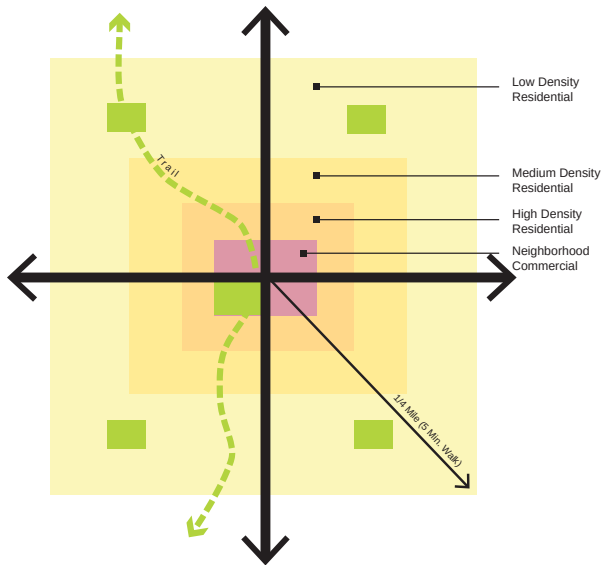
Community commercial uses include: big box retail, in-line retail, shopping malls, mixed-use developments, offices, and restaurants, etc.



Branson Financial Center

• Neighborhood Commercial

Neighborhood commercial is intended to serve as the focal point for one or more neighborhoods and is characterized by small scale retail and service uses that may include mixed-use or attached housing developments. They are compact, pedestrian-friendly developments that have good connections to the surrounding neighborhoods. Examples of neighborhood commercial include grocery stores, drug stores, bank, beauty shop, small office building, churches, and laundry mats, etc.



Optimal neighborhood commercial proximity to adjacent residential.

• Mixed-Use

Mixed-use areas are intended to provide a built environment that facilitates the ability to live, work and recreate in one area. They are zones where there is a vertical and horizontal mixture of residential, retail, office and civic uses. In some instances, these zones may contain an existing residential use that operates as a commercial business (lodging); therefore it's categorized as mixed-use.

Mixed-use developments should contain the convenient pedestrian circulation networks and access to the city's open space system. Buildings and developments should have a mix of uses, which are mutually supportive and integrated into the community. Vertically mixed-use buildings should accommodate active public uses such as commercial, retail and restaurants at the street level and residential or office spaces on the upper floors.



Trolley and shoppers at Branson Landing

Residential areas serve as the building blocks of the community. Neighborhoods should be walkable and connected, include a mixture of housing types. They should be within walking distance of destinations including schools, parks, neighborhood commercial and civic uses.

- **Medium Density Residential**

Medium density residential areas include single- or multi-family homes located with densities between 6 and 15 units per acre. The classification could include a wide variety of residential building types including: duplexes, condominiums, apartments, townhomes, accessory dwelling units, and live-work units (an individual's work space is located within his/her residential unit). Medium density neighborhoods should be located off of larger, wider streets (arterials or major collectors) and clustered next to community amenities to the greatest extent practical. It is acceptable and customary to have small retail establishments within these areas.

- **Low Density Residential**

These areas predominantly represent the established residential neighborhoods within the community. This designation includes homes with densities between 0.5 and 6 units per acre. Low density residential areas should be located on neighborhood streets or minor collectors.



Single family residence within the Thompson Area Neighborhood

- **Civic/Institutional**

These area include schools, the Army Corp of Engineers, lands owned by the city or other governmental agency and other public facilities.

- **Recreation and Open Space**

Recreation and open space areas include those areas that are publicly accessible open space areas (i.e. parks, wilderness areas) or recreational areas that perform like a commercial operation (i.e. golf course, recreation center). Open spaces include trails, creeks, floodplains and are desired public open space elements.



Hikers at the Henning Conservation Area

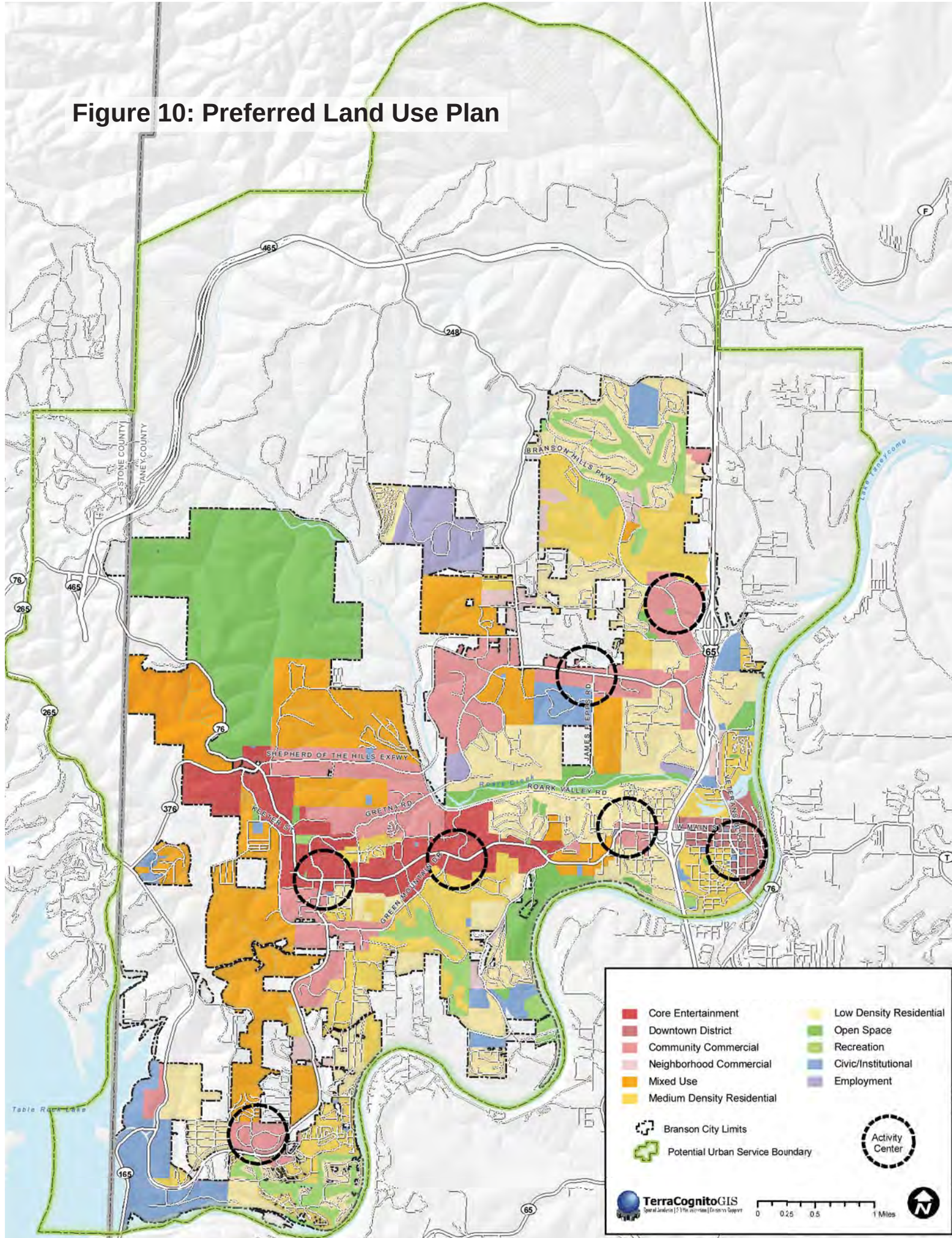
Activity Centers

The Preferred Land Use Plan depicts potential activity centers, areas where higher intensity development is encouraged. These activity centers generally correspond to areas where there is an existing concentration of community commercial uses and are positioned at prime intersections within the city.

Urban Service Area

Properties within the potential urban service area (depicted on Figure 9) is where the City may have an influence on the type of uses and the development standards. Please refer to the governance section for additional information on the potential creation of an urban service area.

Figure 10: Preferred Land Use Plan



Core Entertainment	Low Density Residential
Downtown District	Open Space
Community Commercial	Recreation
Neighborhood Commercial	Civic/Institutional
Mixed Use	Employment
Medium Density Residential	

Branson City Limits	Activity Center
Potential Urban Service Boundary	

TerraCognitoGIS
Specialty Services | 3D Visualization | Data Integration

0 0.25 0.5 1 Miles

STRATEGIES & ACTIONS

LU-1: Growth. The Community Plan 2030 will provide a flexible, sustainable guide for growth.

LU-2: Annexation. The City of Branson will annex lands in an effort to eliminate islands and to meet the goal of enhancing our economic and sustainable standards.

LU Strategy 2.1. Annex the unincorporated properties that are completely surrounded by City land to improve the City's and County's service (fire, police, road maintenance, utility) efficiency.



▫ Action 2.1.1 Work with land owners of unincorporated properties that are surrounded by city property to annex their property.



▫ Action 2.1.2 Work with MoDOT and Taney County to annex segments of streets that are currently not incorporated to improve operating efficiencies for all jurisdictions. This may require the County to upgrade the specified roads to City standards before annexation.

LU Strategy 2.2. Pace of Growth. Direct development and growth to occur at a pace that is aligned with the City's ability to provide essential with services (fire, police, sewer, water).



▫ Action 2.2.1 Do a cost-benefit analysis of all properties wanting to annex into Branson before expanding the City's limits. If the cost to extend services exceeds the potential revenues and intangible benefits from annexing the property, do not annex the property or utilize other means to cover the expected costs of annexation.



▫ Action 2.2.2 Approve new projects or annexations if they can functionally and financially serviced by the City's water and sewer capacity as well as be provided protections by the City's police and fire departments without creating an additional cost burden.



▫ Action 2.2.3 Incrementally approve water and sewer service of planned developments, based upon an agreed to phasing plan, as opposed to approving total capacity needs at the time of permit issuance.

LU Strategy 2.3. Community Benefit. Ensure that annexations provide an overall benefit to the community and are in conformance with this plan's policies and strategies.



▫ Action 2.3.1 Ensure all annexation agreements, subdivision improvements and other subsequent commitments between the City and the annexee clearly identifies the intent and/or purpose of future development to assure the intent or purpose will be achieved and the City's policies and strategies are being met.



▫ Action 2.3.2 Participate in planning efforts outside the City's limits that may affect the community by maintaining open communications with Taney County, adjacent municipalities and other governmental agencies.

Strategies & Actions



- Action 2.3.3 Coordinate land use and development strategies and regulations with Taney County through an intergovernmental agreement to make development more consistent across political boundaries.

See Governance Strategy 2.2. for additional actions related to intergovernmental agreements for development adjacent to the City's jurisdictional boundaries.

LU Strategy 2.4. Development Cost Share. Require developments to share the cost burden of providing services.



- Action 2.4.1 Develop additional strategies that require new developments or annexations to share the cost of expanding the City's services and utilities needed to service such developments. The cost sharing should be proportional to the service requirements and size of the development.

LU-3: Infill & Redevelopment. Future growth will focus on infill development and revitalization before growing outward in order to maximize the use of existing infrastructure and efficiently utilize the land resources.

LU Strategy 3.1. Infill & Redevelopment. Encourage the development of vacant property, redevelopment of underutilized properties and adaptive re-use of existing buildings before annexing new land.



- Action 3.1.1 Incentivize development into the identified infill and redevelopment areas while assuring the ultimate goal is achieved. See Figure 8. Infill Opportunity Areas.

76 Country Blvd. and the downtown should be considered a high priority areas for public re-investment in streetscape and urban design improvements and infrastructure upgrades to support and catalyze private sector infill and redevelopment.



- Action 3.1.2 Identify and map underutilized properties and buildings that present notable redevelopment and building re-use opportunities and that will increase economic activity in the area to benefit existing residents.



- Action 3.1.3 Ensure the design of infill and redevelopment projects is appropriate with surrounding and adjacent buildings in terms of intensity of use, relationship to the street and scale. This should apply to residential and all non-residential buildings.



- Action 3.1.4 Explore opportunities for private development to contribute towards the additional public amenities that may be needed in infill and redevelopment areas (i.e. park space, public art, signage, etc.).



- Action 3.1.5 Formalize and provide a more efficient approval process for infill and redevelopment projects.

LU Strategy 3.2. Redevelopment & Rehabilitation Assistance. Develop methods, tools and assistance for property owners and developers to utilize for the purposes of redevelopment and rehabilitation.



- Action 3.2.1 Incentivize reinvestment and building rehabilitation of existing commercial properties public-private partnerships and flexibility on development regulations (i.e. parking requirements).



- Action 3.2.2 Research the types of tools that can be implemented to provide assistance for redevelopment, rehabilitation, and investment for qualifying businesses. One example is the formation of a redevelopment authority and a district where assistance can be applied. Redevelopment authorities can provide loan assistance for business improvements, partial financing for development projects and off-site improvements.

See Tourism Strategy 2.2 for additional recommendations regarding the formation of an Entertainment District.

LU-4: Centers. Development will place an emphasis on compact, mixed-use centers in an effort to develop in a more efficient manner and reduce the impacts on the environment from sprawling development.

LU Strategy 4.1 Commercial Centers. Establish commercial nodes throughout the city that present commercial redevelopment and compact development opportunities.



- Action 4.1.1 Map commercial centers. Establish commercial centers, including retail and office uses, at locations that are accessible, adequately spaced from one another and that create a node of activity.



- Action 4.1.2 Provide mixed-use zoning, via a zoning amendment or an overlay district, in the identified commercial centers to permit vertically mixed-use buildings, compact development and reduced building setbacks.



- Action 4.1.3 Concentrate higher density mixed-use development in locations that are currently or will be serviced by transportation and that can support higher levels of activity (i.e. traffic, etc.).

LU-5: Development Codes & Regulations. Development codes and zoning regulations will encourage high quality, new development and redevelopment.

LU Strategy 5.1 Zoning Regulations. Create zoning regulations that are flexible but require enough specificity in development applications to achieve the desired outcome.



- Action 5.1.1 Explore the use and development of design guidelines for 76 Country Blvd. and downtown areas. The design guidelines should focus on the built environment and creating high quality public spaces.



- Action 5.1.2 Document the regulatory concessions that can be offered to incentivize infill development into specified areas in the applicable zoning categories.

Strategies & Actions



- Action 5.1.3 Amend existing zoning code to provide a finer grain of detail in the commercial zoning category (i.e. tourist commercial, general business, neighborhood commercial, big box commercial, etc.) and to update the allowable and special uses within each new commercial zone.



- Action 5.1.4 Amend existing zoning classification to include a light industrial/industrial zoning category.



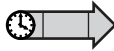
- Action 5.1.5 Review development regulations to determine if there are areas that can be more flexible in an effort to attract businesses to locate in Branson but that still require developers to meet the desired outcome (i.e. tree ordinance, stormwater runoff, riparian zone ordinances, etc.).



- Action 5.1.6 Review and analyze the Planned Development zoning regulations and application process to identify areas for improvement.



- Action 5.1.7 Update Planned Development zoning regulations to require a phasing plan to help regulate the allocation of water and sewer resources incrementally as the project is constructed, and to define a time limit for expiration of the PD's regulations if the project has not commenced.



- Action 5.1.8 Analyze the potential for reduced parking standards along 76 Country Blvd. in exchange for public realm improvements (i.e. landscape, sidewalks).



- Action 5.1.9 Update the zoning code to include more clear and consistent terms, definitions and clarifications throughout the document.



- Action 5.1.10 Update zoning code to include sustainable design initiatives and incentives in the commercial zoning category (each commercial zoning category upon zoning amendment). Refer to Land Use Strategy 6.

LU Strategy 5.2 Mixed-Use Development. Create a regulatory framework to encourage mixed-use development of compatible uses.



- Action 5.2.1 Amend existing zoning regulations to permit residential uses in vertically mixed-use buildings.



- Action 5.2.2 Identify and eliminate regulatory barriers that prevent the combination and densification necessary for vertically mixed-use development.



- Action 5.2.3 Identify and maintain an inventory of properties suitable and appropriate for mixed-use development. Utilize sub-area plans to help designate areas appropriate for mixed-use development.

LU Strategy 5.3. Un-zoned Properties. Zone all un-zoned properties within City Limits.



- Action 5.3.1 Identify all vacant, un-zoned property within the City limits.



- Action 5.3.2 Provide the appropriate zoning classification to the identified properties per the Land Use Map (Figure 10) through a zoning amendment.

LU Strategy 5.4 Sub-Area Plans. Create Sub-Area Plans for special districts or corridors of significance within the City that will provide a finer grain of detail for infill development, streetscape improvements and urban design elements.



- Action 5.4.1 Define the neighborhoods, special districts or corridors that need additional attention and study (i.e. downtown, 76 Country Blvd.) in order to create or maintain them as treasured community assets for years to come.



- Action 5.4.2 Work with the community and stakeholders to define the right land uses and design standards for each Sub-Area.

In addition, utilize sub-area plans to help designate areas for redevelopment and infill that are not identified on Figure 8. Infill Opportunity Areas.



- Action 5.4.3 Write the Sub-Area Plans to be the presiding regulatory document that reinforces the Community Plan 2030 policies and objectives.

Refer to Community Character, Chapter 5, for information about design guidelines.

LU-6: Commercial & Industrial Uses. The amount and location of commercial and industrial land will be adequate to attract and serve the needs of potential new industries and professional businesses.

LU Strategy 6.1 Ensure an adequate amount of land is allocated, in appropriate locations, for commercial office uses to meet the projected demand.



- Action 6.1.1 Zone sufficient land for office to meet the projected demand.



- Action 6.1.2 Ensure future commercially zoned land is compatible with the surrounding land uses. Commercial buildings should positively contribute to the area and its building materials, massing and relationship to the street and sidewalks should reinforce the areas character.



- Action 6.1.3 Inventory and work with the private sector to market available office building and properties that are vacant and that could benefit from reinvestment.

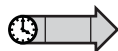
LU Strategy 6.2 Ensure an adequate amount of land is allocated, in appropriate locations, for light industrial uses that support business and activity in Branson.



- Action 6.2.1 Zone sufficient land for industrial and light industrial uses to meet the projected demand.



- Action 6.2.2 Ensure future industrial zoned land is compatible with the surrounding land uses. Industrial property should be easily accessible by multiple forms of transportation, utility infrastructure and not on environmentally sensitive land.



- Action 6.2.3 Formalize and provide a more efficient approval process for businesses that want to locate in Branson.



- Action 6.2.4 Establish an economic development campaign or plan to attract professional service, information technology and light industrial businesses to town that will complement the existing businesses that operate in Branson (i.e. the Mountain).

Although there is not a distinct industrial demand in Branson according to state projections, there is a strong desire within the community to attract light industrial uses to create year round employment.

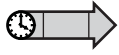


- Action 6.2.5 Map and maintain an inventory of parcels that are suitable for light industrial uses.

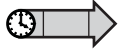
Strategies & Actions

LU-7: Sustainable Development. Branson will be environmental stewards of the land by protecting natural systems and by promoting sustainable development.

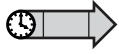
LU Strategy 7.1 Preserve Natural Beauty. Preserve the area's natural beauty by enhancing, protecting and preserving Branson's sensitive lands, including steep slopes, waterways, floodplains, and biodiversity corridors.



- Action 7.1.1 Develop regulations for lands with a 30 percent slope and greater.



- Action 7.1.2 Develop criteria for sensitive land classification (i.e. percent slope, visible hillsides, 100 or 500 year floodplain, etc.).



- Action 7.1.3 Identify and map the sensitive lands as defined by the community and various stakeholders using Geographic Information Systems (GIS).

Work with the community and stakeholders to determine what is appropriate for long-term preservation and protection and what the priorities are.



- Action 7.1.4 Provide regulations and standards for development within the identified sensitive lands via a zoning amendment.

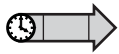


- Action 7.1.5 Research additional methods for protecting sensitive lands and implement the most suitable initiatives and incentives (i.e. publicly formed conservation areas, land owner partnerships, purchase options, etc.).



- Action 7.1.6 Work with local agencies to identify, purchase and rehabilitate (where necessary) sensitive lands.

LU Strategy 7.2 Sustainable Development Practices. Encourage the use sustainable design and development practices for all new projects.

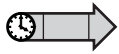


- Action 7.2.1 Define and document the application of sustainable development standards such as Leadership in Energy and Environmental Design (LEED) or similar sustainability standards in the zoning and building code.

Sustainable development standards should apply to both building design and site design criteria.



- Action 7.2.2 Identify incentives for projects that use and meet sustainability standards.



- Action 7.2.3 Provide a more efficient approval process for projects that meet sustainable development standards.

Note: As an example, in Scottsdale, Arizona developments that go through the Leadership in Energy and Environmental Design (LEED) process get an expedited approval with the City because it is known that the US Green Building Council (USGBC) will have put the application through a rigorous process that the City would then not have to do.

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City.

- **(+)** Residential units within ¼ mile of a park
 - Baseline (2010):1,990
- Infill Development (Source: GIS)
 - **(+)** Number of acres of vacant land consumed (year by year) within existing City limits
 - **(-)** Number of acres annexed outside the City limits (excluding “islands”)
- Preservation of Open Space (Source: GIS)
 - **(-)** Units built on visible hillsides (as defined on Figure 5. sensitive lands)
 - Baseline (2010): 607
 - **(-)** Commercial square feet (SF) built on visible hillsides (as defined on Figure 4. highly visible hillsides)
 - Baseline (2010): 2,035,800 SF
 - **(-)** Units built on sensitive lands (as defined on Figure 5. sensitive lands)
 - Baseline (2010): 1,696
 - **(-)** Commercial SF built on sensitive lands (as defined on Figure 5. sensitive lands)
 - Baseline (2010): 2,815, 183 SF

HOUSING

POLICIES

- Housing Supply

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Single family residences in the Hiawatha Heights Neighborhood

This chapter introduces the topic of housing and the role that residential opportunities play in providing for an important community need. Branson has previously identified the importance of housing in the context of overall planning. The Community Plan 2030 acknowledges previous efforts to address housing and to recognize its importance to achieving a variety of objectives.

As in most cities, the topic of housing is closely related to a number of other aspects of the Community Plan. Transportation issues, sense of community, quality of life, neighborhood vitality, and an adequate workforce to support economic development objectives are but of a few of the interrelated aspects of housing that are noted at the outset of this report.

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The housing policy includes:

- **H-1: Housing Supply.** Branson will have an adequate supply and variety of housing that meets the diverse needs of the community, its residents and workers.

BACKGROUND

Population Trends

The past decade has been a time of rapid growth for the City of Branson, as well as surrounding Taney County and adjacent Stone County. Census data indicates that over 4,470 new residents moved to Branson since 2000. The growth in population has been closely tied to rapid building to provide residential opportunities for local residents. It is estimated that a total of 5,233 units were added in Branson over the past decade, only 1,987 of which are occupied.

Today, Branson is a tourism-driven community and the local jobs, population and housing stock are largely reflective of this economic situation. Branson is characterized by housing that serves local residents as well as a significant number of vacant units (3,911 units or 45.5% based on U.S. Census data (2,792 units or 71% of which are for seasonal or recreational use)) that are primarily seasonal residents/second homes. The City is characterized by a relatively small resident population within the City limits, with a large segment of the regional population housed in the adjacent unincorporated Taney and Stone Counties. Additionally, approximately 30% of Branson's workers commute into the community from outside of Taney County. This creates a dynamic that drives transportation patterns and it also influences a number of aspects of community life.

Some selected statistics describing Branson in 2010 (the most recent available information) include the following:

- 16,600 – lodge/hotel rooms in 201 lodging properties. These lodging properties serve primarily visitors; however, in Branson some of the work force is housed in weekly and monthly rentals that occur in the lodging properties.
- 8,599 total housing units were identified in Branson in 2010. This includes 3,911 vacant units, about 45.5% of all units (71% are second homes). Of the 4,688 housing units that were occupied in 2010, the inventory breaks out into 2,057 (44%) owner-occupied units and 2,631 (56%) rental units. In 2010 there was a relatively low number of owner occupied units compared to the U.S. as a whole (44% compared to 65.1% U.S. total). Also notable is the finding that Taney County had approximately 63.9% owner-occupied units. In other words, rental units in Branson are more prevalent than is typical in Taney County or the U.S. as a whole.

In this chapter, Housing is broadly defined to include “workforce housing” as well as housing for seniors, the unemployed. The term “attainable housing” is used to describe housing that is adequate and affordable to an individual or household based on current income. More specifically, attainable housing is defined as housing where the tenant pays no more than 30 percent of annual income on gross rent (or mortgage payment). In evaluating local housing the local employment and the incomes of employees are key indicators in helping determine housing need and the appropriate mix of housing types to meet the needs of local residents.

Employment Trends

In general, the service sectors that make up a large part of the Taney County economy, including Branson, are characterized by relatively low wages. These existing conditions impact the housing market and suggest conclusions about the appropriate types of housing for the future. In addition, Branson employment levels vary by season. Employment peaks in summer and is at a low in winter. The variation is typically as much as 5,300 jobs. Clearly, this seasonality has major impacts on the demand for housing.

The seasonality of employment in Branson creates challenges when it comes to housing the workforce. While housing is required for employees during peak periods, the sharp reduction in workforce during the winter months creates some special challenges. The ability to support quality housing in the community for relatively low-wage workers, while at the same time maintaining the financial condition of rental properties (the apartment stock), requires efforts on the part of the local real estate/investment community and it may make it harder to add new units in the future as lending practices change in response to the recent national recession.

Housing Rental Market

The overall rental housing market in Branson has been fairly strong for a period of years, although data suggest that it has weakened somewhat with the downturn in the national and regional economy. A survey conducted in July 2008 showed occupancies ranging from 85 to 100 percent.



Turtle Creek Apartments

Background

Rents and occupancies for apartments in July 2010 were analyzed as part of this Community Plan analysis. Typically, occupancies were down somewhat from the figures obtained in 2008. While most of the inventoried properties had occupancies of 85 percent or greater, anecdotal conversations indicated that the market was “softer” and that there was a feeling that it had become somewhat “overbuilt” with new apartment units. Indeed, records now show that over 40% of the current apartment units were built since 2005.



Country Ridge Residences

Based upon a survey of local apartment complexes (list obtained from the Economic Development Office of the City), the average rent in 2010 for a one bedroom was \$512, a two bedroom was \$565 and a three bedroom unit was \$702. This survey showed a wide disparity of rents depending upon age and whether the particular apartment complex was a tax credit project.

Branson experienced the construction of a large number of apartment units over the past decade. The City has stated that within the last 3 years, over 250 multi-family apartment units have been constructed per year. This was in part the result of tax credit projects, but there were also a number of other financing mechanisms used to develop units. The result is a relatively large and fairly new rental inventory that serves Branson well in terms of meeting the needs of one segment of the residential market.



Bee Creek Apartments

For-Sale Residential Market

According to the Tri-Lakes Multiple Service (MLS) data there is an estimated 19-month supply of residential listings with 1,894 listings in June 2010. There is an estimated three-year supply of condos listed, with 683 listings. There is in excess of a 10-year supply of lots/land based on 2,415 listings. Clearly, all of these figures suggest a “buyer’s market” for some time, with a particularly large supply of land/lots which can provide a resource to meet future demand.

Table 5: Residential Units Sold By Year

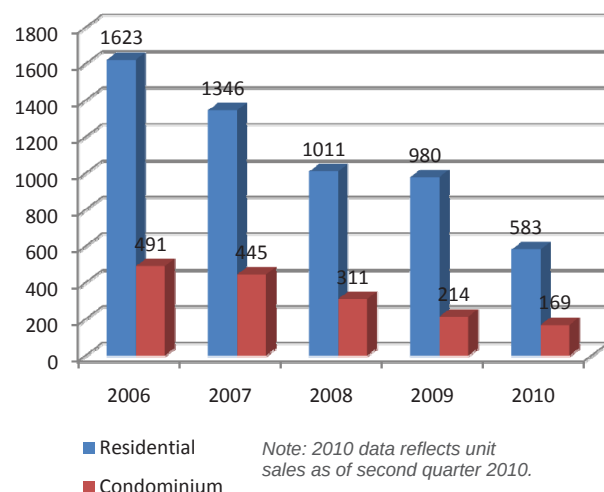
Year	Units Sold	Average List Price	Average Sales Price	Average Days on Market
RESIDENTIAL				
2006	1623	\$173,492	\$167,786	109
2007	1346	\$190,729	\$183,750	111
2008	1011	\$187,575	\$176,594	121
2009	980	\$166,563	\$152,983	128
2010 YTD	583	\$164,893	\$154,295	134
CONDOMINIUM				
2006	491	\$120,245	\$116,415	100
2007	445	\$128,784	\$123,891	112
2008	311	\$146,051	\$139,946	133
2009	214	\$134,728	\$118,084	156
2010 YTD	169	\$115,323	\$102,514	144

Source: Tri-Lakes MLS, Inc.

Note: 2010 data reflects unit sales as of second quarter 2010.

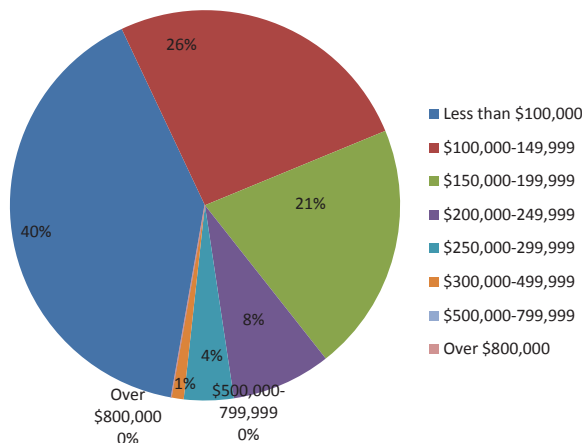
The available data over the past four years indicates that average listing prices are down and average days on the market are up. Both signal a market in which there will be relatively affordable units for the foreseeable future.

Figure 11: Residential Units Sold by Year



Another indicator of the for-sale market is the prices of listings and closed sales. As shown below, the bulk of listings and closed units are priced \$200,000 or less (84 percent of closed units).

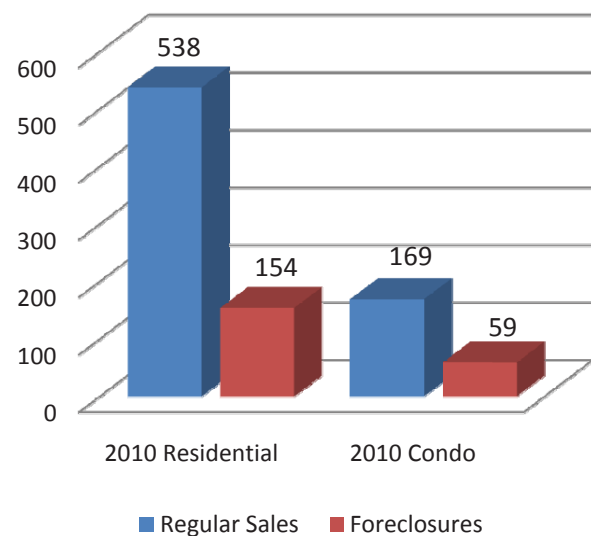
Figure 12: Taney County Housing Prices – (June 2009 and June 2010)



Foreclosures have presented a challenge to the local real estate market. Branson has experienced foreclosures because of the vacation destination, second home nature of the Branson real estate market. Job loss across the country has put a strain on primary home financing and, in a lot of cases, has forced individuals to sell or foreclose on their second homes. According to current statistics, about 7 percent of Active Residential Listings and about 8 percent of Active Condominium Listings are foreclosure or short sale units. By another measure, year-to-date about 29 percent of Residential Closed Listings were foreclosures and 35 percent of the Condominium Closings involved foreclosed units. While by no means the dominant factor in the market, foreclosures have had significant impact over the past several years, driving down prices and reinforcing a climate of uncertainty.

From the standpoint of workforce housing, it is the price of residential and condominium units relative to local incomes that is particularly important. By this measure, there is a relatively large supply of units in the lower price ranges in Taney County.

Figure 13: Regular Sales to Foreclosures



Source: Tri-Lakes MLS, Inc.

DESIRED FUTURE

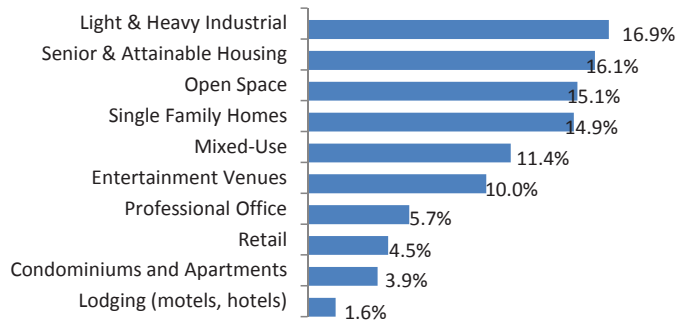
Senior and Attainable Housing

The relative importance of housing as a local issue can be measured in various ways. The 2008 City of Branson Business Survey asked about the "Importance of various items when planning for the City's future?" Out of 12 categories rated, "Ensuring that affordable housing is available" was called "extremely important" by 51 percent of business respondents. This percentage suggests that there is agreement about this priority from business leaders and citizens alike. Housing rated 4th among a list of 12 items (keeping the crime rate low, preserving the city's image as being family-friendly, and minimizing tax increases were rated higher) for planning the City's future indicating that housing is one of a number of important topics that should receive planning attention.

Further, housing was identified as a consideration by some of the Steering Committee for the Community Plan Update. The creation of "attainable housing" was identified by the community throughout the Community Plan 2030 information gathering process, with specific ideas about the types of housing that should be built (i.e. dormitories, the homeless, etc.). In addition, the needs of persons in poverty were also called out.

Desired Future

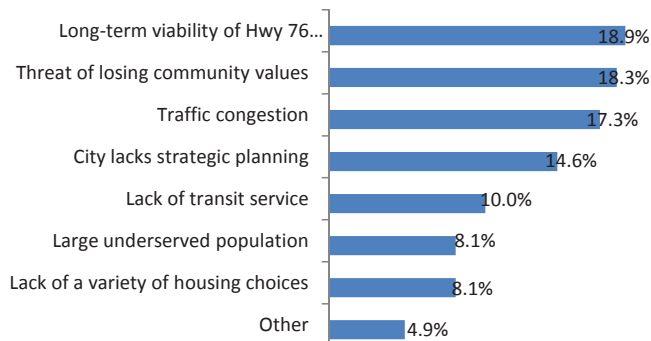
Which of the following land uses would you like more of in the future? (Select up to 3)



In August 2010 a survey was conducted as a part of the Community Plan public process. The survey contained several questions that further addressed this topic of attainable housing in Branson. "Senior and attainable housing" were identified by 16 percent of respondents as "A land use the community would like to see more of in the future"- the second highest priority.

A separate question asked, "Which of the following are your biggest concerns about the city today?" About 8 percent of respondents called "lack of a variety of housing choices" a concern, one of the lower rated priorities among a list of significant concerns.

Which of the following are your biggest concerns about the city today? (Select up to 2)



Finally, the August 2010 survey asked for specific suggestions through the following question, "What are your ideas for increasing attainable housing in Branson?" A wide variety of comments were received. Interestingly, a number of the comments concerned higher wages, subsidies and the creation of permanent jobs, rather than traditional housing programs. There were also calls for a more diversified economic base as a contributor to better attainable housing.

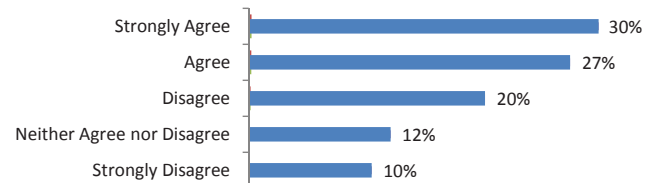
Long-Term Housing in Hotels/Motels



Rowland Motel

There are 16,600 lodge/hotel rooms in 201 lodging properties in Branson including one, two, three and four star accommodations. As mentioned above, some of Branson's work force is housed in weekly and monthly rentals in the lodging properties. In survey conducted in 2010, roughly 800 people were found to be living in the properties long-term and are, by the national definition⁶, defined as homeless. The long-term occupancy in lodging occurs at higher rates in the peak tourist seasons and is a concern because of these units are designed to provide temporary sleeping accommodations for guests (without kitchens or kitchenettes). This has become a bigger issue in recent years and the community has the desire to find a long-term solution for these Branson residents.

The City should adopt and implement strict regulations on long-term housing within hotels/motels.



Payless Inns

⁶ Homeless individual or person includes: an individual who lacks a fixed, regular, and adequate nighttime residence. <http://portal.hud.gov/hudportal/HUD?src=/topics/homelessness/definition>

STRATEGIES & ACTIONS

H-1: Housing Supply. Branson will have an adequate supply and variety of housing that meets the diverse needs of the community, its residents and workers.

H Strategy 1.1 Housing Inventory. Conduct a housing study to evaluate the housing issues, including all housing variety and attainability issues, in Branson and to further understand the needs and opportunities.



- Action 1.1.1 Identify, monitor and disseminate a set of key metrics (i.e. cost, demand, supply) for the housing market so that there is an ongoing and always current understanding of supply and demand.



- Action 1.1.2 Further evaluate the needs of the business community and their willingness to support efforts to create housing that better serves their workforce housing needs.

H Strategy 1.2 Housing Variety. Encourage housing in a variety of forms for all demographics and socioeconomics in Branson.



- Action 1.2.1 Encourage public and private, for-profit and non-profit sectors to take actions to develop and maintain an adequate supply and price range of single-family, multi-family and manufactured housing for market demands.



- Action 1.2.2 Create and update zoning codes to include an attainable housing provision, encouraging developments to supply a portion of the development as attainable housing (single-family housing).



- Action 1.2.3 Plan for the housing requirements of special populations (attainable, middle and upper-income, retirement, workforce) within the community. Disperse these facilities in appropriate locations throughout the residential areas of the City rather than clustering them in one location.



- Action 1.2.4 Create opportunities within the zoning code for the flexibility to support market-driven middle and upper-income housing.



- Action 1.2.5 Encourage and attract owner-occupied investment and re-investment in our existing neighborhoods to ensure their vitality in the community and as a way to increase appeal for future employers.

H Strategy 1.3 Housing Attainability. Encourage the creation and expansion of attainable housing opportunities within the City.



- Action 1.3.1 Encourage the integration and distribution of attainable housing as part of individual neighborhoods and the larger community, rather than creating larger concentrations of attainable housing in isolated areas.



- Action 1.3.2 Implement stricter regulations on long-term housing and over occupancy within hotels/motels. To be most effective, these regulations must be coupled with regulatory enforcement.

Similar codes from other communities may provide some guidance for these regulations.

Strategies & Actions



▫ Action 1.3.3 Develop a long-term plan to relocate residents of substandard hotel properties into more permanent housing. Work with other agencies such as the Branson Housing Authority to implement the plan.



▫ Action 1.3.4 Encourage the integration of service agencies and providers to help coordinate efforts and combine resources in order to better meet the demands of those most in need of housing.



▫ Action 1.3.5 Leverage available federal funds and expand grant requests for housing needs by presenting a unified message (with other agencies) and plan of action.



▫ Action 1.3.6 Redefine and expand the roles and responsibilities of the Branson Housing Authority to manage more attainable projects (owner occupancy, deed restrictions, etc.), to develop and champion new strategy efforts, to submit grant requests and offer down payment assistance to residents, etc.

Coordinate the overall Housing Authority strategy with the potential creation of a Redevelopment Authority, per Land Use Action 3.2.2.

H Strategy 1.4 Housing Demonstration Project. Consider one or more “demonstration project” to encourage investment and reinvestment in our existing neighborhoods to support broad community objectives.



▫ Action 1.4.1 Focus on the needs and housing demand created by middle income workers to ensure that the overall spectrum of housing needs is being more fully addressed and to attract more owner-occupied housing. Work with the local development community to create new attainable units in both infill developments and master planned developments.



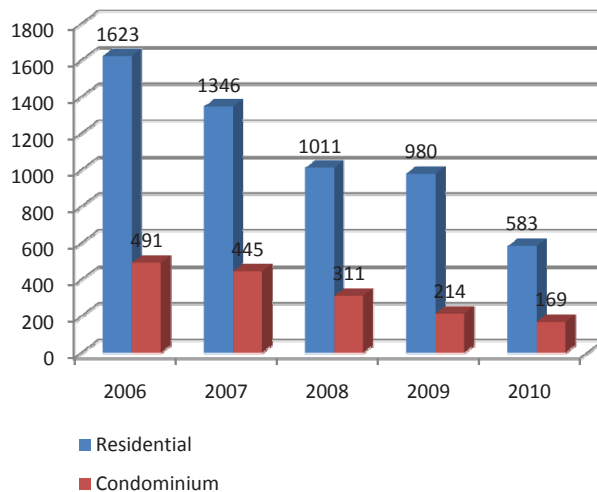
▫ Action 1.4.2 Seek out a development opportunity that could involve joint partnership between the City and a private developer to accomplish the desired development (i.e. senior housing project, executive housing, attainable housing project, workforce housing etc.) and to create a successful benchmark.

For example, the City might find an opportunity where the City owns the land or the City may provide some flexibility with development fees as an incentive. In exchange, the City could require a percentage of the units to be designated attainable to provide benefit to the larger community.

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City.

Some of the policies are not associated with a metric. One reason is because the time and resources required to track each measurement can be counterproductive to achieving the policy. In addition, some metrics are hard to measure, such as qualitative policies that do not result in tangible improvements.

- **(-)** Housing affordability indicators - Change in Area median income (AMI) compared to cost of housing (Sources: H.U.D. and the American Community Survey)
 - Baseline (2010): AMI for Taney County⁷ is \$46,900
- **(-)** Number of residents that live in substandard hotels/motels
- **(+)** Number of owner occupied housing
- Building Permits by Type/Size of residential units (Source: City of Branson)
 - **(+)** Attainable
 - **(=)** Market Rate
- **(+)** Real Estate Sales Activity by Type/Price and Location (Source: Tri-Lakes MLS (Local Board of Realtors))



- Baseline (2010): Figure 11. Residential Units sold by Year
- **(+)** Number of Sustainable Building (LEEDS or similar standards for Branson) (Source: City Planning Department)

⁷ Department of Urban Development (HUD)

TOURISM

POLICIES

- Branson Brand
- Entertainment/Attractions/Shopping
- Lodging/Accommodations
- Dining
- Visitor Services & Facilities
- Convention Centers/Meeting Facilities

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



White Water

The tourism industry in Branson is the backbone to the City's economy. Its expansion over the last 50 years has created national attention and has made Branson a preferred tourism destination. To maintain the reputation and the successful economy, the City must continue to evaluate and strengthen the Branson brand, visitor services and hospitality.

A tourism economy, like Branson's, needs standard municipal services such as transportation and parking, police and fire protection, health and sanitation, public utilities and facilities, and signage, in addition to those services provided by local businesses and civic organizations such as reservations, tour programs, special events, activities, dining, etc.

This chapter outlines policies, strategies and objectives to help maintain Branson's customer satisfaction and to help assure the City stays on top of the tourism industry as a preferred tourism destination. It includes and builds upon the policies of the 2010 Strategic Destination Plan but focuses on the City's role as it relates to tourism.

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The tourism policies include:

- **T-1: Branson Brand.** Branson's brand will continue to expand beyond entertainment and will celebrate the outdoor recreation opportunities.
- **T-2: Entertainment/Attractions/Shopping.** The type and quality of entertainment, attractions, shopping and recreational opportunities in Branson will continue to evolve to meet the needs of the changing tourism demographic.
- **T-3: Lodging/Accommodations.** A varied type of accommodations and price points will be available in Branson and will continue to serve the tourist demand while providing a quality experience.
- **T-4: Dining.** A varied type of dining experiences and price points will be available in Branson and will continue to serve the resident and tourist demand.
- **T-5: Visitor Services & Facilities.** Branson's visitor services and facilities will be ethical, informative and clear for tourists.
- **T-6: Convention Centers/Meeting Facilities.** The convention centers and other meeting facilities will continue to be an economic driver adding to the economic health of the City.

BACKGROUND

Situated within a one-day drive of 30 percent of the U.S. population, Branson and the Tri-Lakes Area (Taney and Stone counties) serve tens of thousands of visitors daily. These visitors pump more than \$2 billion into the local economy annually. Branson has become the focus of international attention as a major entertainment and tourism destination. The reasons are numerous and range from the scenic natural beauty of the area to the star-studded theaters along 76 Country Blvd. with their line-up of major recording artists and family-oriented entertainment offerings.

Per information from the Branson/Lakes Area Chamber of Commerce/Convention & Visitors Bureau (BLACC/CVB), Branson's seasonality is categorized as follows:

Season	Dates	Typical Tourist Demographic
Hot Winter Fun	Jan. - Feb.	Seniors & Empty Nesters
Ozark Mountain Spring	March - May	Seniors & Empty Nesters Spring Breakers
Summer	June - Aug.	Families (1st Busiest Season)
Fall	Sept. - Oct.	Seniors & Empty Nesters (3rd Busiest Season)
Ozark Mountain Christmas	Nov. - Dec.	Veterans Homecoming Families (2nd Busiest Season)

The full economic and fiscal benefits of tourism on the Branson economy are summarized in the economic development chapter (tourism tax revenue, TCED tax revenue, etc.).



Shepherd of the Hills Inspiration Tower

Shows and Attractions

The Branson theater industry is the signature element of the tourism economy that distinguishes our community from other destinations. Branson has over 40 theaters with more than 60,000 theater seats. Although the industry was originally known for country music, it now consists of more than 100 shows featuring a wide variety including country, pop, rock n' roll, gospel, Broadway, opera, comedy, martial arts and magic. The theaters offer breakfast shows, matinees and evening performances providing guests with endless opportunities for a full day of entertainment.



S

The tourism industry in Branson is also concentrated around the many local attractions. Visitors began coming to the area for its natural landscape, lakes and caves. Soon after, the Shepherd of the Hills Homestead and Silver Dollar City gave guests another reason to visit the area. These first destinations have since been joined by dozens of complimentary attractions including water parks, museums, zip-lines, miniature golf, go-kart tracks, arcades and other family oriented activities.



Silver Dollar City

Background

Shopping

Branson's newest shopping attraction, Branson Landing opened in 2006. This \$420 million, 95-acre development along Lake Taneycomo has over 100 retail shops with dining, luxury lodging, a river walk, town square, marinas, and nightlife in a waterfront setting. In 2010, the Landing's total retail sales value was \$119,168,656.



Branson Landing and downtown Branson

Branson is also home to two outlet shopping malls, The Shoppes at Branson Meadows and Tanger Outlets, that include more than 200 different retailers. In 2010, their total retail sales values were \$18,475,325 and \$117,840,437 respectively. The Grand Village is yet another unique shopping experience amongst the remaining shopping areas of the community. In Branson, shoppers can find contemporary clothing, Ozarks crafts, gift items, housewares, designer shoes, luggage and a myriad of other treasures throughout the year.

Historic Downtown Branson offers the community's most unique shopping and dining destination. Dick's 5 & 10 is joined by over 80 specialty stores, several eateries, museums, theaters and a free trolley all making the downtown area special. In 2010, the Downtown's total retail sales value was \$30,808,026.



Sidewalk in downtown

Convention Centers/Meeting Facilities

Branson's downtown Convention Center opened in August 2007. The Branson Convention Center provides a powerful incentive for associations, groups and companies to visit Branson. The convention center generated \$4.6 million in 2010, compared to \$4.2 in 2009, with 261 event days (compared to 251 event days in 2009). The majority of the Convention Center's business origin is from Missouri, followed by guests from Georgia, Arkansas and Oklahoma. Per a survey conducted by the convention center, convention center guests spent an average of \$407 (spending per person) in Branson, including \$100.80 outside of the downtown. Relative to Branson visitors in general, Convention Center visitors are more likely to be 35-54 years old, have children with them, be visiting the area for the first time and spend more money per person. Forty-five percent of Convention Center guests saw a show while in the City; they saw an average of 1.8 shows compared to the general Branson visitor who sees an average of 2.94.⁸



Chateau on the Lake, Big Cedar Lodge, Radisson Hotel Branson and other hotels have facilities for meetings and conventions as well and play an important part in attracting group and conference business to Branson.

8 Convention Center Fourth Quarter 2010 Year End Results Presentation

Lodging

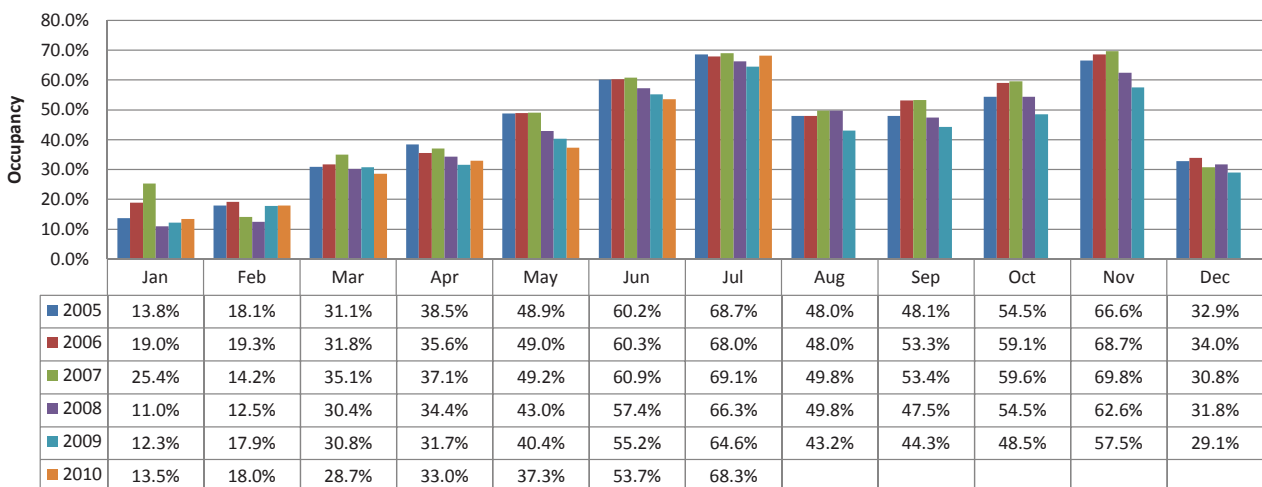
Members of the Branson Lodging Association manage and market many of the Branson accommodations including bed and breakfasts, cabins, condos/timeshares, hotels and motels. There are roughly 18,800 lodging units available in the City, within 207 lodging facilities. According to a Smith Travel Research Report done in 2010, Branson has a total room supply of 3,174,595 and the annual demand for room nights is 1,210,912.



