

APPENDICES
Table of Contents

APPENDIX A --FOCUS SESSION SUMMARY.....1

FUTURE LAND USE..... 1

QUALITY OF LIFE2

ECONOMIC DEVELOPMENT4

APPENDIX B – CHARRETTE SUMMARY1

FUTURE LAND USE, INFRASTRUCTURE AND OUR COMMUNITY - PART A 1

FUTURE LAND USE, INFRASTRUCTURE AND OUR COMMUNITY - PART B3

QUALITY OF LIFE AND OUR COMMUNITY - PART A4

QUALITY OF LIFE AND OUR COMMUNITY - PART B 7

ECONOMIC DEVELOPMENT AND OUR COMMUNITY - PART A8

ECONOMIC DEVELOPMENT AND OUR COMMUNITY - PART B 10

APPENDIX C – NRPA GUIDELINES AND STANDARDS1

NATIONAL RECREATION AND PARK ASSOCIATION’S (NRPA) STANDARDS 1

NRPA FACILITIES STANDARDS5

APPENDIX D– KANSAS DEPARTMENT OF COMMERCE GRANT PROGRAMS.....1

U.S. SMALL CITIES COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)..... 1

NEIGHBORHOOD DEVELOPMENT 1

HOUSING INFRASTRUCTURE 1

DOWNTOWN REVITALIZATION..... 1

EMERGENCY 1

SPECULATIVE INDUSTRIAL BUILDING LOAN 1

TELECOMMUNICATIONS 1

CDBG INDUSTRIAL INFRASTRUCTURE GRANT2

ACTION FUND PROGRAM2

INTERIM FINANCING LOAN PROGRAM.....3

COMMUNITY DEVELOPMENT CORPORATION.....3

COMMUNITY CAPACITY BUILDING GRANT PROGRAM4

APPENDIX E - DEVELOPMENT OPPORTUNITY AREAS.....1

DEVELOPMENT OPPORTUNITY AREA 1 1

APPENDIX F - INDUSTRIAL OVERLAY DEVELOPMENT STANDARDS1

INDUSTRIAL OVERLAY DISTRICT—SITE AND BUILDING DESIGN 1

INDUSTRIAL OVERLAY DISTRICT—LANDSCAPING AND SCREENING3

APPENDIX G - COMMERCIAL COORIDOR DESIGN GUIDELINES1

SITE APPROPRIATENESS – RETAIL STRIP CENTERS: 1

BUILDING ARRANGEMENT:..... 1
ACCESS: 2
CIRCULATION AND PARKING: 2
BUILDING ELEMENTS:..... 3
SERVICE FACILITIES 4
UTILITIES/MECHANICAL/OUTDOOR STORAGE 5
BUFFERS AND SCREENS 5
LANDSCAPING 6

APPENDIX H -- MULTIFAMILY DEVELOPMENT STANDARDS..... 1
 MULTIFAMILY DEVELOPMENT GUIDELINES 1

APPENDIX I -- INFILL HOUSING DEVELOPMENT GUIDELINES 1

APPENDIX J - QUALITY PLACES AS GUIDING PRINCIPLES..... 1
 ADOPT ZONING UPDATES ACCORDING TO QUALITY PLACES PRINCIPLES 1
 IMPLEMENT THE “CREATING QUALITY PLACES” PRINCIPLES 1

APPENDIX K – MAIN STREET DESIGN GUIDELINES..... 1
 INTRODUCTION..... 1
 PURPOSE..... 1
 DESIGN REVIEW PROCEDURES..... 2
 COMMON DESIGN PROBLEMS 2
 A. GENERAL GUIDELINES: 3
 B. CONTINUOUS EDGE: 4
 C. SIZE AND SHAPE: 5
 D. SCALE AND PROPORTION: 6
 E. MATERIALS:..... 8
 F. COLOR:..... 9
 G. STREET FAÇADE: 11
 H. REAR FAÇADE: 12
 I. SIGNS: 13
 J. AWNINGS AND CANOPIES:..... 14
 K. STREETSCAPE IMPROVEMENTS:..... 15
 L. PUBLIC IMPROVEMENTS: 15
 M. BUILDING AND FIRE CODES..... 17
 ADDITIONAL INFORMATION SOURCES 18
 OTTAWA MAIN STREET 18

This Appendix Is For Reference Only

APPENDIX A --FOCUS SESSION SUMMARY

The following is comments made by participants in the Focus Session in March 2003. They do not represent the opinion of City Staff, Governing Body or the Consultant.

FUTURE LAND USE

Critical Issues

- **Create Community Gateways: Use gateways to create a positive impression of Ottawa. Current Gateways are at the following locations:**
 - Interstate 35 and US 59 Highway (South end of town)
 - US 59 Highway (North end of town)
 - Interstate 35 and K-68 Highway (East)
 - K-68 Highway (West of Town)
- **Future gateway opportunities:**
 - Montana (Davis Road) and new US 59 Highway
 - Interstate 35 and Eisenhower Avenue
 - Interstate 35 and 15th Street
- **Continue to develop strong local, cross-town and regional transportation connections.** Local and regional connections are needed at the following locations:
 - Davis Road –K 68 Highway to future Bypass
 - Eisenhower Avenue – Interstate 35 to 7th Street
 - 15th Street – Interstate 35 to Eisenhower Avenue
 - 23rd Street – US 59 Highway to Eisenhower Avenue
- **Strategic annexation should be used to allow for adequate growth and expansion of the city.** (see map)

Other Issues

- **Use development/redevelopment design guidelines to ensure long-term quality in Downtown.** Victorian homes and some of the restoration work represent quality development and good design. Current landscaping efforts by the city also represent good design. Opportunities lie in the rehabilitation of upper floors of downtown into apartments. Also work to improve perception of downtown.
- **Continue to plan for a US-59 Highway bypass north of the city.** Plan for development after strategic annexation and provision of infrastructure.
- **Partner with Franklin County to plan for future growth and expansion of commercial development and require commercial development to develop in close proximity to City infrastructure and services.** Areas with potential demand for commercial growth and expansion:
 - Eisenhower Avenue between 15th Street and 17th Street
 - 23rd Street – west of US 59 Highway
 - Eisenhower Avenue and Interstate 35
 - K-68 Highway – Davis Road to Interstate 35
- **Improve existing streets that are in need or repair.** Need to improve all gravel streets to paved street standards including curbs, gutters and sidewalks.
- **Plan for future transportation network connections in growth areas around the City.** New connections needed at Montana Road and Industrial Road.

- **Cooperation between local agencies should be fostered in order to ensure implementation of planning efforts.** The following agencies would be responsible for implementing the Comprehensive Plan Policies:
 - City Commission/City Staff
 - County Commission
 - OFCED
 - Main Street
 - Chamber of Commerce
 - Ottawa University/ NCCC/ USD 290
 - Ottawa Travel/Tourism

- **Future Housing Developments should be well-designed subdivisions.** Need more housing like the Pin Oak Estates. Need curvilinear streets.

- **Encourage inclusion of neighborhood parks in developments/promote cost sharing with private developers.**

- **Future land for education/university expansion.**

- **Focus on the concept of “Overlay Districts.”**

- **Develop fire agreements and other mutual aid agreements.**

- **Identify housing needs—addressing affordability, availability and choice issues.**

- **Downtown Parking**

QUALITY OF LIFE

Critical Issues

- **Use amenities such as public art to enhance downtown and create visual interest at strategic locations—including Gateways—to draw visitors** Encourage roundabouts and green space. May use public art in lieu of a tree as a feature to promote public art. Encourage more art on gateways to downtown. Use local artists and strategically place art to attract travelers.

- **Trees and other landscaping should be used to beautify Ottawa.** Ottawa has been successful in landscaping efforts in the City Park and Main Street. They, however, need more work. Kanza Park needs some more benches, but otherwise looks good.

- **Improve the sidewalk and trails network.** May Use existing brick paving. Repair dilapidated sidewalks.

- **Focus on broader aspects of Education, Health Care, Housing and Recreation.**

- **Develop a University District that might include a Public Library and a “Night Life” area.** Need a stand alone facility or with cooperation with Ottawa University.

Other Issues

- **Improve the streetscape to enhance downtown.** Provide landscaped gateways features at entry points to downtown. Encourage kiosks in downtown. Further beautification of the City Park with flowers, benches and water fountains (no railing along skunk-run). Use roundabouts in downtown.

- **Partner with the School District to provide recreation facilities and programs.** Establish partnerships with organizations such as the YMCA. The quality of education in Ottawa is satisfactory, but programs after school face problems with transportation.
- **Provide recreation facilities and services necessary to meet the recreation needs of the community.** Consider some recreational use of the river. The east-west trail to be built should increase recreational opportunities. The community also needs an indoor swimming pool.
- **Promote recreation and community access by connecting recreation facilities and public amenities with an area sidewalk/trail system.** The new east west trail should be extended to include the depot. Need connections across 23rd street to connect to Wal-Mart.
- **Improve and enhance existing parks and recreation facilities.**
- **Plan for diverse housing that meets the current and future needs of the Ottawa community.** There is a need for better rental housing-but the base salaries are too low to support good quality rental housing. Address student housing concerns and possibly do a Housing Study.
- **Create open space within residential developments to promote a sense of place and recreational opportunities.**
- **Maintain a small town atmosphere.** Programs such as band concerts, craft fair and features such as brick streets exemplify Ottawa's small town character.
- **Clean up deteriorating buildings and facilities to improve overall image.** The City has good incentive packages. Bring some of Ottawa's character to 23rd street area.
- **An overall sense of Ottawa should be projected to the community and visitors while maintaining or enhancing the character of individual districts.** Improvements that best represent Ottawa are:
 - The corner markers (tombstone)
 - Downtown beautification efforts
 - Flowers and lamp posts,
 - Visitors Center
 - Educational facilities-need to be improved.
- **Enforce maintenance, outdoor storage restrictions, and other codes to help ensure that existing housing stock is maintained and does not detract from the community.** Create a multifamily district near the university. Some old Victorian houses need to be painted.
- **Future housing developments should be well-designed subdivisions.**
- **Coordinate efforts between local agencies and organizations to minimize duplication of services.**
- **Develop a public/private golf course facility in Ottawa.**
- **Focus on Ottawa University to identify its benefits and to capitalize on them.**
- **Determine the desired future identity of Ottawa as a full-service community versus a bedroom community.**
- **Options and quality of child care in the community.**

- **Retail establishments that stay open late.** Encourage some form of Night life
- **Curbside recycling.**

ECONOMIC DEVELOPMENT

Critical Issues

- **Continue to invest in Downtown Ottawa: support a thriving economic center.** Use NRA and CDBG funding to the maximum. Stores need capital and time investment—store hours should be customer friendly. Downtown should be a mix of residential and commercial activities—a coffee shop or retail stores that attract shoppers and bring more life would be preferable.
- **Partner with NCCC, OU and the School District to promote work skills necessary to support local economic growth and a well trained workforce.** Programs that have worked well so far have been the career fairs, youth councils and trade schools. More internship programs with the university should be encouraged.
- **The City should plan and maintain utility services for existing and future industrial base.** The current industrial park has not reached its full capacity yet. Decisions need to be made about what kind of development is suitable south of Interstate-35 on US 59 Highway and between Eisenhower Avenue and 23rd Street. KDOT controls K-68 Highway and therefore there are limited options. The City should coordinate with KDOT and the County for appropriate development in the important corridors.
- **Utilities should be planned to provide service to existing and future development.** Develop sewers along K-68 Highway. Provide economical electricity, broadband internet access and fiber-optic cable connections in all city growth areas. Also address stormwater management issues.
- **Work towards a full-service community with businesses and entertainment.** Set groundwork and expectations for development

Other Issues

- **Encourage residential development/redevelopment in downtown.** The City regulations and codes should be applied to 2nd floor housing option in downtown Ottawa. Parking should be addressed to encourage more residential development in Ottawa.
- **Market the existing character and amenities of downtown.** Adopt design guidelines for façade improvements. Encourage brick facades and evening lighting such as on Courthouse Square. Improve night lighting. Develop Prairie Spirit Trail.
- **Market Ottawa regionally.** Work and coordinate closely with KDOC&H, Fr. County and OFCED. Also use Ottawa University and word-of-mouth strategies most effectively.
- **Develop a convention facility to house community activities and attract regional activities to Ottawa.** Southwest of the City possibly along 23rd street. Or along 5th and Main where parking might be a bigger issue.
- **Work to retain existing businesses and industries.**
- **Develop and encourage small businesses and niche-industries**

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APPENDIX B – CHARRETTE SUMMARY

FUTURE LAND USE, INFRASTRUCTURE AND OUR COMMUNITY - PART A

1. Residential and Non-residential Land Uses. Population projections for Ottawa indicate the City will continue to grow at a rate similar to that of the past decade. This growth will require previously undeveloped land to be developed. – Discuss the appropriateness of residential development and commercial/industrial growth; mark potential locations for future residential, commercial and industrial development on your map based on the following categories:

- Moderate to High Density Residential – multifamily to small-lot single-family housing (mark in Orange)
Low to Moderate Density Residential – duplex and traditional single-family housing (mark in Yellow)
Upscale Manufactured Home Parks (mark in Brown); Elderly Housing – continuum care, group homes (mark in Brown Hatch)
Commercial – as infill and in Planning Areas, such as the 59 Highway bypass (mark in Red)
Industrial – as extension of Davis Street corridor or other areas (mark in Purple)

For example, Areas with potential demand for commercial growth and expansion:

- Eisenhower Avenue between 15th Street and 17th Street
23rd Street – west of US 59 Highway
Eisenhower Avenue and Interstate 35
K-68 Highway – Davis Road to Interstate 35

List all areas where Ottawa should plan for residential, commercial and industrial growth:

Industrial – East side of Davis to American Eagle

Along Sand Creek Road

Added about 200 acres adjacent to current Industrial Location

Talked about light industry around airport

Light industry discussed S. 15th – Not useable due to being too hard to develop

(land use for parks, etc.)

Commercial – Discussed the area from 9th/Main to 9th/Cedar as a gateway to OU. Could so designate, but it probably would not be used as such)

68 Interchange (w/35) – Both sides – City limits to interchange.

59 Interchange (w/35)

23rd St. – Main to Eisenhower

N. Hwy. 59

Not further on W. 7th because of flood plain

Manufactured Housing – Encourage along major roads for access

S. edge of industrial park

Need for manufactured homes – note for City Planning Commission

Mod-High density Res. – West side of quarry behind Wal-Mart

S. of 15th – West of I-35 – Some hesitation due to infrastructure and no commercial

E. of 23rd and Eisenhower

Gateways. In order to provide a distinct and positive impression for residents and visitors, Ottawa needs to **define and improve “Gateways” to the city.** The planning and design considerations given to gateways should be based upon a hierarchy of importance, with consideration of dominant neighborhood features (Downtown is a distinct area from 68 Highway, for example), location, traffic volumes, street function and visibility. Gateways should be identified as primary and secondary gateways.

Gateways to be addressed are at the following locations:

1. Interstate 35 and US 59 Highway (South end of town)
2. US 59 Highway (North end of town)
3. Interstate 35 and K-68 Highway (East)
4. K-68 Highway (West of Town)
5. Montana (Davis Road) and new US 59 Highway
6. Interstate 35 and Eisenhower Avenue
7. Interstate 35 and 15th Street
8. Downtown.

The major features of these gateways should include:

- A prominent feature such as large-scale public art, statuary, fountain, garden or small park-like setting.
- Signage to clearly identify entrances. Brick, stone or other high-quality materials and the city logo should be incorporated into the signage to further establish the gateway, such as the historic character of Downtown.
- Landscaping to accent the surrounding corridor and prominent features. For example, a combination of street trees, ornamental trees, shrubbery, ground covers and ornamental plantings could be used to accent and coordinate the design. These materials should be repeated for effect.

List the improvements you think should be the prominent elements of each Gateway. List specifics, such as for the Downtown: benches, trash receptacles, pedestrian scale lighting, unique paving patterns at crosswalks, and other streetscape elements.

Classy – gazebo

Quality – historical, Native American

Tie all of the following with a common theme:

Marquis signs updating community events

Something that depicts a quality time in Ottawa history (Native Am. history?)

Build on a theme (Victorian?) – gazebo

Primary – 59 and 35 / 68 and 35; N59 Primary now; move to secondary once bypass built

Secondary – 68 west of town; 35 and Eisenhower (could move to primary); I 35 and 15th

Large sculptures?

Great American Elms that used to line Main St. – Resurrect the concept of a uniform type of tree – probably down Main St. of 68 Hwy (good buffer)

2. **Planned Annexations.** Generally, the City policy has been to annex only those who initiate annexation into the City. However, through the use of controlled annexations the City would position itself to review and approve developments that will enhance and promote Ottawa’s preferred future. – **Mark specific improvements the city should plan for in the designated “Planning Areas” (where there is potential for future targeted annexation). Describe why these areas should be annexed; also, what priority these services should be planned in, if you feel one area is more “ripe” for development than another.**

Secondary area

We have mapped the best areas

Expand the area by Hwy to the flood plain

See Map

2. **Cross-town Traffic Links.** The city needs to plan for corridor links, including:
- Davis Road –K 68 Highway to future Bypass
 - Eisenhower Avenue – Interstate 35 to 7th Street
 - 15th Street – Interstate 35 to Eisenhower Avenue
 - 23rd Street – US 59 Highway to Eisenhower Avenue

Identify corridors that should be protected today in order to preserve Ottawa’s thoroughfare needs in the future. Discuss how these might be protected, including land use and development limitations such as added rights-of-way dedication, deeper setbacks, etc.

Lincoln or Davis or Montana St extend N. to K-68

Insure setbacks are all identified links for future widening

Create attractive, easily recognizable image at the primary gateways to our community

Extend Lincoln St. across the river (already in FAU road) or Montana/Davis

Yes protect deeper setbacks

All roads listed above need to be preserved

FUTURE LAND USE, INFRASTRUCTURE AND OUR COMMUNITY - PART B

Goal 1: Residential and Non-residential Land Uses.

Establish a land use plan that will create function, cohesiveness throughout the community

Objective Statements:

1. *Proper usage in appropriate areas*
2. *Access management*
3. *Government attitude that is proactive, cooperative and facilitative*

Goal 2: Gateways.

Create an easily recognizable image at the primary gateways to our community

Objective Statements:

1. *City to take lead*
2. *Artistically and historically represent the community.*
3. *Be site sensitive*

Goal 3: Cross-town Traffic Links.

Reconcile short term and long term needs and vision of the community

Objective Statements:

1. *Create a strong inter-local agreement*
2. *Identify proper land use based upon growth trends and issues*
3. *Anticipate and coordinate infrastructure needs*

Goal 4: Planned Annexation.

Ensure accessibility to, from and within the community now and in the future

Objective Statements:

1. *Identify thoroughfares*
2. *Ensure adequate setbacks*
3. *Facilitate traffic flow and safety*

QUALITY OF LIFE AND OUR COMMUNITY - PART A

1. **Public Art.** Public art is often limited to sculptural pieces plunked down into the streetscape. - **Describe public art opportunities and how they might be used in the gateway areas and downtown. Banners? District signage? Directional signage? Street signs? Street furniture? Other?**
DOWNTOWN as a "gateway at 1st, 5th, bridge awnings

Overall impression as important as specific projects

Consistent vibrant image encouraged (awnings on more buildings, Victorian color, unique district signage

Symbol to represent distinguish – signs, attractions, important events

Character: Who are we? What are we? Victorian, modern-future, small 50s town, small city? What do we do well and jazz it up!

Hire consultant to help create consistency with distinction

Install mural from DOWNTOWN

Awnings in DOWNTOWN as district signage (Downtown OP).

Victorian colors in rehabbed building (2nd and Main).

Street painting to high school/college. "Celebrate Ottawa." Multi-color and vibrant.

See signs in front of "Ottawa Univ." building. "Welcome to Ottawa" at entrances with school logos. Street signs with logo. 10th & Main – main driveway to University (Roadway needs to be widened).

Chimes at University being updated (\$20k) (play at noon).

Branding is desired.

Fire hydrants – black and gold with numbering for pressure.

2. **Landscaping.** Landscaping can create transitions between uses and help achieve greater compatibility within Ottawa. - **Describe how landscaping might be used to create buffers and transitions between uses? Who should be responsible for providing the landscaping? Maintenance?**
Better access to green spaces, bike paths, pedestrian

Highlight sidewalk system and trail with landscaping at 15th, 17th 234d bridges.

New partnering – Does OU have people and equipment to work with City, RMH, etc.?

General – City specific projects for specific groups requires a more professional approach

Standard for developers – begin a new though of expectation based on cost of construction?

Maintenance is inconsistent (based on volunteer work).

Contract with Ottawa University to maintain (partner).

Landscaping such as street trees can be used to provide shade, separation from the street and a repetitive design element within the community. - **Describe how street trees and other special plantings could be used to identify different districts or unique corridors. Identify areas where special landscaping could be used. Who should be responsible for providing the landscaping? Maintenance?**

Landscaping at corners could be expanded. Percent of cost to go toward landscaping for commercial and industrial. Want Louisburg feed as opposed to new Gardner development (see interstate).

Don't drive out developers.

3. **University District.** The development of unique districts can help attract users seeking opportunities for special uses and activities in Ottawa. - **Draw the potential boundaries of a unique university district. Describe uses that would be appropriate within the district. What other special elements could define this unique district? Describe how these elements might be implemented?**

Signage – off Main, 9th -15th, Main-Lincoln, Mulberry to Cedar, 9th easiest, 10th prettiest, 11th maybe needs best works off 15th at Cedar, I-35 exit

Chimes at noon, 6pm to distinguish function

Find out on future plans – 9th enhancement, entry off Cedar from Ad building, parking, building locations on campus

Path, lighting, housing, commercial (specialized bookstore, coffeehouse, restaurant, clothing)

Signage (I-35, Main)

15th and Cedar/9th and Cedar is planned as new university corridor. Entrance from I-35 via 15th Street exit. 7th to 15th, east to Lincoln. Stronger connection to downtown via improved streets, sidewalks, lighting bike trails.

Uses: coffeehouses; sandwich shops; commercial services

Arrowhead as symbol

4. **Housing Quality and Diversity.** The need for high-quality residential development was identified during the visioning and focus session workshops. - **Describe characteristics that are desired for new residential housing and subdivisions in Ottawa. Streetscape? Lighting? Access? Pedestrian circulation? Open space? Landscaping? What residential development standards, if any, should the city use to encourage housing variety while preserving the integrity of existing neighborhoods?**

Mixed use explored more.

Encourage more single family development within multi (clubhouse, pool in a new development –Brandon Woods).

Encourage City staff to work with potential developers – projects, expectation, job oversight. Lighting standards set by city.

Encourage city to keep access good and sidewalks, easements.

Open space has some recommendation from city to developer.

Landscaping – minimum requirements from city.

Need to look at sidewalk requirements. Interest in mixed use development (mixed use district).

Lost residents to Brandon Woods assisted living.

Can standards be lowered for mobile homes? Need to upgrade existing gravel streets. Allow intermediate standards for existing development.

New versus old – should standards be laxer for existing development? Richard build new “starter houses” as example.

Need minimum lighting standards for new development (see existing regs?).

Access is needed to and within development – good access to collectors.

The need for multi-family and rental housing was also identified. Well-designed, multi-family and rental housing can be an asset to the community. **What characteristics are desired for multi-family and other rental housing options in Ottawa? Describe how the standards for these higher density housing options might vary from those for single-family and low-density housing options.**

Flexible – what is already there and how does it fit the project

New – curb and gutter

Old – chip and seal or asphalt... this is better than gravel or no project

Elements of good design always think of areas developed separately

Hard top paved vs. dirt gravel

Higher standards at gateways. Views from I-35 are important

Housing for Wal-Mart employees

Encourage infill such as K-68 (may take frontage road).

5. **Retail and Commercial Service Opportunities.** In order to function as a “full-service” community, Ottawa must attract and retain retail and commercial service uses. A lack of basic services will affect residents’ lives and their decision to locate or stay in Ottawa. – **Describe services currently needed in the Ottawa community. Identify areas where development of these services might be appropriate, including future growth areas.**

Shop hometown first, user friendly

How can we help you be in our community

Clothing, bike shop

Recreational service; clothing; dining (not fast food); auto dealers; appliances; bike shop; Applebees; theater

Promote existing businesses – what initiatives can be used?

6. **Parks and Recreation.** During the visioning and focus sessions, participants identified needs for new and improved facilities and programs for active and passive recreation. Among other factors that affect the quality of life in a community, high-quality parks and recreation facilities and programs have been linked to the successful attraction of business and residents. - **Describe the unmet needs of the community. Identify areas where existing open space should be preserved, where new parks could be developed and where existing parks expanded to meet these needs.**

5th and Main, 15th/17th and 23rd, Main to Eisenhower (fair grounds), horseman trail, biking areas, University district.

Look for floodplain areas

Park with a lake

Old quarry for special housing

More in residential districts. Better access to green spaces via sidewalks and trails. Walking/Biking are big needs. Build on “walkable community.” 23rd Street not an example for sidewalks, but need consistent setbacks and improvements.

Open space/Parks

5th and Main?

15th

Fairgrounds location (county owned)

15th – 23rd to Eisenhower (floodplain)

University area needs park

Area around old quarry area (needs like

Kanza Rail Trail Group

QUALITY OF LIFE AND OUR COMMUNITY - PART B

Goal 1: Public Art.

To incorporate public art into the lifestyle of the community.

Objective Statements:

1. Use of brand logo to identify local icons, landmarks, districts (ex. City logo on water tower, OU arrowhead to direct traffic)
2. Set apart gateways (downtown, outer limits, districts) with (lighting, signage, textures surfaces) appropriate (vibrant) artwork
3. Emphasize local strengths (areas of interest and identity)

Goal 2: Landscaping.

Add value to existing and new development

Objective Statement:

1. Require a percent of development cost to landscape, greenspace, access
2. Develop streetscape that defines access points (bicycle paths, important intersections)
3. Create a reward system to identify good landscape design

Goal 3: University District.

Promote a University District to enhance visibility and value for both OU and community.

Objective Statements:

1. Define boundaries (7th, 15th, Main, Mulberry)
2. Develop appropriate signage to define access points to enhance within the community
3. Develop infrastructure to support this

Goal 4: Housing Quality and Diversity.

Support development of affordable and appropriate housing for all segments of community

Objective Statements:

1. *Infrastructure for new development*
2. *Develop flexible standards of good design for different projects.*

Goal 5: Retail and Commercial Service Opportunities.

Enhance self-contained, full service community shopping opportunity

Objective Statements:

1. *Assess the local market for basic specialized services*
2. *Emphasize hometown shopping first –market and promote local opportunity*
3. *Educate merchants on value of marketing and management of business*

Goal 6: Parks and Recreation.

Provide adequate facilities and opportunities for recreation to the community

Objective Statement:

1. *Identify specific areas to create, promote recreation and green space*
2. *Connection and access to these areas throughout the community (equitable distribution).*
3. *Provide easy access through working biking and driving corridors which are well lighted.*

ECONOMIC DEVELOPMENT AND OUR COMMUNITY - PART A

1. **Downtown Ottawa.** There are several methods that communities have used to bring life to downtowns. Some of the successful ones have been:

- Encouraging specialty and niche businesses in well maintained historic districts;
- Organization and promotion of fairs and festivals at periodic intervals. Using local artists and musicians have proven to be popular at such occasions. These occasions give a boost to local businesses and also encourage local businesses to open late;
- Organizing University functions such as a weekend forum, in downtown, to encourage community dialogue and participation. Such events also attract tourists, especially ex-students and their families.
- A “Main Street” program that has encouraged use of design guidelines, organization of activities, marketing etc.

