



Village of Four Seasons

Planning for the seasons ahead

2017 Comprehensive Plan
Village of Four Seasons, Missouri

Prepared by:

**Missouri
State.**

CENTER *for*
RESOURCE PLANNING
AND MANAGEMENT

Village of Four Seasons, Missouri

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133 Cherokee Road • Four Seasons, MO 65049 • (573) 365-3833 • Fax (573) 365-5292

RESOLUTION 2017-04

A RESOLUTION ADOPTING THE COMPREHENSIVE PLAN FOR THE VILLAGE OF FOUR SEASONS, MISSOURI

WHEREAS, the Village of Four Seasons is concerned about the future growth and development of the community, the protection of the natural environment, and the safety, health and welfare of the public; and

WHEREAS, it is in the best interests of the Village of Four Seasons to update their first plan – adopted in 1993 – to establish guidance for the future growth of the Village and that promotes the health, safety and welfare of the public, protection of the natural and man-made environment, and the efficient use of resources; and

WHEREAS, the Village of Four Seasons contracted with the Center for Resource Planning and Management at Missouri State University, who conducted extensive study and has developed a Comprehensive Plan for the Village of Four Seasons; and

WHEREAS, pursuant to RSMo. §89.320, the Board of Trustees of the Village of Four Seasons has appointed a Comprehensive Planning Committee; and

WHEREAS, said Comprehensive Planning Committee, with the assistance of the Center for Resource Planning and Management at Missouri State University, has held public meetings, assembled statistical information, and compiled such information into the Village's 2017 Comprehensive Plan (Planning for the seasons ahead); and

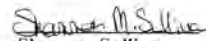
WHEREAS, a public hearing was held on the Comprehensive Plan for the Village of Four Seasons on September 5, 2017, following legal notice thereof as required by law; and

WHEREAS, the Planning and Zoning Commission of the Village of Four Seasons has determined that it is in the best interest of the Village of Four Seasons to adopt the Comprehensive Plan for the Village of Four Seasons, Missouri.

NOW, THEREFORE, be it resolved by the Board of Trustees, Village of Four Seasons, Missouri, hereby approves and adopts the 2017 Comprehensive Plan for the Village of Four Seasons, Missouri, as referenced herein and as attached hereto, including all narrative, maps, and other documentation as though fully set forth herein.

Adopted this 27th day of December, 2017

ATTEST


Shannon Sullivan
Village Clerk

BY ITS CHAIRMAN


Arnold Sandbothe, Chairman
Board of Trustees

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Comprehensive Planning

Planning brings communities together - government officials, business leaders, citizens - to build and create communities that enrich people's lives. Planners are the professionals that facilitate the planning process, supporting decision makers by coordinating information and activities. The role of a planner is to create a logical, systematic decision-making process that generates the optimal goals, objectives, and actions to guide a community.

Planners strive to look at problems and community issues from all perspectives - asking critical questions to properly define what needs to be addressed. A principle of good planning is looking for the best solutions, not just the first solution, or addressing only the concerns of those attending public meetings. Professional planners remain objective and fair while assisting a community in determining its own preferences and develop applicable responses, all the while considering future impacts.

At the conclusion of the planner-led process, the resulting desires and goals form the foundation for a community's comprehensive plan. (Litman, VTPI, 2013)

The Planning Process

Planning is a methodical process with steps that lead to optimal solutions. A good planning process should reflect the following principles:

- *Comprehensive* – considering all significant options & impacts.
- *Efficient* – the process should not waste time or money.
- *Inclusive* – those affected had opportunity to be involved.
- *Informative* – results are understood by stakeholders as well as the people affected by a decision.
- *Integrated* – individual, short term decisions should support strategic, long-term goals.
- *Logical* – each step leads to the next.
- *Transparent* – everybody involved understands the process.

Technical assistance and meeting facilitation were provided by professional planning staff from The Center for Resource Planning and Management (CRPM), a center operated out of Missouri State University's Geography, Geology, and Planning department.

The Village of Four Seasons utilized members from the Planning and Zoning Commission, as well as individuals who expressed interest in serving to form a Planning Committee in order to complete the comprehensive plan process.

CRPM facilitated a SWOT (Strengths, Weaknesses, Opportunities,

Threats) analysis at the July 10th, 2017 Planning Committee meeting. CRPM staff and committee members involved the public through an online community-wide survey. The survey was distributed through an online link. Post cards were mailed to all Village residents with information on how to take the survey. Hard copies were also made available at the Village Hall.

The survey results and a draft land use map were discussed at the July 10, 2017 Planning Committee meeting. The Village of Four Seasons and CRPM staff hosted a public open house on September 5, 2017. This allowed for residents to view and provide input on draft maps and goals and objectives for the plan updates.

Purpose of the Comprehensive Plan

The Village of Four Seasons Comprehensive Plan, updated in 2017, is an important guide to help coordinate, direct, and recommend future decision-making in the Village of Four Seasons, Missouri. This plan establishes direction and a community vision to facilitate future growth and development over the next 10 to 20 years. The Village of Four Seasons adopted its first comprehensive plan in



Village Welcome Sign, Source: CRPM

1993. This new and updated comprehensive plan should be used frequently as a reference tool for future policy and development decisions. Referencing this plan will ensure that decisions will be made in alignment with the desires of citizens and community goals.

The Village of Four Seasons Comprehensive Plan establishes long-term community goals and objectives. The goals and objectives are broad and generalized to create the framework for future community decisions. Implementation strategies are provided to give the community more detailed actions that will allow for better implementation. Also included in this plan are recommendations for future land-use and improved transportation.

Note: This is not a legally-binding document, but may be used to uphold the decisions of the Village by providing evidence that thought and planning has gone into future decision-making efforts for the purpose of promoting health, safety, morals, or the general welfare of the community as set forth by the Standard State Zoning Enabling Act, which has been upheld in many courts in Missouri and across the United States.

Introduction

VILLAGE OF FOUR SEASONS COMPREHENSIVE PLAN

Community Overview

The Village of Four Seasons encompasses much of Horseshoe Bend peninsula in the northeastern corner of Camden County, Missouri. The Village, with its large number of lakefront properties and proximity to available amenities, is known for being the most comprehensive community found on the Lake of the Ozarks. This unique community offers high quality living amongst a dramatic forested and hilly terrain, and has prime access to the Lake of the Ozarks. The Village of Four Seasons is one of several incorporated communities established along the lake, but the only municipality found on Horseshoe Bend peninsula. The Bend stretches for 7 miles and totals 54,000 acres, with a natural shoreline of 65 miles.



Bagnell Dam 1931, Source: Missouri State Archives

Horseshoe Bend was steadily developed over the years, and this comprehensive plan will serve to continue that trend. There are many elements of the physical environment which impact future development for the community. The topography of the Village is one of the community's most profound and remarkable features. Its hilly terrain and picturesque waterfronts make the Village a beautiful place to both live and visit. A high volume of tourists come to the Village each year to enjoy its lakefront properties and the accessible amenities. However, this dramatic terrain and hilly elevation make development challenging and costly.



Village of Four Seasons Village Hall, Source : CRPM

History

Development along Horseshoe Bend began in 1931 after the completion of nearby Bagnell Dam. The newly formed reservoir, now called Lake of the Ozarks, was the 5th largest man-made lake in the United States - a title only held until 1936. The creation of the lake led to economic and development opportunities. Initially dotted by a few grazing lands and small inns, by 1960 St. Louis developer Burton Duenke completed Tan-Tar-A resort, and in 1964 St. Louis hotelier Harold Koplár opened the Lodge of Four Seasons. As the lodge grew in prominence, so did the focus of the Koplár-Brown family. By 1971, the Koplár's had commissioned a famed golf course architect to construct the Lodge's first golf course, began to develop their planned residential subdivision community along the Bend, and drafted articles and covenants to form a property owner's association to protect their development interests and investment. With concerns mounting that the nearby city of Lake Ozark would annex property along the Bend, residents were compelled to incorporate into a municipality to preserve the community that had formed, thus founding the Village of Four Seasons.

The Village of Four Seasons was incorporated in December of 1986. Since its inception, the Village has strived to support the full residential buildout that developers and land owners had planned

decades earlier. In the thirty-one years since, the community has continued to grow and develop at a careful pace and today is predominately made up of single-family housing, with high-density single-family and multi-family housing occupying the lakefront lots.

The Koplár's founded Four Seasons Lakesites (FSL) after acquiring much of the land on the Bend. FSL was the subdivider and present-day developer of the planned residential community. To limit the type of development that would appear on a lot after being subdivided and sold, the Koplár's enacted restrictive covenants upon the deeds of all of their lots. These covenants limit the use and development of the land, and though are not easily amended, were created "for the purpose of enhancing and protecting the value, desirability and attractiveness" of "lots in the development and their respective owners, present and future" (Covenants, p.4).

This unique history explains why the majority of lots in the Village of Four Seasons are regulated by restrictive covenants, which are governed by the POA. This unique arrangement has allowed the area to continue to develop as a planned subdivision community. This plan addresses the future of the Village, as well as the relationships it must maintain with its many stakeholder organizations to continue to provide the quality of life that has attracted so many residents to the Village of Four Seasons.

Demographics

Demographics Overview

To begin the planning process, demographic data is collected and evaluated. This helps bring to light trends, as well as possible strengths and weaknesses, which the community may encounter in the near future. This section uses the most up-to-date and reliable data from the decennial Census, as well as the 2015 American Community Survey (ACS) - a service of the United States Census Bureau.

Population Growth Trends

From 1990 to 2000 the Village experienced its first large increase in population: almost 700 additional residents, an increase in population of 85.5%. The population climbed an additional 724 residents between the years 2000 and 2010. However, the Census' 2015 ACS estimates show that this trend has subsided entirely. This can be attributed to the halt in residential development that has occurred in the Village since 2010 - a reflection of the national trend following the 2007 financial crisis.

Four Seasons	1990	2000	2010	2015 ACS
Total Population	805	1,493	2,217	2,218
Percent Change	–	85.50%	48.50%	0.00%

Table 1: Population Trends. Source: U.S. Census Bureau

Age-Sex Composition

The median age in the Village of Four Season is 46.5 years old. This is similar to the Camden County median age of 49. The 2015 ACS estimates that 42.6% of the population is younger than 39 years old, while the remaining 57.4% is older than 40 years old. The Village will need to effectively plan for not only young families that may move into the municipality, but for the needs of the population that is present today and will age in place.

The Village has a higher overall population of females than males. However, as seen in Figure 1, each age group is represented somewhat equally by population size of both sexes.

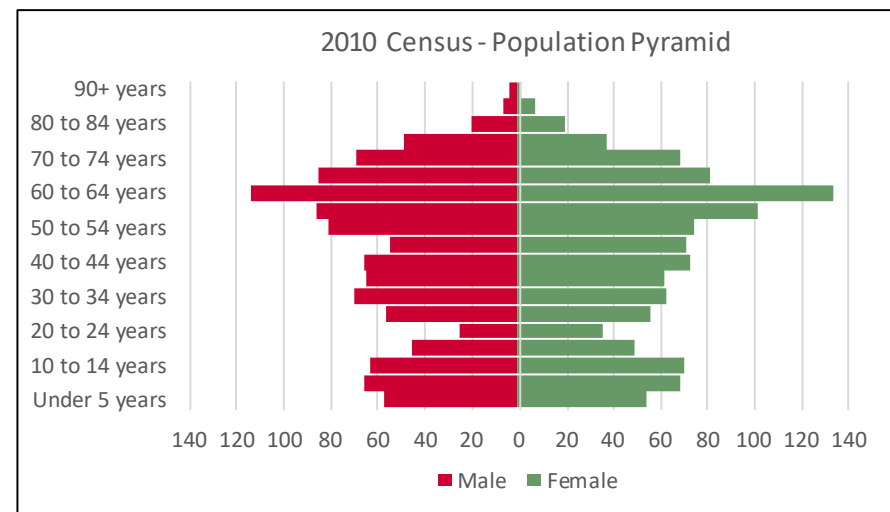


Figure 1: Population Pyramid. Source: U.S. Census Bureau

Demographics

Race and Ethnicity

The Village lacks racial and ethnic diversity. 97% of the population identify as white, while all other minorities account for barely 3% of the population. As an ever increasing number of Americans are allowed equal opportunities to pursue education and careers, the Village will undoubtedly see an incremental rise in the population of several minority groups. Geographically isolated communities similar to the Village often overlook engaging or attracting minority groups to reside in the community. However, doing so may help spur new residential construction and may provide additional economic opportunities.