Chateau on the Lake Resort

The seasonality of the Branson economy is further illustrated by examining historic lodging occupancy levels. There is particular focus on the lodging segment because it represents an important cornerstone of the Branson economy. As illustrated below, lodging occupancy and the total number of occupied hotel rooms shows wide variation by time of year. Again, the lowest occupancy is found in January and the winter months in general, with peaking occupancy in June, July and November.

Figure 14: Branson Lodging Occupancy Rate



Source: STR

Notes: Jan. 2005- Jul. 2010

Dinning

A strong compliment to the lodging element of the economy is the availability of quality dinning options. The local restaurants boast approximately 38,000 seats in over 200 restaurants. Selections include downtown cafe's, national chains, country cooking and gourmet restaurants.

Recreation

The Branson/Lakes Area is home to three scenic lakes offering fishing, boating, parasailing, jet skiing, scuba diving and swimming. While the lakes all offer great fishing for novice and professional anglers, each has its specialty. Table Rock Lake offers world-class bass fishing. Lake Taneycomo, with its cold waters, offers superb trout fishing. Bull Shoals Lake is also an angler's paradise especially for tournament bass fishing.



Fishing in Lake Taneycomo

Visitors can also enjoy the miles of hiking and biking trails within the region or a round of golf at the nine area courses. The growth and economic benefits of the sports market in the Branson/Lakes area is described in the Open Space, Parks and Recreation chapter.

Background

Visitor Profile and Trends⁹

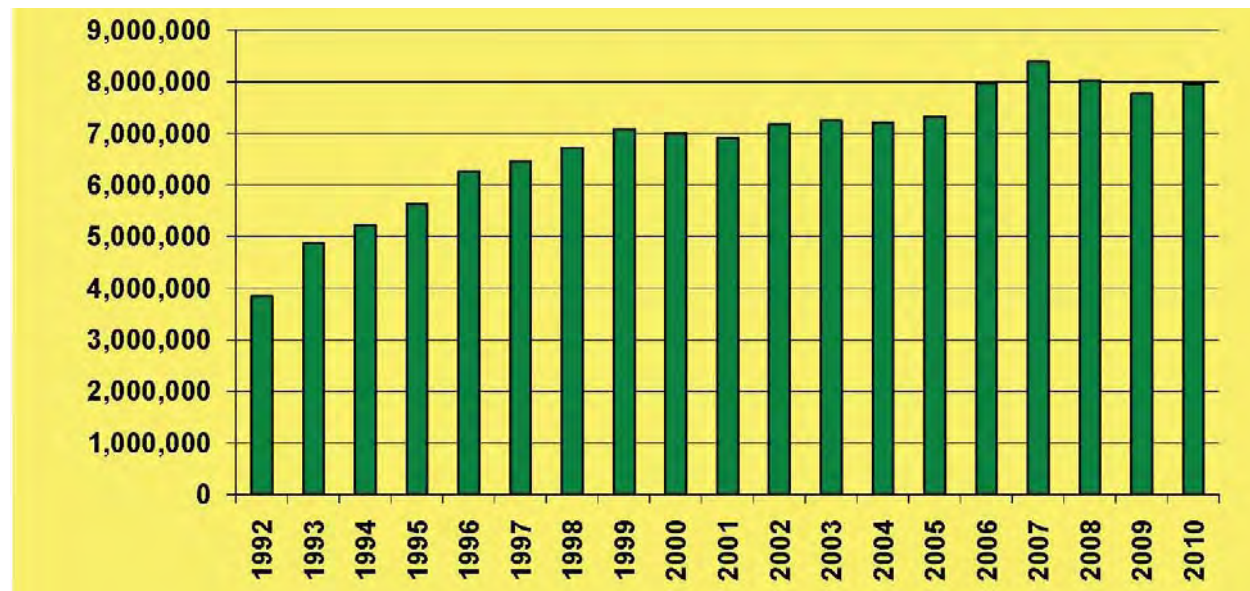
Individual travelers are between 85-90 percent of the visitors. Individual travelers are those that do not travel with a group. The group market consists of: student travel, meeting and conventions, motor coach (professional group tours), church groups, company and corporate, veterans groups, and sporting events. The group market makes up the remaining 10-15 percent.

- Per the Branson Lakes Area Convention and Visitors Bureau (BLACC/CVB), 3-4 percent of 2010 Branson visitors travel by motor coach annually. However, coach travelers are highly concentrated in the fall/Christmas timeframe and see more shows than the typical visitor. Depending upon the season and the industry, the motor coach market, although a small percentage of the total visitor population, remains important to the area.

- Branson Visitor Statistics:

	2008	2009	2010
Spending per Party	\$881	\$961	\$892
First-Time Visitor	22.9%	29.9%	25.9%
Length of Stay (nights)	4.28	4.52	4.44
Families	0.365	0.385	0.37
Average Adult Age	53.7	55.4	56.8
Party Size	3.32	4.06	3.1

Table 6: Branson Visitor History (1992-2010)

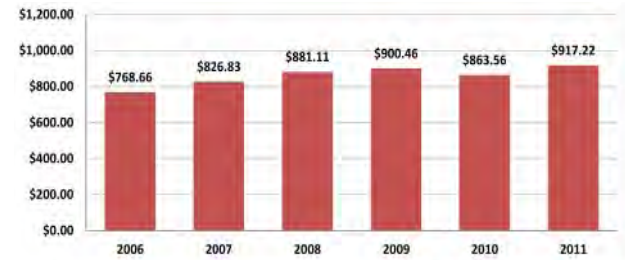


Source: BLACC/CVB

⁹ The visitor and profile information is based on conversations with and data from the BLACC/CVB.

- Spending per person and spending per person per day both increased, while spending per party and the size of the party both decreased in 2010. However, spending per party increased once again in 2011.

Table 7: Spending per Party (2006-2011)



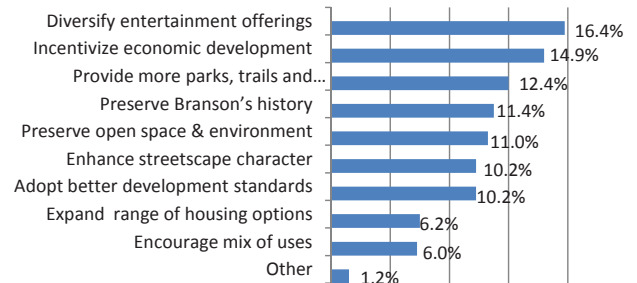
Source: BLACC/CVB

- After two years of mild decline in 2008 and 2009 (down 3.7 and 3.8 percent respectively), tourism visitation was up by 3 percent in 2010 and is projected to increase by another 2 percent in 2011.
- The tourist demographic is changing toward baby boomers that tend to book last minute, and are interested in more recreation activities, higher-end dining and shopping.
- The area's target markets and their approximate make up of all Branson visits are:
 - 0-100 Miles- Core Market (15%).
 - 100-300 Miles- Primary Market (25%).
 - 300+ Miles—Outer Market (60%+).

- In 2010, the core markets were up 37 percent, primary market visitation was down one percent, national and outer markets were down by four percent.
- Three airlines currently serve the Branson Airport - Frontier, AirTran and Branson Air Express. In January 2012, Southwest Airlines announced that it will continue service to Branson even after its merger with AirTran. As a result, the Branson airport will provide non-stop leisure air travel to several major markets including: Denver (Frontier), Atlanta and Chicago (Southwest Airlines) at an affordable price, in comparison to flying into Springfield. Many of the offered flights continue to be only available during certain times of the year while others have only intermittent service (i.e. AirTran flights to Orlando only offered on Saturdays). The direct access to the major airline hubs listed above provide connections to numerous other destinations across the country.

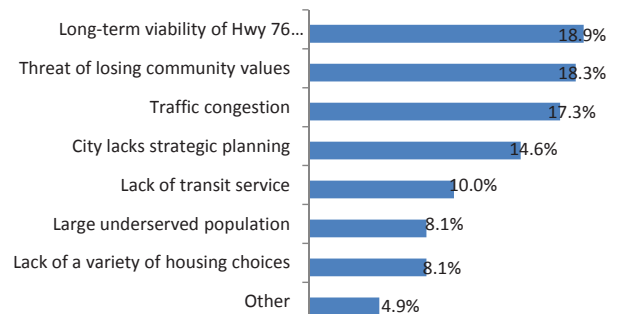
When respondents were asked about what they viewed as the biggest opportunity for Branson over the next 10 years, 16.4 percent of the said “diversify the entertainment offerings.”

What do you see as the biggest opportunity for Branson over the next 10 years? (select up to 3)



When respondents were asked about their biggest concern in the City today, the top response, with 18.9 percent of response, answered “Long-term viability of 76 Country Blvd. businesses.”

Which of the following are your biggest concerns about the city today? (Select up to 2)



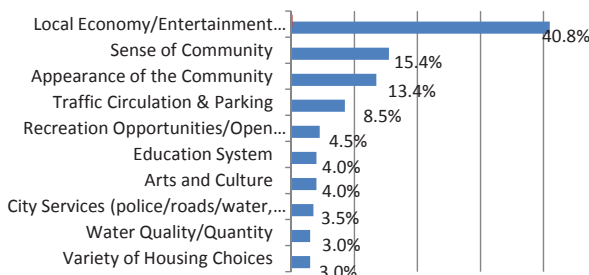
DESIRED FUTURE

The following charts are the summary of a series of citizen surveys conducted during the comprehensive planning process. These surveys include online responses, in person surveys (post presentations) and surveys completed in public meetings. Overall, 1,290 Branson area residents completed surveys.

Entertainment Offerings

When the respondents were asked about the most critical issues to address with this Community Plan, 40.8 percent said “Local Economy, Entertainment Offerings” – far above any other answer including sense of community, appearance of community and traffic.

Which of these issues do you think is most critical to address with this Comprehensive Plan? (Select one)



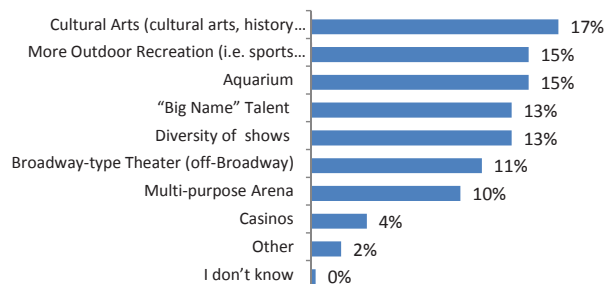
Per conversations with many stakeholders, the basis for these responses is primarily a result of the large number of shows and attractions currently available for tourists. As an example, the 40 theaters (with more than 60,000 theater seats) host more than 100 shows which dilutes the tourist market and puts an economic strain on many of the acts. During the BLACC/CVB Strategic Destination Plan (SDP) process, the Tourism Community Enhancement District (TCED) Board defined ‘overbuilding of tourist attractions’ as an issue for the overall tourism experience.

The SDP recommends enhancing the visitor entertainment development by modernizing theaters and other built/natural attractions that provide unique, quality and engaging experiences.

Desired Future

In addition, there is a strong desire within the community to ensure that Branson's entertainment offerings continue to evolve and meet the needs of all ages and demographics so as to remain a national tourist destination for years to come. When respondents were asked what the diversity of entertainment activities should include, the largest response was "cultural arts", followed by "more outdoor recreation" and an "aquarium."

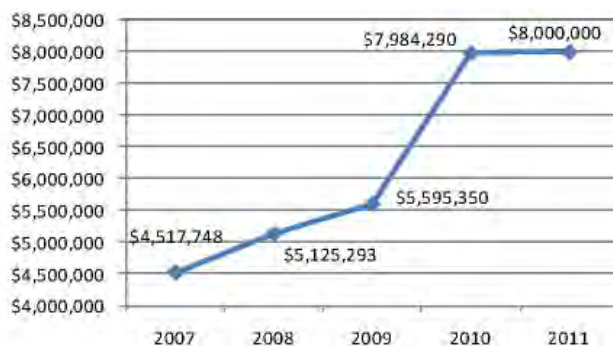
What should the diversity of activities include?
(pick up to three)



Sports Marketing

The Branson area's sports market has grown considerably between 2008 and 2010. The area's parks and recreation generated an economic benefit of roughly \$7.9 million in 2010, a 17 percent increase since 2009 and up 45 percent since 2007. Sports and recreation provide some balance to the seasonal entertainment economy and have considerable growth potential over the next twenty years. The community hopes to continue to grow the sports market by attracting additional tournaments, hosting more regional and national sporting events and by maintaining cooperative partnerships with the BLACC/CVB and convention center facilities.

Economic Indicator of Sports Tournaments



Source: City Parks & Recreation Department

The vision for sports and recreation is further summarized in the Open Space, Parks and Recreation chapter.

76 Country Blvd. Revitalization

The appearance of 76 Country Blvd. is visibly aging—buildings are in disrepair, some buildings are vacant, signage and billboards dominate the streetscape and sidewalks are discontinuous. The community has expressed concern about the visual appearance of the 76 Country Blvd. and the negative image of the City if the current conditions progress. Residents would like to identify methods and tools to improve the built environment in order to maintain its appeal.



Streetscape along 76 Country Blvd.

The vision for the 76 Country Blvd. character is further summarized in the Community Character chapter.

Guest Services

Visitor services influence a visitor's choice of vacation destination, activities to engage in and the quality of the overall experience. The quality of the guest experience is the precursor to both satisfaction and perceived value, and it is a key ingredient in promoting guest loyalty. Guest services encompass a wide range of activities that the visitor needs, expects and often demands. These are the activities that make the visitor feel welcome, safe and well served.

In Branson, stakeholders expressed an interest in investing in workforce and visitor host orientation and training in an effort to deliver quality customer service and to achieve customer satisfaction. In addition, simplifying the guest experience through the integration of technology (smart phone application, wireless community, online reservations, etc.), improved signage and wayfinding, and an improved ticket sales process and experience based on ethical and truthful advertising was recommended.

STRATEGIES & ACTIONS

T-1: Branson Brand. Branson's brand will continue to expand beyond entertainment and will celebrate the outdoor recreation opportunities.

T Strategy 1.1 Area Partnerships. Strengthen community relationship building among the CVB, Chamber of Commerce, TCED, City of Branson and other community/visitor industry partners.



- Action 1.1.1 Facilitate, support and strengthen productive partnerships and alliances among trade organizations, businesses, the BLACC/CVB and the community as it relates to the tourism industry and the effective pursuit towards a common goal.



- Action 1.1.2 Pursue public/private partnership opportunities to help implement tourism policies.

T Strategy 1.2. Entertainment Diversity. Diversify the entertainment offerings within the City in a way that complements existing shows and attractions.



- Action 1.2.1 Create a festivals and events strategy that supports the existing events while exploring new opportunities for all seasons, and formulate a plan for implementation (i.e. music, film and arts festivals, etc.).

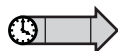


- Action 1.2.2 Develop the City's sports marketing campaign to attract families year round. This may require expanding the existing recreational sports facilities and developing new venues.



- Action 1.2.3 Encourage existing and new businesses to establish a variety of entertainment product offerings.

T Strategy 1.3 Strategic Destination Plan. Work with the BLACC/CVB to help implement the Strategic Destination Plan.



- Action 1.3.1 Implement a proactive tourism advocacy plan. Communicate the benefits of tourism, building support and tourism resources to stakeholders.



- Action 1.3.2 Increase and/or reallocate marketing funds to attract the highest growth potential visitor segments.

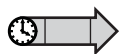


- Action 1.3.3 Update the Branson/Lakes Area Strategic Destination Plan on an annual basis to ensure projects and program details are aligned with community and visitor industry organizations' operating budgets and plans.

T-2: Entertainment/Attractions/Shopping. The type and quality of entertainment, attractions, shopping and recreational opportunities in Branson will continue to evolve to meet the needs of the changing tourism demographic.

Strategies & Actions

T Strategy 2.1. Quantity of Entertainment/Attractions. Maintain destination integrity through strong quality standards in entertainment, heritage and environmental offerings.



- Action 2.1.1 Work with the BLACC/CVB and theater industry to assess the collection of live theater and destination entertainment options in order to support their long-term sustainability. Conduct visitor research to determine current and future entertainment preferences.



- Action 2.1.2 Require a certain percentage of the projected Tourism Tax revenue to be in escrow prior to issuing a new business license. This will protect the City from businesses walking away without paying their tax obligation if it goes out of business.



- Action 2.1.3 Encourage the renewal and modernization of theaters and other attractions to provide unique, quality and engaging experiences.

T Strategy 2.2. Quality of Entertainment/Attractions. Maintain the quality and wholesome character of entertainment that appeals to all ages and that reinforces the Branson brand.



- Action 2.2.1 Support entertainment that meets the community's policies and core values as stated in the Community Plan 2030 and the Ozark Mountain Legacy.



- Action 2.2.2 Advocate strategic revitalization and commit to new tourism investment within the City.



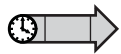
- Action 2.2.3 Explore the formation of an entertainment district, regulated by the state that would make businesses within the district eligible for federal and state grants and loans.



- Action 2.2.4 Work with property owners to renew and modernize entertainment properties that are in disrepair and that present a negative image of the City.

T-3: Lodging/Accommodations. A varied type of accommodations and price points will be available in Branson and will continue to serve the tourist demand while providing a quality experience.

T Strategy 3.1. Diversity. Maintain a diversity of lodging and overnight accommodations within the City to cater to a variety of demographics and socioeconomics.



- Action 3.1.1 Assess the existing distribution of lodging and timeshare options to understand the existing inventory, where there are gaps and where there are opportunities.

Surveys conducted by the BLACC/CVB show that the tourists today are willing to spend more money on hotels and shows than they once were. The new markets (i.e., Baby Boomers and Gen X) want relatively high quality accommodations, shows and recreation.



- Action 3.1.2 Continue to utilize the BLACC/CVB's surveys to help guide economic development and growth.

T Strategy 3.2. Renovation/Revitalization. Encourage the renovation and revitalization of lodging properties that are in disrepair to improve the image of 76 Country Blvd..



- Action 3.2.1 Work with property owners to renew and modernize lodging properties that are in disrepair, that house 'permanent' residents, and that present a negative image of the City.



- Action 3.2.2 Focus on the redevelopment and continued investment in the area's iconic lodging properties.

Refer to Land Use Strategies 3.1 and 3.2 as well as Economic Development Strategy 3.4, Renovation and Redevelopment, for additional strategies and actions that relate to revitalization.

T-4: Dining. A varied type of dining experiences and price points will be available in Branson and will continue to serve the resident and tourist demand.

T Strategy 4.1 Diversity. Maintain a diversity of dining options and experiences within the City to cater to a variety of demographics and socioeconomics.



- Action 4.1.1 Assess the existing distribution of dining options to understand the existing inventory, where there are gaps and where there are opportunities.

Surveys conducted by the BLACC/CVB show that the tourists today are willing to spend more money on quality meals than they once were. The new markets (i.e., Baby Boomers and Gen X) want relatively high quality and unique experiences available over a wide variety of options.



- Action 4.1.2 Continue to utilize the BLACC/CVB's surveys to help guide economic development and growth.

T-5: Visitor Services & Facilities. Branson's visitor services and facilities will be ethical, informative and clear for tourists.

T Strategy 5.1 Ticket Sales. Clarify the opportunities and venues to purchase live show, attraction and venue tickets.



- Action 5.1.1 Work with the BLACC/CVB to explore options on how to make purchasing a ticket easier (i.e. centralization of a few, easily accessible, year-round visitor information centers at strategic locations along 76 Country Blvd., in the downtown, and at Branson Landing).

Any potential ticket location should have clear signage and be properly communicated to guests.



- Action 5.1.2 Evaluate the number and business practices of independent ticket sellers. Work with the Theater League to develop a plan that prevents the negative impacts of unethical ticket selling.

Strategies & Actions



- Action 5.1.3 Encourage business owners to control operations of off-premise contacts (OPC) that are on their respective business premises (i.e. discouraging ticket sellers to approach people, etc.).



- Action 5.1.4 Enforce the City's false advertising ordinance that limits signage on OPCs.



- Action 5.1.5 Investigate other cities' strategies and federal laws that will help identify methods for regulating ticket sales (i.e. truth in advertising laws, etc.).

Gatlinburg, Tennessee's new Business Premise Canvassing and Solicitation¹⁰ ordinance is a good model for evaluation.



- Action 5.1.6 Explore expanding the City's false advertising ordinance to further regulate ticket sales operations at OPCs, per lessons learned from 5.1.5.

T Strategy 5.2. Visitor Communications. Continue to clearly communicate and disseminate information to the community and Branson guests.



- Action 5.2.1 Work with the BLACC/CVB to establish and manage a fully integrated and linked community-based website that is the central location for information dissemination and guest communication.



- Action 5.2.2 Work with the BLACC/CVB to create and distribute a community-wide marketing newsletter.



- Action 5.2.3 Monitor time share and vacation clubs, and disseminate information about their offerings and restrictions.

T Strategy 5.3. Quality Customer Service. Ensure the highest quality and most friendly service is delivered in all aspects of the guest experience in an effort to generate long-standing memories and repeat visitation.



- Action 5.3.1 Invest in workforce training via a hospitality university for all employees who engage in guest service and delivery by providing an appropriate location and curriculum support (such as the Certificate Program through Legendary University).

Classes should include branded destination/service excellence, host orientation and training development. Look to existing pool of professionals capable and willing to help educate employees.



- Action 5.3.2 Evaluate all technology aspects of service delivery and make improvements to stay current with trends (i.e. Branson smart phone application, wayfinding, reservations, wireless community, etc.).

Technology improves efficiency in communicating to guests, in marketing, in analyzing guest patterns and in making the guest experience more effortless from beginning to end. It makes tourism communities smarter, more efficient and more effective in their business practices. It is important Branson remain on top of the latest technology innovations to meet and exceed guest expectations for the next 20 years. There are ways to drive competitive advantage, manage effectively and to improve guest experience.

¹⁰ Gatlinburg, Tennessee's Business Premise Canvassing and Solicitation ordinance provides regulations for off-premises canvassing and acquisitions agents. The ordinance is directed at the regulation of time, place and manner of certain forms of commercial speech by acquisition agents and acquisition agent firms directed towards visitors, tourists and residents within their commercial district.



- Action 5.3.3 Continue to work with the BLACC/CVB and industry representatives on evaluating visitor complaints pertaining to the vacation club, timeshare, and related industries.

T Strategy 4.4 Guest Facilities. Improve facilities and services for the benefit of the Branson tourism-based economy and its residents.



- Action 5.4.1 Continue to invest in infrastructure improvements that impact the guest experience including: new roadways, streetscaping, gateways and other first impression upgrades.



- Action 5.4.2 Conduct a signage and wayfinding study to evaluate the existing navigation system as well as design and implement a new, coordinated signage program throughout the City. Coordinate destinations, alternate automobile routes, public parking areas and informational signage.



- Action 5.4.3 Explore the idea of focused, public parking lots at strategic locations along 76 Country Blvd., connected by transportation and pedestrian movements.

Concentrating parking will help alleviate some traffic congestion along the 76 Country Blvd..

Refer to Community Character Strategies 2.3, 3.5 and 4.6 for additional strategies and actions that relate to streetscape improvements. Refer to Tourism Strategy 5.1 for recommendations about visitor information centers.

T-6: Convention Centers/Meeting Facilities. The convention centers and other meeting facilities will continue to be an economic driver adding to the economic health of the City.

T Strategy 6.1 Convention Centers. Support the convention businesses and event activity as an economic engine in the City.



- Action 6.1.1 Continue to market as a venue for professional business, sports activities and conventions as a means to increase visitor spending within the City and to decrease the annual debt obligation for the Convention Center.



- Action 6.1.2 Encourage stronger relationships between the convention facilities and the area hotels, theaters, and restaurants in the City.



- Action 6.1.3 Develop a strategic plan to maximize the current use of the Branson Convention Center, but also include a potential expansion plan once the existing facilities have been maximized.

METRICS

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City. Some metrics are hard to measure, such as qualitative policies that do not result in tangible improvements.

- **(+)** People's propensity to return (out of 5) (Source: BLACC/CVB)
 - Baseline: (2007) 4.77, (2008) 4.33 , (2009) 4.04, (2010) 4.01
- **(+)** Average length of stay (Nights) (Source: BLACC/CVB)
 - Baseline: (2007) 4.3, (2008) 4.27, (2009) 4.58, (2010) 4.44
- **(+)** Percent of families (Source: BLACC/CVB)
 - Baseline: (2007) 41%, (2008) 37%, (2009) 39%, (2010) 37%
- **(+)** Percent of first time visitors (Source: BLACC/CVB)
 - Baseline: (2007) 14.7%, (2008) 22.9%, (2009) 30.7%, (2010) 25.9%
- **(=)** Average Number of Shows Seen (Source: BLACC/CVB)
 - Baseline: (2007) 3.19, (2008) 3.59, (2009) 3.84, (2010) 3.67
- **(+)** Spending per Party (Source: BLACC/CVB)
 - Baseline: (2007) \$826.83, (2008) \$881.11 (2009) \$961.45, (2010) \$891.52
- **(+)** Improve overall guest satisfaction rating (out of 5) (Source: BLACC/CVB)
 - Baseline: (2007) 4.6, (2008) 4.62, (2009) 4.51, (2010) 4.5
- **(+)** Total Tourism Visitation (estimated) (Source: BLACC/CVB)
 - Baseline: (2007) 8.4 M, (2008) 8.1 M, (2009) 7.8 M, (2010) 7.9 M
- **(+)** Convention Center Events (Source: Branson Convention Center)
 - Baseline: (2009) 251, (2010) 261
- **(+)** Convention Center Revenue (Source: Branson Convention Center)
 - Baseline: (2009) \$4.2 million, (2010) \$4.6 million
- **(+)** Hotel/Motel Occupancy
 - Baseline: Hotel Occupancy by Month (2005-2010)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Year
2005	13.80%	18.10%	31.10%	38.50%	48.90%	60.20%	68.70%	48.00%	48.10%	54.50%	66.60%	32.90%	45.20%
2006	19.00%	19.30%	31.80%	35.60%	49.00%	60.30%	68.00%	48.00%	53.30%	59.10%	68.70%	34.00%	46.60%
2007	25.40%	14.20%	35.10%	37.10%	49.20%	60.90%	69.10%	49.80%	53.40%	59.60%	69.80%	30.80%	47.20%
2008	11.00%	12.50%	30.40%	34.40%	43.00%	57.40%	66.30%	49.80%	47.50%	54.50%	62.60%	31.80%	42.80%
2009	12.30%	17.90%	30.80%	31.70%	40.40%	55.20%	64.60%	43.20%	44.30%	48.50%	57.50%	29.10%	40.30%
2010	13.50%	18.00%	28.70%	33.00%	37.30%	53.70%	68.30%						

Source: Smith Travel Research

ECONOMIC DEVELOPMENT

POLICIES

- Economic Growth
- Retail
- Development Incentives
- Financial Sustainability

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Branson Landing and the downtown

Branson is home to 10,520 people (2010 Census) and hosts millions of visitors annually. Branson, located in Taney County, serves as the employment center, service center and shopping center for a two county area with over 83,877 year-round residents (2010 Census).

Although Branson has a strong tourism economy today, in order to maintain a healthy economic climate long term, it needs to proactively attract other business activity and diversify its economic base. The seasonal nature of the economy creates community, employment and economic challenges for the area. Tourism will always be the top economic generator for the City and it too will have to evolve to accommodate the changing tourist demographic in order to remain on top.

This chapter outlines policies, strategies and objectives to help Branson build upon its existing assets to create new economic development.

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The economic development policies include:

- **ED-1: Economic Growth.** The City will support growth of the economy to set the stage for business development and expansion, job creation and a thriving entrepreneurial environment.
- **ED-2: Retail.** Branson will encourage the maintained balance of retail and services that support the resident population in order to maintain their quality of life.
- **ED-3: Development Incentives.** The City will offer and be receptive to a variety of development incentives that encourage desired growth but that do not put the City, or other community entities at financial risk.
- **ED-4: Financial Sustainability.** The City will strive to balance the desired service levels with changing costs and revenues.

BACKGROUND

Demographics

Taney and Stone Counties are consistently among the fastest growing counties in Missouri. The population doubled between 1990 and 2000, which was directly correlated to the entertainment industry's growth in the City. The City's population has grown by 74% in the last 10 years (or 4,470 residents), compared to 9.7% national growth, according to US Census data. Branson's substantial growth is partially attributed to the more detailed population count methodology the US Census used for their 2010 data collection.

Table 8: Branson Population History

	1970	1980	1990	2000	2010
Branson	2,175	2,250	3,760	6,050	10,520
County	13,023	20,467	25,561	39,703	51,675
% of County Pop.	16.7%	11.0%	14.7%	15.2%	20.4%
City Pop. Growth		75	1,510	2,290	4,470
Percent Growth		3%	67%	61%	74%

Source: Office of Administration: <http://oa.mo.gov/bp/projections/data.htm>.

Assuming the City will continue to make up approximately 15% to 20% of Taney County's population, the City's population projections for the next 20 years are as follows. This data suggests that the City will experience a population increase of approximately 9,000 residents through 2030.

Table 9: Branson Population Projections

	2015	2020	2025	2030
Branson	12,522	14,502	16,795	19,459
County	56,505	60,115	63,955	68,041
% of County Pop.	22.2%	24.1%	26.3%	28.6%
City Pop. Growth	2,002	1,980	2,293	2,664
Percent Growth	19%	14%	14%	14%

Source: City of Branson Economic Development Department

Although the City serves 10,520 residents, the City also caters to millions of tourists annually, according to the Branson Lakes Area Chamber of Commerce and Convention and Visitors Bureau. Branson and the Tri-Lakes Area (Taney and Stone counties) are positioned within a day's drive of 30% of the U.S. population, which generates roughly 30,000 visitors per day to Branson.

Individuals between the ages of 45 and 74 will comprise an increasing share of the total Branson population in 20 years. Of the approximate 3,000 new residents added to the City's population, 50 percent of them will be within this age range, up from 37 percent today. Figure 15 on the next page illustrates the projected aging demographic for the City over the next 20 years.

Table 10: Demographics Summary

	2000	2010	2015
Population ⁽¹⁾	6,050	10,520	12,522
Households	2,701	3,297	3,690
Families	1,660	1,952	2,146
Average Household Size	2.21	2.23	2.24
Owner Occupied Housing Units	43.5%	43.5%	43.5%
Renter Occupied Housing Units	36.7%	34.3%	34.2%
Vacant Housing Units	19.8%	22.2%	22.4%
Median Age	43.0	44.1	44.4

Source: ESRI Business Information

Table 11: 2010 Education Attainment, Population 25 Yrs. +

Education Level	% of Population
Less than 9th Grade	2.9%
9th - 12th Grade, No Diploma	8.0%
High School Graduate	32.7%
Some College, No Degree	27.5%
Associate Degree	6.7%
Bachelor's Degree	15.0%
Graduate/Professional Degree	7.2%

Source: ESRI Business Information, 2000 Census Data

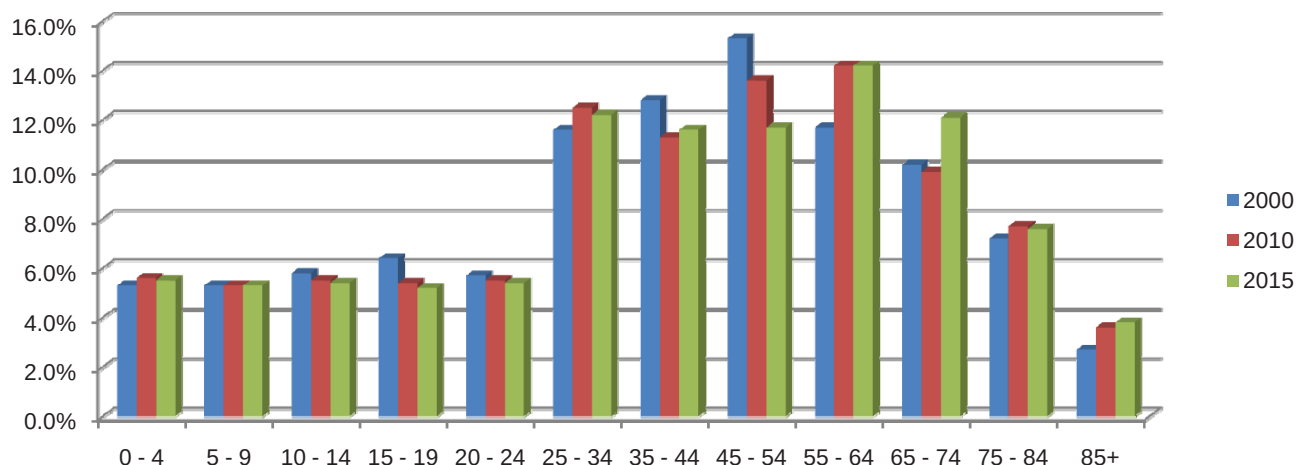
Socioeconomics

Approximately 89% of Branson's adult population has a high school education or better. Furthermore, some 22% of Branson workers have a bachelor's degree or better, compared to 25% of workers in the state and 28.1% workers nationally.¹¹ Roughly 1,700 Taney County residents commute outside the county limits to surrounding counties including Stone, Greene and Christian according to the US Census for full-time employment. Roughly 16,800 travel within Taney County for employment and 2,900 people commute from Stone to Taney County. Similarly, many of the service workers commute into the City during peak tourism months.

¹¹ ESRI Business Information

Background

Figure 15: Branson Age Distribution, 2000-2030



Source: ESRI Business Data, U.S. Census

The average household income today is \$56,110 and the per capita income is \$24,948. Both are expected to increase substantially through 2015, 9.5% and 9.1% respectively. Within the last 10 years, the number of residents who earn \$25,000 or less have decreased by 15%, while at the same time, the number of residents who earn \$35-50,000 increased by 5.4%. The decrease in the number of residents making \$25,000 or less suggests these individuals moved out of Branson and/or the wages have increased over time.

Table 12: Household Income (2000-2015)

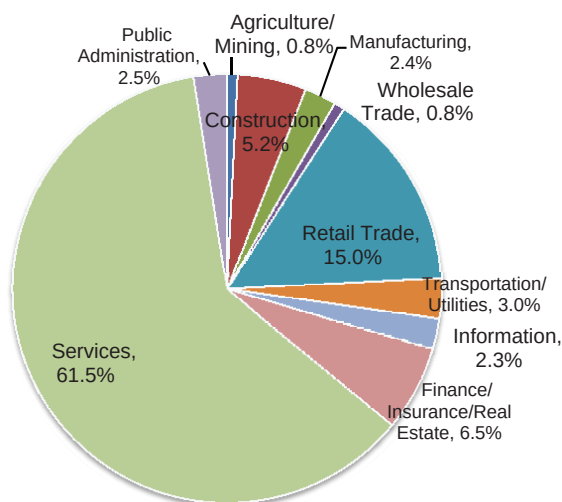
	2000	2010	2015
<\$15,000	19.8%	11.5%	9.7%
\$15,000 - \$24,999	18.6%	11.1%	9.2%
\$25,000 - \$34,999	16.3%	14.3%	11.1%
\$35,000 - \$49,999	14.1%	19.5%	18.7%
\$50,000 - \$74,999	16.3%	18.3%	23.1%
\$75,000 - \$99,999	8.0%	14.2%	14.4%
\$100,000 - \$149,999	4.6%	7.5%	9.3%
\$150,000 - \$199,999	1.6%	2.3%	3.0%
\$200,000+	0.6%	1.3%	1.4%
Median Household Income	\$32,414	\$43,439	\$51,180
Average Household Income	\$44,522	\$56,110	\$61,446
Per Capita Income	\$20,461	\$24,948	\$27,251

Source: ESRI Business Information

Employment

The majority of employment within Branson is service-oriented and a large portion of those jobs are seasonal in nature. Approximately 62% of the population contributes towards the dominant entertainment, retail and tourism economy, as seen on Figure 16. The Quarterly Census of Employment and Wages¹² indicates that construction jobs have seen the greatest loss over the past four years in Taney County, similar to communities around the country. Construction fell from a peak of 1,776 jobs in 2007 to 802 jobs reported in 2009, a loss of over 950 jobs.

Figure 16: Branson 2010 Employment by Industry



Source: ESRI Business Information

Note: Employment includes residents who 16 years and older.

¹² A monthly report produced by the Federal government. While it does not include all jobs in a community, it does provide data on all jobs that are reported for workmen's compensation purposes.

Employment peaks in summer and is at a low in winter. The variation is typically as much as 5,300 jobs. As such, the unemployment rates in Branson are lower than state and national averages in the summer months (8.8 percent in July 2009, compared to 9.7 nationally) and higher than state and national averages in winter months (11 percent in December 2009, compared to 9.7 nationally).

Since tourism is the mainstay of the area's economy, most of the largest employers are in tourist-related industries. The top four employers are Herschend Family Entertainment (1,993 employees), Skaggs Community Health Center (1,064), Branson Public schools (650) and Big Cedar Resort (550).

Missouri Economic Research and Information Center (MERIC) projected Branson employment through 2018 as seen on Table 13. Total employment was projected through 2030 using the same growth rate per job type per year between 2018 and 2030. Table 13 illustrates the projected employment distribution in 2030.¹³ According to MERIC, the highest job growth through 2018 (and through 2030 assuming same growth projections) will be in health care and public order and safety, which includes police and fire services. The second highest job growth is expected to be among public assembly (entertainment), lodging, office and education.

Table 13: 2030 Branson Employment Projections

	2010 Estimated	2018 Projected	2010-2018 Growth	2030 Projected	2010-2030 New Jobs
Education	367	413	12%	459	92
Food Sales	509	544	7%	579	70
Food Service	4,293	4,622	8%	4,951	658
Inpatient Health Care	1,001	1,258	26%	1,511	510
Lodging	4,591	5,178	13%	5,765	1,174
Office	2,411	2,723	13%	3,161	750
Other	678	688	2%	699	21
Outpatient Health Care	992	1,285	29%	1,296	304
Public Assembly	2,593	2,939	13%	3,284	691
Public Order & Safety	462	540	17%	618	156
Religious Worship	48	54	13%	60	12
Retail	2,732	2,856	5%	3,276	544
Service	574	594	3%	615	41
Warehouse & Storage	58	59	1%	60	2
TOTAL	21,309	23,753		26,336	5,027

Source: MERIC, Design Workshop, Terra Cognito

Footnote: Design Workshop projected 2030 employment using MERIC's projection data for 2018 as a basis.

¹³ For example, Education is projected to add 4.6 jobs per year between 2010 and 2018. The same job growth was added each year between 2018 and 2030 to total 468.

Community Development Trends

The team has heard through interviews with local developers and real estate brokers, as well as via the responses to survey questions, that a major challenge to redevelopment or infill development is the cost to acquire and assemble land. Branson's tourism economy has inherently increased the land values for all use types. An additional limitation to new construction is the cost to build on the soil conditions that exist in Branson. Constructing on limestone can often increase the costs above future revenue potential.

There are many vacant and underutilized commercial and residential properties in Branson that warrant redevelopment or reuse.

Residential

The status of the residential real estate economy is summarized in the Housing Chapter. It includes sales activity, owner vs. rental percentages, multi-family residential occupancy and housing prices. Additional information can be found in the Land Use, Housing and Economic White Papers in Appendix X.

Background

Table 14: Retail Lease, Land and Vacancy Rates

Sub-Area	Avg. Lease Rates	Avg. Land Prices	Total SF	Occupied SF	Vacancy
76 Country Blvd	\$18-\$24/SF	\$20.00/SF	282,405	253,374	10.28%
Off 76 Country Blvd	\$10-12/SF	\$5-6/SF	1,013,177	798,991	21.14%

Source: Commercial One Brokers

Retail

The retail market data is typically split into three sub areas: 76 Country Blvd., off 76 Country Blvd. and Branson Landing. Table 14 illustrates the existing condition as of February 2011. This table specifically does not include the outlet malls, Branson Landing or the Downtown area.

The Tanger Outlet Mall is an additional commercial space not represented in the table above. It was 100 percent occupied as of June 2010 and generates \$370 per square foot of revenue in the 300,000 total square feet. Lease rates at Tanger average \$40 per square foot and the outlet targets national retail tenants. The Shoppes at Branson Meadows is another shopping destination that houses 20 retail tenants, restaurants and a movie theater. Branson Landing has also created a draw for residents and tourists and maintains 95 percent occupancy annually. The Landing generates an average sales volume of \$430 per square foot.



Shoppers at Branson Landing

Office and Industrial

The office market has a high vacancy rate due to several office buildings that have been constructed within the last three years. There is a total of 284,000 square feet of office space, and 196,200 of it was occupied as of July 2010, equal to a vacancy rate of 30.9 percent.



Manchester Village Shopping Center on Highway 248

In July 2010 average lease rates for shell space (where tenants pay for their respective improvements) and as-is existing office buildings is between \$10 and \$12 per square foot. Lease rates for new, finished space averages closer to \$16 per square foot.

The Branson Commerce Park has opened up new business and light industrial park space for existing tenants that want to expand or new users that want to locate in Branson. The 200 acres at Branson Commerce Park offers high-end technology and utility connections that can service any tenant.

Tax Revenue and Financing Mechanisms

The City is dependent on sales and tourism tax. Property tax alone will not provide the services required by the businesses, entertainment, tourists and residents. Sales taxes in Branson made up 58.87% of the City's revenue in 2010.

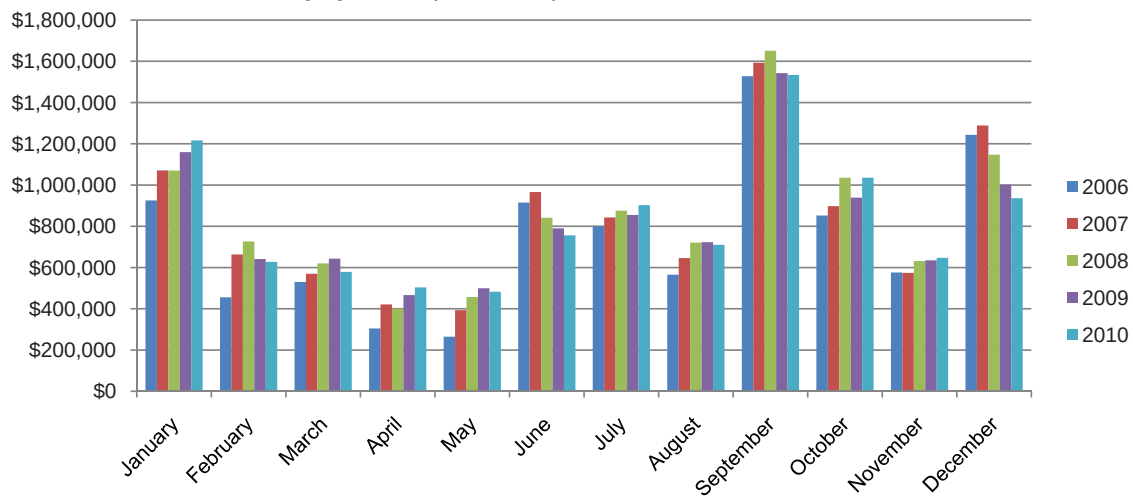
Sales Taxes

The City of Branson has a 1.5 percent sales tax on general retail sales. The 1.5 percent sales tax is broken out into: one percent sales tax and a half percent transportation tax that pays for infrastructure improvements. The table on the next page illustrates the performance and fluctuations in the 1.5 percent sales tax over the last 5 years. This graph illustrates the cyclical nature of the Branson tourism economy – summer months and the Christmas holiday represent the highest revenue generating times during the year. This tax revenue generated from sales has steadily increased since 2003. It produced \$10.2 million, \$9.8 and \$9.9 million respectively for 2010, 2009 and 2008. Overall, the tax increased by 0.4 percent between 2009 and 2010. The greatest increases between 2009 and 2010 were in April (+8%) and October (10%), the greatest decreases were in March (-10%) and December (-7%).

Tourism Tax

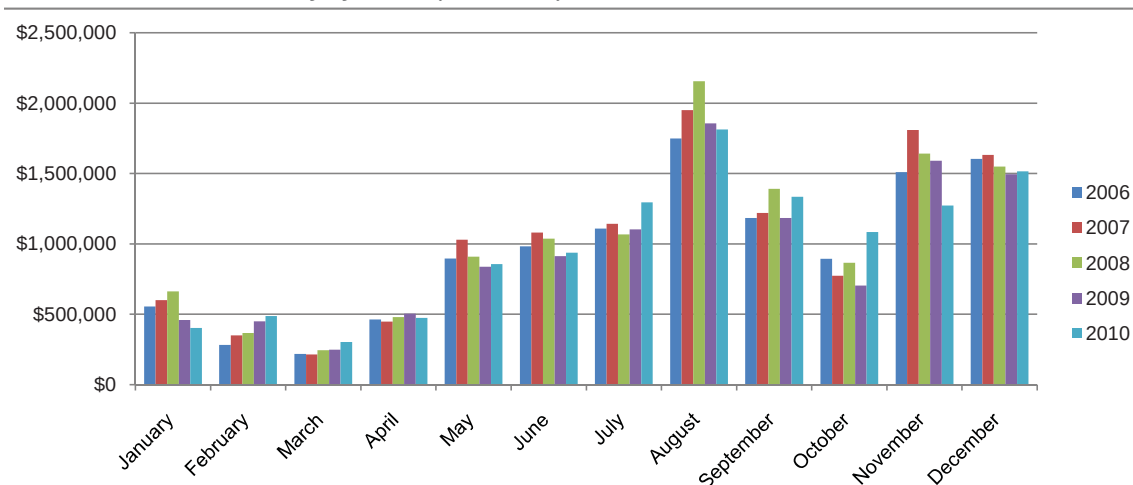
The City assesses the 1.5 percent sales tax, plus a 4.0 percent tourism tax on tourism-related businesses like hotels, attractions and restaurants. Seventy-five percent of the tourism tax pays for infrastructure improvements and the remaining 25 percent of tax is used for area-wide marketing currently with the BLACC/CVB. By legislation, these CVB monies cannot be used for product development or to attract new businesses to Branson. The tourism tax decreased \$1 million from 2008 to 2009, totaling \$11.3 million, down from \$12.3 million. Conversely, the city collected roughly \$400,000 more in 2010 than in 2009 (4 percent growth). The greatest increases between 2009 and 2010 were in July (+17%) and October (+54%) and the greatest decreases were in January (-13%) and November (-20%).

Figure 17: 1.5% Sales Tax History by Month (2006-2010)



Source: City of Branson

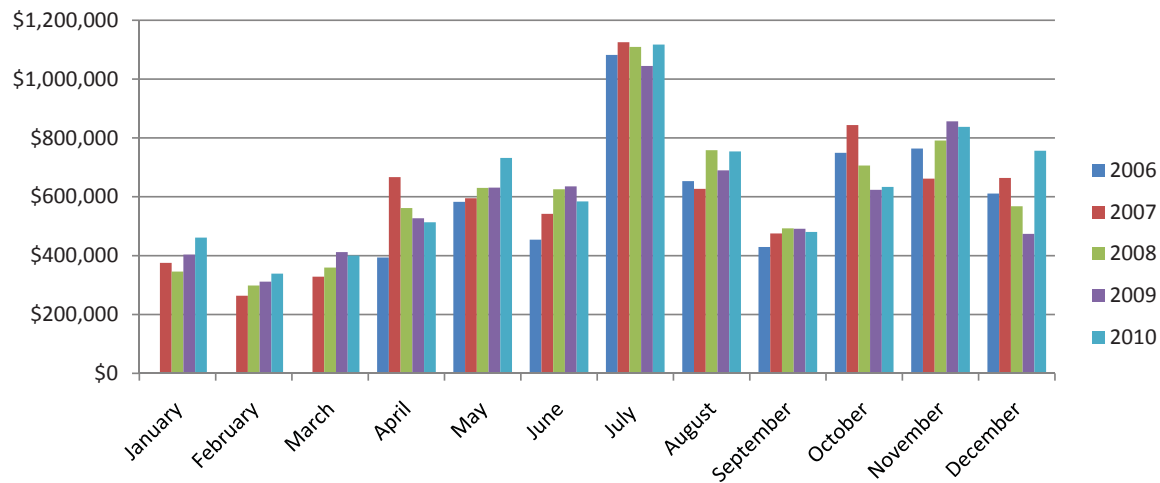
Figure 18: 4% Tourism Tax History by Month (2006-2010)



Source: City of Branson

Background

Figure 19: TCED Tax Performance History by Month (2006-2010)



Source: BLACC/CVB

A regional Tourism Community Enhancement District (TCED) exists that encompasses most of the City of Branson, all of the Village at Indian Point, Silver Dollar City and portions of both Taney and Stone Counties. The district assesses a one percent tax on retail and some tourism-related purchases and activities. According to the Missouri Department of Revenue, the income generated from this tax is collected, paid and administered by the District, managed by a board of seven members and executed currently by the BLACC/CVB, to promote tourism in the Branson/Lakes area.

Property Taxes

Property taxes in Branson made up 14.13% of the City's revenue in 2010. According to the City of Branson, commercial and industrial real property is assessed at 32% of market value. Residential property is assessed at 19% of market value. Because of the large commercial property tax base, overall tax rates remain low.

Special Improvement Districts

Two of Branson's major shopping centers, Branson Landing and Branson Hills, have special improvement district sales taxes. The tax revenue from these two districts contribute towards the pay back of the bonds used to build the two developments.

Special Districts within the City include:

- Branson Commerce Park (CID & NID)
- Branson Hills (CID & TIF)
- Branson Hills Infrastructure Facilities (CID)
- Branson Landing (TIF & TDD)
- Branson Meadows (TIF)
- Forsythe Road (CID)
- Historic Downtown Branson (CID)



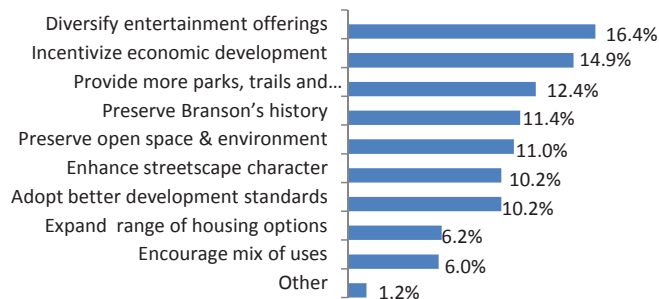
Branson Convention Center and Hilton

DESIRED FUTURE

Proactive Economic Development

The community would like to have a proactive economic development strategy for new business in Branson. Currently, the City does not actively target economic development for Branson because of limited personnel resources. In addition, the BLACC/CVB's mandate and budgets are intended to market the entertainment economy, not attract new business to town. When asked what the biggest opportunities for the City are over the next 10 years, the second highest response was "incentivize economic development."