Which of the above or other such mechanisms can be used in downtown Ottawa? Suggest and mark on your map, locations for such activities. Discuss issues such as organization, marketing, parking etc. that need to be addressed for such activities.

All are pertinent. OU tends to have events on campus only.

Leavenworth has worked on a unified look in awnings, etc. should we?

Downtown businesses used to stay open late, now close early; aren't committed to serving customers.

Upstairs development good. Few choices after 5-5:30. Business Owner's choice – we can only encourage. Parking is a problem with renovating upstairs. They should have space reserved close – not necessarily in front. Emphasize one evening a week? Events and staying open late on that evening.

More lawyers and survey offices, etc that close at 5. Room for retail? Room for both?

Traffic needs to be slowed down. What is downtown? Tecumseh/K-68 to 7th St. East-West: Hickory – Walnut. What are Main Streets parameters? From River South

Would be interested in seeing survey of uses first and second floors.

Want all of the suggestions under discussion question. Traffic calming

1 day of the week – art walk – OU and downtown retailers.

2. **Residential/Mixed use development in Downtown.** In order to encourage housing on the 2nd floor of commercial buildings, building code requirements and parking issues have been identified. **Are there any other barriers to downtown housing? Show on your map, areas that are more conducive to housing and mixed use development. Mark areas where parking is a concern. Discuss the need for the City to conduct a housing/market study and/or a parking study in Downtown Ottawa. List other programs and incentives that might encourage/facilitate downtown housing.**

Good to have housing feasibility study for second floor renovations for residential. Who pays for study?

City? Look at Ottasco info.

City has rendering low interest fund too. No economic development director in city staff. It is OFCED job.

Discourage strip malls or larger market areas to encourage downtown.

3. **Improve labor pool.** Partnerships with the NCCC, OU and the School District can be used to promote work skills. **How can the community be proactive for programs such as trade schools, career fairs and youth councils. What type of internship programs currently exist and what additional opportunities remain to be exploited?**

Just had Career Fair at OHS. OU not involved. Not sure if NCCC was. Fair geared more for industrial recruitment. More OU “branding” of Ottawa?

Improve the schools

Housing catching up from a few years ago but still needed.

Need to promote OU

Better School district

Housing

4. **Infrastructure and the business climate.** Infrastructure improvements help attract new businesses and retain existing ones. Infrastructure needs such as economical electricity, broadband internet access and fiber-optic cables have already been identified. **Identify other infrastructure improvements that need to be made in order to help existing businesses. On your map, show areas where future business parks can be located. Discuss phasing and extension of infrastructure and facilities into these areas. Which areas are easier to develop than others? List opportunities and constraints. Would the location of a regional convention center facility be feasible in Ottawa? Should it be public or private? How can Ottawa be a contender for such a facility?**

Will fiber will be made available to rest of community? no.

Wireless is the way to go and needed

New sewer and water plans

What about streets? No new unpaved streets

Infrastructure improvements should open up development

Why hasn't industrial park taken off?

Regional convention center: there is a need for both those who are willing to pay and non-profits.

New sewer plant

Electric substation

Gravel streets plan and sidewalk plan

Benefit districts exist

Community Center?

23rd Street for sewer

5. **Community Marketing.** Ottawa needs to be marketed regionally by working closely with the KDOHC and the OFCED. Ottawa University and the “word-of-mouth” mechanisms also need to be used effectively. **Identify the strengths of the community and the amenities available that can be used in a marketing strategy. Identify key improvements that can help marketing efforts in the future. Does the city need to conduct a marketing study to identify its niche in the region? Who are the city’s main contenders? Which city/cities can Ottawa learn from?**

Should push being a university town. Ottawa’s geographic location is great asset. Neighborhood schools idea is a plus but schools now aren’t a strength. We don’t articulate well the academic strengths of the schools. Info should be made available to employers, etc. Better community web site needed.

University town

Market school district location

Web links

ECONOMIC DEVELOPMENT AND OUR COMMUNITY - PART B

Goal 1: Downtown Ottawa.

Retail – Promote retail and residential development in downtown (Tecumseh to Hickory-Walnut.

Objective Statements:

1. *Slow traffic in the downtown area.*
2. *Use zoning to promote niche retail.*
3. *Use financial incentives.*

Goal 2: Residential/Mixed use development in Downtown.

Promote housing

Objective Statements:

1. *Conduct housing feasibility study for second floor renovations for residential use.*
2. *Parking for residents*
3. *Promote and use tax incentive, explore funding options.*

Goal 3: Improve labor pool.

Trained, well equipped, well informed labor pool.

Objective Statements:

1. *Market available programs.*
2. *Adjust to market changes*

Goal 4: Infrastructure and the business climate.

Continue support for improvements in city and future land usage (planning area)

Objective Statements:

1. *Establish a need for and market for a meeting/convention facility*
2. *Promote wireless internet*
3. *Encourage more city-county partnership*

Goal 5: Community Marketing.

Accentuate the local assets

Objective Statements:

1. *Articulate educational (school district/OU) achievements*
2. *Community websites, links to other organizations*
3. *Market geographic location, university town*

This Appendix Is For Reference Only

APPENDIX C – NRPA GUIDELINES AND STANDARDS

NATIONAL RECREATION AND PARK ASSOCIATION’S (NRPA) STANDARDS

A standard is a benchmark or acceptable measure of performance or delivery that has been agreed upon by professionals or a professional organization. Unless a standard is mandated by law, such as the Americans with Disabilities Act (ADA), there is no requirement that it be used as anything but as a guideline.

The 1995 NRPA guidelines follow a more comprehensive and agency-specific methodology for determining the appropriate level of service for a given geographic area. The new approach incorporates complex components that require undertaking a detailed needs assessment and require an analysis of the current inventory of, and demand for, existing park facilities. While in many respects the approach is meritorious, a careful review of the methodology reveals a number of potential weaknesses when it is applied in specific instances. One of the weaknesses is that the approach calls for an extremely detailed examination of the current usage of all individual elements of parks and facilities.

Careful consideration of the City’s requirements determined that the traditional 1981 approach to develop standards is more appropriate. The 1981 NRPA guidelines include park acreage standards against which the existing ratio of parkland to population can be evaluated. These standards are useful because they are based on a simple ratio of park acreage to a given population unit (1,000 persons) and are also useful for projecting existing and future needs in the city. Other important factors used to determine standards will include:

- community demographics (profile to include age, sex, household size, income, etc;)
- census tract data (to understand where citizens reside relative to age and household size and density);
- program demand (to understand program and facility needs that citizens want);
- other providers (to understand what the Ottawa Recreation Commission’s role should be relative to demand and market analysis of other providers);
- program trends (to understand new programs and analyze if they are a trend or a fad);
- land use analysis (to understand if parks, open space and facility space requirements are compatible with the land use analysis within the Comprehensive Plan);
- mobility and regional opportunities (to understand economic climate and need for “close to home” opportunities to recreate);
- trafficway system (to understand barriers/constraints of the trafficway system as it can limit access to parks);
- existing conditions within the park system to include types of parks and their amenities (to understand the existing parks by type: mini parks, neighborhood parks, community parks, special use parks, natural resource areas; to understand existing amenities and their ability to meet demand; to understand the need for elimination of existing amenities for replacement by a need which is in more of a demand; and
- practicality of recommendations for new parks based on the city’s ability to acquire, develop and manage them.

Table C-1: Park Type Development Descriptions

Type:	Mini Park
Size:	2,500 sq. ft. to 1 acres
Service Area:	¼ mile or less
Location:	Located where there may be an isolated or limited population or a unique recreational need
Primary User:	All ages depending on the type of mini park
Development Character:	Small areas intended primarily for the use of children up to the early elementary grades; however, a mini park can also serve the need for unique recreational opportunities, landscaped public use areas in an industrial/commercial area, scenic overlook, arbor, sitting area and play area adjacent to a downtown shopping district.
Desirable Site Characteristics	Within neighborhoods and in close proximity to apartment complexes, townhouse development or housing for the elderly.
Suggested Facilities:	<ul style="list-style-type: none"> ▪ Play apparatus ▪ Benches ▪ Sandboxes ▪ Shade trees ▪ Bike rack (2 – 4 bikes) ▪ Pathway connection
Activities:	<ul style="list-style-type: none"> ▪ Non-organized play ▪ A quiet place to view others and/or a vista to enjoy landscapes and natural resources
Type:	Neighborhood Park
Size:	Usually not less than 5 acres
Service Area:	1/2 mile
Location:	Primarily for passive recreational needs for all ages but may have designated active areas. Easily accessible to neighborhoods, geographically centered with safe walking and bike access.
Primary User:	For all ages
Development Character:	Open lawn area, shrubbery, picnic areas, drinking fountains, area for court games, and some program potential. Some communities are not providing parking as is typically not required for those who can walk to the park; even lighting can be optional.
Desirable Site Characteristics	Suited for intense development. Easily accessible to neighborhood population – geographically centered with safe walking and bike access. May be developed as a school park facility.
Suggested Facilities:	<ul style="list-style-type: none"> • Tot equipment (pre-school) (1 – 2) • Young child play equipment (geared to ages two to five years old.) • Older child equipment (geared to ages five to twelve years old) • Benches • Picnic settings • Open turf area, gazebo • Bike rack • Pathway connection • Courts • Playfields
Activities:	<ul style="list-style-type: none"> • Day use, general play • Supervised group/individual play • Neighborhood gathering point

Continued on the following page

Table C-1: Park Type Development Descriptions (continued)

Type:	Community Park
Size:	Optimal size should exceed 25 acres
Service Area:	1 mile
Location:	Within approximately 1 to 2 miles of neighborhoods
Primary User:	All age groups
Development Character:	To meet needs of several neighborhoods. They allow for group activities and opportunities which are not feasible at the neighborhood level. Design features might include large play structures, informal fields for youth play, tennis and volleyball courts, pools, disc golf, trails, picnic areas, open space and unique landscapes/features, study areas, ornamental gardens and cultural facilities such as concerts in the park.
Desirable Site Characteristics	May include natural features, such as water bodies, and areas suited for intense development. Easily accessible to neighborhood served.
Suggested Facilities:	<ul style="list-style-type: none"> ▪ Tennis courts ▪ Basketball ▪ Open irrigated field ▪ Parking lot ▪ Young child play equipment (geared to ages two to five years old.) ▪ Older child equipment (geared to ages five to twelve years old) ▪ Soccer practice ▪ Pick-up softball ▪ Basketball ▪ Tennis ▪ Family picnicking ▪ Day use, general play ▪ Skate boarding ▪ Benches ▪ Drinking fountain ▪ Bike racks ▪ Pathway connection ▪ Picnic settings ▪ Shade structure pavilion
Activities:	
Type:	Special Use Park
Size:	No established size as the type of use will dictate the space requirements.
Service Area:	Entire population
Location:	Primary market will be determined by citizens' willingness to travel to the park. Typical drive time for primary market will not exceed 12 to 15 minutes
Primary User:	Citizens who have a special interest in the type of amenities offered
Development Character:	Development character will be active with amenities to accommodate large crowds and adequate landscaping and comfort features to offer a relaxed environment
Suggested Facilities:	Special Use Parks are typically earmarked for active uses such as athletic fields, aquatics and extreme sports such as skateboarding, BMX bikes and in-line skating.

Continued on the following page

Table C-1: Park Type Development Descriptions (continued)

Type:	Urban Greenspace	
Size:	No established size as communities should acquire as much of this land as is reasonable	
Service Area:	Entire population	
Location:	In, or near, an urban area	
Primary User:	All residents	
Development Character:	Passive area in landscaped or natural state in or near urban areas. May provide recreational uses when needed; provides environmental quality; aesthetic experience; or land banking	
Suggested Facilities:	<ul style="list-style-type: none"> ▪ Swimming pool (25 meter) ▪ Restroom/change house/pool equipment building ▪ Lighted tennis court (2 +) ▪ Lighted basketball court (1) ▪ Picnic pavilion (covered seating for 40 to 50 people) ▪ Young child play equipment (geared to ages two to five years old.) ▪ Older child equipment (geared to ages five to twelve years old) 	<ul style="list-style-type: none"> ▪ Soccer field with goals (120' X 210') ▪ Softball field with backstop (200' radius) ▪ Picnic setting ▪ Bike racks ▪ Drinking fountains ▪ Pathway connections (lighted) ▪ Off-street parking 20–30 cars (lighted)
Activities:	<ul style="list-style-type: none"> ▪ Natural lands ▪ Forests ▪ Watershed and waterfront ▪ Hiking 	

Table C.4: NRPA Standards Condensed

Component	Service Area	Desirable Size	Acres/1,000 Population
Local/Close-to-Home Space:			
Mini Park	Less than ¼ mile radius	1 acre or less	0.25 to 0.5A
Neighborhood Park/Playground	¼ to ½-mile radius to serve a population up to 5,000 (a neighborhood)	15+ acres	1.0 to 2.0A
Community Park	Several neighborhoods, 1 to 2 mile radius.	25+ acres	5.0 to 8.0A
TOTAL CLOSE TO HOME SPACE – 6.25 – 10.5 Acres/1,000			
Regional/Metropolitan Park	Several communities. One hour driving time.	200+ acres	5.0 to 10.0A
Regional Park Reserve	Several communities. One hour driving time.	1,000+ acres (sufficient area to encompass the resource to be preserved and managed.)	Variable
TOTAL REGIONAL SPACE – 15 – 20 Acres/1,000			

The National Standard suggests a park system should be comprised of **6.25 to 10.5** close-to-home acres of developed open space per 1,000 population and 15 to 20 acres of regional space per 1,000 population.

NRPA FACILITIES STANDARDS

Parks are only a component of the actual Parks, Recreation and Open Space System. The facilities and amenities at a park create the recreational opportunities. Suggested guidelines of the National Recreation and Park Association are shown to establish a benchmark to which Cities can compare themselves.

Table C.5: NRPA’s Recreational Facilities Standards

Activity / Facility	Recommended Space Requirements	Recommended Size and Dimensions	# of Units Per Population	Service Radius
Badminton	1620 sq. ft.	Singles – 17’ X 44’ Doubles – 20’ X 44’ With 5’ unobstructed area on all sides	1 per 5000	¼ - ½ mile
Basketball 1. Youth 2. High School 3. Collegiate	2400 – 3036 sq. ft. 5040 – 7280 sq. ft. 5600 – 7980 sq. ft.	46’-50’ X 84’ 50’ X 84’ 50’ X 94’ with 5’ unobstructed space on all sides	1 per 5000	¼ - ½ mile
Handball (3-4 wall)	800 sq. ft. for 4-wall, 1000 for 3-wall	20’ X 40’ – Minimum of 10’ to rear of 3-wall court. Minimum 20’ overhang clearance.	1 per 20,000	15 – 30 minute travel time
Ice Hockey	22,000 sq. ft. including support area.	Rink 85’ X 200’ (minimum 85’ X 185’). Additional 5000 sq. ft. support area.	Indoor – 1 per 100,000 Outdoor – depends on climate	½ - 1 hour travel time
Tennis	Minimum of 7200 sq. ft. single court (2 acres for complex)	36’ X 78’. 12’ clearance on both sides; 21’ clearance on both ends.	1 court per 2000	¼ - ½ mile
Volleyball	Minimum of 4000 sq. ft.	30’ X 60’. Minimum 6’ clearance on all sides.	1 court per 5000	¼ - ½ mile
Baseball 1. Official 2. Little League	3.0 – 3.85 A minimum 1.2 A minimum	Baselines – 90’ Pitching distance – 60 ½’ Foul lines – min. 320’ Center field – 400’+ Baselines – 60’ Pitching distance – 46’ Foul lines – 200’ Center field – 200’ – 250’	1 per 5000	¼ - ½ mile
Field Hockey	Minimum 1.5A	180’ X 300’ with a minimum of 10’ clearance on all sides.	1 per 20,000	15 – 30 minutes travel time
Football	Minimum 1.5A	160’ X 360’ with a minimum of 6’ clearance on all sides.	1 per 20,000	15 – 30 minutes travel time
Soccer	1.7 to 2.1 A	195’ to 225’ X 330’ to 360’ with a 10’ minimum clearance on all sides	1 per 10,000	1 – 2 miles

CITY OF OTTAWA, KANSAS - COMPREHENSIVE PLAN

Activity / Facility	Recommended Space Requirements	Recommended Size and Dimensions	# of Units Per Population	Service Radius
Golf – Driving Range	13.5A for minimum of 25 tees	900' X 690' wide. Add 12' width for each additional use.	1 per 50,000	30 minutes travel time
¼ Mile Running Track	4.3A	Overall width – 276' Length – 600.02' Track width for 8 to 4 lanes is 32'	1 per 20,000	15 – 30 minutes travel time
Softball	1.5 –2.0 acres	Baselines – 60' pitching dist. – 45' men. & 40' women. Fast pitch field radius from plate – 225' & Slow pitch – 300' (men) & 250' (women)	Same as baseball in dimensions for 16".	¼ - ½ mile. Slight difference, may be used for youth baseball.
Multiple Recreation Court (basketball, volleyball, tennis)	9840 sq. ft.	120' X 80'	1 per 10,000	1.2 miles
Trails	N/A	Well defined head maximum 10' width, maximum average grade 5% not to exceed 15%. Capacity rural trails – 40 hikers/day/mile. Urban trails – 90 hikers/day/mile	1 system per region	N/A
Archery Range	Minimum .65A	300' length x minimum 10' wide between targets. Roped clear space on sides of range minimum of 30', clear space behind targets minimum of 90' X 45' with bunker.	1 per 50,000	30 minutes travel time
Combination Skeet & Trap Field (8 station)	Minimum 30A	All walks and structures occur within an area approximately 130' wide by 115' deep. Minimum cleared area is contained within two superimposed segments with 100-yd radii (4 acres). Shot-fall danger zone is contained within two superimposed segments with 300-yd radii (36 acres)	1 per 50,000	30 minutes travel time
Golf				
1. Par 3 (18 hole)	50 – 60A	Average length-vary 600 – 2700 yards	--	
2. 9-hole standard	Minimum 50A	Average length 2250 yards	1/25,000	½ to 1 hour travel time
3. 18-hole	Minimum 110A	Average length – 6500 yards	1/50,000	

CITY OF OTTAWA, KANSAS - COMPREHENSIVE PLAN

Activity / Facility	Recommended Space Requirements	Recommended Size and Dimensions	# of Units Per Population	Service Radius
standard				
Swimming Pools	Varies on size of pool and amenities. Usually ½ to 2A size.	Teaching – minimum of 25 yards X 45' even depth of 3 – 4 feet. Competitive – minimum of 25m X 16m. Minimum of 27 sq. ft. of water surface per swimmer. Ratios of 2:1 deck vs. water.	1 per 20,000 (pool should accommodate 3 – 5% of total population at a time)	15 to 30 minutes travel time
Beach Area	N/A	Beach area should have 50 sq. ft. of land and 50 sq. ft. water per user. Turnover rate is 3. There should be 3 – 4A supporting land per A of beach.	N/A	N/A

This Appendix Is For Reference Only

APPENDIX D– KANSAS DEPARTMENT OF COMMERCE GRANT PROGRAMS

U.S. SMALL CITIES COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)

Eligible Activities. Nearly every type of public improvement or facility is eligible except work on a general public office such as a city hall or courthouse. However, the State has prioritized funding for the most critical needs involving public health and safety.

NEIGHBORHOOD DEVELOPMENT

Eligible Activities. Under the neighborhood development competition, the housing needs of the community shall be addressed. These needs shall be limited to a target area of no more than 200 units or less than 20 units. In addition to the housing needs, the neighborhood development may also include public facilities that need to be addressed within the target area.

HOUSING INFRASTRUCTURE

Eligible Activities. Street, street accessories, storm sewer, drainage, site improvements, water, sanitary sewer, mini-parks, land acquisition, professional services, engineering design and inspection, administration, and audit are eligible for this program. All public infrastructures must be built on right-of-way owned by a local government. Eighty percent of the units must be initially owner-occupied. Land acquisition is not eligible when the developer is a for-profit entity. Land may be acquired with CDBG funds by a city, county, Public Housing Authority (PHA), or not-for-profit community-based organization or land trust and must be subdivided and provided to a builder or prospective homeowner.

DOWNTOWN REVITALIZATION

Eligible Activities. Improvements of public infrastructure and facilities within a traditional downtown or Central Business District (CBD).

EMERGENCY

Eligible Activities. Nearly every type of public improvement or facility is eligible except work on a general public office such as a city hall or courthouse. Only activities needed to resolve the emergency are eligible.

SPECULATIVE INDUSTRIAL BUILDING LOAN

Eligible Activities. Eligible uses include the purchase of an existing building and improvements, or the construction of a new building. Also, purchase of land and development of on-site infrastructure is eligible.

TELECOMMUNICATIONS

Eligible Activities. CDBG funds are limited to those up-front cost associated with the establishment of the Community Information Network i.e., purchase of hardware or software, unit workplace equipment, one-time utility installation costs, initial training costs, if applicable, etc. **No recurring costs** such as utility basic rates or bills, monthly Internet server charges, lease or rental payments, etc. may be paid with CDBG funds.

CDBG INDUSTRIAL INFRASTRUCTURE GRANT

Purpose

This program assists local governments in the development of public infrastructure that allows industries to locate new facilities, expand existing facilities or prevent the relocation or closing of a facility.

Funding limits

The use of this program is based on the local government exhausting their available resources. The maximum grant per project is the lower of \$500,000; 40% of the industry's capital investment; or \$10,000 per job (depending on the area and type of project). Only items essential for the industry to operate are eligible.

Use of funds

Grant funds may be used for public streets, water or sewer lines, engineering and other public facilities necessary to support the project. Facilities owned by the company or a private utility are not eligible for funding.

Purpose

This program is funded by the federal Community Development Block Grant (CDBG) program. As such, at least 51% of the new jobs to be created by the company must be taken by persons considered "low to moderate income" (LMI).

Application process

The basic premise of the program is that the company must prove that but for the Industrial Infrastructure grant, the project could not occur. A grant would not be eligible if the company's project begins prior to DED's approval of the grant. An environmental review must be conducted by a city or county sponsor, and may be started at any time, even prior to submission of an application. DED will provide a decision on funding within about two to three weeks after the submission of a completed application. DED approves eligible projects on an ongoing basis. There is no deadline for applications to be submitted.

ACTION FUND PROGRAM

Purpose

The purpose of this program is to stimulate the creation of new higher quality jobs by providing a last resort gap loan to new or expanding manufacturing, processing, and or assembly businesses. Payments may be deferred for up to two to three years for faster growing companies if cash flow is inadequate. The projected growth, economic impact of the company, the risk of failure and the quality of management are critical factors for approval.

Funding limits

DED must determine that the borrower has exhausted other funding sources. In any event, an Action Fund Loan would be limited to the LOWER of: \$400,000 per project; 30% of the total project cost; or \$20,000 per new full-time year-round job.

Use of funds

The purchase of new machinery and equipment or working capital are eligible. Refinancing, payout of stockholders, buyouts or lines of credit are not eligible.

Program requirements

This program is funded by the federal Community Development Block Grant (CDBG) program. As such, at least 51% of the new jobs to be created must be taken by persons considered "low to moderate income" (LMI).

Application process

The basic premise of the program is that the company must prove that but for the Action Fund loan, the project could not occur. An Action Fund loan would not be eligible if the company's project began prior to DED's approval of the loan, or if other project funds were distributed to the borrower prior to DED's approval of the loan. An environmental review must be conducted by a city or county sponsor, and may be started at any time, even prior to submission of an application. DED will provide a decision on funding within about 2 to 3 weeks after the submission of a completed application.

INTERIM FINANCING LOAN PROGRAM

Purpose

The purpose of this program is to provide cash flow relief for a company when the need for such assistance can be demonstrated to cause a project to occur.

Approval

The approval of funding is based on the least amount possible to cause the project to occur and the availability of limited funds. DED should be contacted *prior to* proposing this program to a business.

Use of funds

The purchases of new fixed assets or permanent working capital are eligible. Manufacturing, processing and assembly companies are prioritized.

Restrictions

This program is funded by the federal Community Development Block Grant (CDBG) program. The following restrictions apply:

- At least 51% of the new jobs to be created must be taken by persons considered "low to moderate income" (LMI).
- If loan proceeds are used for the financing of building construction or the installation of machinery, federal and state wage rates must be paid to the employees of contractors.
- The company's project cannot begin or funds cannot have been spent prior to the completion of (a) the environmental review and (b) approval of the project by DED.

COMMUNITY DEVELOPMENT CORPORATION

Definition

A Community Development Corporation (CDC) is defined as a not-for-profit or for-profit organization whose board of directors is composed of business, civic and community leaders, which the organization's primary purpose is to encourage and promote the industrial economic, entrepreneurial, commercial and civic development or redevelopment of a community or area; including the provision of housing and community economic development projects that benefit low-income individuals and communities.

Tax credit program

The purpose of this program is to induce investment into Community Banks or Community Development Corporations (CDCs), which then invest in new or growing businesses or real estate development, resulting in an expansion of the tax base, elimination of blight, reduction of reliance on public assistance and the creation of jobs.

Method

A contributor may obtain state tax credit based on 50% of investments or contributions in a Community Bank. The Community Bank or CDC then makes equity investments or loans to a business, or investment in real estate development within a target area.

Eligible investments

Tax credits will be provided by DED based on 50% of the amount of stock purchased in or an unsecured loan made to a for-profit Community Bank, or contributions made to a non-profit Community Bank or CDC. Tax credits will not be approved for contributions or investments other than cash.

Target area

A target area is any area designated by the Community Bank or CDC that includes two or more contiguous “blocks” (as designated by the U.S. Census) where the rate of poverty in the area exceeds 26%.

COMMUNITY CAPACITY BUILDING GRANT PROGRAM

Purposes Of Program: The Kansas Department of Commerce (KDOC) intends to encourage collaborative community development planning and plan implementation activities in the metropolitan areas within the State of Kansas. There are five specific purposes for the Community Capacity Building grant program (MCCB). These are to encourage:

- Neighborhood revitalization planning and plan implementation in blighted urban neighborhoods or neighborhood conservation planning and plan implementation in urban neighborhoods that may become blighted,
- Growth management planning and plan implementation in rapidly growing second and third class cities,
- Inter-jurisdictional planning and plan implementation for community development issues affecting more than one political jurisdiction,
- Downtown revitalization planning and plan implementation, and
- Countywide hazard mitigation planning.

The term collaborative community development planning means that the community has formed an active partnership among the key community-based organizations for the purpose of developing a shared vision for the future and a plan of action to achieve that vision.

Eligible Applicants: Any organization with community development responsibilities that represents a community in a non-metropolitan area of the state may submit an application on behalf of the community it represents. Examples of community development organizations include city or county governments, economic development corporations, Main Street organizations, and regional planning commissions. Other types of organizations may also apply subject to prior approval by the Community Assistance Services (CAS) staff. The applicant organization will assume the responsibility for forming the active partnership as described above. The applicant must be a legal entity with its own identity and have a federal employer identification number (FEIN) at the time of application. The applicant organization must have the financial and technical capacity to administer the grant. The KDOC&H reserves the right to make the final determination if an organization has the capacity to serve as the grantee. The applicant should either be the organization that will primarily be responsible for implementing the plan once it is developed or the organization that will coordinate plan implementation if several organizations will have implementation roles. Regardless of who the applicant for the grant is, the plan must be developed in accordance with the provisions of *K.S.A. 12-741 et. seq.* To be eligible to submit an application, the community must not have any open grants from prior years of the Community Capacity Building grant program.