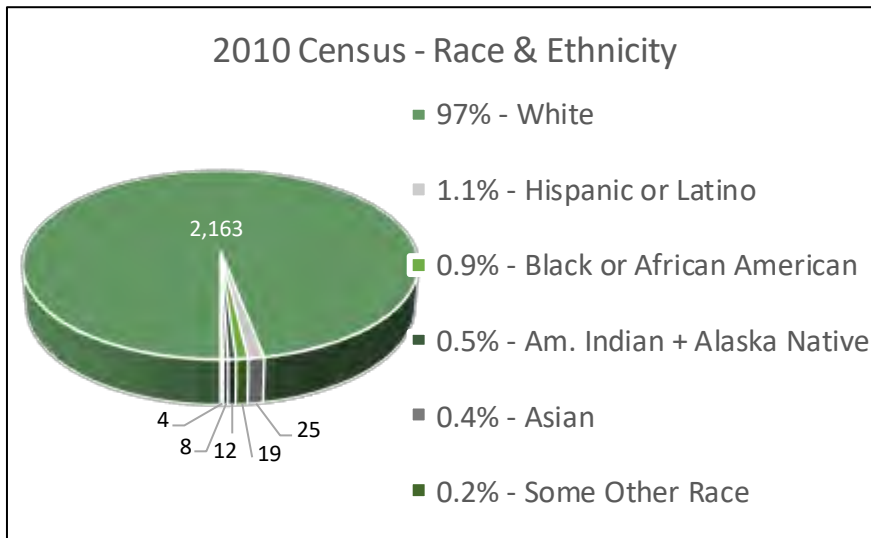


Figure 2: Race/Ethnicity Chart. Source: U.S. Census Bureau

Poverty and Employment

The Census estimates that 10.4% of the Village of Four Seasons lived in poverty in 2015, with a margin of error of $\pm 5.1\%$. Though the actual poverty rate for the community is not known, the estimate is still much less than Missouri’s 15.6% or Camden County’s 17.3%. The Village had an unemployment rate of 1.5% at the time of the 2000 Census, however the Census estimates an unemployment rate for 2015 of 6.3% - margin of error ± 4 . This slight climb in the unemployment rate could be addressed with more availability of service sector employment. The Census estimates that those that were employed in 2015, on average, had a travel time of about 22 minutes. Considering the limited employment opportunities on the Bend, it seems most employed residents travel outside of the Village for work. 2015 Census estimates show a workforce of approximately 843 individuals. 45.6% of this population is employed in management, business, or science, technology, engineering, arts, or mathematics (S.T.E.A.M. occupations). 24.3% of the workforce is service oriented. 20.8% of the workforce is employed in sales and other office occupations.

Employed Population	Management, Business, STEAM	Service Occupations	Sales + Office Occupations
843	45.6%	24.3%	20.8%

Table 2: Employment Trends. Source: U.S. Census Bureau 2015 ACS

Demographics

Education

The Census' 2015 ACS estimates regarding educational attainment show that the Village of Four Seasons has a substantially higher percentage of their population that have completed educational degrees, than compared to the populations of both Camden County and the State or Missouri.

Income

The 2015 Census estimates that the median household income in the Village was \$60,500. As seen in Table 3, this is substantially larger than the median household incomes for Camden County and the State of Missouri, \$44,816 and \$48,173, respectively. This is a reflection of the upper-middle class residents who reside in the Village. This is even more evident when comparing income brackets (Table 4). The income bracket that the most number of Village households fall into is the range of \$100,000 to \$149,999.

Educational Attainment	Village of Four Seasons	Camden County	Missouri
Percent High School Graduate or higher	96.5%	87.7%	88.4%
Percent Bachelor's degree or higher	39.1%	21.0%	27.1%

Table 3: Educational Attainment. Source: U.S. Census Bureau 2015 ACS

Household Income Bracket	Village of Four Seasons	Camden County	Missouri
Less than \$10,000	3.5%	4.6%	4.7%
\$10,000 - \$14,999	1.1%	3.7%	3.2%
\$15,000 - \$24,999	3.6%	9.6%	8.2%
\$25,000 - \$34,999	15.2%	13.0%	9.7%
\$35,000 - \$49,999	10.2%	16.1%	14.3%
\$50,000 - \$74,999	22.1%	22.4%	20.9%
\$75,000 - \$99,999	14.3%	14.0%	14.7%
\$100,000 - \$149,999	19.0%	10.1%	14.7%
\$150,000 - \$199,999	4.5%	3.0%	5.2%
\$200,000 or more	6.5%	3.6%	4.4%

Table 4: Families Income Bracket. Source: U.S. Census Bureau 2015 ACS

Village Stakeholders

Many properties on the Bend carry deed restrictions. These restrictive covenants are administered by a non-profit entity, and many properties in the Village fall under the purview of these covenants. Though land use in the Village is controlled by the Villages Planning and Zoning efforts, properties with covenants must ensure they meet the requirements of land use that their private contract details and governs. This relationship is reflective of how much of the Village's residents receive services and amenities from stakeholder organizations. This section of the plan identifies Village stakeholders and the roles they serve residents.

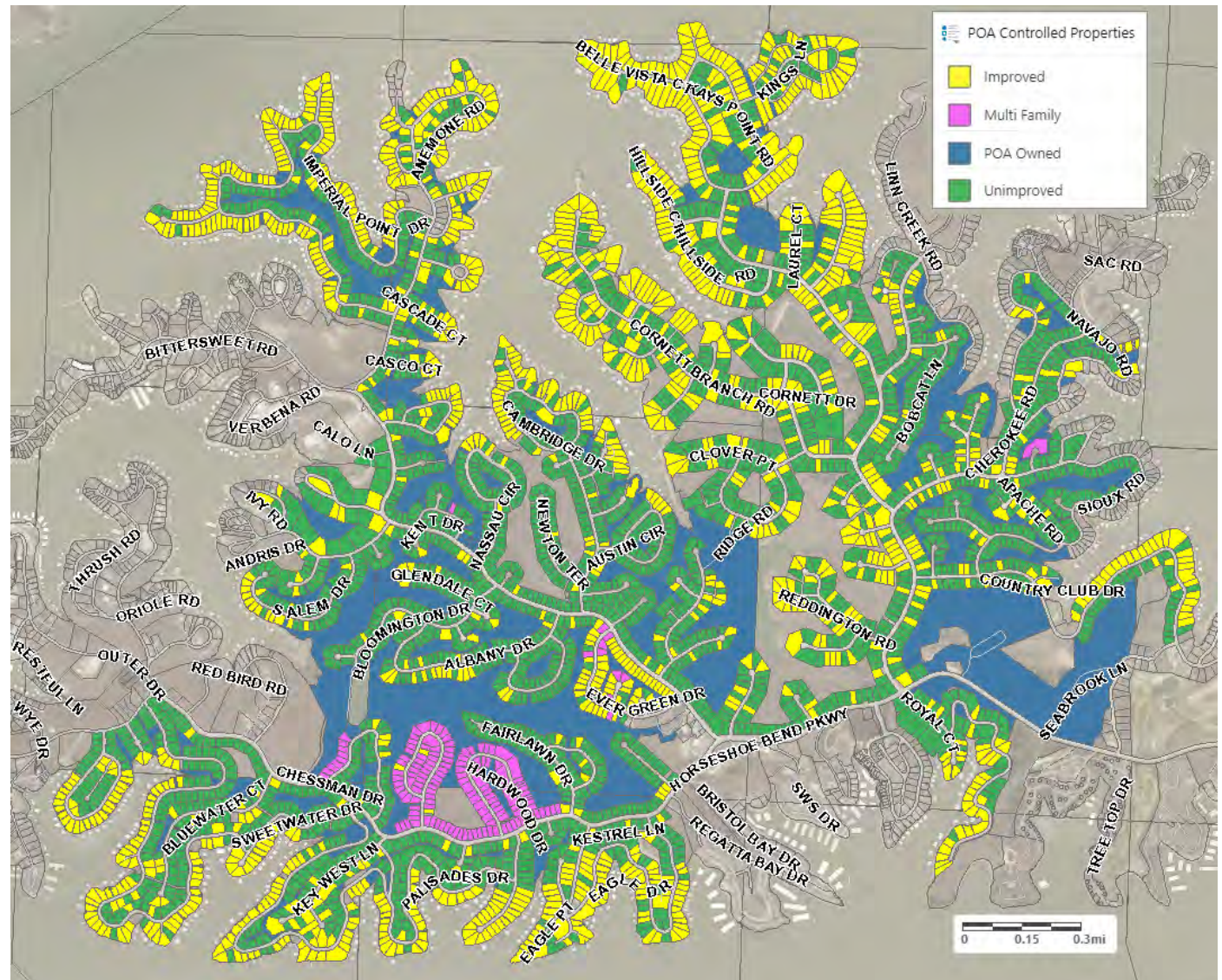


Figure 3: POA Controlled Properties. Source: Midland GIS + FSLPOA + CRPM

Village Stakeholders

Village Stakeholders

Several entities and organizations provide services throughout the Horseshoe Bend peninsula. Residents of the Village of Four Seasons, as well as those living in unincorporated portions of Camden County, depend on these stakeholders and the varying services they deliver. Though stakeholders operate independently of one another, each has a special relationship with each other and the Village. Altogether, these stakeholders work to provide a high quality of life for residents of the bend and in the Village. Continuing these relationships is key in supporting the quality of life that the Village of Four Seasons prides itself on. The history and responsibilities of the stakeholders that serve Village residents are detailed herein.

Village of Four Seasons

The Village of Four Seasons was incorporated in 1986 and is a municipality that provides services such as trails, parks, gardens, street lights, storm sirens, and funding for law enforcement. Currently, the Village has a board of 5 trustees and 2 salaried employees. The Village does not assess a property tax, but receives its revenue from businesses within the community. The Village has 3 different funds: general fund, street fund, and the capital improvement fund. The Village maintains two community parks, and assists in maintaining the dog park and various walking trails.

Four Seasons Lakesites, Inc.

A majority of the Village has been developed by Four Seasons Lakesites, Inc. (FSL) as a succession of subdivision plats dating from 1969 until today. FSL planned the developments future growth through the enactment of restrictive covenants. These restrictive covenants provide the legal basis to ensure that non-residential and unfavorable development cannot be pursued on lots in this covenant restricted planned residential community. At the time the covenants were enacted, Camden County had not adopted zoning and subdivision ordinances. As such, these restrictive covenants served as the only set of governing standards until the Village was incorporated in 1986. Some areas of Horseshoe Bend were developed prior, or were not sold to, FSL. These properties do not have deed restrictions enacted by FSL. However, much of the Village, and of Horseshoe Bend, fall under the restrictive covenants, as seen in Figure 3. The legal documentation, a Declaration of Restrictive Covenants (Fourth Amended and Restated Declaration of Restrictive Covenants), as amended on October 6, 2009, is on file at the Camden County Courthouse, in Camdenton, Missouri. Section 16 gives Four Seasons Lakesites, Inc. authority to amend the restrictive covenants, however those rights will “terminate upon the earlier of (a) twenty-five (25) years from the date this declaration is recorded; or (b) upon recording.....that all sales activity has ceased.”

Four Seasons Lakesites Property Owners Association

The Four Seasons Lakesites Property Owners Association (POA) is a not for profit organization that was incorporated in 1971, as mandated by the restrictive covenants set forth by Four Seasons Lakesites, Inc. The POA and the covenants they administer cover more than 7,200 properties, and span approximately 5,000 acres. The POA is governed by an elected Board of Directors that consists of six property owners. The POA receives funding by assessments that are given to all property owners under the covenants. The POA is responsible for the maintenance, operation, budget, covenant enforcement, and amenities within the Four Seasons POA district. Property owners whose deeds carry the restrictive covenants automatically become members of the Four Seasons POA once they purchase property. The POA is responsible for facilitating the approval of certain permits through the Architectural Control Committee. The committee requires permits for major renovations, pools, and demolitions, which require a fee to apply for the permit. The Board currently contracts with Missouri Association Management, LLC. to manage day-to-day operations. The POA owns and operates a number of amenities within the Village including three swimming pools, a community center, fitness space, campground, three fishing lakes, boat and camper storage, boat ramps, and much more.

Camden County Sheriff's Office

Law enforcement for the Village is provided by Camden County Sheriff's Office. Both the Village of Four Seasons and the Four Seasons Property Owners Association contract with the Sheriff's Office to provide protection in the Village and in the POA's districts. The Sheriff's office responds to calls, traffic violations, assists with 911 services, and checks the POA amenities. Currently, seven officers are assigned to the Village of Four Seasons.



Source: camdencountymosheriff.org

School District

The Village of Four Seasons is a part of the School of the Osage School District. The District contains two Elementary Schools, an Upper Elementary, Middle School, and a High School. District enrollment is approximately 1,900 students.

Lake Ozark Fire Protection District

The Lake Ozark Fire Protection District covers 42 square miles and currently has 36 employees, including 4 chief officers and 2 inspectors. The fire district inspects structures to meet fire codes, setback requirements, and hydrant placement and maintenance. The district receives roughly 1,200 calls a year. The district has two budgets that they work with: the EMF and the general budget.

Village Stakeholders

These budgets together contain about \$3.6 – \$3.8 million. The district also provides ALS transport services, with two ambulances staffed at the office.



Station 2 in Village. Source: CRPM

Electric

The Village of Four Seasons receives power supplied through Ameren Missouri. The power company owns and maintains the Osage Energy Center as well as Bagnell Dam. The Center works year-round to produce more than 500 million kilowatt-hours of electricity to supply nearly 42,000 households in the Lake of the Ozarks area.



Source: Ameren.com

Horseshoe Bend Special Road District

The Horseshoe Bend Special Road District was formed in 1962 and performs the maintenance, building, and upkeep of the roads within the Village of Four Seasons. The roads are owned by Camden County, but maintained by the Road District; providing the Village with general maintenance, road overlays, mowing, weed control, signage, snow removal, as well as various other services. The road district covers all public roads on Horseshoe Bend, Flynn Road, and Hidden Acres. The district covers 172 lane miles within the Village. The road district works with the Village and developers to ensure roads are only built when a property is developed. Currently, approximately 67% of the funding that is used to operate the Road District is provided through property taxes. The remainder comes from a special road and bridge tax, as well as from the Missouri gas tax, Missouri motor vehicle sales tax, and the Missouri motor vehicle fee increase.