What do you see as the biggest opportunity for Branson over the next 10 years? (select up to 3)



According to the community, recently polled during a public open house presentation, the top three areas to focus future economic development within the City are: information technology, professional and technical services, entertainment and retail.

Economic growth should focus on which sectors: (Select up to 3)



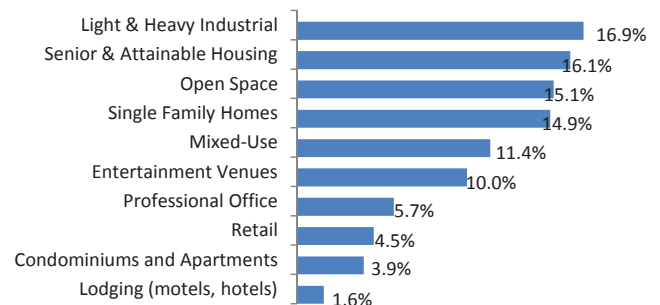
New professional, technical and informational technology jobs, like those at The Mountain, will provide desired year-round employment opportunities for existing and potential new full-time residents. To be the most competitive within the region, the City should aim to create synergies with existing businesses and industries in Branson- health care, technical, professional services. Businesses in interrelated industries choose to locate within close proximity of one another to take advantage of a region's established advantages. Business clusters are formed when business share similar markets, labor force, technology and processes. These businesses then become interdependent, which improves operating efficiencies and helps them become more competitive.



The Mountain Data Center

In addition, the top community response, when asked what land uses they would like to see more of in the future was light and heavy industrial.

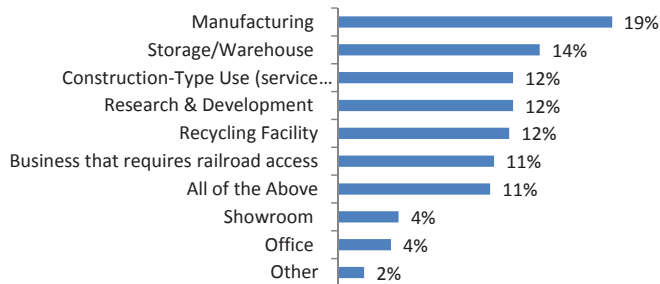
Which of the following land uses would you like more of in the future? (Select up to 3)



Desired Future

When respondents were asked about what the types of businesses that would be categorized as light and heavy industrial, the highest responses were manufacturing and storage/warehouse uses.

In your opinion, which of the following business types would be categorized as light and heavy industrial land use? (check all that apply)

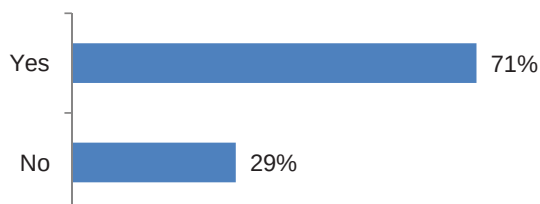


The challenge with light and especially heavy industrial land uses in Branson is lack of available flat land and access to major transportation networks that these types of businesses often require or desire. The desire and appropriateness of light industrial in Branson needs to be vetted more thoroughly in a formal economic development study and should focus on business that complement or support sectors that are already operating in Branson. The economic development study should also outline public financing incentives, development or regulatory incentives, business retention, business recruitment activities and workforce development strategies.

Year Round Employment

Through the one-on-one interview process the community expressed a desire to diversify and to attract other industries that will create professional and technical service jobs for additional year-round employment opportunities. The seasonality of employment in Branson creates special challenges for the workforce, the local economy, and the housing market.

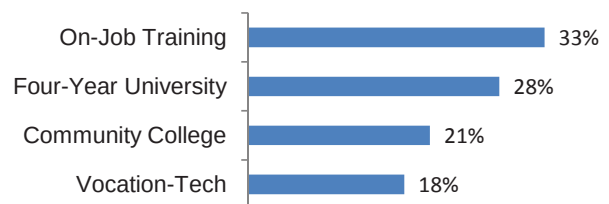
If available, would you be interested in taking education classes to expand your job skills and to open up new job opportunities?



On-going Education

In the employee survey, 33 percent of the 624 respondents (out of 857 total respondents) expressed an interest in on-the-job training, 28 percent were interested in support for a four-year university, 21 percent for community college and 18 percent for vocational and technical training. These training opportunities would help the resident population service the targeted new jobs (light industrial, information technology and professional service) and other full-time work in the City.

If so, what education are you likely to seek?



College of the Ozark's main entrance



College of the Ozark's Keeter Center

STRATEGIES & ACTIONS

ED-1: Economic Growth. The City will support growth of the economy to set the stage for business development and expansion, job creation and a thriving entrepreneurial environment.

ED Strategy 1.1. Pursuit of Business Sectors other than Entertainment. Proactively pursue other businesses to locate in Branson to support and diversify the predominant tourism economy.



- Action 1.1.1 Formalize a process for potential new businesses and entrepreneurs to utilize when starting a business in Branson.

The process should include a sequence of events, a contact person, a business plan checklist and package of information about Branson.



- Action 1.1.2 Provide credible, factual information regarding the indicators for business decisions and use.



- Action 1.1.3 Establish a formal economic development plan in conjunction with community and regional partners. One that includes strategies to incentivize businesses such as: information technology businesses, professional service, light industrial, medical and education.

The economic development plan should also outline public financing incentives, development or regulatory incentives, business retention, business recruitment activities and workforce development strategies.



- Action 1.1.4 Create educational opportunities that support the expansion of creative entrepreneurs.

Refer to Community Strategy 5.3 for additional continued education strategies and objectives.

ED Strategy 1.2. Year Round Employment. Support and enable year round employment opportunities in businesses that complement existing businesses and that will diversify the job market.



- Action 1.2.1 Support the community's job creation by focusing on retention, expansion, incubation and recruitment efforts that bring jobs and income to the community.



- Action 1.2.2 Aim to attract college and/or vocational training programs that will educate Branson residents, will draw people from the region and that could supply the workforce to new professional and technical employment opportunities.



- Action 1.2.3 Leverage local assets, including human capital, institutions, physical infrastructure and the quality of life to fuel business development and job creation.

Strategies & Actions

ED Strategy 1.3 Regional Partnerships. Maintain and build partnerships with the business community, community organizations and economic organizations.



- Action 1.3.1 Collaborate with the business community, various business organizations, educational institutions, and economic development organizations to encourage and support a vibrant economy and to increase private investment.



- Action 1.3.2 Support programs that emphasize local businesses (i.e. business incubator) by working with the local business community and ensuring economic development strategies are identified to improve economic health.



- Action 1.3.3 Work with the BLACC/CVB to promote the Branson Airport as a regional transportation destination to capitalize upon the economic benefits associated with having air service access to new geographic market .



- Action 1.3.4 Work the BLACC/CVB to promote and create awareness about the Taney County general aviation airport as a regional transportation destination, to capitalize upon the economic benefits from private aircraft.

Refer to Transportation Strategy 5.1 for additional information in regards to Airport support.



- Action 1.3.5 Support the health care industry and explore medical tourism as a community economic engine.



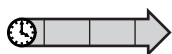
- Action 1.3.6 Capitalize on and expand The Mountain as the high-tech driver in Branson by identifying and targeting complementary businesses.

ED-2: Retail. Branson will encourage the maintained balance of retail and services that support the resident population in order to maintain their quality of life.

ED Strategy 2.1 Sales Tax Revenue. Support the retention and recruitment of retailers or development projects that have a high impact on sales tax generation, specifically increasing sales tax flow.



- Action 2.1.1 Promote resident patronage of existing retail and services within Branson and also within the surrounding region.



- Action 2.1.2 Conduct periodic consumer surveys of Branson residents to identify the retail and service businesses residents support outside the City so developers can proactively attract them to locate in Branson.

ED-3: Development Incentives. The City will offer and be receptive to a variety of development incentives that encourage desired growth but that do not put the City, or other community entities at financial risk.

ED Strategy 3.1 Land Supply. Plan for and encourage an adequate supply of land for employment development in targeted locations.



- Action 3.1.1 Coordinate land use strategies with economic development plans to ensure there is alignment in the inventory of parcels that are best suited for redevelopment and new development.



- Action 3.1.2 Identify and map targeted redevelopment, infill and new development areas that will be the priority for future development, capital investments and public incentives.

ED Strategy 3.2 Regulatory Incentives. Create clear and consistent incentive strategies for developments that help achieve economic development objectives.



- Action 3.2.1 Define the appropriate regulatory incentives (Floor Area Ratio (FAR)) bonus, height and setbacks variances, parking reductions, etc.) and document the locations of where they can be applied (i.e. centers, targeted development areas, infill properties, etc.).

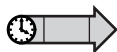


- Action 3.2.2 Define and document clear strategy for public development assistance, including the participation in the development of roadways and utilities serving the development.

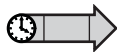


- Action 3.2.3 Participate in redevelopment and improvements projects in specific targeted areas such as infill along 76 Country Blvd.. Participation may include providing the land (if City owned) and contributing financially towards the public improvements to support the development.

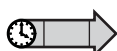
ED Strategy 3.3. Tax Incentives. Provide tax incentives for developments that meet specific guidelines and that help achieve economic development initiatives.



- Action 3.3.1 Define a process to improve the City's ability to adequately evaluate and assess projects associated with tax incentives.



- Action 3.3.2 Define the appropriate tax incentives that will encourage the desired development to occur in the identified locations.



- Action 3.3.3 Define the specific guidelines (location, use mix, etc.) that will qualify developments for tax incentives.

ED Strategy 3.4. Renovation and Redevelopment. Work with local community and professional organizations to define mechanisms that will encourage reinvestment in buildings and properties.



- Action 3.4.1 Develop new strategies and modify current strategies to reduce and resolve barriers to redevelopment.



- Action 3.4.2 Define, document and publicize financial tools, methods and potential partnerships for property owners to utilize in efforts to renovate or redevelop their building.



- Action 3.4.3 Ensure consistent code enforcement to keep commercial properties from falling into disrepair.

Refer to Land Use Policy 3, Infill and Development, and Land Use Policy 5, Development Code and Regulations, for additional strategies and actions related to development.

Strategies & Actions

ED- 4. Financial Sustainability. The City will strive to balance the desired service levels with changing costs and revenues.

ED Strategy 4.1 Financial Sustainability Plan. Explore different ways of expanding the City's tax base.



- Action 4.1.1 Identify sources of additional revenues to cover the ideas brought forward in this Community Plan 2030).

ED Strategy 4.2 Tourism Tax Usage. Be opportunistic about how the tourism tax revenue is allocated.

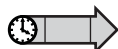


- Action 4.2.1 Maintain coordination between the Capital Improvement Program and economic development to assure there is alignment of policies and objectives.



- Action 4.2.2 Identify and prioritize infrastructure projects that will achieve Community Plan 2030 policies and that will have the greatest impact on the community.

ED Strategy 4.3 Regional Infrastructure. Create priorities for regional infrastructure improvements in coordination with other organizations and municipalities.



- Action 4.3.1 Provide leadership to ensure a coordinated effort between other local municipalities and organizations on the collaboration of upgrading transportation and other infrastructure to fulfill regional policies (i.e. Fall Creek Road and Highway 165 intersection improvements, Bird Road improvements, etc.).

See Governance Strategy 2.2 for additional actions related to intergovernmental agreements between other municipalities.

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City. Some metrics are hard to measure, such as qualitative policies that do not result in tangible improvements.

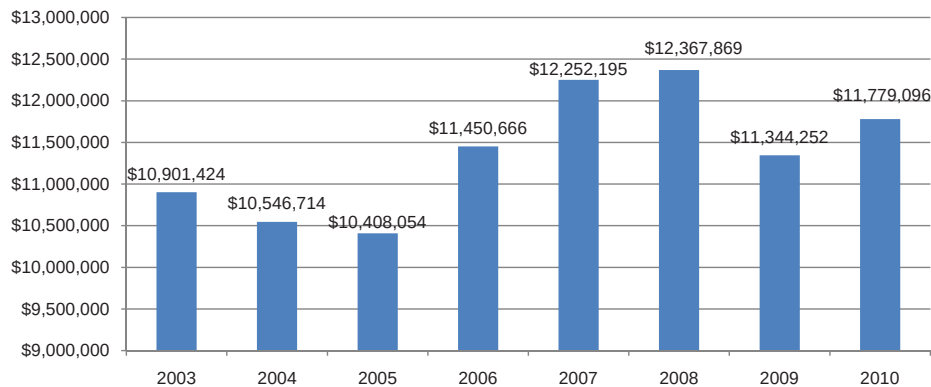
- **(+)** Total Employment (Source: MERIC, City Economic Development Department)
 - Baseline: (2007) 17,047, (2009) 19,800, (2010) 20,571
- **(=)** Hospitality Employment
 - Baseline: (2007) 6,575, (2009) 8,151, (2010) 8,884
- **(=)** Attractions Employment (retail, entertainment)
 - Baseline: (2007) 5,458, (2009) 5,829, (2010) 5,834
- **(+)** Professional Employment (health care, finance, technology, legal) Increases
 - Baseline: (2007) 1,850, (2009) 1,919, (2010) 2,208
- **(+)** Professional employment as a percentage of total employment increases
 - Baseline: (2007) 10.8%, (2009) 9.7%, (2010) 10.7%
- **(+)** Value of New Construction (as permitted by the City)
 - Baseline: (2007) \$121.1M, (2008) \$101.9M, (2009) \$53.3M, (2010) \$27.7M
- **(-)** Amount of Vacant Commercial Space (Source: Commercial Brokers)
 - Baseline (2010): 30.9%
- **(-)** Unemployment Rate (Source: www.MissouriEconomy.org)

	Summer (July)			Winter (December)		
	2008	2009	2010	2008	2009	2010
Branson	5.2%	8.7%	9.5%	8.2%	10.7%	10.9%
Missouri	6.4%	9.8%	9.7%	7.0%	9.3%	9.2%
U.S.	6.0%	9.7%	9.7%	7.1%	9.7%	9.1%

Metrics

- **(+) 4% Tourism Tax Collections**

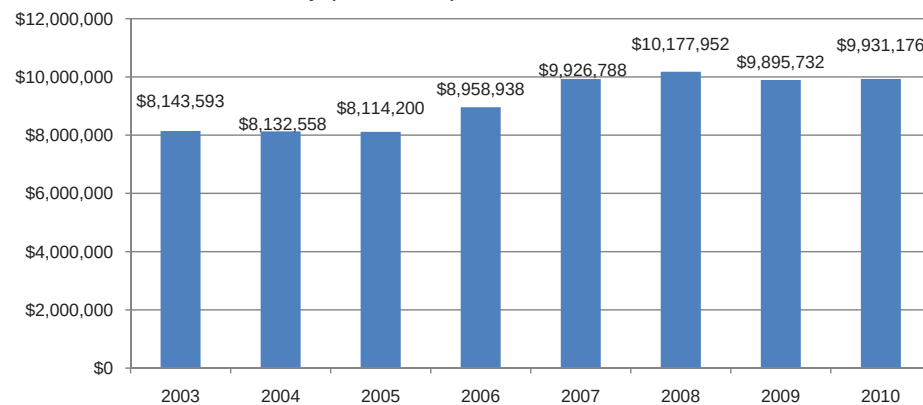
- Baseline: Annual 4% Tourism Tax History (2003- 2010)



- Source: City Economic Development Department

- **(+) 1% Sales Tax Collections Increases**

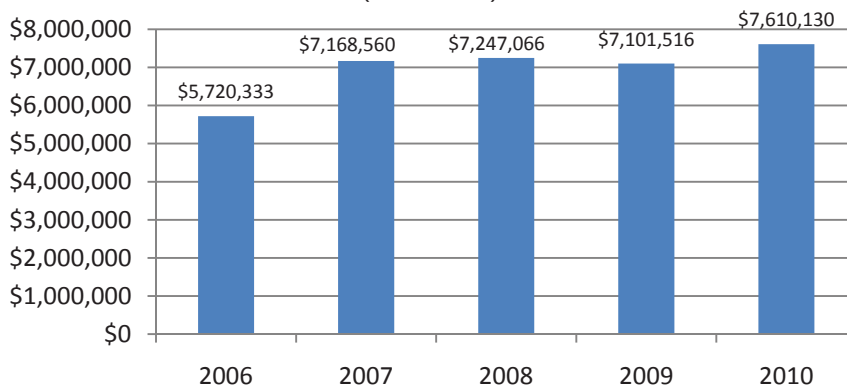
- Baseline: Sales Tax History (2003-2010)



- Source: City Economic Development Department

- **(+) TCED Tax Collections**

- Baseline: TCED Tax Collections (2006- 2010)



- Source: City Economic Development Department

COMMUNITY CHARACTER

POLICIES

- City Beautification
- Downtown
- 76 Country Blvd.
- Neighborhoods
- City Gateway
- Corridors

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Commercial Street in the downtown

A community's character, its built environment, landscape, streetscape and public realm create the sense of place and an identity for the community. In Branson's case, it makes an impression on the millions of tourists that the City hosts each year. The natural character of Branson and the Ozarks is special and should be preserved long-term in order to maintain its appeal to residents and visitors. Similarly, the built environment needs to continually evolve and get updated for Branson to remain a competitive tourist market and to attract new commercial and neighborhood investment.

This chapter describes the existing and desired development pattern and urban design for new development and redevelopment within the City's districts and neighborhoods. Urban Design focuses not merely on individual buildings but on their interaction and relation to the rest of their immediate context.

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The community character policies include:

- **CC-1: City Beautification.** The City will reduce visual clutter and improve wayfinding with an improved signage system.
- **CC-2: Downtown.** The downtown will preserve its historic character and buildings will contribute to the scale and quality of the district as well as to the pedestrian experience.
- **CC-3: 76 Country Blvd..** Properties and their buildings along 76 Country Blvd. will contribute to the character of Branson as a unique entertainment destination.
- **CC-4: Neighborhoods.** Branson will be a city of cohesive, diverse, attractive and safe neighborhoods.
- **CC-5: City Gateway.** Branson will have notable, pronounced gateways into the City with a distinguishing landscape character and identifying elements that project community values and leaves a lasting impression on visitors.
- **CC-6: Corridors.** Branson will enhance its major corridors within the City with distinguishing landscape character, signage and other identifying elements that project community pride and visual interest.

BACKGROUND

Based up on stakeholder interviews and discussions with the community at public workshops, local residents have been attracted to Branson because of its natural beauty, community character and qualities. This section is split into: districts, neighborhoods and city image.

Districts

76 Country Blvd.

The famous 76 Country Boulevard is where the area's live entertainment was introduced starting in the late 1960's when the Baldknobbers and Presleys moved their shows there. In the 1970's and 1980's the city continued to thrive and the 76 Country Blvd. began to populate with more theaters.



Baldknobbers Theater

Today, it is home to a huge variety of entertainment, shows, attractions, shopping, restaurants and lodging accommodations. The theaters range in size (number of seats), building scale and character. The varied development character is what makes Branson's 76 Country Blvd. distinct and different from other commercial corridors across America. As an example, the Titanic Museum is a half-scale replica towering 100 feet high with more than 400 artifacts and is the world's largest Titanic Museum attraction.



Titanic Museum

Dispersed within the new, innovative theater buildings are older buildings that are in disrepair and in need of reinvestment. These buildings have been referred to as "eye sores" throughout this process and community stakeholders have expressed an interest in defining initiatives to incentivize building rehabilitation or reuse.



Streetscape along 76 Country Blvd.

The corridor is automobile dominated and the streetscape reflects that. The public realm along the 76 Country Blvd. leaves area for improvement. The sidewalks are narrow, disconnected as a result of many business driveways and are at the same grade as automobile travel lanes (designed for maximum accessibility). 76 Country Blvd. does not have streetscape elements such as street trees, pedestrian lighting, seating or clearly marked pedestrian crossings.

On and off-premise signage and overhead power lines dominate the streetscape. Off-premise signs are placed along the length of the strip, some are poster panels and some are electronic. The signage along the corridor is creatively distinct but in some cases can detract from the overall guest experience. The City is in the process of updating the signage ordinance to regulate the types, position, size and content of signage in an effort to minimize the visual clutter along the Strip.



Overhead utility poles along 76 Country Blvd.

Background

Downtown



Country Ridge Residences



Main Street in Downtown Branson is an extension of the 76 Country Blvd. strip on the west side of U.S. Highway 65. The downtown area is a charming district with historic buildings and is bound by Lake Taneycomo to the east. Thousands of cars bring visitors to the downtown's variety of restaurants, retail shops, entertainment and unique attractions daily. Many of the 130 businesses are owned by families, some that have been in the downtown for many years and some just for a few years. There is a drug store, the old time Five and Ten, family owned shops, clothing, arts and crafts, boutiques, jewelry, fine art, a wine store and more. The Historic Downtown hosts events throughout the year including the Plumb Nellie Arts and Crafts Festival, Autumn Daze, Downtown Branson Fiddle Festival, Veteran's Day Parade and Ceremony, and Adoration Parade and Lighting Ceremony.

The predominantly medium-density (one and two story buildings) buildings closely frame the streets and establish a walkable, pedestrian environment. None of the buildings have pursued the national registry as historic nor has the area become a formal, historic district.

The streets are lined with angled on-street parking, street trees (in most locations) and narrow brick sidewalks. The steep slopes in the downtown that climb up from Lake Taneycomo to the east create a challenging walking environment in some locations. On-street parking is provided in addition to several surface lots throughout the area. A parking garage is also located between Commercial and Sycamore Streets.

New investment has occurred in and adjacent to the core of downtown, including the Branson Convention Center and the \$450 million high density Branson Landing mixed-use development. Branson Landing is home to many national retailers, restaurants, condominiums, a public plaza, a one-mile boardwalk, the Hilton Promenade and the Bass Pro Shop that sits on Lake Taneycomo.

Neighborhoods

Branson's neighborhoods are diverse in size, age and price points but all of them reflect the architecture of the area. There are a few neighborhoods immediately adjacent to the downtown that demonstrate the character, height and size of residential typically found in downtown areas throughout the Midwest. In the older neighborhoods, namely those adjacent to the downtown, there are vacant or abandoned residential properties that are prime for redevelopment or infill.

The older neighborhoods are lined with mature trees which creates an intimate, well established neighborhood feel. Many of the residential areas, newer and older, do not have sidewalks. Similarly, some of the newer residential developments lack streetscape elements all together.



Rock Ridge Villas

Many of the neighborhoods grew organically, as opposed to being a part of a master planned community, and do not have a formalized neighborhood association. However, many of the neighborhoods have names and a distinct identity including: Hiawatha Heights, Thompson Addition, Cantwell Addition, Murphy Addition, Pointe Royale, etc. The City is in the process of organizing many of the City's neighborhoods so the respective residents can take collective ownership of their neighborhood and plan for their future.



Single family residences in Cantwell Hills Neighborhood

City Image

Landscape

The town is built on a series of ridges which provide spectacular views of the surrounding mountains. The development pattern of Branson has been shaped to a large degree by its natural character and mountainous terrain. The natural environment, created by the waterways, the Ozark Mountains and lush trees define the area's natural landscape. The City has used these natural features to form its parks and open space system as well as the development limits.

In recent years, development has threatened this environment. There have been instances where development has damaged or removed the areas hillsides, steep slopes and tree canopy with demolition. In some instances the landscape has not been repaired or replanted which has left a visible scar on the city.



Tanstone development under construction

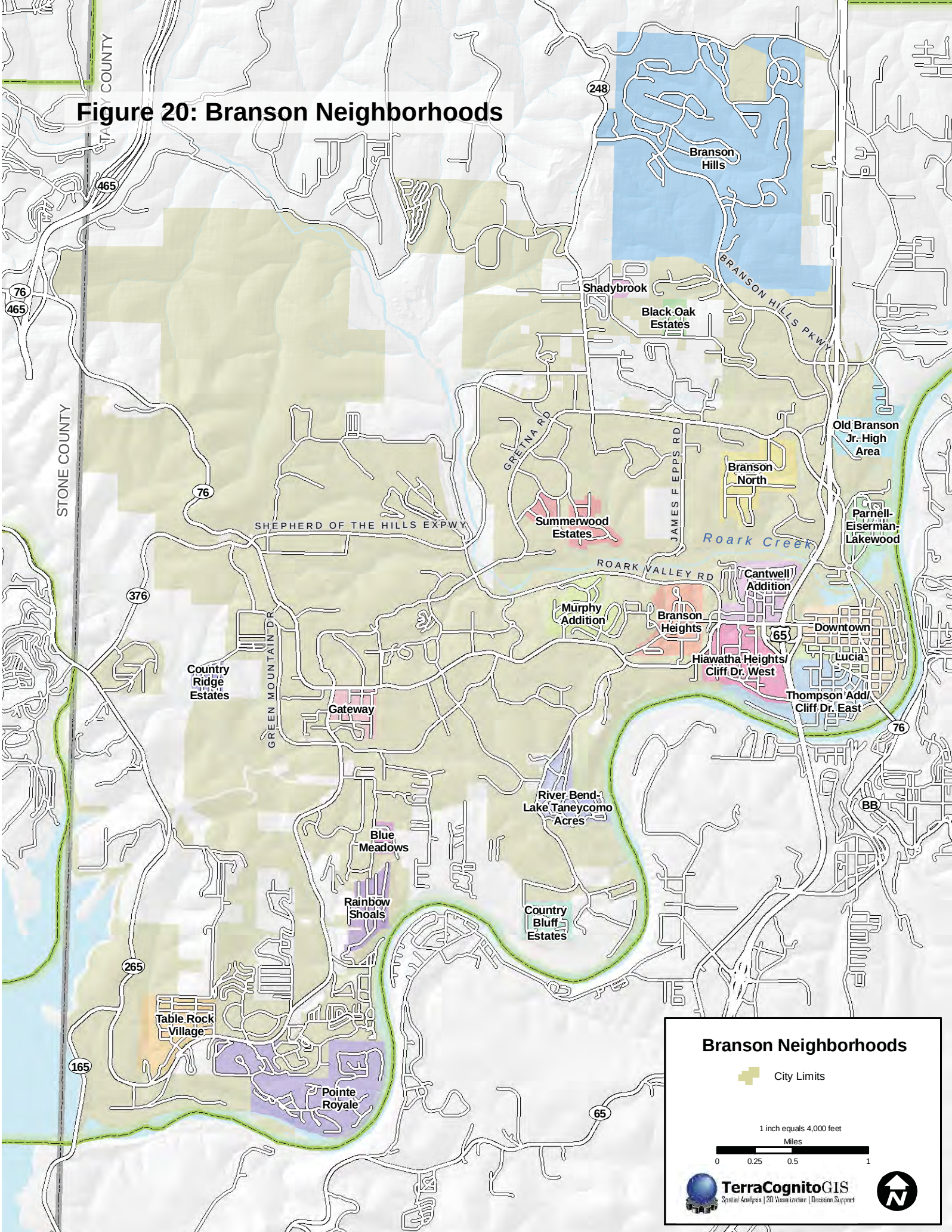
City Gateway

Gateways provide visitors the first impression of Branson. The city has no gateway signage or exposure from U.S. Highway 65 as one travels south. The U.S. Highway 65 corridor, from north of the City, is sprinkled with billboards advertising Branson shows but as the Strip approaches the signage, branding and associated landscape is insignificant. South bound, there are a few theaters that are visible from U.S. Highway 65, but overall signage for the City and the main commercial strip is lacking.



Highway 248 and US Highway 65 interchange

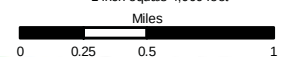
Figure 20: Branson Neighborhoods



Branson Neighborhoods

 City Limits

1 inch equals 4,000 feet



TerraCognitoGIS
Spatial Analysis | 3D Visualization | Decision Support



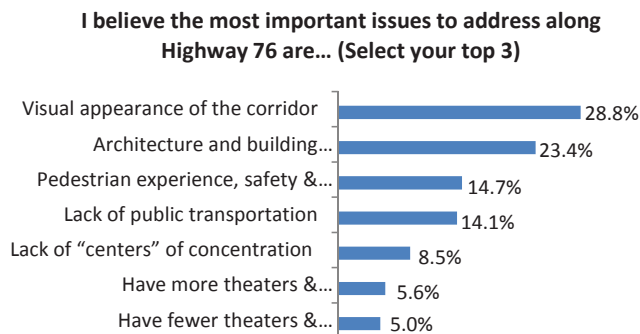
DESIRED FUTURE

The community wants future development and growth to be focused within the community's designated growth areas in order to protect sensitive natural resources and the regional landscape setting, encourage infill and redevelopment (inward revitalization), and make the most efficient use of public infrastructure. By following this development pattern, the community's neighborhoods and commercial districts will foster efficient land use, support a mix of housing types, have increased value and increase efficiency of public utilities, streets, facilities and services.

The quality, age and character of Branson's built environment received a lot of attention through the Community Plan 2030 process. When the Steering Committee was asked early on how they would spend \$10 million today, many responded with some aspect of investment in public infrastructure (streets, parks and open spaces) that by design would create a sense of place that reflects our natural beauty, rural scale and safe, friendly character.

76 Country Blvd. Character

The community has expressed concern about the visual character of the 76 Country Blvd. corridor. Based on stakeholder input, this is related to the pedestrian experience (lack of consistent sidewalks), lack of streetscape amenities, disrepair of many of the buildings along the corridor, traffic congestion and lack of alternative transportation options. When respondents were asked about what they believed to be the most important issues to address along 76 Country Blvd., the top answer was the "visual appearance of the corridor" with 29 percent of all responses. The second highest answer, with 23 percent of responses, was "architecture and building appearance."



When the Steering Committee was asked how they would improve the City today, multiple responses related to improving 76 Country Blvd.'s character. Answers included: sidewalks and trees along 76 Country Blvd. (including pedestrian friendly zones, sitting areas and wayfinding), rebuild the 76 Country Blvd., and renovate, reuse or demolish buildings that create a negative image of the City. Similarly, the BLACC/CVB's Strategic Destination Plan identifies "continue visitor infrastructure improvements (new roadways/streetscaping, gateways, wayfinding navigation and other "first impressions" upgrading)" as a goal.

When asked if the overhead power lines should be put underground to improve the visual appearance of the corridor, 69 percent either strongly agreed or agreed. Although this may be a long-term initiative, it would dramatically enhance the built environment and would likely spawn reinvestment. The visual simulation illustrates the before and after of one section of 76 Country Blvd. if the utility lines were below grade.



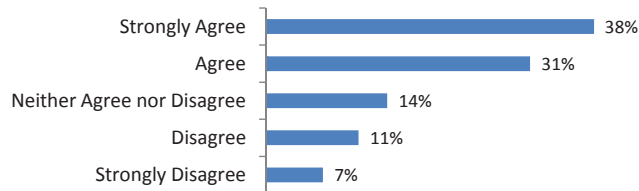
76 Country Blvd. before



76 Country Blvd. after

Desired Future

To improve the visual appearance along Highway 76, I believe the overhead power lines should be put underground.



Future improvements will require coordination and planning with MoDOT, the BLACC/CVB, utility providers as well as private property owners along the 76 Country Blvd..

Downtown

In the downtown, supportive land uses will be brought together in a more urban development pattern to create a pleasant environment for walking as well as automobile and trolley transportation. Within the overall development pattern, distinctive design of buildings and streetscape, thoughtful preservation of valuable historic resources and the incorporation of public art will add to the downtown's vibrancy.



Commercial Street in the downtown

The Community Plan 2030 stakeholder interviews and information gathering sessions revealed that the community wishes to maintain the character and built form of the downtown and would like to establish design guidelines for new development. As redevelopment occurs, the community would like to encourage development that reinforces the scale, articulation, and quality of the district. The revised development regulations, potentially developed in a specific Downtown Sub-Area Plan, should allow for vertically mixed-use buildings, and should inform building height, massing, human-scaled architectural elements (awnings, proportional windows, pedestrian signage, outdoor seating where possible) as well as public streetscape amenities such as art, lighting, tree zones, etc.

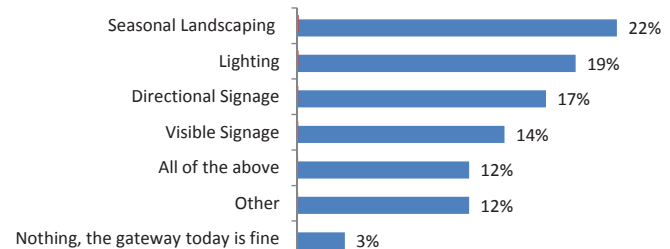
City Image

City Gateways

There are 3 gateway opportunities off of U.S. Highway 65 that are not currently highlighted or clearly signed: Main Street, Highway 248 and Branson Hills Parkway. The primary entrance and gateway opportunity into the City is at Main Street. Unfortunately, Branson is limited in what it can do since much of the U.S. Highway 65 and 76 Country Blvd. intersection fall under the jurisdiction of the Missouri Department of Transportation. The community, including the BLACC/CVB, sees this as a prime opportunity for Branson.

When asked what the gateways off of U.S. Highway 65 should include, 22 percent said seasonal landscaping, 19 percent said lighting and 17 percent said directional signage. Twelve percent of respondents said "all of the above." Twelve percent of respondents said "all of the above."

I believe the City's gateways off of Highway 65 should be more significant, including: (check all that apply)

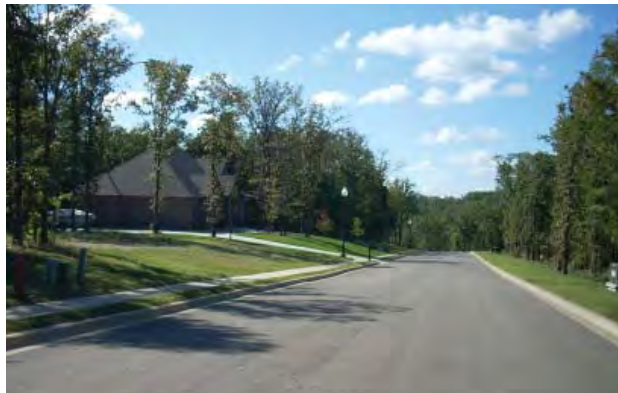


Signage

The community would like to enhance wayfinding and orientation by way of a clear, clean signage system that is functional, helpful and memorable. A consistent and well-designed signage system is an important component to making Branson a community of which residents are proud and that visitors will long remember. This system will orient people, reflect the history and brand of Branson, and leave a positive image on residents and visitors.

Per community feedback, the coordinated signage system should include: visible, easy to read signage for 76 Country Blvd.'s alternative transportation routes, public facilities, downtown, and parks.

Neighborhoods



Single family residences in Branson Hills

There is a desire within the community for neighborhoods to be connected to the parks and open space system with linear parks or greenways, pedestrian and bicycle circulation. Community stakeholders would like all neighborhoods to have a sidewalk on at least one side of the street.



Single family residences in Pointe Royale

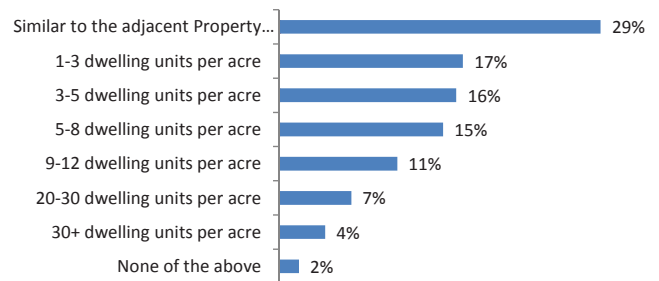
Residents believe the varying character of all Branson neighborhoods should be celebrated and maintained as it relates to character, lot size and development pattern. In addition, residential neighborhoods should accommodate a mix of product types and densities.



Single family residences in the Thompson Area Neighborhood

In residential neighborhoods where there is potential for redevelopment and infill, the majority of survey respondents (29%) thought the density should be compatible with the adjacent density. This survey also demonstrates the types of new residential products for which community members believe there is a need or that they desire.

I would favor the following residential densities in the neighborhoods that have the potential for redevelopment... (check all that apply)



STRATEGIES & ACTIONS

CC-1: City Beautification. The City will reduce visual clutter and improve wayfinding with an improved signage system.

CC Strategy 1.1 Signage/Way-Finding. Provide a clear, consistent and accessible signage and wayfinding system in the Downtown.



- Action 1.1.1 Develop a comprehensive, city-wide signage and wayfinding system that directs automobile traffic, pedestrians and identifies historic sites and notable City destinations. The system should have different scales that cater to pedestrians as well as moving traffic.

The system should include the downtown, Branson Landing, 76 Country Blvd., Parks, Public Facilities, Neighborhoods and other landmarks and should communicate the overall brand or preferred theme for the Branson community.



- Action 1.1.2 Design and install district-specific street signs into the overall Downtown signage scheme (to be coordinated with city-wide signage program).



- Action 1.1.3 Billboards should be limited to the greatest extent practical.



- Action 1.1.4 Design and implement a new, improved alternative automobile route signage system to expand on, or replace the existing red, blue and yellow route signs. Coordinate this design with the City-wide signage program.



- Action 1.1.5 Work with the BLACC/CVB to develop a Branson smart phone application that provides guest information and city-wide wayfinding.

CC Strategy 1.2 Clean Roadways. Encourage community participation of beautification efforts.



- Action 1.2.1 Instigate several methods to keep the road litter picked up (i.e. adopt a road program).

CC-2: Downtown. The downtown will preserve its historic character and buildings will contribute to the scale and quality of the district as well as to the pedestrian experience.

CC Strategy 2.1 Pedestrian Experience. Reinforce the pedestrian experience with pedestrian-friendly uses, human-scale design elements and general accessibility.



- Action 2.1.1 Encourage uses that expand the range of pedestrian activities, such as entertainment (cinema, music, farmer's market, etc.), restaurants, hotel/convention facilities and residential uses for all residents and guests.



- Action 2.1.2 Require all new developments to incorporate human-scale design and architectural elements into their building and site design. Such elements may include signage, awnings, storefronts, and proportional windows.



- Action 2.1.3 Make public facilities such as parking and information kiosks accessible with clear signage and wayfinding.



- Action 2.1.4 Design streets to encourage pedestrian activity with wider sidewalks and sidewalk activity such as outdoor restaurant seating, small retail displays, etc. where possible.

CC Strategy 2.2 Compatible Character. Encourage compatible architectural style for new developments and renovations in the Downtown.



- Action 2.2.1 Maintain the visual character of the downtown to reinforce the sense of place. Encourage new buildings to maintain the integrity of the built form through building mass, scale, materials and other design features.



- Action 2.2.2 Develop architectural guidelines and regulations that support tall buildings in the Downtown to support economic vitality.

CC Strategy 2.3 Streetscape. Create a streetscape that is functional in providing such elements such as shade and visual appeal while enhancing the built environment.



- Action 2.3.1 Utilize street trees to reinforce, define and connect space and corridors created by buildings and other features along a street. Preserve existing trees to the maximum extent possible to increase human comfort



- Action 2.3.2 Utilize streetscape amenities such as public art, lighting, designated landscape zones, ornamental streets trees, and special paving materials to create visual interest.

CC Strategy 2.4 Design Standards & Guidelines. Promote new construction and redevelopment that contribute to the character of the Downtown.



- Action 2.4.1 Create design guidelines for development in the downtown. The guidelines should celebrate the history and the desired development and streetscape character.

CC Strategy 2.5 Public Spaces. Provide frequent, connected public spaces in a variety of forms throughout the Downtown.



- Action 2.5.1 Incorporate public spaces such as plazas, parks, patios and pathways into urban designs for residential, commercial, civic and mixed-use development projects in the downtown.

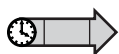
CC-3: 76 Country Blvd.. Properties and their buildings along 76 Country Blvd. will contribute to the character of Branson as a unique entertainment destination.

CC Strategy 3.1 Design Standards & Guidelines. Promote new construction and redevelopment that contribute to the character of 76 Country Blvd..



- Action 3.1.1 Conduct a corridor study that evaluates the streetscape, infill development potential, catalytic development opportunities, and pedestrian and automobile movement along 76 Country Blvd..

Strategies & Actions



- Action 3.1.2 Create design guidelines for new and redevelopment along 76 Country Blvd. to follow. The guidelines should celebrate the history and the desired development and streetscape character.

CC Strategy 3.2 Visual Clutter. Minimize visual clutter along the 76 Country Blvd. to improve the overall streetscape character and 76 Country Blvd. experience.



- Action 3.2.1 Work with Empire Electric and White River Electric to develop a long-range plan to underground power lines along 76 Country Blvd..



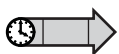
- Action 3.2.2 Continue to evaluate and make updates to the signage ordinance for commercial properties along 76 Country Blvd. or revisions as necessary. Signage should be proportional, graphically interesting and designed to enhance their impact to the public realm.



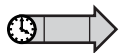
- Action 3.2.3 Promote the creation of landmark quality façade improvements on tourism properties, such as the Titanic Museum attraction, the gorilla on the Hollywood Wax Museum, or the static display fighter aircraft on the Veteran's Museum.

Refer to Transportation Strategy 2.1 and Tourism Strategy 4.4 for additional strategies and actions related to signage and wayfinding for automobiles.

CC Strategy 3.3 Pedestrian Experience. Significantly improve the pedestrian experience along 76 Country Blvd..



- Action 3.3.1 Work with MoDOT to develop innovative techniques to safely and efficiently move pedestrians along (both sides of the street) 76 Country Blvd..



- Action 3.3.2 Research other Missouri communities that have successfully designed state highways in a manner that encourages pedestrian activity. Review approved studies such as the South Grand Master Plan in St. Louis.



- Action 3.3.3 Designate wide, demarcated pedestrian crossings at key intersections along 76 Country Blvd.. Utilize special paving materials, lighting, crosswalk timers, intersection curb extensions, striping and other attractive design techniques.

CC Strategy 3.4 Compatible Character. Maintain a diverse development character along 76 Country Blvd. while promoting high quality materials and building design.



- Action 3.4.1 Embrace and encourage high quality and diverse tourism related building (theaters, attractions, museums, etc.) character while forming some compatibility of scale, setbacks and site landscaping that abuts the public right-of-way.

CC Strategy 3.5 Streetscape. Enhance the streetscape within the 76 Country Blvd. public right-of-way.



- Action 3.5.1 Develop a cohesive, sustainable (long-lasting) landscape themes for the length of the 76 Country Blvd. public right-of-way and areas that abut the public right-of-way to reflect the Ozarks character.

Consider topography, different districts or zones along the highway, native plant species and a varying landscape treatment. Work with a landscape architecture consultant to define the appropriate landscape treatment.



- Action 3.5.2 Work with private landowners to implement site landscaping on private property along the street to improve the overall streetscape. Coordinate the streetscape concept for the entire corridor (per Action 3.5.1).



- Action 3.5.3 Utilize street trees to reinforce, define and connect space and corridors created by buildings and other features along 76 Country Blvd..



- Action 3.5.4 Utilize streetscape amenities such as public art, lighting, designated landscape zones, ornamental streets trees, special paving materials to create visual interest.

CC-4: Neighborhoods. Branson will be a city of cohesive, diverse, attractive and safe neighborhoods.

CC Strategy 4.1 Neighborhood Identity. Each neighborhood within the City will have a distinct identity.



- Action 4.1.1 Work with businesses and property owners to form Neighborhood Organization(s) to establish a formal organizational structure making future decision making activities and communication more effective.



- Action 4.1.2 Work with identified neighborhoods to develop an action plan and to encourage the formation of neighborhood organization where appropriate.

CC Strategy 4.2 Signage. Provide a clear, consistent signage for Branson neighborhoods.



- Action 4.2.1 Encourage the design and construction of gateways or neighborhood identify signage that reflects the character of each neighborhood.

CC Strategy 4.3 Pedestrian Experience. Promote a safe, efficient and enjoyable pedestrian experience through residential neighborhoods.



- Action 4.3.1 Establish an interconnected system of streets, sidewalks and walking/ bicycle paths within neighborhoods to improve the pedestrian experience.



- Action 4.3.2 Design neighborhood streets to discourage speeding and cut-through traffic (i.e. narrow streets, speed tables, on-street parking, etc.).

CC Strategy 4.4 Compatibility. Promote the capability of uses near residential neighborhoods.



- Action 4.4.1 Cluster higher density residential uses along wider streets that can accommodate higher traffic volumes. Transition medium density products to the lower density neighborhoods.

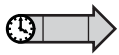
Strategies & Actions



- Action 4.4.2 Promote a mix of housing types and scales to accommodate the needs of current and projected residents including large lot, small lot, apartments, townhomes, senior and attainable housing.

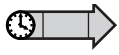
Refer to the Housing chapter for additional strategies and actions related to housing types and quantities.

CC Strategy 4.5 Character. Embrace a diversity of residential character and forms while promoting cohesiveness and livability.



- Action 4.5.1 Maintain neighborhood diversity by retaining the size, pattern of lots and building character of different neighborhoods within the community to the extent possible as new development occurs.

CC Strategy 4.6 Streetscape. Enhance the streetscapes within Branson neighborhoods.



- Action 4.6.1 Encourage the design and development of residential buildings that address the street and encourage pedestrian activity.



- Action 4.6.2 Require all streets to include a sidewalk on at least one side of the street, detached from the curb by a landscape strip.



- Action 4.6.3 Identify, improve and maintain sidewalks within existing neighborhoods that need repair. Align efforts with CIP budgets.

CC Strategy 4.7 Public Spaces. Provide frequent, connected public spaces in a variety of forms through Branson neighborhoods.



- Action 4.7.1 Ensure all residents are within ¼ mile or a five-minute walk of a public space such as a park, plaza, or school, etc.

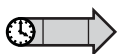


- Action 4.7.2 Ensure natural features including waterways, wetlands, steep slopes, floodplains and significant trees are incorporated into all neighborhood designs and are designated as shared community amenities.



- Action 4.7.3 Connect public spaces via pedestrian/bicycle paths, sidewalks, greenways or pedestrian friendly streets.

CC Strategy 4.8 Neighborhood Improvement Districts. Consider the formation of Neighborhood Improvement Districts to help fund infrastructure, public sidewalks and other public improvements.



- Action 4.8.1 Assess and identify the neighborhoods that need revitalization and that may warrant a Neighborhood Improvement District.



- Action 4.8.2 An Improvement District technique must obtain two-thirds vote from the property owners within the designated district to approve its creation.

CC-5: City Gateway. Branson will have notable, pronounced gateways into the City with a distinguishing landscape character and identifying elements that project community values and leaves a lasting impression of the community on visitors.

CC Strategy 5.1 Create visible local gateways that promote Branson's identity, provide direction and are reflective of Branson's values.



- Action 5.1.1 Work with MoDOT to establish gateway monumentation on main roads leading into Branson such as the 76 Country Blvd. (Main Street) and Highway 248 exits off US Highway 65.

Consider the use of landscaping, lighting, public art and high quality signage materials.



- Action 5.1.2 Work with a professional consultant to design and coordinate gateway signage with the city-wide wayfinding signage system. Refer to Community Character Strategy 1.1.

CC-6: Corridors. Branson will enhance its major corridors within the City with distinguishing landscape character, signage and other identifying elements that project community pride and visual interest.

CC Strategy 6.1 Transportation Corridors. Clearly highlight transportation corridors as links to destinations and activities throughout the City.



- Action 6.1.1 Design and develop streetscapes that distinguish key corridors and denote hierarchy throughout within the City. This can be done through landscape design, signage and other identifying elements that celebrate community's image and identity.



- Action 6.1.2 Enhance travel corridors by providing multi-modal connections (bicycle paths or lanes, bus and automobile) between two or more destinations or districts.

CC Strategy 6.2 Streets. Ensure all streets are designed to be safe, functional and visually appealing.



- Action 6.2.1 Encourage street layouts that are simple, interconnected and direct, avoiding circuitous routes.



- Action 6.2.2 Develop new street standards for all road classifications to include landscape features, sidewalks, street trees, landscape medians where appropriate, on-street parking, parkways and lighting.

Refer to Transportation Strategy 1.1 for additional strategies and actions related to the street network.

METRICS

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City.

- **(-)** Visual clutter along 76 Country Blvd..
- **(+)** Pedestrian activity along 76 Country Blvd..
- **(+)** Number of residents within $\frac{1}{4}$ mile of a park.
- **(+)** Residents within $\frac{1}{4}$ mile of a neighborhood center.

PARKS, OPEN SPACE & RECREATION

POLICIES

- Recreation & Parks
- Open Space
- Trail Network

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Aerial view of RecPlex's ball fields

Parks and recreation play a vital role in the quality of life in Branson. They are an essential element of any healthy and vibrant community, providing individual, social and economic value. Branson's parks and recreation facilities serve the local residents as well as tourists. This chapter outlines the community aspirations for parks of all scales, open spaces, trails, as well as outdoor and indoor recreation facilities.

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The open space, parks and recreation policies include:

- **POS-1: Recreation & Parks.** Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.
- **POS-2: Open Space.** Branson will have an extensive, connected open space network that reinforces the residents' quality of life.
- **POS-3: Trail Network.** The City's trail network will be contiguous, will connect neighborhoods, community facilities, parks and open spaces and will provide an alternative to the automobile for residents and visitors.

BACKGROUND

Through the process, the team interviewed Park Board Members, the Department of Natural Resources and the forester for the Henning Conversation Area to understand their perspective on the future of Branson.

Parks

The park system is widely recognized and regarded as an important community amenity that supports the strong family values associated with Branson. The system is heavily used by individuals and families alike. The existing parks provide opportunities for outdoor recreation and are programmed for both larger formal recreational activities and smaller less formal uses as within pocket parks.

Branson Parks and Recreation Department oversees 18 city properties consisting of more than 310 acres based on direction and input from the Park Board, a ten-member, mayor appointed advisory board. Branson's parks range from small, neighborhood parks to large, regional areas. Smaller parks such as Cantwell and Parnell Parks make up the neighborhood open space system that residents use for recreation and passive park space. Combined with the two wilderness areas, the City's total parks and open space area totals 1,845.7 acres.