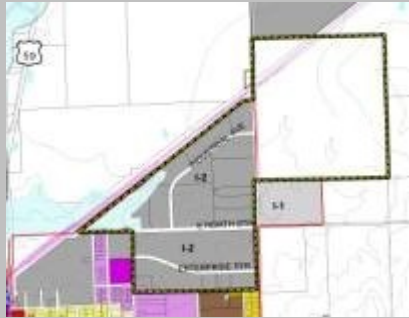
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APPENDIX E - DEVELOPMENT OPPORTUNITY AREAS

DEVELOPMENT OPPORTUNITY AREA 1

1

Current Zoning:



Aerial View of Site



Future Land Use



LOCATION:

- Along North Davis Road and is adjacent to the railroad tracks at the north end of the City.

CURRENT ZONING AND DEVELOPMENT

- Mostly industrial; partly in unincorporated County.
- Industrial land uses.
- Agricultural on undeveloped tracts.

SURROUNDING DEVELOPMENT

- Agricultural/Floodplain.
- Industrial, limited Residential.

FUTURE LAND USE

- Industrial uses.

SITE COMMENTS

- Some paved and some unpaved road surfaces.
- No steep slopes.

OPPORTUNITY AGENDA

- Opportunity to create industrial center.
- Infrastructure already in place.
- Area to become major transportation corridor to connect to future US Highway 59 bypass at North Davis to I-35.

Development Opportunity Area 2

2

Current Zoning:



Aerial View of Site



Future Land Use



LOCATION:

- Along K-68 highway west of Interstate 35.

CURRENT ZONING AND DEVELOPMENT

- Currently the majority in unincorporated County.
- Gas Station in southwest corner of intersection.
- Several other commercial businesses in vicinity.
- Residential uses on septic systems in south-eastern part of site.
- Available lots platted.

SURROUNDING DEVELOPMENT

- Mostly vacant land to the north.
- Industrial uses in the north and east abutting tracts.
- Floodplain occupies large area to the south.
- Agricultural uses abuts.

FUTURE LAND USE

- Quarter-mile of Commercial uses along the high-visibility Interstate 35 Corridor.
- Future elementary school location in northeastern part of the site.

SITE COMMENTS

- Good Access planning required.
- Phasing of improvements to coordinate with annexation and K-68 Corridor development east of Interstate 35.

OPPORTUNITY AGENDA

- Opportunity to create a commercial center along K-68 Highway.
- Being along a high-visibility corridor, the site needs to be well-designed and maintained.
- Implement Access Control Standards for development along the Highway Corridor.

Development Opportunity Area 3

3

Current Zoning:



Aerial View of Site



Future Land Use



LOCATION:

- Along K-68 highway east of Interstate 35.

CURRENT ZONING AND DEVELOPMENT

- Currently in unincorporated County.
- Wal-Mart Distribution Center occupies south-eastern part of site.
- Retail implement dealer, KDOT facility, and residential uses in area.

SURROUNDING DEVELOPMENT

- Mostly Agricultural land to the east, north and south.
- Gas Station, small business, residential uses west of Interstate 35.

FUTURE LAND USE

- Quarter-mile of Mixed Use along the high-visibility Interstate 35 Corridor.
- Business Park west and north of the Wal-Mart Distribution Center.

SITE COMMENTS

- Good Access to the sites.
- No steep slopes.
- Existing mix of commercial and non-commercial land uses.

OPPORTUNITY AGENDA

- Opportunity to create a mixed use-business park cluster along K-68 Highway;
- Being along a high-visibility corridor, the site needs to be well-designed and maintained.

Development Opportunity Area 4

4

Current Zoning:



Aerial View of Site



Future Land Use



L LOCATION:

- Along 23rd Street west of US Highway 59.

CURRENT ZONING AND DEVELOPMENT

- Partly zoned C-2 and partly zoned with county designation as recently annexed.

SURROUNDING DEVELOPMENT

- Mostly vacant highly developable land to the north and west.

FUTURE LAND USE

- Mixed uses and Commercial uses along the high-visibility Interstate 35 Corridor.
- Commercial uses along 23rd street, between Eisenhower Avenue and Main Street.
- Low-density Residential uses at the northern part of site.
- Multifamily Residential.

SITE COMMENTS

- Good Access to the site.
- No steep slopes.
- Some floodplain both east and west of Eisenhower.

OPPORTUNITY AGENDA

- Opportunity to create a mixed use and commercial corridor with residential in northern part of site.
- Being along a high visible corridor, the site needs to be well-designed and maintained.

Development Opportunity Area 5

5

Current Zoning:



Aerial View of Site



Future Land Use



LOCATION:

- Along US Highway 59 southeast of Interstate 35 at Princeton Circle Dr. exit.

CURRENT ZONING AND DEVELOPMENT

- Currently in unincorporated County.
- Limited retail uses.

SURROUNDING DEVELOPMENT

- Mostly vacant land, agricultural use.
- Floodplain along Rock Creek occupies large area to the east.

FUTURE LAND USE

- Quarter-mile of Commercial uses along the US Highway 59 corridor. Mixed uses in rest of the areas.

SITE COMMENTS

- Access to the site, good frontage visibility.
- No steep slopes.
- Limited Access points to the property.

OPPORTUNITY AGENDA

- Opportunity to create a commercial/mixed use center.
- Being along a high-visibility corridor, the site needs to be well-designed and maintained.

Development Opportunity Area 6

6

Current Zoning:



Aerial View of Site



Future Land Use



LOCATION:

- North of Interstate 35 and east of the US Highway 59 commercial Corridor.

CURRENT ZONING AND DEVELOPMENT

- Currently in unincorporated County.
- Zoned Industrial.

SURROUNDING DEVELOPMENT

- Adjacent to residential on north and east, commercial on the west and agricultural on the south and east.
- River and Floodplain cuts through the middle of the area.

FUTURE LAND USE

- Commercial/Residential mixed uses along the high-visibility Interstate 35 Corridor.

SITE COMMENTS

- Good Access to the site via Labette road (frontage road along Interstate 35).
- Steep slopes at north end of property.
- Two large lakes and a creek on site.

OPPORTUNITY AGENDA

- Opportunity to create a commercial/residential mixed use center.
 - Use of natural features to design advantage.
- Being along a high-visibility corridor, the site needs to be well-designed and maintained.

Revitalization Opportunity Area 7

7

Current Zoning:



Aerial View of Site



Future Land Use



LOCATION:

- 400-900 blocks of King St., N. Locust St., and Cleveland St.; 400-1300 blocks of N. Main Street; W. Wilson Street to Osborne Terrace.

CURRENT ZONING AND DEVELOPMENT

- Mix of residential, commercial and industrial zoning within City Limits, agricultural zoning in unincorporated County.
- Existing development is mix of agricultural, residential, commercial and industrial uses.

SURROUNDING DEVELOPMENT

- Agricultural, residential.

FUTURE LAND USE

- Residential, Industrial.

SITE CONCERNS

- Opportunity for two family or multi-family buildings.
- Opportunity to redevelop tracts to current development standards.
- New businesses in area expressed interest in “raising the bar” in the area.

OPPORTUNITY AGENDA

- Opportunity for smaller two-family or multi-family buildings.
- Opportunity to redevelop tracts to current development standards.
- New business in area expressed interest in “raising the bar” in the area.

Revitalization Opportunity Area 8

8

Current Zoning:



Aerial View of Site



Future Land Use



LOCATION:

- Proximity to downtown area.
- Appropriate area for multi-family residential, professional offices or service uses.

CURRENT ZONING AND DEVELOPMENT

- Commercial and residential zoning and land use.

SURROUNDING DEVELOPMENT

- Residential.

FUTURE LAND USE

- Commercial.

SITE CONCERNS

- Infrastructure is adequate.
- Parking issues may arise.

OPPORTUNITY AGENDA

- Proximity to downtown area.
- Good area for small professional office, multi-family residential, and daycare, etc.

Revitalization Opportunity Area 9

9

Current Zoning:



Aerial View of Site



Future Land Use



LOCATION:

- Intersection of S. Main Street / US Highway 59 and 17th Street.

CURRENT ZONING AND DEVELOPMENT

- Commercial Zoning.
- Some Industrial and Residential Zoning.
- Mixed Land Uses.

SURROUNDING DEVELOPMENT

- Residential and Commercial.

FUTURE LAND USE

- Commercial and Industrial.
- Some Residential.

SITE CONCERNS

- Infrastructure is adequate.
- Access to properties fronting on US Highway 59 will be restricted.

OPPORTUNITY AGENDA

- Gateway to commercial development.
- Adjacent to Trailhead for Prairie Spirit Rail Trail.

This Appendix Is For Reference Only

APPENDIX F - INDUSTRIAL OVERLAY DEVELOPMENT STANDARDS

The City of Ottawa may apply site development standards in discretely drawn “Industrial Overlay Districts,” such as north of the K-68 Highway corridor where residential growth near the future school is likely to abut industrial uses—current and future industrial land. A generalized set of non-residential and non-commercial standards should be adopted to apply to development visible from public rights-of-way and residential areas. Other industrial areas, not visible to the public, should be exempted from the standards.

INDUSTRIAL OVERLAY DISTRICT—SITE AND BUILDING DESIGN

1. **Compatibility with Other Development:**
 - a. The form and proportion of buildings shall be consistent or compatible with the scale, form and proportion of other development within the industrial park.
 - b. The rhythm of structural mass to voids, such as windows and glass doors, of a front facade should relate to the rhythms established in adjacent buildings.
 - c. Care shall be exercised to coordinate final grades and site arrangement with those of adjoining properties and streets.
2. **Location:** Buildings shall be located to ensure the provision of adequate open space for outdoor gathering areas, facilities, services and amenities and to provide natural indoor light, air and privacy to the extent possible. All buildings, parking lots and other structures shall be located to integrate with the natural topography and to avoid deep cuts and fills, excessive foundation wall depth, unnecessary steps and steep access gradients.
3. **Lot Coverage:** The maximum lot coverage shall be 70 percent. Lot coverage includes those portions of the net site area covered by the ground floor of any structure, parking lots, and private streets and drives. Lot coverage does not include sidewalks or plazas.
4. **Design Focus:** The front facade of a building as well as the main entrance(s) shall be designed as focal points to the building. The main entrances should incorporate devices such as canopies, overhangs, arcades, raised parapets over the door, larger door openings, display windows, accent colors, and other architectural details such as moldings. The remaining portions of the building should be designed in a way that complements and is consistent with the building’s street facade.
5. **Visual Interest:**
 - a. Architectural design should create visual interest through the use of different textures, complementary colors, shadow lines and contrasting shapes. Monotonous design shall be avoided. Variation of detail, form, and siting shall be used to provide visual interest. Facades shall be articulated with variations in the building plane and parapet height, materials and colors, entrance canopies, and landscaping.

At a minimum, facades facing a public or private street shall incorporate at least two of the following features along each applicable façade. These standards shall be applied to each façade individually:

 - (1) Recesses and projections along at least 20 percent of the length of the building façade.
 - (2) Windows, awnings, arcades or other significant architectural feature used along at least 60 percent of the front building façade length or 30 percent of the side or rear building façade length.

- (3) Brick, natural or fabricated all weather stone covering at least 50 percent of the area when applied to the front building façade or 25 percent of the area when applied to a side or rear building façade.
- (4) Landscaping islands or planting against the building, covering at least 30 percent of the length of the building facade.
- b. Loading docks, trash enclosures, outdoor storage and similar facilities and functions shall be incorporated into the overall design of the building and the landscaping so that the visual and acoustic impacts of these functions are reduced to as great an extent as possible and are out of view from adjacent properties and public street.
- c. Long expanses of overhead doors should be relieved by matching their color to the wall or trim, recessing the doors, or adding architectural details to diminish the dominance of the doors.
- d. The use of unusual shapes, color and other characteristics that cause new buildings to call excessive attention to themselves and create disharmony shall not be allowed.

6. **Materials:**

- a. The use of high-quality materials such as brick, glass, stucco, natural and fabricated stone, treated wood or similar durable and visually pleasing material should be used on the front facade and main entrances to the building. The remaining portions of the building should be designed to be compatible with the front facade and building entrance features. The following construction materials shall be permitted:
 - (1) Reinforced Concrete and Masonry– A concrete finish or pre-cast concrete panel (tilt-wall) must have an exposed aggregate, be hammered or sandblasted, or be covered with a cement-based acrylic coating to add visual interest. Masonry includes solid cavity faced or veneered-wall construction or materials. Brick material used for masonry shall be composed of hard fire (kiln fired) all-weather common brick or other all weather facing brick.
 - (2) Corrugated Metal or Aluminum Panels – The use of panels on front building facades or side building facades when abutting a public or private street is prohibited. Corrugated metal or aluminum facades shall be complemented with the use of masonry, whether brick, stone, stucco, split-face block, or broken up with the use of landscaping. Panels shall have a depth of one (1) inch or greater and/or a thickness greater than U.S. Standard 26 gauge.
 - (3) Stucco or Gypsum Concrete/Plaster – These materials shall be complemented with the use of masonry, whether brick, stone, stucco, split-face block, or broken up with the use of landscaping.
 - (4) Treated Wood – The use of wood paneling or plywood on the front building façade or side building facades when abutting a public or private street is prohibited.
 - (5) Structural Steel or Structural Aluminum.
 - (6) Glass.
- b. All elevations of the building shall be designed in a consistent and coherent architectural manner.

- c. Building materials and design shall be subject to the approval of the City.
7. **Roofs:** Careful consideration of durable materials, proportions, and shapes, emphasizing the importance of roofs as integral and embracing elements of the over-all design, is particularly important. Building roof tops shall have at least two of the following features:
- a. Parapets concealing flat roofs and roof top equipment;
 - b. Overhanging eaves;
 - c. Sloped roofs;
 - d. Three or more roof slope planes.
8. **Parking:**
- a. Parking shall be designed in a ways that do not overpower the character of the development nor appear as a dominant feature of the site.
 - b. b. With the exception of customer/visitor parking, parking shall be located to the rear and interior side of the building. Customer/visitor parking stalls shall be located to the front or street side of the building are permitted provided that screening and bonus landscaping and is designed as follows:
 - (1) The parking area shall not exceed 30 percent of the overall parking area developed;
 - (2) Parking shall not span more than 50 percent of the lot width or depth;
 - (3) Parking shall not be located closer than 20 feet to the front or street-side property or lease line;
 - (4) Parking shall be screened with as required for parking visible from residential development; and
 - (5) Planting islands shall cover a minimum of 10 percent of the parking area located to the front or street side of the building. Parking islands shall be planted with a minimum of one Ornamental Tree and shrubbery and/or ground cover.
 - c. On-street parking or loading is prohibited.
 - d. Off-street parking and loading shall be provided on the same lot as the use served except as otherwise approved as part of a shared parking concept.

INDUSTRIAL OVERLAY DISTRICT—LANDSCAPING AND SCREENING

- 1. **Landscaping Plan:** Every site on which a building will be placed shall be landscaped in accordance with plans and specifications submitted to and approved the appropriate local reviewing agency. An on-site grading plan will be part of this landscape plan. The landscape plan must be submitted for review along with the building plans.
- 2. **Installation:** Required landscaping or screening shall be installed at the time of building construction as the season permits. All other materials shall be installed during the next planting season.
- 3. **Maintenance:** The plan shall include provision for ground maintenance such as an adequate supply of hose bibs. After completion, such landscaping shall be maintained in a sightly and well-kept condition.
- 4. **Grass Sod and Seed, and Ground Cover:** The required front and street side yards shall be entirely graded and sodded or seeded from the existing or proposed street curb back to the building excepting only such areas used for plantings, drives, parking, or walks. Rear yards and interior side yards shall be seeded or sodded except areas used for plantings, storage, parking, drives, or walks. Other types of ground cover in limited areas may be approved. All existing trees shall be saved when possible.

5. **Street Trees:** One street tree shall be required for every 40 feet of street frontage. Street trees shall be located in the street yard setback, and shall not be located in the right-of-way.
6. **Landscape Materials:** Landscape materials used for required landscaping and screening shall be approved by the City unless otherwise specified. Evergreen trees and shrubs shall be used as the primary landscape materials when required for screening.
7. **Roof Mounted Equipment:** Roof mounted equipment, including ventilators, and satellite dishes greater than 30" shall be screened from view (100% opacity) or isolated so as not to be visible from ground level of any adjacent public thoroughfare or residentially-zoned area, up to a maximum of three hundred feet (300') away. Screening shall completely obscure from ground level all surfaces of the equipment. The appearance of roof screens shall be coordinated with and integral to the building design to maintain a unified appearance, not merely a separately designed afterthought. It is not the intent of this requirement to increase the height of the screening significantly above that of the equipment in order to screen it from view from tall buildings or from higher ground.
8. **Utilities:** All telephone and cable television lines, electrical services and distribution lines shall be placed underground, except that this provision shall not include meters, electric and telephone service pedestals, transformers, three-phase feeder lines, sub-transmission and transmission lines, electrical substations and such other facilities as the utility may deem necessary to install utilizing "overhead" type construction. These aboveground utilities shall be located as close to the building as permitted by the utility company and screened from view of public streets to the extent possible through the use of landscaping or screening walls that are integrated into the overall site design.
9. **Mechanical Equipment:** All electrical and mechanical equipment located adjacent to the building and visible from any adjacent public thoroughfare or residentially-zoned area shall be screened from view (100% opacity), up to a maximum of three hundred feet (300') away. Screening shall completely obscure from ground level all surfaces of the equipment. Such screens and enclosures shall be treated as integral elements of the building's appearance.
10. **Trash:** All trash, refuse, debris or garbage shall be contained within an enclosed building or container designed for such purposes. Outdoor containers or dumpsters shall be shielded on all sides by a wall or decorative fence constructed of the same or complementary materials to those used on the primary building. The use of landscaping to further decrease the visual impact of the trash enclosures is encouraged.
11. **Loading Docks:**
 - a. Loading areas shall not be located at the front of the building, and where visible from the front of the building, shall be screened from view from the street and neighboring properties.
 - b. Where visible from a public street or residential-zoned property, the visual impact of loading docks shall be minimized to the greatest extent possible through the use of landscaping, fences and berms.
 - c. Where possible the screening shall be an integral part of the building structure and be used in conjunction with landscaping, ground cover, trees and shrubbery. If the screening is not an integral part of the building, then landscaping ground cover, trees and shrubbery shall be used to screen the loading area.
12. **Exterior Storage:** Except during permitted construction periods, all exterior storage of equipment, raw materials or finished products shall be fully screened from the view of adjacent parcels and streets by a visual barrier such as a solid screen fence. Such exterior storage shall not exceed the height of the barrier. The barrier shall be a minimum of 6 feet in height. Additional height or screening such as landscaping may be required based upon the height of the items to be screened. Chain-link fence with vertical slats shall not be permitted.

13. **Parking:** Parking lots shall be screened from view from surround residential development. Such screening shall be effective to a height of 42 inches for vehicles under 6 foot in height. For vehicles over 6 foot in height, the screen shall be effective to a height of 6 foot. If landscaping is utilized to provide screening, the effective height shall be reached upon maturity, but in no case shall the initial effectiveness be less than 50% of the required effectiveness.

This Appendix Is For Reference Only

APPENDIX G - COMMERCIAL COORIDOR DESIGN GUIDELINES

SITE APPROPRIATENESS – RETAIL STRIP CENTERS:

- (1) **Purpose:** In order for the retail centers to best serve as neighborhood or community shopping centers, certain parameters need to be addressed. These include:
 - a. *appropriate site location;*
 - b. efficient site shape and size; and
 - c. site accessibility.
- (2) **Guidelines:**
 - a. Retail centers should typically be located at the intersection of two major thoroughfares.
 - b. Sites for neighborhood commercial centers should generally be at least six acres to accommodate 30,000 - 100,000 square feet of retail space including serving a one (1) mile radius. Community centers should be planned for a larger site.
 - c. To gradually phase in access control standards, Ottawa should plan sites to be accessible from major thoroughfares at future median breaks.
 - d. Sites should be accessed from local streets that are segregated from the street system of residentially zoned land.
 - e. Topography and drainage should be addressed with regard to corner shopping locations.

BUILDING ARRANGEMENT:

1. **Purpose:** Proper arrangement of buildings on a site provides for efficient and viable long-term use. Key issues include:
 - a. storefront visibility and accessibility;
 - b. relationship of buildings to each other;
 - c. orientation to thoroughfares;
 - d. compatibility with surrounding land uses; and
 - e. re-use of buildings and adaptability for new tenants.
- (2) **Guidelines:**
 - a. Storefronts should generally be visible from main circulation aisles unless a “mall” or courtyard approach is used.
 - b. Buildings should be arranged to reduce visibility of service areas from streets, customer parking areas and adjacent properties.

- c. Buildings should be grouped along one side lot line, with one end at the front yard building setback, and with the front setback landscaped, providing a 10' setback for all paved off-street parking.

ACCESS:

- (1) **Purpose:** Safe and efficient access to the corner shopping center or commercial strip minimizes potential vehicular and pedestrian conflicts. The key issues include:
 - a. location of (future) median breaks along major thoroughfares;
 - b. number and location of entry drives;
 - c. design of entry drives; and
 - d. traffic visibility.
- (2) **Guidelines:**
 - a. Driveways should typically be spaced with a minimum of 125 feet from the intersections of major thoroughfares unless a one-way traffic flow is used. All other driveway and median openings should adhere to a Driveway Access Standard.
 - b. The ingress side of the main entrance drive should be the largest radius allowed by ordinance for better access into the site, particularly at major centers, such as along 68 Highway frontage roads.
 - c. Driveways should maintain an appropriate sight distance triangle at all perimeter entrances.
 - d. Main entrance drives should generally be located at median breaks providing left turn access to and from the site. Continuation left-turn lanes should be broken with medians at major intersections.
 - e. Main entrance drives should connect to a "straightaway" aisle that does not dead end or require an immediate turn to approach the main building.
 - f. Aisles intersecting with entrance drives should be spaced a minimum of 20 feet from the entrance line to provide for smooth turning movements.

CIRCULATION AND PARKING:

- (1) **Purpose:** Proper circulation and parking systems minimize confusion and facilitate safe and easy pedestrian and vehicular movement within the center. The key issues include:
 - a. traffic aisle alignment;
 - b. traffic speed and safety;
 - c. parking location and layout;

- d. service area parking and circulation;
- e. customer pick-up areas;
- f. drive-thru building circulation; and
- g. pedestrian circulation and safety.

(2) **Guidelines:**

- a. Provide a 10' setback from street-side property lines for all off-street parking drives and spaces.
- b. Main drive aisles should generally be free of parking when adjacent to large anchor tenants of 30,000 square feet of floor area or more.
- c. The direction of traffic flow should be identified.
- d. Lanes should be provided for drive-thru facilities, including stacking space, that are physically separated from other circulation and parking aisles.
- e. Parking aisles should be oriented toward anchor stores to minimize the number of parking lanes crossed by pedestrians.
- f. Typically provide right angle intersections (80 to 100 degrees) with no more than 2 traffic lanes crossing at any interior intersection.
- g. Parking should be arranged to provide readily accessible spaces for each establishment.
- h. The parking layout should maximize the amount of parking in front of the building and minimize the amount behind.
- i. Separate service vehicle circulation from customer circulation routes.
- j. Allow for all tenants to be accessed from within the development through cross-access agreements.

BUILDING ELEMENTS:

- (1) **Purpose:** In order to create a positive overall development character, all structures (including separate pad site structures) at shopping centers should have an attractive and uniform architectural treatment. The key issues include:
- a. consistency of design between structures;
 - b. materials standards; and
 - c. rear facade treatment.

(2) **Guidelines:**

- a. The facade design plan of the entire project should be submitted with site plan review.

- b. Facades and rooflines facing streets or main parking areas should be consistent throughout the development in design, color and materials, including that of both principal and accessory structures.
- c. Rooflines, overhangs, and the front fascia should be extended to the rear of the building(s).
- d. High quality, low maintenance building materials are recommended.
- e. Signage located on the buildings should be consistent in size, location and material throughout the project.
- f. Rear facades should be of finished quality and should be of color and materials that blend with the remainder of the building(s).

SERVICE FACILITIES

- (1) **Purpose:** Service areas should be appropriately located and designed to efficiently and inconspicuously serve the shopping center development without disrupting on-site circulation or adjacent land uses while maintaining visibility for security purposes. The key issues include:
 - a. location of service areas;
 - b. visibility of service areas; and
 - c. treatment of pad site service areas
 - d. location of trash containers.
- (2) **Guidelines:**
 - a. Service facilities should generally be located in a central area to be used by several retail establishments.
 - b. Service and docking facilities should be separate from main circulation and parking functions.
 - c. Trash containers should be located in appropriately screened central service areas, and not visible from the public street.
 - d. All dumpsters should be screened on all sides exposed to a public right-of-way or abutting residential use. All dumpsters should be shown on the approved site plan and whenever possible shall be clustered.
 - e. Service areas should be easily accessible by service vehicles.
 - f. Pad site service areas should be screened from the remainder of the development and physically separated from the circulation aisles and parking areas serving the remainder of the site.

- g. Pad site service areas should typically be screened by an extension of the building, if practicable.
- h. Service facilities should be screened from the remainder of the project, adjacent land uses and major thoroughfares. Extended wing walls from the building may be used to screen service areas. When used, these walls may be of solid construction if lighted on both sides, or a minimum of 30% of open construction if lighted on only one side. A combination of landscaping and screening walls may also be used.

UTILITIES/MECHANICAL/OUTDOOR STORAGE

- (1) **Purpose:** The location and treatment of utilities, mechanical functions and outdoor storage areas should be managed and coordinated to achieve physical and visual order within the shopping center development. The key issues include:
 - a. location of facilities; and
 - b. visual impact of utilities.
- (2) **Guidelines:**
 - a. Typically, utilities should be underground from right-of-way to building to reduce visual clutter.
 - b. Locate utility metering within a designated service area.
 - c. Locate mechanical equipment in the designated service area and screen from the project and adjacent land uses.
 - d. Limited outdoor storage will only be permitted in designated service areas that are screened from the remainder of the project, adjacent land uses and streets.
 - e. Utility conduit and boxes should be painted to match building color.
 - f. Roof mounted mechanical units shall be screened from view with a parapet wall, mansard roof, or other screening, equal in height to the unit(s) except when that distance exceeds five (5) feet. In this case, an additional setback will be required at a ratio of two (2) feet horizontal for each additional foot of vertical height above five (5) feet.

BUFFERS AND SCREENS

- (1) **Purposes:** Proper use of buffers and screens will lessen the differences between land uses and diminish the visual impact of undesirable elements. The key issues include:
 - a. unified character;
 - b. high quality construction;
 - c. longevity of screening;
 - d. disparity between land uses; and

- e. visibility of undesirable elements.

(2) **Guidelines:**

- a. Architectural screens should be an extension of the development's architectural treatment and consistent in color and design. The development of an office business park where there is high interstate visibility, affords a chance to create an attractive "front door" appearance.
- b. Screening walls should be constructed of low maintenance, high quality materials that are consistent with the building facade material.
- c. Landscape screens (typically 18 inches to 36 inches in height) should be provided between all parking areas and streets.
- d. Landscape screens may include a combination of plant massing, earth berming and walls.
- e. A 10-foot to 15-foot wide landscape buffer should be provided to separate the retail use from residential land uses. A masonry wall or combination wall and landscaping may be substituted for this buffer.

LANDSCAPING

- (1) **Purpose:** The location and design of landscaped areas, entrances and edges should effectively reinforce development's character and quality, identify its entry points and break the massiveness of a center's parking area. The key issues include:

- a. unified development image and character;
- b. parkway treatment;
- c. identifiable entrances;
- d. visual dominance of parking area; and
- e. existing mature trees.