Source: hbsrd.org



Road in Four Seasons. Source: CRPM

Water and Sewer: Camden County PWSD4

The water district for Four Seasons was incorporated on April 2, 2002 after an election by voters to provide water and sewer services on a non-profit basis to the community. The service area covered includes the entirety of Horseshoe Bend and Shawnee Bend. The District added 1,870 customers after purchasing Ozark Shores Water Company on November 3, 2015. This purchase brought the total water customers to 2,136 and the total sewer customers to 131. The District currently owns and maintains 6 deep water wells, 3 water towers, and 1 ground storage providing a peak flow of 1,773,290 gallons per day and 1,736,000 storage capacity.



Source: camdenpwsd4.com

Hospital

The nearest hospital is Lake Regional Hospital, located approximately 13 miles away in the City of Osage Beach. Lake Regional Hospital is a 116-bed hospital, with a 35-bed Emergency Department, a state-designated Level III Trauma Center, and also features an 18-bed Intensive Care/Cardiac Care Unit.



Source: lakeregional.com



Gazebo in Village Park, Source: CRPM

Relevant Community Survey Results

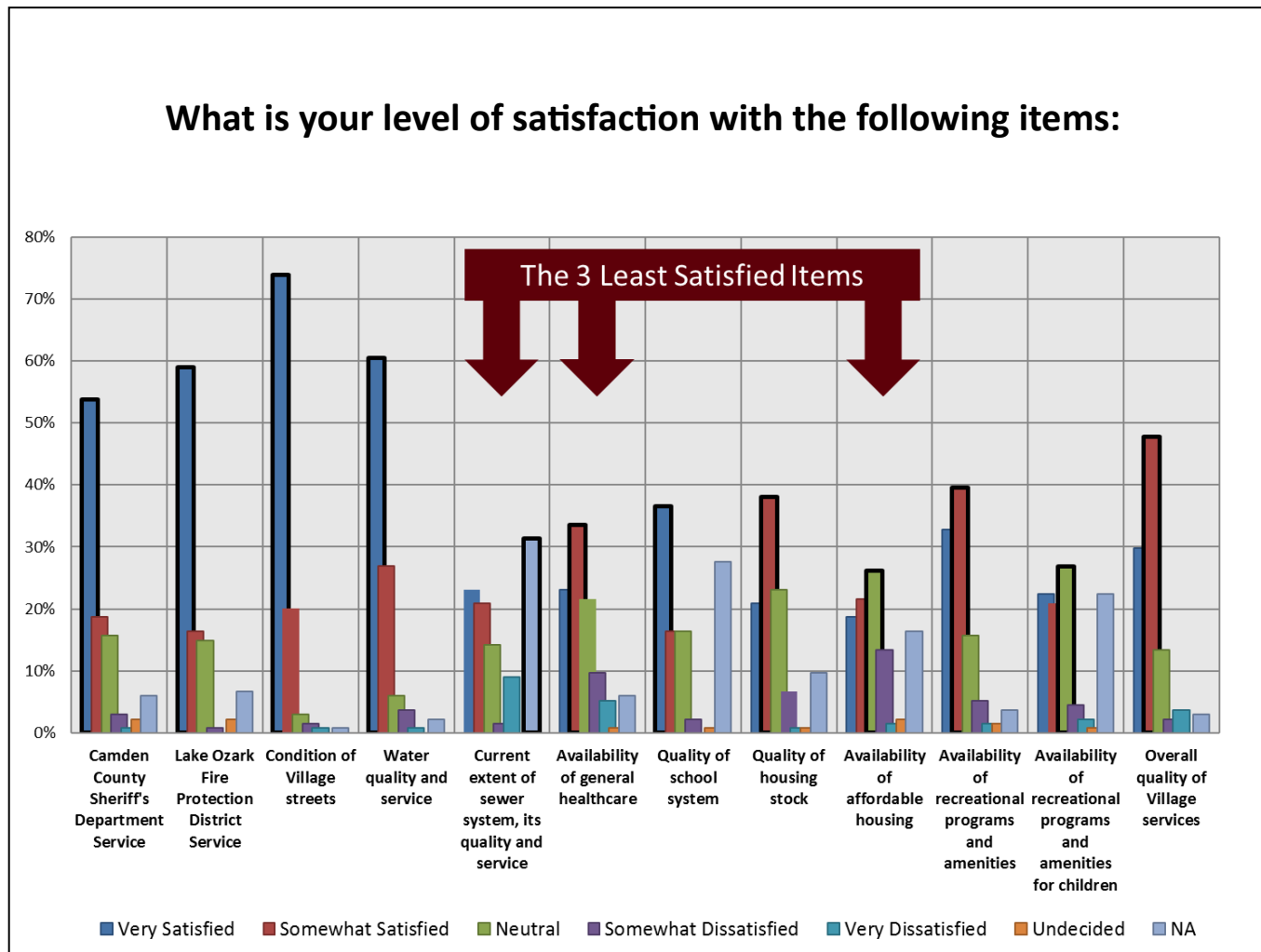


Figure 4: Residents level of satisfaction with services.

Village Stakeholder

Village assuming some/all of the services provided by POA, financed by a prop tax?

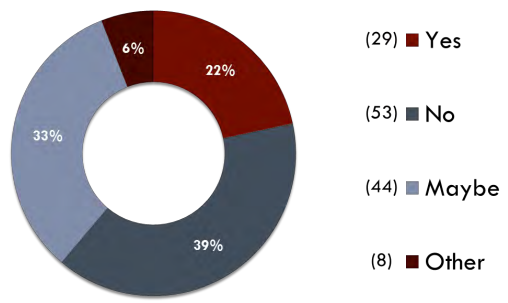


Figure 5: Village issuing property tax N = 134

Two reasons you like living in your community:

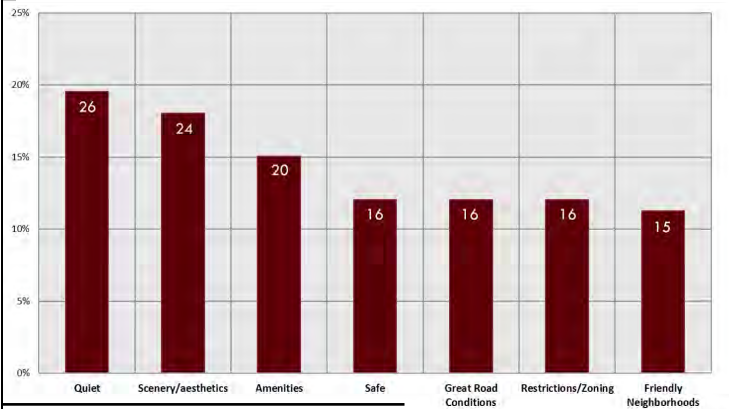


Figure 6: Residents favor stakeholders N = 133

Ideal relationship between and the function of the Village and the POA?

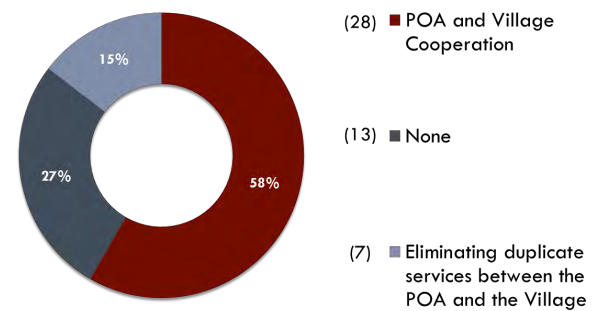
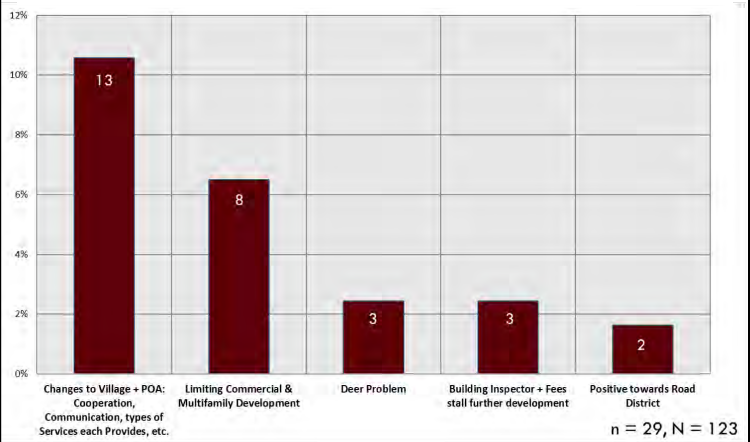


Figure 7: Stakeholder relationships N = 82

Figure 7.1: Village + POA relationship

Other comments or thoughts to share?



n = 29, N = 123

Village Stakeholder

Goals and Objectives

Goal 4: Enhance overall Village communication.

Objective 4.1	Bring community stakeholders together to discuss community roles.
Action 4.1.1	Host annual Community Stakeholders Open House.
Action 4.1.2	Provide a stakeholder spotlight section in Village newsletter.
Action 4.1.3	Create stakeholder committee to address current and future Village goals.

Objective 4.2	Continue regular lines of communication between POA/HOAs and the Village.
Action 4.2.1	Trustees hold annual meeting where representatives from each POA/HOA/neighborhood gather to update each other on what their community has been up to in the last year, as well as discuss residents' concerns.

Village Stakeholder

Objective 4.3	Representatives from the Village of Four Seasons, Four Seasons POA, and Four Seasons Lakesites Inc. (developer) should clearly communicate and increase conversations regarding restrictive covenants.
Action 4.3.1	Host quarterly meetings open to the public with the developer, Four Seasons POA, and the Village present to answer questions regarding restrictive covenants + land use designation.

Objective 4.4	Produce and distribute “cheat-sheets” to explain development process + land-use in the Village.
Action 4.4.1	1-page sheet explaining development process and fees, aimed at single-family developments.
Action 4.4.2	1-page sheet explaining restrictive covenants, the difference between Village zoning and Four Seasons POA restrictive covenants, etc.
Action 4.4.3	Distribute – or partner with stakeholders – a digital or in-print welcome packet for all new residents within Village boundaries.

Objective 4.5	Trustee(s) responsible for engaging, and regularly meeting with, community stakeholders and organizations.
Action 4.5.1	Create stakeholder committee that meets as frequently as is necessary to update each other and the Village on work that is being done, as well as to discuss residents’ concerns.

Housing

Housing

Housing is the primary land use within the Village of Four Seasons, thus high quality housing is very important to the citizens of Four Seasons. Single-family housing in the Village is in either a dense neighborhood setting or a large lot area. Multi-family housing is concentrated to high-density areas along the coastline or Horseshoe Bend Road.

Existing Housing

As of the 2010 Census, the Village of Four Seasons had a housing stock of 2,606 units. The 2011-2015 American Community Survey estimates 2,690 housing units in the Village, representing a small increase in housing units over a period of five years.

Building permit applications in the Village continue to come in, although the rate has slowed. Housing development should be expected to rise in the coming years.

Based on 2010 housing data, 966 housing units were considered occupied and 1,640 were vacant. The amount of vacancies appears to be abnormally large. However, this number also takes into account any residences that may be seasonally occupied. Vacant units also include vacant homes for rent, vacant homes for sale, and seasonal or recreational use such as condos or lake houses that may have been vacant at the time of the Census, or for sale. Vacancies that are seasonal do not indicate how often units are occupied, and do not necessarily pose a threat to the community.

A high number of seasonal residences has both positive and negative impacts on the community. Tourists can bring in additional income to the area during peak seasons, and provide a level of excitement and activity throughout the community. Additionally, while many housing units that are seasonal are still well maintained, there may be concerns with a lack of community involvement or investment by those property owners. During the planning process, there were several comments made regarding issues with short-term property rentals of single-family homes. With the increase in popularity of online vacation rental sites, such as Airbnb or Vacation Rentals by Owner, the Village has seen more



House in Four Seasons, Source: CRPM

short-term vacationers who may not meet the property maintenance or behavior expectations of permanent Village residents. The planning committee felt that ensuring enforcement of ordinances addressing these concerns would be important in the future years to come.



Lakeside housing, Source: CRPM

Future Housing

The Village should work to draw in more permanent residents, or to encourage seasonal residents in the community to consider the Village as their permanent residence. Visitors and tourists do help to stimulate the economy, but it is the permanent residents who help create the economic stability that a community needs. According to the 2016 Regional Lake of the Ozarks Housing Study,

the Village could reach nearly 3,000 residents over the next 15 years with a 2% annual growth rate. In order to hit that 2% annual growth, the Village would need to add approximately 26 housing units per year.

Future development of diverse single-family housing options would be desirable for the Village, and the majority of community members were supportive of additional single-family residential growth. New housing options should range in price, size, and location in order to attract a variety of new residents. Quality housing options are important and continued enforcement of building codes is imperative to ensuring that new construction is safe and meets the standards of Village residents. However, process confusion and a perception that it is difficult to pull permits and pay fees between multiple entities - Fire District, the Village, and the POA - has stalled new housing development since 2010. The Village should work with home builders to determine what obstacles exist that are currently limiting construction, and encourage or incentivize new single-family housing options, including those for senior, individuals looking to down-size, or young families in need of starter homes. It should be noted that the Village does not need to aggressively push housing development to occur quickly, as the community would like to only increase in population somewhat over the next 25 years, and does not desire extensive growth in the near future.

Housing

The Village will also want to work to address some of the unique challenges that face single-family residential development within the community. The 2016 Regional Housing study identified a few key themes regarding housing in the Village. These themes include: limited access to lots - there are many available lots but several have complicated ownership or varying issues of size and accessibility; multiple property owners and small lots make development challenging; to support development of the numerous vacant lots, a third party should facilitate lot consolidation and potentially amend existing subdivisions. These issues could lead to problems drawing in new developers or home buyers in the community. In order to encourage housing development, Village leadership will need to work with community stakeholders to overcome these identified issues, the negative perception builders have, and the physical challenges of the topography.