Table 15: Existing Parks and Open Spaces

Park or Open Space	Acres
Alexander Park	6.9
Branson Lakeside RV Park	11.3
Branson North Park	0.5
Branson RecPlex	35.6
Cantwell Park	1.4
Caudill Park	5.0
Eiserman Park	1.0
Epps Park	0.1
Henning Wilderness Area	1527.6
Jack Justus Park (Open Space)	5.3
John Nygard Park	1.3
Keeter Park (Open Space)	11.6
Lakeside Forest Wilderness Area	140.5
Murphy Park	8.9
North Beach Park	4.2
Old Branson School Park	1.0
Parnell Park	1.6
Stockstill Park	60.8
Sunset Park	21.1
TOTAL ACRES	1845.7

When asked at the public open house event in August, 76 percent of the roughly 250 respondents believed the City should expand trails, sidewalks and linkages between open space and park systems. Over 2,000 residences of the City's dwelling units have access to a park within ¼ mile or 5-minute walk of a park and over 3,000 residences are within ½ mile or 10-minute walk of a park.

Table 16: Parks Analysis- Per National Park Standards (based on 2010 Population) ⁽¹⁾

Park Type	Park Size (AC)	TARGET		BRANSON			Parks Needed
		Acres/1,000 Residents	Acres	Acres/1,000	Total Acres	No.	
Regional Park	100+	10/1000	105 AC	158.56/1000	1668.1 AC	2	0
Community Park	25+	5-8/1000	53-84 AC	9.16/1000	96.4 AC	2	0(2)
Neighborhood Park	5.0-24.0	1-2/1000	11-21 AC	7.06/1000	74.3 AC	8	0(3)
Mini Park	0.25-1.5	0.25-0.5/1000	3-5 AC	0.66/1000	6.9 AC	7	0(4)
			172-215 AC		1845.7 AC	19	

Table 17: Parks Analysis- Per National Park Standards (based on 2030 Population Projection) ⁽⁵⁾

Park Type	Park Size (AC)	TARGET		BRANSON			Parks Needed
		Acres/1,000 Residents	Acres	Acres/1,000	Total Acres	No.	
Regional Park	100+	10/1000	195 AC	85.72/1000	1668.1 AC	2	0
Community Park	25+	5-8/1000	97-156 AC	4.95/1000	96.4 AC	2	1(2)
Neighborhood Park	5.0-24.0	1-2/1000	19-39 AC	3.82/1000	74.3 AC	8	0(3)
Mini Park	0.25-1.5	0.25-0.5/1000	5-8 AC	0.35/1000	6.9 AC	7	0(4)
			316-398 AC		1845.7 AC	19	1

Notes:

(1) Assumes 2010 Population of 10,520
(2) Assumes 25 AC Park Size

(3) Assumes 12 AC Park Size

(4) Assumes 1 AC Park Size

(5) Assumes 2030 Population of 19,459

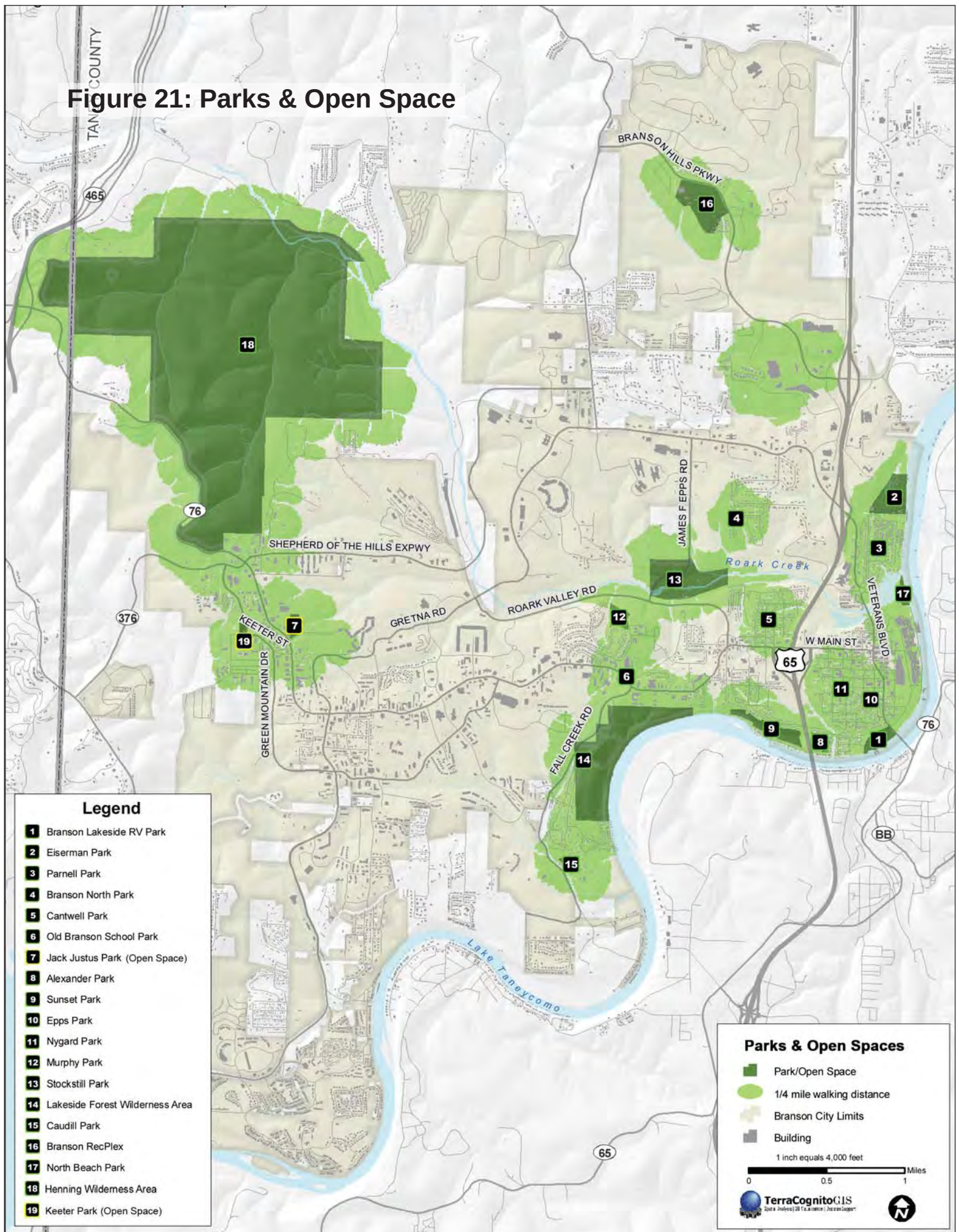
When evaluating the City's park system today, based on national park standards, Branson is sufficient in its park acreage relative to the population. The national park standards suggest that for every 1,000 residents a community should have 10 acres of regional park land, 5-8 acres of community park land, 1-2 acres of neighborhoods parks and 0.25-0.5 acres of park land. Based on the City's 2010 population of 10,520, Branson exceeds the national standards for all types of parks. The comparison of national acreage targets and Branson actual park acreage is outlined in Table 16 below.



Alexander Park

While the population has grown over the past 10 years and will continue to grow, Branson can ensure that parks remain a vital amenity for the community by creating additional parks and open space networks. In order to maintain the current level and exceed national standards, an additional community park will be needed to accommodate new growth, specifically the approximate 9,000 additional residents between today and 2030. Table 17 illustrates this in greater detail as well as how the City will still meet national standards for the other park types with a 2030 population of 19,459.

Figure 21: Parks & Open Space



When comparing the City's park land to national standards, the presence of Henning Wilderness Area, a state park within the City's limits, indicates the City has sufficient park lands today and into the near future to meet resident needs. Although the City's total park acreage is adequate to serve the population, geographically Branson is lacking parks in the southwest portion of the City (refer to Figure 21) and there is a strong desire to continue exceeding the national standards in the future because Branson's parks not only serve its residents, but also its visitors.



Stockstill Park

Open Space

The City is fortunately located in the heart of the Ozark Mountains offering a beautiful natural setting. When the public was asked at the August 2010 open house "What parks, open space and trails should be created, preserved or enhanced in Branson?", the top three responses were as follows: Roark Creek Trail, Henning Conservation Area and Lakeside Forest Wilderness Area. The wilderness areas attract regional visitors, are draws for tourists and offer many recreational opportunities for the local population.

Open spaces includes working lands, managed green space such as golf courses, parks, recreation areas, wild lands, unmanaged habitats, abandoned pastures and storm water management areas. These areas are typically not covered by structures, driveways or parking lots.

Wilderness Areas

The two wilderness areas in the Branson City limits include Paul and Ruth Henning Conservation Area and the Lakeside Forest Wilderness Area. Wilderness Area zoning applies to public open spaces that are larger than 100 acres in size. This zoning designation is for public use and only allows natural forested areas with parking or walking surfaces for visitors.

The 1,527 acre Henning Conservation area is within the City boundaries. According to Greg Cassel, the forester for the Henning Conservation Area, they continue to evaluate their expansion in the region. The State Forest offers more than 5 miles of hiking and biking trails through the area and attracts regional visitors daily. The half mile walk that leads to a 40-ft. viewing tower provides an excellent view of the area and has become a tourist attraction.

The 140 acre Lakeside Forest Wilderness Area, owned by the City, is located along Fall Creek Road and overlooks Lake Taneycomo and features trails, a waterfall and three caves. Both visitors and locals enjoy the park with its two woodland trails, one ½ mile and the other 1.3 miles, that traverse the forest. The park provides a nature escape within the heart of the Branson.¹⁴



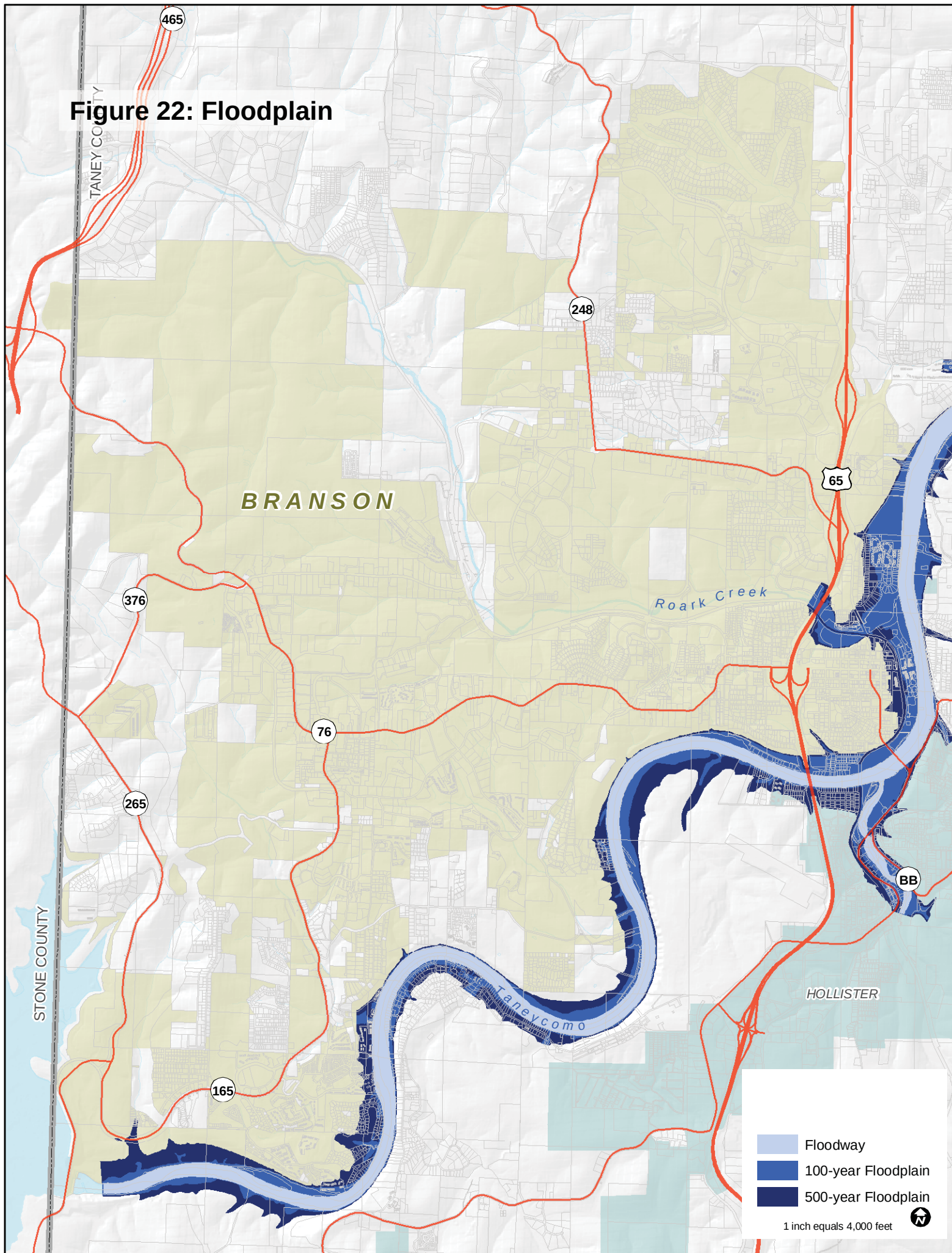
Young hiker at Lakeside Forest Wilderness Area

Floodplain

Framing the length of Lake Taneycomo, the 100 and 500-year floodplain encompass open spaces and development lands within the City. Some parks have been integrated into the floodplain system benefiting residential neighborhoods in the surrounding areas. The primary floodplain creates areas where development cannot occur, but there are some instances, like Branson Landing for example and other areas north of downtown, where development was placed within this zone. The designation of parks and open space within the floodplain creates a mutually benefiting opportunity that both protects the natural hydrology and creates a use for the greater community. There is an opportunity to limit development within the floodplain as a sustainable economic growth strategy. Currently, a lot of public monies are allocated towards flood issues.

¹⁴ <http://www.bransonparksandrecreation.com/parks.htm>

Figure 22: Floodplain



Recreation & Sports

The Branson/Lakes Area is home to three scenic lakes: Table Rock lake, Lake Taneycomo and Bull Shoals Lake. Combined, these lakes offer fishing, camping, boating, parasailing, jet skiing, scuba diving and swimming opportunities for area visitors.



Tennis complex at Stockstill Park

With an expanded marketing campaign, Branson's sports market has notably grown since 2008. In coordination with the BLACC/CVB, the City has brought numerous professional and amateur sporting events to the Branson/Lakes Area. In 2010, the area hosted 13,857 sporting participants and 31,839 spectators in a variety of events including the USSSA Taekwondo Championship, Stage One Cheerleading, Golf Channel Regional Events, S.P.O.R.T.S. Institute Conference, AAU Girls National Basketball Championships, USSSA Boys Baseball World Series, USSSA Girls Fastpitch World Series and Ironman 70.3. The local youth baseball/softball leagues have grown by 44 percent between 2008 and 2010 (from 90 to 130 total teams), the youth basketball leagues have grown by 23 percent (from 52 to 64 total teams) and the youth volleyball leagues grew by 36 percent between 2008 and 2009 (from 22 to 30 total teams).



USSSA Girls Fastpitch World Series held at the RecPlex

Table Rock Lake

According to the Corp of Engineers survey, over 400,000 people visit the lake per year and half of those visitors are from out-of-state. The lake spans more than 43 thousand acres and 800 miles of shoreline and is acclaimed as one the top bass fishing lakes in North America. Table Rock was created in August 1958, when the Army Corp of Engineers built the dam across the White River. The area needed protection from devastating floods on the White River. The lake is lined with thirteen Corps of Engineers camp sites and 100 privately owned resort properties- all offering a range of recreational activities.¹⁵



Table Rock Lake

The park is constructing a new regional visitor's center that will provide a history of the dam and the White River. The new center will retain the name of the existing center, Dewey Short Visitor Center, and is scheduled to open in April 2012.



Artist rendering of the Dewey Short Visitor Center

¹⁵ <http://www.branson.com/learn/branson-area-information/parks-and-recreation-areas/>

Background

Branson RecPlex

The 36-acre RecPlex, with 44,000 square feet of space with 4 baseball fields, multi-use soccer field, volleyball courts, basketball courts and running track, has provided an amazing venue for locals and regional activity and sports tournaments. The RecPlex has expressed a desire to expand their ball fields in order to accommodate the demand and incredible growth experienced since opening in 2005. Since 2005 the Rec Plex has experienced a 61% increase in participation just from local youth and adult teams in and around Branson.



Branson RecPlex

The City of Branson residents make up roughly 20% of the RecPlex patrons. The other 80% are residents from Hollister, Forsyth, and other neighboring towns in the County, as well as residents from Arkansas. The County does not currently pay the City of Branson parks department for any of the services and facilities from which county residents benefit. For the last five years, the City has strived to keep the facility affordable and offer the same fees for everyone, but demand has dramatically increased and is putting more of a financial strain on the city parks department. Due to the increased demand and fiscal constraints, non-resident fees were introduced and approved by the Branson Board of Aldermen in 2011.

The parks and recreation department, in coordination with the BLACC/CVB, has been very successful in marketing Branson and the RecPlex as a destination for competitive sporting events. The regional and national tournaments at the RecPlex have increased by 46 percent between 2007 and 2011 (from 28 to 41).

The Parks Board acknowledges that the RecPlex facilities have significantly improved the availability of recreational opportunities, both with the local and visitor market, but now the demand is beginning to exceed the facilities that are currently available.

Golf

There are 4 public golf courses located in Branson:

- Don Gardner Par 3 Course
- Payne Stewart Golf Club
- Point Royale Golf Course
- Thousand Hills Golf Course



Payne Stewart Golf Club

Other area golf courses include Branson Creek Golf Club, Fisher Creek Country Club, Holiday Hills Golf Course, LedgeStone Country Club and Murder Rock Country Club.

Branson Community Center

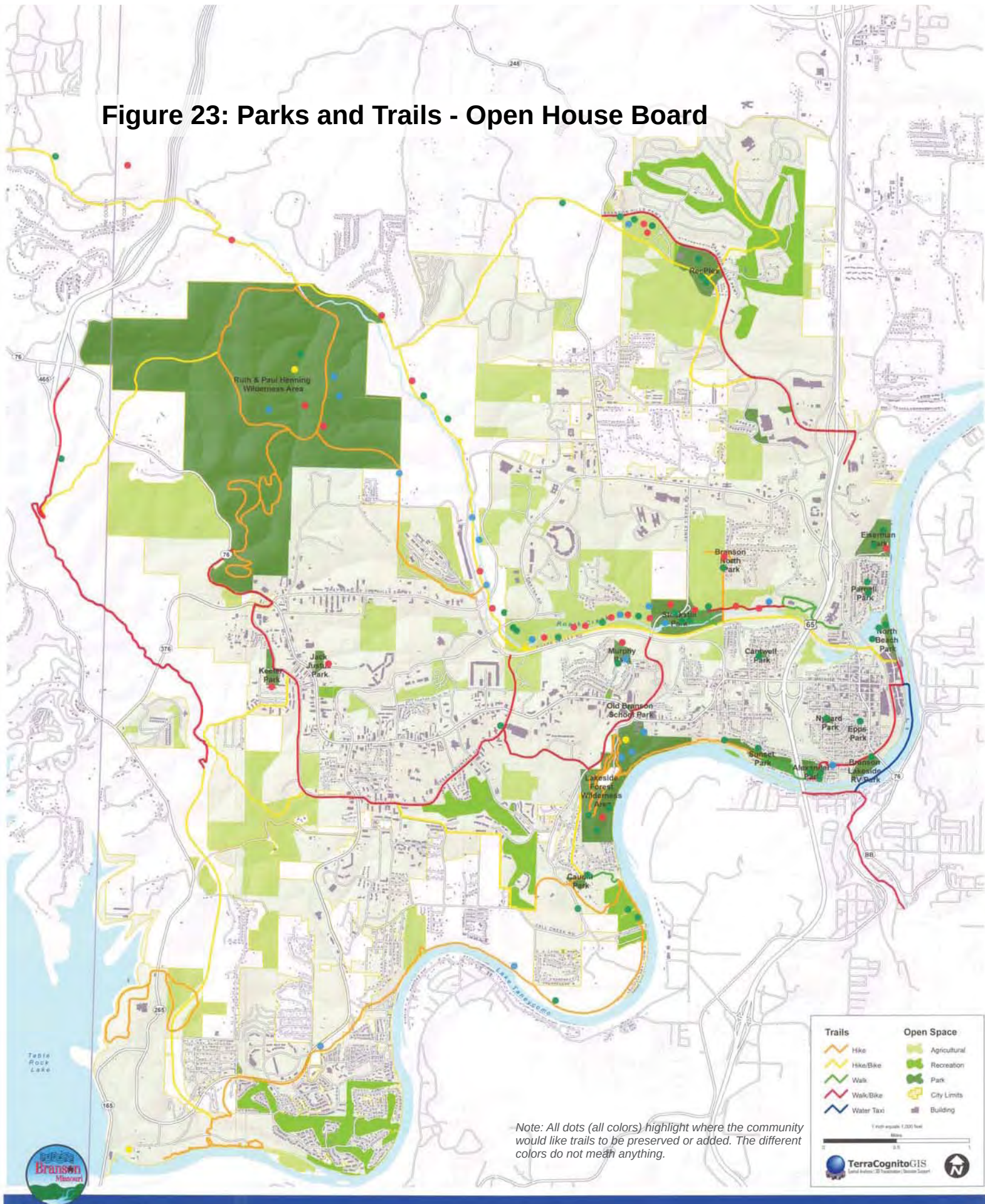
The Branson Community Center is used for a wide range of activities and social opportunities such as a senior lunch program and other programs including dancing, crafts, card playing, wii bowling and club meetings. The classrooms and large community hall are available to rent for private use such as wedding receptions, family reunions, dances and meetings.¹⁶

Trails

The trail system, a total of 20 linear miles, strives to connect the parks and open space system through Branson. The goal of the trail system is to provide pedestrian and bicycle route alternatives to the typical vehicular routes. Currently, there are several linkages missing that the City's Parks and Recreation department has goals of completing. These goals include the connection of all sections of trails along Lake Taneycomo, from North Beach Park to Lakeside Forest Wilderness Area. The hiking trails within the two wilderness areas are also notable trail systems that attract many locals and tourists.

¹⁶ http://www.bransonparksandrecreation.com/community_center.htm

Figure 23: Parks and Trails - Open House Board



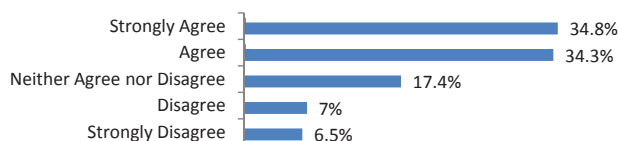
DESIRED FUTURE

In order for the City to adequately serve the resident and guest population for the next 20 years, the City will have to maintain partnerships with local agencies in the area to assure all opportunities are being capitalized upon. In addition, all public-private partnerships will have to be explored along the way.

Trails and Linkages

At the August 2010 open house, the Roark Creek Trail received the most attention from the public as the most important trail connection within the City to maintain. Figure 23 illustrates the parks and trails the community placed emphasis on when asked “What parks, open space and trails should be preserved in Branson?”

It is important that the City expand trails, sidewalks and linkages between the open space and park system. (multiple choice)



When asked if it was important that the City expand trails, sidewalks and linkages between the open space and park system, 69 percent of respondents either strongly agreed or agreed. In support of this common community sentiment, in the City's Strategic Plan, the City has identified developing connected trails, sidewalks and linear parks as a goal.

RecPlex Expansion

While the RecPlex has experienced a 61 percent increase in local league participation since it opened in 2005, the visitor market has also seen a boom. The economic impact to the community from the RecPlex tournaments has grown 55 percent from \$5.1 million in 2008 to \$7.9 million in 2010. To keep up with demand of groups wanting to recreate in Branson and to continue to be a destination for competitive sporting events, the RecPlex facility needs to expand. There is an 11 acre parcel adjacent to the RecPlex property that could accommodate expanded fields. To pursue the expansion of recreational and sports facilities, a task force group under the lead of the BLACC/CVB has been created within the City. The task force group is exploring all options for funding, including potential public-private partnerships.

Sports Market

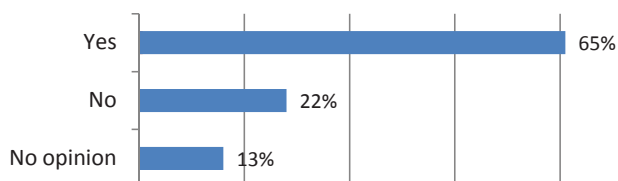
There is a growing local market for sports tourism in Branson. The area has experienced exponential growth in regional/national events, local youth baseball/softball, basketball and volleyball leagues, as well as regional tournaments since 2005. The growth trends are projected to continue given the availability of resources necessary to accommodate such growth. Other destinations are entering the sports market or upgrading their facilities and to remain competitive, Branson needs to do the same.

The BLACC/CVB's SDP identifies keeping the Lakes/ outdoor recreation activities as key destination drivers. Similarly, one of the City's Strategic Plan policies is to build and equip facilities for sports to serve the local and out-of-town population.

Preservation of Natural Assets

There is a common sentiment within the community that regulations for sensitive lands including floodplains, waterways, visible hillsides, steep slopes and significant tree stands should be developed in order to protect the natural Ozark assets. When asked if hillsides that are visible from major streets remain undeveloped, 65 percent of respondents said yes.

Should hillsides that are visible from major streets remain undeveloped? (multiple choice)



Similarly, the BLACC/CVB's SDP strives to maintain destination integrity through strong quality standards in heritage and environmental offerings (i.e. the Ozark mountains and landscape). In addition it states that the region should make “Environmental Consciousness” a destination/community value.

STRATEGIES & ACTIONS

POS-1: Recreation & Parks. Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.

POS Strategy 1.1. Provide a diverse range of parks and recreational opportunities for a variety of resident and tourist demographics.



- Action 1.1.1 Continue to promote and expand recreational amenities to maintain outdoor recreation as a key destination driver for all ages.



- Action 1.1.2 Continue to recognize the Park Board's role and recommendations.



- Action 1.1.3 Continue partnerships with local public agencies and private entities in the area to assure all opportunities are being capitalized upon.

POS Strategy 1.2. Support the expansion of Branson's athletic initiatives and development of additional facilities.



- Action 1.2.1 Expand and adapt the parks and indoor/outdoor recreational offerings to continue to serve the local and regional community as well as to meet projected demand.



- Action 1.2.2 Explore public-private partnership opportunities for additional ball fields and indoor basketball courts at the Branson RecPlex.



- Action 1.2.3 Continue to review and implement non-resident service fees for out-of-town RecPlex users to sustain the City's Parks and Recreation Department's ability to provide such amenities for the region.

POS Strategy 1.3 Provide sufficient park land within the City to continue to meet existing and future resident needs.



- Action 1.3.1 Develop a Master Plan to evaluate existing parks and facilities, and to identify future needs. The inventory will specifically evaluate each park's type, location and amenities provided. Additionally, the plan will provide recommendations for funding and maintenance needs.



- Action 1.3.2 Update regulations that require a minimum percentage of land be dedicated to usable open space in each new residential and non-residential development. Clearly define the term usable in the amended strategy.



- Action 1.3.3 Implement minimum park requirements, a factor of the number of new residences added, for new residential developments or require a cash-in-lieu payment.



- Action 1.3.4 Increase the number of neighborhood parks in residential areas that are currently underserved (i.e. southwest portion of the City).

Strategies & Actions



- Action 1.3.5 Work with the public to determine the parcels of land that are the most suitable for parks of all sizes, neighborhood, community and regional serving.

Utilize the sub-area plan process to help designate accessible and publicly supportable locations for new parks.



- Action 1.3.6 Solicit partnerships with other governmental agencies, community organizations and private entities to help acquire, finance and construct new park opportunities and/or require cash-in-lieu payment from new developments for open space development.



- Action 1.3.7 Continue to invest in the maintenance of public parks.

Establish best management practices for the maintenance of parks and recreation facilities.

POS-2: Open Space. Branson will have an extensive, connected open space network that reinforces the residents' quality of life.

POS Strategy 2.1. Establish and formalize a comprehensive network and hierarchy of open spaces to promote community interaction.



- Action 2.1.1 Map existing open spaces, parks and trails and define where deficiencies or gaps in the system exist.



- Action 2.1.2 Work with public agencies and private entities to acquire or dedicate prioritized properties that will contribute to the overall passive open space system.

POS Strategy 2.2. Preserve the area's natural character by protecting visually significant lands.



- Action 2.2.1 Minimize the impact of utilities on the forest canopy.

Refer to Land Use Strategy 7.1 for additional actions related to protecting visually significant lands.

POS-3: Trail Network. The City's trail network will be contiguous, will connect neighborhoods, community facilities, parks and open spaces and will provide an alternative to the automobile for residents and visitors.

POS Strategy 3.1 Develop an interconnected local system of trails and paths throughout the community.



- Action 3.1.1 Review and update the trails master plan so it continues to promote the use of non-motorized travel for recreational, commuting and transportation. The natural terrain of Branson, with numerous hills and steep grades, will create challenges when developing a plan.



- Action 3.1.2 Design and construct missing sections of City's trail system to create a complete system. This may require purchasing private property or establish granted easements to complete the missing segments.



- Action 3.1.3 Connect community destinations such as schools, open spaces and neighborhood centers via the trail system.



- Action 3.1.4 Use dedicated open space from new developments for connections to or extensions of existing open spaces.

POS Strategy 3.2 Develop elements along trails for recreational and educational purposes.



- Action 3.2.1 Continue to enhance trail activities through the installation of benches, and lighting.



- Action 3.2.2 Expand the wayfinding and signage system to include wayfinding along trails.



- Action 3.2.3 Preserve and promote locations of environmental, historical and cultural significance along trails via signage.

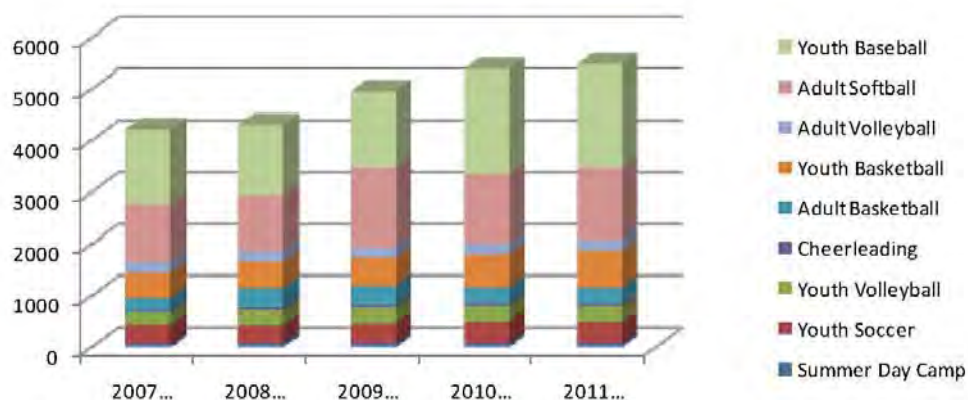
Refer to Transportation Strategy 3.1 for additional strategies and actions related to trails.

METRICS

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City.

- (+) Local participation in sports Leagues (Source: City Parks & Recreation Department)

- Baseline: (2007) 4,217, (2008) 4,299, (2009) 4,672, (2010) 5,378



Metrics

- **(+)** Number of Local Youth Teams (Source: City Parks & Recreation Department)
 - o Baseline- Baseball/Softball: (2008) 90, (2009) 98, (2010) 135
 - o Baseline- Basketball: (2008) 52, (2009) 54, (2010) 64
 - o Baseline- Volleyball: (2008) 22, (2009) 28, (2010) 30
- **(+)** Park land per capita for all park classifications
 - o Baseline (2010):
 - Regional Park 158.56 Acres/1,000 Residents
 - Community Park 9.16 Acres/1,000 Residents
 - Neighborhood Park 7.06 Acres/1,000 Residents
 - Mini Park 0.66 Acres/1,000 Residents
 - o Benchmark (National Park Standards):
 - Regional Park 10 Acres/1,000 Residents
 - Community Park 5-8 Acres/ 1,000 Residents
 - Neighborhood Park 1-2 Acres/1,000 Residents
 - Mini Park 0.25-0.5 Acres /1,000 Residents
- **(+)** Economic Impact of Sports Tourism increases (calculated by multiplying total attendance by \$53.98/day).
 - o Baseline: (2007) \$4.52M, (2008) \$5.13M, (2009) \$5.60M, (2010) \$7.98M
- **(+)** Miles of trails
 - o Baseline: (2007) 5.48, (2008) 5.48, (2009) 5.99, (2010) 6.79
- **(+)** Number of Regional/National Tournaments (Source: City Parks & Recreation Department)
 - o Baseline: (2007) 28, (2008) 28, (2009) 33, (2010) 36, (2011) 41

COMMUNITY

POLICIES

- Public Safety
- Community Values
- Community Partnership
- Community Health
- Education
- Arts & Culture

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Branson Landing

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The community policies include:

- **C-1: Public Safety.** Branson is committed to the overall public safety of its residents and visitors.
- **C-2: Community Values.** Branson's community values will be shared and celebrated in all facets of customer service, business and inter-community support.
- **C-3: Community Partnership.** Branson will build a strong community by encouraging the formation of a centralized, collaborative organization to help children, families and neighborhoods.
- **C-4 Community Health:** Branson residents have a health care network, including mental, dental, physical and medical care, available to live a healthy lifestyle.
- **C-5: Education.** All levels and types of education will be available, accessible and attainable by the resident population and will serve all ages and demographics.
- **C-6: Arts & Culture.** Branson will support cultural, performing arts and artistic activities for the wider community and tourists to patronize and that contributes to the local economy.

BACKGROUND

Public Safety

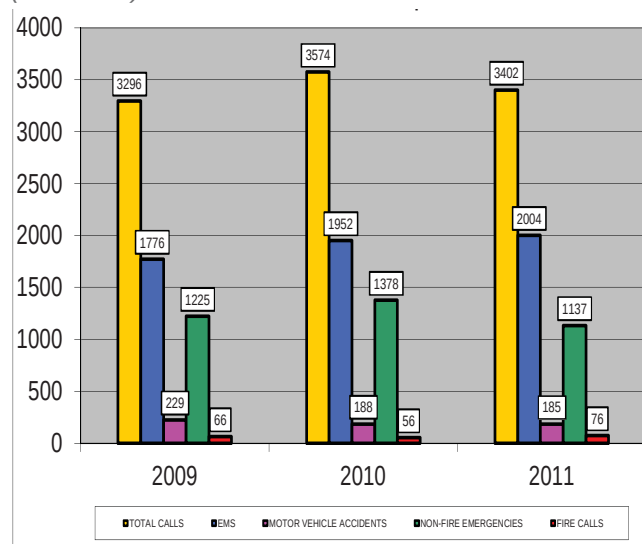
Fire



Branson Fire Department

The Branson Fire Department was organized in the 1900's and was a volunteer program until 1993. In 1996, Station #2 opened and Station #3 opened in 1999.¹⁷ Today, Branson Fire & Rescue is a combination department, containing career firefighters and volunteer firefighters, responding from three fire stations. Each station houses a specific company and staffing for their role in providing fire response to the community. In addition, each station is equipped with a primary response apparatus, a reserve apparatus, a quick response vehicle for emergency medical response and specialty equipment.

Figure 24: Branson Fire & Rescue Alarm Response (2007-2011)



17 City of Branson- Fire Department

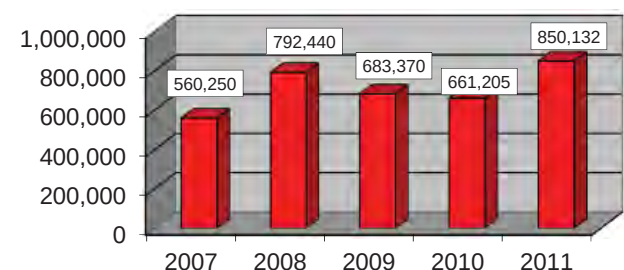
In addition to fire response, the department is the initial responder to emergency medical calls, rescues, hazardous materials spills/releases and all natural and technical disasters, with the current number of calls for service averaging more than 3,300 per year.

Over the past decade the City has experienced substantial growth of residential and commercial properties in the northern and southwestern portions of the City. As part of the Branson Fire Rescue Master Plan, completed in 2010, the need and location for fire stations #4 and #5 was identified. The property for station #4 is located in the southwest portion of the city just off Highway 165, on Quebec Street. Property for station #5 is located in the north portion of the city off Branson Hills Parkway, south of the RecPlex. The City is now exploring how these facility's operation and staffing needs will be funded.

Branson Fire & Rescue uses a Time Model in determining acceptable response time, as opposed to a Distance Model. The hilly terrain makes it impractical to use the ISO distance model in determining location of future fire facilities. As a result, a five-minute standard for arrival of the first-in company to any emergency incident is used as the minimum level of protection for residential areas. Three minutes is preferred for commercial properties because of the generally larger size and more complex fire load. In 2011, the average response time to all emergencies was 3.81 minutes.

Response time standards are established to give firefighters an advantage in rapid containment of a working fire. With a five-minute response time, plus one and a half minutes to place a single attack line in service, firefighters then have approximately 30 seconds in which to attack the fire and prevent flashover. The firefighters train to these times and perform well as a result, as evidenced by the low annual fire loss statistics as shown in Figure 25.

Figure 25: Loss in Dollars (2007-2011)



Background

Branson Fire & Rescue receives and provides automatic mutual aid with Western Taney County Fire Protection District along north and southwest periphery of the city limits. A formal automatic aid agreement exists between the two agencies.

In addition to the automatic aid agreement, a standard mutual aid agreement exists between Branson and eight (8) other fire agencies:

- City of Forsyth
- City of Springfield
- City of Harrison, Arkansas
- College of the Ozarks
- Western Taney County Fire Protection District
- Central Taney County Fire Protection District
- Southern Stone County Fire Protection District
- Missouri Department of Conservation

Branson Fire & Rescue also participates in the State-Wide Fire Mutual Aid System.

Police

The Branson Police Department strives to maintain a service relationship with the citizens and visitors to Branson. Partnering with the community assists in providing a professional law enforcement service to our community. This is a primary concept of Community Oriented Policing, the philosophy that the police department is moving toward before the end of 2012.

Criminal Investigations.

- With crime being a major concern to the people of our community, the police department provides criminal investigation services within the corporate city limits of Branson. The crimes investigated by the police department range from minor property crimes, such as misdemeanor thefts and vandalism, to major incident crimes, such as robbery, assaults and homicide. Each Branson Police Officer receives training on how to properly investigate crimes, leading to the arrest and eventual prosecution of the offender. Some officers receive specialized training on investigation of specific crimes such as dangerous felonies, financial crimes and sexual assaults.

Roadway Safety

- Traffic crashes occurring within the city limits of Branson are investigated by the police department. These can range from minor property damage accidents to severe injury and fatality accidents. Though traffic crash investigation, the police department can partner with the city and state transportation agencies to provide a safer network of roadways throughout our community. Further roadway safety is addressed through aggressive traffic enforcement. The police department can provide a safer traffic atmosphere leading to improved traffic safety. This leads to fewer incidents of traffic crashes, which can result in property damage or injury.
- DWI Enforcement. The police department has a strong commitment to the enforcement of Driving While Intoxicated laws. Each officer receives training in the detection, investigation and apprehension of drivers impaired by intoxicating substances. Some officers receive further specialized training in detecting drugs that impair drivers. Through enforcement of DWI laws, general deterrence and education of impaired driving provides a safer motoring experience to our citizens and visitors.
- Motorist Assist. When motorists become stranded or disabled, the police department provides assistance. This can include fixing a flat tire, providing traffic control or contacting others, such as a wrecker service or friends/family members to provide assistance.

Community Service

- Drug Abuse Resistance and Education (D.A.R.E.). The Branson Police Department provides DARE classes to the community schools. Although the entire DARE program is provided to the 5th grade students, officers have multiple visits with all grades. The presentations given include Drivers Education, Mock Accident Recreation and Anti-Bullying. The goal of the DARE program is to teach students good decision making skills to help them avoid high-risk behavior to ensure they grow up healthy, safe and secure.



Branson Police Department cruiser

- **School Resource Officer.** The Branson Police Department currently has an officer stationed at Branson High School. The primary purpose of the SRO is to establish a relationship with the school principal, faculty and students. This also helps to improve the image of the uniformed law enforcement officer in the eyes of the student and community. The SRO is responsible for detection and investigation of crimes within the Branson High School.

There is an on-going need for additional police space at the police station. The existing police station is in the lower level of City Hall and houses 59 employees. The police department provides a variety of functions ranging from law enforcement and community service programs for crime prevention.¹⁸ The City's police department has a 911 dispatch center that answers calls 24 hours a day, 7 days a week for residents within the corporate city limits. Taney County also has a 911 dispatch for residents outside Branson's limits.

Ozark Mountain Legacy

In June 2007, a citizen-driven effort was born out of the desire to preserve the area's core values. The objective of the initiative served to drive the mission, vision, core values, marketing, infrastructure and development of the Ozark Mountain area toward a preferred future. With this in mind, community leaders facilitated a community-wide visioning process to clearly identify and solidify core values, mission and vision statements.

The Ozark Mountain Legacy (OML) Initiative of Taney and Stone Counties ensures that the Ozark Mountain area's perception and reality were both driven and aligned with the same set of core values. The initiative was thorough in its scope and expansive in its community input.

¹⁸ City of Branson- Police Department

To achieve this Legacy, extensive community perspectives on area assets, issues and challenges, visions, values and opportunities in the area were gathered and analyzed. The outcome of the Legacy effort will help ensure that the citizens, culture, core values and community will continue to positively influence those coming into the area as visitors, business owners, organizations and future residents.¹⁹

When asked "What is Ozark Mountain country?" the community's responses were summarized into the answers below. These simply illustrate the culture and values of the Ozark Mountain area:

- A Unique Family Vacation Destination
- A Place of Authentic Community
- A Recreational Oasis
- A Way of Life- Living the Ozark Mountain Experience
- Mountain Spirit
- The Geographic Area Stone/Taney Counties, MO
- Communities of Cooperation
- A Lifestyle of Hospitality
- God's Sanctuary for People to Meet Him
- An Entertainment Experience
- A Haven for Shared Cultural Values
- A Model "Catalyst" Community
- Home to the Beautiful Ozark Hills, Trees and Lakes
- America's "Home Town"

Community Health

Physical, Emotional and Mental Health

According to individuals in the community that were interviewed as part of this process, the community is underserved when it comes to physical, emotional and mental health care. There is a growing population of homeless in Branson, including those that are in danger of becoming homeless. According to the community stakeholder groups interviewed, the City is in need of emergency, transitional and permanent housing and should consider the day-in, day-out homeless, not just the seasonal homeless.

¹⁹ Ozark Mountain Legacy- Summary Report

Background

According to health care group of stakeholders interviewed during this process, one in four homeless residents has mental issues that need treatment and the agencies represented stated that they are not able to manage the mental illness population. The team has heard that resources, i.e. clinics, to treat mentally ill patients are not sufficient to meet the demand. The current needs, in order of priority, are:

- Mental Health
- Dental Care
- Medical Care

Similarly, according to Skaggs and Faith Community Health Clinic representatives, dental care is very important and is a big issue for the community. Three dentists have volunteered to assist Faith Community Health serve the immediate need.

Skaggs Regional Medical Center

Skaggs Regional Medical Center is a 165-bed, not-for-profit, community-owned, full-service hospital and health center located on Branson Landing Blvd. The campus includes Skaggs Hospital, Skaggs Outpatient Center, a helicopter landing pad for air ambulance service and two medical office plazas. Skaggs also manages multiple family medicine and specialty satellite clinics throughout Stone and Taney counties, as well as Skaggs Health and Fitness Center.²⁰ The medical center serves a regional population and contributes towards a stable economy in Branson. Skaggs is one of the largest employers in Branson and contributes millions of dollars in charitable care to members of the community, such as Faith Community Health Clinic. In February 2012, Skaggs announced that they would be issuing a Request for Proposals (RFP) to find a key strategic partner for the future.



Skaggs Regional Medical Center

²⁰ Skaggs Regional Medical Center (www.skaggs.net)

Community Service Organizations

Through the information gathering process for the Community Plan 2030, the consultant team has spoken with numerous community health organizations and have experienced the genuine interest the agencies express in helping those in need. The team has spoken with members or leaders of the following community help organizations:

- Veteran's Clinic
- Faith Community Health Clinic
- Church Army
- Christian Action Ministry (CAM)
- Love In the Name of Christ (Love INC)
- Boys & Girls Club
- K-Life
- Ozark Regional YMCA

Each of these organizations provide community support for the residents in need, many funded by donations and grants. According to the interviewees, there is a new cooperation amongst the faith based ministries which has improved their relationships and operations in recent years. There is admittedly an increasing demand for services because of the current economic climate.

Education

School District

The Branson School District encompasses 111 square miles that bring in more than 4,500 students to the classrooms. The student population is housed on four campuses that provide facilities for students in grades PK-12. Those four campuses and their locations are:

- Grades PK-4 are on the Cedar Ridge Campus – just off James F. Epps Road



Cedar Ridge Campus

- Grades 5-6 are located on the Intermediate Elementary Campus on Buchanan Road



Intermediate Elementary Campus

- Grades 7-8 are housed on the Junior High Campus which is located near the Bee Creek Interchange



Junior High Campus

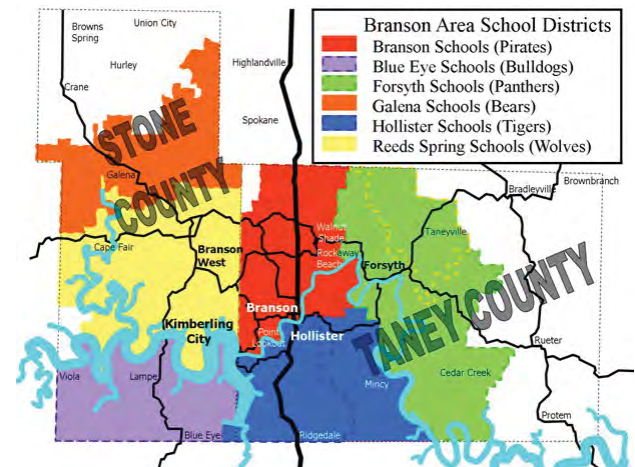
- Grades 9-12 make up the High School which is on Buchanan Road



Branson High School

The district has experienced an average increase in student enrollment of 2-6% annually since 1975. This continuous growth has made it one of the fastest growing school districts in southwest Missouri. There is a projected 21 percent growth between 2010 and 2016 school years. The district's graduation rate is 89% compared to the state's average of 85.7%. Most students seek opportunities for a post secondary education following graduation.

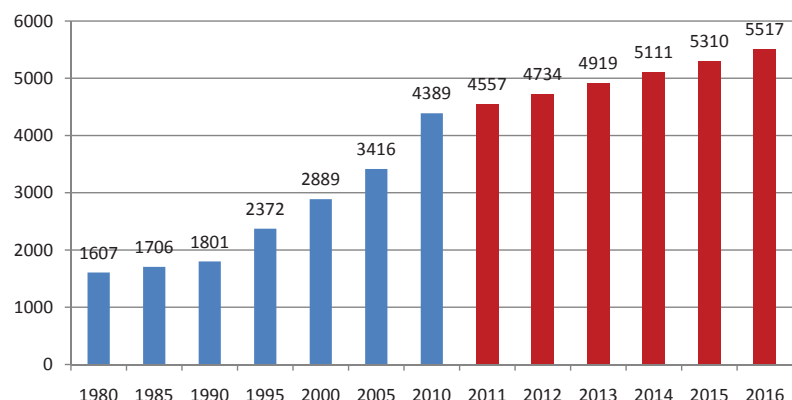
Figure 26: School District Map



The Branson School District has earned the Distinction in Performance Award from the Missouri Department of Elementary and Secondary Education for the last six years. The award is based on the 14 academic standards that are the basis for the state's accreditation program for all Missouri school districts. The standards are based on scores from the state-mandated MAP tests, graduation rate, attendance rate, ACT scores and other indicators. To qualify for the award, K-12 districts were required to meet 13 of the 14 standards, including all MAP-based measures.

A \$42.9 million bond issue was recently passed for the expansion of the district's facilities including a new kindergarten through third grade elementary school, a ninth grade center addition (to maintain one high school campus), high school activity center, and the purchase of the corporate woods office complex (for administrative use). This bond issue does not raise the District's tax rate but would increase their bond value. It was passed in April 2011.

Figure 27: Branson School District Enrollment (1980- projected 2016)



Background

Ozark Technical Community College (OTC)

The Ozark Technical Foundation was established in 1995 to help meet the growing needs of the College. The Community College started operating in 1990 and presently has a college credit enrollment of 13,500 students and non-credit students is over 14,000.

According to Robert Griffith, Director of Branson Education Center, the community college is in a growth mode. The school has experienced 25% growth in the last three to five years. The college has growth plans in Hollister which will also serve the Branson area. OTC recently passed a tax levy in Hollister to help fund those improvements. The future policies are to provide more diversified educational offerings, more year round enrollment and to teach skills for a wide variety of industries, including technical programs (i.e. air conditioning, mechanics, diesel). Today the college only offers a liberal arts education. The Branson area does not have a lot of options for the students who are not interested in liberal arts according to Mr. Griffith. All of the technical training programs are at the OTC in Springfield.



Artist rendering of OTC Table Rock Campus's Robert W. Plaster Building

The A+ Program offers a free two-year education to any community college for high school students who sustained a 95% attendance, tutored for one semester and maintained a high grade point average. Many of the OTC students are A+ students. Upon completing the two year associates degree, many of the students transfer to C of O and roughly 60% transfer to Missouri State University in Springfield.

The school gets funding from a small tax levy and state appropriations. The school has the highest tuition fees in the state to offset the low state funding and free tuition arrangement of A+ students.

College of the Ozarks (C of O)

The school was founded in 1906, the Junior College started in 1956 and the four year college started in 1965. The college offers an astounding sixteen-to-one student-to-faculty ratio and accepts 9% of the students that apply.

C of O offers a Christian education where each student participates in the on-campus work program for 15 hours per week for 30 weeks. Students also work two, forty-hour weeks. Earnings from participation in the work program, any federal and/or state aid for which students qualify, a College of the Ozarks Cost of Education Scholarship combined meets each student's full tuition charge.²¹ Work program jobs consist of servers at the C of O restaurant, farming activities, gardening and cleaning duties etc. The college employs roughly 275 people per year, 89 full-time faculty and 190 staff members, and has a \$37 million operating budget, made possible largely by generous donors who make financial contributions. The school has a 92% graduation rate and requires that 80% of the student population originally reside within 200 miles of the college. The college does not have plans to grow today. Their goal is to continue to serve the current capacity.