(2) **Guidelines:**

- a. The landscape plan of the landscaped areas and identified planting types of the entire project should be submitted with site plan review. Specific plantings in the area and when to be planted can be submitted with each phase or be a condition of final approval.
- b. Approximately 15% of the area between the main building face and the front property lines should be of a permeable landscaped surface. (Secondary buildings located between the main building and the front property line should not be included in the area calculation.)
- c. Landscape areas should generally consist of a combination of trees, shrubs and ground cover.

- d. Use landscape areas for transition and integration between pad sites and surrounding land uses.
- e. Minimum 2-inch caliper trees are recommended.
- f. Artificial plants are prohibited.
- g. Preserve existing mature trees where possible.
- h. Special landscape treatment should be employed to highlight and identify entrances.
- i. Landscape areas should be regularly spaced in parking lots to break up massiveness of pavement.
- j. Mechanical irrigation systems are typically recommended to ensure maintenance of plant materials.
- k. Landscaping should be used in conjunction with screening walls when multi-story buildings abut an adjacent property where topography lessens the effect of a wall alone.

This Appendix Is For Reference Only

APPENDIX H -- MULTIFAMILY DEVELOPMENT STANDARDS

MULTIFAMILY DEVELOPMENT GUIDELINES

Multifamily residential land use in Ottawa should be driven by a strong emphasis on the implementation and enforcement of the Ottawa zoning regulations, while exploring innovative regulatory approaches in response to private sector initiatives. The City Plan participants identified a need for more “affordable” housing that is in good condition, so that more local workers stay local, rather than move to rural Franklin County or small towns.

The following neo-traditional planning principles should serve as guidelines when reviewing proposals for new multifamily residential development. The purpose is to make multifamily more acceptable in Ottawa in order to diminish local resistance to higher density rezoning requests. They could also be applied to infill residential development; and the second set of standards is geared specifically to infill housing.

- 1. Encourage the development of logical, interconnected street grids, and avoid “jigsaw” street systems.**

Interconnected, grid-like street systems allow for a more dispersed traffic pattern because there are multiple routes to move from one place to another within the city. A grid configuration of streets helps to minimize peak hour traffic flows. In addition, these interconnected systems are more comprehensible and, thus, easier for visitors and residents alike to find their way around the city. On the contrary, “jigsaw” street systems, with no apparent repetition or order, can be disorienting and tend to funnel traffic to collector-type roads, even for short distance travel. This situation contributes to unnecessarily heavy traffic on main roads at peak traffic periods. It should be noted that a gridded street pattern does not necessarily require all streets to be straight. The design of the roadway system should work with the land. The basic goal for the city's overall road layout is a system of north-south roads that regularly intersect with east-west roads.
- 2. Require the development of tree-lined streets.**

Ottawa should adopt an ambitious street tree program for new development. Street trees provide shade for streets and sidewalks, improve aesthetics, and generally encourage pedestrian use of sidewalks. Street trees also maintain a ceiling or canopy that further imbues a pedestrian scale to the streetscape.
- 3. Require landscaping, primarily through preservation of mature trees and existing vegetation.**

Trees, shrubs, flowers, and other elements of the surrounding environment of a housing area greatly contribute to the quality of life within that area. Shade, wind breaks, beautification, and attraction of songbirds and other wildlife are all benefits of substantial plant communities within housing areas.

Moderate-Density Examples

Recommended

The design creates visual relief from concrete and driveways in duplex and fourplex site plan. Also, interest through the use of varying roof planes, materials.



Recommended

Landscaping softens the density. Public and private open space adds to the residential feel.



Recommended

Grass and landscaped areas provided separation between drives, and soften the main entrances. These additional pervious surfaces define private space and help create a residential character. Combined with the side yards and rear private areas, density is controlled.



Multifamily Examples

Recommended

The design of multifamily housing can make high density development more acceptable, such as use of brick and similar materials. Private access to the outdoors makes the housing livable. Undulating facades and use of a variety of architectural details create interest.



Recommended—Elderly Housing

Design standards for elderly housing can allow for greater density while protecting appearance and use values, such as private open space.



Not Recommended

The main entrances are varied, but grass areas are not sufficient. Extensive concrete areas compromise the livability—unless softened by greater side yards and rear yards.



4. **Require grass or planting strips between curbs and sidewalks.**
This space provides safety for pedestrians on the sidewalks and creates an area suitable for street-tree plantings.
5. **Encourage front porches and other private areas in multifamily town homes.**
Front porches allow homeowners to comfortably spend more time near the front yard and street. This creates a greater opportunity to know ones neighbors, maintain a casual surveillance of the area, and thereby maintain a safe residential neighborhood. This also reinforces a small-town village ambiance.
6. **Require sidewalks on both sides of public streets.**
One of the most significant elements of pedestrian atmosphere and function is that residents can easily walk to other places within the community. By placing sidewalks an/or bike lanes on each side of all streets, pedestrian use is indicated as a priority in the community because of a prominent, safe, and accessible system.
7. **Promote flexible standards to allow differing setback requirements.**
Encourage more green space within a residential community by providing room for more backyard shade trees, landscaping, and in instances where existing vegetation is nearby, more beneficial wildlife habitat.
8. **Encourage visually appealing, points of beautification within subdivisions.**
The development of points of beautification within new subdivisions can enhance the perception of neighborhood, a characteristic that is important in the development and maintenance of small-town atmosphere. Beautification areas should be encouraged particularly at entrances, but should not encourage the inclusion of subdivision identification monument signs.
9. **Develop fence specifications to control type of fencing used along arterial and collector roads in residential areas.**
Privacy fences prohibit visual access to multifamily property and make casual surveillance by law enforcement and neighbors more difficult. Therefore, they should be allowed as partial screens around small, private areas, only, not as perimeter fencing. Visual surveillance is an important part of creating a safe multifamily neighborhood environment.

This Appendix Is For Reference Only

APPENIX I -- INFILL HOUSING DEVELOPMENT GUIDELINES

Without direction from adopted standards, infill development may damage the existing neighborhood fabric. **Figure F.1: Inappropriate Infill Housing** shows how typical infill housing with little consideration of surrounding development meets the goal of filling a vacant lot, but detracts from rather than complements or enhances the existing character. In this example a moderate sized, single story house (center) is shown in relation to two houses with historical features (ends). Although the infill house has an appropriate orientation and similar scale, the mass, proportion, rooflines, pitch and architectural features are inconsistent with the character of the established neighborhood.

Figure F.1: Inappropriate Infill Housing



The infill house (center) has little relation to existing houses.

With little or no change in the footprint and square footage, a "functional" house can be complementary to the surrounding development and an asset to the neighborhood. **Figure F.2: Appropriate Infill Housing** shows how additions such as a stoop, dormers, window treatments and a steeper roof pitch can substantially change the character of a house.

Figure F.2: Appropriate Infill Housing

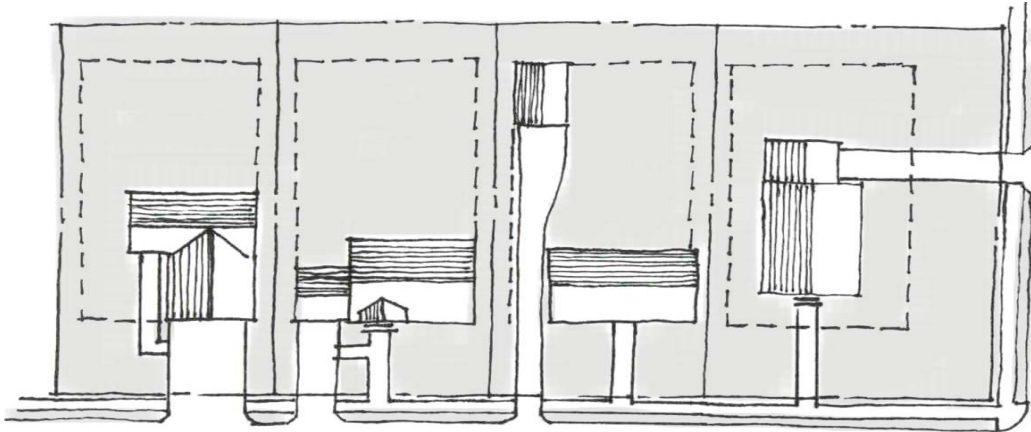


With a few additions and no change in square footage, the infill house (center) blends with existing houses. Massing, proportion, rooflines, pitch and character are similar to surrounding development.

Additional considerations should include building setbacks, entry features and orientation, garage locations and dominance, landscaping and screening of mechanical equipment. **Figure F.3: Inappropriate Infill Lot Development** shows common mistakes made by infill development. The lot to the furthest left illustrates how the garage often becomes the dominant feature. This lot also shows how the entry is recessed and shielded from view by the rest of the house, which is inconsistent with the traditional development patterns. Although

greatly reduced in dominance, the second lot from the left illustrates a prominent garage with no variation in the front façade. The second lot from the right shows no variation in rooflines and no architectural detailing. Finally, the lot to the furthest right shows an inappropriate setback that disrupts the rhythm of the existing pattern of the block.

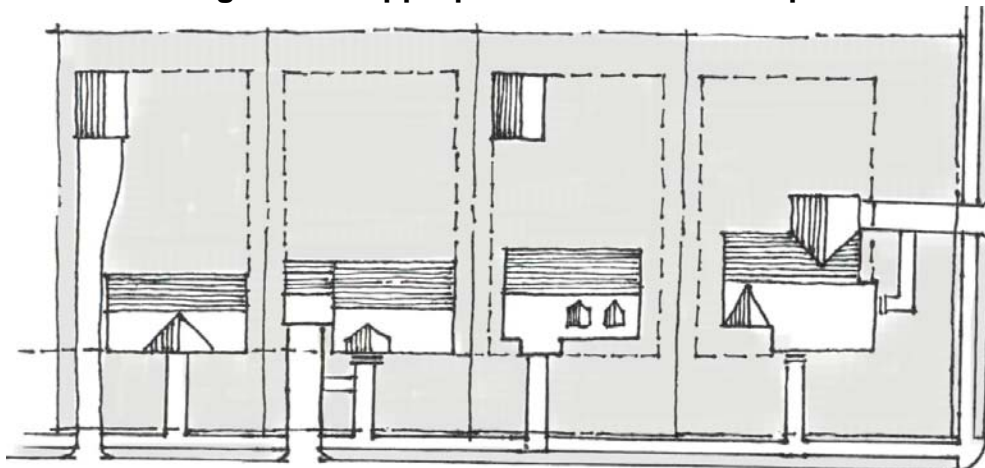
Figure F.3: Inappropriate Infill Lot Development



Inappropriate infill development disrupts the rhythms and patterns established by the existing development.

Figure F.4: Appropriate Infill Lot Development shows how simple modifications to site plans can improve infill housing. This figure shows how garages can be located to the rear or side of the lot to be accessed from the street or alley and reduce their dominance. The second lot from the left shows how an attached garage can be recessed to reduce its dominance and provide variation in the front façade. This figure also illustrates how the addition of stoops, dormers, porches and variation in rooflines can be used to substantially change appearance without substantially changing the building footprints or square footage. Consistent setbacks and dominant entries as shown below help retain the block's streetscape and rhythm.

Figure F.4: Appropriate Infill Lot Development

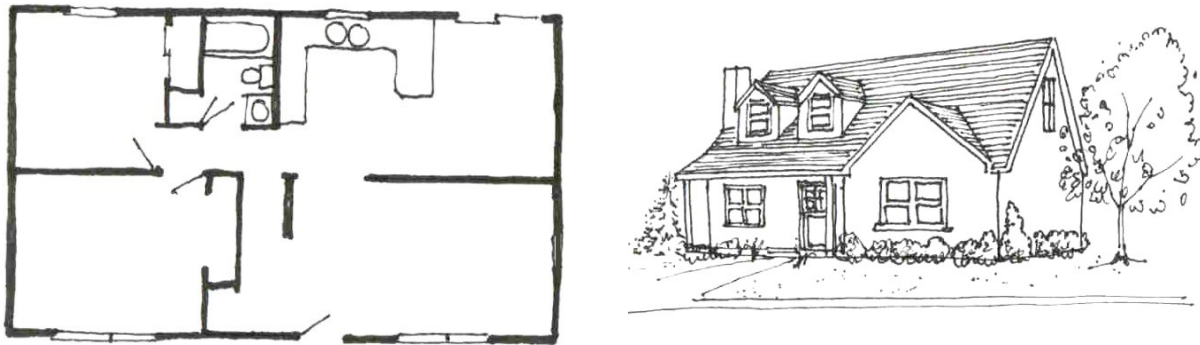


Appropriate infill development complements and continues the rhythm and patterns of the neighborhood.

In addition to providing general housing opportunities, infill housing development is recommended to fill the need for smaller single-family housing. Although smaller housing can help fill the need for entry-level housing, development considerations do not have to be put aside. **Figure F.5: Sample Plans for 1,000 Square Foot House** provides an example of how a house with modest floor plans can be designed to provide traditional character.

To address infill development, additional consideration should be given through the use infill development guidelines for residential neighborhoods. These guidelines should be promoted to preserve and perpetuate the character of the Blue Spring's existing residential development and ensure compatibility between new and existing development. In order to help ensure that guidelines do not hamper development, these guidelines should be promoted by staff when advising developers and builders on infill development projects.

Figure F.5: Appropriate Infill Housing



Although modest in size, exterior details such as dormers, a porch and multiple rooflines provide character and emulate traditional development styles.

To achieve the above objectives, the following guidelines are recommended:

1. **Applicability:** Prior to the issuance of a building permit, all infill residential projects shall reviewed by the City Staff as applicable according to the following standards. For the purpose of these standards, infill residential projects shall be any new development or redevelopment proposed within an existing, established residential area, unless otherwise approved as part of a restricted overlay, historic overlay or planned residential overlay district.
2. **Guidelines:** The physical form and pattern of existing, established residential neighborhoods should be maintained to the greatest extent possible. Infill design should incorporate the following principles:
 - Building orientation should reflect the predominant neighborhood pattern. The front-to-front, back-to-back relationship of typical residential neighborhoods establishes security, privacy, and a very identifiable streetscape that should be maintained. New construction should address the street in a manner consistent with surrounding buildings. In most cases, building facades should be parallel to the street. Front entries and walkways should address the street directly or in a manner consistent with the adjacent properties.
 - Vehicular and pedestrian circulation patterns should be maintained by infill projects.
 - Neighborhood open space patterns, and side, front, and rear yards should be visually preserved. The spacing of infill units (front, rear, and side yards) should generally reflect the spacing of existing homes in the neighborhood.
 - Building heights should be compatible with the average height of homes in the neighborhood. Each project should be particularly sensitive to planning and design of contiguous parcels.

- The streetscape and landscaping should be designed to reflect existing neighborhood forms, rhythm and spacing.
- Architecturally, project design should represent: compatible building form; roof types, slope, and overhang; horizontal and vertical proportions; exterior materials, finishes, and details. Architectural details such as gables, porches, windows, shutters and awnings should be used to create interest in the street façade and minimize monotony.
- The style and image of the neighborhood should be reinforced by infill development. Where an established style and image can not be established, infill design has more latitude and should strive to achieve a stronger neighborhood image.
- Garages should be visual or physically secondary to the primary residential structure to maintain the residential and pedestrian character of the street. Where possible, garages should be recessed. Garages for corner lot development are encouraged to be located and accessed at the rear or side of the primary structure. In no case should the garage dominate the street façade.
- Heating, ventilation and air conditioning (HVAC) equipment should be located at the rear of the structure and screened from adjacent properties.

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APPENDIX J - QUALITY PLACES AS GUIDING PRINCIPLES

To implement the community's desire to promote quality, well planned growth, the City of Ottawa should follow "Quality Places" principles when implementing the Comprehensive Plan over the years to come. These principles support the City's goals, objective and policies (**Ref. Chapter 3**), and serve as a guide to the specific recommendations herein. When collectively implemented, these principles can have a significant and long lasting impact on the future of Ottawa.

ADOPT ZONING UPDATES ACCORDING TO QUALITY PLACES PRINCIPLES

These principles which are promoted by the professional planning organization, the American Planning Association (APA), are summarized below:

- **A recognition that every level of government**, federal, state, regional and local, plays an important role in adopting and implementing policies that support Quality Places.
- **A regional view of community** developed through regional planning process and implementation. Quality Places recognizes the interdependence of neighborhoods and municipalities in a metropolitan area and promotes balanced, integrated regional development
- **Integration of land use and transportation planning** to provide increased transportation choice. Transportation planning should include alternatives to the automobile, such as public transportation, bicycles and walking. Development must be pedestrian friendly. Land use planning must support the success of non-automotive transportation modes.
- **Efficient use of land and infrastructure.** Efficient land use results from compact building, infill development and reducing the amount of land needed to satisfy street and parking standards. Efficient use of public and private infrastructure starts with creating neighborhoods that maximize the use of existing infrastructure. In areas of new growth, roads, sewers, water lines, schools and other infrastructure should be planned as part of overall growth and investment strategies. Regional cooperation for large infrastructure investments is required to avoid inefficiency and redundancy.
- **A greater mix of uses and housing choices** in neighborhoods and communities focused around human-scale, mixed use centers accessible by multiple transportation modes. Mixed-use developments include housing, varied by type and prices, integrated with commercial development and places of employment. Human-scale design, compatibility with the existing urban context, and quality construction contribute to successful compact, mixed-use development and also promote privacy, safety, visual coherency and compatibility among uses and users.
- **Protection of environmental and cultural resources.** Quality Places protects the natural processes that sustain life, preserve agricultural land, wildlife habitat, and cultural resources; integrate ecological system into the fabric of development; encourage innovative stormwater management; are less consumptive and more protective of natural resources; and ensure air quality and water quality and quantity for future generations.
- **Increased citizen participation** in all aspects of the planning process and at every level of government to ensure that planning outcomes are based in collective decision-making.

IMPLEMENT THE "CREATING QUALITY PLACES" PRINCIPLES

"Creating Quality Places" is a regional program with the goal of fostering the design of quality places. The program's principles serve as a guide to quality development. The program was funded through a grant from the US Environmental Protection Agency and administered by the Mid America Regional Council (MARC), Kansas City, Missouri for use by cities—large and small—throughout the region. The program was facilitated by MARC using four committees that were represented by a broad range of stakeholders including elected and

appointed officials, professional planners, engineers, architects, developers, builders, citizen representatives, and special interest groups. Many of these principles have been well-documented and individually implemented throughout the country.

Following are the design principals which have been divided into four categories: Homes and Neighborhoods, Commercial Areas, Transportation and Public Places, and Environmental Quality. The principles encourage a variety of uses within an area including the mix of residential, office and commercial uses that complement each other. The following is a list of strategies and principles needed to create and maintain successful neighborhoods. These principles should be incorporated into guidelines developed for each District.

Development Principles—Homes and Neighborhoods. Neighborhoods are the building blocks of a community. They are more than subdivisions, and are defined as much by the sense of community they create for their residents as by the structures, streets and amenities within their boundaries. Quality neighborhoods provide residents with a sense of identity and connections, and encourage continuous renewal and reinvestment.

- Quality neighborhoods offer a choice of well designed and maintained housing types and sizes. This variety of housing choices within a community meets the needs of residents of different economic levels and age groups.
- Quality neighborhoods are linked to surrounding areas, and when possible, share commercial spaces and open space resources.
- Quality neighborhoods encourage actions to preserve, restore and reuse historic sites or structures; to conserve and restore environmental resources; and to foster appropriate infill development.
- Quality neighborhoods have a distinct identity that helps define their boundaries and fosters pride and belonging among residents. The distinct features of a neighborhood include public spaces such as a square, a green or an important street intersection and public buildings such as a school, post office, library, community center, or transit stop.
- The streets of a quality neighborhood are pedestrian-friendly. They are laid out in an interconnected network and attractively landscaped to encourage walking. Streets give residents, particularly youth and the elderly, choice and control in their mobility and easy access to important destinations from their residences.
- A variety of quality public green spaces are within easy access of residents in a neighborhood. Green spaces range from small playgrounds within easy walking distance from homes, to neighborhood parks, to community parks that can be shared by several neighborhoods.
- Quality neighborhoods offer the opportunity for residents to work and live within the neighborhood when the scale, character and functions of business settings are compatible with homes.

Development Principles—Commercial Areas. Quality commercial areas pay attention to design, proportion and scale. They accommodate pedestrians, bicycles, and public transit while providing networks for motor vehicles.

- Quality places include a variety of uses (e.g. retail stores, residences, civic buildings, and offices) that create multipurpose activity centers in neighborhoods and cities.
- The scale, character and function of a quality development are compatible and integrated with that of its surroundings while remaining flexible to accommodate the densities, mix of uses, and infrastructure that the market demands. Quality places are built to last with quality materials, are designed to allow for changing uses over time, and provide for shifting markets and consumer needs.
- Quality shopping areas, small or large, are designed to make the pedestrian feel comfortable and safe by providing wide sidewalks, storefronts that open to the street, shade and shelter and a sense of spatial

enclosure. They are designed to facilitate employee and customer access on sidewalks, bicycle trails, transit services and roads.

- Quality shopping areas provide a variety of convenient parking choices consistent with the scale of the development and the location and the type of stores. Parking is divided into smaller components to the rear or side of the buildings, and landscaping and sidewalks provide for safe pedestrian movements. A quality place allows flexible parking arrangements such as on-street parking and shared parking to minimize an over-supply of parking.

Development Principles—Transportation and Public Places. Communities have a shared responsibility to design and maintain a quality public realm, including a balanced transportation system and public places. Improved access for residents, employees and customers, reduced congestion on major roadways, choice among modes of travel, and environmental protection are objectives of a balanced transportation system. Public places create identity for an area and foster a sense of community.

- A quality transportation system accommodates automobiles, public transit, public safety vehicles, freight, pedestrians and bicycles in a balanced way to maximize access and mobility and minimize congestion throughout the community.
- Quality local streets are an integral part of a larger network of routes designed to provide access to homes, shops and businesses, and to keep local traffic off major arterials and, conversely, keep high-speed, through-traffic off local roads.
- The design of a quality local street encourages pedestrian and bicycle use through such features as continuous sidewalks and curbside tree planting as well as various traffic calming measures such as landscaped medians that reduce apparent street width and street parking that protects pedestrians from moving traffic.
- A system of quality local streets complements the planning and development of a regional public transit network. Easy pedestrian access and a mix of uses are encouraged at existing and proposed transit stops to allow transit to become a viable alternative to the automobile. Private development and public places are designed to maximize opportunities for a regional transit network.
- Quality public spaces are provided in urban and suburban areas to encourage social interaction and to foster a distinct sense of place. These quality public places are memorable and reinforce the character of the community. They include amenities that provide comfort and relaxation in all seasons.

Development Principles—Environmental Quality. Because a clean and healthy environment is a critical element of a quality place, the design of quality places balances environmental, economic and social considerations:

- The design of quality places incorporates features and amenities that minimize environmental impacts on water quality caused by storm water runoff and erosion, and on air quality caused by motor vehicle traffic.
- The design of buildings and properties maximizes the efficient use of environmental and economic resources by minimizing energy, water and material use.
- A quality place preserves major natural features in a neighborhood or a community (streams, slopes, wetlands, floodplains and natural habitats) as open space, and links those resources to public places by pedestrian and bike paths.

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APPENDIX K – MAIN STREET DESIGN GUIDELINES

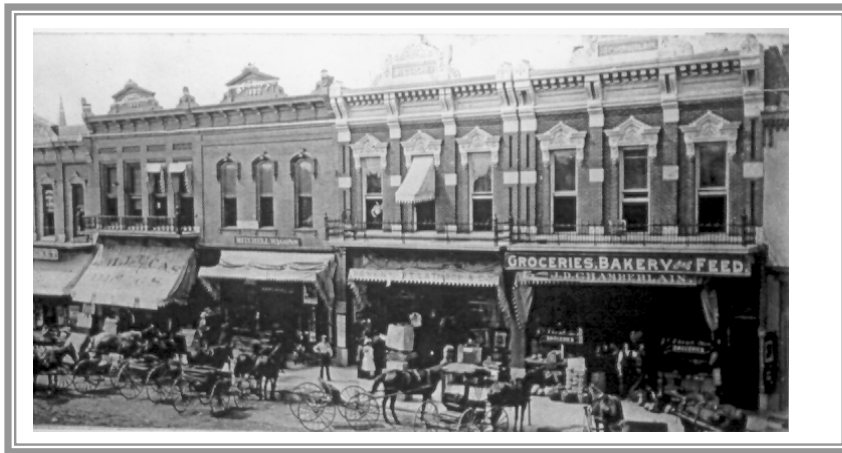
INTRODUCTION

The Ottawa community recognizes the importance of our historic architecture as a link with our past, an asset in the present and a legacy for future generations.

The Mission Statement of the Ottawa Main Street Association reads:

“The Ottawa Main Street Association will promote a positive image of the downtown by preserving our unique historic character; strengthening our district’s retail and economic base; and emphasizing downtown as the center of community activity through a focused program of organization, design, promotion and economic restructuring.”

One goal of these Design Guidelines is to assist the City, property owners, businesses and residents in the management, conservation, rehabilitation and revitalization of that “unique historic character”. Another goal is to help property owners understand their buildings and their importance to the district and the community. A well-prepared design can help stabilize or increase property values.



The downtown

district has

always been one of the centers of social
Commercial and residential activity for the community.

These Guidelines will be reviewed for improvement on a regular basis. We invite everyone to share comments, concerns, and suggestions with us.

PURPOSE

The main purpose of these Guidelines is to help preserve the special historic and architectural character of the Ottawa Main Street District.

- ❖ The Guidelines allow for new construction, compatible in mass, scale and character with existing buildings, but with subtle differences that distinguish it from the old.
- ❖ The Guidelines do not recommend construction that imitates or mimics historic styles or tries to take the District back in time.
- ❖ The Guidelines do not want to preserve the District unchanged.

- ❖ The Guidelines try to create character where little now exists by advocating good design and proposing urban design policies for parking lots, landscaping, street furniture and plazas within the district.
- ❖ By advocating that new construction and alterations be undertaken in conformance with accepted design standards, the Guidelines help protect private property values and public investment. In addition, the program helps maintain the district's special historic character.

DESIGN REVIEW PROCEDURES

The Guidelines are used as part of the review process by the Ottawa Main Street Association for their incentive programs such as low interest loans, revolving fund loans, grant programs, design assistance, volunteer work and public improvements.

To qualify for assistance from these incentive programs, alterations to building exteriors, including awnings, signs, fences, sidewalks or driveways, are reviewed and approved by Ottawa Main Street.

An application for a design review typically includes, as necessary, scale drawings of the plan, elevation and site, construction materials, colors and other information that describe the alteration. A sample application form requesting a design review is available at the Main Street Office.



West side of 100 block South Main

COMMON DESIGN PROBLEMS

During the 1950s and 1960s, several trends in commercial design and style became popular. These trends were applied to downtown architecture in order to imitate malls and strip shopping centers. The introduction and popularization of modern siding materials and the use of diverse color schemes resulted in other problems. Examples include:

- ❖ Using false historical themes such as: "Lumberyard Colonial", "Swiss Chalet", or "Wild West."
- ❖ Adding modern storefronts and large plastic signs that do not relate to the rest of the building.
- ❖ Covering, enclosing, or removing doors and windows.
- ❖ Using only one color and not accenting historic detail.
- ❖ Using clashing bold colors to call attention.
- ❖ Using inappropriate materials such as cedar shakes, molded stone, logs or stained wood.
- ❖ New construction that is incompatible with the form & appearance of existing buildings.