Relevant Community Survey Results

Community survey respondents expressed an overall satisfaction with the quality of housing stock. 59% of survey respondents were either very satisfied or somewhat satisfied with the quality of the housing stock, and 23% were neutral. Much of the current housing stock is still in good condition, likely due in part to the relatively young age of many units. According to a 2016 Lake of the Ozark



Figure 8: Satisfaction with housing stock



Figure 9: Satisfaction with affordable housing

Housing Study conducted by RDG Planning & Design, the median age of structures in the region is 45 years, whereas most rural areas have a median housing age of 50-60 years.

Affordable housing was a topic that arose during the planning process at different points, but it was difficult to determine what people considered “affordable”. Survey respondents did state a general satisfaction with the availability of affordable housing, with 41% stating they were very satisfied or somewhat satisfied, and 26% were neutral. 18% of respondents stated they were dissatisfied with the availability of affordable housing, this was the greatest percent of dissatisfaction seen on the survey (Figure 9).

When Village residents were asked to select 5 types of new development they would like to see in the Village, single-family residential was overwhelmingly the number one choice. Sixty-five individuals, or 49% of respondents, desire single-family residential when it comes to new development (Figure 21).

Community members were asked how they felt about allowing property owners the option of renting their properties for short-term use (nightly, weekly). A majority of respondents, 59%, disagreed that property owners should be allowed to rent their property; 29% of respondents agreed (Figure 10).

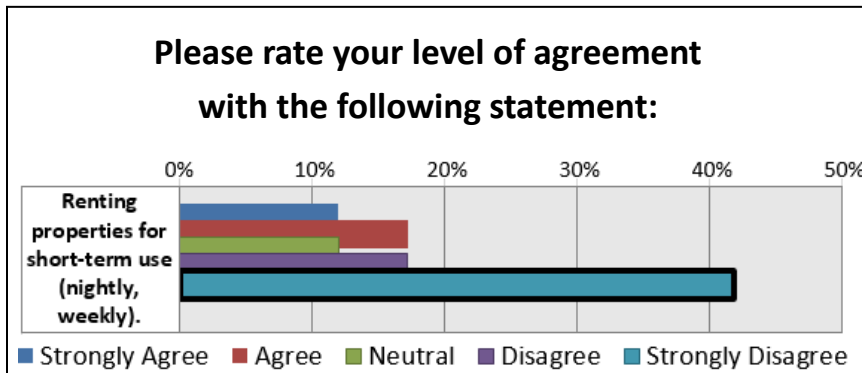


Figure 10: Short term rental is not favored by residents

Goals and Objectives

Goal 3: Maintain Village character while allowing for moderate residential growth.

Objective 3.1	Maintain restrictions on land use to protect aesthetic qualities of community and property values.
Action 3.1.1	When the Village rezones property, continue the partnership with the Four Seasons POA and communicate regarding this new land-use change recommendation.
Action 3.1.2	Continue to enforce zoning regulations and require property owners to obtain permits for new construction.

Objective 3.2	Enforce Village code to curtail short-term property rentals of single-family homes.
Action 3.2.1	Track violations of code, to merit proactive assistance and enforcement on problem properties.
Action 3.2.2	Review Village ordinances regarding property rentals and amend as needed.
Action 3.2.3	Examine online rental postings, to ensure proactive enforcement of unlawful rental property.

Objective 3.3	Encourage in-fill residential development.
Action 3.3.1	Determine what obstacles/barriers exist that prohibit new construction.
Action 3.3.2	Encourage residential options for seniors or those downsizing.
Action 3.3.3	Work with home builders to encourage single-family housing options.
Action 3.3.4	Work with home builders to determine incentive program to encourage new residential development.

Community Amenities

The Village of Four Seasons has a wide range of amenities and services available for residents. This section also includes results from the community survey related to community facilities and services.

Parks and Recreation

The Village of Four Seasons maintains two community parks and various walking trails. The larger of the two parks is located at Reddington Rd. This park contains a wooden gazebo, swings, climbing equipment, slides, and a wooden ship. The other park is located on Trillium Lane. This park contains a play ship and lots of shade. There are four walking trails located within the Village. They vary from a distance of 1.39 miles to 4.72 miles long. Map of Walking Trails included in Appendix.



Village Park, Source: CRPM

Dog Park

The Bark Park opened up in 2010 and is owned by the Village. A small group of residents worked to create the park, and the Village backed the project by donating \$20,000 in the 2009 budget to assist with



Bark Park sign, Source: CRPM

costs. The land for the park consisted of two separate parcels that were donated for the cause; one owned by the Village of Four Seasons and the other owned by Ozark Shores Water Company. The park is an acre-sized lot and is fenced for the safety of the dogs. The park is maintained by volunteers. The Bark Park includes a composter, plastic bags, poop scoopers, benches, and a picnic table. It is located on Cherokee Road.

Village Hall

From 1985 to 1987, residents met regularly at LOFPD Station 2 - at first to pursue municipal incorporation, and then subsequently to manage the Village. In 1987, the Village Hall was constructed to house all municipal operations. In 2013, a major expansion that included the addition of the boardroom was completed.

Community Amenities

POA Amenities

Other amenities within the Village of Four Seasons include those that are owned and operated by the Four Seasons Lakesites Property Owners Association. These amenities are available to members of the Four Seasons POA, and include: swimming pools, fishing lakes, a community center, campground, and much more.

Pools

Of the four POA operated swimming pools, three are in the Village. Grand Point pool is located outside the Village, however Bittersweet Pool facility, Regency Cove Pool, and the swim and tennis facility located at Kay's Point Road are all located within the Village boundaries. With the exception of Regency Cove, pool facilities contain BBQ pits and pavilions. These are available to members and may be reserved for private parties.

Lakes

The Village of Four Seasons is surrounded by the Lake of the Ozarks. Within the Village boundaries are three manmade lakes. The manmade lakes are Good Oak Lake, Treeline Lake, and Autumn Lake. The smallest of the three lakes is Autumn Lake, which covers twelve acres. Good Oak Lakes is the second largest, covering thirty-five acres. Treeline Lake is the largest, covering fifty acres. Fishing is available at all lakes for POA members.

Community Center

The Community Center is located on Vintage Drive and contains a fitness center, library, meeting area, wet bar, full kitchen, and TV's. The Community Center is available for reservation for private parties.

Relevant Community Survey Result

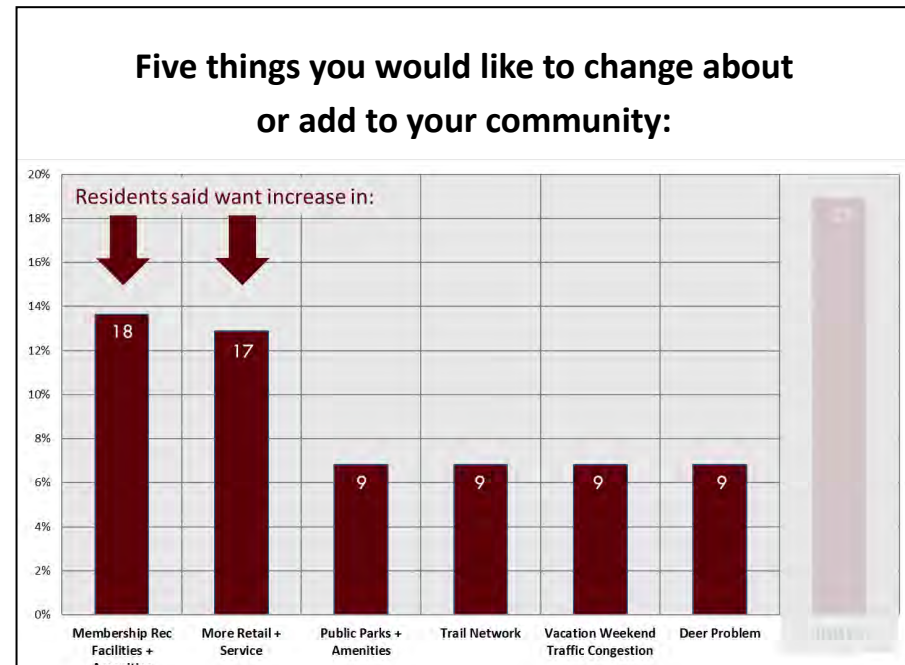


Figure 11: Residents want increased amenities

Goals and Objectives

Goal 1: Maintain and improve community infrastructure.

Objective 1.2	Evaluate opportunities that increase village recreational offerings and amenities.
Action 1.2.1	Approach Four Seasons POA and land owners to determine if small/unbuildable lots would be available for purchase.
Action 1.2.2	Prioritize vacant lots that are easily accessible to residential areas.
Action 1.2.3	Create a village public amenities committee to determine what amenities are preferred by neighbors for certain locations (walking trail, dog park, outdoor exercise equipment, playground, etc.)

Objective 2.1	Examine options for additional Village revenue.
Action 2.1.1	Survey residents how to increase village revenue in lieu of property taxes.
Action 2.1.2	Review grant opportunities annually to find funding for additional services.

Objective 2.2	Address the growing deer population.
Action 2.2.1	Partner with the Four Seasons POA to develop a committee that will review deer management options, evaluate best practices nationally, and propose new implementation strategies.
Action 2.2.2	Contact Missouri Department of Conservation (MDC) regarding chronic wasting disease and options for mitigating deer population.

Transportation

Transportation is an important part of every community. Citizens are often most concerned with or vocal about transportation networks, both for motor vehicles and pedestrians. A vast majority of residents get around via motor vehicle, but well-developed and safe sidewalk and bicycle transportation infrastructure is also very important.

With changing demographics and the growth of both aging community members and the Millennial Generation, comes a higher demand for walkability and access to public transportation. While public transit options are currently limited in Four Seasons, there is opportunity for public education and promotion of services. Additionally, with the assistance of the Horseshoe Bend Special Road District, the Village has a well-established sidewalk/walking trail system and has the opportunity to expand on this collaboration.

It is imperative that the Village communicate and work with other agencies and jurisdictions to proactively identify transportation concerns and to collect relevant data. Ensuring that the community's transportation needs are being addressed is an utmost priority for the Village and its trustees. This responsibility is especially important because the Village, as an incorporated community, can play a key role in gaining access to public funds.

Existing Road Network

The existing road network is a mixture of public and private roads, maintained by a combination of the Horseshoe Bend Special Road District and private homeowner/property owner associations.

Functional Road Classification

The Functional Classification of a roadway is the class in which the road has been grouped according to the character of service it provides. The functional classification of a roadway may change based on land use or travel patterns, however this is only updated at a minimum of every ten years - to coincide with the Census. In order of importance, the hierarchy of road classification is:

- Interstate/Freeway/Expressway
- Arterial (Principal, Minor)
- Collector (Major, Minor)
- Local

MoDOT currently classifies Horseshoe Bend Parkway (former State Highway HH) as a major collector. Major Collectors are characterized by the Federal Highway Administration as follows: serving both land access and traffic circulation in higher density residential and commercial areas; distributing and channeling trips between local roads and arterials, usually over a distance greater than three-quarters of a mile; and, penetrating residential neighborhoods, often for significant distances (FHWA.dot.gov).

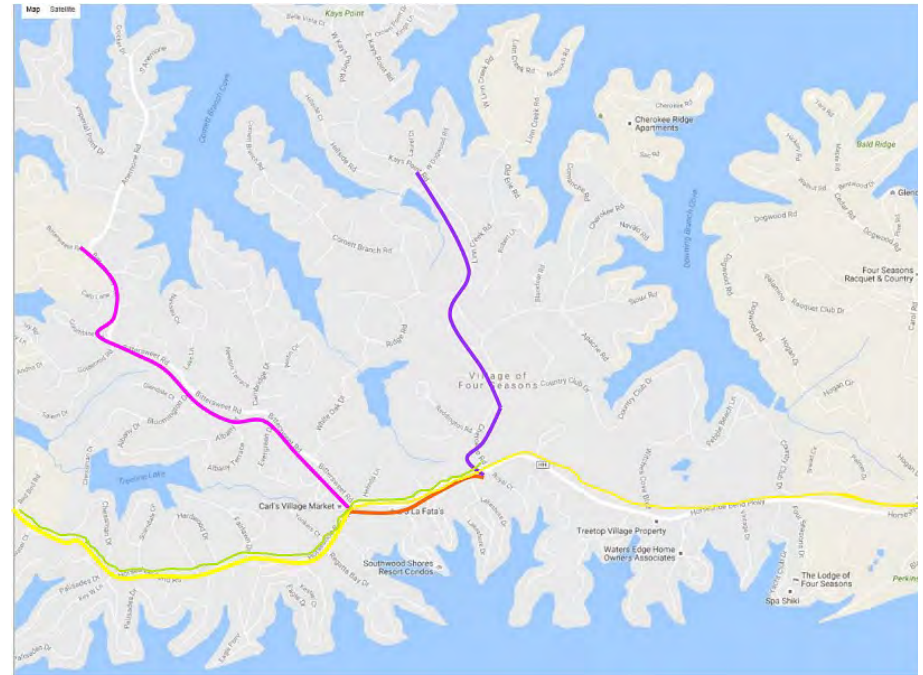
Transportation

All other streets in the Village of Four Seasons are classified as local streets. Local roads are intended for short, direct trips. These are residential streets and often designed to discourage through traffic. Many of the local streets are private roads within property owners or homeowners associations. For example, the Four Seasons Property Owners Association has 143 miles of roads.