Taneyhills Community Library

The Taneyhills Community Library has been privately operated and funded for 77 years. The library is considering going public so it can meet the changing needs and demographics of the library patrons, to offer more additional services, books, extended hours and paid staff. The Library Club, for the first 50 years was all women, voted strongly to pursue the public option. The library staff currently is made up of 75% volunteers and most employees are over the age of 65.



Taneyhills Community Library on College Street

²¹ www.cofo.edu/scholarship.asp

DESIRED FUTURE

Through the process of researching the existing community elements, interviewing community members as well as polling the local community through various means, the team has synthesized the following elements as the future vision for community issues in Branson.

Public Safety

There needs to be more awareness within the community about the various community service organizations and their services as well as public education and safety programs that are currently available. There are many misconceptions about the types of services and programs that are lacking today. Many are available but need to be more explicitly communicated in order to provide community-wide benefit.

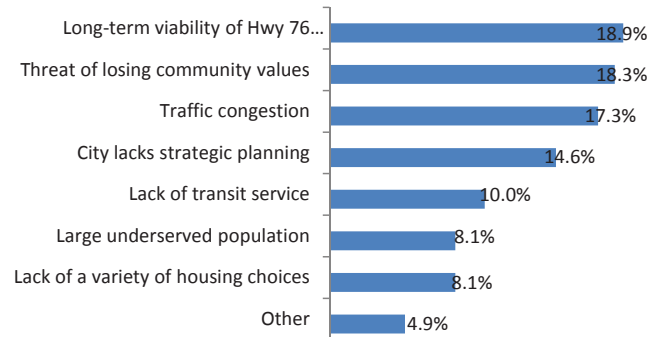
The community agrees that the police, fire and court facilities need to be expanded to be able to adequately serve residents today and in the future. The City's Strategic Plan supports this goal and acknowledges the efficiency that will be gained by building additional facilities.

The primary goal of Darryl Cootnz, the Executive Administrator of the Taney County Ambulance District, is to form a community-wide effort to increase survival from cardiac arrest. The district would like as many people in the community as possible to know CPR. This can be accomplished by: getting additional CPR programs in the high school, by offering large facilities for community-wide training (police department, fire department, etc.) and enlisting more instructors. The hospital has offered to partner in this effort.

Ozark Mountain Legacy Culture

Branson has a strong, proud sense of community today that is based upon the Ozark Mountain Legacy values of Faith, Flag, Family and Friends. Branson's residents are passionate about preserving and celebrating that culture and community sensibility in the future. Community values ranked second highest when asked about what made residents most proud of the City. Similarly, when asked about the biggest concerns with the City today, people placed "threat of losing community values" number two behind long-term viability of 76 Country Blvd. businesses.

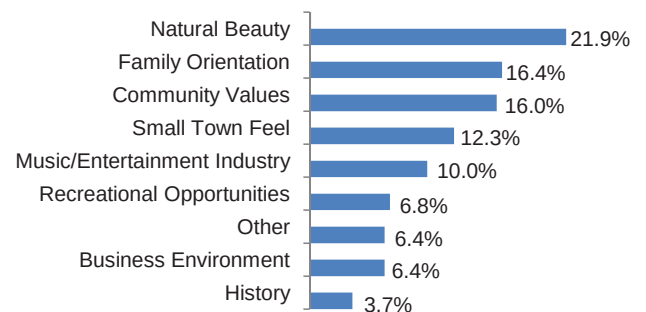
Which of the following are your biggest concerns about the city today? (Select up to 2)



There is belief by the OML participants that the following values should be the foundation of future decisions and actions:

- We work together to continually improve our community and the quality of life for all who live, work or play in Ozark Mountain Country.
- We actively and relentlessly protect and enhance our natural beauty, resources, and environment.
- We foster an entrepreneurial culture and encourage all leaders to be committed to make this area a great place to work.
- We place a high priority of ensuring quality education to prepare our future generations to pass it on!

Which of the following makes you the most proud of Branson? (select one)



Community Partnership

When communities come together, schools succeed, neighborhoods are safer, residents are healthier, adults and youth feel connected and young people realize their potential. Branson has a notable number of non-profit organizations that provide a variety of services for children, families and parents but each works independently.

Desired Future

Currently, there is not a central location for someone in need to go to for service and it is not always clear which of the agencies provide medical care, shelter, food assistance, education, etc. Branson has the opportunity to create a community partnership/organization that organizes the overall, agreed upon initiatives of the community and that is cooperative among many existing agencies. In addition to providing effective community services, this organization could provide the venue for private donation moneys to be leveraged to get additional federal and state funding resources and equitably distributed. The organization could be modeled after the Springfield Partnership of the Ozarks (<http://www.commpartnership.org>) that is made up a variety of experts and agencies including the county, school district, churches, police department, college, the city, the chamber of commerce, Boys and Girls Club, etc.

Health Care

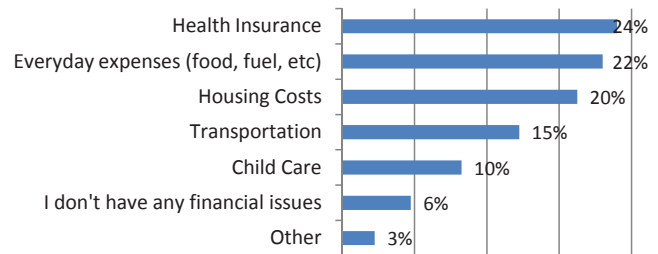
There is a desire amongst the community to continue provide a variety of health care types (mental, dental and medical) for all ages, socioeconomics and demographics of the population. The community would like to support existing clinics and medical facilities in an effort to provide notable, strong health care for all residents including the underprivileged, seniors and youth.

Skaggs identified the following three policies for this comprehensive planning effort, from the hospital's perspective:

- **Communication.** Get people together to discuss the primary issues of health care.
- **Charitable Contribution.** Hospital can donate more money (resources) to the Faith Community Health Clinic (Free Clinic) if they conducted less emergency room (ER) care for the uninsured.
- **Community Development.** The City needs to recruit businesses that offer jobs with a working wage (plus benefits) so the financial burden to provide regular ER treatment of the benefit-less worker is not solely put on the shoulders of the hospital.

In the employee survey, when asked about their most pressing financial issues, 24 percent of respondents answered health insurance. The cost of health care is too high for many of the service works to pay for which inherently creates a financial burden on health care institutions if and when emergency service is needed.

Which of the following are pressing financial issues for you? (check all that apply)



Residents also believe the community should connect youth to jobs and education. Health care has a shortage of trained professionals. The community should design programs to educate the youth, with special attention given to at-risk populations at the outset, about general prevention and well-being. This would be a “win-win” for the community and health care institutions, and would protect families and children from repeating the similar mistakes.

Education

Branson has a notable foundation and reputation for high quality education with the Branson School District, College of the Ozarks, and Ozark Technical College. In order to meet the needs of the existing and future population within continuing education, the City must maintain and enhance relationships with the education institutions throughout the region and state. The community wants to provide and increase the accessibility of educational opportunities for all ages, socioeconomics and demographics. Specific programs of interest include: lifelong learning, non-professional, non-credit, enrichment adult education, degree completion programs with four year institutions, artistic and creative trades, vocation and technical training, and pre-kindergarten education. All aspects of education from early exposure, crime prevention and tuition assistance are explored.

Branson residents acknowledge and support the Taneyhills Community Library as a public library to serve the region. The library may pursue the declaration of a library district including Taney County, the Cities of Branson and Hollister that would help fund the library's operations if it becomes public. The library has a 5 to 10 year plan to update their services, programs and current facilities but the library acknowledges there is not a lot of space for growth and expansion. The library wants to remain competitive in the area, specifically with the Green County library in Springfield, with its accessibility, offerings, operating budget and free educational programs.

STRATEGIES & ACTIONS

C-1: Public Safety. Branson is committed to the overall public safety of its residents and visitors.

C Strategy 1.1 Emergency Management. Ensure sufficient emergency medical service and coverage as the community continues to grow.



- Action 1.1.1 Work with the police and fire departments to offer planning, education, training and exercises for potential hazards and emergencies such as flooding, winter storms, tornados, etc.



- Action 1.1.2 Utilize communication channels to advise the public of potential hazards.

C Strategy 1.2 Public Facilities & Services. Expand and replace facilities to adequately meet the future needs of residents, or as facilities become obsolete.



- Action 1.2.1 Expand the number of fire stations in order to maintain a five-minute response model per station within the community today and in the future.



- Action 1.2.2 Maintain fire apparatus and support vehicles for a time period not to exceed a 10-year first line service life, and a 20-year reserve status.



- Action 1.2.3 Follow recommendations made by the Branson Fire Rescue Master Plan.



- Action 1.2.4 Obtain an ISO 3 Classification.



- Action 1.2.5 Continue to review facility needs for police and provide plans on how to meet those needs through the expansion of current facilities or additional facilities elsewhere in the city.



- Action 1.2.6 Support the police department's programs and processes that address sex offender registration, child abuse and neglect, drug and alcohol abuse, and victims of abuse, including Neighborhood Watch Programs and on-site business seminars.



- Action 1.2.7 Expand the existing court facilities to meet current and future projected demands.



- Action 1.2.8 Continue to maintain public facilities to ensure the public safety of residents and guests, including public streets and sidewalks.

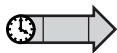
C Strategy 1.3 Public Safety. Maintain a quality of life and a non-threatening community environment.



- Action 1.3.1 Provide quality police service in areas of law enforcement, crime prevention, education and public safety.



- Action 1.3.2 Improve roadway safety by mapping crash data in intersections and on roadways, determining causation factors and then take actions for improvement.



- Action 1.3.3 Work with regional partners to develop a Flood and Emergency Evacuation Plan for the community.

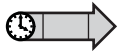


- Action 1.3.4 Continue to enforce current health and safety ordinances related to alcohol and drug sales/use, noise, loitering, trash removal and other nuisance topics.

Strategies & Actions

C-2: Community Values. Branson's community values will be shared and celebrated in all facets of customer service, business and inter-community support.

C Strategy 2.1. Healthy Communities. Promote safety and involvement by fostering good neighborhood relations, cultivating a sense of community pride and involvement.



- Action 2.1.1 Raise awareness and educate the community about what makes a healthy community.



- Action 2.1.2 Raise the level of community engagement through programs such as the city's citizen academy.

C Strategy 2.2. Community Fabric. Churches and other organizations will continue to demonstrate the meaning of community, mutuality, responsibility, affection, neighborhood friendliness, giving to those in need, caring, etc.



- Action 2.2.1 Provide opportunities for community members to understand what constitutes a healthy, cohesive community.

C Strategy 2.3. Raise Young Leaders. Encourage, mentor and nurture new voices of leadership within the community.



- Action 2.3.1 Provide young leaders with opportunities to develop leadership skills, mentor and empower them to become future leaders of Branson (i.e. Boardmanship, Chamber's Lakes Area Leadership Academy and the City's Citizen Academy).

C Strategy 2.4 Community Pride. Continue to build community pride and character through communication and volunteerism.



- Action 2.4.1 Promote dialogue between the citizens, businesses, non-profits and the government.



- Action 2.4.2 Publicize community events and activities online and via the use of signs and banners at key locations.



- Action 2.4.3 Celebrate and encourage participation in leadership programs currently available in the community by creating a web-page on the City's website that lists the leadership programs available (i.e. Servant leadership, Ozark Mountain Legacy, Boardmanship, Lakes Area Leadership, Legendary University, Character education (county-wide initiative), community caring day, etc.).

C-3: Community Partnership. Branson will build a strong community by encouraging the formation of a centralized, collaborative organization to help children, families and neighborhoods.

C Strategy 3.1 Partnership. Pool resources, utilize strengths and set up an organization for collaboration between the numerous Branson community help organizations.



- Action 3.1.1 Encourage the formation of a central Community Partnership Organization that is made up a variety of experts and not-for-profit agencies currently serving the community. The mission should be to facilitate and promote healthy community living among children, families, parents and neighborhoods. Utilize the Community Partnership in Springfield as a model (<http://www.commpartnership.org>).²²



- Action 3.1.2 Assist to identify an Executive Director for the Community Partnership Organization to spearhead and champion the formation of the organization, obtain lessons learned from the Springfield model.



- Action 3.1.3 Encourage the organization to be the central location for all donation funds so they can then be leveraged to secure additional federal, state, and local government, foundation, civic organizations and private donor funds.



- Action 3.1.4 Encourage the creation of support programs for families and children that will educate them in substance abuse, violence, financial literacy, child well-being, crime prevention, housing, education, healthy community, etc. and that will help them live a healthy, productive life.



- Action 3.1.5 Encourage an awareness campaign about the various civic services, programs and facilities available for drug and alcohol abuse, smoking, emergency preparedness, domestic violence and neighborhood crime watch, etc. (i.e. Neighborhood Watch Programs, Drug Abuse Resistance Education (DARE), Larry Simmering Recovery Center, Church Army, The Hiding Place Ministry, etc.).

Many are available but need to be more explicitly communicated in order to provide community-wide benefit.



- Action 3.1.6 Update the City's website to include a page about community service agencies with a list of the various not-for-profit service groups, links to their websites, their contact information and services provided.

C-4: Community Health. Branson residents have a health care network, including mental, dental, physical and medical care, available to live a healthy lifestyle.

C Strategy 4.1 General Community Health. Continue to provide health care services for all age and socioeconomic groups and expand them to meet the projected population demand.



- Action 4.1.1 Support health care facilities' policies and initiatives in an effort to provide notable, strong health care that can support the community.



- Action 4.1.2 Work with schools health curriculum or curriculum supervisor to provide training for locals students.



- Action 4.1.3 Continue to promote health and wellness to employees and the community.

²² Springfield's Community Partnership of the Ozarks is an organization that designs new ways to use resources to help children, families and neighborhoods. The group is a product of collaborations and partnerships where resources are shared for the greater good. Community issues are addressed in a holistic manner to achieve successful, safe, healthy, productive people and neighborhoods. <http://www.commpartnership.org/>

Strategies & Actions

C Strategy 4.2 Underprivileged Services. Enhance public health care services and improve access to health care for the underprivileged population of Branson residents.

-  ▫ Action 4.2.1 Work with other organizations to provide treatment and services for homeless individuals in Branson.
-  ▫ Action 4.2.2 Work with and support local and regional partners to enhance mental health services in the community.
-  ▫ Action 4.2.3 Ensure community health care stays affordable and available to underprivileged children and families.
-  ▫ Action 4.2.4 Support research for health care programs that get employer buy-in (i.e. MEMPHIS Plan²³) and that would decrease the cost of health insurance for employees.

Increased patients with health care ultimately would contribute to the reduction in Medical Center's bad debt resulting from emergency care and would increase their ability to make financial contributions to other clinics.
-  ▫ Action 4.2.5 Work with the health care community to attract dental professionals to the area to serve the large population in need of dental care.

C Strategy 4.3 Youth Services. Provide education, training and mentoring services for Branson's youth to help ensure their successful growth.

-  ▫ Action 4.3.1 Work with local agencies to provide job placement assistance that will help connect young adults to jobs and educational opportunities.
-  ▫ Action 4.3.2 Work with local agencies to offer financial resource education to young adult .
-  ▫ Action 4.3.3 Encourage all public entities to involve youth in future planning of the community.
-  ▫ Action 4.3.4 Work with local agencies to create a formalized shadowing mentor program for Branson's youth. Utilize the national mentoring program for ideas to incentivize participation.

C Strategy 4.4 Senior Services. Provide support services for Branson's existing and projected senior population.

-  ▫ Action 4.4.1 Work with community service organizations to continue to provide in-home assistance to seniors.
-  ▫ Action 4.4.2 Work with local partners to establish a convenient transportation system for seniors to access medical care, groceries, etc.

²³ The MEMPHIS Plan is the Church Health Center's employer-sponsored health care plan for small businesses and the self-employed. The MEMPHIS Plan provides health care for uninsured working people who fall through the cracks of the current health care system because they earn too much to qualify for state or federal programs. <http://www.churchhealthcenter.org/memphisplan>

C-5: Education. All levels and types of education will be available, accessible and attainable by the resident population and will serve all ages and demographics.

C Strategy 5.1 Access to Education. Ensure all residents in the community have access to all levels of education, such as lifelong learning, non-professional, non-credit, enrichment adult education and pre-kindergarten education



- Action 5.1.1 Support those who provide educational opportunities for all ages, demographics and socioeconomics.



- Action 5.1.2 Work with local education providers to develop a task force to identify, develop and prioritize strategies that address the quality and accessibility of early care (also known of pre-kindergarten) and education in Branson.



- Action 5.1.3 Support those who create a non-threatening environment for educational programs about basic financial planning, substance abuse, and housing, etc. for those that may be intimidated by classroom type programs.

C Strategy 5.2 School District. Actively collaborate with the Branson School District to create synergies and to help maintain its high level of quality.



- Action 5.2.1 Continue to support the school district in their expansion needs and future facility planning to adequately serve the growing population.



- Action 5.2.2 Continue to support the school district in their sustained effort against drug and alcohol abuse, poverty and teenage pregnancy.

Per the Common Thread, "Our schools must be safe, nurturing and productive environment for education. Parents and the community, working with school officials, must dedicate themselves to the eradication of illegal drugs, the curbing of alcohol abuse, ending disciplinary problems and stemming the rise of gangs in local schools."



- Action 5.2.3 Support the school district's efforts to communicate the importance of continued education and encourage student internship programs.



- Action 5.2.4 Continue to utilize shared use facilities between the City and school district (i.e. gymnasium, ball parks, soccer fields, etc.).



- Action 5.2.5 City will not unilaterally detrimentally impact the financial condition of the Branson schools.



- Action 5.2.6 Encourage local businesses to provide student internship programs.

C Strategy 5.3 Continued Education. Provide a variety of continued education opportunities for all Branson residents.



- Action 5.3.1 Support the school district in educating high school graduates of the importance of a college education, resulting in a higher college graduation rates.



- Action 5.3.2 Support degree completion partnerships with four-year institutions (i.e. College of the Ozarks, Drury University, Missouri State University, etc.).

Explore opportunities at the former OTC location in the City amongst other locations.

Strategies & Actions



- Action 5.3.3 Expand vocational and technical training opportunities to develop the work force needed to service the desired professional service and information technology companies.



- Action 5.3.4 Support education and training for artistic and creative trades (i.e. woodworking, arts and crafts, pottery, etc.).



- Action 5.3.5 Work with businesses to encourage continued education for employees (i.e. job training, William Woods undergraduate and graduate programs, etc.).



- Action 5.3.6 Research opportunities with the Ozark Technical College (OTC) for the expansion of their current course offerings in the Branson area.



- Action 5.3.7 Explore the Arkadelphia, Arkansas college tuition concept for Branson students to help pay the tuition and fees that are not covered by scholarships and to increase college enrollment.²⁴

Refer to Economic Development Action 1.1.4 for additional information about continued education.

C Strategy 5.4. Taneyhills Community Library. Support the Taneyhills Community Library in its expansion and programming needs.



- Action 5.4.1 Support the Taneyhills Community Library's efforts to become a public library that serves Taney County residents.



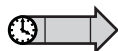
- Action 5.4.2 Work with the Taneyhills Community Library to establish a County library district that will allow the library to explore and offer a wider range of services and programs.

C-6: Arts & Culture. Branson will support cultural, performing arts and artistic activities for the wider community and tourists to patronize and that contributes to the local economy.

C Strategy 6.1 Cultural & Arts Exposure. Enhance the cultural development of the city and help build a sense of community by providing for and encouraging artistic programming.



- Action 6.1.1 Identify needs for additional space for performing and visual arts as the community grows, including the potential of establishing a Cultural Arts Center.



- Action 6.1.2 Formalize a plan for performing and visual arts programs through in-house programs and partnerships with the Branson Arts Council, the Taneyhills Community Library and other organizations in the area.



- Action 6.1.3 Work with local school district and community colleges to increase offerings of art education programs and classes for local students and residents.

²⁴ In Arkadelphia if a student graduates from public schools and they've been there all 12 years, they get to go anywhere you want for college for free at a four-year institution within the state. The maximum cost of tuition for an in-state college is what you'll be allotted per year at the time of enrollment. In Arkadelphia this program is privately funded.



- Action 6.1.4 Work to identify potential sources for funding at the state and federal levels that the City and various partners at the local level may use in installing art in Branson or encouraging arts education.

C Strategy 6.2 Historic Preservation. Preserve the City's historic resources and include heritage in the development of the community.



- Action 6.2.1 Work with Downtown Branson Main Street Association and other local organizations to create a plan for a Branson History Museum.

The museum could coordinate events that celebrate the City's history.



- Action 6.2.2 Determine what historic resources are within the City, how significant the resources are and the methods for their protection (national register, etc.).



- Action 6.2.3 Use incentives to encourage private sector rehabilitation and re-use of historically significant resources.

Refer to Community Character Policy 2 for additional strategies and actions related to historic preservation of architecturally significant buildings and sites.

C Strategy 6.3 Community Events. Encourage community events and activities that will promote community engagement.



- Action 6.3.1 Work with the Downtown Branson Main Street Association and other community organizations to organize outdoor community events and activities throughout the City (i.e. farmer's market, arts festival, etc.).



- Action 6.3.2 Continue to support long-standing community events and festivals.

C Strategy 6.4 Encourage and support the installation and maintenance of public art throughout Branson.



- Action 6.4.1 Ensure that streetscape projects, as well as projects creating public plazas, parks and other civic spaces, integrate public art in design.



- Action 6.4.2 Work with city agencies and with the county and neighboring jurisdictions to provide space for displays of art created by local residents (in city hall or city buildings, or in local parks, for example).

METRICS

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City.

- **(+)** Residents within 1/2 mile of fire station
 - Baseline (2010): 874
- **(-)** Fire Loss (in dollars)
 - Baseline: (2007) \$560k, (2008) \$792k, (2009) \$683k, (2010) \$525k, (2011) \$850K
- **(-)** Average emergency response time is 4 minutes or less
 - Baseline: (2007) 4.23, (2008) 4.03, (2009) 3.97, (2010) 3.88
- **(-)** Crime rate index
 - Baseline: (2007) 469.3, (2008) 434.4, (2009) 353.7, (2010) 398.5
- **(-)** Traffic crash rate
 - Baseline: (2009) 1,174, (2010) 1,255
- **(-)** Number of students per classroom
 - Baseline: (2009) 20, (2010) 21, (2011) 22.7
- **(+)** Federal, state and local government dollars leveraged from private donations
 - Benchmark: Community Partnership of Ozarks- In 2009/2010, for every one dollar of Caring Communities funds received, they leveraged an additional \$8.29.
- **(+)** High school graduation rate (Source: Branson School District)
 - Baseline (2010): District average 88% Benchmark (2010): State's average 85.7%, National 68.8%
- **(+)** College enrollment for Branson School District (Source: Branson School District)
 - Baseline (2010): 70%
- **(=)** Branson Public Schools in top 10% in student population among public schools in the State (Source: Branson School District)
- **(=)** Branson School District recognized for "Distinction in Performance" by Missouri Department of Elementary & Secondary education.
 - Baseline: Recognized in 2004- 2010
- **(+)** Number of art education classes offered at the K-12 and post secondary levels
- **(+)** Number of art pieces displayed in public buildings in Branson
- **(+)** Number of community events

TRANSPORTATION

POLICIES

- Road Network
- Signage/Way-Finding
- Pedestrian & Bicycle System & Safety
- Public Transportation System
- Air Access

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Traffic on 76 Country Blvd. near US Highway 65

As the community grows, the City of Branson is faced with the challenge over the coming years to address long-term transportation solutions. The city is auto-dependent and it will need to continue to evaluate the existing systems to ensure growth can be accommodated effectively and efficiently. There are opportunities to enhance the transportation network with various alternatives including transit, bicycle and pedestrian accommodations as well as upgrades to the existing road system.

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The transportation policies include:

- **TR-1: Road Network.** The City will have a strong, comprehensive street network that manages traffic congestion, provides clear alternate routes and that is well maintained.
- **TR-2: Signage/Way-Finding.** The City will develop a clear way-finding system to help residents and visitors navigate through the community as efficiently and easily as possible.
- **TR-3: Pedestrian & Bicycle Systems & Safety.** Walking and biking will be practical, accessible, safe and an enjoyable means of travel for residents and visitors.
- **TR-4: Public Transportation System.** Branson will develop and sustain a safe, convenient and efficient transportation system that is coordinated with adjacent municipalities and counties.
- **TR-5: Air Access.** The airports will continue to provide private and commercial air access to the Branson area.

BACKGROUND

Roadways

Branson lies at the intersection of U.S. Highway 65 and MO 76. U.S. Highway 65 is a major north-south four-lane highway that runs through the city providing a connecting corridor from Minnesota south to Louisiana. U.S. Highway 65 carries 22,000 vehicles per day. MO 76 is a three-lane roadway as illustrated in Figure 26. It is the primary east-west arterial with signalized intersections at major intersections including U.S. Highway 65 Ramps, Roark Valley Road, Fall Creek Road, Gretna Road and Shepherd of the Hills Expressway. MO 76 carries up to 28,000 vehicles per day in and through the City.

There are several arterial streets within Branson that provide direct routes to major destinations in the city. The following streets are generally identified as arterials:

- MO 76
- Fall Creek Road
- MO 248/Shepherd of the Hills Expressway/65B
- MO 165/Gretna Road

Collector streets provide a vital link between neighborhood streets and arterials. A few examples of collector streets within Branson include Branson Landing Boulevard, Epps Road, and Green Mountain Drive. Also generally considered collectors are Wildwood Drive, which provides a north/south connection between Gretna and Fall Creek Roads; and Roark Valley Road, which provides a north/south connection between MO 76 and Shepherd of the Hills Expressway. Branson Hills Parkway provides an east/west connection in the north part of town.

The remaining roads throughout Branson are classified as local streets. The primary function of local residential and commercial streets is to provide direct access to adjacent properties. Local residential streets should provide sidewalks, adequate lighting and other landscaping to provide a sense of security to the neighborhoods. Local commercial Streets often provide wider roads for truck circulation and, on occasion, on-street parking.

Non-Motorized Transportation

Promoting non-motorized travel is essential for communities such as Branson to accommodate the needs of all citizens. Building an interconnected network of pedestrian-accessible transportation promotes social, physical and economic health of any community.

The 2000 Census data for the City of Branson reports that approximately 16% of population is below 14 years of age which makes them ineligible to drive. Approximately 22% of population is disabled and these individuals tend to use sidewalks more for accessing nearby destinations. The Census data also suggests that 3.5% of employees either bike or walk to work.

In general, sidewalks in Branson are sporadic and do not provide complete connectivity to major destinations. Pedestrians are sometimes forced to use the shoulders of roadways to walk to their destinations.

Designated bicycle paths along major thoroughfares are generally not available. Cyclists utilize existing roadways to travel throughout Branson, but there is minimal signage alerting motorists to share the road with cyclists along the many of the roads of Branson.

Public Transportation

Public transit options in Branson are limited. OATS, Inc. provides transit service in Branson and Taney County as part of its 17-county Southwest Region service area, which is headquartered in Springfield, Missouri. They provide demand response service to the disabled, elderly and general public. In the July 2008- July 2009 service year they provided 236,000 individual trips throughout the 17-county region with only a fraction of that serving Taney County and Branson. The service allows patrons to travel to their destinations at a low cost when traveling by car is not an option. Funding for this service is provided by various sources including MoDOT and the Federal Transit Administration. Additionally, a senior tax was recently passed and has been able to help fund a major expansion of the OATS system. As a result, all demands and needs are being addressed and met.

Branson currently has ten different taxi/shuttle services that are available by request to transport residents and visitors throughout the Branson Area. Limited transportation options are available to and from the Branson Airport.

Figure 28: Road Hierarchy

This map illustrates the road hierarchy within Branson City, Missouri. The roads are color-coded according to their function: Freeway (red), Arterial (orange), Collector (green), and Local (blue). The map also shows Branson City Limits (yellow), Parcel Boundaries (white), and Buildings (black). Key roads include US Highway 65, US Highway 76, US Highway 376, US Highway 265, US Highway 165, and US Highway 248. Other roads shown are Shepherd of the Hills Expwy, Roark Valley Rd, Gretna Rd, James F. Epps Rd, Veterans Blvd, W Main St, Keeter St, Green Mountain Dr, and Fall Creek Rd. The map includes a legend, a scale bar (1 inch equals 4,000 feet), and a north arrow. The map is titled "Figure 28: Road Hierarchy" and is part of the Branson City Comprehensive Zoning Ordinance.

Road Hierarchy

- Freeway
- Arterial
- Collector
- Local

Branson City Limits

Parcel Boundary

Building

0 0.5 1 Miles

1 inch equals 4,000 feet

TerraCognitoGIS

Source: Aerial Imagery, Topographic Data, and Other Sources

North Arrow



Within the downtown, there is a free, rubber-tire trolley to get people around the area. Additionally, the Branson Landing also operates a free trolley to serve its visitors.



Downtown's free trolley

Safety

Crash information over a five-year period (inclusive of years 2005 through 2009) throughout the city was reviewed in order to determine if there were trends or particular areas prone to certain types of crashes. The largest percentage of crashes (37%), involve rear-end collisions. Other significant types of crashes include those associated with left and right turns (totaling nearly 26%) and out-of-control collisions (18%). These patterns are consistent with other similar cities, and Branson will continue the pursuit of a safe roadway system.

Major Traffic Generators

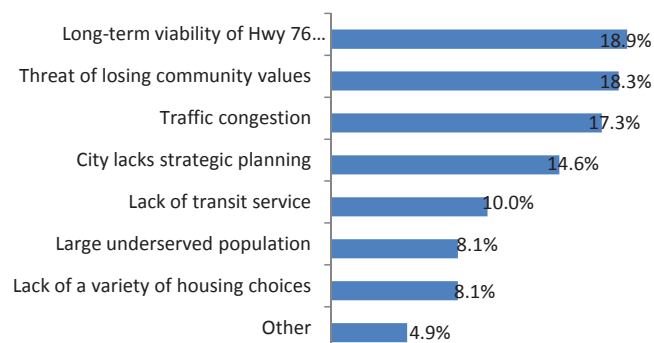
The City of Branson has a population of 10,520 according to the 2010 Census and is the largest city in Taney County that has a population of 51,675. There are 4,688 households with an average occupancy rate of 2.20 persons per household. Total employment was estimated to be 26,218 in July 2010 due to the height of the tourism season. Due to low point of the tourist year, employment estimates dipped to 20,846 in January 2011. According to the 2006-2008 Census Place of Work data, 6,499 workers commute to Taney County from other Missouri counties, while an additional 1,330 workers commute from counties within Arkansas. Additionally, 2,117 workers commute out of Taney County to other areas in the region.

DESIRED FUTURE

Traffic Congestion

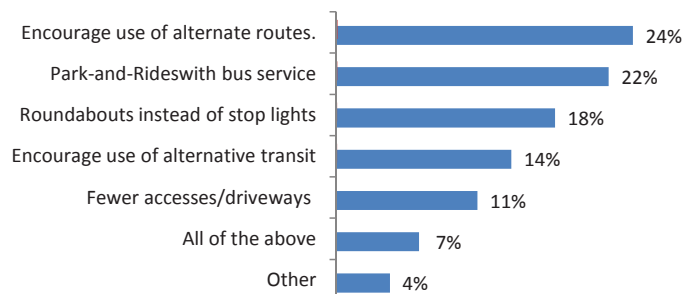
Traffic congestion received a lot of attention with the community and stakeholders throughout this process. It ranked number three amongst the community when asked about their biggest concern about the City today.

Which of the following are your biggest concerns about the city today? (Select up to 2)



76 Country Blvd. creates the most notable traffic because of the many entertainment destinations that line the roadway, it is only three lanes wide and because it is the primary east/west connection through the City. In addition, its physical constraints on both sides of the right-of-way limit the ability to widen the roadway to accommodate additional travel lanes. Many ideas to alleviate traffic were explored with the community in the public workshops. The most favored options were encouraging the use of the existing yellow, blue and red route alternatives, establishing park-n-ride locations connected with transit service and using roundabouts at key locations instead of stop lights. These strategies will need to be explored in a Transportation Master Plan and in a corridor study of 76 Country Blvd..

To alleviate traffic congestion on Highway 76, would you support.... (select all that apply)



Desired Future

The transportation master plan, currently budgeted to take place in 2012, will identify long-term solutions to manage all means of transportation throughout the City.

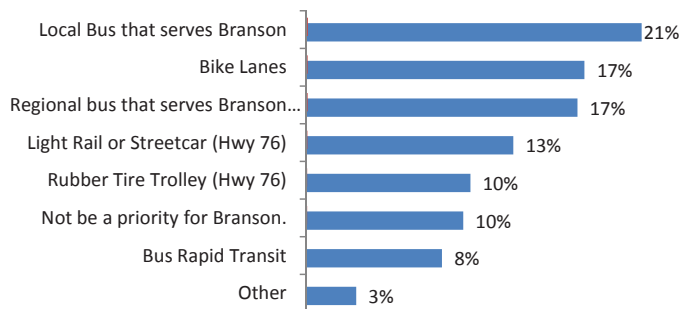


Traffic on 76 Country Blvd.

Alternative Transportation

When respondents were asked what transit types should be explored in the City, 21 percent said a local bus that serves the entire Branson community, followed by bike lanes and a regional bus system that serves the greater area.

**I believe the following transit types should be explored:
(select up to two) (multiple choice)**



When polled, the workforce provided a conflicting response as it relates to public transportation. When asked if he/she would take public transportation to get to and from work, 63 percent of the 844 respondents said "no". However, it should be noted that only 28 percent of the respondents were in the service sectors which is generally the workforce that needs public transportation. The remaining 68 percent were in government or health care positions in the City.

In general, there was a common sentiment amongst the community to provide transportation alternatives to the automobile that will serve all demographics and socioeconomics. In the Strategic Plan the City identified "develop a mass transit system" as a goal. The feasibility and implementation of various public transportation alternatives will be studied further in a Transportation Master Plan.

Pedestrian Movement

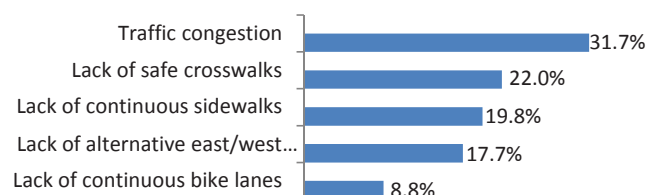
According to the community leaders and stakeholders in Branson, pedestrian safety is an important concern. Particularly important is improving pedestrian access along 76 Country Blvd. and providing better pedestrian mobility through a series of connected trails, better connectivity from downtown to the entertainment district along 76 Country Blvd. and better connectivity throughout neighborhoods.



Traffic on 76 Country Blvd.

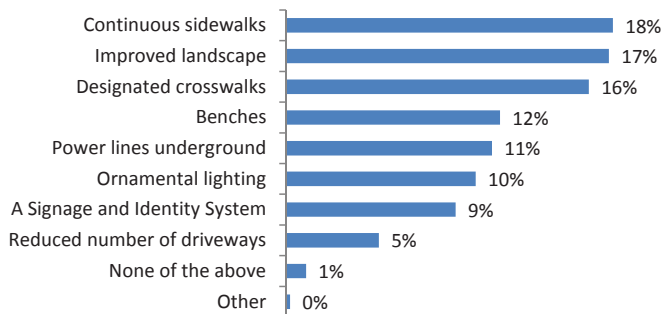
The sidewalks along 76 Country Blvd. are visually and physically inconsistent. They were recently reconstructed to accommodate handicapped accessibility and in doing so, many sections of the sidewalks were brought down to the same grade as the roadway and the curb was constructed on the outside edge of the sidewalk. This condition creates little physical or visual separation between the sidewalk and the drive lanes. Twenty-two percent of respondents rated "lack of safe sidewalks" and 19.8 percent rated "lack of continuous sidewalks" as their biggest concern along 76 Country Blvd..

Which traffic issues concern you the most along Highway 76? (select up to 3)



When asked what area residents would like to see to improve the pedestrian experience and safety along 76 Country Blvd., the top responses were continuous sidewalks, improved landscape and designated crosswalks. Similarly, in the 2010-2014 Capital Improvements Plan, City coffers are set aside for pedestrian improvements.

To improve the pedestrian experience and safety, I would like to see..... (check all that apply)



Shown in Figures 27 and 28 are Branson's typical cross sections of a major arterial and a commercial collector, respectively. Arterial streets are corridors that primarily serve the highest traffic volumes in the region. They connect communities to other commercial or residential districts, and connect to major state and interstate highways. A typical major arterial has between four and six lanes, with a 12-foot minimum width (excluding curb and gutter) for each lane. The width of the median varies from 16 to 40 feet and the right-of-way varies from 100 to 150 feet.

A commercial collector is a street that collects traffic to and from commercial, industrial or other urban areas, and distributes that traffic to arterial streets. These types of collectors typically have two to four lanes, with a 12-foot minimum width (excluding curb and gutter) for each lane. There is usually not a median present on commercial collectors. The right-of-way varies from 60 to 100 feet, including 5-foot sidewalks on both sides.

Growth to Street Network

As development continues, it is possible that arterial and collector streets may be added or extended to develop a more comprehensive street network. In doing so, the City will continue to utilize the construction specifications, design criteria and guidelines they adopted over 20 years ago. These documents continue to provide state-of-the-art methods and exceed the current industry standards, and will continually be evaluated for updates when necessary.

Figure 29: Typical Section – Major Arterial

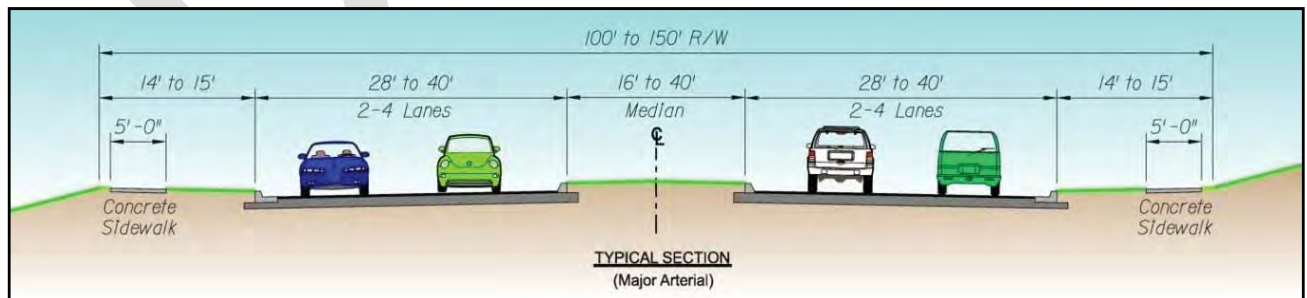
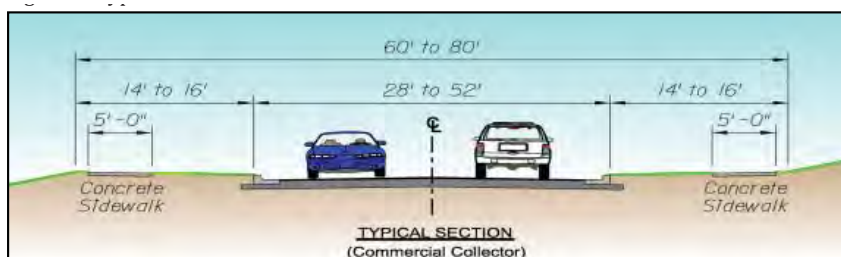


Figure 30: Typical Section – Commercial Collector



Desired Future

Access Management Guidelines

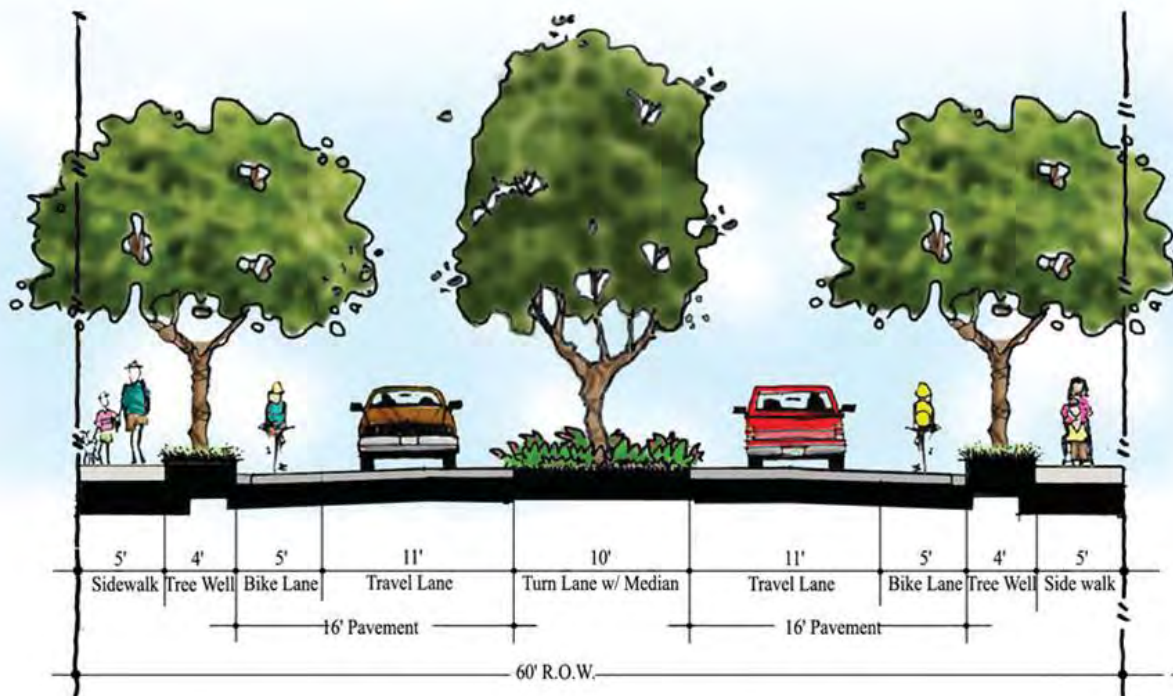
MoDOT's Access Management Guidelines aims to improve safety for motorists and pedestrians, decrease delay through more efficient operations, stimulate economic growth, decrease emissions and provide aesthetic improvements.²⁵ The term "access" refers to the ability to enter or leave a business, residence or land parcel from a public roadway via a connecting driveway. Recommended distances between driveways, signalized intersections and other roadways generate less traffic congestion and aid in traffic flow. Likewise, driveways or other openings where sight distance is insufficient are dangerous to both motorists and pedestrians. Access Management Guidelines provides these recommendations to ensure safety and maintain the functional hierarchy of roadways.

Although Access Management Guidelines apply specifically to MoDOT routes, it is wise that the city always considers such guidelines when planning for future capacity improvements or retrofitting existing locally-controlled corridors. Access management is a proactive step in anticipating and planning for the city's future needs.

Should Branson adopt either Access Management Guidelines, as some states and local governments chose to do, or Access Management Codes that have the additional weight of laws and ordinances behind them, it would be ideal to develop these guidelines specifically for Branson. The basic principles outlined by MoDOT will provide great guidance to the City. Specific judgment will need to be made as to which classifications, per MoDOT, are appropriate for Branson because of the differing road classification criteria. MoDOT classifies roadways based on their priority for statewide travel, as opposed to a city focused on local or regional travel. These guidelines can be implemented into the initial planning and design stages of projects. As future improvements are made to the city's street network, access management considerations can play an important role in maintaining safety and increasing capacity along Branson's roadways.

Recently, MoDOT has begun consideration to revise their guidelines to align with the guidelines for Complete Streets. Although no formal action has occurred, MoDOT has hosted workshops to showcase and provide further information on these principles. Complete Streets simply encourages us to make our streets, roadways and sidewalks accessible, safe, efficient and useable for all people. The opportunity may exist for MoDOT to launch this pilot program in cooperation with Branson as the guiding principles for improving 76 Country Blvd.

Figure 31: Typical Section – A Complete Street



²⁵ Missouri Department of Transportation Access Management Guidelines. June 6, 2003.

STRATEGIES & ACTIONS

TR-1: Road Network. The City will have a strong, comprehensive street network that manages traffic congestion, provides clear alternate routes and that is well maintained.

TR Strategy 1.1. Strong Street Network. Maintain a strong street network that supports the traffic generated from the adjacent land uses and accommodates future growth.



- Action 1.1.1 Continue to work with local, county and state governmental entities in the expansion, maintenance and enhancement of the roadway system to ensure that planning efforts are coordinated.



- Action 1.1.2 Design and maintain City roads to sufficiently accommodate the projected growth and tourism traffic in a coordinated way.



- Action 1.1.3 Continue to monitor traffic volumes and crash patterns to determine where transportation investments and infrastructure could provide benefits to the community.



- Action 1.1.4 Continue to regularly evaluate typical road standards (cross sections) for rights-of-way of each road classification to include sidewalks, on-street parking, driving lanes, bike lanes, landscaping, median type, street lighting, etc. and update as necessary.



- Action 1.1.5 Design new transportation infrastructure to be sensitive to its context, also known as context sensitive design.

Roadways should move automobiles, bicycles and pedestrians safely and efficiently but should also be sensitive to the environment, adjacent land uses, scenic and aesthetic values of the area.

Refer to Community Character Strategy 6.2 for additional information regarding streets.

TR Strategy 1.2 Access Management/Complete Streets Guidelines. Develop Access Management/Complete Streets Guidelines to improve safety and capacity on all City Arterial and Collector Roadways.



- Action 1.2.1 Establish and adopt Access Management/Complete Streets Guidelines for Branson's roadways using the Missouri Department of Transportation's (MoDOT) guidelines as a basis. Customize the classifications per Branson's road standards.

As future improvements are made to the city's street network, access management considerations can play an important role in improving safety and increasing capacity along Branson's roadways.



- Action 1.2.2 Review and consider MoDOT Access Management/Complete Streets Guidelines when planning for future capacity improvements or retrofitting locally-controlled corridors.

Strategies & Actions



- Action 1.2.3 Reduce the number of curb-cuts, or business driveways, along 76 Country Blvd. and other high volume roadways while still efficiently maintaining traffic flow. This can be achieved through establishing shared driveways to access multiple businesses.

This overall strategy could be addressed in a corridor study or 76 Country Blvd. Sub-Area Plan.

TR Strategy 1.3 Parking Requirements. Incentivize entertainment venues to promote the use of alternative transportation.



- Action 1.3.1 Define and document incentives for entertainment businesses that promote the use of alternative transportation modes. For instance, reducing the number of parking spaces required in exchange for providing space for bus stops on private property (within the curb-to-curb zone).

TR-2: Signage/Way-Finding. The City will develop a clear way-finding system to help residents and visitors navigate through the community as efficiently and easily as possible.

TR Strategy 2.1. Signage/Way-Finding. Provide a clear City-wide signage and wayfinding system that helps orient drivers and encourages the use of alternative transportation routes and designated public parking areas.



- Action 2.1.1 Design and implement a new signage and wayfinding system that either clearly designates the blue, yellow and red routes to provide alternatives to traffic on 76 Country Blvd. or establishes an entirely new system.

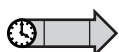


- Action 2.1.2 Establish a City-wide signage system that reflects the City of Branson and that can be easily viewed and understood while driving by at reasonable speeds.

Refer to Community Character Strategy 1.1 and Tourism Action 4.4.2 for additional signage and wayfinding strategies and actions.

TR-3: Pedestrian & Bicycle Systems & Safety. Walking and biking will be practical, accessible, safe and an enjoyable means of travel for residents and visitors.

TR Strategy 3.1. Pedestrian Walkability. Provide adequate sidewalks and cross walks along all residential and commercial roadways to promote and allow for pedestrian walkability.



- Action 3.1.1 Analyze the city-wide pedestrian network and ensure direct pedestrian connections are available from places of residence, schools, neighborhood centers, work and public facilities.



- Action 3.1.2 Explore the design and implementation of pedestrian safe refuge islands along 76 Country Blvd. to allow for pedestrian cross walks.
The location of these islands should be carefully considered so as not to impede the functions of driveways, emergency access and intersection operations.



- Action 3.1.3 Explore regularly spaced crosswalks at key, high traffic intersections along 76 Country Blvd. and other high volume roadways. Work with a consultant to determine streetscape design and specific cross walk treatment such as texture, color lighting, ramps, landscaping, etc.



- Action 3.1.4 Work with MoDOT to determine safe, innovative and appropriate sidewalk conditions on state roadways such as 76 Country Blvd.. Look to other Missouri communities for successful examples.

TR Strategy 3.2 Trail & Bike System. Integrate pedestrian sidewalks and walkways with the City's trail network.



- Action 3.2.1 Continue to explore the installation or striping of bike lanes on key arterial roadways to provide alternative transportation modes. These bike lanes should provide logical connections to the City-wide trail system.



- Action 3.2.2 Develop and document regulations for new neighborhood development to provide trail connections to the greater City-wide trail system where possible.



- Action 3.2.3 Connect sidewalks and (future) bike lanes to trailheads.
Refer to Parks, Open Space & Recreation Strategy 3.1 for additional trail strategies and actions.

TR-4: Public Transportation System. Branson will develop and sustain a safe, convenient and efficient transportation system that is coordinated with adjacent municipalities and counties.

TR Strategy 4.1. Transportation Master Plan. Develop a comprehensive transportation master plan, identifying long-term solutions to manage all means of transportation.



- Action 4.1.1 The Master Plan should include a thorough analysis of all roadways, pedestrian and bike circulation well as an analysis of multiple transportation alternatives.



- Action 4.1.2 Review and evaluate the Master Plan regularly (at least every five (5) years) and update as necessary.

TR Strategy 4.2 Park Once. Develop a “park once” program by combining convenient parking lots that are coordinated within walking distances of retail, offices, attractions and coordinate with future transit services.



- Action 4.2.1 Work to implement a demonstration project for a park-n-ride lot to illustrate the value and success of these facilities to the community.

Strategies & Actions



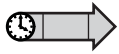
- Action 4.2.2 Identify appropriate locations and scale of the park-n-ride lots along 76 Country Blvd.. Work with business owners and property owners to consolidate the necessary land to designate the consolidated parking lots as such.

Strategically locate the parking lots to reduce vehicular demands in congested areas.

TR Strategy 4.3. Public Transit. Analyze transportation options to serve the local population throughout the community and tourists along 76 Country Blvd. and to alleviate traffic congestion.



- Action 4.3.1 Study the opportunity for fixed-transit routes, standard bus service and bus rapid transit.