A. GENERAL GUIDELINES:

Rarely do downtown improvement projects involve true "restoration" of a building to its original appearance or a particular date in history. More commonly, projects involve "rehabilitation" - alterations to meet the needs of today's owners and users while retaining the historic character of the building.

The Ottawa Main Street District does not have one single architectural style. The existing collection of buildings is comprised primarily of styles and materials typical of the late 1800s to the mid 1900s. There are several post WWII buildings throughout downtown and some modern (post 1960) buildings.

The design of new construction should respond and relate to the general characteristics of neighboring buildings, including setback, size, shape, materials, color, and ornamentation. Regulating lines, vertical or horizontal emphasis, and the rhythm of windows and entrances should be consistent.

New buildings within the area should be contemporary while maintaining respect for, and a relationship to, the historic commercial buildings.



Recommended:

- ❖ First, focus all improvement projects on general clean up and maintenance efforts.
- ❖ Rehabilitation of all existing buildings should respect and relate to the existing historic commercial buildings.
- ❖ Rehabilitation or alterations should preserve the historic integrity of the building and be compatible with the unique architectural character the rest of the commercial district.
- ❖ Retain original facades. Generally, there is no reason to replace an historic facade with a contemporary substitute.

- ❖ Retain existing windows and openings. Alterations to these elements can create or destroy a building's character.
- ❖ Retain architectural features, such as enriched cornice window heads, enriched trim and cast-iron elements.
- ❖ Restore facades that have been hidden since original construction.
- ❖ Repaint surfaces with colors that replicate the historic colors.
- ❖ Replace modern style doors and windows with new products of material and design similar to those that originally existed.
- ❖ Restore missing original elements and/or details of the building, and if that is not feasible, replace them with similar components sized and proportioned to regain the historic visual character of the building.
- ❖ Design new buildings to be compatible with the major elements of the historical architecture within the District, yet true to the time period in which it is constructed.



Remodeling on the west side 100 block South Main

B. CONTINUOUS EDGE:

A distinguishing feature of the district is a continuous "edge" or consistent setback of commercial buildings along the street. Historically, the only buildings that did not observe the consistent setback were buildings such as courthouse, libraries, schools, and churches. Later, service stations needed a different setback.

The introduction of suburban characteristics in building/site relationships, the formation of vacant lots, and the conversion of building lots to surface parking areas have contributed to interruptions of the continuous "edge".



An edge interruption in the downtown

Recommended:

- ❖ Original setbacks of buildings should be maintained.
- ❖ Interruptions in this continuous "edge" of buildings can disrupt pedestrian flow and should be avoided.
- ❖ In areas where interruptions exist, new buildings, built features, or landscaping should be used to recreate a "continuous edge."

- ❖ In new construction, if disruptions in the continuous edge of buildings cannot be avoided, use landscaping to minimize the disruption.
- ❖ In a block with an existing continuous edge, new buildings should be placed flush with the front facades of neighboring buildings.
- ❖ Minor recesses or projections for entries, arcades and similar elements are acceptable.

Not Recommended:

- ❖ Curb cuts on Main Street.



A curb cut that is no longer needed

- ❖ Demolition of existing buildings, unless no other feasible alternative exists.
- ❖ Construction of new buildings that are free standing.
- ❖ Surrounding buildings with parking unless neighboring buildings have set a precedent.

C. SIZE AND SHAPE:

The historic commercial buildings in downtown Ottawa are typically 25 or 50 feet wide and one or two stories tall, with a few taller. Most have a vertical emphasis. The wider the facade of the building, the more likely it will have a horizontal emphasis.

Some adjacent buildings, originally with a vertical emphasis, are now occupied by one business and the storefront levels have been altered to combine for that business. The storefront level has shifted to a horizontal emphasis while the upper levels maintain the original vertical emphasis.

In some cases, the facades of these combined buildings are covered with a false facade that substantially changes them to a horizontal orientation.



Building with horizontal emphasis

Recommended:

- ❖ All remaining historic commercial buildings should maintain their overall size, scale, height, and horizontal or vertical orientation.
- ❖ When rehabilitating adjacent facades that have been combined or covered, attempt to return the emphasis to the original.
- ❖ The heights of traditional commercial buildings should be consistent with the heights established by neighboring buildings. Higher additions should not be visible from the surrounding streets and sidewalks.
- ❖ Limit the maximum height of new buildings and building additions to three and one-half (3 1/2) stories or forty (40) feet.



- ❖ When constructing or modifying a one-story building that adjoins two-story buildings, the height should be consistent with other one-story buildings on the block or consistent with prominent horizontal lines (such as upper windows) of the adjacent buildings.
- ❖ Modifications to historic buildings should retain the existing horizontal or vertical character.



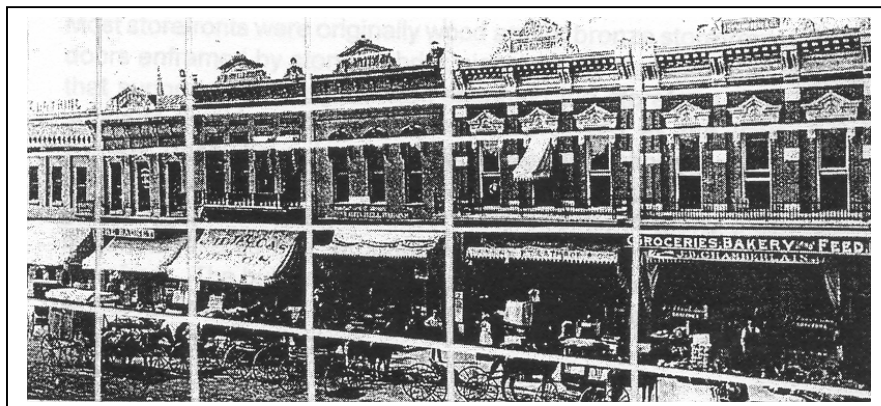
D. SCALE AND PROPORTION:

Regulating Lines

Regulating lines are imaginary horizontal lines used to study relationships between buildings. They also provide a means of imparting human scale to a building by assisting in the perception of the size of a building to the size of a human.

Regulating lines are defined by building height and the location of cornices or building caps, upper level windows, transoms, display windows, and bulkheads. Architectural features such as banding or elements that separate the upper facade and storefront also form regulating lines.

Patterns in the block as a whole establish regulating lines, not just immediately adjacent buildings.



Examples of horizontal regulating lines are the rhythm of window openings and the similar width storefronts.

The majority of buildings in Ottawa relate to some or all of the regulating lines on adjacent buildings. Even when there is a variety of building heights in the same block, there are typically predominant regulating lines for the block.

Recommended:

- ❖ Maintain the alignment of upper level windows along the block.
- ❖ Maintain the clear distinction between the storefront and upper facade.
- ❖ Maintain the alignment of storefront elements (transom window, display windows, bulkhead) with neighboring buildings.

Rhythm of Bays & Openings

The repetition of the storefront bays and the location, size, and shape of the door and window openings create a pattern or rhythm along the street.

Recommended:

- ❖ The rhythm created by the traditional historic commercial buildings should be maintained on all buildings.



Window Shape & Pattern

Upper windows are a predominant character-defining feature on multi-story buildings. In Ottawa, some of the upper story windows have been replaced and many have been covered over.

Recommended:

- ❖ The original masonry window openings should always be maintained.
- ❖ Windows that have been downsized or covered should be reopened to the size and proportion of historic window openings.
- ❖ Window coverings such as shades or curtains can mask unused space or shield windows no longer needed for light.



- ❖ When upper level windows are missing or in need of replacement, new windows should fill the entire opening and resemble the style and profile of the original window.
- ❖ Thermal glazing with clear or Low "E" glass can be used to minimize heat gain and loss without substantially affecting appearance.

Not Recommended:

- ❖ Using reflective or tinted glass. Always use clear glass in windows.
- ❖ Do not block or cover window openings with a solid material, because this action creates a fire hazard by obscuring flames and limiting fire fighting.

E. MATERIALS:

Building materials are an important consideration in how buildings relate to each other and their surroundings. Materials can be indicative of architectural styles and often establish the basic color scheme of a building facade.

The traditional commercial buildings in downtown Ottawa are predominately red or blond brick with pressed metal, stone, cast iron, and cast stone ornamentation.

The pressed metal cornices are a character-defining feature of the downtown and should be preserved.

Buildings without pressed metal cornices typically have corbeled brick cornices or a wall cap of tile, ornamental stone, or cast stone.



Upper floor windows in multi-story buildings are typically double-hung sash with wood frames. Windowsills and lintels are either pressed metal, brick, stone, or cast iron.

Most original storefronts consist of wood and/or bronze storefront windows and doors enframed by stone or brick piers. Many still have cast iron columns that support a steel "I" beam. Spanning the -storefront bay and often decorated with rosettes, this beam supports the wall above and sometimes serves as the lower "storefront cornice."

The bulkheads or base of the storefronts were originally brick or wood.

Later, bulkhead alterations have used new brick, metal panels, wood siding, tile, and pigmented structural glass. In many instances, these materials altered the proportions and regulating lines of the original storefront.

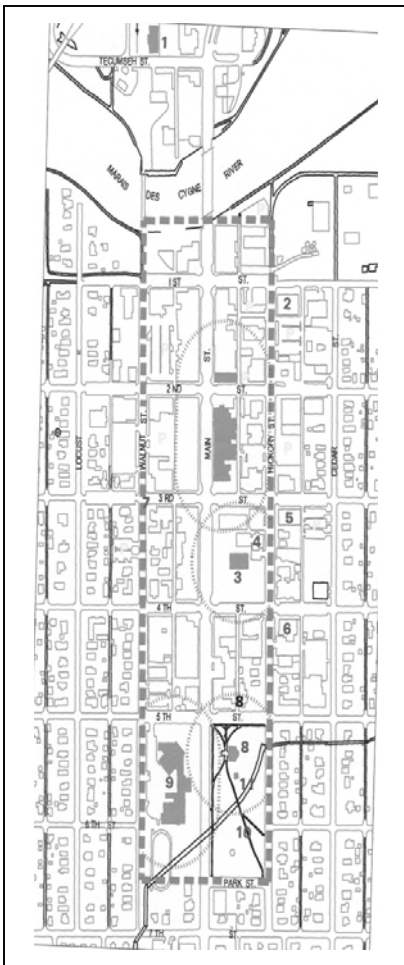
Recommended:

- ❖ All existing historic materials should be retained.
- ❖ Use traditional materials found in the building itself or other historic buildings of similar design and construction.
- ❖ Where it exists or can be substantiated, tile roofs and/or trim should be retained.
- ❖ Metal windows and doors should be primed and enameled. Historically, the painting of exposed metal was a normal treatment.
- ❖ Iron railings should be of a style, historically represented in the building or the district.
- ❖ Contemporary materials may be appropriate if the design and composition relate to the context and other design standards are met.
- ❖ For each structure, the roofing materials visible from the street should match existing materials or incorporate materials historically used in the District.
- ❖ The exterior wall of new buildings should be finished in red or brown brick with trim of wood, metal, or terracotta. Other appropriate accent materials are glazed tile, glass block, limestone, or gray concrete.

Not Recommended:



- ❖ Permanent fences of wire materials should be avoided. Chain-link fences are especially intrusive.
- ❖ Metal, vinyl, asphalt shingle, or wood siding/panels should not be added to buildings and structures.
- ❖ Mirrored or dark glass windows should not be used for buildings. They are not historical in character and create an impression of vacant window openings.



MAIN STREET DISTRICT MAP

Building Key

1. Old Depot Museum
2. Ottawa City Hall
3. Franklin County Courthouse
4. Franklin County Detention Center
5. Municipal Auditorium
6. Post Office
7. U.S. D. 290 Office
8. Carnegie Cultural Center
9. Former Junior & Senior High Schools
10. City Park
11. Dietrich Cabin

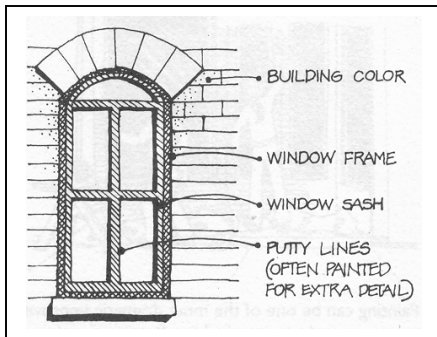
Color Key

- Main Street District
- City Owned Public Parking Lots
- Buildings on National Register of Historic Places
- Buildings within 500 feet of National Register Buildings

F. COLOR:

Choosing the color scheme for a building is to some extent a personal decision and an expression of the commercial establishment. However, there are important factors to take into account.

Color has an important role in how a building fits into its environment. To be a good neighbor, consider how the appearance of your building affects the entire block and the overall character of Ottawa Main Street.



Think about how the sun strikes your building because sunlight can change the hue of paint color. Hold a paint chip to your building on both sunny and cloudy days.

To help make a choice, buy quarts of the colors you are considering and apply the paints to larger sample panels or the building. There is a great difference between a small color chip and an entire wall.

Remember that white paint was not used as much during Victorian times as today. White or near-white colors are glaring and do not blend with most downtown environments. Because they show dirt, they create a long-term maintenance problem.

The dominant colors within the Ottawa commercial district are brick reds and light tans reflected in the existing brick and stone masonry.

Paint color can be used to tie together all the building elements.

A good guide for paint colors are the "heritage" or "historic" paint colors offered by many paint manufacturers. Look for a guide in the store. Ottawa Main Street and the Design Committee would be happy to help you select your colors.

Recommended:

- ❖ Color selections should be coordinated with the original colors of the building, the natural colors existing in the building materials (brick, limestone, etc.), and the colors used on adjacent buildings and throughout downtown.
- ❖ A paint scheme should consist of no more than three colors - one primary color for the body and two accent colors for the primary and secondary trim.
- ❖ Modest or muted color schemes are more appropriate than bright colors.
- ❖ The predominate building material, usually brick, should be considered the primary body color.
- ❖ Accent colors should complement the natural colors already existing in the building and in its immediate surroundings.
- ❖ Select two accent colors that are muted and complement the body color. Accent colors include, but are not limited to, very dark green, slate blue, and golden brown.
- ❖ Accent colors should be used on wood trim such as window frames, storefront frames, and bulkheads, but not on masonry details.
- ❖ If building materials have been painted, it is best to repaint them. Choose a color similar to the natural color of the historic material.

Not Recommended:

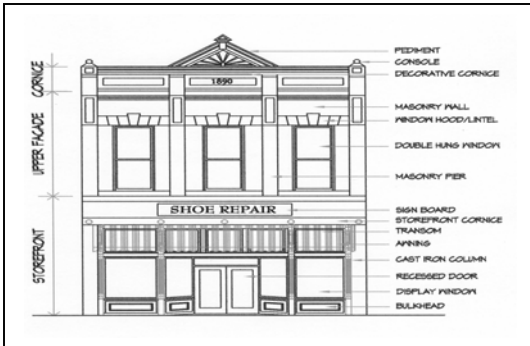
- ❖ NEVER paint unpainted brick!
- ❖ Bright colors that are a striking contrast with the existing natural colors and combinations of bright and intense colors.
- ❖ "Painted Ladies" or fancy paint schemes used to make commercial buildings look like dollhouses.

Suggested Reading

Harrington, Leslie and James Martin. *Benjamin Moore Paints, The Art of Exterior Painting*, IDG Books Worldwide, Inc., Foster City, CA, 2000.

Moss, Roger W. and Gail Caskey Winkler. *Victorian Exterior Decoration*, Henry Holt and Company, New York, 1987.

G. STREET FAÇADE:



Traditional street facades consist of the storefront, the upper façade and the cornice.

Storefront

The storefront consists of the bulkhead, street level entry, large display windows, transom windows and sometimes a storefront cornice. Historically, storefronts were composed almost entirely of glass to create visual openness and provide an inviting relationship to the street. They emphasized the pedestrian orientation of the commercial district and should be retained.

Recommended:

- ❖ Building façades should relate to surrounding buildings.
- ❖ Existing buildings should retain traditional elements and proportion.
- ❖ New construction should incorporate the traditional elements, noted in the illustration on page 21.
- ❖ Where storefronts have been filled in or covered over with solid materials, rehabilitation should restore display windows to their original size and proportions in order to recreate visual openness.
- ❖ The storefront should always fit within its original opening and retain the size and proportion of the original. It should include the original elements of transom window, display windows, bulkhead, and entrance door.
- ❖ The storefront should use appropriate materials.
- ❖ The size, proportions and alignment of windows, door, and bulkhead should relate to neighboring buildings.
- ❖ Restore transom windows that have been removed or covered to their original appearance. When restoration is not feasible, maintain the size and proportion of the original opening.
- ❖ When possible, original building entrances should be retained.
- ❖ Where dropped ceilings conceal the transom, remove some the ceiling to expose it again. If that is not feasible, fill the space on the exterior with opaque panels (wood or glass) and trim designed to resemble the historic transom window. Also, the area can be covered with an awning or used for signage.
- ❖ Doors on the storefront should have clear glass. Avoid using solid metal or solid wood doors in a glass storefront.
- ❖ The primary entrance of new buildings should face the street.

Upper Façade

The upper façade on multi-story buildings consists of regularly spaced windows surrounded by decorative details.

Cornice

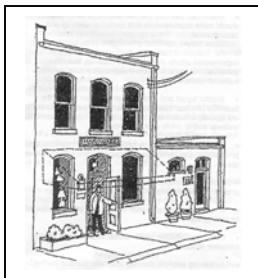
The cornice, generally made of brick, wood or pressed metal, serves as the visual cap of the building, completing its appearance. The cornice defines the top of the building and establishes it's relationship to the top or height of adjacent buildings.

Recommended:

- ❖ Existing cornices and/or building caps should be retained where possible and repaired as needed.
- ❖ Cornices and/or building caps and parapet walls should be inspected for evidence of water infiltration.
- ❖ Flashing should be repaired or installed where necessary.
- ❖ Masonry parapet walls that have missing mortar and surface spalling should be repaired because these are signs of deterioration and possible infiltration.
- ❖ When historic cornices or elements of a cornice have been removed, try to replace them. If replacement is not feasible, design a simplified cornice to define the top of the building and maintain the visual unity of building tops along the block.

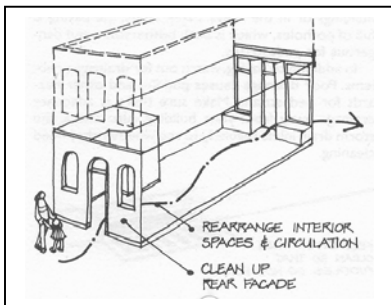


H. REAR FAÇADE:



The rear facades of buildings in the Ottawa Main Street District are viewed from Hickory and Walnut Streets, parking lots and alleyways. They currently do not present an attractive, inviting appearance. General cleanup and beautification is needed.

The rear façade is typically simpler in design than the street façade and has fewer details and ornamentation. The design is dependent on the type of access desired.

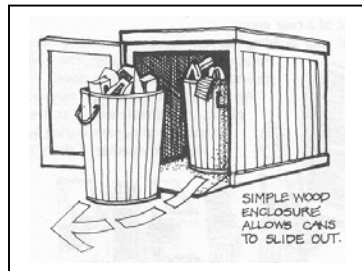


Rear Access

Recommended:

- ❖ Businesses that use rear entrances for employees should make improvements that consist of clean up and beautification.
- ❖ For businesses wanting rear customer access, improvements should include clean-up, beautification, and enhancements that provide a safe, attractive customer entrance.

- ❖ Interior layout and configuration will often dictate the feasibility of a rear customer entrance. Additionally, rear entries are typically effective only when directly accessed by a pedestrian walkway and/or public parking areas.
- ❖ Customers should not be funneled through long corridors, private offices, or service areas to access public selling or service spaces. Rear customer entries should be well maintained and present an inviting image.
- ❖ If business is open after sunset, rear entrances should be well lighted.
- ❖ Color is an effective way to attract attention and identify customer access.
- ❖ An awning over the doorway is an effective and inviting means of identifying a customer entrance.
- ❖ Business sign(s) are necessary to identify customer access.
- ❖ New construction should bury new utility lines.
- ❖ Rear facades should match the primary building materials.
- ❖ When concrete or concrete block is the predominant material, it can be painted to match the color of existing brick.



I. SIGNS:

Signs become a part of the building appearance and therefore, should be designed and placed in an appropriate location on the building. Typically, business signs should not be located on the Upper Façade.

Traditional locations for signs on historic commercial buildings include: on a canvas awning, on the window glass or glass door, mounted flush to the building facade in the panel above the awning or transom windows, and on the transom window area.



A small projecting sign mounted at a height that is appropriate to pedestrians.

Typical locations for signs and awnings

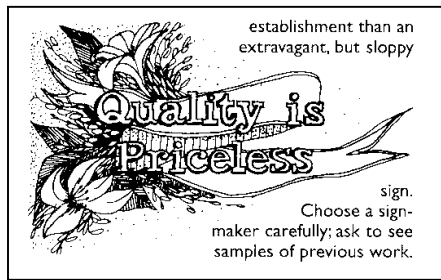
Recommended:

- ❖ First, read and understand the local sign ordinance. Ask questions when in doubt.
- ❖ Signage should be in one or more of the traditional locations.
- ❖ Whenever possible, signage should be placed in the bands, located within the space above or below the windows.
- ❖ Generally, signs should be oriented to pedestrians and/or slow moving automobiles.
- ❖ Keep signs subordinate to the building and fit them within the existing features of the facade.

- ❖ Sign colors should complement the colors of the building.
- ❖ Window signs and temporary on-site signs attached to or painted on a window should not cover more than 25 percent of the window surface area.
- ❖ Currently, the sign ordinance does not permit portable, A-frame, menu board signs. When permitted, consider them as an appropriate, pedestrian-oriented sign for an historic district.



- ❖ Canopy signs should be higher than eight feet above walking grade. No canopy sign should project vertically above the surface of the canopy or awning.
- ❖ For buildings with multiple tenants, one sign for all tenants is encouraged. We encourage placing signboards or directories inside the buildings.
- ❖ Window signs should be painted or gold-leafed directly on windows.
- ❖ The use of indirect, neon and/ or incandescent lighting where historically appropriate on certain buildings, or in conjunction with the restoration of previously existing fixtures is encouraged.
- ❖ The repainting of faded or "ghost signs" on brick exteriors is encouraged.



Not Recommended:

- ❖ Signs that cover architectural details on the building.
- ❖ Signs that are illuminated by fluorescent or backlighting
- ❖ Illuminated signs that contain flashing or moving elements or changes in brightness.
- ❖ The use of plastic or fluorescent color on the exterior of a sign is discouraged. Plastics are not historical, and painted metal signs strengthen the ambience of the District.

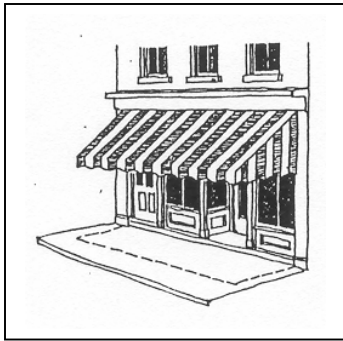
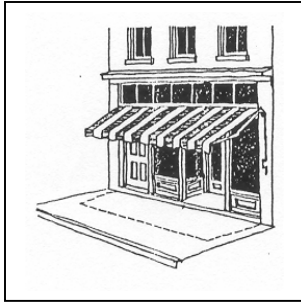
J. AWNINGS AND CANOPIES:

The canvas awning is an important design element in the traditional storefront. It can add character and interest to the storefront.

Awnings protect pedestrians from the weather and protect merchandise displayed in windows from sunlight.

Historically, awnings were both fixed and retractable.





To choose an awning of an appropriate style, size, and color scheme, consider the building's location, exposure to sunlight, and architectural features. Also review the streetscape and follow these guidelines.

Recommended:

- ❖ The awning size and shape should fit the window opening.
- ❖ Awnings should not obscure building's architectural features.
- ❖ Fabric, canvas, and vinyl are appropriate awning materials.
- ❖ Fixed or retractable awnings can both be appropriate. Fixed awning frames should incorporate the body of the awning only.

Not Recommended:

- ❖ Generally, wood, aluminum, shingles, plastic or shiny/slick finishes on fabric, canvas, or vinyl is not appropriate.
- ❖ Round awnings, or those made of plastic or stock aluminum, compromise the character of the building.

- ❖ A vinyl awning can be used if designed with consideration for the building. Often, they are very shiny and thus inappropriate.



K. STREETSCAPE IMPROVEMENTS:

Individual property and business owners sometimes have the opportunity to make Streetscape Improvements that not only benefit themselves but the whole district.

Review the suggested public improvements for ideas.

L. PUBLIC IMPROVEMENTS:

Many improvements will require the cooperation of the City of Ottawa, the individual property owners, the individual business owners, Ottawa Main Street, and many others. Typically, communities undertake these type projects, together.

Ottawa Main Street proposes to have a leadership role in these efforts.

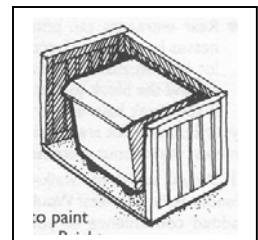
Canopy

- ❖ Revise and repair canopy in the West alley of the 200 South Main block.

Trash Management

A trash management plan is needed for the Main Street District

- ❖ Ottawa Main Street has identified this problem as a future project.



- ❖ For now, individual owners should make provisions for trash collection and screening.
- ❖ Ottawa Main Street is ready to work with a group of owners for a common screened collection point.

Public Spaces

- ❖ Continue to develop Haley Park and make improvements.
- ❖ Develop small appropriate public spaces as sitting areas.

Landscaping

- ❖ Continue and expand landscaping in the District.
- ❖ Encourage and cooperate with private landscaping efforts.

Public Parking

- ❖ Develop adequate public parking to support the activities and businesses of the District.
- ❖ Provide signage to clearly identify parking location and use.
- ❖ Provide adequate lighting for security.
- ❖ Off-street parking should be screened along street frontages with landscaping and/ or low brick walls

Public Art

- ❖ Develop a program to fund, commission and place public art in the District.

Signs and Directories

- ❖ Develop a system of informational, directional and regulatory signs that define and add character to the District.
- ❖ Develop directories that list business locations and points of interest and place in appropriate locations.
- ❖ Develop locations for temporary signs.

Utilities

- ❖ Long-term goals should include burying utility lines to reduce the visual clutter created by the numerous existing lines and poles.
- ❖ Expand street lighting with historic character throughout the District.
- ❖ Confirm appropriate location of adequate fireplugs to serve the district.
- ❖ Confirm adequate fire department access throughout the District.



M. BUILDING AND FIRE CODES

Building Codes have evolved over time gained by protecting life and property.

Older buildings seldom comply with all modern codes. In some cases, older building methods may exceed the requirements of modern codes.

Communities that lose historic buildings learn how difficult and expensive it is to replace them.

- ❖ Seek innovative solutions that adapt the intent of modern code requirements to the existing buildings.
- ❖ Insure that the fire separations of adjacent buildings are appropriate so that a fire is contained to one building.
- ❖ Support efforts to develop a fire-protection plan for the Ottawa Main Street District.

ADDITIONAL INFORMATION SOURCES

Preservation Briefs Online

Website: www2.cr.nps.gov/TPS/briefs/presbhom.htm

More than 40 briefs offering home owners, preservation professionals, organizations, and government agencies guidance on preserving, rehabilitating and restoring historic buildings.

Secretary of the Interior Standards for Rehabilitation Tutorial

Website: www2.cr.nps.gov/e-rehab

This introductory program should be useful for anyone interested in learning more about the Secretary of the Interior's Standards for Rehabilitation, but was designed especially for historic building owners; new members of design review and historic preservation commissions; architects, contractors, and developers; maintenance personnel and others involved in the care of historic buildings; and students in historic preservation courses.