Sidewalks

The Village, in collaboration with the Horseshoe Bend Special Road District and the property developer, have made significant investments in sidewalk and trail infrastructure. The completed trails, primarily along higher traffic routes, total over 9 miles of pedestrian transportation options. The map in Figure 12 shows the different segments of the completed trail network. This is a much appreciated amenity within the community, and the Village should continue to invest in maintaining and eventually expanding this amenity. Walkability is a significant pull factor for many people, including young families, senior citizens, and millennials.

Sidewalks and trails provide a safe and healthy transportation option for residents to get around the community. Keeping the infrastructure in good condition, and up to American’s with Disabilities Act standards is essential in providing a safe and comfortable walking environment for Village citizens and visitors.



Horseshoe Bend Parkway: Bagnell Dam Road to Red Bird Rd.

- PINK** - Bittersweet to Anemone Trail = 1.73 miles
- PURPLE** - Cherokee - Linn Creek Rd to Kays Point to Tennis Club 1.39 miles
- GREEN** - Cherokee Rd to Redbird Rd = 2 miles
- Duckhead to Redbird Dr** = 4.72 miles

Figure 12: Sidewalks, Source: fourseasonspoa.com

Horseshoe Bend Parkway

Horseshoe Bend Parkway (former State Highway HH) follows the unique topography of the Village by running along the crest of the ridgeline. This is the only route in and out of the main peninsula, making it an important road to keep well maintained and open in the event of an emergency or inclement weather.

Throughout the plan update process, many community members provided input on congestion concerns along Horseshoe Bend Parkway. Figure 17 shows residents' comments pertaining to transportation concerns, as collected in the community survey. Traffic increases substantially during holidays and summer weekends due to Horseshoe Bend being the only route in and out of the Village.

As additional development occurs, traffic volumes and concerns will likely increase. Local roads will need to continue to be maintained as infill residential development occurs.

Relevant Community Survey Results

Several community survey questions asked about transportation related items.

Respondents were asked their satisfaction level with the condition of Village streets. Survey results show that residents are overwhelmingly satisfied with the current condition of streets, with a combined 93% of respondents stating they were very satisfied or somewhat satisfied.

When asked where they would like to see the installation of more hiking/biking trails (Figure 14), 66% of respondents preferred connections through the community. It should be noted that much of the community open or common space belongs to private



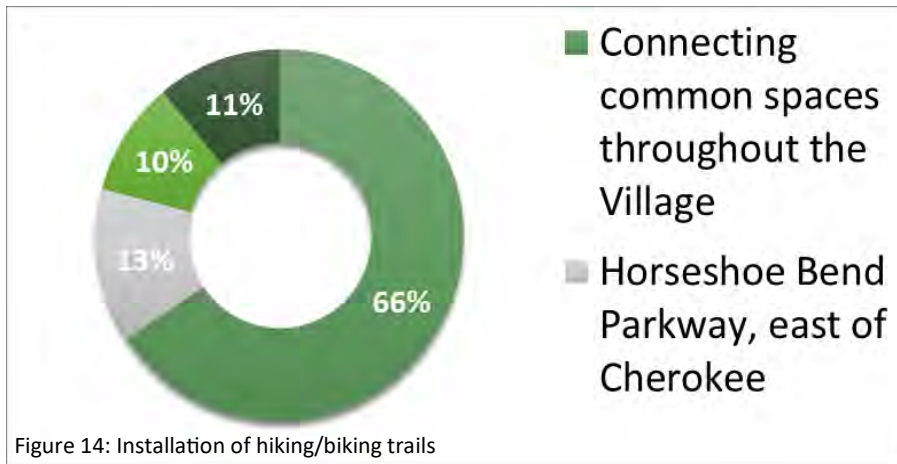


Figure 14: Installation of hiking/biking trails



Figure 15: Traffic Management

property or homeowners associations and would require agreements with those organizations in order to implement the construction of new trails. However, that does provide a clear direction for the Village to pursue if there is a willingness to collaborate with private associations.

The Planning Committee had expressed concern with traffic on Horseshoe Bend Parkway (former State Highway HH), so a question was posed on the community survey asking respondents to rate their level of agreement regarding whether former State Highway HH needs better traffic management on weekends. Figure 15 shows that 63% of survey respondents agreed or strongly agreed that there needs to be better traffic management on weekends.

It should be noted that on busy holiday weekends, the Camden County Sheriff's office provides traffic control at the major intersections along Horseshoe Bend Parkway. When residents were asked if they would be supportive of temporarily converting Horseshoe Bend Parkway to a two lane one-way road during high traffic volumes, in order to expedite the flow of traffic either in or out of the village, respondents were on the fence. Yes and no responses were nearly identical and several residents were unsure. This Village and the Camden County Sheriff's office are encouraged to try various congestion abatement options - similar to CRPM's concept - during a sole busy weekend, to address congestion problems and determine if other interventions would be possible.

Transportation

When residents were asked in general, what, if any, concerns they had regarding transportation, the following themes rose to the top: vacation weekend traffic congestion, none, and public/senior transit service.

Overall, the theme of congestion along Horseshoe Bend Parkway was the number one transportation concern, but many respondents mentioned the desire to expand offerings for public transportation, specifically options for senior citizens. The vacation

weekend traffic congestion theme was also a significant response when asked what five things residents would like to change about or add to the community.

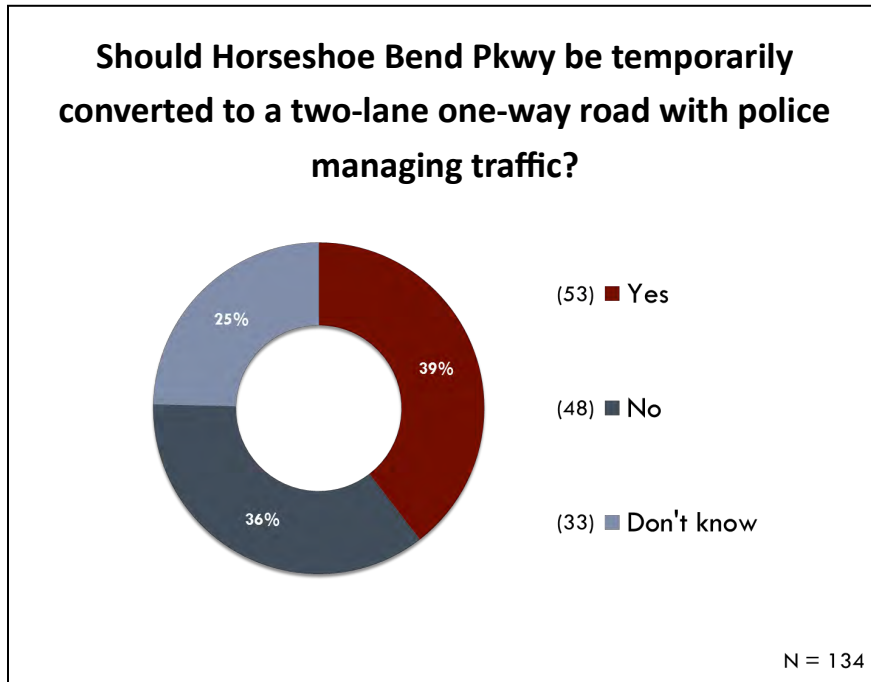


Figure 16: Horseshoe Bend into a two-lane road

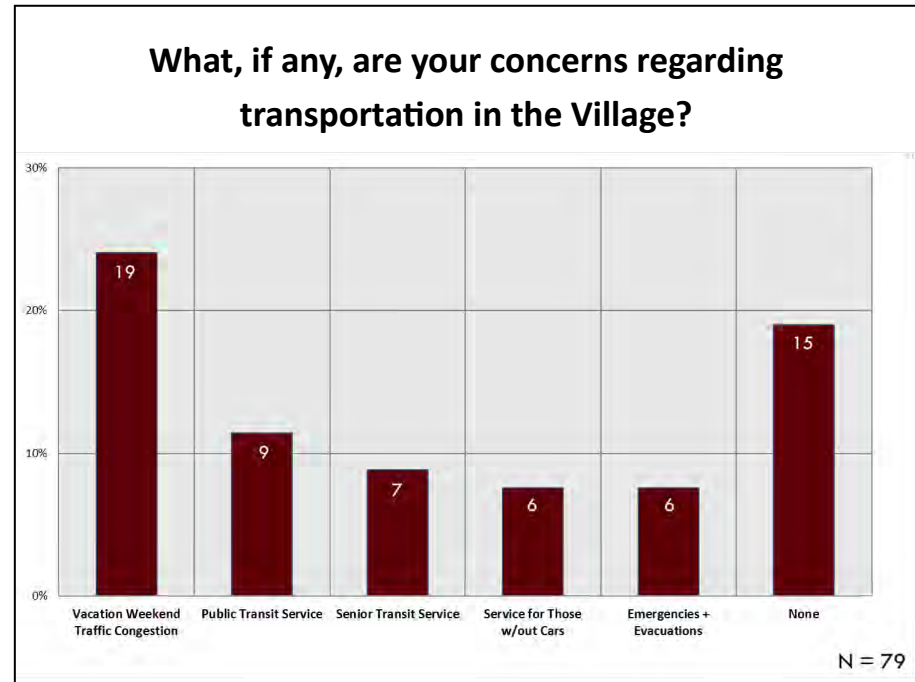


Figure 17: Transportation Concerns

Goals and Objectives

Goal 6: Address transportation needs proactively.

Objective 6.1	Increase communication regarding public transportation options within the Village.
Action 6.1.1	Trustee(s) annually produce and distribute information regarding transportation options + changes to such services. (OATS, Uber, Lyft, UberBOAT, taxis, helicopter, etc.)

Objective 6.2	Trustees will proactively seek cross-jurisdictional solutions and communication to best address current/future transportation needs.
Action 6.2.1	As community grows, monitor traffic congestion and track data to determine when/if a human-traffic-control intervention is too costly, unsafe, or no longer a viable solution.
Action 6.2.2	Trustees continue to communicate with transportation stakeholders; Lake of the Ozark Council of Local Governments (LOCLG), Horseshoe Bend Special Road District, MoDOT, and Camden County
Action 6.2.3	When transportation problems arise, Village needs to submit transportation needs to LOCLG’s Transportation Advisory Committee (TAC).

Land Use

Land use planning is essential to a growing community. Communities should implement a land use plan and policy that enables efficient, healthy growth. Without a plan, the integrity of natural resources, quality of life, and general welfare of citizens are at risk. Current land use in Four Seasons is unique for a community of its population size; consisting mostly of residential use and very little commercial use. This poses many strengths as well as weaknesses that need to be planned for and addressed.

Background

The Village experienced continuous residential growth from 1990 until 2010. In 2014, the Lodge of Four Seasons approached the Village with interest in being voluntarily annexed. Approximately 90 acres of the Lodge were annexed and are now incorporated into the Village boundaries. Today, the Village has a total area of 4.59 square miles. The Village has approximately 4,447 lots within its boundaries. Of these lots; 2,770 are currently undeveloped; 1,408 are developed as single-family; 220 are developed as multi-family; 19 are designated for municipal/utility use; 16 lots are designated commercial; and 14 lots are developed as private recreational amenities. Currently, there are more undeveloped lots in the Village than there are developed lots. The majority of these undeveloped lots are intended to be single-family residential.

Residential

Residential zoning in the Village includes single-family homes, multi-family homes, schools, parks, churches or similar religious institutions. Residential special use permits can be granted for public utilities and similar accessory structures, government buildings, golf courses, cemeteries, child care operations, and farming/gardening of various sorts provided no sales office is maintained in a building separate from a residence. Multi-family residential includes all of the proceeding, with the addition of multi-family dwellings, apartments, and group homes. The majority of the land in the Village is in use as residential or designated as residential per the POA's restrictive covenants. There are many properties on the south side of Horseshoe Bend Parkway that were developed prior to the restrictive covenants, or have simply never been sold to Four Seasons Lakesites. As a result, these properties are not under the purview of the covenants so their land use can be zoned and regulated by the Village, without having to be approved thereafter by the POA. The majority of the multi-family housing options in the Village are located in the southern section of the Bend. There are several properties west of Bittersweet as well as off of Horseshoe Bend Parkway that are zoned multi-family and have present-day multi-family uses.

Commercial

Commercially zoned land use in the Village allows for service businesses, merchandise stores, retailers, hotels, lodges, resorts, theaters, amusement facilities, clubs, government buildings, automotive repair and sales. There are numerous special uses permitted under the commercial land use designation, including residential use. Commercial development in the Village of Four Seasons is concentrated along Horseshoe Bend Parkway, where the parkway intersects with two main roads; Four Seasons Drive at the eastern edge of the Village boundaries, and in the center of the Village at Bittersweet Road.

Current commercial uses in the Village are The Lodge of Four Seasons, a gourmet deli with gas pumps, a strip shopping center, a hardware store with climate controlled storage, and the facilities of HOA/POA organizations.

After evaluating survey results, conducting the SWOT analysis, and prioritizing the goals of the Village, the comprehensive planning committee determined that no additional commercial space is needed to be designated as there are still a handful of commercial lots that remain undeveloped. The committee agreed that full residential in-fill buildout would be the top priority.

Private Recreational

Amenities provided within the Village but that are only accessible to those residents who pay a membership fee are identified as a private recreational use. These are facilities owned and operated by their respective HOA/POA. The 14 lots identified as private recreational on the current land use map are amenities that are provided by the Four Seasons Property Owners Association.