- Action 4.3.2 Create a transportation system that connects park-n-ride lots, centers, Branson destinations and residential neighborhoods throughout the City. Provide transportation stops to make it easy for transit riders to easily access local services, work and home.



- Action 4.3.3 Provide transportation stops in locations that provide direct connections to other modes of transportation (trail system, (future) regional transportation, etc.).



- Action 4.3.4 Explore the use of transportation demand management (TDM) techniques to reduce the demand and congestion of traffic on the roadways. This could include the introduction of staggered show times or the encouragement of carpooling or vanpooling.

TR Strategy 4.4 Coordination with Local Agencies & Communities. Continue to cooperate with Taney County and other local agencies to solidify a public transportation system to serve the region.



- Action 4.4.1 Continue to work with local, county and state governmental entities in the expansion, maintenance and enhancement of the transportation system to ensure that planning efforts are coordinated.



- Action 4.4.2 Continue to pursue new and innovative funding strategies and partnerships.

TR-5: Air Access. The airports will continue to provide private and commercial air access to the Branson area.

TR Strategy 5.1 Area Airports. Continue to encourage the local airports as regional transportation assets and employers.



- Action 5.1.1 Protect the airports and their airspace through appropriate planning and zoning regulations.

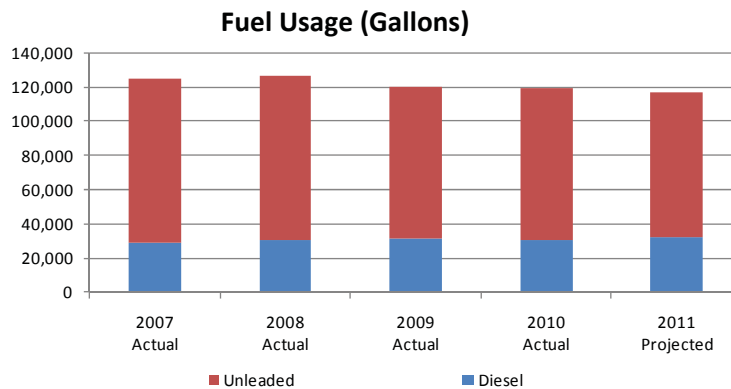


- Action 5.1.2 Continue to work with the airports in the expansion, maintenance and enhancement of their operations to ensure future planning efforts are coordinated.

Refer to Economic Development Actions 1.3.3 and 1.3.4 for additional information about air access.

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City.

- **(-) Average Vehicle Miles Traveled**
- **(-) Vehicle Accident rate** (Source: City Police Department)
 - Baseline: (2007) 1,436, (2008) 1,255, (2009) 1,174, (2010) 1,255
- **(-) City's Total Fuel Consumption as an indicator of fuel economy and conservation (gallons)** (Source: City Public Works Department)
 - Baseline: (2007) 124,609, (2008) 126,177, (2009) 119,929, (2010) 117,165



- **(-) Pedestrian/vehicle accident rate** (Source: City Police Department)
- **(-) Roadway Level of Service** (Source: City Public Works Department)
- **(+) Pedestrian activity** (Source: Anecdotal)
- **(+) Mobility/Travel Modes**

INFRASTRUCTURE & ENVIRONMENT

POLICIES

- Utilities
- Solid Waste Management
- Water
- Air Quality
- Environmental Sustainability
- Energy Efficiency

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Solar panels

The City of Branson has gone through a period of considerable growth over the past 20 years and continues to be a growing community. As growth has occurred, the demand on the existing infrastructure and the impact on the areas environmental resources have also increased. The City has recognized the importance of being environmental stewards of the land to maintain Branson as a desirable community to live and visit. Similarly, the community understands it must be proactive to ensure that the necessary infrastructure is available, not only to support its residents, but also the many tourists that visit Branson throughout the year.

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The environmental and infrastructure policies include:

- **EI-1: Utilities.** Branson will develop infrastructure at a pace that supports the population growth and at a rate that allows the City to provide sufficient services without a financial burden.
- **EI-2: Solid Waste Management.** Branson will have a solid waste management plan and a contract for solid waste services with sanitation provider(s) that will include a curbside recycling service that ensures those materials remain of high quality so they can be recycled and actually reused in the future.
- **EI-3: Water.** The City will continually protect its water resources in order to maintain water quality of streams and aquifers and to preserve existing hydrology patterns.
- **EI-4: Air Quality.** Air quality will be maintained at a healthy level as the City grows.
- **EI-5: Environmental Sustainability.** Branson will be good stewards of the land and the environment by enhancing existing ecosystems.
- **EI-6: Energy Efficiency.** Branson will expand efforts and develop new strategies for increased energy efficiency and use of renewable energy.

BACKGROUND

Stormwater and Water Quality

The watersheds that establish the natural flow patterns within the City are defined by Cooper Creek, Fall Creek, Roark Creek and Bee Creek. Each of these watersheds flows generally south and east to Lake Taneycomo.

Stormwater runoff within each of these watersheds is directly impacted by soil types, terrain, and the level of development within each watershed. The soil types within the city are generally rocky with moderate to steep slopes and moderately high to high infiltration rates. Major soil types present within City limits include Gasconade-Gatewood-Rock outcrop complex, Ocie-Gatewood complex, Knobby-Rock complex, and Viraton silt loam.

Growth and rapid development within Branson and the surrounding area has caused an increase in the rate and volume of stormwater runoff in these watersheds. This increase in flow has occurred due to the addition of large impervious surfaces associated with these developments, which decrease the opportunity for natural stormwater infiltration. This condition presents a greater risk to areas already prone to flooding. Current floodplain hazard mapping is indicated on the Flood Hazard map (Figure 22. in Open Space, Parks and Recreation Chapter).

It is Branson's strategy to require new developments within City limits to comply with approved stormwater regulations. These regulations address stormwater quantity concerns and are defined in the "City of Branson Design Criteria for Public Improvement Projects, June 2009." Regulations require the construction of detention improvements to reduce post-development flows back to pre-development rates prior to discharge. Although detention requirements are in place for new construction, many of the developed properties within the City were originally built outside of the City limits and have been annexed into the City. These properties are not required to retroactively implement the stormwater practices required by the City and further contribute to flooding problems within the watersheds.

At this time, Branson's stormwater regulations are limited. The City does not require all new development to implement stormwater best management practices (BMPs). It is handled on an individual case-by-case basis. Stormwater BMPs practices are regulated in developments that included such guidelines in their original development applications. A notable stormwater quality effort within the City is the Baysaver, water filter units installed under the Branson Landing parking lot. Three filters were installed to clean the water prior to flow into Lake Taneycomo at a cost of roughly one million dollars.

Due to the 2010 Census data stating Branson's population over 10,000, the City must now comply with the U.S. Environmental Protection Agency's (EPA) requirements for Municipal Storm Sewer Systems (MS4s). These EPA requirements normally dictate water quality treatment.



Lake Taneycomo

Water System

Residents and businesses within the City limits of Branson currently receive water from four individual providers. These providers include City of Branson Water along with three private entities – Taney County Water District #3, Tri-States Utility, Inc., and American Water. Stone County Water District #2 also provides water in the Branson area but does not supply water within City limits. The location of the service areas of each provider can be described geographically as follows or as indicated on the Water Infrastructure map (Figure 30).

- Taney County Public Water Supply District #3 (PWSD #3) is located in the northern part of the City, generally north and east of Roark Creek in the Bee Creek basin. Water supply in this district is provided by nine wells with a capacity of 2.3 million gallons. Future plans to expand their existing service area are currently being considered.

Background

- City of Branson Water is located in the central portion of the City and is the only public provider within City Limits. Water supply is obtained from a combination of raw water from Lake Taneycomo and six wells. Raw water is treated in two water treatment plants (WTP) which provide the primary source of water in this service area while the wells are used only during high demand periods. The Meadows WTP has a rated capacity of 5 MGD and the Cliff Drive WTP has a rated capacity of 1.2 MGD. The six wells have a combined capacity of 4.3 MGD and a firm capacity of 3.3 MGD. Total capacity of all sources is 10.5 MGD with firm capacity of 9.5 MGD.
- As demand grows in the City of Branson Water service area, plans to expand the Meadows WTP are being considered. The Cliff Drive WTP is aging and would be difficult to expand or upgrade. The Meadows WTP was intended to be expanded from 5 MGD to 10 MGD in two phases of 2.5 MGD each.
- Tri-States Utility, Inc. is located in the southern part of the City extending from western Taney County to Lake Taneycomo along the southern limits of the City of Branson Water service area. Water supply within this service area is provided by 2 wells with a capacity of 1 million gallons. As demand continues to grow, Tri-States Utility plans to add a third well.
- American Water is the smallest provider within City limits and supplies potable water to residents of Taneycomo Acres. This development is located between Fall Creek Road and Lake Taneycomo between Caudill Way and Jupiter Way. Taneycomo Acres is currently near full build out and significant increases in demand are not expected to be encountered within the next 20 years.

Table 18: Total Branson Water Demand Projections

	Avg. Day	Max Day	MD/AD Ratio
2008	3.21	5.33	1.66
2013	4.8	8.6	1.8
2018	5.3	9.5	1.8
2028	6.2	11.1	1.8

Wastewater Collection and Treatment System

The service area of the existing wastewater collection and treatment system for the City of Branson generally follows the watershed boundaries found within the City and surrounding areas. The four major watersheds include Cooper Creek and Fall Creek generally located in the south and Roark Creek and Bee Creek generally located in the north part of the service area. The City owns and operates two wastewater treatment plants (WWTP). Cooper Creek WWTP serves the Cooper Creek and Fall Creek basins to the south and Compton Drive WWTP serves the Roark Creek and Bee Creek basins to the north. The service areas for each WWTP are indicated on the Wastewater Infrastructure map. Projected flows to each WWTP are shown in Table 19:

Table 19: Projected Compton Drive & Cooper Creek WWTP Flows

Year	Compton Drive WWTP		Cooper Creek WWTP	
	Average Daily Flow (ADF)	Max Month ADF	Average Daily Flow	Max Month ADF
2009	3.22	4.5	1.9	2.66
2014	3.93	5.5	2.18	3.05
2019	4.6	6.43	2.42	3.39
2024	5.32	7.45	2.7	3.79
2029	5.88	8.23	3.03	4.25

Notes:

- (1) Source Wastewater Conveyance System Study for the Roark Creek, Bee Creek, and Cooper Creek Basins, Archer, 2007
- (2) Estimated based upon 4.5:1 peak hour ratio measured at Cooper Creek WWTP

The Compton Drive WWTP is currently permitted to treat 5.3 million gallons per day (MGD). Although this treatment plant was intended to provide a peaking capacity of 10.6 MGD, current hydraulic limitations within the plant restrict the peaking capacity to 8.5 MGD. Recommendations for upgrades to the treatment plant were made due to the excess of the projected peak hourly flows beyond the restricted peaking capacity. However, the Compton Drive WWTP is situated in a location where it is essentially landlocked making further expansion of the existing plant economically unfeasible due to the lack of available land.

Figure 32: Water Infrastructure

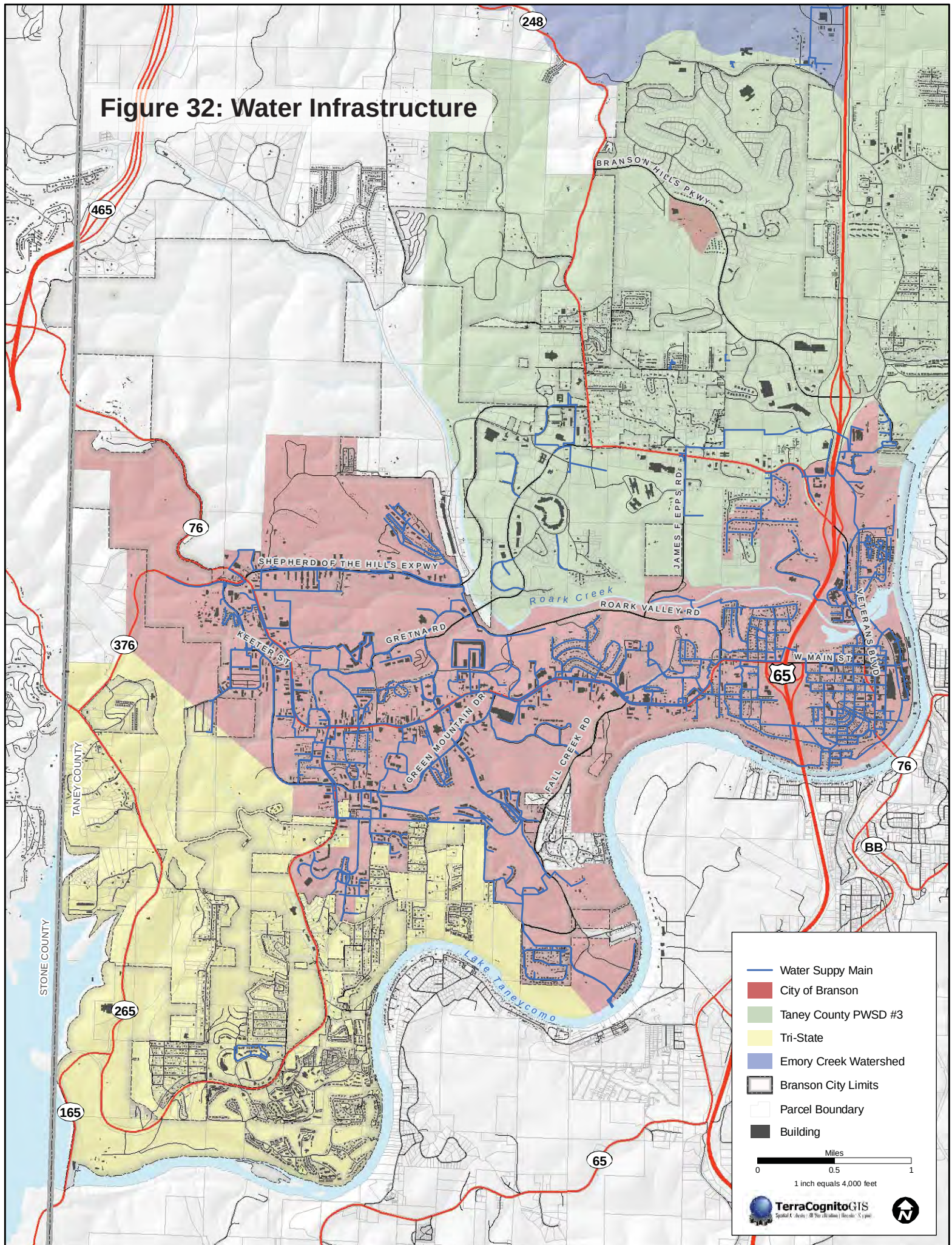
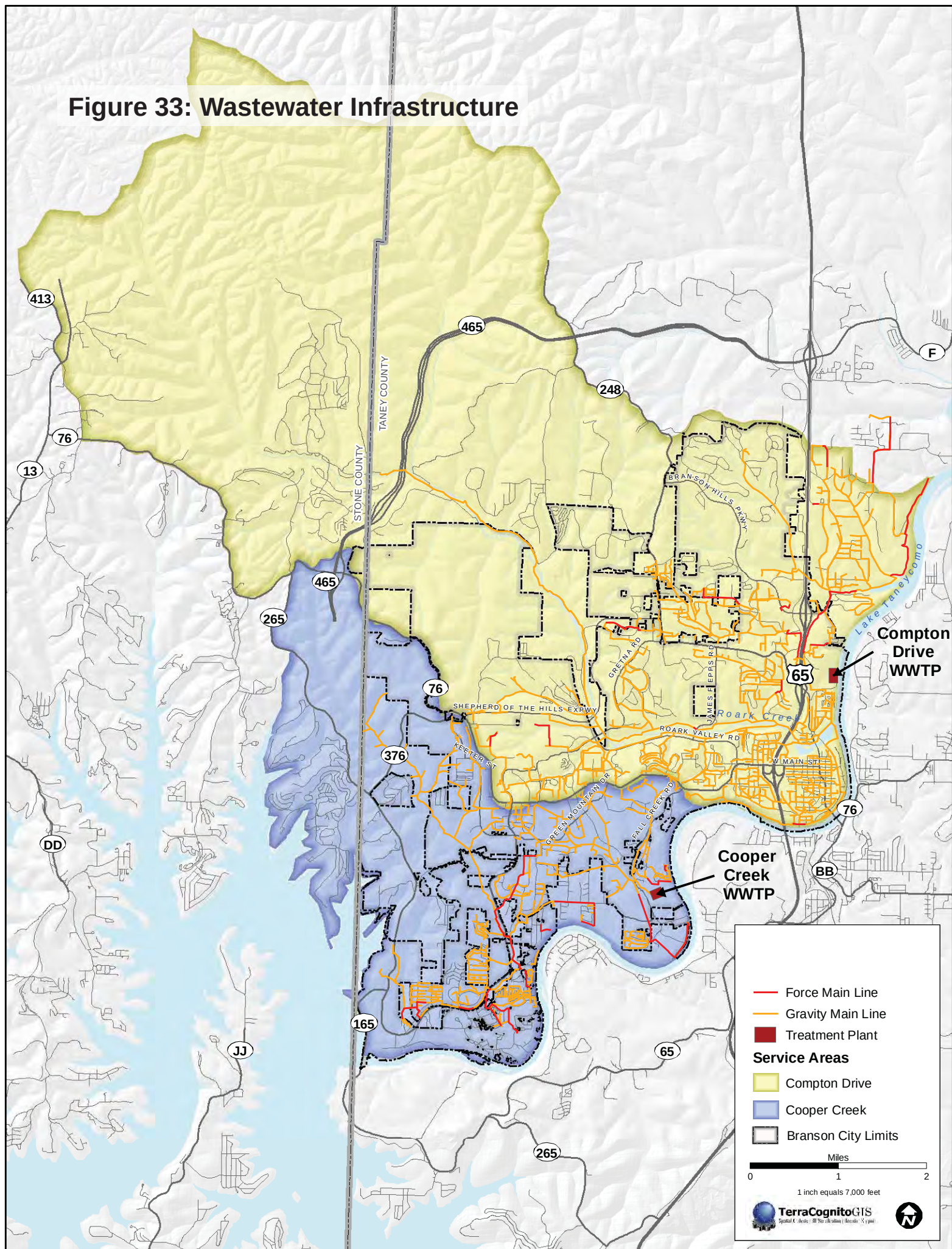


Figure 33: Wastewater Infrastructure



The long term strategy adopted by the City is to increase the peaking capacity to 10.6 MGD at the Compton Drive WWTP and divert excess flows to Cooper Creek WWTP. This strategy allows the City to maximize the capacity of the Compton Drive WWTP and concentrate its funds on improvements to the conveyance system and upgrades to the Cooper Creek WWTP.

In 2011, the City of Branson completed construction on the recommended capacity improvements to the Compton Drive WWTP. Additionally, the City is planning for expansion of the Cooper Creek WWTP and associated conveyance improvements to divert excess flows from the Compton Drive WWTP.

Privately Owned Service Utilities

Additional utility systems owned, operated, and maintained by private entities provide essential services to the residents and business located within Branson city limits. These utilities include natural gas systems, electrical systems, cable & internet, and phone & fiber optics.

Natural Gas

Natural gas service is now available to users within the City limits of Branson. Southern Missouri Natural Gas just completed constructing phase I of a new gas distribution system. Phase I of construction includes approximately 51.5 miles of 2"-6" HDPE gas line which will service an estimated 600 new customers in the Branson area. Extents of the Phase I improvements are indicated on the Natural Gas Infrastructure map. Phase II of construction is currently being planned and it is estimated that this phase will bring the service line total to 123 miles of 2"-8" HDPE and steel gas service lines in the Branson area. Phase II is preliminarily expected to be constructed by spring of 2012.

Communication Services

Communication services are provided throughout the Branson area by two providers. Suddenlink is a provider of cable television, internet, and phone service. CenturyLink is a provider of phone and fiber optic service lines. Neither of these utility providers expressed any concern with meeting demands associated with current or future growth within the Branson area. No major expansions are planned at this time.

Electrical Service

Electrical service within the City of Branson is currently provided by two entities, Empire District Electric Company, an investor owned utility (IOU) and White River Valley Electric Cooperative, a member owned utility (CO-OP). The City's franchise agreement is with Empire District Electric Company so there is a common misconception that there is only one service provider. The service areas of these two entities have geographic overlap. Within city limits, Empire District Electric Company currently provides service to approximately 80% of the service area and White River Valley Electric Cooperative provides service to the remaining 20%. As a general rule, Empire District Electric Company provides service to new customers within the city limits while White River Valley Electric Cooperative generally maintains service to customers that have been annexed into the City over time. Additionally, territory service agreements between Empire District Electric Company and White River Valley Electric Cooperative exist.

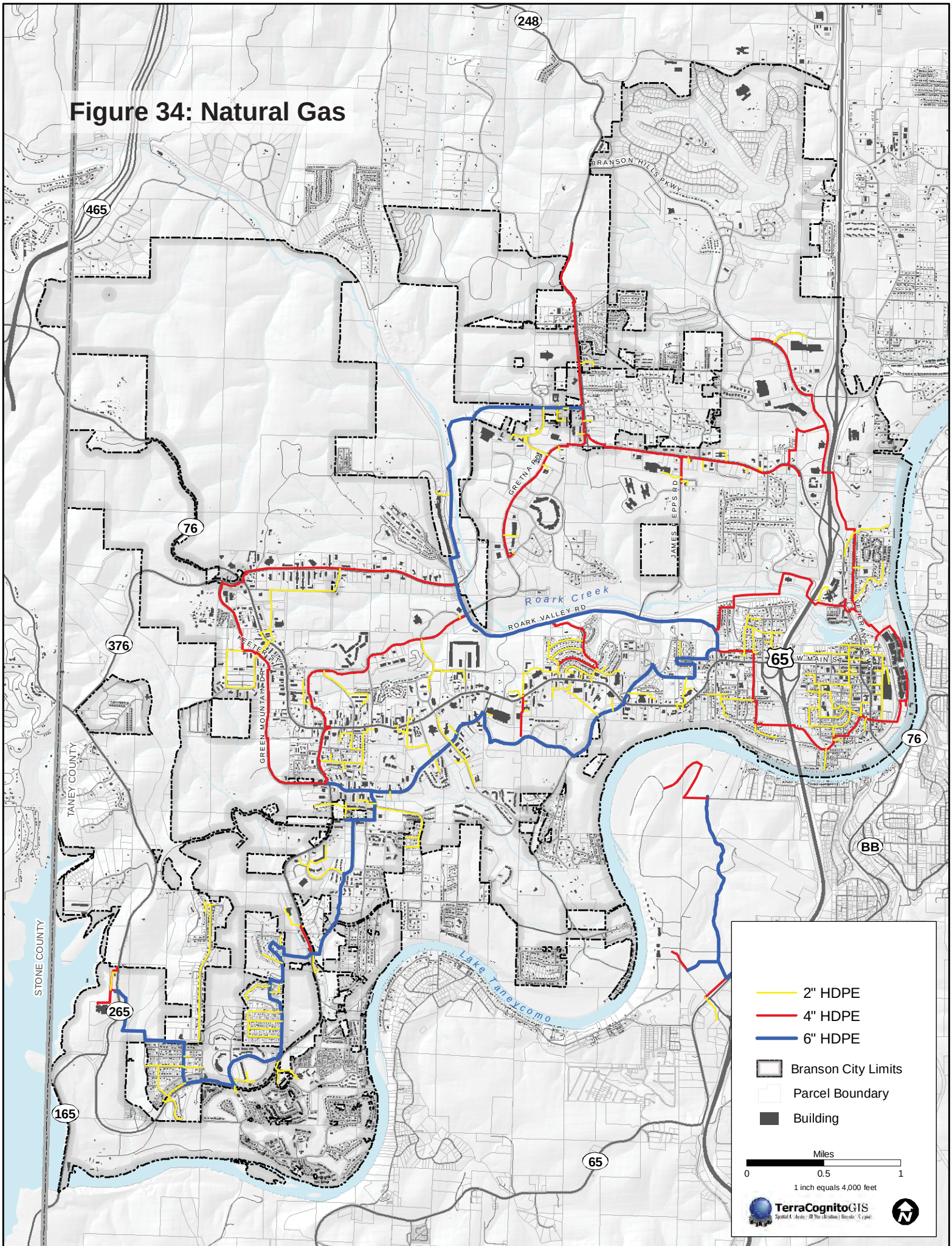
Currently, both Empire District Electric Company and White River Valley Electric Cooperative have an adequate supply of energy to meet current and future electrical needs.

In contrast, Table Rock Dam generates power which is then sold to Southwest Power Administration who uses it to service other areas throughout the country, including larger metropolitan cities. By selling this energy onto the grid, it leaves the area and a significant amount of power is lost through these transmissions as a result. A more sustainable use of Table Rock Dam's power would be to use it locally. Further investigation into this would benefit the community and region.



Aerial view of Table Rock Dam

Figure 34: Natural Gas

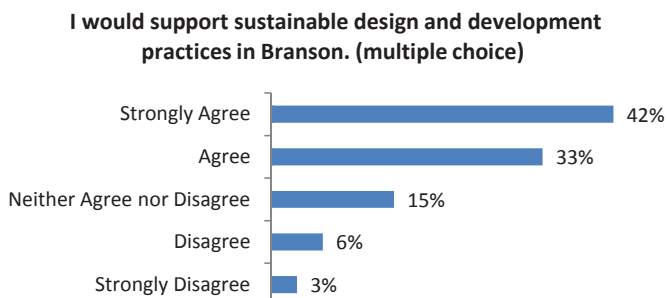


DESIRED FUTURE

Other planning efforts for the City of Branson, specific policies and objectives for the community provide additional insight into the direction that City leaders intend to take the City. This section summarizes the desired future for environment and infrastructure resources based upon policies from existing plans that are in place and community input.

The City of Branson is a growing community with leadership that has recognized the need to be proactive in ensuring that the necessary infrastructure is in place to sustain anticipated growth in the area. Through the implementation of specific strategies and actions items, Branson will make the necessary adjustments to effectively promote development that is sustainable with respect to available resources while minimizing the negative impacts of growth on the natural environment. Residences and businesses within the community will be encouraged to utilize safe and reliable services that are designed and constructed in compliance with City standards. These services ultimately will be financially supported by the users of these systems.

The community is in support of sustainable design and development practices in Branson. Seventy-five percent of respondents either “strongly agreed” or “agreed” when they were asked if they would support sustainable design and development practices.



Objectives relating to environmental and infrastructure resources are categorized into: environmental resources, stormwater & water quality, wastewater & water, and power.

Environmental Resources

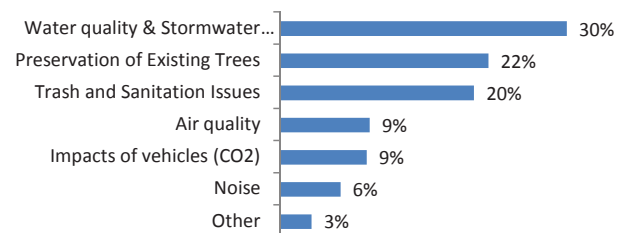
The City will be responsible stewards of environmental resources. It will preserve the area's natural features by incorporating them into planning and design and by adjusting planning strategies to promote environmental protection and preservation. Per the City's 2020 Strategic Plan, “nature and its preservation for enjoyment for all” is a City goal. The City will grow responsibly and not detrimentally deplete the areas resources (i.e. draw down of water table, minimize visual impact of overhead utilities on the forest canopy).

Refer to the Open Space, Parks and Recreation and the Land Use chapters for more about sustainable building development, preservation of visible hillsides and sensitive lands and sustainable growth initiatives.

Stormwater & Water Quality

When asked what the most important environmental issues to address in Branson are, the top response from respondents was “water quality and stormwater management.”

**I believe the most important environmental issues to address in Branson are.....
(select your top 3)**



Over the next 20 years, the City will develop a comprehensive Stormwater Management Plan to better control runoff, protect watersheds and floodplains. The stormwater management plan will redefine impervious cover regulations and will develop solutions for known problem areas. Intentional measures to slow down runoff or increase conveyance capacity are essential to minimizing flooding risk. Failure to address increased flows can result in increased stream velocities, higher potential for erosion and sediment transport, and the overtopping of undersized pipes and channels. This condition presents a greater risk to areas already prone to flooding. FEMA floodplain mapping within the City is currently being updated to more accurately define the 100-year floodplain and areas at risk to increased runoff.

Desired Future

The City will create a city-wide Water Quality Management Plan as a sustainable growth initiative. The plan will be a proactive approach to future water issues, would precede any directive from the EPA, and would demonstrate high-quality planning and environmental principles. Water quality will be an initiative for the entire City that is handled on a site-by-site basis in order to effectively treat the large basins in the area.

Wastewater & Water

The focus toward redevelopment and infill development of this Community Plan will make full use of underutilized resources in the City and will maximize the use of existing infrastructure facilities. There is a desire amongst community stakeholders to manage growth responsibly.

Infrastructure demands will be managed by ensuring public utilities pay for themselves and the cost burden is equitably shared among the private and public sectors. A portion of infrastructure extension costs will be recouped through development system connection charges. Water and sewer rates will be regularly evaluated to ensure they are covering the cost of service and that they support infrastructure improvements and upgrades as required.

Through 2030, the City will continuously strive to improve utility services. This will be done by establishing a funded repair/replacement infrastructure process that identifies priority areas for current disrepair and areas for infill development opportunities.

Water demand will be incrementally approved (as development occurs) so a large portion of the City's water supply is not allocated early on, before it is needed by respective developments. All water meters will be replaced through the Meter Replacement Program to reduce the amount of water loss and to generate additional revenue for water service. In addition, the City will promote water conservation through education and cooperation between public and private entities.

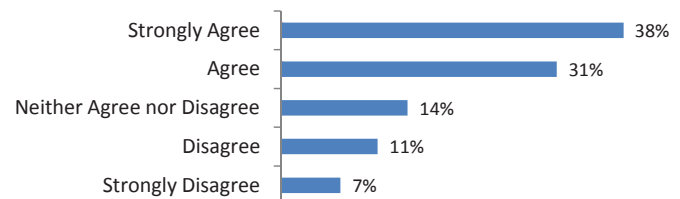
New developments, including developments in the potential Urban Service Area, will be built and upgraded (where necessary) to City development standards. Infrastructure and capital improvement plan budgeting will align future infrastructure improvements with the Community Plan 2030 including the expansion of the Cooper Creek wastewater treatment plant.

Power

Overhead Power Lines

Overhead electric and communication service lines along 76 Country Blvd. through Branson provide service to the area businesses. Through the planning process, there have been discussions regarding the viability of undergrounding these overhead power lines. Estimates from the local electric service providers put construction of new underground lines at approximately 4 times the cost of overhead lines in a greenfield scenario (in \$2010). Future planning would require coordination with two electricity entities (with overlapping service in some locations) that provide service to 76 Country Blvd.. In addition, working around the existing topography conditions of 76 Country Blvd. will present additional challenges and increased costs to this effort. Nevertheless, this long-term goal would significantly improve the streetscape and visual quality of the 76 Country Blvd..

To improve the visual appearance along Highway 76, I believe the overhead power lines should be put underground.



Energy Efficiency

The City will encourage sustainable building development practices to gradually reduce the City's aggregate energy consumption. In the Strategic Plan, the City identified "increase revenues recaptured through energy efficiency" as a goal.

EI-1: Utilities. Branson will develop infrastructure at a pace that supports the population growth and at a rate that allows the City to provide sufficient services without a financial burden.

EI Strategy 1.1 Sustainable Growth. Continuously improve infrastructure services to adequately serve existing residents while planning for future growth.



- Action 1.1.1 Establish a repair/replacement infrastructure plan and process.



- Action 1.1.2 Establish an on-going funding strategy to pay for phased infrastructure improvements. Align infrastructure expansion plans with the Capital Improvements Plan.



- Action 1.1.3 Align infrastructure expansion with growth areas defined in the Community Plan 2030.



- Action 1.1.4 Conduct a cost-benefit analysis of extending infrastructure before agreeing to service new developments. Ensure infrastructure pays for itself.

Refer to Land Use Strategies 2.2, 2.3 and 2.4 for additional actions related to phased utility service.



- Action 1.1.5 Explore more sustainable energy production.



- Action 1.1.6 Improve energy efficiency through energy audits.



- Action 1.1.7 Develop an annexation strategy to ensure development in the surrounding area conforms to the City's plan.

EI Strategy 1.2 Water Quality and Quantity. Be responsible stewards of the land through the preservation of water resources and promoting reduced water consumption.



- Action 1.2.1 Continue to charge out of City water fees for unannexed properties serviced by municipal water.



- Action 1.2.2 Evaluate the water service rates every three years to ensure they cover the cost of providing water and support system maintenance, improvements and upgrades. Increase water rates as necessary to maintain a sustainable budget.



- Action 1.2.3 Continue to charge water rates based on consumption. Consider tiered rates based on higher water use.



- Action 1.2.4 Any future property annexed into the City and not within another provider's service area shall be connected to City water if they are not currently tied to the existing system.



- Action 1.2.5 Coordinate and provide water service only to specific phases of any planned development as they are implemented. Incremental service to developments rather than providing the maximum water demand at the time of entitlement will lessen the need for the expansion of existing facilities until actually necessary.

Refer to Land Use Strategies 2.2, 2.3 and 2.4 for additional actions related to phased utility service.

Strategies & Actions



- Action 1.2.6 Evaluate the ability of existing aquifers to sustain long-term development in the area. Identify alternative water sources and treatment as necessary to maintain the viability of the existing aquifers.



- Action 1.2.7 Based upon the existing water meter program, continue to monitor, maintain and make upgrades as necessary to all residential and business water meters to provide more accurate and reliable measurements leading to increased revenue generated from consumption.



- Action 1.2.8 Pursue water projects that have been identified and planned in master planning documents to provide additional capacities for projected demands on these systems while meeting increasingly higher water quality requirements.



- Action 1.2.9 Design and construct an additional water treatment plant or expand an existing facility to meet future demand.



- Action 1.2.10 Monitor water treatment capacity to ensure that development does not outpace capacity.



- Action 1.2.11 Promote water conservation through education and cooperation between public and private entities.



- Action 1.2.12 Work with adjacent water companies to maintain and improve the water quality of the region and ensure the security of the resources.

El Strategy 1.3 Wastewater. Provide sewer service that accommodates future growth and explore sustainable practices that will reduce the costs and impacts associated with wastewater treatment.



- Action 1.3.1 Design and construct an additional sewer treatment plant or expand existing facilities (i.e. Cooper Creek) to meet future demand.



- Action 1.3.2 Pursue wastewater projects that have been identified and planned in master planning documents to provide additional capacities for projected demands on these systems while meeting increasingly higher water quality requirements.



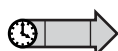
- Action 1.3.3 Evaluate the sewer service rates every three years to ensure they cover the cost of providing service and support system maintenance, improvements and upgrades. Increase rates as necessary to maintain a sustainable budget.



- Action 1.3.4 Any future property annexed into the City shall be connected to the City sewer system if they are not currently tied to the existing system.



- Action 1.3.5 Recoup a portion of infrastructure extension costs through system connection charges.



- Action 1.3.6 Explore the feasibility of making greywater available for irrigation use.

El Strategy 1.4 Stormwater- Drainage. Identify and implement regional and localized drainage improvements that benefit the city and downstream users.



- Action 1.4.1 Complete a city-wide Stormwater Master Plan to more effectively control flooding and water quality issues that threaten the Branson area watersheds.



- Action 1.4.2 Pursue regional stormwater solutions for known problem areas.

- 
 - Action 1.4.3 Further refine stormwater and water quality strategies to gain additional control over runoff from new developments and construction.
- 
 - Action 1.4.4 Evaluate necessary stormwater improvements and watershed studies annually in coordination with the Capital Improvements Plan.
- 
 - Action 1.4.5 Develop a Lake Taneycomo Watershed Master Plan so grant opportunities can be pursued for storm water improvements.
- 
 - Action 1.4.6 Evaluate and make necessary updates to the city's storm water design criteria.
- 
 - Action 1.4.7 Protect and restrict development within areas designated as floodplains by current FEMA floodplain mapping.
- 
 - Action 1.4.8 Pursue new financial sources to help fund long-term stormwater monitoring requirements and awareness.

El Strategy 1.5 Stormwater-Water Quality. Improve water quality in order to positively contribute to the water quality of downstream segments and to demonstrate high-quality planning and environmental principles.

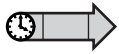
- 
 - Action 1.5.1 Develop stormwater best management practices to reduce the transport of sediment and other pollutants to the natural drainage ways that are essential to the vitality of the community.
- 
 - Action 1.5.2 Explore alternative stormwater construction techniques to reduce development costs (i.e. allow for bioswales as opposed to curb and gutter) and update regulations accordingly.
- 
 - Action 1.5.3 Evaluate and make necessary updates to the city's design criteria, standards and requirements for erosion control measures.
- 
 - Action 1.5.4 Create a city-wide water quality management plan to ensure sustainable growth.

The plan would be proactive to future water issues, would precede any directive from the EPA and would demonstrate high-quality planning and environmental strategies.
- 
 - Action 1.5.5 Promote preservation of natural vegetation and drainage ways and encourage development to incorporate natural features into planning and design.

El Strategy 1.6. Electricity. Provide leadership for the formation of a Branson Common Ground Alliance to maintain positive relationships with White River Electric and Empire Electric for consistent and coordinated management of electric service.

- 
 - Action 1.6.1 Explore undergrounding utilities along 76 Country Blvd.. Work with both electricity providers and relevant stakeholders to define the potential scope and strategy for the effort.
- 
 - Action 1.6.2 Support the expansion and purchase of energy produced by renewable sources (i.e. wind, biomass, table rock dam, etc.).
- 
 - Action 1.6.3 Form consistent and logical standards for management of public rights-of-ways and easements which may include the formation of a Right-of-Way Alliance.

Strategies & Actions



- Action 1.6.4 Form coordinated goals to initiate sustainable practices among our providers, including policies regarding tree maintenance along rights-of-way.

EI-2: Solid Waste Management. Branson will have a solid waste management plan and a contract for solid waste services with sanitation provider(s) that will include a curbside recycling service that ensures those materials remain of high quality so they can be recycled and actually reused in the future.

EI Strategy 2.1 Streamline Services. Provide solid waste disposal and recycling for all residences within the city limits through contract(s) with solid waste disposal firm(s).



- Action 2.1.1 Conduct process to request proposals and then evaluate them for the determination of the best disposal firm(s) to provide services.

EI Strategy 2.2 Recycling. Expand the City's recycling programs.



- Action 2.2.1 Develop public/private committee to identify convenient locations for recycling drop off facilities.



- Action 2.2.2 Develop service coverage to include curb-side recycling for apartments, entertainment, office and retail uses within the City.



- Action 2.2.3 Communicate the availability of recycling opportunities and locations within the City.

EI Strategy 2.3 Appearance of Community/Awareness



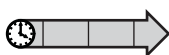
- Action 2.3.1 Evaluate and update current solid waste management ordinances to provide provisions for how to address current trash bins not screened or secured.



- Action 2.3.2 Evaluate and update current solid waste management ordinances to require any new development or redevelopment to provide space for recycle container(s) within required enclosed spaces for trash container(s).

EI-3: Water. The City will continually protect its water resources in order to maintain water quality and quantity of streams and aquifers and to preserve historic hydrology patterns.

EI Strategy 3.1 Water Quality. Enhance and protect the water quality resources of lakes, streams, and creeks.



- Action 3.1.1 Work with state agencies and surrounding jurisdictions to address regional water quality.



- Action 3.1.2 Continue to monitor water quality levels at Lake Taneycomo and area creeks and rivers.



- Action 3.1.3 Protect water quality of lakes and area streams by protecting vegetation and stabilizing soils along the edges of these bodies of water.



- Action 3.1.4 Buffer surface water issues with a well head protection zone or other stream buffers to protect water quality.

EI Strategy 3.2 Water Conservation. Demonstrate commitment to the conservation of water.



- Action 3.2.1 Create municipal water reuse infrastructure and promote greywater reuse by implementing strategies such as water harvesting, green roofs, and pervious surfaces.

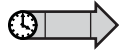
EI Strategy 3.3 Reduce and mitigate the negative environmental impacts of stormwater.



- Action 3.3.1 Ensure stormwater detention areas are designed to protect water quality and open space amenities.



- Action 3.3.2 Reevaluate the City's stormwater standards including the maximum impervious cover requirements.



- Action 3.3.3 Create manual of best practice alternatives for materials and new technologies such as pervious asphalt, pavers, rain gardens, compost filter berms and others.

Refer to Strategies 1.4 and 1.5 for additional drainage and water quality strategies and actions.

EI-4: Air Quality. Air quality will be maintained at a healthy level as the City grows.

EI Strategy 4.1 Traffic. Support strategies that will reduce vehicle miles traveled (VMT) and vehicle trip generation while increasing vehicle occupancy.



- Action 4.1.1 Study and analyze the VMT of Branson residents.



- Action 4.1.2 Establish a city goal for reduced emissions based on an identified benchmark.



- Action 4.1.3 Increase alternative transportation by offering more transit service, connecting key destinations, and expanding the bicycle trail network.



- Action 4.1.4 Decrease VMT by encouraging compact development patterns that include neighborhood centers offering a variety of services within a short distance of residences.

Refer to Transportation Policies 3 and 4 for additional strategies and actions related to alternative transportation.

EI Strategy 4.2 Natural Systems. Protect and enhance natural systems that improve air quality.



- Action 4.2.1 Support community forestry programs and the Tree Board to ensure the City's forest is preserved.

Refer to Land Use Strategy 7.1 for additional strategies and actions related to preservation of natural systems.

Strategies & Actions

El-5: Environmental Sustainability. Branson will be good stewards of the land and the environment by enhancing existing natural systems.

El Strategy 5.1 Floodplain. The City will protect watersheds and floodplains as environmental assets to the community.



- Action 5.1.1 Control and regulate development in sensitive natural areas such as wetlands, floodplains, and critical wildlife habitat areas.

When not possible to prohibit development, the development should integrate sensitive areas to minimize the impact to the greatest extent possible.



- Action. 5.1.2 Coordinate with Taney County and other agencies and non-profits to identify, purchase and rehabilitate hydrological sensitive lands in areas surrounding floodplains.

Refer to Land Use Policy 7, Sustainable Development, for additional sustainable development strategies and actions.

El Strategy 5.2 Urban Forest. The City will protect its urban forest and other vegetation as environmental assets to the community.



- Action 5.2.1 Continue to recognize the Tree Board's role and recommendations.

El-6: Energy Efficiency. Branson will expand efforts and develop new strategies for increased energy efficiency and use of renewable energy.

El Strategy 6.1 Pursue renewable energy opportunities in the City.



- Action 6.1.1 Promote renewable energy and its benefits through public education programs.



- Action 6.1.2 The City should demonstrate leadership in the community by building public facilities to a higher energy efficiency standard than applies to other buildings.



- Action 6.1.3 Promote a sustainable image by using renewable energy sources for city buildings when feasible.



- Action 6.1.4 Allow and encourage on-site renewable energy production.



- Action 6.1.5 Provide incentives to encourage new construction to exceed minimum code requirements for energy efficiency and renewable energy use.

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City.

- **(+)** Water budget profitability. Charge the necessary water rates to cover the costs to provide service.
- Close the gap between water produced and water sold by continuing to change out old, failing water meters and by maintaining the distribution system to prevent leaks and loss of water (Source: City Public Works Department)

Utilities (million gallons)	2007	2008	2009	2010
Water Produced	1,375	1,312	1,226	1,272
Water Sold	955	918	874	917
Water Loss %	30.5%	30.0%	28.7%	25.0%

- **(+)** Water Quality
- **(-)** Properties damaged during flood events
- **(+)** Capacity to produce potable water and treat sanitary waste
- **(+)** The amount of recycled materials (in tons)
 - Baseline: (2007) 538, (2008) 549, (2009) 607, (2010) 613
- **(+)** Acres of woodlands or hillsides protected as open space
- **(+)** Use of energy from renewable sources
- **(-)** Carbon emissions
- **(-)** Total energy consumption
- **(-)** Water Use per capita
- **(+)** Recaptured revenue through energy efficiency

GOVERNANCE

POLICIES

- Charter City
- Intergovernmental Agreements
- Transparency
- Capital Improvements Program

BACKGROUND

DESIRED FUTURE

POLICIES, STRATEGIES & ACTIONS

METRICS



Aerial view of Branson

The City of Branson may use a number of tools under its powers as a City in order to govern its ongoing growth and development over the next twenty years and to effectively manage this growth in order to satisfy policies and desires expressed by the community as part of the planning process.

POLICIES

Policies are project-specific objectives collectively determined during this planning process to achieve a comprehensive outcome. The policies are driven by community values and provide the ideals that the plan seeks to implement, to literally create a preferred future for Branson. They help establish priorities for communities and help City leaders make future decisions which will improve the city.

The governance policies include:

- **G-1: Charter City.** Branson will make a determination whether to pursue Charter City status, which may provide a different range of authority to govern and address issues that face the City without legislative limitation.
- **G-2: Intergovernmental Agreements.** The City will cooperate and have agreements with local, county and state governmental agencies for the expansion, maintenance and service of areas currently outside the City's jurisdictional boundaries.
- **G-3: Transparency.** Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance.
- **G-4: Capital Improvements Program.** The City's CIP will identify funding for and align with the policies and objectives outlined in the Community Plan 2030.

BACKGROUND

Form of Government

The City of Branson currently operates as a 4th class city under Missouri law. As a non-charter governmental entity, Branson is subject to state statute and has only that authority specifically delegated to it by state statute. As a result, it lacks the full power to govern its own affairs in response to the unique circumstances it regularly faces and to fashion legislative solutions to effectively address these situations when it would be appropriate to do so.

Development on the Urban Fringe

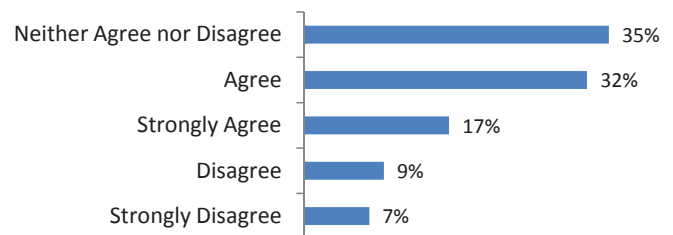
The City of Branson is constantly grappling with development in the unincorporated areas of the counties adjacent to Branson's corporate limits. Oftentimes, this development is not compatible with the standards required for development within the City's corporate limits. This is true with respect to both the development itself and to the infrastructure constructed to support that development. The City has been partially effective in addressing these concerns in instances where the developer of the property also needs to connect to the City's central sewage system to provide waste water collection, transportation and treatment of waste water and sewage for that development. In such instances, the City has entered into a sewer service connection and annexation agreements governing the provision of such services to that development. Among other things, these agreements obligate the land owner to convey facilities covered by the agreement to the City free and clear of all liens, be responsible for maintenance of sewer lines, design and construct the improvements in accordance with Branson's public improvement specifications, pay the City's hook-up fee, and finally, to construct all structures on the subject property in conformance with the latest version of the International Building Code, as well as other city code provisions, including its landscaping ordinance and its zoning, subdivision, storm drainage and land disturbance requirements. Although this approach is effective in ensuring service to new developments, it is limited to infrastructure service which does not address all of the concerns.

DESIRED FUTURE

Charter City

During the planning effort, the consultant team and the city staff explored with the public the possibility of Branson converting to charter city status, to enjoy greater powers and flexibility in managing issues, such as development on the fringes of the community and substandard development and in using economic incentives and financing strategies to encourage and manage growth.

Would you support the City's pursuit of a Charter for Branson?



The collective future vision for the City of Branson is to gain the necessary powers as a charter city and gain experience in using the tools and powers as a charter city to more effectively manage growth and development within and near the city, as well as to address a whole host of other issues it currently faces and will in the years to come.



Board of Aldermen meeting within the Council Chambers at City Hall

Desired Future

New Intergovernmental Agreements (IGA)

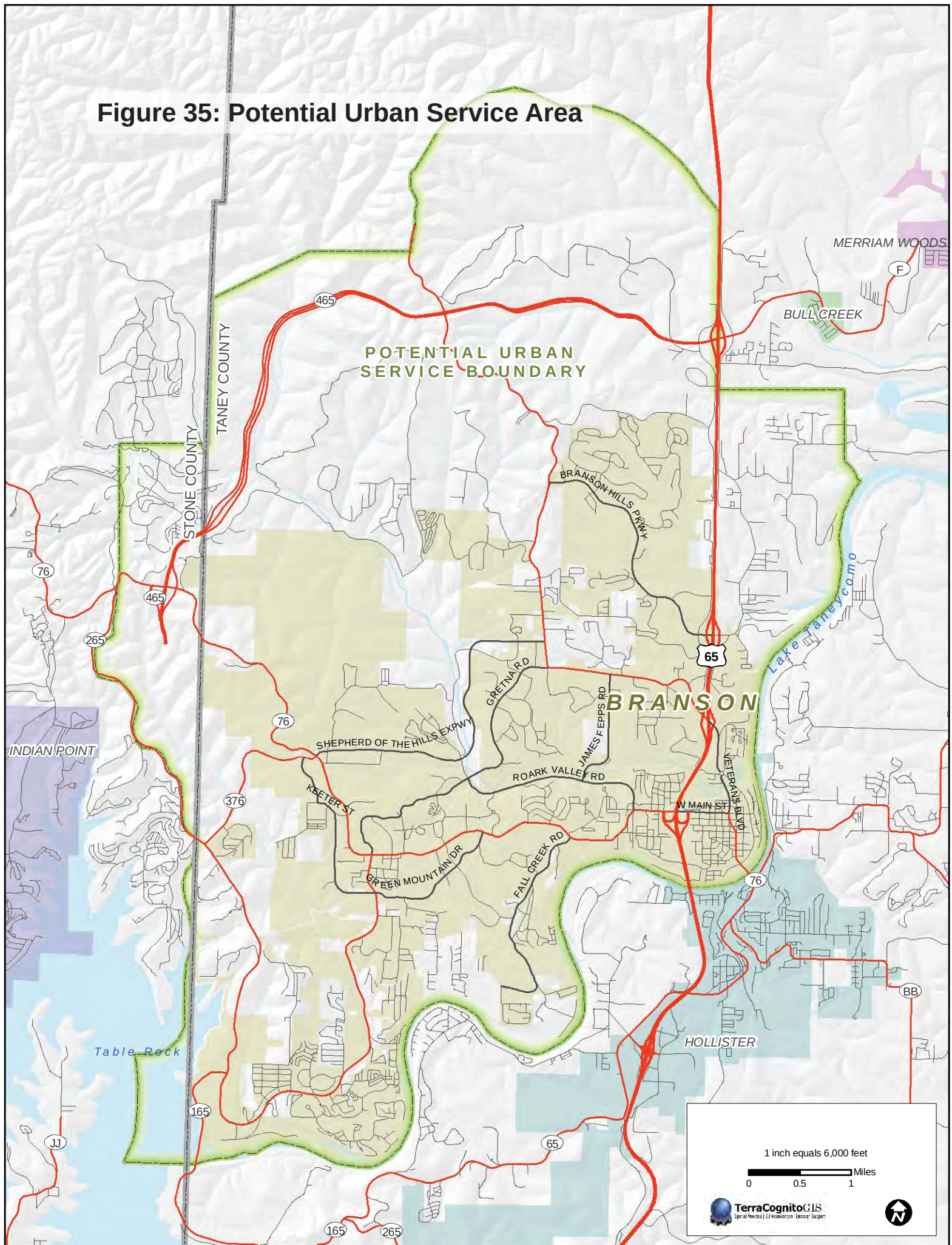
One solution to address concerns about substandard development occurring in the adjacent areas of the county could be the creation of an IGA agreement with Taney County that ensures the public purpose and objectives of both the City and County are addressed when development is proposed or considered.