Issues and Initiatives: Smart Growth Tools for Main Street

Website: www.nationaltrust.org/issues/smartgrowth/toolkit/index.html

The National Trust's compilation of information on Smart Growth and planning.

Traditional Building Magazine

Website: www.traditionalbuilding.com

Provides useful information for commercial, civic, institutional, and religious building projects preserving, rehabilitating and restoring historic buildings. Can search a product database, many with direct links to the suppliers. Can view many of the supplier's pages.

Epreservation

Website: <http://epreservation.mgn.com/Home/>

An online community for historic preservation. Through member involvement, ePreservation connects places and people, initiatives and institutions, personal aspirations with professional roles and goals.

A portion of the site relating to building codes:

<http://archive.epreservation.net/resources/regulations/codes.html#statehistoric>

OTTAWA MAIN STREET

There are many other resources to assist property owners in maintaining and returning the natural character to their buildings, including design assistance from the Ottawa Main Street Association's Design Committee, the Kansas State Main Street and the Kansas State Historical Society. For more information on how the Ottawa Main Street Association can assist you, please contact the office at (785) 242-2085 or email to director@ottawamainstreet.org.

CHAPTER ONE -- INTRODUCTION

On September 6, 1864, a town company was founded along the south side of the Marais des Cygnes River, and served as the basis for development of the Ottawa community. The property had become available from the Ottawa Indians through treaty and purchase in connection with the founding of Ottawa University, beginning in 1860. The City of Ottawa was incorporated in 1866, and in 1867, voted to become a City of the Second Class under the guidelines established by the State of Kansas. In 1870, Ottawa's population was 2,940, and in 1880 it was 4,035. Growth continued steadily and many of the fine buildings, homes and churches remain throughout the community.



Ottawa Main Street, Circa 1905

Franklin County was organized in 1855, with Ottawa selected as the County Seat in 1864. Rail service arrived on 1868, with the Leavenworth, Lawrence and Galveston Railroad. This was followed in 1870 by what is commonly referred to as the Santa Fe Railroad and, in 1880, by the Missouri Pacific Railroad.

In 1903, a Carnegie Free Library was built on City-owned land. Located at 5th and Main in City Park, the building is now the Carnegie Cultural Center (CCC).



The CCC is home to Suzuki Strings and the Ottawa Community Arts Council.



Franklin County Courthouse, built in 1893, was one of 13 Kansas courthouses designed by George P. Washburn of Ottawa.

Ottawa has had three Municipal Auditoriums in its history, losing the first two to fires in 1895 and 1915. The current auditorium (OMA) was constructed in 1919.



OMA is able to seat up to 840 people.

In 1911, a City Hall (also designed by Washburn) was built and was used as such until 1996 when the City bought a larger building at 1st and Hickory. Ottawa was governed by a Mayor-Council system until 1913 when the City became a Commission form of government. In 1970, the voters established the City Manager form of government with a five member Commission who selects a Mayor from its ranks to serve a one year term.



Ottawa City Hall and Library

The City of Ottawa has provided a variety of municipal services for most of its existence. Currently the City provides library, fire, police, finance and utility billing, water treatment and distribution, wastewater collection and treatment, electric generation and distribution, street and alley maintenance, parks (including swimming pool), cemeteries, planning, zoning and codes administration, municipal court, auditorium and airport.

One of the newer attractions in Ottawa is the Prairie Spirit Rail Trail -- a former railroad converted to a hard surfaced trail for walking, hiking and bicycling. The trail currently runs 33 miles from Ottawa south to Welda (in Anderson County). The trailhead in Ottawa will begin at the historic Old Depot Museum



The Ottawa University campus is another landmark and known for many fine historic stone buildings.



Ottawa University Administration Building, built in 1891

COMPREHENSIVE Plan 2004

This update of the City's comprehensive plan began in 2000, when City Planning staff and the Planning Commission raised the need for a complete overhaul of the existing plan. Other than minor revisions, the plan had not been fully updated since 1990. Since the community had grown and was facing new challenges, a thorough update was warranted.

The community's priorities were identified during the Ottawa Vision project conducted in 2001-2002. Building on this information, the consultant held public workshops and other public input tools to help solidify the issues and preferences. The public workshops held during the update process also focused on more specific topics related to land use development, growth, services and the impact they have on the community.

The City has long sustained a public planning process and related programs -- such as a Capital Improvement Program -- that support a full service community in the Kansas City metropolitan area. A strategic location on I-35, K-68, and US-59 has positioned Ottawa as a vital suburban community.

The City has added about 1,100 people in the last three decades, growing from a city of 10,919 people in 1970 to 11,921 people in 2000, and an estimated 12,044 in 2003. Ottawa's population of 11,921 in 2000 was an increase of 1,293 people (12.2%) from the 1990 Census (Ref. Chapter 2, Table 2.1). The City of Ottawa was identified in the report of the National League of Cities "Research Brief on American Cities," [Issued June 2003] as one of the "Strong Growth -10% to 20% growth" cities. In comparison, the State of Kansas grew by 9.3% and the Kansas City Metropolitan Statistical Area (MSA) registered a population increase of 12.2% during the past decade.

The City has the opportunity to build on its strengths as it plans for growth, capitalizing on its investment in urban infrastructure, its commitment to strong residential neighborhoods, its identity, the revitalization of commercial and industrial centers and growth of new ones, and its role as an employment and service center. That growth must be planned both as infill (Ref. Map 8: Development Opportunity Districts) and new development in the City's planning areas (Ref. Map 1: City Limits, Planning Area, and Natural Features).

Ottawa is undergoing fundamental changes in population and development patterns. The rate of population increase is projected to be from 10% to 12% per decade (Ref. Chapter 4, Table 4.1). The City will attract more and more suburban development as the outward growth of the Kansas City Metropolitan area continues. In the last three years alone there have been 80 to 100 residential units built each year. New non-residential construction has also been increasing steadily since the 1990s. The City therefore needs to act now, and plan for development in its defined planning areas.

The Future Land Use Map (Ref. Map 7: Future Land Use) shows the future development patterns for the City, both within the current city limits and in the City's planning areas. These are based on the land use projections, market trends and demands, land use planning principles and land serviceability. The Future Land Use Policies for the City are outlined in Chapter 4: Future Land Use and Growth Strategies. One key recommendation of the Plan is for the City to plan for quality development along the major corridors leading into the City. Urban growth in key corridors such as I-35, Davis Avenue, K-68, US-59, 23rd St. and Eisenhower Road, etc., must be planned strategically for appropriate uses, and at densities great enough to pay for extension of services and infrastructure such as water and sewer systems.

The projected demand for housing, based on population projections, indicates up to 130 housing units should be added annually (Ref. Chapter 4, Table 4.2). The Plan outlines development and

redevelopment areas called Development Opportunity Districts, and presents strategies and recommendations for future land use opportunities (Ref. Chapter 5, Plan Implementation, Map 8: Development Opportunity Areas).

Goals, objectives, and policies of the Plan are presented as guides when evaluating the direction and pace of growth (Ref. Chapter 3, Goals, Objectives and Policies). The future land use scenarios of the Plan are presented in text and map form (Ref. Chapter 4, Future Land Use and Map 7: Future Land Use). Also presented is an updated thoroughfare plan that will enable Ottawa to more appropriately plan for future road rights-of-way (Ref. Map 6: Major Thoroughfare Plan). Recommendations of the Plan (Ref. Chapter 5, Plan Implementation) cover the principal subject areas of the Plan:

- Business development and retention.
- Urban design and creating quality places.
- Housing development supply and demand.
- Utilization and preservation of natural resources.
- Provision of public services and utilities.
- Transportation system maintenance and enhancement.

In summary, the Comprehensive Plan calls for the City to plan for growth in its current boundaries as infill development and in planning areas outside current city limits to achieve key policy objectives. One policy objective is to promote high quality planned residential and commercial districts that are designed well to improve the image of the City. Another is to promote a range of quality affordable housing a policy objective is to support infill development that promotes revitalization of existing urban areas and new development in its planning areas. The policies of the Plan are supported by design guidelines for downtown, for development opportunity districts, and for corridor overlay districts along I-35 and along the local arterial roads in the city.

The Plan a) consists of the maps and the supporting text, both of which must be considered when making land use changes, b) guides the direction and type of growth, but at the same time is a dynamic tool that accommodates changes in local markets, and c) serves as the basis for zoning decisions. If applications for zoning changes are in accordance with the Plan, they are presumed to be reasonable. If zoning change requests are not in accordance with the Plan, but are perceived as reasonable, the City should review its planning and regulatory documents and amend either the Zoning Ordinance or the Plan. Additionally, to comply with state law and ensure that the City proactively responds to development trends, the Plan should be updated in an annual public hearing and thoroughly reviewed approximately every five years.

CHAPTER TWO
Existing Conditions and Demographics
Table of Contents

CHAPTER TWO– EXISTING CONDITIONS AND DEMOGRAPHICS..... 1

INTRODUCTION1

LAND USE AND DEVELOPMENT PATTERNS1

Existing Land Use Patterns.....2

Growth and Development Patterns2

DEMOGRAPHICS2

Population.....2

Racial and Ethnic Characteristics.....4

Median Age.....6

Age Characteristics.....7

EDUCATION8

INCOME CHARACTERISTICS.....9

EMPLOYMENT, UNEMPLOYMENT AND RETAIL TRADE10

HOUSING16

Ottawa Housing Study 18

SUMMARY -- DEMOGRAPHICS.....20

EDUCATION21

Ottawa School District.....21

Middle Schools (enrollment).....22

High Schools (enrollment).....22

OTTAWA UNIVERSITY22

NEOSHO COUNTY COMMUNITY COLLEGE—OTTAWA FACILITY23

COMMUNITY FACILITIES24

OTTAWA MUNICIPAL AIRPORT28

WATER AND WASTEWATER FACILITIES29

Wastewater Facilities29

Water Facilities30

Existing Water Supply System30

Rural Water Districts31

ELECTRICAL UTILITY31

Electrical Distribution System.....31

Power Plant and Substation.....31

PUBLIC SAFETY32

Police Department32

Fire Protection34

Ambulance Service.....35

PARKS AND RECREATION36

Forest Park.....36

Haley Park..... 37
Freedom Park 37
Heritage Park 37
Kanza Park..... 37
City Park 38
The Prairie Spirit Rail Trail..... 38
LOCAL TAXES **38**

TABLES

TABLE 2.1 POPULATION GROWTH (1970-2000)4
 TABLE 2.2 RACIAL AND ETHNIC CHARACTERISTICS IN OTTAWA, KS (1980-2000)5
 TABLE 2.3 RACIAL CHARACTERISTICS COMPARISONS (1980-2000).....5
 TABLE 2.4: MEDIAN AGE (1970-2000)6
 TABLE 2.5 INCOME SUMMARY (1980-2000)-IN 2002 DOLLARS10
 TABLE 2.6: MAJOR EMPLOYERS IN OTTAWA.....10
 TABLE 2.7: FRANKLIN COUNTY RETAIL TRADE PULL FACTORS, TRADE AREA CAPTURE AND MARKET SHARE (1992-2002)11
 TABLE 2.8: RETAIL TRADE INDICATORS OF OTTAWA AND THE CONTROL CITIES (2002)12
 TABLE 2.9: THE EFFECTIVE LABOR FORCE.....15
 TABLE 2.10: DEMOGRAPHIC CHARACTERISTICS OF THE AVAILABLE LABOR POOL IN KANSAS16
 TABLE 2.11: HOUSING UNITS CHARACTERISTICS (1990-2000).....16
 TABLE 2.12: HOUSING VALUES (1990-2000).....17
 TABLE 2.13: MULTIFAMILY HOUSING OPPORTUNITY IN OTTAWA.....19
 TABLE 2.14: STATE OF KANSAS AND USD 290 ENROLLMENT (1993-2003)21
 TABLE 2.15: NCCC ENROLLMENT (2000-2003)23
 TABLE 2.16: CITY MILL LEVY BY FUND (1994-2004)38

GRAPHICS

GRAPHIC 2.1: REGIONAL LOCATION MAP.....1

FIGURES

FIGURE 2.1: POPULATION GROWTH (1970-2000)4
 FIGURE 2.2 TRENDS IN MINORITY POPULATION (1990-2000)6
 FIGURE 2.3: POPULATION PYRAMIDS (1990-2000).....7
 FIGURE 2.4 EDUCATIONAL ATTAINMENT OF PEOPLE AGED 25 OR MORE (2000).....9
 FIGURE 2.5: UNEMPLOYMENT CHARACTERISTICS (1992-2002)11
 FIGURE 2.6: WORKFORCE INVESTMENT ACT LOCAL AREAS.....12

FIGURE 2.7: OCCUPATION CLASSIFICATIONS OF RESPONDENTS.....13
FIGURE 2.8: OCCUPATIONAL CATEGORIES BY WIA AREAS13
FIGURE 2.9: MEDIAN ANNUAL INCOME BY OCCUPATIONAL CATEGORIES BY WIA AREA14
FIGURE 2.10: NEW NON-RESIDENTIAL CONSTRUCTION (1989-2003)18
FIGURE 2.11: VALUE OF BUILDING PERMITS (1989-2002)19
FIGURE 2.12: NEW RESIDENTIAL CONSTRUCTION (1989-2003)19
FIGURE 2.13: TRENDS IN WATER USAGE (1988-2002).....30
FIGURE 2.14: TRENDS IN ELECTRICITY USAGE (1987-2002).....32
FIGURE 2.15: OTTAWA ANNUAL MILL LEVY (1995-2004).....39
FIGURE 2.16: ANNUAL MILL LEVY FOR CITY, SCHOOL DISTRICT AND, STATE AND COUNTY
(1996-2002)40
FIGURE 2.17: ASSESSED VALUATION AND TOTAL TAXES (1994-2004).....40

CHAPTER TWO– EXISTING CONDITIONS AND DEMOGRAPHICS

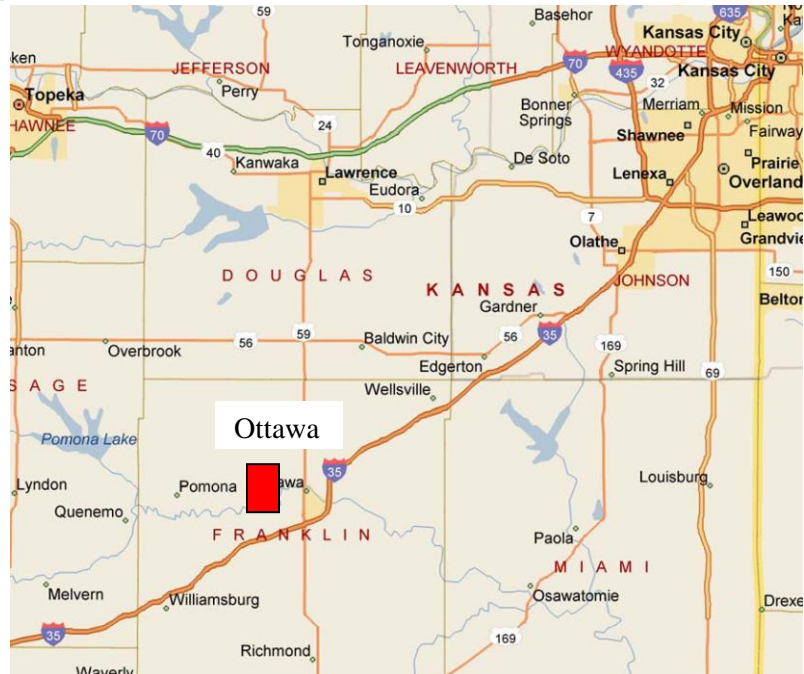
Introduction

The City of Ottawa is 30 minutes southwest of the Kansas City Metropolitan Area. It is served by three major highways—Interstate 35, U.S. 59 Highway and Kansas 68 Highway, which provide convenient commuter access to and from other parts of the region. In fact, these highways have been instrumental in the growth of the City in the last 40 years. The City is also served by the Burlington Northern Santa Fe Railway Line, which provides service connections for various industrial sites within the City. The city’s municipal airport is four miles south of the city.

Beyond the City’s current corporate limits is the designated Ottawa Future Planning Area (**Ref. Map Gallery, Map 1: Current City Limits and Planning Area**). A key strategy and recommendation of the Comprehensive Plan is for the City to accommodate and promote sustainable growth in the designated areas of its urban fringe planning area.

Graphic 2.1: Regional Location Map

THIS CHAPTER ON EXISTING CONDITIONS SUMMARIZES THE CITY’S LAND USE AND GROWTH PATTERNS, DEMOGRAPHIC TRENDS AND SOCIO-ECONOMIC CHARACTERISTICS. THE EVALUATION OF RESIDENTIAL AND NON-RESIDENTIAL LAND USES, EXISTING PUBLIC SERVICES, AND PARKS AND RECREATIONAL FACILITIES PAINTS A PICTURE AS TO WHAT AREAS ARE READILY DEVELOPABLE, WHERE AREAS SHOULD BE EVALUATED FOR REDEVELOPMENT, AND WHAT DEVELOPMENT METHODS OR



The Marais des Cygnes River flows through the middle of the City and it has a substantial floodplain east and west of City limits. Within the City, levees prevent overflow of water. Of the City’s 4,574 acres, 337 acres (7.4%) are still in floodplain. Within the 9,598 acres of the planning area 1,309 acres (13.6%) are in the 100-year floodplain.

Land Use and Development Patterns

Existing Land Use Patterns

Ottawa's land use distribution shows several key features:

- Single-family residential is the dominant land use in the City.
- Retail and Office Commercial is primarily concentrated along the three major highways that crisscross or border the City. Most retail uses are of a neighborhood scale serving the needs of the City residents and highway travelers.
- Institutional and Park uses are relatively evenly distributed in the City, a majority of which are served by major arterial and collector streets.
- Industrial land activities are generally located adjacent or near to the highways and the railroad, with limited buffering from low-density residential uses.

Growth and Development Patterns

In the last decade, the City of Ottawa has not only grown in population, it has also added to its housing stock, businesses, employment opportunities, standard of living, and boundaries. Over the past decade, the city has grown to the north and south of its limits. It has attracted an increasing share of residential and non-residential construction, housing values have increased by over 38%, and the assessed valuation of the city has more than doubled.

All indicators discussed in the following sections of this chapter, therefore, point to a very healthy growth pattern in the City. The southwest part of the city is developing, primarily as residential areas, whereas the northern part is attracting non-residential along with residential.

Ottawa University, NCCC and USD 290 and private schools provide stable anchors for the City's population and business climate. The City's proactive planning ensures stability in the community. In spite of the extensive floodplain, the city's levees protect the city from major flood damage. The walking, biking and equestrian trails connect the community and add to the quality of life of Ottawa residents.

Demographics**Population**

The US Census Bureau's 2000 census brief stated that the Nation's 1990 to 2000 population increase of 32.7 million was the largest in American history. The previous record increase was 28.0 million people between 1950 and 1960, a gain fueled primarily by the post-World War II baby boom (1946 to 1964). Total decennial population growth declined steadily in the three decades following the 1950s peak before rising again in the 1990s. Population growth varied significantly by region in the 1990s, with higher rates in the West (19.7%) and the South (17.3%) and much lower rates in the Midwest (7.9 %) and the Northeast (5.5%). Meanwhile, despite overall population growth in each of the past five decades, the Midwest's share of total U.S. population fell from 29% to 23%.

The National League of Cities published a Research Brief on American Cities that concludes the following for small cities across the nation.

- ***Small Cities (population less than 50,000) grew considerably faster (18.5%) than large and medium-sized cities throughout the 1990s.***
- ***Regional disparities in growth patterns are evident for small cities, with small cities in the West and Midwest growing at a fast rate and considerably faster than their regions as a whole.***
- ***Small cities in metropolitan areas are growing at faster rates than small cities outside of metropolitan areas.***
- ***The City of Ottawa, KS was identified in the report as one of the “Strong-Growth -10 to 20 % growth” Cities.***

National League of Cities “Research Brief on American Cities,” Issue 2003-3, June 2003

The 2000 census shows that the suburbs of America’s 100 largest metro areas grew more than twice as fast as their central cities during the 1990s. The dominant U.S. population trend continues to be a decentralization of economic and residential life—not a return to core cities. Suburban areas are capturing the lion’s share of the nation’s new employment and population growth.

While the cities of the Midwest netted a collective population increase of only 186,000 people over the decade (with nearly half showing declines), their suburbs gained 2.9 million new residents. Amid national differences in patterns of growth and decline, all types of households—in all parts of the country—are choosing suburbs over cities. Suburbs attracted even childless and single-person households faster than cities did. Many immigrants are now bypassing cities altogether in favor of suburbia. Racial and ethnic minorities currently make up more than a quarter of suburban populations, up from 19 percent in 1990.

As people go, so do retail-commercial jobs. Suburbs are no longer just bedroom communities for workers commuting to traditional downtowns. Rather, many are now strong employment centers serving a variety of economic functions for their regions. In the 100 largest metro areas,

only 22% of all people work within three miles of the city center.

In the 1990s, Midwest small city population grew at 34%, significantly outpacing the region’s 8% increase as a whole. The City of Ottawa added about 1,100 people in the last three decades, growing from a city of 10,919 people in 1970 to 12,050 people in 2003. For comparison, census decennial data shows Ottawa’s population of 11,921 in 2000 was an increase of 1,293 people (12.2%) from the 1990 Census (**Ref. Table 2.1, Fig. 2.1**). In comparison, Franklin County grew by 12.7%, an increase of 2,790 people, and the State of Kansas grew by 8.5%. The Kansas City Metropolitan Statistical Area (MSA) registered a population increase of 12.2% (184,024 people), over 4% higher than the average growth in the Midwest (Source: US Census).

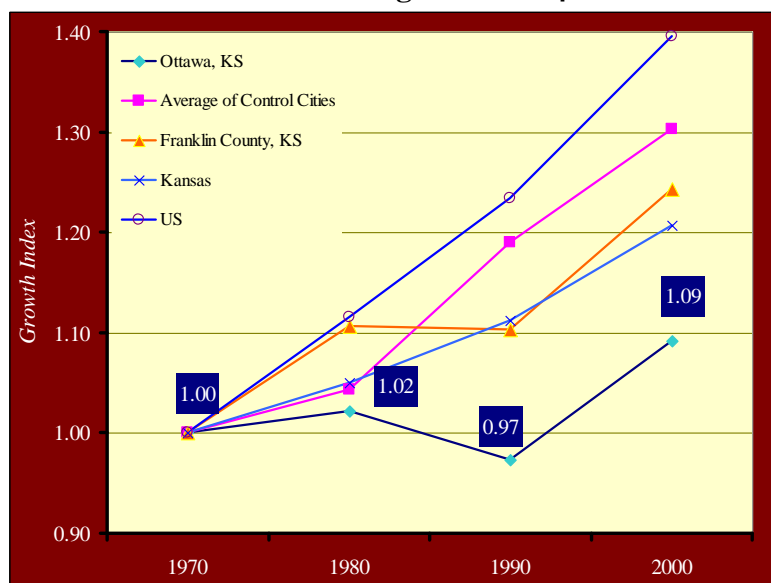
A comparison with a control group of five similarly sized and similarly situated cities in the region show varying trends. The five Kansas control cities chosen are El Dorado; Lawrence; Leavenworth; McPherson and, Winfield. In the last decade, the City of Lawrence grew by 22%, while McPherson grew by 11%. Other cities in the control set, with the exception of Leavenworth, saw modest increases in population. The City of Gardner, which is one ring closer to the metro area than Ottawa, grew from 3,200 people in 1990 to about 9,400 people in 2000—a 194% increase.

Table 2.1: Population Growth (1970-2000)

	1970	1980	1990	2000	% Change 70-80	% Change 80-90	% Change 90-00
Ottawa, KS	10,919	11,157	10,628	11,921	2.2%	-4.7%	12.2%
El Dorado, KS	12,543	11,797	11,629	12,057	-5.9%	-1.4%	3.7%
Lawrence, KS	45,863	53,371	65,704	80,098	16.4%	23.1%	21.9%
Leavenworth, KS	36,796	33,740	38,528	35,420	-8.3%	14.2%	-8.1%
McPherson, KS	10,740	12,027	12,422	13,770	12.0%	3.3%	10.9%
Winfield, KS	11,954	12,067	11,987	12,206	0.9%	-0.7%	1.8%
Franklin County, KS	19,936	22,062	21,994	24,784	10.7%	-0.3%	12.7%
Kansas	2,226,719	2,338,880	2,477,574	2,688,418	5.0%	5.9%	8.5%
US	201,606,786	224,810,186	248,709,166	281,421,906	11.5%	10.6%	13.2%

Source: US Census Bureau, BWR

Figure 2.1: Population Growth (1970-2000)



Racial and Ethnic Characteristics

The racial composition of Ottawa has changed between 1980 and 2000, to include a higher percentage of minorities. In 1980, 95% of the population in Ottawa was white. In 2000 that percentage was 92.7%. At the same time there was an increase in the City’s minority population, mostly of Hispanic ethnicity¹ (Ref. Table 2.3, Figure 2.2). The other control cities have larger minority population ratios, while the County has a smaller minority population.

¹ Census 2000 collected data on Hispanic ethnicity differently from the earlier censuses. Therefore, the data cannot be directly compared across censuses. For more details on data collection refer to the 2000 census release on collection of racial information at www.census.gov/prod/2001pubs/c2kbr01-1.pdf.

Table 2.2: Racial and Ethnic Characteristics in Ottawa, KS (1980-2000)

	Total Population	White	Black or African- American	Other Population	Hispanic Origin
1980	11,157	10,599	304	254	288
1990	10,628	10,014	230	384	358
2000	11,921	11,059	275	587	496
absolute change 80-90	-529	-585	-74	130	70
absolute change 90-00	1,293	1,045	45	203	138
% change 80-90	-4.74%	-5.52%	-24.34%	51.18%	24.31%
% change 90-00	12.17%	10.44%	19.57%	52.86%	38.55%

Source: US Census Bureau, BWR

Table 2.3 Racial Characteristics Comparisons (1980-2000)

		White	Black or African- American	Other Population	Hispanic Origin
1980	Ottawa, KS	95.00%	2.70%	2.30%	2.60%
	Average of Control Cities	88.41%	6.73%	4.86%	2.68%
	Franklin County, KS	97.00%	1.50%	1.50%	1.60%
	Kansas	91.70%	5.40%	2.90%	1.70%
	US	83.10%	11.70%	5.20%	6.50%
1990	Ottawa, KS	94.40%	2.10%	3.50%	3.30%
	Average of Control Cities	87.28%	7.06%	5.66%	3.11%
	Franklin County, KS	96.40%	1.20%	2.40%	2.00%
	Kansas	90.20%	5.70%	4.10%	3.60%
	US	80.30%	12.00%	7.70%	8.80%
2000	Ottawa, KS	92.77%	2.31%	4.92%	4.16%
	Average of Control Cities	84.36%	6.91%	8.74%	3.94%
	Franklin County, KS	95.05%	1.21%	3.75%	2.62%
	Kansas	86.07%	5.74%	8.19%	7.00%
	US	75.14%	12.32%	12.54%	12.56%

Source: US Census, BWR

Though America's suburbs have always had considerable diversity behind their white middle-class image, they are being radically transformed by population trends of the last three decades. Analysis of data from all 330 metro areas in the continental U.S. shows that while the total suburban population had been only 18% minority in 1990, that figure had risen to 25% in 2000. The total suburban white population scarcely changed in the decade (up 5%), while the number of black suburbanites grew rapidly (up 38%) and the number of Hispanics and Asians in suburbs exploded (up 72% and 84%, respectively).