Municipal/Utility

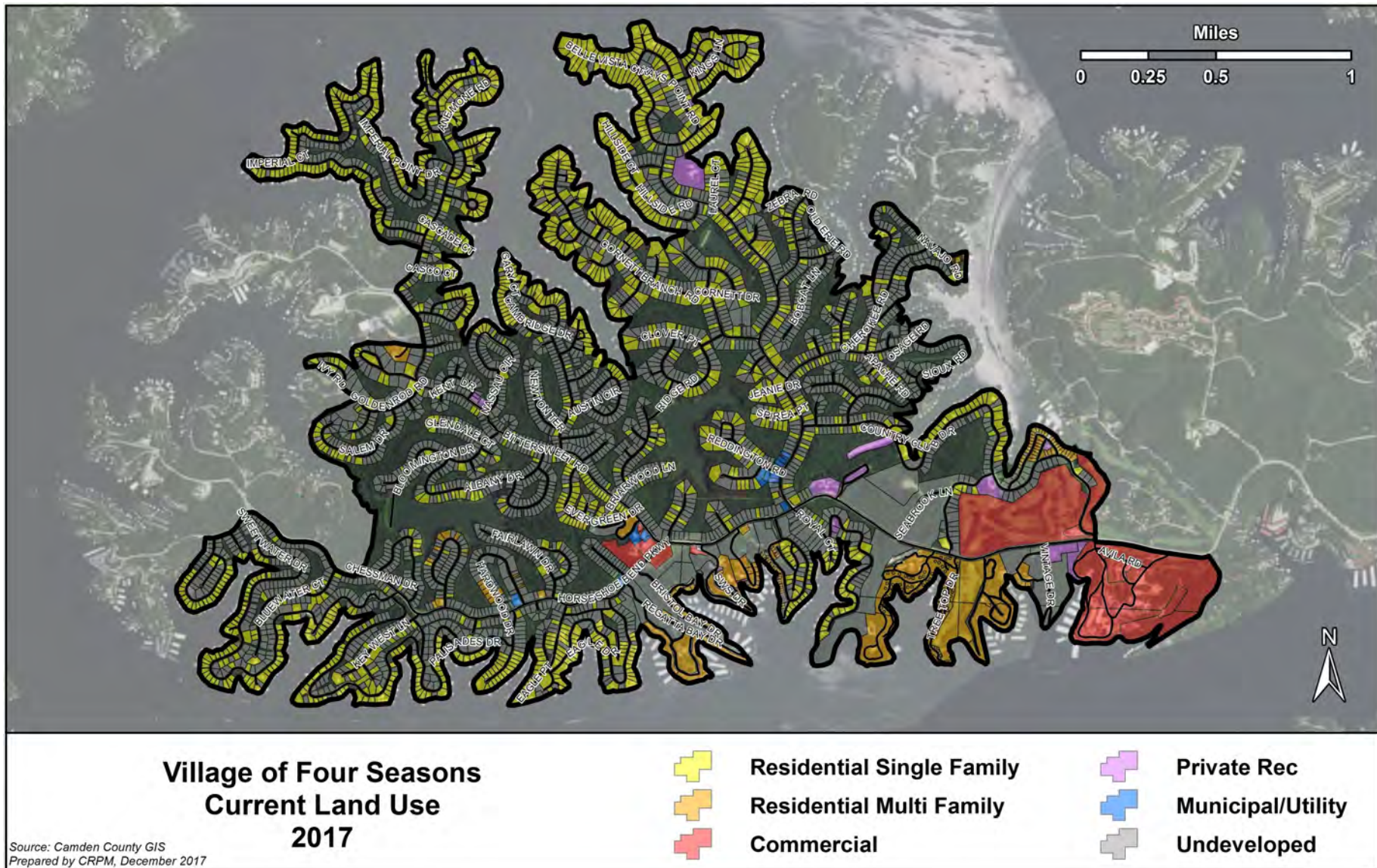
The Village is responsible for two parks, and additionally assists with the dog park. Stakeholders like PWSD and LOFPD have buildings on their respective lots from where they provide services to Village residents. These lots provide amenities and services to the public, and as such are identified as municipal/utility.

Green Space

The only future land use change the committee felt was necessary to address, was creating a one-lot buffer of open green space on both sides of the sole commercial lot on the north side of Horseshoe Bend Parkway. This buffer is intended to ensure that when a commercial entity develops on these lots, that there is a buffer between it and adjacent lots. Currently, the adjacent lots are all intended for single family residential.

Land Use

VILLAGE OF FOUR SEASONS COMPREHENSIVE PLAN



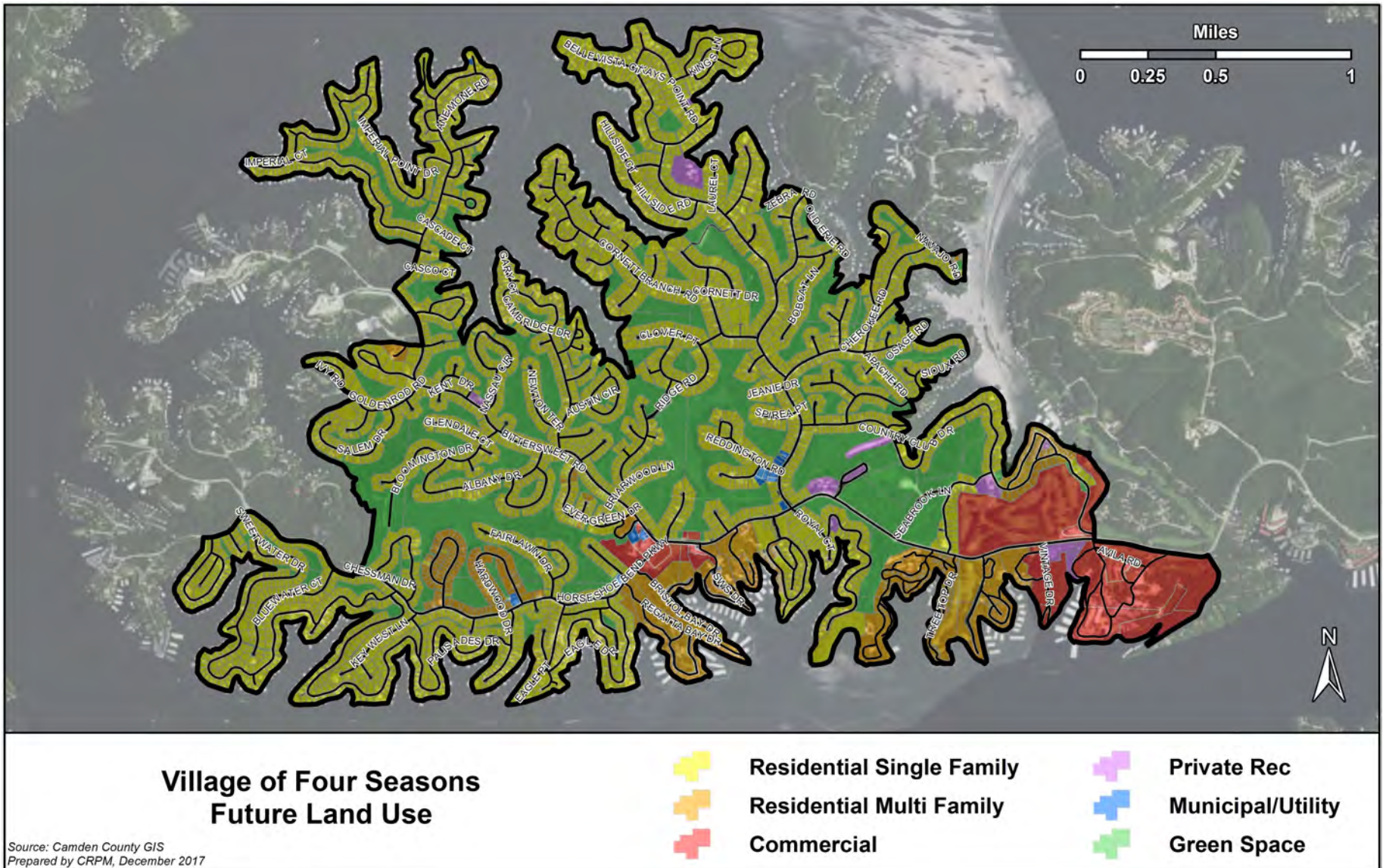


Figure 19: Future Land Use Map

Economic Development

VILLAGE OF FOUR SEASONS COMPREHENSIVE PLAN

Economic Development

The Village of Four Seasons is a unique lake community with ample opportunities for economic development. However, the Village should ensure that any new businesses and economic opportunities are consistent with the wants and needs of the community.

Existing Businesses and Conditions

The Village has few existing businesses, with most located along Horseshoe Bend Parkway. The largest shopping center is Bittersweet Place, located at the intersection of Horseshoe Bend Parkway and Bittersweet Road. Currently, this shopping strip contains a restaurant, a bar and lounge, an insurance broker, and the offices of a housing builder. A large portion of this shopping strip has commercial units that are vacant. Across from this shopping center is a hardware store that also provides climate controlled storage. To the east of these two commercial entities is a deli and convenience store that includes gas pumps. Further east along Horseshoe Bend Parkway is The Lodge of Four Seasons; an upscale resort with hotel, spa, conference space, and renowned gold courses. In 2014, a portion of the Lodge property was agreed to be annexed, thus expanding the Village of Four Seasons incorporated boundaries. There are several businesses that



Bittersweet Place, Source: CRPM

operate on Horseshoe Bend that are outside of the Village. These businesses operate in unincorporated portions of Camden County and are regulated by the County. Residents have expressed concern that some of these businesses outside of the Village lead to increased traffic and safety concerns. Village trustees should attend County Planning + Zoning meetings to voice support or opposition of development and businesses proposed outside of Village boundaries, who would rely on their customer base travelling through the Village.

The vacant storefront spaces at Bittersweet Place are visibly seen from the roadway. Having ready-to-move-in commercial space is an amenity for any community, however Planning Committee members expressed that it was difficult to retain existing

businesses because many residents and visitors are not present year round. Having a transient population does not support many traditional business models. In the short term, the Village should support innovative business models to help fill such commercial spaces. In the long term, the Village should support measures that will help grow the full-time residential population in the Village and on Horseshoe Bend.

New Business Attraction

Filling vacant commercial space has proven to be difficult, so partnering with the Lake of the Ozarks Regional Economic Development Council (LOREDC) to actively recruit commercial tenants could result in positive returns for the Village as well as the surrounding Lake of the Ozarks region. The community survey results (Figure 22) show that the top five jobs and businesses residents need in the Village are: general retail, quick service restaurant, medical/health, specialty retail, and fine dining restaurant. These desired businesses should be prioritized when recruiting commercial tenants.

When respondents to the community survey were asked about new development in the Village (Figure 21), the top five responses were as follows; single-family residential, parks & recreation, commercial retail, no new development, and public transportation. When considering new development, residents rated commercial

retail as the 3rd most favored form of new development, following residential and recreational development, respectively. However, the 4th most favored response was no new development. It is fair to conclude that residents have clearly prioritized their favored development and business prospects, but are apprehensive of development that does not meet their standards of quality, and in some cases would favor no new development over undesirable development.

Overall, the community desires economic development at the pace of growth and care that has taken place in the Village of Four Seasons for the last several decades; moderately and that is consistent with the character of the Village. As a result, the focus should be put on promoting existing businesses, facilities, and opportunities to maximize the use of development that already exists.

Economic development should promote job growth, attract new and varying types of businesses, and work to support and retain existing businesses. In the case of Four Seasons, filling in current commercial vacancies should be a top priority, but efforts should always be made to support further and future economic development opportunities.

Relevant Community Survey Results

Respondents were asked several questions about various community services in the Village. Survey results show the desire for moderate commercial development along Horseshoe Bend Parkway, and for the main development to be single-family residential.

Residents felt the community could add general retail, quick service restaurants, and medical/health facilities. These were the top three survey results when asked the top five types of opportunities/businesses needed in the Village.

An additional survey question asked what type, if any, of new development they would like to see in the Village. 65 person (almost 50%) said they would like to see single-family residential, 54 persons (40%) said parks and recreation, and 49 persons (36%) said commercial-retail.

Figure 21 displays the survey results.

Then respondents were asked where they would most want new development to occur, and 58 respondents (43%) said along Horseshoe Bend Parkway.