The Missouri Constitution specifically authorizes political subdivisions of the state to cooperate with other political subdivisions of the state for planning and development or for a common service. The City has expressed an interest in working with Taney County to establish an IGA that provides some authority for the City to have input into development approvals that occur within unincorporated areas of the county within a certain distance from the City's current corporate boundaries. In effect, this urban service area could be agreed upon, two (2) miles from the corporate boundary utilized in the Missouri statutes (in 3rd class cities with a population of 25,000 or more or charter cities with 35,000 residents or more), within which the exercise of joint planning, zoning, subdivision and building code decisions could occur. It is possible that through an IGA, a joint planning commission could be established to ensure that the public purpose and objectives of both the city and county are addressed when development is proposed and considered.

An urban service area boundary was established by the City's engineering department in 1999 when the last comprehensive plan was completed, but no formal intergovernmental agreements with Taney County have been made in this regard. The Urban Service Area boundary as established in 1999 (illustrated on Figure 33) is framed by Lake Taneycomo to the south and east, extends just west of the Taney/Stone County line following the Highway 265 alignment and includes property north of Highway 465 to the north. Per the 1999 Comprehensive Plan, it was assumed that the City would provide the necessary urban services to property within this area at some point in the future. This delineated boundary could be the basis for a new intergovernmental agreement with Taney County that establishes development standards and guidelines, police, fire, sewer and water service guidelines.

In addition, there are portions of roadways within the City limits, completely surrounded by City property and connected to City roadways that are currently owned and maintained by Taney County. Through the planning process discussions have been raised regarding a new intergovernmental agreement that would improve the operating inefficiencies, design and maintenance of the identified road sections in favor of the City and the County. The details of the agreement would need to be defined upon agreement amongst the jurisdictions.

Figure 35: Potential Urban Service Area



STRATEGIES & ACTIONS

G-1: Charter City. Branson will make a determination whether to pursue Charter City status, which may provide a different range of authority to govern and address issues that face the City without legislative limitation.

G Strategy 1.1 Charter City. Make decision whether to pursue Charter City status.



- Action 1.1.1 The City, in conjunction with other civic groups, will conduct an educational lecture series explaining the benefits of becoming a Charter City.

G-2: Intergovernmental Agreements. The City will cooperate and have agreements with local, county and state governmental agencies for the expansion, maintenance and service of areas currently outside the City's jurisdictional boundaries.

G Strategy 2.1 Existing IGAs. Maintain Intergovernmental Agreements (IGAs) with Taney County.



- Action 2.1.1 Continue to work with Taney County and other jurisdictions to revise intergovernmental agreements as needed.



- Action 2.1.2 Institute a consistent and coordinated systems of fees and standards for development located within the Urban Service Area.



- Action 2.1.3 Encourage Taney County to revise development criteria within the Urban Service Area to establish an agreed city/county standard.

G Strategy 2.2 New IGAs. Develop new intergovernmental agreements as necessary.



- Action 2.2.1 Work with Taney County to form an intergovernmental agreement that requires new developments located within two miles of the City's limits to follow Branson's development standards and guidelines.

Two miles is utilized in Missouri statutes (in 3rd class cities with a population of 25,000 or more or charter cities with 35,000 residents or more) within which the exercise of joint planning, zoning subdivision and building code decisions could occur.

Refer to Land Use Strategy 2.3 for additional actions related to intergovernmental agreements for development adjacent to the City's jurisdictional boundaries.



- Action 2.2.2 Work with Taney County to establish an agreement for County rights-of-way that are surrounded by City rights-of-way (i.e. maintenance, etc.).

G-3: Transparency. Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance.

G Strategy 3.1 Decision Making. Make the City's decision-making process open and transparent.

- ☒ Action 3.1.1 Continue to provide live webcasts on the City's website for all City Council meetings.
- ☒ Action 3.1.2 Continue to provide a link on the City's webpage to all current adopted Codes and Ordinances

G Strategy 3.2 Resident Opportunities. Expand the opportunities for residents to take part in the planning process.

-  Action 3.2.1 Identify and formalize opportunities for residents and organizations to help implement the strategies and actions of the Community Plan 2030.

G-4: Capital Improvements Program. The City's CIP will identify funding for and align with the policies and objectives outlined in the Community Plan 2030.

G Strategy 4.1 CIP Priorities. Establish CIP priorities and funding strategies consistent with the Community Plan 2030.

-  Action 4.1.1 Prepare revised Utility, Transportation, Drainage, Parks and Recreation, and other Public Facility Master Plans based on the policies of the updated Community Plan 2030.
-  Action 4.1.2 Continue to enhance the City's CIP review process to include all City departments and fully integrate the prioritization and implementation of projects with the City's Community Plan 2030 and Strategic Plan.
-  Action 4.1.3 Prepare and adopt a priority list that also establishes short range (0-4 year), mid range (5-10 year) and long range (10 to 15 year) capital improvements.

G Strategy 4.2 Quality of Life. Include improvements in the CIP that enhance the quality of life.

-  Action 4.2.1 Inventory and assess existing public facilities and identify needed repairs, improvements and expansions as part of the annual CIP review process.
- ☒ Action 4.2.2 Evaluate on an annual basis funding mechanisms for the needed improvements including adjustments to the utility impact fees.
- ☒ Action 4.2.3 Establish annual capital budgets which provide funds to maintain and enhance existing facilities and construct new facilities.

G Strategy 4.3 Regional Cooperation. Branson's CIP will encourage cooperative efforts with other governmental entities and developers to encourage economic development, consistent with the Community Plan 2030.

-  Action 4.3.1 Cooperate with the efforts of the local community businesses and organizations to identify and promote economic development and attract employers to the city.
-  Action 4.3.2 Actively promote joint funding of CIP projects with other cities or towns, Taney County, the State and private developers.

METRICS

Metrics are measuring tools that will help the City evaluate the performance or implementation of specific policies over time. Where possible, each metric is accompanied by a baseline condition, historic performance and existing condition today, and/or a benchmark, a similar benchmark from a different community or reference. The baseline and benchmarks provide a point of reference and comparison to help the community understand how the Plan is positively influencing many aspects of the City.

- A decision is made whether to pursue Charter City status
- **(+)** Survey “Satisfaction with City Communications”
 - Baseline: (2008) 50.4%, (2011 Projected) 65%

IMPLEMENTATION

CAPITAL IMPROVEMENTS PLAN

CITY'S STRATEGIC PLAN

ECONOMIC DEVELOPMENT & FINANCING MECHANISMS

PLAN AMENDMENTS & UPDATES

PLAN MONITORING

PRIORITIZED ACTIONS

Implementation of the plan begins with the adoption of the document and the beginning of the Plan's recommended actions. Implementation of the plan is directly connected to the long range and daily decisions involving the allocation of public and private resources. It is the task of the Board of Aldermen to make Strategy determinations in accordance with the community's interests and policies as outlined in this plan, with recommendations and input from the public, the Planning Department staff and the Planning and Zoning Commission. The Community Plan is the tool that can coordinate a variety of diverse decisions that are made affecting the public welfare and resources of Branson. The impact of these decisions will best meet community policies if they are consistently guided by the Community Plan.

This section summarizes how the Community Plan 2030 should be aligned with the Capital Improvements Plan and City's Strategic Plan, the potential funding mechanisms to help implement the policies of this plan, the amendment process, monitoring the performance of the Plan's implementation and prioritizes the actions into short-mid and long-term actions.

CAPITAL IMPROVEMENTS PLAN

The long range Capital Budget Plan defines the planned capital improvements for 2012 through 2015 and has been reviewed as part of the Community Plan process to understand the projects that are priorities to the City as of 2010. It is reviewed and adjusted as necessary by the City's Management, Capital Improvements Committee and Board of Aldermen. The expenses are categorized into general fund, water and sewer capital, transportation, tourism, equipment and vehicles, maintenance, and utilities.

The City's Capital Improvements Plan should be an integral part of the Community Plan and should support the implementation of its policies and objectives. Implementation of the community's long-term vision is dependent on the City's prioritization and available funding of projects consistent with the Community Plan.

CITY'S STRATEGIC PLAN

The City of Branson has been hard at work developing their Strategic Plan for their operations in 2011 and beyond. The Plan allows the City to focus their efforts on results, and improves their ability to measure how they are performing, to plan for the future and to provide reliable information to the community across all services that they deliver.

It was developed in coordination with the broad public outreach performed as part of the Community Plan process and reflects the values and priorities of the citizens of the City of Branson. The Plan calls for an efficient and appropriate use of public funds, community safety for residents and visitors and enhancements to ensure the City continues to be a great place to live, work and visit. The Plan provides a guide for the way the City conducts business.

The City will revisit the Strategic Plan every year to refine the priorities of the plan with the City's fiscal responsibilities and community priorities. The Plan outlines initiatives by City departments which are associated with performance measurements. Many of the performance indicators in the Strategic Plan align with the metrics outlined in this Community Plan document, summarized in Chapter 13.

Similar to the Capital Improvements Plan, effective implementation of the Strategic Plan's policies is dependent upon the City's alignment and prioritization of their operations with the strategies and actions outlined in this document.

ECONOMIC DEVELOPMENT & FINANCING MECHANISMS

The following potential economic development and financing programs may be available to the City to help implement the policies of the Community Plan. These include proactive approaches to leverage public resources to solve the needs of the City, businesses, developers and investors.

These mechanisms are separated into federal, state and local programs that can be used to generate capital for City improvements, to incentivize economic development, and to support sustainable financial, environmental and physical growth. The federal, state and local initiatives are separated into five categories that will help achieve the respective policies: redevelopment, environment & infrastructure, economic development, community and downtown. These mechanisms focus primarily on new tools the City can take advantage of but list some of the mechanisms currently being utilized.

Federal

Redevelopment

- **Enhanced Enterprise Zone.** Authorized by §§135.950 to 135.973, RSMo, provides tax credits to new and expanding businesses in the zone. Retail Establishments and Food and Drinking Places (NAICS) (subsector 722) are prohibited from receiving the tax credits.
- **Community Development Block Grants (CDBG).** The CDBG program is administered by the Housing and Urban Development Grant Funds and are allocated between entitlement communities (large and urban counties) and non-entitlement communities (small cities) on an individual application basis. CDBG programs are designed to eliminate blight, meet other urgent community needs and benefit low and moderate income people.

Environment & Infrastructure

- **Public Works and Economic Development Program.** It supports the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness including infrastructure to attract new industry, support technology-led development and provide eco-industrial development. Investments are made in both urban and rural communities that are distressed (low per capita income and high unemployment rates).

- **Environmental Improvement and Energy Resources Authority.** Authorized by §§260.005 through 260.125 RSMo, the Authority provides financial assistance for projects to support the environment, energy efficiency and energy alternatives.

Economic Development

- **Industrial Development Bonds.** Although severely limited by changes in federal tax law, these bonds are still available in certain instances. Chapter 100 (§§100.010 to 100.200 RSMo) allows cities to purchase or construct certain types of projects from bond proceeds and to lease or sell the project to a company. In addition, Chapter 349 (§§349.010 to 349.100) establishes Industrial Development Corporations (IDCs) for the purpose of issuing taxable or tax exempt bonds for eligible projects without voter approval.
- **New Enterprise Creation Act.** Intent is to generate investment for Missouri startup businesses that have not developed to the point where they can successfully attract conventional financing or significant venture capital from later-stage funds. The Department of Economic Development will issues tax credits equal to 100% of the investment in a qualified fund to an accredited individual, corporation, partnership or financial institution.
- **Work Opportunity Tax Credit.** Authorized by Public Law 110-28, this program provides federal income tax credits to businesses for hiring the nine targeted groups which have barriers to employment.
- **Small Business Incubator Tax Credit.** Authorized by §620.495 RSMo, the purpose of this program is to generate private funds to be used to establish a “protective business environment” in which a number of small businesses can collectively operate, fostering growth and development during a business start-up period through tax abatement.
- **Land Assemblage Tax Credit Program.** Authorized by §99.1205 RSMo, it supports the redevelopment of blighted areas into productive use.

Economic Development & Financing Mechanisms

Downtown

- National Trust Main Street Program. Main Street programs support communities undergoing revitalization efforts. Merchants, property owners, the chamber of commerce, industries, local government, and private citizens all benefit from a healthy local economy and from a historic core that reflects the community's heritage and personality. The National Trust Main Street Center provides consulting services, support, training, materials, and information to assist a revitalization effort.
- Downtown Preservation. Authorized by §§99.1080 to 99.1092 RSMo, the purpose of this program is to facilitate the redevelopment of downtown areas and the creation of jobs by providing essential public infrastructure through development but must be classified as blighted or a conservation area.

State

Redevelopment

- Chapter 353 of the Revised Statutes of Missouri (the "Urban Development Corporation Law") is an incentive that can be utilized by cities to encourage the redevelopment of blighted areas providing real property tax abatement.
- State Supplemental Tax Increment Financing. Authorized by §99.845.4 through .14 RSMo, it facilitates the redevelopment of blighted areas by providing public essential infrastructure. New state tax revenues created by the project may be available to cover the financing gap for eligible redevelopment costs of the project.
- Historical Preservation Tax Credit. Authorized by §§353.545 through 353.559 RSMo, the purpose is to provide incentives for the redevelopment of commercial and residential historic structures in Missouri.

Environment & Infrastructure

- Missouri Revolving Loans – Water Pollution. The water pollution revolving loans fund it creates a Water and Wastewater Loan Fund. It provides a mechanism for the state to provide current and long-term infrastructure needs in a cost-effective manner.

Eligible projects include:

- Planning, design and construction of water and wastewater facilities.
- Planning, design and construction of non-point source control facilities identified by the non-point source control plan prepared by the department of natural resources.

Money in the fund can be used to:

- Make loans to any county, instrumentality of the state, municipality, public water district, public sewer district, community water system, nonprofit non-community water system or any entity eligible pursuant to the Safe Drinking Water Act or the Clean Water Act.
- Cover costs associated with administering programs and projects financed by the Water and Wastewater Loan Fund.
- Provide a source of revenue/security for payment of principal and interest on revenue or general obligation bonds.
- Buy or refinance debt, provide loan guarantees for similar revolving funds, or purchase insurance for any county, instrumentality of the state, municipality, public water district, community water system or nonprofit non-community water system.
- Earn interest on Water and Wastewater Loan accounts.

Principal and interest repayment are credited to the Wastewater Loan Fund. Administrative fees are paid to the director of revenue and deposited in the state treasury. The fees are used by the department to pay for the general administration of programs and projects financed by assistance from the water pollution control fund or the wastewater loan fund.

- Missouri Coalition for the Environment. Engage the Missouri Coalition for the Environment in support of clean water, improving air quality, encouraging the generation and use of renewable energy, and to protect the City's forests, open spaces and waterways.

Community

- Missouri Foundation for Health. A foundation created to improve the health and well-being of citizens of Missouri. The Foundation provides grant funding for a variety of community health issues and works at the local, state and national levels to develop innovative approaches resulting in significant impact for Missouri communities and organizations. (www.mffh.org)

The foundation provides the following funding programs:

- Basic Support. This program supports ongoing expenses for organizations whose primary purpose is providing established health programs.
- Chronic Care. Funding supports the implementation of the Chronic Care Model to improve the health outcomes of people living with chronic disease(s).
- General Support for Advocacy. Funding provides financial flexibility for 501(c)(3) agencies to address newly emerging health Strategy issues in a timely way and are not earmarked for a specific project or activity.
- Health Care Workforce Development. The program supports efforts to build a strong, accessible and sustainable health care workforce in Missouri.
- Health Literacy. Funding focuses on improving the health literacy of Missouri's population to encourage better health decisions and behaviors, promoting health literacy education and training for health professionals and enhancing communication between consumers and care providers.
- Healthy and Active Communities. The Healthy & Active Communities program targets community-based organizations helping people at risk of developing obesity.
- Mental Health and Substance Abuse. Funding is available to organizations pursuing: 1) Youth-based mental health and/or substance abuse prevention and/or treatment programs, especially in collaboration with schools; 2) Assessment or program planning that address prevention and/or treatment needs of all age groups with mental health and/or substance abuse disorders; or 3) New approaches addressing mental health and/or substance abuse disorders that other approaches are ineffective in addressing.
- Patient Centered Medical Home.

- Primary Care Access. This program strengthens the health care safety net and improves access to care in rural areas.
- Tobacco Prevention & Cessation Initiative. Includes grant making, Strategy, capacity building, evaluation and communication activities.
- Women's Health. This program addresses health behavior, prevention and treatment needs of women.

Economic Development

- BUILD (Business Use Incentives for Large-Scale Development). Authorized by §§100.700 to 100.850 RSMo., BUILD provides financing incentives for the location or expansion of large business projects. These incentives are designed to reduce necessary infrastructure and equipment expenses if a project can demonstrate need for funding.
- Missouri Certified Sites Program. Provides consistent standards regarding the availability and development potential of commercial and industrial sites. Once a site is certified, it allows buyers to have information readily available for review with increased information to aid in their decision making. The Partnership Industrial Center West Site 12 in Springfield, Missouri, has already been certified, pursuant to this program.
- Film Production Tax Credit. Authorized by §135.750 RSMo, provides film production tax credits to qualified film production companies for up to 35% of the amount expended in Missouri.
- Missouri Development Finance Board (MDFB). Authorized by §100.250 RSMo, it establishes the MDFB, which has the authority to issue tax exempt bonds for eligible projects or taxable bonds. The authority may issue all types of IRBs for nearly any type of project anywhere in the state.
- Missouri Quality Jobs Program. Authorized by §§620.1870 through 620.1900 RSMo, this program facilitates the creation of quality jobs for targeted business projects. Retail businesses and food and drinking places are not eligible to participate. The applicant must be either a for-profit or non-profit business that offers an average wage equal to or above the county average and must offer health insurance and pay at least 50% of those premiums for full-time employees.

Economic Development & Financing Mechanisms

- Missouri Rural Economic Stimulus Act (MORESA). Authorized by §§99.1000 to 99.1060 RSMo, it provides financial incentives for public infrastructure for development of a renewable fuel production facility or eligible new generation processing entity facility, creating new jobs and agricultural product markets in rural Missouri. A portion of the new state and local tax created by the production facility may be diverted to fund construction of eligible public infrastructure and related costs for a period of up to 25 years.
- New Job Training Program. Authorized by §§178.882 to 178.896 RSMo, this program provides assistance in reducing the costs associated with expanding the workforce, locating a new facility in the state of Missouri through training services. Businesses with a sound credit rating currently located in or locating to Missouri, which are creating a substantial number of new jobs in Missouri by locating in a new facility or expanding an existing workforce, are eligible.
- Customized Training Program. Authorized by §§620.470 through 620.480 RSMo, this program provides assistance to eligible Missouri businesses to reduce training cost and improve productivity. Individual businesses creating new jobs in the state or retaining existing jobs in Missouri as the result of substantial capital investment are eligible.

Downtown

- Missouri Downtown Economic Stimulus Act (MODESA). MODESA was enacted in Missouri to provide an alternative financing mechanism to state and local tax increment financing. It allows cities to use incremental state sales and income taxes generated from new developments to pay for infrastructure improvements. Authorized by §§99.915 through 99.980 RSMo, it facilitates the redevelopment of downtown areas that are either blighted or are a conservation area (at least 50% of the buildings must be 35 years old or older) and the creation of jobs by providing essential public infrastructure. Municipalities with an annual median household income of \$62,000 or less are eligible.

Local

Redevelopment

- Community Improvement District. Authorized by §§67.1401 through 67.1476 RSMo, these districts ("CIDs") are created for the purpose of financing a whole range of public buildings, improvements and services within a municipality. A CID may be either a separate political subdivision with the power to impose a sales tax, a special assessment or property tax or a not-for-profit corporation with the power to impose special assessments on properties within the identified district. A CID must be formed by the signature on a petition of property owners who collectively own 50% of the assessed value of the real property within the proposed district and more than 50% per capita of all owners of real property within the district.
- Transportation Development Districts. Authorized by §§238.200 through 238.275 RSMo, a transportation development district is a separate political subdivision and may be created to fund, promote, plan, design, construct, improve, maintain and operate one or more transportation projects or assist in such activity. A TDD may be created by (1) a petition of at least 50 registered voters within the proposed district; (2) if there are no registered voters in the district, the owners of all real property located within the proposed district; or (3) the governing body of any local transportation authority within which the proposed project may be located.
- Neighborhood Improvement District. Authorized by §§67.453 through 67.475 RSMo. A NID may be created for the purpose of financing public facilities or improvement that confers a benefit upon property within the district. A NID is created by either an election held or petition circulated within the proposed district. If created pursuant to an election, the proposal must be approved by a percentage of voters within the proposed district voted thereon required by general obligation bonds. Alternatively, a NID may be created by resolution or ordinance of the governing body of a municipality upon receipt of a petition signed by the owners of record of at least two-thirds by area of all real property located within the proposed district.

Economic Development & Financing Mechanisms

- **Tax Increment Financing.** Authorized by §§99.800 through 99.865 RSMo, this program allows the increase in property tax revenues above the base year and any new incremental economic activity taxes (sales and utility taxes, etc.) generated within the redevelopment district to fund and/or repay the bonds issued to pay for selected costs of a project. Tax increment financing is only available in areas declared blighted or conservation areas.
- **Real Estate Transfer Tax.** A Real Estate Transfer Tax (RETT) is paid by the buyer of residential real estate property at the time of purchase. Several mountain tourist communities rely heavily on those revenue to fund community and visitor infrastructure and facilities such as recreation centers, performing arts venue and environmental restoration, all of which play a role in positively influencing the visitor experience and quality of life for residents. Currently a RETT is only available for use by charter cities.
- **Brownsfield Remediation.** Authorized by §§447.700 through 447.718 RSMo, this program provides incentives for the redevelopment of commercial or industrial sites that are contaminated with hazardous substances and have been abandoned or underutilized for at least three years.
- **Exactions.** An exaction can be any requirement that a developer gives something to the City as a precondition for development approval. A typical exaction seen in municipalities is the dedication of land or cash-in-lieu for parks and school districts. The municipality must first pass an ordinance. For new developments, the exaction can be imposed as part of annexation or subdivision application process. The disadvantage to exactions is that the city must first have the necessary cash to pay for the improvements in advance of receiving the fees.
- **System Impact Fees and Connection Charges.** These are one-time fees imposed by the City as a prerequisite for development. Examples include: road impact fees, sewer and water connection charges, etc. The intent is to recover the costs associated with serving a new development with infrastructure services. These fees allow local governments the ability to accommodate new development without increasing taxes on existing residents. Impact fees are generally considered a use of the City regulatory authority, not a tax.
- **Utility Rates.** Review and increase utility service fees to cover the costs of delivering service. Expansions to the systems to be able to meet current and future infrastructure demands will be covered by connection charges and tourism tax dollars.

Environment & Infrastructure

- **Special Service Area.** In an SSA certain infrastructure and or service are provided to those properties within the designated area. The use of SSA is very flexible because funding is allowed for a greater variety of improvements than with special assessments. There are two options for paying for special services. Taxes may be levied by the municipality in the SSA “at a rate sufficient to produce revenues required to provide the special services” The municipality may also issue bonds for the payment of services in the area of improvement which must be retired by the levy of additional taxes in the designated area “in the amount sufficient to pay maturing principal and interest.” Unlike a special assessment, an SSA does not require measurement of benefit to each property within the district. The implementation of an SSA can be implemented by the municipality or at the request of some or all of the property owners in a given area. SSA's are evident in the St. Louis metro area.

Community

- **Private Donors.** Engage private donors and community foundations for community and neighborhood improvements.
- **Recreation Tax.** One level of recreation tax passed by public referendum is a recreation use tax applied to recreation equipment rentals (boats, bicycles, etc.). Visitors and residents in other tourist communities are accustomed to paying sales and recreation tax on rentals.
- **Public Arts Commission.** Research and consider the formation of a Public Arts Commission similar to the St. Louis Model (<http://www.art-stl.com/assets/pdfs/PublicArtGuide.PDF>) to help fund public art in the City.

PLAN AMENDMENTS AND UPDATES

The land use plan and text of the adopted Community plan may be amended from time to time to reflect changes in the city's growth, redevelopment or planning strategies. As the community changes, priorities may shift and the plan and associated implementation tools and efforts will need to be adjusted. The plan is dynamic and should be updated to reflect the conditions, attitudes and expectations over time. Consistent reviews and occasional major evaluations make the plan a practical tool for the City.

In addition, the plan may be supplemented by Sub-Area Plans that define more specific land use, urban design, streetscape and redevelopment policies and strategies for designated areas within the City (i.e. 76 Country Blvd., Downtown).

At any time, the City will have the ability to amend the plan by following the same procedure as it did to adopt the plan. As stated by Missouri State Statutes, the Planning Commission may adopt or amend the Plan after a public hearing and a majority vote of the full membership of the Commission.

PLAN MONITORING

In order for the Plan to have value and be effective over time, the City needs to monitor the performance of key indicators. Each chapter was accompanied by a list of metrics that can be measured to illustrate the progress of the on-going planning activities. The comprehensive list of metrics is summarized on the following matrix and identifies a potential source of where the information can be obtained. Similarly, it highlights the existing condition or baseline condition to measure future performance against. Similar to the prioritized action matrix, the metrics matrix is intended to be a live document used to illustrate success and where attention should be paid if conditions are trending in the wrong direction. The City's Strategic Plan should work to address corrective actions and responsible parties where necessary.

Program Objectives	Metric (Indicator)	Desired Outcome
LAND USE		
Promote Parks & Open Space Development	Residents that live within ¼ mile of a park	Increase
Promote Infill Development	Number of acres of vacant land consumed (year by year) within existing City limits	Increase
	Number of acres annexed outside the City limits (excluding "islands")	Minimize
Protect Natural Resources	Units built on visible hillsides	Minimize
	Commercial square feet (SF) built on visible hillsides	Minimize
	Units built on sensitive lands	Minimize
	Commercial SF built on sensitive lands	Minimize
HOUSING		
Promote Housing Affordability	Change in area median income (AMI) compared to cost housing. (avg. price/median income)	Decrease
	Number of residents that live in substandard hotels/motels long-term	Decrease
	Building Permits by Type/Size of residential units	
	Affordable	Increase
	Market Rate	Keep Constant
Improve Residential Sales Activity	Average Real Estate Sale Price	
	Residential	Increase
	Condo	Increase
	Average Days on the Market	
	Residential	Decrease
	Condo	Decrease
	Real Estate Sales Activity	
	Residential	Increase
	Condo	Increase
Encourage Sustainable Residential Development	Number of Sustainable Building (LEEDS or similar standards for Branson)	Increase
TOURISM		
Increase Lodging Occupancy	Average length of stay (Nights)	Increase
	Hotel/Motel Occupancy	Increase
Maintain Strong Tourism Economy	Improve people's propensity to return (out of 5)	Increase
	Percent of families	Increase
	Percent of first time visitors	Increase
	Repeat Visitation	Increase
	Average Number of Shows Seen	Maintain
	Spending per Party	Increase
	Overall guest satisfaction rating (out of 5)	Increase
	Tourism Visitation	Increase
Strengthen Convention Business	Convention Center Events	Increase
	Convention Center Revenue	Increase

Plan Monitoring

Program Objectives	Metric (Indicator)	Desired Outcome
ECONOMIC DEVELOPMENT		
Diversify Employment Base	Total Employment	Increase
	Hospitality Employment	Maintain
	Attractions Employment (retail, entertainment)	Maintain
	Professional Employment (health care, finance, technology, legal) Increases	Increase
	Professional employment as a percentage of total employment increases	Increase
Maximize City Revenue	Unemployment Rate:	
	Summer	Decrease
	Winter	Decrease
	4% Tourism Tax Collections	Increase
	1% Sales Tax Collections Increases	Increase
Increase Commercial Performance	TCED Tax Collections	Increase
	Increase in the Value of New Construction	Increase
	Average Commercial Space Vacancy:	
	Office	Decrease
	Highway 76 Commercial	Maintain
	Off Highway 76 Commercial	Maintain
COMMUNITY CHARACTER		
Improve Strip Aesthetic	Visual clutter along Highway 76 is reduced.	Decrease
	Pedestrian activity along Highway 76.	Increase
Improve Neighborhood Character	Residents within ¼ mile of neighborhood commercial	Increase
OPEN SPACE, PARKS & RECREATION		
Strengthen Sports Tourism	Local participation in sports Leagues	Increase
	Growth in the Number of Local Youth Teams:	
	Baseball/Softball	Increase
	Basketball	Increase
	Volleyball	Increase
	Number of Regional/National Tournaments:	
Increase Resident's Access to Parks & Open Space	Economic Impact of Sports Tourism (total attendance x \$53.98/day)	Increase
	Park land per capita for all park classifications (per 1,000 residents)	
	Regional Park	Increase
	Community Park	Increase
	Neighborhood Park	Increase
	Mini Park	Increase
	Households within ¼ mile of park, open space or public space	Increase
	Miles of trails	Increase
COMMUNITY		
Maintain Strong Education System	Citizens Academy Participation	Increase
	Number of students per classroom stays at an acceptable ratio.	Maintain
	Federal, state and local government Dollars Leveraged from Private Donations	Increase
	High School Graduation Rate	Increase
	College enrollment for Branson School District	Increase
	Branson Public Schools remains in the top 10% in student population among public schools in the State.	Maintain
	Branson School District Recognized for "Distinction in Performance" by Missouri Department of Elementary & Secondary Education	Maintain

Program Objectives	Metric (Indicator)	Desired Outcome
Ensure Public Safety	Households within 1/2 mile of police station	Increase
	Emergency response time	Decrease
	Number of crimes	Decrease
	Fire Loss	Decrease
Celebrate Arts	Number of art education classes offered at the K-12 and post secondary levels	Increase
	Number of art pieces displayed in public buildings in Branson	Increase
Support Library	Library district is formed	Formation
Provide for Social Interaction	Number of community Events	Increase
TRANSPORTATION		
Reduce Automobile Usage & Fuel Consumption	Average Vehicle Miles Traveled	Decrease
	Vehicle accident rate	Decrease
	City's Total Fuel Consumption as an indicator of fuel economy and conservation (gallons).	Decrease
	Pedestrian/vehicle accident rate	Decrease
	Roadway Level of Service	
	Highway 76	Decrease
	Pedestrian Activity	Increase
	Mobility/Number of Travel Modes	Improve
ENVIRONMENT & INFRASTRUCTURE		
Maintain Water Service	Water budget profitability	Improve
	Gap between Water produced and water sold	Decrease
	Water Quality	
	Capacity to produce potable water and treat sanitary waste	Increase
Discourage Development in Floodplain	Property Damaged during flood events	Decrease
Promote Recycling	The amount of recycled materials (in tons)	Increase
Protect Natural Features	Acres of woodlands or hillsides (protected as open space)	Maintain
Improve Water Quality	Water quality readings	Improve
Promote Water Conservation	Water use per capita	Decrease
Promote Energy Efficiency & Conservation	Use of energy from renewable sources	Increase
	Recaptured revenue through energy efficiency	Increase
	Energy Consumption	Decrease
Improve Air Quality	Air Quality	Improve
	Carbon Emissions	Decrease
GOVERNANCE		
Maintain Open Communication & Transparency	Charter City status is obtained	Successful
	Survey "Satisfaction with City Communications"	Improve

PRIORITIZED ACTIONS

The actions in each chapter were accompanied with a symbol that indicated the recommended implementation timeframe-when the action pursuit of the action should start. This section summarizes all actions into a matrix that separates all immediate, mid and long-term activities, identifies a lead department that is responsible for ensuring that the action is completed and a potential community partner for implementation.

Some of the actions in the Community Plan are already underway. These actions are included in support of the City's current efforts and to document the values and preferred direction of the community today. The matrix also includes check boxes for “completed” and “ongoing.” These boxes are literally intended to be a checklist for the City to use once the action has been completed or the ongoing activity has been started.

The actions are outlined in these timeframes:

- Action Already Underway
- Short-term - 0-4 years.
- Mid-term - 5-10 years.
- Long-term - 10 years plus.

Actions Already Underway

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
LAND USE (LU)					
2.2.2	Approve new projects or annexations if they can functionally and financially serviced by the City's water and sewer capacity as well as be provided protections by the City's police and fire departments without creating an additional cost burden.		Underway		✓
2.3.1	Ensure all annexation agreements, subdivision improvements and other subsequent commitments between the City and the annexee clearly identifies the intent and/or purpose of future development to assure the intent or purpose will be achieved and the City's goals and policies are being met.		Underway		✓
3.1.3	Ensure the design of infill and redevelopment projects is appropriate with surrounding and adjacent buildings in terms of intensity of use, relationship to the street and scale. This should apply to residential and all non-residential buildings.		Underway		✓
6.1.2	Ensure future commercially zoned land is compatible with the surrounding land uses. Commercial buildings should positively contribute to the area and its building materials, massing and relationship to the street and sidewalks should reinforce the areas character.		Underway		✓

HOUSING (H)

TOURISM (T)

2.1.2	Require a certain percentage of the projected Tourism Tax revenue to be in escrow prior to issuing a new business license. This will protect the City from businesses walking away without paying their tax obligation if it goes out of business.		Underway		✓
2.1.3	Encourage the renewal and modernization of theaters and other attractions to provide unique, quality and engaging experiences.		Underway		✓
2.2.1	Support entertainment that meets the community's goals and core values as stated in the Community Plan 2030 and the Ozark Mountain Legacy.		Underway		✓
2.2.2	Advocate strategic revitalization and commit to new tourism investment within the City.		Underway		✓
3.1.2	Continue to utilize the BLACC/CVB's surveys to help guide economic development and growth.		Underway		✓
4.1.2	Continue to utilize the BLACC/CVB's surveys to help guide economic development and growth.		Underway		✓
5.1.4	Continue to strictly enforce the City's false advertising ordinance that limits signage on OPCs.		Underway		✓
5.3.3	Continue to work with the BLACC/CVB and industry representatives on evaluating visitor complaints pertaining to the vacation club, timeshare, and related industries.		Underway		✓
5.4.1	Continue to invest in infrastructure improvements that impact the guest experience including: new roadways, streetscaping, gateways and other first impression upgrades.	CC 1.4, 2.6, 3.6 and T 3.1	Underway		✓

Actions Already Underway

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
6.1.1	Continue to market as a venue for professional business, sports activities and conventions as a means to increase visitor spending within the City and to decrease the annual debt obligation for the Convention Center.		Underway		✓
6.1.2	Encourage stronger relationships between the convention facilities and the area hotels, theaters, and restaurants in the City.		Underway		✓

ECONOMIC DEVELOPMENT (ED)

1.3.3	Work with the BLACC/CVB to promote the Branson Airport as a regional transportation destination to capitalize upon the economic benefits associated with having air service access to new geographic markets.		Underway		✓
1.3.4	Work the BLACC/CVB to promote and create awareness about the Taney County general aviation airport as a regional transportation destination, to capitalize upon the economic benefits from private aircraft.	TR 4.1	Underway		✓
1.3.5	Support the healthcare industry and explore medical tourism as a community economic engine.		Underway		✓
3.1.1	Coordinate land use policies with economic development plans to ensure there is alignment in the inventory of parcels that are best suited for redevelopment and new development.		Underway		✓
4.2.1	Maintain coordination between the Capital Improvement Program and economic development to assure there is alignment of goals and objectives.		Underway		✓

COMMUNITY CHARACTER (CC)

2.1.1	Encourage uses that expand the range of pedestrian activities, such as entertainment (cinema, music, farmer's market, etc.), restaurants, hotel/convention facilities and residential uses for all residents and guests.		Underway		✓
2.2.1	Maintain the visual character of the downtown to reinforce the sense of place. Encourage new buildings to maintain the integrity of the built form through building mass, scale, materials and other design features.		Underway		✓
2.3.1	Utilize street trees to reinforce, define and connect space and corridors created by buildings and other features along streets in Downtown. Preserve existing trees to the maximum extent possible to increase human comfort.		Underway		✓
2.3.2	Utilize streetscape amenities such as public art, lighting, designated landscape zones, ornamental streets trees, and special paving materials to create visual interest.		Underway		✓
3.2.2	Continue to evaluate and make updates to the signage ordinance for commercial properties along 76 Country Blvd. or revisions as necessary. Signage should be proportional, graphically interesting and designed to enhance their impact to the public realm.	TR 1.2, T 3.4	Underway		✓
3.2.3	Promote the creation of landmark quality façade improvements on tourism properties, such as the Titanic Museum attraction, the gorilla on the Hollywood Wax Museum, or the static display fighter aircraft on the Veteran's Museum.		Underway		✓

Actions Already Underway

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
3.4.1	Embrace and encourage high quality and diverse tourism related building (theaters, attractions, museums, etc.) character along Highway 76 while forming some compatibility of scale, setbacks and site landscaping that abuts the public right-of-way.		Underway		✓
4.2.1	Encourage the design and construction of gateways or neighborhood identify signage that reflects the character of each neighborhood.		Underway		✓

OPEN SPACE, PARKS & RECREATION (POS)

1.1.1	Continue to promote and expand recreational amenities to maintain outdoor recreation as a key destination driver for all ages.		Underway		✓
1.1.2	Continue to recognize the Park Board's role and guidance.		Underway		✓
1.1.3	Continue partnerships with local public agencies and private entities in the area to assure all opportunities are being capitalized upon.		Underway		✓
1.3.7	Continue to invest in the maintenance of public parks.		Underway		✓

COMMUNITY (C)

1.1.2	Utilize communication channels to advise the public of potential hazards.		Underway		✓
1.2.2	Maintain fire apparatus and support vehicles for a time period not to exceed a 10-year line service life, and a 20-year reserve status.		Underway		✓
1.2.5	Continue to review facility needs for police and provide plans on how to meet those needs through the expansion of current facilities or additional facilities elsewhere in the city.		Underway		✓
1.2.7	Expand the existing court facilities to meet current and future projected demands.		Underway		✓
1.2.8	Continue to maintain public facilities to ensure the public safety of residents and guests, including public streets and sidewalks.		Underway		✓
1.3.1	Provide quality police service in areas of law enforcement, crime prevention, education and public safety.		Underway		✓
1.3.4	Continue to enforce current health and safety ordinances related to alcohol and drug sales/use, noise, loitering, trash removal and other nuisance topics.		Underway		✓
2.3.1	Provide young leaders with opportunities to develop leadership skills, mentor and empower them to become future leaders of Branson (i.e. Boardmanship, Chamber's Lakes Area Leadership Academy and the City's Citizen Academy).		Underway		✓
2.4.1	Promote dialogue between the citizens, businesses, non-profits and the government.		Underway		✓
4.1.1	Support health care facilities' goals and initiatives in an effort to provide notable, strong health care that can support the community.		Underway		✓
4.1.3	Continue to promote health and wellness to employees and the community.		Underway		✓
5.1.1	Support those who provide educational opportunities for all ages, demographics and socioeconomics.		Underway		✓

Actions Already Underway

#	Action	Associated Goals, Policies & Actions	Priority		
			Completed	Ongoing	
5.1.3	Support those who create a non-threatening environment for educational programs about basic financial planning, substance abuse, and housing, etc. for those that may be intimidated by classroom type programs.		Underway		✓
5.2.1	Continue to support the school district in their expansion needs and future facility planning to adequately serve the growing population.		Underway		✓
5.2.2	Continue to support the school district in their sustained effort against drug and alcohol abuse, poverty and teenage pregnancy.		Underway		✓
5.2.3	Support the school district's efforts to communicate the importance of continued education and encourage student internship programs.		Underway		✓
5.2.4	Continue to utilize shared use facilities between the City and school district (i.e. gymnasium, ball parks, soccer fields, etc.).		Underway		✓
5.3.1	Support the school district in educating high school graduates of the importance of a college education, resulting in a higher college graduation rates.		Underway		✓
5.4.1	Support the Taneyhills Community Library's efforts to become a public library that serves Taney County residents.		Underway		✓
6.3.2	Continue to support long-standing community events and festivals.		Underway		✓

TRANSPORTATION (TR)

1.1.1	Continue to work with local, county and state governmental entities in the expansion, maintenance and enhancement of the roadway system to ensure that planning efforts are coordinated.		Underway		✓
1.1.3	Continue to monitor traffic volumes and crash patterns to determine where transportation investments and infrastructure could provide benefits to the community.		Underway		✓
1.1.4	Continue to regularly evaluate typical road standards (cross sections) for rights-of-way of each road classification to include sidewalks, on-street parking, driving lanes, bike lanes, landscaping, median type, street lighting, etc. and update as necessary.		Underway		✓
4.4.1	Continue to work with local, county and state governmental entities in the expansion, maintenance and enhancement of the transportation system to ensure that planning efforts are coordinated.		Underway		✓
4.4.2	Continue to pursue new and innovative funding strategies and partnerships.		Underway		✓
5.1.1	Protect the airports and their airspace through appropriate planning and zoning regulations.		Underway		✓
5.1.2	Continue to work with the airports in the expansion, maintenance and enhancement of their operations to ensure future planning efforts are coordinated.		Underway		✓

ENVIRONMENT & INFRASTRUCTURE (EI)

1.2.1	Continue to charge out of City water and sewer fees for unannexed properties serviced by municipal water.		Underway		✓
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Actions Already Underway

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
1.2.2	Evaluate the water service rates every three years to ensure they cover the cost of providing water and support system maintenance, improvements and upgrades. Increase water and sewer rates as necessary to maintain a sustainable budget.		Underway		✓
1.2.3	Continue to charge water and sewer rates based on consumption. Consider tiered rates based on higher water use.		Underway		✓
1.2.7	Based upon the existing water meter program, continue to monitor, maintain and make upgrades as necessary to all residential and business water meters to provide more accurate and reliable measurements leading to increased revenue generated from consumption.		Underway		✓
1.3.3	Evaluate the sewer service rates every three years to ensure they cover the cost of providing service and support system maintenance, improvements and upgrades. Increase rates as necessary to maintain a sustainable budget.		Underway		✓
3.1.2	Continue to monitor water quality levels at Lake Taneycomo and area creeks and rivers.		Underway		✓

GOVERNANCE (G)					
2.1.1	Continue to work with Taney County and other jurisdictions to revise intergovernmental agreements as needed		Underway		✓
3.1.1	Continue to provide live webcasts on the City's website for all City Council meetings.		Underway		✓
3.1.2	Continue to provide a link on the City's webpage to all current adopted Codes and Ordinances.		Underway		✓
4.2.2	Evaluate on an annual basis funding mechanisms for the needed improvements including adjustments to the utility impact fees.		Underway		✓
4.2.4	Establish annual capital budgets which provide funds to maintain and enhance existing facilities and construct new facilities.		Underway		✓

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
LAND USE (LU)					
2.1.1	Work with land owners of unincorporated properties that are surrounded by the city property to annex their property.		Short-Term	☐	
2.1.2	Work with MoDOT and Taney County to annex segments of streets that are currently not incorporated to improve operating efficiencies for all jurisdictions. This may require the County to upgrade the specified roads to City standards before annexation.		Short-Term	☐	
2.2.1	Do a cost-benefit analysis of all properties wanting to annex into Branson before expanding the City's limits. If the cost to extend services exceeds the potential revenues and intangible benefits from annexing the property, do not annex the property or utilize other means to cover the expected costs of annexation.		Short-term		☐
2.2.3	Incrementally approve water and sewer service of planned developments, based upon an agreed to phasing plan, as opposed to approving total capacity needs at the time of permit issuance.		Short-term		☐
2.3.2	Participate in planning efforts outside the City's limits that may affect the community by maintaining open communications with Taney County, adjacent municipalities and other governmental agencies.	G 2.2	Short-Term		☐
3.1.1	Incentivize development into the identified infill and redevelopment areas while assuring the ultimate goal is achieved.		Short-Term		☐
3.1.2	Identify and map underutilized properties and buildings that present notable redevelopment and building re-use opportunities and that will increase economic activity in the area to benefit existing residents.	LU 2.2, LU 2.2.1-LU 2.2.3	Short-Term	☐	
3.1.5	Formalize and provide a more efficient approval process for infill and redevelopment projects.		Short-Term		
3.2.1	Incentivize reinvestment and building rehabilitation of existing commercial properties public-private partnerships and flexibility on development regulations (i.e. parking requirements).		Short-Term		☐
3.2.2	Research the types of tools that can be implemented to provide assistance for redevelopment, rehabilitation, and investment for qualifying businesses. (Redevelopment Authority, Entertainment District, etc.)	T 2.2.	Short-Term	☐	
4.1.1	Map commercial centers. Establish commercial centers, including retail and office uses, at locations that are accessible, adequate spaced from one another and that create a node of activity.		Short-Term	☐	
4.1.3	Concentrate higher density mixed-use development in locations that are currently or will be serviced by transportation and that can support higher levels of activity (i.e. traffic, etc.).		Short-Term		☐
5.1.3	Amend existing zoning code to provide a finer grain of detail in the commercial zoning category (i.e. tourist commercial, general business, neighborhood commercial, big box commercial, etc.) and to update the allowable and special uses within each new commercial zone.		Short-Term	☐	
5.1.4	Amend existing zoning classification to include a light industrial/industrial zoning category.		Short-Term	☐	

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
5.1.5	Review development regulations to determine if there are areas that can be more flexible in an effort to attract businesses to locate in Branson but that still require developers to meet the desired outcome (i.e. tree ordinance, stormwater runoff, riparian zone ordinances, etc.).		Short-Term	☐	
5.1.6	Review and analyze the Planned Development zoning regulations and application process to identify areas for improvement.		Short-Term	☐	
5.1.7	Update Planned Development zoning regulations to require a phasing plan to help regulate the allocation of water and sewer resources incrementally as the project is constructed, and to define a time limit for expiration of the PD's regulations if the project has not commenced.		Short-Term	☐	
5.1.9	Update the zoning code to include more clear and consistent terms, definitions and clarifications throughout the document.		Short-Term	☐	
5.2.1	Amend existing zoning regulations to permit residential uses in vertically mixed-use buildings.		Short-Term	☐	
5.2.3	Identify and maintain an inventory of properties suitable and appropriate for mixed-use development. Utilize sub-area plans to help designate areas appropriate for mixed-use development.		Short-term		
5.3.1	Identify all vacant, un-zoned property within the City limits.		Short-Term	☐	
5.3.2	Provide the appropriate zoning classification to the identified properties per the Land Use Map (Figure 10) through a zoning amendment.		Short-Term	☐	
5.4.1	Define the neighborhoods, special districts or corridors that need additional attention and study (i.e. downtown, Highway 76) in order to create or maintain them as treasured community assets for years to come.		Short-Term	☐	
5.4.2	Work with the community and stakeholders to define the right land uses and design standards for each Sub-Area.		Short-Term	☐	
5.4.3	Write the Sub-Area Plans to be the presiding regulatory document that reinforces the Community Plan 2030 goals and objectives		Short-term	☐	
6.1.3	Inventory and work with the private sector to market available office building and properties that are vacant and that could benefit from reinvestment.		Short-Term	☐	
6.2.1	Zone sufficient land for industrial and light industrial uses to meet the projected demand.		Short-Term	☐	
6.2.4	Establish an economic development campaign or plan to attract professional service, information technology and light industrial businesses to town that will complement the existing businesses that operate in Branson (i.e. the Mountain).	ED 1.1.3	Short-Term	☐	

HOUSING (H)					
1.3.2	Implement stricter regulations on long-term housing and over occupancy within hotels/motels. To be most effective, these regulations must be coupled with regulatory enforcement.		Short-Term		☐

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
TOURISM (T)					
1.1.1	Facilitate, support and strengthen productive partnerships and alliances among trade organizations, businesses, the BLACC/CVB and the community as it relates to the tourism industry and the effective pursuit towards a common goal.		Short-Term	☐	☐
1.1.2	Pursue public/private partnership opportunities to help implement tourism policies.		Short-Term	☐	
1.2.1	Create a festivals and events strategy that supports the existing events while exploring new opportunities for all seasons, and formulate a plan for implementation (i.e. music, film and arts festivals, etc.).		Short-Term	☐	
1.2.2	Develop the City's sports marketing campaign to attract families year round. This may require expanding the existing recreational sports facilities and developing new venues.		Short-Term	☐	
2.2.3	Explore the formation of an entertainment district or similar district, regulated by the state, that would make businesses within the district eligible for federal and state grants and loans.		Short-Term	☐	
2.2.4	Work with property owners to renew and modernize entertainment properties that are in disrepair and that present a negative image of the City.		Short-Term		☐
3.2.1	Work with property owners to renew and modernize lodging properties that are in disrepair, that house 'permanent' residents, and that present a negative image of the City.		Short-Term	☐	
3.2.2	Focus on the redevelopment and continued investment in the area's iconic lodging properties.		Short-Term	☐	
5.1.3	Encourage business owners to control operations of off-premise center (OPC) that are on their respective business premises (i.e. discouraging ticket sellers to approach people, etc.).		Short-Term	☐	
5.1.5	Investigate other cities' policies and federal laws that will help identify methods for regulating ticket sales (i.e. truth in advertising laws, etc.). Gatlinburg, Tennessee's new Business Premise Canvassing and Solicitation ordinance is a good model for evaluation.		Short-Term	☐	
5.2.1	Work with the BLACVB to establish and manage a fully integrated and linked community-based website that is the central location for information dissemination and guest communication.		Short-Term	☐	
5.2.2	Work with the BLACVB to create and distribute a community-wide marketing newsletter.		Short-Term		
5.2.3	Monitor time share and vacation clubs, and disseminate information about their offerings and restrictions.		Short-Term		
5.3.2	Evaluate all technology aspects of service delivery and make improvements to stay current with trends (i.e. Branson smart phone application, wayfinding, reservations, wireless community, etc.).		Short-Term	☐	
5.4.2	Conduct a signage and wayfinding study to evaluate the existing navigation system as well as design and implement a new, coordinated signage program throughout the City. Coordinate destinations, alternate automobile routes, public parking areas and informational signage.	CC 1.1.1, TR 1.2.1	Short-Term	☐	
6.1.3	Develop a strategic plan to maximize the current use of the Branson Convention Center, but also include a potential expansion plan once the existing facilities have been maximized.		Short-Term	☐	