This trend is happening across the country, but it is most consequential in the largest metro areas whose cities are surrounded by well-developed suburban rings. In the largest 102 metro regions (those with more than 500,000 population, which were studied in a report recently issued by the Brookings Institution), the minority percentage of the suburban population grew from 19% in 1990 to 27% in 2000. These suburbs are now 12% Hispanic, 9% black, and 5% Asian.

In the smaller metro areas (less than 500,000 population), minorities are generally not as well represented in suburbia - though the trend is in the same direction, still only 16% of the suburban population in these areas is minority. Whites continue to be the most suburban of major racial and ethnic groups; nationally nearly 71% of whites now live in suburbs.

But minorities are starting to catch up: More than half of Asians (58%) lived in suburbs in 2000, up from 53% in 1990, and nearly half of Hispanics (49%, up from 46%). Lagging behind are African Americans (39%), though their current situation also represents a marked increase from 1990 (34%).

- "The New Ethnic Enclaves in America's Suburbs," Lewis Mumford Center for Comparative Urban and Regional Research, June 9, 2001.

Figure 2.2 Trends in Minority Population (1990-2000)

Source: BWR, US Census Bureau

Median Age

Changes in the median age are important indicators of a shift in the composition of the City. They are a quick way of establishing target age groups for which to plan. The median age in Ottawa has traditionally been less than the County, State and National average. The median age in Ottawa is 34 and the City has a much younger population to plan for. This is also an important indicator of the good quality of the schools and family life in Ottawa. Like the rest of the United States, Ottawa's median age is increasing, however, not at the same rate.

Table 2.4: Median Age (1970-2000)

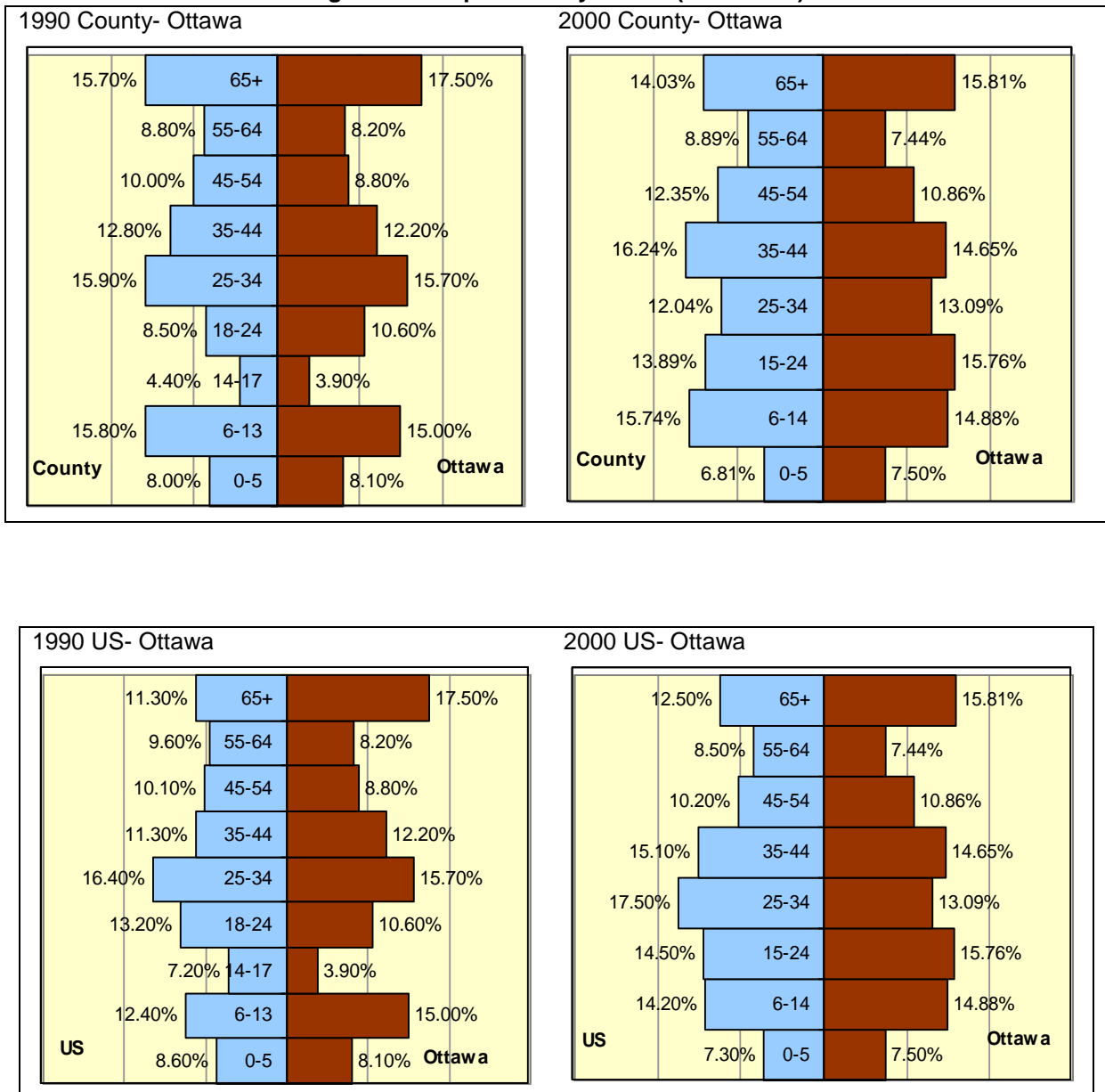
	1970	1980	1990	2000
Ottawa, KS	29	29	32.6	34
Franklin County, KS	33.00	30	33.4	36
Kansas	33.00	30	32.9	36.1
US	31.60	29.2	33.4	35.3

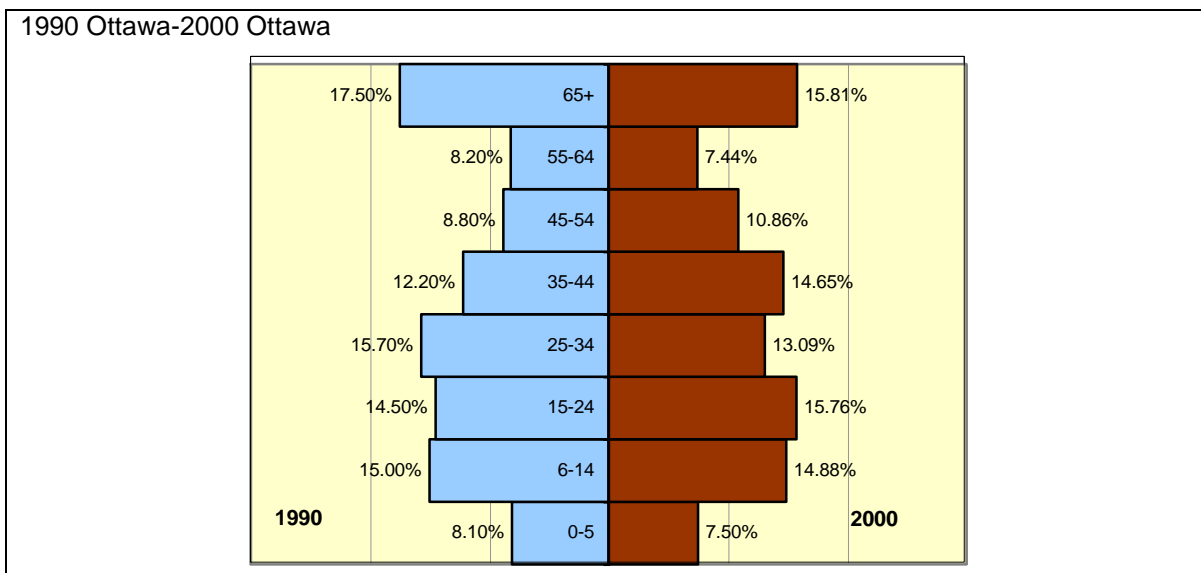
Source: US Census, BWR

Age Characteristics

The age distribution of a population is an important feature while analyzing a City's demographic situation. Figure 2.3 uses population pyramids to show the age distribution differences between the City and the County, and City and the National distribution. Population pyramids also show the change in age distribution from 1990 to 2000 (Ref. Figure 2.3).

Figure 2.3: Population Pyramids (1990-2000)





Source: US Census, BWR.

Along with the significant increase in population there has also been a change in the age composition of the population. The City has traditionally had a large young-adult population. A comparison between 1990 and 2000 age groups indicates an increase in the young-adult (15-24) population in the 1990s. Simultaneously there is also a decrease in the young working population (25-35).

Ottawa has traditionally had a significant elderly population. In 1990, over 17% of the population in Ottawa was over 65. That percentage dropped to 15.8 in 2000; however, it is still higher than the national average. In the 1990s, the percentage of 35-44 and 45-54 year-olds increased by a total of 4.5% in Ottawa. This age group has the highest disposable income and there might be more opportunities for move-up housing or upscale housing to accommodate them. As this group ages and composes the elderly population they may then have different demands in terms of facilities and housing.

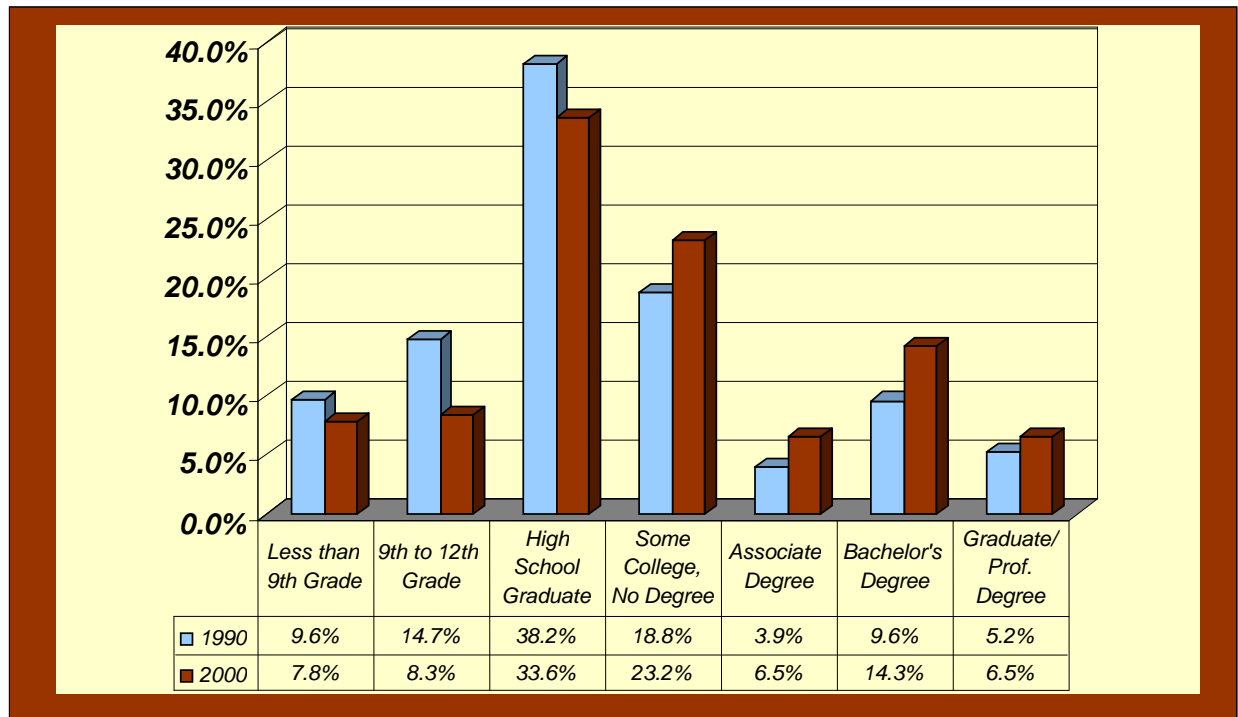
Education

According to the 2000 Census, education data for people over the age of 25 shows that the education levels significantly improved during the 1990s. Specifically, in 1990, 18.7% of the adult population (25 and over) had an associate degree or a higher level of education compared to 2000, when 27.3% had some degree (Ref. Figure 2.4). In 1990, about 16.8% of the adult population in Franklin County and 26.5% in Kansas had an associate degree or a higher level of education. In 2000 those percentages increased to 22% in Franklin County and 31.6% in Kansas.

These data therefore show that Ottawa has a higher percentage of graduates than the County average. However, in spite of an increase in education levels in Ottawa in the 1990s, it is still lower than the State averages. The State’s average for Bachelor’s Degree is 17% and

Graduate/Professional Degree is 8.7%. The high education levels of the available labor pool in the City are discussed later in the chapter (Ref. Table 2.4).

Figure 2.4 Educational Attainment of People aged 25 or more (2000)



Source: US Census, BWR

Income Characteristics

Median household income is the dollar amount that divides the income distribution into two equal groups—half with income above the median and half with income below the median. It provides one measure of the ability of Ottawa households to meet the costs of food, clothing, housing, health care, transportation, childcare, and higher education. Retail businesses, shopping centers, builders and developers consider the median household income as a guide to investment into a community.

Per Capita Income is computed by dividing the sum of all personal income for the city by the total population in the city. Personal income is the sum of individual income received from employment, self-employment, investments, and transfer payments for all households for a given area. Per capita income, therefore, is an indication of the quality of labor force available and, wages and salaries disbursed. These are important indicators for industries and businesses locating to a community.

A comparison to the 1990 income growth rates indicate that the median and per capita incomes in the City and the County have grown at a faster rate than the control cities and the State (Ref. Table 2.5, Fig. 2.5.) These indicate a significant change in the work force composition of the residents to include people with higher paying jobs. Increases in labor force participation may also have contributed to the higher median household incomes in Ottawa. However, according to the 2000

Census, the median household income in Ottawa is \$35,602, lower than that of the County's \$40,807 and the States average of \$42,449. The per capita income in Ottawa is about \$500 lower than the County's and about \$2,500 less than the average of the control cities.

Table 2.5: Income Summary (1980-2000)-in 2002 dollars

		1980	1990	2000	% Change 80-90	% Change 90-00
Median Household Income	Ottawa, KS	\$30,509	\$31,362	\$35,602	2.80%	13.52%
	El Dorado, KS	\$35,563	\$36,842	\$34,585	3.59%	-6.13%
	Lawrence, KS	\$34,891	\$37,094	\$36,227	6.31%	-2.34%
	Leavenworth, KS	\$40,598	\$40,535	\$42,509	-0.16%	4.87%
	Mc. Pherson, KS	\$25,140	\$41,059	\$42,287	63.32%	2.99%
	Winfield, KS	\$30,334	\$34,546	\$35,991	13.89%	4.18%
	Franklin County, KS	\$31,321	\$35,022	\$40,807	11.82%	16.52%
	Kansas	\$36,061	\$40,276	\$42,449	11.69%	5.39%
Per Capita Income	Ottawa, KS	\$13,963	\$14,878	\$17,597	6.55%	18.28%
	Average of Control Cities	\$14,937	\$15,321	\$20,044	2.56%	30.83%
	Franklin County, KS	\$14,531	\$15,384	\$18,089	5.87%	17.58%
	Kansas	\$16,066	\$17,959	\$21,427	11.78%	19.31%

Source: US Census, BWR

Employment, Unemployment and Retail Trade

The Wal-Mart Distribution Center, with over 1100 jobs, is the major employer in the area. Other major employers are the Wal-Mart store, the Ransom Memorial Hospital and USD 290 (Ref. Table 2.6). Recent surveys by city staff revealed that approximately 35% of those persons employed by these larger organizations and industrial firms reside outside of Franklin County. Consideration should be given to gathering more information from those employees about factors contributing to their residency choice and whether there are barriers to their living in Ottawa or Franklin County that should be overcome.

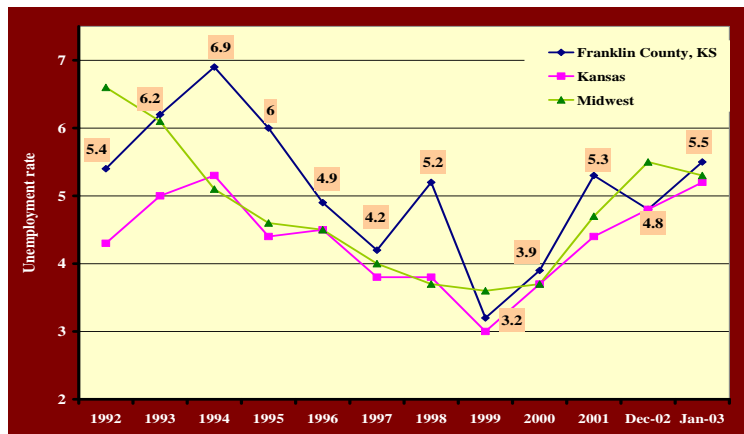
Table 2.6: Major Employers in Ottawa

Employer	Nature of Business	Number of Employees
Wal-Mart Distribution	Distribution	800
American Eagle Outfitter	Distribution	700
USD 290	Education	360
Ransom Hospital	Medical/Surgical	320
Wal-Mart Store	Retail	280
Ottawa Truck	Semi-tractors	275
Franklin County	Government	215
City Of Ottawa	Local Government/Utility	160
Ottawa University	Education	145
Havens Steel	Structural	125
Midwest Cabinets	Cabinets	104
COF Training Services	Assembly	84
Neosho Community College	Education	60
Fashion Inc Mfg,	Canopies	50

Source: Ottawa Chamber of Commerce

Unemployment rate is calculated on a county-wide basis. As of December 2003, Franklin County was 4.4%, Kansas was 4.5% and nationally unemployment was 5.7%.

Figure 2.5: Unemployment Characteristics (1992-2002)



Source: Bureau of Labor Statistics, BWR.

The Trade Pull Factor (TPF) measures a community’s balance of retail trade as reflected by per capita sales tax collections. Pull factors indicate how well a community is attracting and holding onto retail business. A pull factor above 1.00 indicates the community is attracting more business than it is losing. The City of Ottawa has a TPF of 1.27—the strongest among the control cities—indicating that it is attracting and holding retail dollars from out of town people (Ref. Table 2.7, 2.8). The County, on the other hand, has a TPF of 0.74 and that is probably a result of being so close to Johnson County.

The trade area capture (TAC) numbers measure the customer base being served by each business community. The TAC is calculated by multiplying the Pull Factor by the adjusted city population. The City of Ottawa serves 14,719 people (2,800 people more than the city’s Census 2000 population) and captures 80.3% of the County’s trade (About 48% of the County’s residents live in Ottawa.)

Table 2.7: Franklin County Retail Trade Pull Factors, Trade Area Capture and Market Share (1992-2002)

Year	Adjusted Population	Trade Pull Factors	Trade Area Capture	% Market Share
1992	22,158	0.75	16,619	0.66%
1993	22,655	0.73	16,538	0.65%
1994	22,907	0.74	16,951	0.66%
1995	23,154	0.76	17,597	0.68%
1996	23,981	0.84	20,144	0.78%
1997	23,790	0.83	19,794	0.76%
1998	24,768	0.78	19,332	0.74%
1999	24,768	0.78	19,222	0.73%
2000	24,469	0.77	18,859	0.71%
2001	24,628	0.74	18,231	0.69%
2002	24,628	0.74	18,320	0.69%

Source: K-State Research and Extension, Department of Agricultural Economics

Table 2.8: Retail Trade Indicators of Ottawa and the Control Cities (2002)

City	Trade Pull Factors	Trade Area Capture	% of County Trade
Ottawa	1.27	14,719	80.31%
El Dorado	1.14	13,479	35.14%
Lawrence	1.1	87,101	93.17%
Leavenworth	0.8	25,673	71.84%
McPherson	1.03	13,967	55.77%
Winfield	0.92	10,568	44.25%

Source: K-State Research and Extension, Department of Agricultural Economics (2003 data not available)

A labor study prepared by the Docking Institute of Public Affairs at Fort Hays State University was released on April 2002, by the Kansas Department of Human Resources. "The Kansas Labor Force Survey: The Available Labor Pool and Underemployment²" was prepared from a research study of 2,723 adults living in Kansas between June 25, 2001, to Sept. 14, 2001, for the Labor Market Information Services of the Kansas Department of Human Resources (KDHR). The report updates the study released in January 1996 by the Institute for Public Policy and Business Research at the University of Kansas.

The goals of this survey were to assess the characteristics of the labor force in Kansas, gauge the extent of underemployment and assess worker availability for new job opportunities in Kansas and in KDHR's five local areas as defined by the Workforce Investment Act (WIA). The City of Ottawa lies in Area II of the state's five areas. A few relevant extracts are below.

Figure 2.6: Workforce Investment Act Local Areas

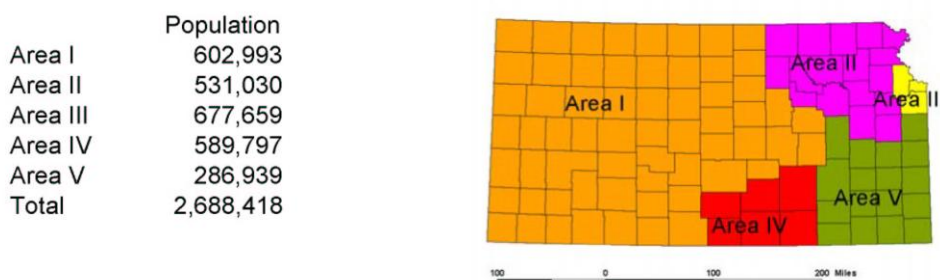


Figure 2.7 Shows the civilian labor force (CLF) occupational employment categories that have been collapsed into eight categories. About one fourth of respondents are classified as production (farmers, construction, manufacturing, etc.) and transportation workers. Almost 23% of respondents are in food, administrative support, and personal services. Business professionals and social and community services (teachers, social worker, arts, etc.) comprise another 15% and 13% of the respondents, respectively.

² The entire study is available online at <http://laborstats.hr.state.ks.us> in PDF format, or by contacting the Labor Market Information Division at (785) 296-5058 or 401 SW Topeka Blvd., Topeka, KS 66603.

Figure 2.7: Occupation Classifications of Respondents

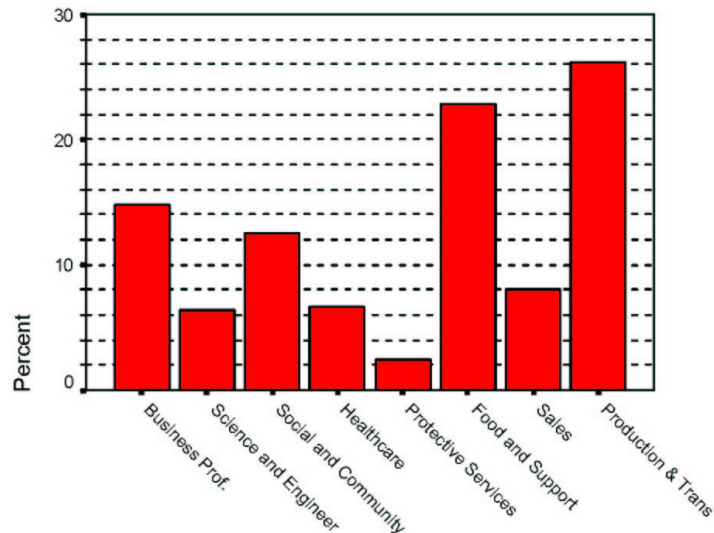
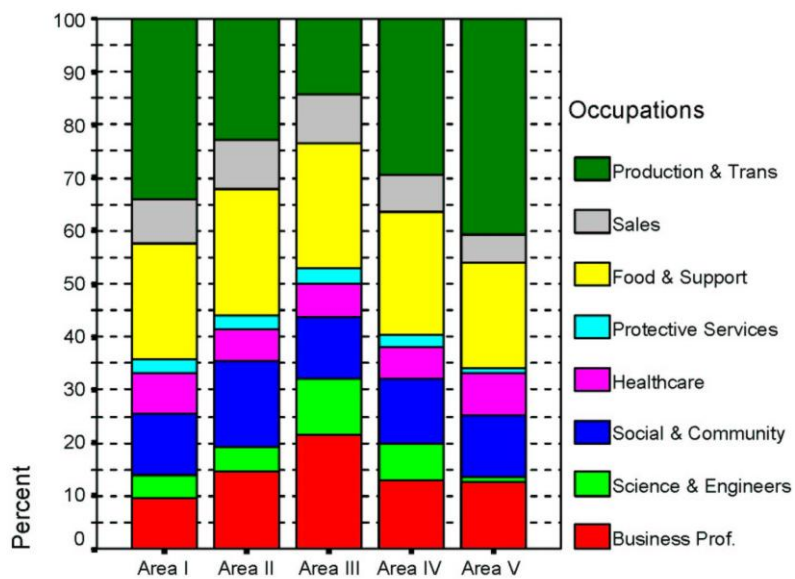


Figure 2.8 Shows the regional differences in the occupations of the respondents. As one might expect, Area II, which contains the Kansas City metro area, has a larger percentage of business professionals and science and engineers when compared to other WIA areas. Likewise, Area I and Area V, which are the most rural areas of the state, have a larger percentage of production and transportation workers when compared to the other regions. Interestingly, there are not large differences across WIA areas for the other broad categories of occupations.

Figure 2.8: Occupational Categories by WIA Areas

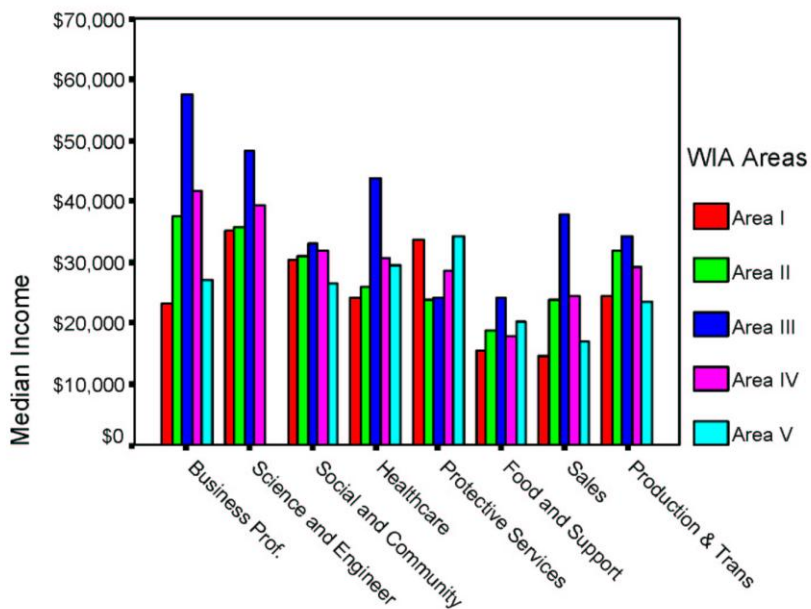


Less than 6% of the CLF in Kansas lacks a high school diploma, and more than 70% has at least two years of college education. Kansas has one of the highest levels of educational attainment compared to other states. In 1998, Kansas ranked eighth nationally in the percent of population (25

or older) with at least a four-year college degree. In addition, over half of the respondents to the survey report receiving some professional training and/or specialized on-the-job training. This suggests that the CLF in Kansas is willing and able to be trained to meet the job expectations of employers.

As expected, the yearly wages vary by occupational categories. Respondents who are business professionals, scientists and engineers have the highest median income (over \$40,000 annually), while respondents who are in food services and administrative support areas have the lowest median income (about \$20,000 annually). The median income for all respondents is \$27,040. There is some variation in annual income by WIA area. **Figure 2.9** illustrates that respondents in Area II tend to earn more annually than respondents in any other areas of the state.