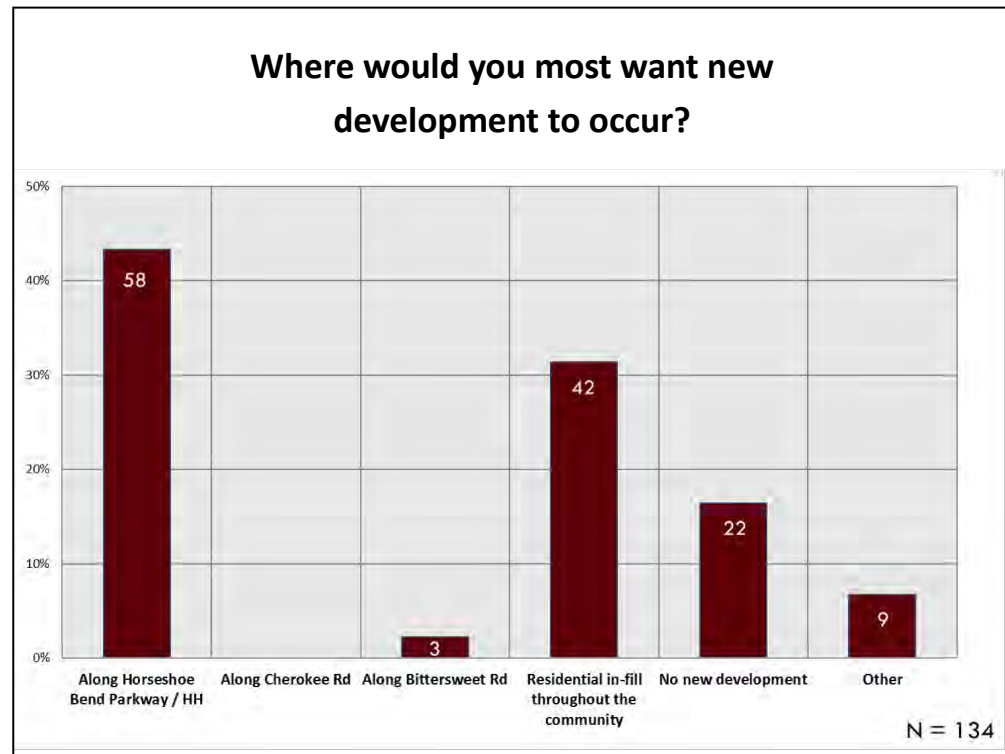


Figure 20: Preferred development locations

Economic Development

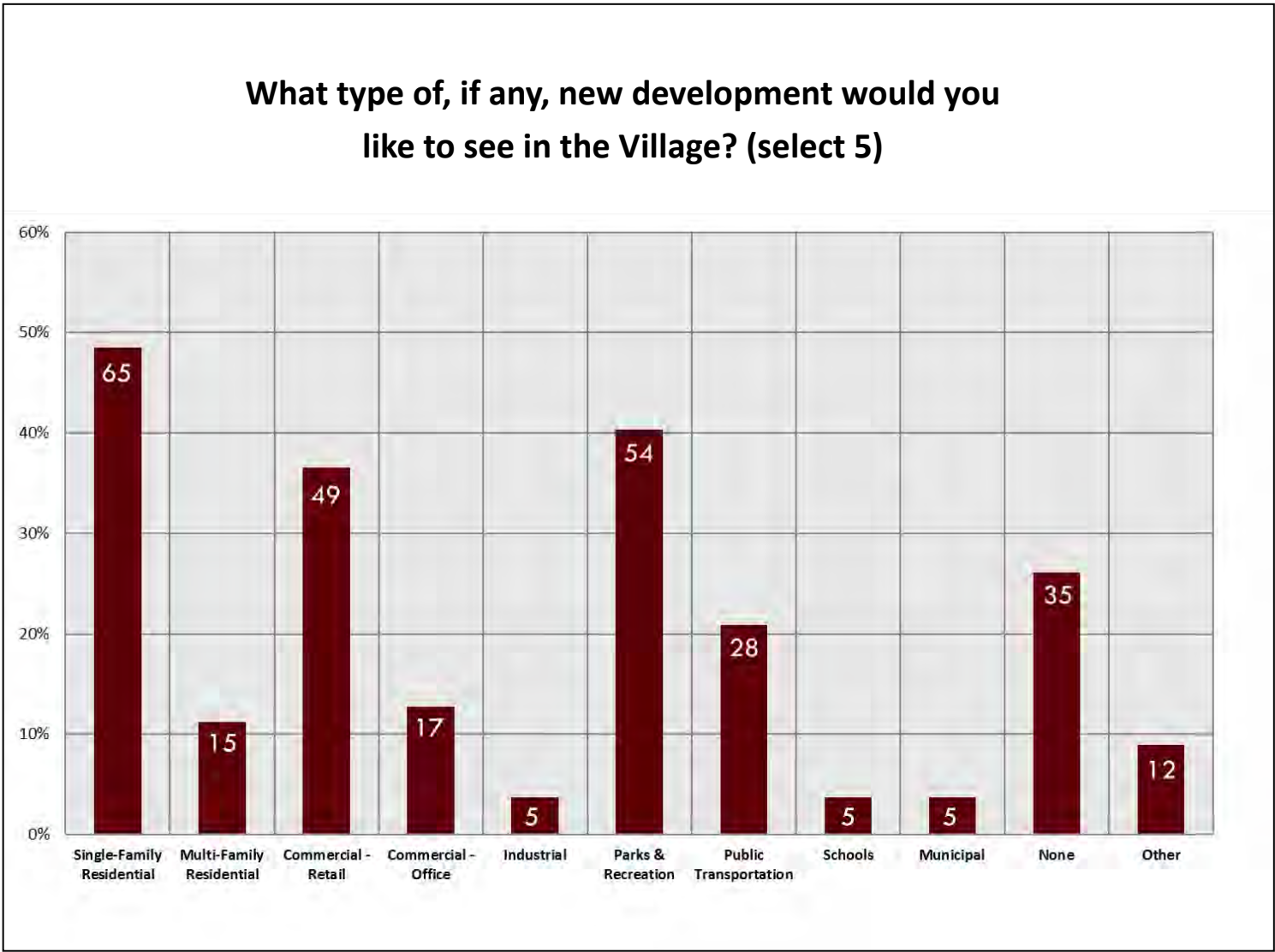


Figure 21: Preferred types of new development

Economic Development

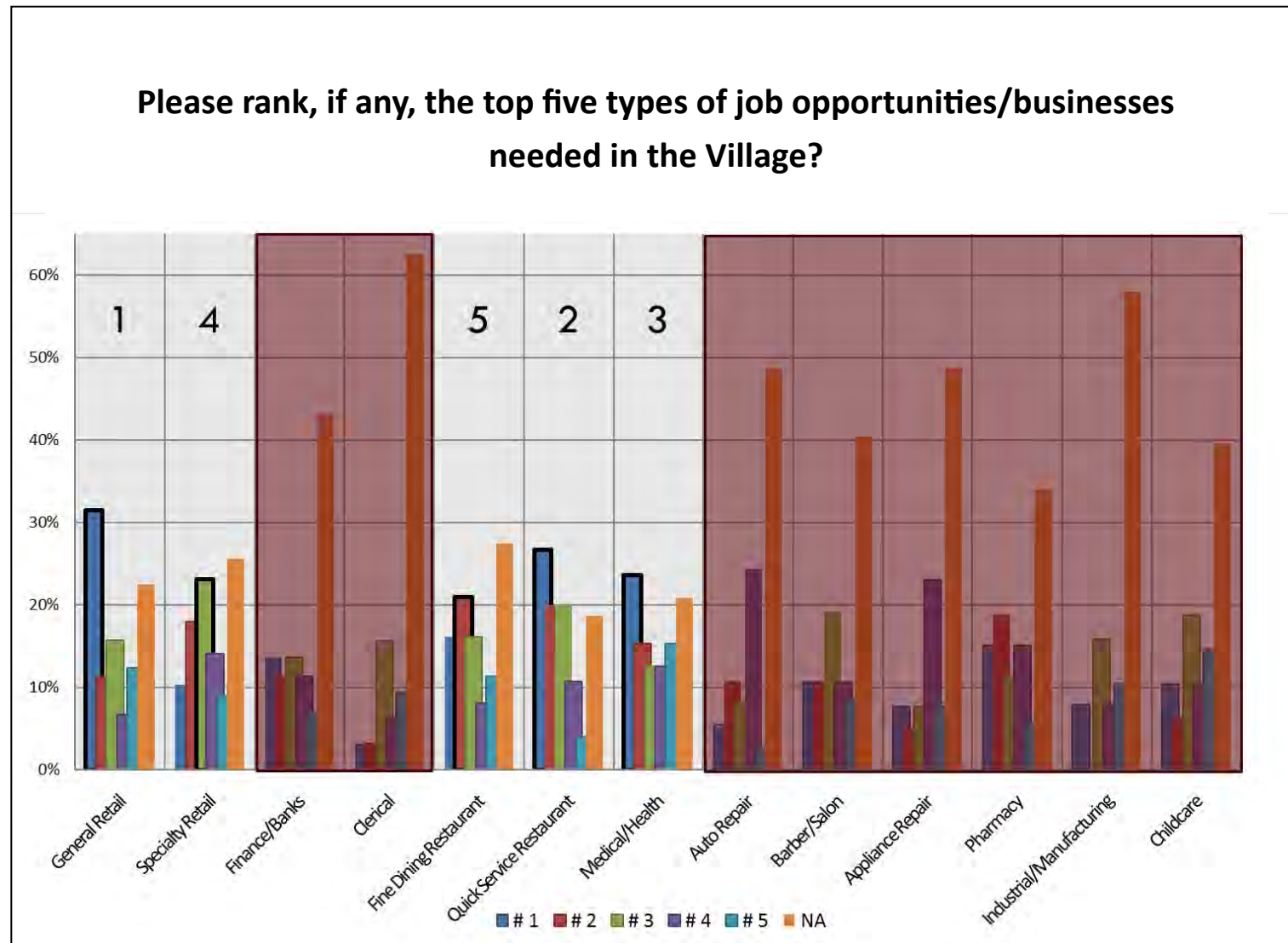


Figure 22: Desired businesses

Goals and Objectives

Goal 5: Retain Village character while allowing for moderate commercial growth.

Objective 5.1	Work with the Lake of the Ozarks Regional Economic Development Council (LOREDC) to recruit desired businesses.
Action 5.1.1	Trustee(s) responsible for working with LOREDC to actively recruit commercial tenants to fill vacant commercial space.
Action 5.1.2	Focus recruitment efforts on general/specialty retail, quick service restaurants, medical/health, and fine dining restaurants.

Objective 5.2	Promote Village’s existing offering of resort/facilities/attraction areas.
Action 5.2.1	Develop partnership with the Lake of the Ozarks Convention and Visitor Bureau (CVB) to promote The Lodge of Four Seasons and other attractions within the Village.

Appendix

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Public Notice Documentation

Public notice was provided through several mediums for the public survey and open house. The following are documentation of these outreach measures.

Postcards were sent to the tax payer listed for every lot within the Village of Four Seasons. CRPM staff removed duplicate addresses and recipients before sending out postcards. In total, 3,441 postcards were sent out inviting property owners in the Village to take the community survey by visiting a custom domain name. The postcard is seen in Figure 23.

Figure 24 shows a press release CRPM disbursed, inviting the local media to attend the Open House.



Figure 23: Community survey postcard



Figure 24: CRPM Press Release for Village Comprehensive Plan Open House

Appendix

VILLAGE OF FOUR SEASONS COMPREHENSIVE PLAN

SWOT Analysis

The SWOT analysis was facilitated by CRPM on July 10th, 2017. The Planning Committee and CRPM staff were guided by the survey responses we received from Village residents. The SWOT helped focus the Committee's efforts, and laid an early foundation to the Goals and Objectives that are present in this plan.

<p>Strengths – Strengths are existing features, amenities, and characteristics that lead to a community's success. Includes intangible attributes as well as physical assets</p> <ul style="list-style-type: none"> • Beautiful, planned community ●●●●● • Quiet, peaceful • Walking trails • Road system upkeep and maintenance (winter) • Security is great; State Troopers; SAFE • Satisfied residents • Location • Planning – from beginning until now; in the boundaries of village or POA (ex: party bars) • Overall Quality of Life ●● • Don't need to correct much • Good school system 	<p>Weaknesses – Weaknesses are existing features, conditions or problems that hinder a community</p> <ul style="list-style-type: none"> • Fees for water hookups increased significantly; (PSW #4 2,900 and 20,000 for septic sewer) - <i>Hidden fees make unaffordable</i> • Topography • # of part-time resident's / property owners - <i>not all are unengaged, though</i> • Lack of parks, rec., public access to lake, beach • Not enough Fire Hydrants • Duplication of services • Lack of public understanding/area ●● communities • Lack of/limited sources for Village income ●●●●● • Income disparity
<p>Opportunities – Unlike strengths and weaknesses, opportunities are more forward-looking and deal with larger forces. These are future prospects that could help a community</p> <ul style="list-style-type: none"> • More housing; plenty available lots ●● • Numerous entities with common goals; engaged stakeholders • Vacant, ready-to-go retail ●● • Orderly, controlled population growth ● • Possibility for local sales tax ● • Deer population control could provide venison to local food pantry ● • Re-capture lots that people may have let go; develop those sitting • Village owned property to be amenity for parking for current amenities (dog park) • Shared communications 	<p>Threats – Like opportunities, threats are more forward looking than strengths and weaknesses. These future challenges pose a danger for the community's prospects</p> <ul style="list-style-type: none"> • Desire NOT to change • Deer population • Sewer / septic capacity ●●● • Money, or lack thereof • Cost prohibitive for young families ● • Lack of jobs → loss of population if no where to work • Residents not planning to be full time resident in future • Potentially infrastructure ●●●

Community Survey Results

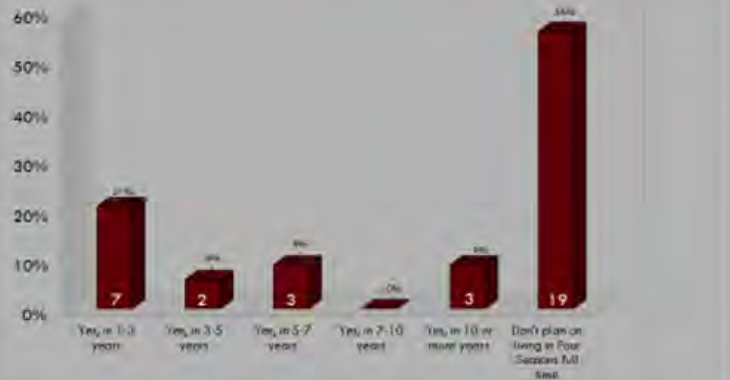
The results of the Community Survey were presented to the Planning and Zoning Committee during the May 15, 2017 meeting. The results were also presented to the Community at the Open House on September 5, 2017. The survey results presentation is included herein.