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
ECONOMIC DEVELOPMENT (ED)					
1.1.1	Formalize a process for potential new businesses and entrepreneurs to utilize when starting a business in Branson.		Short-Term	☐	
1.1.2	Provide credible, factual information regarding the indicators for business decisions and use (i.e. true visitation numbers, etc.).		Short-Term		☐
1.1.3	Establish a formal economic development plan in conjunction with the chamber. One that includes strategies to incentivize businesses such as: information technology businesses, professional service, light industrial, medical and education.		Short-Term	☐	
1.2.1	Support the community's job creation by focusing on retention, expansion, incubation and recruitment efforts that bring jobs and income to the community.		Short-Term		☐
1.2.3	Leverage local assets, including human capital, institutions, physical infrastructure and the quality of life to fuel business development and job creation.		Short-Term	☐	
1.3.1	Collaborate with the business community, various business organizations, educational institutions, and economic development organizations to encourage and support a vibrant economy and to increase private investment.		Short-Term		☐
1.3.2	Support programs that emphasize local businesses (i.e. business incubator) by working with the local business community and ensuring economic development strategies are identified to improve economic health.		Short-Term		☐
3.1.2	Identify and map targeted redevelopment, infill and new development areas that will be the priority for future development, capital investments and public incentives.		Short-Term	☐	
3.2.1	Define the appropriate regulatory incentives (Floor Area Ratio (FAR)) bonus, height and setbacks variances, parking reductions, etc.) and document the locations of where they can be applied (i.e. centers, targeted development areas, infill properties, etc.).		Short-Term	☐	
3.4.1	Develop new policies and modify current policies to reduce and resolve barriers to redevelopment.		Short-Term	☐	
3.4.2	Define, document and publicize financial tools, methods and potential partnerships for property owners to utilize in efforts to renovate or redevelop their building.		Short-Term	☐	
3.4.3	Ensure consistent code enforcement to keep commercial properties from falling into disrepair.	LU 3, LU 5	Short-Term	☐	
4.1.1	Identify sources of additional revenues to cover the ideas brought forward in this Community Plan 2030.		Short-Term	☐	
4.2.2	Identify and prioritize infrastructure projects that will achieve Community Plan 2030 goals and that will have the greatest impact on the community.		Short-Term	☐	
COMMUNITY CHARACTER (CC)					
1.1.1	Develop a comprehensive, city-wide signage and wayfinding system that directs automobile traffic, pedestrians and identifies historic sites and notable City destinations. The system should have different scales that cater to pedestrians as well as moving traffic.		Short-Term	☐	

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
1.1.5	Work with the BLACC/CVB to develop a Branson smart phone application that provides guest information and city-wide wayfinding.		Short-Term	☐	
1.2.1	Investigate several methods to keep the road litter picked up (i.e. adopt a road program).		Short-Term	☐	
2.1.2	Require all new developments to incorporate human-scale design and architectural elements into their building and site design. Such elements may include signage, awnings, storefronts, and proportional windows.		Short-Term		☐
3.1.1	Conduct a corridor study that evaluates the streetscape, infill development potential, catalytic development opportunities, and pedestrian and automobile movement along 76 Country Blvd..		Short-Term	☐	
3.2.1	Work with Empire Electric and White River Electric to develop a long-range plan to underground power lines along 76 Country Blvd..		Short-Term	☐	
3.5.1	Develop a cohesive, sustainable (long-lasting) landscape theme for the length of the 76 Country Blvd. public right-of-way and areas that abut the public right-of-way to reflect the Ozarks character.		Short-Term	☐	
3.5.2	Work with private landowners to implement site landscaping on private property along the street to improve the overall streetscape. Coordinate the streetscape concept for the entire corridor.	CC 3.5.1	Short-Term	☐	
3.5.3	Utilize street trees to reinforce, define and connect space and corridors created by buildings and other features along 76 Country Blvd..		Short-Term		☐
3.5.4	Utilize streetscape amenities such as public art, lighting, designated landscape zones, ornamental streets trees, special paving materials to create visual interest.		Short-Term		☐
4.1.1	Work with businesses and property owners to form Neighborhood Organization(s) to establish a formal organizational structure making future decision making activities and communication more effective.		Short-Term	☐	
4.3.1	Establish an interconnected system of streets, sidewalks and walking/bicycle paths within neighborhoods to improve the pedestrian experience.		Short-Term		☐
4.6.2	Require all streets to include a sidewalk on at least one side of the street, detached from the curb by a landscape strip.		Short-Term		☐
4.7.2	Ensure natural features including waterways, wetlands, steep slopes, floodplains and significant trees are incorporated into all neighborhood designs and are designated as shared community amenities.		Short-Term		☐

OPEN SPACE, PARKS & RECREATION (POS)

1.2.1	Expand and adapt the parks and indoor/outdoor recreational offerings to continue to serve the local and regional community as well as to meet projected demand.		Short-Term	☐	
1.2.2	Explore public-private partnership opportunities for additional ball fields and indoor basketball courts at the Branson RecPlex.		Short-Term	☐	

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
1.2.3	Continue to review and implement non-resident service fees for out-of-town RecPlex users to sustain the City's Parks and Recreation Department's ability to provide such amenities for the region.		Short-Term	☐	☐
1.3.1	Develop a Master Plan to evaluate existing parks and facilities, and to identify future needs. The inventory will specifically evaluate each park's type, location and amenities provided. Additionally, the plan will provide recommendations for funding and maintenance needs.		Short-Term	☐	
1.3.3	Implement minimum park requirements, a factor of the number of new residences added, for new residential developments or require a cash-in-lieu payment.		Short-Term	☐	
1.3.5	Work with the public to determine the parcels of land that are the most suitable for parks of all sizes, neighborhood, community and regional serving.		Short-Term	☐	
2.1.1	Map existing open spaces, parks and trails and define where deficiencies or gaps in the system exist.		Short-Term	☐	
2.2.1	Minimize the impact of utilities on the forest canopy.		Short-Term		☐
3.2.2	Expand the wayfinding and signage system to include wayfinding along trails		Short-Term	☐	

COMMUNITY (C)					
1.2.6	Support the police department's programs and processes that address sex offender registration, child abuse and neglect, drug and alcohol abuse, and victims of abuse, including Neighborhood Watch Programs and on-site business seminars.		Short-Term	☐	
3.1.1	Encourage the formation of a central Community Partnership Organization that is made up a variety of experts and not-for-profit agencies currently serving the community. The mission should be to facilitate and promote healthy community living among children, families, parents and neighborhoods. Utilize the Community Partnership in Springfield as a model (http://www.commpartnership.org).		Short-Term	☐	
3.1.2	Assist to identify an Executive Director for the Community Partnership Organization to spearhead and champion the formation of the organization, obtain lessons learned from the Springfield model and		Short-Term	☐	
3.1.3	Encourage the organization to be the central location for all donation funds that can then be leveraged to secure additional federal, state, and local government, foundation, civic organizations and private donor funds		Short-Term	☐	
3.1.6	Update the City's website to include a page about community service agencies with a list of the various not-for-profit service groups, links to their websites, their contact information and services provided.		Short-Term	☐	
4.2.5	Work with the healthcare community to attract dental professionals to the area to serve the large population in need of dental care.		Short-Term	☐	
5.2.5	City will not unilaterally detrimentally impact the financial condition of the Branson schools.		Short-Term		☐
5.4.2	Work with the Taneyhills Community Library to establish a County library district that will allow the library to explore and offer a wider range of services and programs.		Short-Term	☐	

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
6.2.1	Work with Downtown Branson Mainstreet Association and other local organizations to create a plan for a Branson History Museum.		Short-Term	☐	
6.2.2	Determine what historic resources are within the City, how significant the resources are and the methods for their protection (national register, etc.).		Short-Term	☐	
6.4.1	Ensure that streetscape projects, as well as projects creating public plazas, parks and other civic spaces, integrate public art in design.		Short-Term		☐

TRANSPORTATION (TR)

3.1.2	Explore the design and implementation of pedestrian safe refuge islands along 76 Country Blvd. to allow for pedestrian cross walks.		Short-Term	☐	
3.1.4	Work with MoDOT to determine safe, innovative and appropriate sidewalk conditions on state roadways such as 76 Country Blvd.. Look to other Missouri communities for successful examples.		Short-Term	☐	
3.2.1	Continue to explore the installation or striping of bike lanes on key arterial roadways to provide alternative transportation modes. These bike lanes should provide logical connections to the City's wide trail system.	POS 2.3	Short-Term	☐	
4.1.1	The Master Plan should include a thorough analysis of all roadways, pedestrian and bike circulation well as an analysis of multiple transportation alternatives.	TR 3.1.2	Short-Term	☐	

ENVIRONMENT & INFRASTRUCTURE (EI)

1.1.1	Establish a repair/replacement infrastructure plan and process.		Short-Term	☐	
1.1.2	Establish an on-going funding strategy to pay for phased infrastructure improvements. Align infrastructure expansion plans with the Capital Improvements Plan.		Short-Term	☐	
1.1.3	Align infrastructure expansion with growth areas defined in the Community Plan 2030.		Short-Term		☐
1.1.4	Conduct a cost-benefit analysis of extending infrastructure before agreeing to service new developments. Ensure infrastructure pays for itself.		Short-Term		☐
1.1.5	Explore more sustainable energy production.		Short-Term		☐
1.1.6	Improve energy efficiency through energy audits.		Short-Term		☐
1.1.7	Develop an annexation strategy to ensure development in the surrounding area conforms to the City's plan.		Short-Term	☐	
1.2.5	Coordinate and provide water service with phased planned development applications. Incrementally service developments rather than providing the maximum water demand at the time of entitlement will lessen the need for the expansion of existing facilities until actually necessary.	LU 1.2- 1.4	Short-Term		☐
1.2.10	Monitor water treatment capacity to ensure that development does not outpace capacity.		Short-Term		☐
1.3.5	Recoup infrastructure extension costs through system connection charges.		Short-Term		☐

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
1.4.1	Complete a city-wide Stormwater Master Plan to more effectively control flooding and water quality issues that threaten the Branson area watersheds.		Short-Term	☐	
1.4.5	Develop a Lake Taneycomo Watershed Master Plan so grant opportunities can be pursued for storm water improvements.		Short-Term	☐	
1.4.6	Evaluate and make necessary updates to the city's storm water design criteria.		Short-Term	☐	
1.4.7	Protect and restrict development within areas designated as floodplains by current FEMA floodplain mapping.		Short-Term		☐
1.4.8	Pursue new financial sources to help fund long-term stormwater monitoring requirements and awareness.		Short-Term	☐	
1.5.1	Develop stormwater best management practices to reduce the transport of sediment and other pollutants to the natural drainageways that are essential to the vitality of the community.		Short-Term	☐	
1.5.2	Explore alternative stormwater construction techniques to reduce development costs (i.e. allow for bioswales as opposed to curb and gutter) and update regulations accordingly.		Short-Term	☐	
1.5.3	Evaluate and make necessary updates to the city's design criteria, standards and requirements for erosion control measures.		Short-Term	☐	
1.5.5	Promote preservation of natural vegetation and drainage ways and encourage development to incorporate natural features into planning and design.		Short-Term		☐
2.1.1	Conduct process to request proposals and then evaluate them for the determination of the best disposal firm(s) to provide services.		Short-Term	☐	
2.2.1	Develop public/private committee to identify convenient locations for recycling drop off facilities.		Short-Term	☐	
2.2.2	Develop service coverage to include curb-side recycling for apartments, entertainment, office and retail uses within the City.		Short-Term	☐	
2.2.3	Communicate the availability of recycling opportunities and locations within the City.		Short-Term	☐	
2.3.1	Evaluate and update current solid waste management ordinances to provide provisions for how to address current trash bins not screened or secured.		Short-Term	☐	
2.3.2	Evaluate and update current solid waste management ordinances to require any new development or redevelopment to provide space for recycle container(s) within required enclosed spaces for trash container(s).		Short-Term	☐	
3.3.2	Reevaluate the City's stormwater standards including the maximum impervious cover requirements.	EI 4.4, EI 4.5	Short-Term	☐	
4.1.1	Study and analyze the VMT of Branson residents.		Short-Term	☐	
4.1.2	Establish a city goal for reduced emissions based on an identified benchmark.		Short-Term	☐	
5.1.1	Control and regulate development in sensitive natural areas such as wetlands, floodplains, and critical wildlife habitat areas.		Short-Term		☐

Short-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
GOVERNANCE					
2.2.1	Work with Taney County to form an intergovernmental agreement that requires new developments located within two miles of the City's limits to follow Branson's development standards and guidelines.		Short-Term	☐	
2.2.2	Work with Taney County to establish an agreement for County rights-of-way that are surrounded by City rights-of-way (i.e. maintenance, etc.).		Short-Term	☐	
3.2.3	Identify and formalize opportunities for residents and organizations to help implement the policies and actions of the Community Plan 2030.		Short-Term	☐	
4.1.2	Continue to enhance the City's CIP review process to include all City departments and fully integrate the prioritization and implementation of projects with the City's Community Plan 2030 and Strategic Plan.		Short-Term		☐
4.1.3	Prepare and adopt a priority list that also establishes short range (0-4 year), mid range (5-10 year) and long range (10 to 15 year) capital improvements.		Short-Term	☐	
4.3.1	Cooperate with the efforts of the local community businesses and organizations to identify and promote economic development and attract employers to the city.		Short-Term		☐
4.3.2	Actively promote joint funding of CIP projects with other cities or towns, Taney County, the State and private developers.		Short-Term		☐

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
LAND USE (LU)					
2.3.3	Coordinate land use and development strategies and regulations with Taney County through an intergovernmental agreement to make development more consistent across political boundaries.	G 2.2	Mid-Term	☐	☐
2.4.1	Develop additional strategies that require new developments or annexations to share the cost of expanding the City's services and utilities needed to service such developments. The cost sharing should be proportional to the service requirements and size of the development.		Mid-Term	☐	
4.1.2	Provide mixed-use zoning, via a zoning amendment or an overlay district, in the identified commercial centers to permit vertically mixed-use buildings, compact development and reduced building setbacks.		Mid-Term	☐	
5.1.1	Explore the use and development of design guidelines for 76 Country Blvd. and downtown areas. These guidelines focus on the built environment and creating high quality public spaces.		Mid-Term	☐	
5.1.2	Document the regulatory concessions that can be offered to incentivize infill development into specified areas in the applicable zoning categories.		Mid-Term	☐	
5.1.8	Analyze the potential for reduced parking standards along 76 Country Blvd. in exchange for public realm improvements (i.e. landscape, sidewalks, etc.).		Mid-Term	☐	
5.1.10	Update zoning code to include sustainable design initiatives and incentives in the commercial zoning category (each commercial zoning category upon zoning amendment).	LU 7	Mid-Term	☐	
5.2.2	Identify and eliminate regulatory barriers that prevent the combination and densification necessary for vertically mixed-use development.		Mid-Term	☐	
6.1.1	Zone sufficient land for office to meet the projected demand.		Mid-Term		☐
6.2.3	Formalize and provide a more efficient approval process for businesses that want to locate in Branson.		Mid-Term	☐	
7.1.1	Develop regulations for lands with a 30 percent slope and greater.		Mid-Term	☐	
7.1.2	Develop criteria for sensitive land classification (i.e. percent slope, visible hillsides, 100 or 500 year floodplain, etc.).		Mid-Term	☐	
7.1.3	Identify and map the sensitive lands as defined by the community and various stakeholders using Geographic Information Systems (GIS).		Mid-Term	☐	
7.1.4	Provide regulations and standards for development within the identified sensitive lands via a zoning amendment		Mid-Term	☐	
7.1.5	Research additional methods for protecting sensitive lands and implement the most suitable initiatives and incentives (i.e. publicly formed conservation areas, land owner partnerships, purchase options, etc.).		Mid-Term	☐	
7.2.1	Define and document the application of sustainable development standards such as Leadership in Energy and Environmental Design (LEED) or similar sustainability standards in the zoning and building code.		Mid-Term	☐	
7.2.3	Provide a more efficient approval process for projects that meet sustainable development standards.		Mid-Term	☐	

Mid-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
HOUSING (H)					

TOURISM (T)					
1.3.1	Implement a proactive tourism advocacy plan. Communicate the benefits of tourism, building support and tourism resources to stakeholders.		Mid-Term	☐	
1.3.2	Increase and/or reallocate marketing funds to attract the highest growth potential visitor segments.		Mid-Term	☐	
1.3.3	Update the Branson/Lakes Area Strategic Destination Plan on a regular basis to ensure projects and program details are aligned with community and visitor industry organizations' operating budgets and plans.		Mid-Term	☐	
2.1.1	Work with the BLACVB and theater industry to assess the collection of live theater and destination entertainment options in order to support their long-term sustainability. Conduct visitor research to determine current and future entertainment preferences.		Mid-Term	☐	
3.1.1	Assess the existing distribution of lodging and timeshare options to understand the existing inventory, where there are gaps and where there are opportunities.		Mid-Term	☐	
4.1.1	Assess the existing distribution of dining options to understand the existing inventory, where there are gaps and where there are opportunities.		Mid-Term	☐	
5.1.1	Work with the BLACVB to make purchasing a ticket easy and non-competitive by centralizing a few, year-round visitor information centers at locations along 76 Country Blvd., in the downtown, at the Branson Landing and other, easily accessible locations.		Mid-Term	☐	
5.1.2	Evaluate the number and business practices of independent ticket sellers. Work with the Theater League to develop a plan that prevents the negative impacts of unethical ticket selling.		Mid-Term	☐	
5.1.6	Explore expanding the City's false advertising ordinance to further regulate ticket sales operations at OPCs, per lessons learned from 4.1.5.	T 4.1.5	Mid-Term	☐	
5.3.1	Invest in workforce training via a hospitality university for all employees who engage in guest service and delivery by providing an appropriate location and curriculum support (such as the Certification Program through Legendary University).		Mid-Term	☐	
5.4.3	Explore the idea of focused, public parking lots at strategic locations along 76 Country Blvd., connected by transportation and pedestrian movements.	CC 1.4, 2.6, 3.6	Mid-Term	☐	

ECONOMIC DEVELOPMENT (ED)					
1.1.4	Create educational opportunities that support the expansion of creative entrepreneurs.	C 5.3	Mid-Term	☐	
1.3.6	Capitalize on and expand The Mountain as the high-tech driver in Branson by identifying and targeting complementary businesses.		Mid-Term	☐	
3.3.1	Define a process to improve the City's ability to adequately evaluate and assess projects associated with tax incentives.		Mid-Term	☐	

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
3.3.2	Define the appropriate tax incentives that will encourage the desired development to occur in the identified locations.		Mid-Term	☐	
3.3.3	Define the specific guidelines (location, use mix, etc.) that will qualify developments for tax incentives.		Mid-Term	☐	
4.3.1	Provide leadership to ensure a coordinated effort between other local municipalities and organizations on the collaboration of upgrading transportation and other infrastructure to fulfill regional goals (i.e. Fall Creek Road and Highway 165 intersection improvements, Bird Road improvements, etc.).	G 2.2	Mid-Term	☐	

COMMUNITY CHARACTER (CC)					
1.1.2	Design and install district-specific street signs into the overall Downtown signage scheme (to be coordinated with city-wide signage program).		Mid-Term	☐	
1.1.3	Billboards should be limited to the greatest extent practical.		Mid-Term	☐	
1.1.4	Design and implement a new, improved alternative automobile route signage system to expand on, or replace the existing red, blue and yellow route signs. Coordinate this design with the City-wide signage program.		Mid-Term	☐	
2.2.2	Develop architectural guidelines and regulations that support tall buildings in the Downtown to support economic vitality.		Mid-Term	☐	
2.4.1	Create design guidelines for development in the downtown. The guidelines should celebrate the history and the desired development and streetscape character.		Mid-Term	☐	
3.1.2	Create design guidelines for new and redevelopment along 76 Country Blvd. to follow. The guidelines should celebrate the history and the desired development and streetscape character.		Mid-Term	☐	
3.3.1	Work with MoDOT to develop innovative techniques to safely and efficiently move pedestrians along (both sides of the street) 76 Country Blvd..		Mid-Term	☐	
3.3.2	Research other Missouri communities that have successfully designed state highways in a manner that encourages pedestrian activity. Review approved studies such as the South Grand Master Plan in St. Louis		Mid-Term	☐	
3.3.3	Designate wide, demarcated pedestrian crossings at key intersections along 76 Country Blvd.. Utilize special paving materials, lighting, crosswalk timers, intersection curb extensions, striping and other attractive design techniques.		Mid-Term	☐	
4.3.2	Design neighborhood streets to discourage speeding and cut-through traffic (i.e. narrow streets, speed tables, on-street parking, etc.).		Mid-Term		☐
4.4.1	Cluster higher density residential uses along wider streets that can accommodate higher traffic volumes. Transition medium density products to the lower density neighborhoods.		Mid-Term		☐
4.4.2	Promote a mix of housing types and scales to accommodate the needs of current and projected residents including large lot, small lot, apartments, townhomes, senior and attainable housing.		Mid-Term		☐

Mid-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
4.5.1	Maintain neighborhood diversity by retaining the size, pattern of lots and building character of different neighborhoods within the community to the extent possible as new development occurs.		Mid-Term	☐	☐
4.6.1	Encourage the design and development of residential buildings that address the street and encourage pedestrian activity.		Mid-Term	☐	☐
4.6.3	Identify, improve and maintain sidewalks within existing neighborhoods that need repair. Align efforts with CIP budgets.		Mid-Term	☐	☐
4.7.3	Connect public spaces via pedestrian/bicycle paths, sidewalks, greenways or pedestrian friendly streets.		Mid-Term	☐	☐
4.8.1	Assess and identify the neighborhoods that need revitalization and that may warrant a Neighborhood Improvement District.		Mid-Term	☐	☐
4.8.2	An Improvement District technique must obtain two-thirds vote from the property owners within the designated district to approve its creation.		Mid-Term	☐	☐
5.1.1	Work with MoDOT to establish gateway monumentation on main roads leading into Branson such as the 76 Country Blvd. (Main Street) and Highway 248 exits off US Highway 65.		Mid-Term	☐	☐
5.1.2	Work with a professional consultant to design and coordinate gateway signage with the city-wide wayfinding signage system.	CC 1.1	Mid-Term	☐	☐
6.1.1	Design and develop streetscapes that distinguish key corridors and denote hierarchy through within the City. This can be done through landscape design, signage and other identifying elements that celebrate community's image and identity.		Mid-Term	☐	☐
6.1.2	Enhance travel corridors by providing multi-modal connections (bicycle paths or lanes, bus and automobile) between two or more destinations or districts.		Mid-Term	☐	☐
6.2.1	Encourage street layouts that are simple, interconnected and direct, avoiding circuitous routes.	TR 1.1	Mid-Term	☐	☐
6.2.2	Develop new street standards for all road classifications to include landscape features, sidewalks, street trees, landscape medians where appropriate, on-street parking, parkways and lighting.	TR 1.1	Mid-Term	☐	☐

OPEN SPACE, PARKS & RECREATION (POS)

1.3.2	Update regulations that require a minimum percentage of land be dedicated to usable open space in each new residential and non-residential development. Clearly define the term usable in the amended policy.		Mid-Term	☐	☐
3.1.1	Review and update the trails master plan so it continues to promote the use of non-motorized travel for recreational, commuting and transportation. The natural terrain of Branson, with numerous hills and steep grades, will create challenges when developing a plan.		Mid-Term	☐	☐
3.1.2	Design and construct missing sections of City's trail system to create a complete system. This may require purchasing private property or establish granted easements to complete the missing segments.		Mid-Term	☐	☐

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
3.1.3	Connect community destinations such as schools, open spaces and neighborhood centers via the trail system.		Mid-Term	☐	
3.1.4	Use dedicated open space from new developments for connections to or extensions of existing open spaces.		Mid-Term		☐

COMMUNITY (C)

1.3.2	Improve roadway safety by mapping crash data in intersections and on roadways, determining causation factors and then take actions for improvement.		Mid-Term	☐	
1.3.3	Work with regional partners to develop a Flood and Emergency Evacuation Plan for the Community.		Mid-Term	☐	
2.1.1	Raise awareness and educate the community about what makes a healthy community.		Mid-Term		☐
3.1.4	Encourage the creation of support programs for families and children that will educate them in substance abuse, violence, financial literacy, child well-being, crime prevention, housing, education, healthy community, etc. and that will help them live a healthy, productive life.		Mid-Term	☐	
3.1.5	Encourage an awareness campaign about the various civic services, programs and facilities available for drug and alcohol abuse, smoking, emergency preparedness, domestic violence and neighborhood crime watch, etc. (i.e. Neighborhood Watch Programs, Drug Abuse Resistance Education (DARE), Larry Simmering Recovery Center, Church Army, The Hiding Place Ministry, etc.).		Mid-Term	☐	
4.2.3	Ensure community health care stays affordable and available to underprivileged children and families.		Mid-Term		☐
4.3.3	Encourage all public entities to involve youth in future planning of the community.		Mid-Term		☐
4.4.1	Encourage community service organizations to continue to provide in-home assistance to seniors.		Mid-Term		
5.2.6	Encourage local businesses to provide student internship programs.		Mid-Term		☐
6.1.1	Identify needs for additional space for performing and visual arts as the community grows, including the potential of establishing a Cultural Arts Center.		Mid-Term	☐	
6.1.2	Formalize a plan for performing and visual arts programs through in-house programs and partnerships with the Branson Arts Council, the Taneyhills Community Library and other organizations in the area.		Mid-Term	☐	
6.3.1	Work with the Downtown Branson Main Street Association and other community organizations to organize outdoor community events and activities throughout the City (i.e. farmer's market, arts festival, etc.).		Mid-Term	☐	

TRANSPORTATION (TR)

1.1.2	Design and maintain City roads to sufficiently accommodate the projected growth and tourism traffic in a coordinated way.		Mid-Term		☐
1.2.1	Establish and adopt Access Management/Complete Streets Guidelines for Branson's roadways using the Missouri Department of Transportation's (MoDOT) guidelines as a basis. Customize the classifications per Branson's road standards.		Mid-Term	☐	

Mid-Term Actions

#	Action	Associated Goals, Policies & Actions			
		Priority	Completed	Ongoing	
1.2.2	Review and consider MoDOT Access Management/Complete Streets Guidelines when planning for future capacity improvements or retrofitting locally-controlled corridors.	Mid-Term	☐		
1.3.1	Define and document incentives for entertainment businesses that promote the use of alternative transportation modes. For instance, reducing the number of parking spaces required in exchange for providing space for bus stops on private property (within the curb-to-curb zone).	Mid-Term	☐		
2.1.1	Design and implement a new signage and wayfinding system that either clearly designates the blue, yellow and red routes to provide alternatives to traffic on 76 Country Blvd. or establishes an entirely new system.	Mid-Term	☐		
2.1.2	Establish a City-wide signage system that reflects the City of Branson and that can be easily viewed and understood while driving by at reasonable speeds.	Mid-Term	☐		
3.1.1	Analyze the city-wide pedestrian network and ensure direct pedestrian connections are available from places of residence, schools, neighborhood centers, work and public facilities.	Mid-Term	☐		
3.1.3	Explore regularly spaced crosswalks at key, high traffic intersections along Highway 76 and other high volume roadways. Work with a consultant to determine streetscape design and specific cross walk treatment such as texture, color lighting, ramps, landscaping, etc.	Mid-Term	☐		
3.2.2	Develop and document regulations for new neighborhood development to provide trail connections to the greater City-wide trail system where possible.	POS 2.3	Mid-Term	☐	
3.2.3	Connect sidewalks and (future) bike lanes to trailheads.	POS 2.3	Mid-Term	☐	
4.1.2	Review and evaluate the Master Plan regularly (at least every five (5) years) and update as necessary.	Mid-Term		☐	
4.2.1	Work to implement a demonstration project for a park-n-ride lot to illustrate the value and success of these facilities to the community.	Mid-Term	☐		
4.2.2	Identify appropriate locations and scale of the park-n-ride lots along 76 Country Blvd.. Work with business owners and property owners to consolidate the necessary land to designate the consolidated parking lots as such.	Mid-Term	☐		
4.3.1	Study the opportunity for fixed-transit routes, standard bus service and bus rapid transit.	Mid-Term	☐		
4.3.2	Create a transportation system that connects park-n-ride lots, centers, Branson destinations and residential neighborhoods throughout the City. Provide transportation stops to make it easy for transit riders to easily access local services, work and home.	Mid-Term	☐		

ENVIRONMENT & INFRASTRUCTURE (EI)

1.2.9	Design and construct an additional water treatment plant or expand an existing facility to meet future demand.	Mid-Term	☐	
1.2.11	Promote water conservation through education and cooperation between public and private entities.	Mid-Term		☐

Mid-Term Actions

#	Action	Associated Goals, Policies & Actions			
		Priority	Completed	Ongoing	
1.2.12	Work with adjacent water companies to maintain and improve the water quality of the region and ensure the security of the resources.		Mid-Term	☐	
1.3.1	Design and construct an additional sewer treatment plant or expand existing facilities (i.e. Cooper Creek) to meet future demand.		Mid-Term	☐	
1.3.4	Any future property annexed into the City shall be connected to the City sewer system		Mid-Term		☐
1.3.6	Explore the feasibility of making greywater available for irrigation use.		Mid-Term	☐	
1.4.3	Further refine stormwater and water quality policies to gain additional control over runoff from new developments and construction.		Mid-Term	☐	
1.5.4	Create a city-wide water quality management plan to ensure sustainable growth.		Mid-Term	☐	
1.6.3	Form consistent and logical standards for management of public rights-of-way and easements which may include the formation of a Right-of-Way Alliance.		Mid-Term	☐	
1.6.4	Form coordinated goals to initiate sustainable practices among our providers, including policies regarding tree maintenance along rights-of-way.		Mid-Term	☐	
3.2.1	Create municipal water reuse infrastructure and promote greywater reuse by implementing strategies such as water harvesting, green roofs, and pervious surfaces.		Mid-Term	☐	
3.3.3	Create manual of best practice alternatives for materials and new technologies such as pervious asphalt, pavers, rain gardens, compost filter berms and others.		Mid-Term	☐	
6.1.1	Promote renewable energy and its benefits through public education programs.		Mid-Term		☐
6.1.3	Promote a sustainable image by using renewable energy sources for city buildings when feasible.		Mid-Term		☐

GOVERNANCE (G)						
1.1.1	The City, in conjunction with other civic groups, will conduct an educational lecture series explaining the benefits of becoming a Charter City.		Mid-Term	☐		
2.1.2	Institute a consistent and coordinated systems of fees and standards for development located within the Urban Service Area.		Mid-Term	☐		
2.1.3	Encourage Taney County to revise development criteria within the Urban Service Area to establish an agreed city/county standard.		Mid-term	☐		
4.1.1	Prepare revised Utility, Transportation, Drainage, Parks and Recreation, and other Public Facility Master Plans based on the goals of the updated Community Plan 2030.		Mid-Term	☐		

Long-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
LAND USE (LU)					
3.1.4	Explore opportunities for private development to contribute towards the additional public amenities that may be needed in infill and redevelopment areas (i.e. park space, public art, signage, etc.).		Long-Term		☐
6.2.2	Ensure future industrial zoned land is compatible with the surrounding land uses. Industrial property should be away from residential properties, easily accessible by multiple forms of transportation, utility infrastructure and not on environmentally sensitive land.		Long-Term	☐	
6.2.5	Map and maintain an inventory of parcels that are suitable for light industrial uses.		Long-Term	☐	
7.1.6	Work with local agencies to identify, purchase and rehabilitate (where necessary) sensitive lands.		Long-Term	☐	
7.2.2	Identify incentives for projects that use and meet sustainability standards.		Long-Term	☐	
HOUSING (H)					
1.1.1	Identify, monitor and disseminate a set of key metrics (i.e. cost, demand, supply) for the housing market so that there is an ongoing and always current understanding of supply and demand.		Long-Term	☐	
1.1.2	Further evaluate the needs of the business community and their willingness to support efforts to create housing that better serves their workforce housing needs.		Long-Term	☐	
1.2.1	Encourage public and private, for-profit and non-profit sectors to take actions to develop and maintain an adequate supply of single-family, multi-family and manufactured housing.		Long-Term		☐
1.2.2	Create and update the zoning code to include an attainable housing provision, encouraging developments to supply a portion of the development as attainable housing (single-family housing).		Long-Term	☐	
1.2.3	Plan for the housing requirements of special populations (attainable, middle and upper-income, retirement, workforce) within the community. Disperse these facilities in appropriate locations throughout the residential areas of the City rather than clustering them in one location.		Long-Term		☐
1.2.4	Create opportunities within the zoning code for the flexibility to support market-driven middle and upper-income housing.		Long-Term	☐	
1.2.5	Encourage and attract owner-occupied investment and re-investment in our existing neighborhoods to ensure their vitality in the community and as a way to increase appeal for future employers.		Long-Term	☐	
1.3.1	Encourage the integration and distribution of attainable housing as part of individual neighborhoods and the larger community, rather than creating larger concentrations of attainable housing in isolated areas.		Long-Term	☐	

Long-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
1.3.3	Develop a long-term plan to relocate residents of substandard hotel properties into more permanent housing. Work with other agencies such as the Branson Housing Authority to implement the plan.		Long-Term	☐	
1.3.4	Encourage the integrate the actions of service agencies to help coordinate efforts and combine resources in order to better meet the demands of those most in need of housing.		Long-Term	☐	
1.3.5	Leverage available federal funds and expand grant requests for housing needs by presenting a unified message (with other agencies) and plan of action.		Long-Term		☐
1.3.6	Redefine and expand the roles and responsibilities of the Branson Housing Authority to manage more attainable projects (owner occupancy, deed restrictions, etc.), to develop and champion new policy efforts, to submit grant requests and offer down payment assistance to residents, etc.		Long-Term	☐	
1.4.1	Focus on the needs and housing demand created by middle income workers to ensure that the overall spectrum of housing needs is being more fully addressed. Work with the local development community to create new attainable units in both infill developments and master planned developments.		Long-Term	☐	
1.4.2	Seek out a development opportunity that could involve joint partnership between the City and a private developer to accomplish the desired development (i.e. senior housing project, attainable housing project, etc.) and to create a successful benchmark.		Long-Term	☐	

TOURISM (T)

1.2.3	Encourage existing and new businesses to establish a variety of entertainment product offerings.		Long-Term		☐
4.3.1	Invest in workforce training via a hospitality university for all employees who engage in guest service and delivery by providing an appropriate location and curriculum support (such as the Certificate Program through Legendary University).		Long-Term		☐

ECONOMIC DEVELOPMENT (ED)

1.2.2	Aim to attract college and/or vocational training programs that will educate Branson residents, will draw people from the region and that could supply the workforce to new professional and technical employment opportunities.		Long-Term	☐	
1.2.3	Leverage local assets, including human capital, institutions, physical infrastructure and the quality of life to fuel business development and job creation.		Long-Term		☐
2.1.1	Promote resident patronage of existing retail and services within Branson and also within the surrounding region.		Long-Term	☐	
2.1.2	Conduct periodic consumer surveys of Branson residents to identify the retail and service businesses residents support outside the City so developers can proactively attract them to locate in Branson.		Long-Term		☐

Long-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
3.2.2	Define and document clear policy for public development assistance, including the participation in the development of roadways and utilities serving the development.		Long-Term	☐	
3.2.3	Participate in redevelopment and improvements projects in specific targeted areas such as infill along 76 Country Blvd.. Participation may include providing the land (if City owned) and contributing financially towards the public improvements to support the development.		Long-Term		☐

COMMUNITY CHARACTER (CC)

2.1.3	Make public facilities such as parking and information kiosks accessible with clear signage and wayfinding.		Long-Term		☐
2.1.4	Design streets to encourage pedestrian activity with wider sidewalks and sidewalk activity such as outdoor restaurant seating, small retail displays, etc. where possible.		Long-Term		☐
2.5.1	Incorporate public spaces such as plazas, parks, patios and pathways into urban designs for residential, commercial, civic and mixed-use development projects in the downtown.		Long-Term		☐
4.1.2	Work with identified neighborhoods to develop an action plan and to encourage the formation of neighborhood organization where appropriate.		Long-Term	☐	
4.7.1	Ensure all residents are within ¼ mile or a five-minute walk of a public space such as a park, plaza, or school, etc.		Long-Term		☐

OPEN SPACE, PARKS & RECREATION (POS)

1.3.4	Increase the number of neighborhood parks in residential areas that are currently underserved (i.e. southwest portion of the City).		Long-Term		☐
1.3.6	Solicit partnerships with other governmental agencies or donations from private entities to help acquire, finance and construct new park opportunities and/or require cash-in-lieu payment from new developments for open space development.		Long-Term		☐
2.1.2	Work with public agencies and private entities to acquire or dedicate prioritized properties that will contribute to the overall passive open space system.		Long-Term		☐
3.2.1	Continue to enhance trail activities through the installation of benches, and lighting.		Long-Term		☐
3.2.3	Preserve and promote locations of environmental, historical and cultural significance along trails via signage.		Long-Term	☐	

COMMUNITY (C)

1.1.1	Work with the police and fire departments to offer planning, education, training and exercises for potential hazards and emergencies such as flooding, winter storms, tornados, etc.		Long-Term		☐
1.2.1	Expand the number of fire stations in order to maintain a five-minute response model per station within the community today and in the future.		Long-Term		☐

Long-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
1.2.3	Follow recommendations made by the Branson Fire Rescue Master Plan.		Long-Term	☐	
1.2.4	Obtain an ISO 8 Classification		Long-Term	☐	
2.1.2	Raise the level of community civility through programs such as the city's citizen academy.		Long-Term		☐
2.2.1	Provide opportunities for community members to understand what constitutes a healthy, cohesive community.		Long-Term		☐
2.4.2	Publicize community events and activities online and via the use of signs and banners at key locations.		Long-Term		☐
2.4.3	Celebrate and encourage participation in leadership programs currently available in the community by creating a web-page on the City's website that lists the leadership programs available (i.e. Servant leadership, Ozark Mountain Legacy, Boardsmanship, Lakes Area Leadership, Legendary University, Character education (county-wide initiative), community caring day, etc.).		Long-Term		☐
4.1.2	Work with schools health curriculum or curriculum supervisor to provide training for local students.		Long-Term		☐
4.2.1	Work with other organizations to provide treatment and services for homeless individuals in Branson.		Long-Term		☐
4.2.2	Work with and support local and regional partners to enhance mental health services in the community.		Long-Term		☐
4.2.4	Support research for health care programs that get employer buy-in (i.e. MEMPHIS Plan) and that would decrease the cost of health insurance for employees. Increased patients with health care ultimately would contribute to the reduction in Medical Center's bad debt resulting from emergency care and would increase their ability to make financial contributions to other clinics.		Long-Term		☐
4.3.1	Work with local agencies to provide job placement assistance that will help connect young adults to jobs and educational opportunities.		Long-Term		☐
4.3.2	Work with local agencies to offer financial resource education to young adults.		Long-Term		☐
4.3.4	Work with local agencies to create a formalized shadowing mentor program for Branson's youth. Utilize the national mentoring program for ideas to incentivize participation.		Long-Term		☐
4.4.2	Work with local partners to establish a convenient transportation system for seniors to access medical care, groceries, etc.		Long-Term		☐
5.1.2	Work with local education providers to develop a task force to identify, develop and prioritize strategies that address the quality and accessibility of early care (also known of pre-kindergarten) and education in Branson.		Long-Term	☐	
5.3.2	Support degree completion partnerships with four-year institutions (i.e. College of the Ozarks, Drury University, Missouri State, etc.).		Long-Term		☐
5.3.3	Expand vocational and technical training opportunities to develop the work force needed to service the desired professional service and information technology companies.		Long-Term	☐	

Long-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
5.3.4	Support education and training for artistic and creative trades (i.e. woodworking, arts and crafts, pottery, etc.).		Long-Term		☐
5.3.5	Work with businesses to encourage continued education for employees (i.e. job training, William Woods undergraduate and graduate programs, etc.).		Long-Term		☐
5.3.6	Research opportunities with the Ozark Technical College (OTC) for the expansion of their current course offerings in the Branson area.		Long-Term	☐	
5.3.7	Explore the Arkadelphia, Arkansas college tuition concept for Branson students to help pay the tuition and fees that are not covered by scholarships and to increase college enrollment.		Long-Term	☐	
6.1.3	Work with local school district and community colleges to increase offerings of art education programs and classes for local students and residents.		Long-Term	☐	
6.1.4	Work to identify potential sources for funding at the state and federal levels that the City and various partners at the local level may use in installing art in Branson or encouraging arts education.		Long-Term		☐
6.2.3	Use incentives to encourage private sector rehabilitation and re-use of historically significant resources.		Long-Term		☐
6.4.2	Work with city agencies and with the county and neighboring jurisdictions to provide space for displays of art created by local residents (in city hall or city buildings, or in local parks, for example).		Long-Term		☐

TRANSPORTATION (TR)

1.1.5	Design new transportation infrastructure to be sensitive to its context, also known as context sensitive design.		Long-Term		☐
1.2.3	Reduce the number of curb-cuts, or business driveways, along Highway 76 and other high volume roadways while still efficiently maintaining traffic flow. This can be achieved through establishing shared driveways to access multiple businesses.		Long-Term	☐	
4.3.3	Provide transportation stops in locations that provide direct connections to other modes of transportation (trail system, (future) regional transportation, etc.).		Long-Term	☐	
4.3.4	Explore the use of transportation demand management (TDM) techniques to reduce the demand and congestion of traffic on the roadways. This could include the introduction of staggered show times or the encouragement of carpooling or vanpooling.		Long-Term	☐	

ENVIRONMENT & INFRASTRUCTURE (EI)

1.2.4	Any future property annexed into the City shall be connected to City water if they are not currently tied to the existing system.		Long-Term		☐
1.2.6	Evaluate the ability of existing aquifers to sustain long-term development in the area. Identify alternative water sources and treatment as necessary to maintain the viability of the existing aquifers.		Long-Term	☐	

Long-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
1.2.8	Pursue water projects that have been identified and planned in master planning documents to provide additional capacities for projected demands on these systems while meeting increasingly higher water quality requirements.		Long-Term	☐	
1.3.2	Pursue wastewater projects that have been identified and planned in master planning documents to provide additional capacities for projected demands on these systems while meeting increasingly higher water quality requirements.		Long-Term	☐	
1.4.2	Pursue regional stormwater solutions for known problem areas.		Long-Term	☐	
1.4.4	Evaluate necessary stormwater improvements and watershed studies annually in coordination with the Capital Improvements Plan.		Long-Term	☐	
1.6.1	Explore undergrounding utilities along Highway 76. Work with both electricity providers and relevant stakeholders to define the potential scope and strategy for the effort.		Long-Term	☐	
1.6.2	Support the expansion and purchase of energy produced by renewable sources (i.e. wind, biomass, table rock dam, etc.).		Long-Term	☐	
3.1.1	Work with state agencies and surrounding jurisdictions to address regional water quality.		Long-Term		☐
3.1.3	Protect water quality of lakes and area streams by protecting vegetation and stabilizing soils along the edges of these bodies of water.		Long-Term		☐
3.1.4	Buffer surface water issues with a well head protection zone or other stream buffers to protect water quality.		Long-Term		☐
3.3.1	Ensure stormwater detention areas are designed to protect water quality and open space amenities.		Long-Term	☐	
4.1.3	Increase alternative transportation by offering more transit service, connecting key destinations, and expanding the bicycle trail network.	TR 3.3	Long-Term	☐	
4.1.4	Decrease VMT by encouraging compact development patterns that include neighborhood centers offering a variety of services within a short distance of residences.	TR 3.3	Long-Term	☐	
4.2.1	Support community forestry programs and the Tree Board to ensure the City's forest is preserved.		Long-Term		☐
5.1.2	Coordinate with Taney County and other agencies and non-profits to identify, purchase and rehabilitate hydrological sensitive lands in areas surrounding floodplains.		Long-Term		☐
6.1.2	The City should demonstrate leadership in the community by building public facilities to a higher energy efficiency standard than applies to other buildings.		Long-Term		☐
6.1.4	Allow and encourage on-site renewable energy production.		Long-Term		☐
6.1.5	Provide incentives to encourage new construction to exceed minimum code requirements for energy efficiency and renewable energy use.		Long-Term		☐

Long-Term Actions

#	Action	Associated Goals, Policies & Actions	Priority	Completed	Ongoing
GOVERNANCE (G)					
4.2.1	Inventory and assess existing public facilities and identify needed repairs, improvements and expansions as part of the annual CIP review process.		Long-Term	☐	

GLOSSARY

Glossary

Best Management Practices (BMPs): A best management practice (BMP) is a method, process, activity, incentive, or reward that is believed to be more effective at delivering a particular outcome than any other technique, method, process, etc. when applied to a particular condition or circumstance.

Built Environment: The man-made surroundings that provide the setting for human activity, ranging in scale from personal shelter to neighborhoods to the large-scale civic surroundings and consisting of buildings, roads, sidewalks, trails and parks, bike paths and landscaping and all other improvements that form the physical character of a city.

Capital Improvements Plan: A Capital Improvement Plan (Program), or CIP, is a short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

Complete Streets: Street designs that support all modes of transportation and serve all people making use of a street, with a special emphasis on age friendly strategies, livability and performance of retail life, placemaking along the street and in the corridor; any roadway having a bike lane, sidewalk, and room for mass transit.

Conservation: Preservation, protection, or restoration of the natural environment, natural ecosystems, vegetation, and wildlife.

County Islands: Areas in Taney County that have not been annexed and are surrounded by Branson City Limits.

Density: The quantity of people or things in a given area or space.

Economic Development: Economic Development is the institutional changes made to promote economic betterment. It is the social organizational changes made to promote growth in an economy.

Energy Conservation: Energy conservation is achieved through efficient energy use, in which case energy use is decreased while achieving a similar outcome, or by reduced consumption of energy services.

Energy Efficiency: Efficient energy use, sometimes simply called energy efficiency, is using less energy to provide the same level of energy service.

Floor Area Ratio (FAR): The Floor Area Ratio (FAR) or Floor Space Index (FSI) is the ratio of the total floor area of buildings on a certain location to the size of the land of that location, or the limit imposed on such a ratio.

Floodplain: An area of low-lying ground adjacent to a river, formed mainly of river sediments and subject to flooding.

Green Building: Green Building, also known as green construction or sustainable building, is the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's life-cycle: from siting to design, construction, operation and maintenance.

Infill: Buildings constructed to occupy the space between existing ones.

Infrastructure: The basic physical and organizational structures and facilities (e.g., buildings, roads, and power supplies) needed for the operation of a society or enterprise.

Light Industrial: Light industry is usually less capital intensive than heavy industry, and is more consumer-oriented than business-oriented (i.e., most light industry products are produced for end users rather than as intermediates for use by other industries).

Livable Communities: Communities that provide & promote civic engagement and a sense of place through safe, sustainable choices for a variety of elements that include housing, transportation, education, cultural diversity and enrichment and recreation.

Low Impact Development (LID): An approach to land development that uses land planning and design practices and technologies to simultaneously conserve and protect natural resource systems and reduce infrastructure costs. LID allows land to be developed, but in a cost effective manner that helps mitigate potential environmental impacts.

Mixed-Use: Mixed-use development is the practice of allowing more than one type of use in a building or set of buildings. In planning zone terms, this can mean some combination of residential, commercial, industrial, office, institutional, or other land uses.

Neighborhood Commercial: provides a location for a limited number of retail commercial uses which serve the day-to-day needs of the residents of surrounding neighborhoods.

Open Space: includes working lands, managed green space such as golf range, parks, recreation areas, wild lands, unmanaged habitats, field corners, fence rows and abandoned pastures. Areas of land not covered by structures, driveways, or parking lots.

Public Facilities: Facilities that are required to support the services and functions provided by the County government or public utility companies. Such facilities are essential to support the community and its development and to enhance the overall quality of life.

Redevelopment: Redevelopment is any new construction on a site that has pre-existing uses on it such as the redevelopment of an industrial site into a mixed-use development or the redevelopment of a block of townhouses into a large apartment building.

Right-of-Way: The legal right, established by usage or grant, to pass along a specific route through grounds or property belonging to another.

Smart Growth: An urban planning and transportation theory that concentrates growth in compact walkable urban centers to avoid sprawl and advocates compact, transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing choices.

Streetscape: The elements within and along the street right-of-way that define its appearance, identity, and functionality, including adjacent buildings and land uses, street furniture, landscaping, trees, sidewalks, and pavement treatments, among others.

Sustainable Development: Development which seeks to produce sustainable economic growth while ensuring future generations' ability to do the same by not exceeding the regenerative capacity of the nature.

Trail: A trail is a thoroughfare with a rough beaten or dirt/stone surface used for travel. Trails may be for use only by walkers and in some places, are the main access route to remote settlements. Some trails can also be used hiking, cycling, or cross-country skiing and less often for moving cattle herds and other livestock.

Urban Design: Urban design concerns the arrangement, appearance and functionality of towns and cities, and in particular the shaping and uses of urban public space.

Walkability: The measure of the overall walking and living conditions in an area; the extent to which the built environment is friendly to the presence of people walking, biking, living, shopping, visiting, enjoying or spending time in an area.

Wayfinding: Enabling a person to find his or her way to a given destination through the use of effective signage or other graphic communication, clues inherent in the building's spatial grammar, logical space planning, audible communication, tactile elements, and provision for special-needs users. Wayfinding encompasses all of the ways in which people orient themselves in physical space and navigate from place to place.

Wetlands: Land consisting of marshes or swamps; saturated land.