Appendix

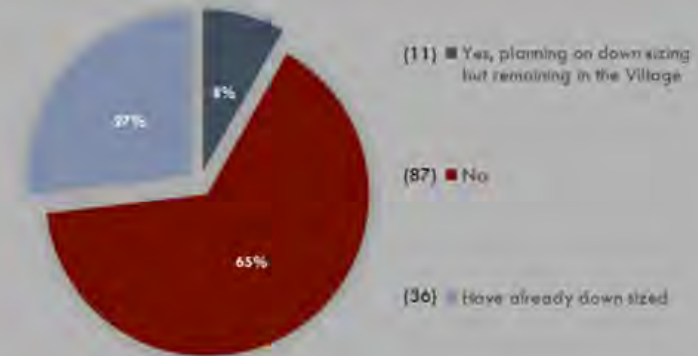
VILLAGE OF FOUR SEASONS COMPREHENSIVE PLAN

6: Do you plan on making Four Seasons your primary residence in the future?



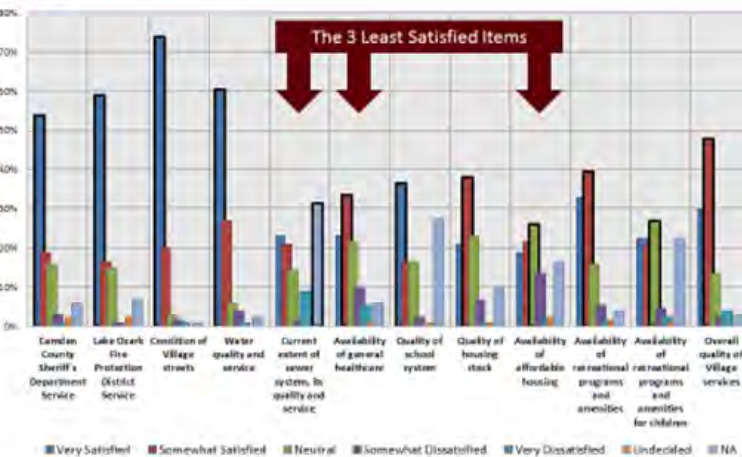
N = 34

7. Do you plan on "down sizing" but still remaining in the Village?



N = 134

8. What is your level of satisfaction with the following items:

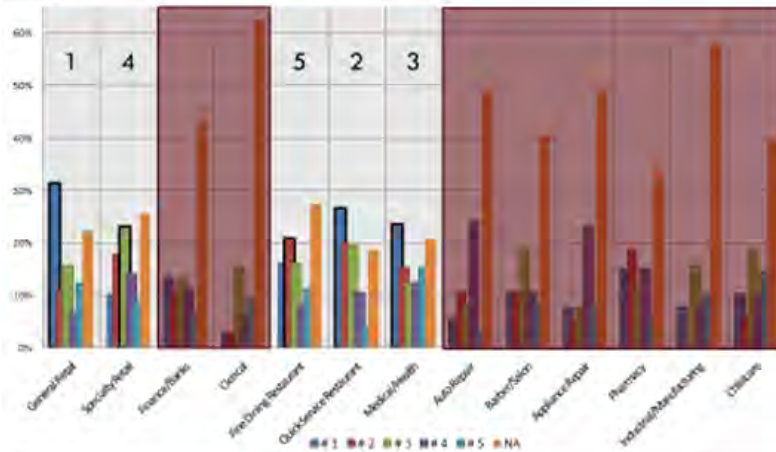


9. Where would you most like to see the installation of hiking/biking trails?

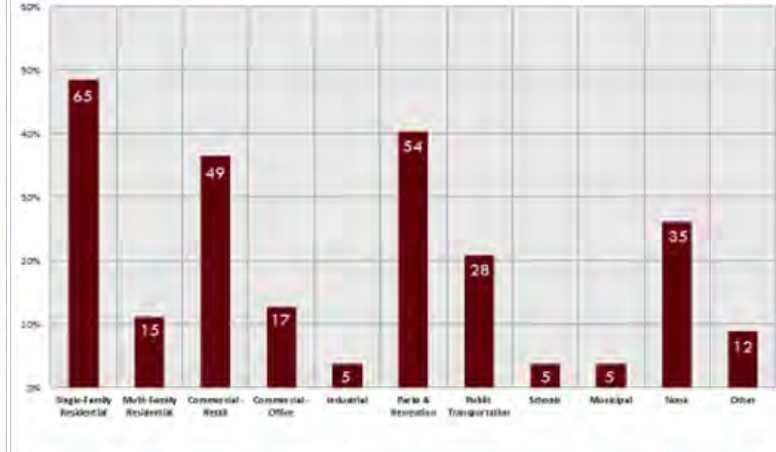


N = 132

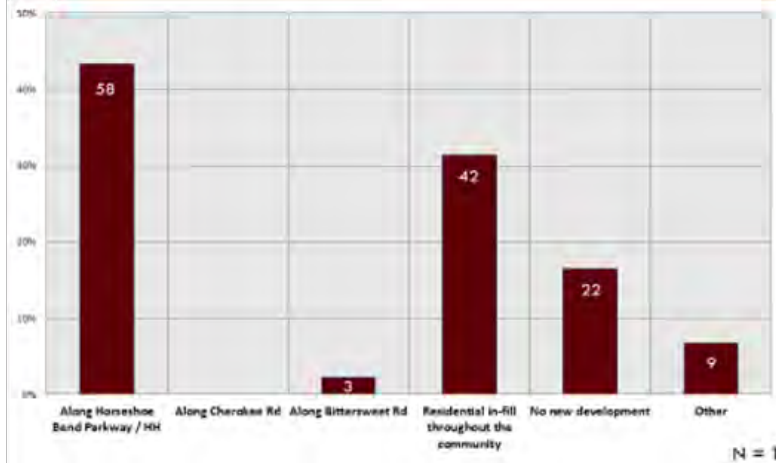
10. Please rank, if any, the top five types of job opportunities/businesses needed in the Village.



11. What type, if any, of new development would you like to see in the Village? (select 5)

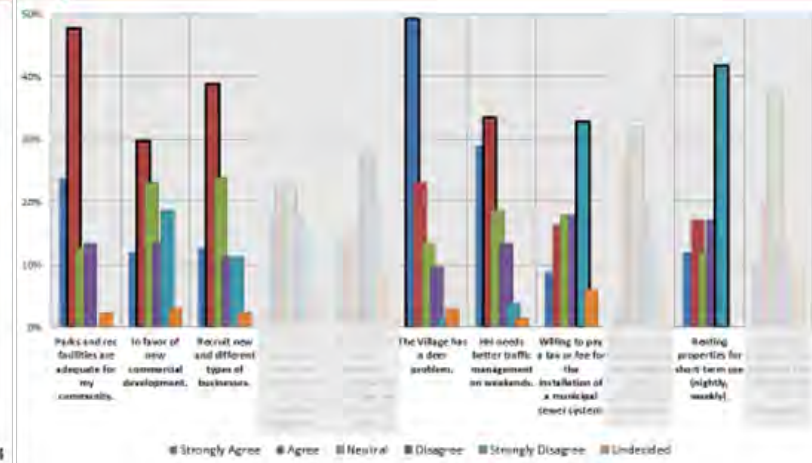


12. Where would you most want new development to occur?



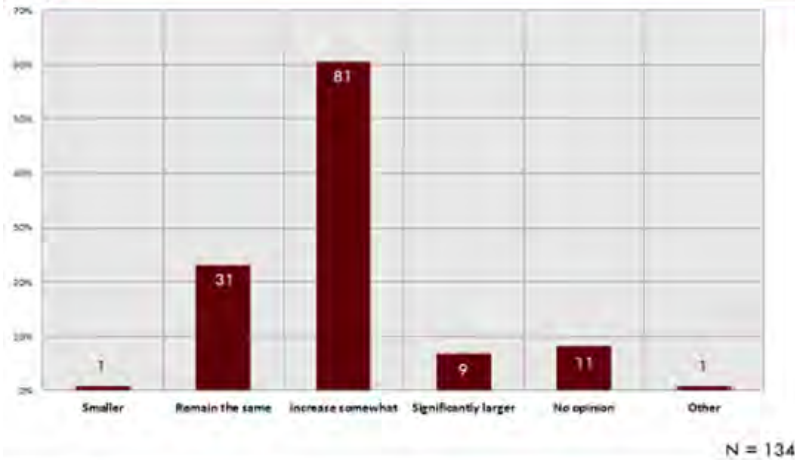
N = 134

13. Please rate your level of agreement with the following statements:



Appendix

14. What do you consider to be the ideal population of your community in the next 25 yrs:



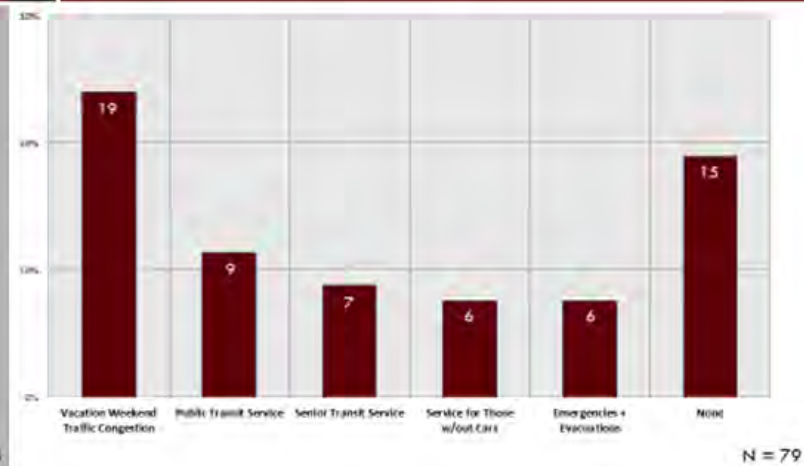
15. Village assuming some/all of the services provided by POA, financed by a prop tax?



16. Should HH temp be converted to a two-lane one-way road with police managing traffic?



17. What, if any, are your concerns regarding transportation in the Village?

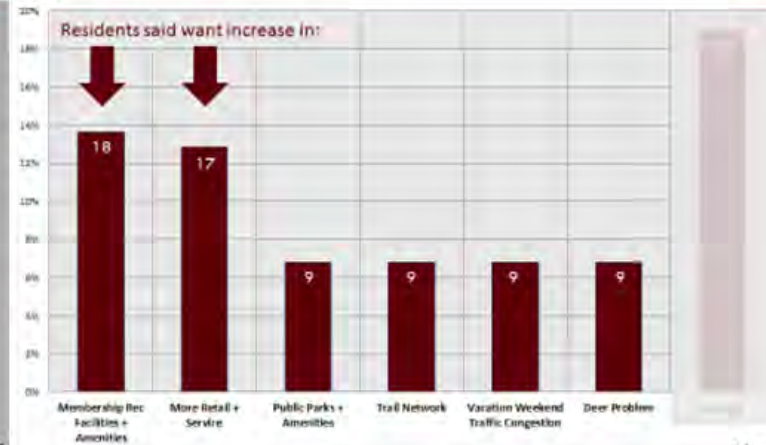


18. Ideal relationship between and the function of the Village and the POA?



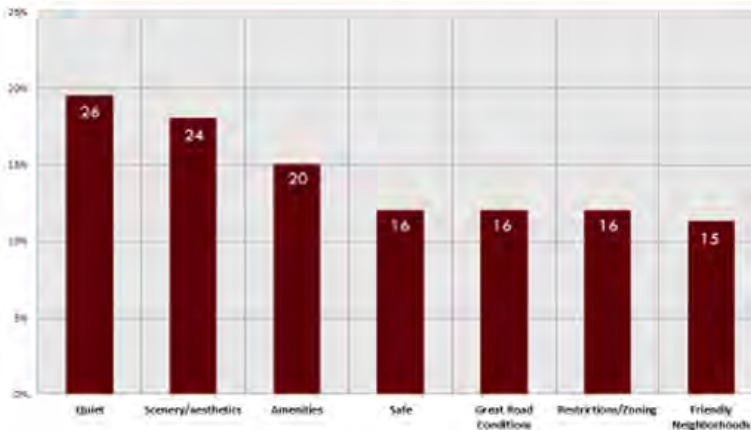
N = 82

19. Five things you would like to change about or add to your community.



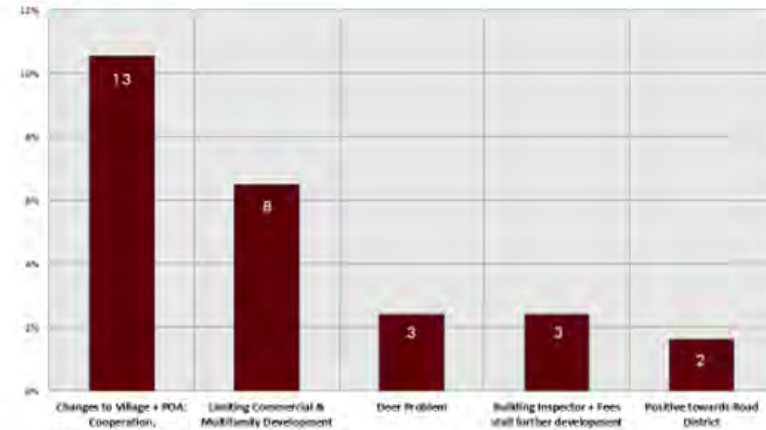
N = 132

20. Two reasons you like living in your community.



N = 133

21. Other comments or thoughts to share?



n = 29, N = 123

Appendix

VILLAGE OF FOUR SEASONS
COMPREHENSIVE PLAN