Figure 2.9: Median Annual Income by Occupational Categories by WIA Area



The Effective Labor Force includes the CLF, the underemployed (frustrated and mismatched workers), and opportunity laborers who are outside the official definition of the CLF, who would consider new employment opportunities (full-time students, retirees, homemakers, and military). Whereas the CLF numbered 1,961 cases, the Effective Labor Force represents 2,047 cases. **Table 2.9** highlights that the main differences between the Civilian Labor Force and the Effective Labor Force are homemakers, retirees, and students who are not in the Civilian Labor Force, but indicate that they would consider an employment opportunity.

Table 2.9 also shows the relationship between the Available Labor Pool, unemployment, and underemployment. Of those respondents who are mismatched, 39% are actively seeking new employment and 52% would change jobs for the right opportunity. Of those who are underemployed because they are frustrated, most are either part-time or full-time temporary workers, looking for new employment, or unemployed.

Table 2.9: The Effective Labor Force

	Total Effective Labor Force		Not Employed Looking	
	Cases	Percent	Cases	Percent
Total	2,047	100.0%	157	100.0%
Employed	739	36.1%		
Not Employed Looking	157	7.7%		
Unemployed			73	46.5%
Homemaker			25	15.9%
Retirees			26	16.6%
Students			25	15.9%
Others			8	5.1%
Employed Looking	219	10.7%		
Employed Opportunity	894	43.7%		
Part-time Looking	38	1.9%		

	Underemployed			
	Frustrated		Mismatched	
	Cases	Percent	Cases	Percent
Total	77	100.0%	100	100.0%
Employed	6	7.8%	8	8.0%
Not Employed Looking				
Unemployed	17	22.1%		
Homemaker				
Retirees				
Students				
Others	1	1.3%		
Employed Looking	7	9.1%	39	39.0%
Employed Opportunity	18	23.4%	52	52.0%
Part-time Looking	28	36.4%	1	1.0%

Table 2.10 reviews the extrapolated education levels, gender, and average age level for 302,318 people who are actively seeking employment (employed looking, not employed looking, and part-time looking), and the 650,802 who would consider a new position for the right opportunity. The educational levels of the Available Labor Pool are very high. Over 31% of those who are looking (94,021 people) and about 35% of those who would consider changing jobs for right opportunity (225,828 people) have four-year college degrees or higher. Significantly, less than 10% of both types of available labor lack high school diplomas. Men are more likely to be in the Available Labor Pool than women. About 51% of those looking and 58% of those who would consider changing jobs

for the right opportunity are men. The average age of both groups in the Available Labor Pool is about 37 years old.

Table 2.10: Demographic Characteristics of the Available Labor Pool in Kansas

	Looking		Consider if	
	Labor	Percent	Labor	Percent
Total	302,318	100.0%	650,802	100.0%
Education				
< High School	24,488	8.1%	26,032	4.0%
High School	79,207	26.2%	147,732	22.7%
Some college	75,579	25.0%	180,923	27.8%
AA/Tech	29,023	9.6%	70,287	10.8%
BA and Graduate	94,021	31.1%	225,828	34.7%
Gender				
Women	147,229	48.7%	272,686	41.9%
Men	155,089	51.3%	378,116	58.1%
Age				
Average Age	37 years		37.5 years	

Housing

The housing market in Ottawa has changed in the last decade to include a higher number of rental units. The total housing units increased by 575 units, a 12.8% increase as shown by census data. The control cities added to their stock by about 19% while the County added to its stock by about 15%. Housing stock in Kansas increased by about 8.5%. Since 2000 city records indicate 293 additional units have been issued building permits.

Table 2.11: Housing Unit Characteristics (1990-2000)

		Total Housing Units	Occupied Units	Owner Occupied	Renter Occupied	Vacant
Ottawa, KS	1990	4,505	4,175	60.49%	32.19%	7.33%
	2000	5,080	4,697	57.80%	34.67%	7.54%
	% Change	12.76%	12.50%	-2.69%	2.48%	0.21%
Average of Control Cities	1990	10,409	9,719	49.71%	43.66%	6.63%
	2000	12,373	11,699	48.96%	45.60%	5.44%
	% Change	18.86%	20.37%	-0.75%	1.94%	-1.19%
Franklin County, KS	1990	8,926	8,308	67.63%	25.44%	6.92%
	2000	10,229	9,452	67.88%	24.53%	7.60%
	% Change	14.60%	13.77%	0.24%	-0.91%	0.67%
Kansas	1990	1,042,307	943,065	61.47%	29.01%	9.52%
	2000	1,131,200	1,037,891	63.53%	28.22%	8.25%
	% Change	8.53%	10.06%	2.06%	-0.79%	-1.27%

Source: US Census Bureau, BWR

All housing statistics in Ottawa indicate a strong housing market. Occupancy rates increased across the board with Ottawa's rates going up by about 12.5% and that of the County's by 14%. Owner occupancy in Ottawa decreased by 2.7% and that in the County remained almost the same as before. Renter occupancy increased in Ottawa (by about 2.5%.) Renter occupancy rates also increased in the control cities, though at a smaller rate. Vacancy rates in Ottawa increased slightly to 7.5%, where as the control cities average decreased. (Ref. Table 2.8).

The average household size in Ottawa has declined from 2.5 in 1990 to 2.43 in 2000. This has been a nationwide trend and is expected to continue in the future. Housing values have increased substantially in the City and in the County. The median housing value in Ottawa increased from \$51,380 in 1990 to \$70,900, a 38% increase (Ref. Table 2.12) The County experienced a 43.4% increase in housing values. Among the control cities, home values in Lawrence increased 92.4%. Rental rates in Ottawa also increased by about 48%, but were comparable to the control cities and the County averages.

Table 2.12: Housing Values (1990-2000)

		Average Household Size	Median Housing Value	Median Monthly Mortgage	Median Monthly Rent
Ottawa, KS	1990	2.50	51,380	564	323
	2000	2.43	70,900	814	478
	% change		38.0%	44.3%	48.0%
El Dorado, KS	1990	2.40	53,024	580	322
	2000	2.33	62,400	801	439
	% change		17.7%	38.1%	36.3%
Lawrence, KS	1990	2.70	61,541	674	416
	2000	2.30	118,400	975	555
	% change		92.4%	44.7%	33.4%
Leavenworth, KS	1990	3.30	56,033	671	428
	2000	2.60	75,200	827	540
	% change		34.2%	23.2%	26.2%
Mc. Pherson, KS	1990	2.50	55,583	614	306
	2000	2.43	85,200	834	440
	% change		53.3%	35.8%	43.8%
Winfield, KS	1990	2.70	52,193	591	307
	2000	2.36	60,700	704	413
	% change		16.3%	19.1%	34.5%
Franklin County, KS	1990	2.60	51,450	562	317
	2000	2.56	73,800	799	465
	% change		43.4%	42.2%	46.7%
Kansas	1990	2.60	57,073	647	379
	2000	2.51	83,500	888	498
	% change		46.3%	37.2%	31.4%

Source: US Census Bureau, BWR

Ottawa Housing Study

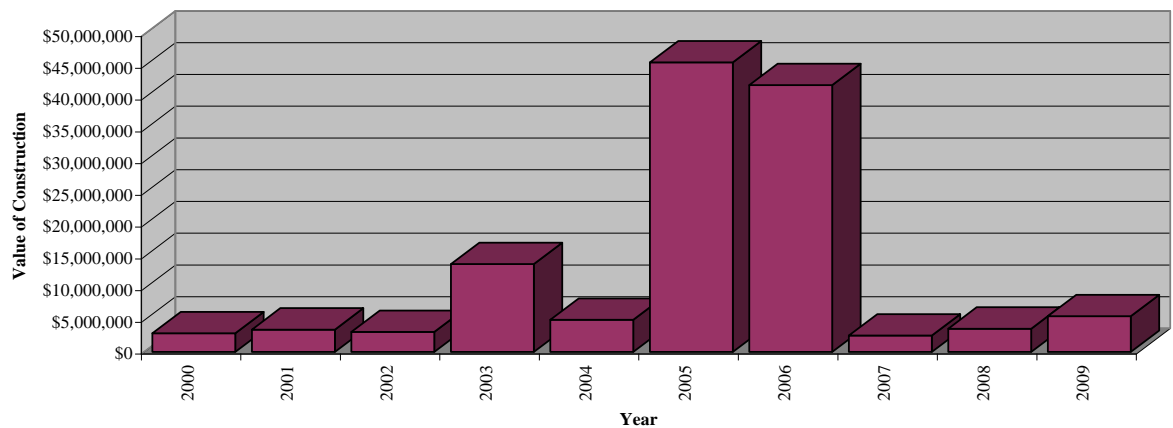
In April 2000 the Ottawa Area Chamber of Commerce published a *Final Report and Recommendations* of the Chamber’s Housing Task Force. The task force spent two years reviewing trends, visiting neighboring cities, and discussing the issue of housing in Ottawa and the region. The study concluded that housing supply had dwindled in the past decade, both owner-occupied and renter-occupied. The recommendations indicated that the City of Ottawa should

- Initiate a strategic plan to build a minimum of 70 new living units per year for the foreseeable future;
- Insure that the city staff is supportive of development;
- Actively recruit developers; and,
- Enhance the image of the community both internally and externally.

Other findings and conclusions are listed in the report, which should be referenced for more details.

Figure 2.10

NEW NON-RESIDENTIAL CONSTRUCTION
2000 -- 2009
Includes Commercial and Industrial

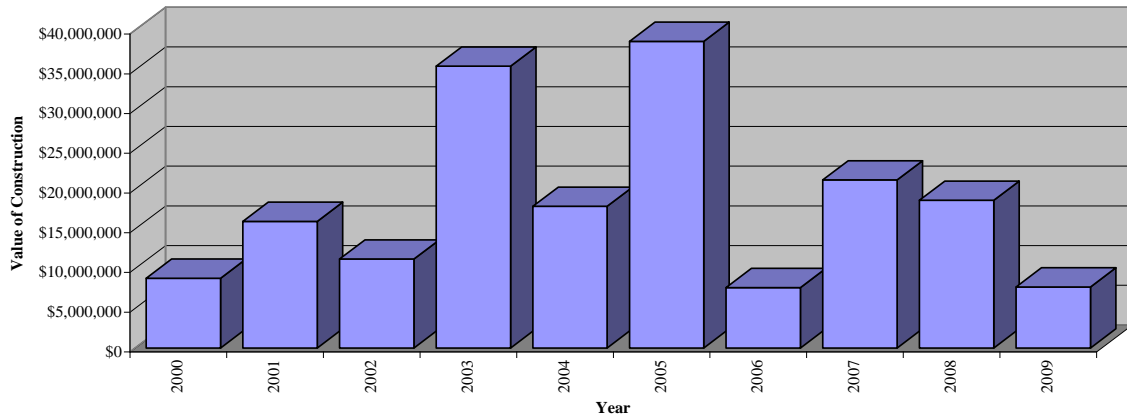


The spikes in 2005 included new Lincoln School and Walgreens and 2006 included American Eagle and Vintage Park.

Source: City of Ottawa Planning & Codes Administration

Figure 2.11

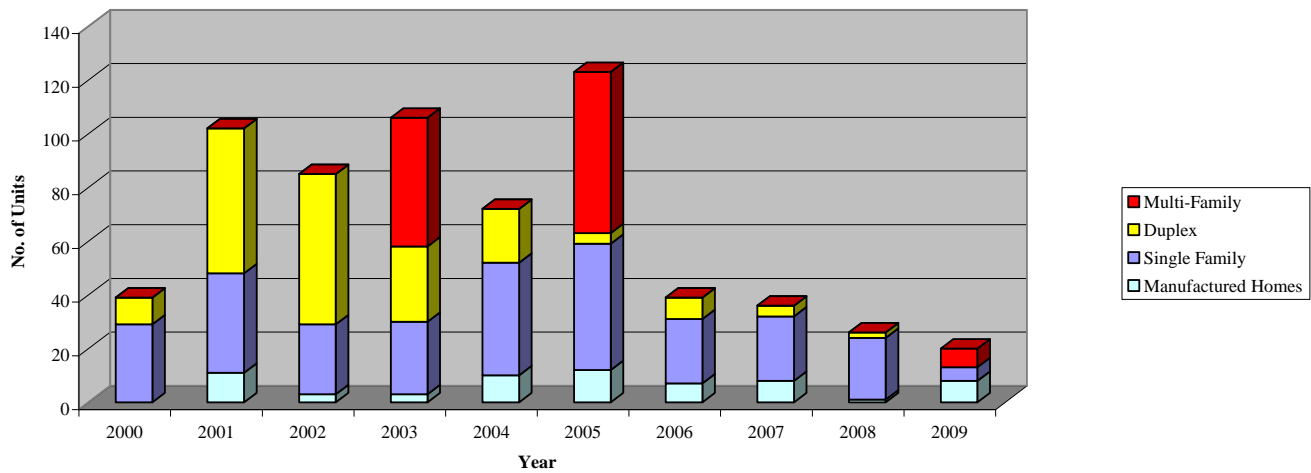
VALUE OF BUILDING PERMITS -- 2000 To 2009
Includes New Residential and Commercial
(alterations and additions to residential and commercial)



Source: City of Ottawa Planning & Codes Administration

Figure 2.12

NEW RESIDENTIAL CONSTRUCTION
2000 -- 2009



2001-2002: Fairway Vista (Duplexes)
2003: Sienna South Apartments
2005: Ottawa Family & 3 4-plex units
2006: Washburn Towers

Source: City of Ottawa Planning & Codes Administration

Table 2.13: Multifamily Housing in Ottawa

Complex Name	No. of Units	Target Population	Rent based on Income	Years in Operation
Canterbury Court	72	All	Market rent with some voucher use	33 years
Cedar Square Senior Housing	49	Very low income, Seniors 62+, Some disabilities	Yes	17 years
Courthouse Square Apartments	26	Seniors & handicap	Yes	11 years
Hidden Meadow Apartments	92	All	72 out of 92 units are income based	9 years
Mission Woods	36	Low Income	Yes	22 years
Ottawa Family Housing	48	All	Yes	0 years
Ottawa Retirement Village				
Village Apartments	24	55+	No	18 years
Village Manor (Nursing Home)	105 beds	Anyone	Yes	20 years
Village Plaza (Assisted Living)	40 rooms	Seniors	Yes	12 years
Village West (Assisted Living)	40	18+ (handicap, disabled)	No	7 years
Park Place I Apartments	24	Seniors, handicap, disabled	40%	20 years
Park Place II Apartments	24	Seniors	40%	17 years
Pine Manor	30	Low Income	Yes	23 years
Sienna South	48	All	No	1 year
Sunflower Plaza Tower	60	Seniors 62+	Yes	25 years

Source: City of Ottawa, Planning and Codes Administration

Summary -- Demographics

Key demographic indicators for the City of Ottawa are as follows:

- The 1990s saw strong growth in Ottawa. The population increased by 1,254 people (11.8%) from the 1990 Census. In comparison, Franklin County grew by 12.7%, and the State of Kansas grew by 8.5%.
- The racial composition of Ottawa has changed slightly between 1980 and 2000, to include a higher percentage of minorities. However, 93% of the population in Ottawa is caucasian.
- The median age in Ottawa is 34—lower than the County and state averages.
- There has been an increase in the young-adult (15-24) population in the 1990s. Simultaneously there is also a decrease in the young working population (25-35).
- Ottawa has traditionally had a significant elderly population. In 1990, over 17% of the population in Ottawa was over 65. That percentage dropped to 15.8 in 2000; however, it is still higher than the state (13%) and national average (12%).
- In the 1990s, the percentage of 35-44 and 45-54 year-olds increased by a total of 4.5%. This age group has the highest disposable income and there might be more opportunities for move-up housing or upscale housing to accommodate them.
- Over 27% of the population in Ottawa has an associate degree or more and this is an increase in education levels in Ottawa since the 1990s.
- Median and Per Capita income in Ottawa indicates a significant change in the work force composition of the residents.

- The housing market in Ottawa has changed in the last decade to include a higher number of rental units. The total housing units increased by 12.8% as shown by census. An additional 293 building permits have been issued.
- The average household size in Ottawa has declined from 2.5 in 1990 to 2.43 in 2000. This has been a nationwide trend and is expected to continue in the future.
- Housing values have increased substantially in the City and in the County. The median housing value in Ottawa increased 38% from \$51,380 in 1990 to \$70,900 in 2000.

Education

Ottawa School District

The availability of quality education is always considered a significant advantage for a community. Easy access to quality education enhances the quality of life and stimulates the growth of the local economy. The quality of education provided within a community is a major factor which influences families and businesses in their decisions to relocate.

Unified School District No. 290 (USD 290) serves the City of Ottawa and a small portion of rural areas surrounding the city. The total number of students in September 2010 was 2,570. The school district has four (4) elementary schools with enrollment of 1,237 students. There is one middle school with enrollment of 540, and one high school with enrollment of 757. Enrollment since 2000 has been quite stable, increasing by 6.3% in 2002-03 and 3.5% in 2007-08. Although some years show decline, overall the districts' enrollment increased 3.9% across the decade.

Table 2.14: State of Kansas and USD 290 enrollment (2000-2009)

USD 290		Kansas		
School Year	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year
2000-01	2,474		468,334	
2001-02	2,431	-1.7%	468,173	0.0%
2002-03	2,503	3.0%	467,326	-0.2%
2003-04	2,472	-1.2%	467,387	0.0%
2004-05	2,445	-1.1%	466,037	-0.3%
2005-06	2,459	0.6%	465,374	-0.1%
2006-07	2,452	-0.3%	465,105	-0.1%
2007-08	2,539	3.5%	471,263	1.3%
2008-09	2,541	0.1%	472,866	0.3%

Source: USD 290

Elementary Schools (enrollment)

Garfield Elementary- 374

Lincoln Elementary-514

Eisenhower Elementary -137

Eugene Field Elementary -248

Middle Schools (enrollment)

Ottawa Middle School-540

High Schools (enrollment)

Ottawa High School -756



Ottawa Middle School, built in 1998 and Ottawa High School, built in 1965

Ottawa University

Ottawa University is a comprehensive, not-for-profit liberal arts and professional studies educational institution affiliated with the American Baptist Churches, USA. It was founded in 1865 after receiving a 20,000 acre land grant from the Ottawa Indians in recognition of the service provided by early Baptist missionaries. The campus in Ottawa, Kansas, is designed primarily for traditional 18-to-25-year-old students, although it attracts and serves nontraditional students as well. Students come from small towns and big cities throughout Kansas, the United States and the world.

It has an enrollment for approximately 500 students who live on campus and the faculty to student ratio is 1:16. In recognition of the growing demand for programs suited to the needs and learning styles of adults, Ottawa University opened its first adult campus in Kansas City in 1974. Additional campuses were opened in Arizona in 1977, Wisconsin in 1992, and Indiana in 2002. International programs in Hong Kong, Singapore and Malaysia were added in 1986. Ottawa University began its first graduate program in 1987 with the addition of the Master of Arts in Human Resources, offered at the Kansas City campus. It is now also offered at the Arizona campuses along with business administration, counseling and education. The online Master of Business Administration program was initiated in 2001. Campuses in Arizona, Kansas City and Wisconsin also have Teacher Professional Education Programs, providing courses for certified teachers.

Ottawa University, Ottawa campus, has several stronger programs as far as enrollment: Business Administration, Social Service, Biology, and Education. The University completed a major fundraising campaign that resulted in a new residence hall, renovation of a residence hall, construction of a new building next to the gymnasium housing a fitness center and locker rooms, as well as other program benefits to the Ottawa campus in the mid 2000's.

Ottawa University
Fall Enrollment Count**

00-01	468
01-02	587
02-03	495
03-04	528
04-05	438
05-06	432
06-07	380
07-08	487
08-09	550
09-10	532

Aerial photo of Ottawa University, Fall 2003



The list is the 10-year fall enrollment data for the College through the last academic year. A few years show significant jumps that can be attributed to factors such as high school partnerships, large influx of student-athletes, summer school increases. The college has begun efforts to achieve a higher student enrollment, with a goal of 1,500 students by 2020.

Neosho County Community College—Ottawa Facility

NCCC reported their most significant item is enrollment growth and growth issues. The following table is a breakdown of enrollment for the Ottawa campus per semester for the decade. Enrollment growth this past year is up 547 students, the highest increase in any single year.

Table 2.15: NCCC enrollment (2000-2009)

Year	Ottawa Campus	Chanute Campus	Student Total
2000	851	1,038	1,889
2001	901	1,123	2,024
2002	1,159	1,025	2,184
2003	1,203	1,053	2,256
2004	1,422	1,150	2,572
2005	1,510	1,354	2,864
2006	1,403	1,000	2,403
2007	1,322	969	2,291
2008	1,172	912	2,084
2009	1,342	1,034	2,376

Reasons for this growth include: increasing concurrent enrollment in 6 area high schools, targeting new businesses and area agencies to offer needed coursework and certification programs (Early Childhood Development, Leadership Franklin County, Addictions Certification), soliciting more KU and other area university students for attendance in desired classes, and establishing greater visibility and involvement within the community to increase NCCC as an institution of choice for education and training.

The College offers several educational and training programs where a person may earn an associates degree or certification in areas such as business and technology, education, law

enforcement, nursing, medical technician, and various studies within the liberal arts which transfer to senior institutions. In addition, workforce development and training programs can be custom-designed for individual businesses and organizations within the communities being served in a 5-county area. Lastly, concurrent enrollment provided for 5 area USD's, or 6 high schools, where NCCC is offering college classes to high school students for college credit.

NCCC administrators continue to emphasize stronger partnerships with the area high school administrators and more teachers being trained for college instruction. There is a significant amount of educational and training opportunities in the Ottawa area and NCCC will need to be ready to serve the people in these areas of opportunity in the years ahead. The college has recently commenced construction of a new branch campus in Ottawa, consisting of a 55,000 square foot building.

Community Facilities

“Community Facilities” is used in this plan to refer to those physical developments owned and operated by either public or private entities for use by the public or for providing service to the public. It has a broader sense than “public facilities.” Community facilities are an essential part of a community and will continue to be a crucial element in its future social and economic prosperity. It has become a common practice in this country to determine the level of a community's quality of life by evaluating the level of community facility and service provision.

Community facilities include such municipal facilities as buildings, land, equipment, and whole systems of activities that are financially supported by the public for municipal government administrative functions as well as other types of services for the benefit of the public. The city hall, the public works building and maintenance shop, the police building and policing equipment, fire protection system, emergency facility and ambulance service, parks, the civic center, water storage and distribution system, waste water treatment system, public transportation system, stormwater drainage system, and various other types of facilities are some of the most common examples of municipal facilities and frequently referred to as "public facilities," denoting that these facilities are owned by the public and operated for the public.

Other types of community facilities include publicly or privately owned buildings, land, equipment, and whole systems of activities for the benefit of the community. Some common examples are public libraries, health services, schools, solid waste collection, and waste disposal facilities.

It is important to point out that community facilities are directly related to land use and the needs and financial responsibilities of the community they serve. As the community grows, so does the need for expanded community facilities. As community facilities expand, more land and public expenditures are frequently required for such expansions. As a result, the development or expansion of community facilities requires an extensive analysis of needs and careful planning in terms of land use, location, timing, and the amount of public investment.

The following is a list of community facilities in and serving the City of Ottawa.

USD 290

Administrative Offices	Located at 416 S. Main
Eisenhower Elem.	Located at 1404 S. Ash
Eugene Field Elem.	Located at 720 Tremont
Garfield Elem.	Located at 12th & College
Lincoln Elem.	Located at 1104 N. Milner
OMS	Located at 1230 S. Ash
OHS	Located at 1120 S. Ash
Alternative School	Located at 411 S. Hickory
Preschool for Special Svs	Located 113 W. 4th
Adult Education	GED service, located at 420 S. Main

Other Schools

Sacred Heart	Private school at 5th & Cedar
Ottawa Christian Academy	Private school outside city limits on Montana Road
Future Visions	Diploma achievement, located at 206 S. Main

Ottawa University

Located at 1001 S. Cedar, See also section on Ottawa University

Franklin County

Annex	1418 & 1428 S. Main, County, Physician and other offices
Courthouse	Historic building located in heart of downtown in the 300 block of South Main.
Corrections/Jail	Adjacent to courthouse
District Court	Adjacent to courthouse
Maintenance Buildings	1900 Block of South Elm
Recycle Center	Part of complex in 1900 Block of South Elm
Records Center	Located at 1124 W. 7th Street Terrace
Transfer Station	Located at 3323 Osborne Terrace

Visitors Bureau

Located at 1900 E. Logan Street

Carnegie Cultural Center

Historic building at 515 S. Main

Old Museum Depot

Historic building at 135 W. Tecumseh

Don Woodward Center

Houses Ottawa Recreation Commission with gym and other youth activities at 517 E. 3rd St.

Ransom Memorial Hospital

Located at 1301 S. Main

Elizabeth Layton Center for Hope and Guidance

Located at Eisenhower Road and Old US 50

Gollier Rehabilitation Center	Located at 901 S. Main
Neosho Co. Com. College	Branch located at 226 S. Beech (moving to 900 E. Logan)
Animal Shelter	Located east of Ottawa on K-68 Highway
Ottawa Public Library	Located at 105 S. Hickory
City of Ottawa Facilities	
City Hall	Located at 101 S. Hickory has administrative offices and commission chambers.
Auditorium	Located at 3rd & S. Hickory
Law Enforcement	Located at 715 W. Second, See reference in law enforcement section.
Fire Department	Located 720 W. Second, See reference in fire protection section
Public Works	Located 230 and 232 Beech Street including Maintenance Shop and Storage Bays for Large Equipment/Vehicles
Utility Warehouse	Located at 234 Beech indoor and outdoor storage of materials, equipment and vehicles
Power Plant	Located at 1000 W. 2nd
Water Treatment	Located at 301 S. Beech
Cemeteries	Hope Cemetery is on W. 2nd and is the older of the two cemeteries and does not have lots remaining for sale. Highland Cemetery is located at 1050 E. 15th and is an original 40-acre site, with a possible expansion to the south on another 40 acre parcel the city owns
Parks	See better description of each park in Parks/Recreation section
Airport	Located 4 miles South of I-35 & Hwy 59 Interchange

A few of these facilities warrant a narrative due to their impact on the community, historic significance or they may be new additions as community facilities.

Ransom Memorial Hospital is a county-owned, not for profit, acute care facility located in the heart of Ottawa. In operation since 1931, Ransom Memorial is a 55-bed hospital accredited by the Joint Commission on Accreditation of Healthcare Organizations. RMH combines a broad range of professional specialties with a hospital staff of over 200 people to form a comprehensive health care facility. Ransom Memorial prides itself on bringing the latest in technology and specialty care to the area while maintaining its small town touch. The latest addition to the RMH system is the purchase and remodel of a former grocery store building at 901 S. Main. The facility, **Gollier Rehabilitation Center**, provides an attractive and brightly decorated location for physical therapy, speech therapy, and occupational therapy, as well as some administrative offices.

The **Ottawa Municipal Auditorium** heralds itself as a landmark of culture and entertainment for the Ottawa/Franklin County area. While there were several precursors, this current building was begun as a dedication to those who died in World War I. The building was designed by noted local architect, George P. Washburn, and had a large stage and fly gallery, over 1400 seats, and a spacious meeting hall downstairs. The building was dedicated in 1921 and was used for nearly every type of cultural and community event. However, after the flood of 1951, decay, lack of use and lack of maintenance resulted in its closing in 1974. However, in 1978 it was reopened after an extensive \$680,000 renovation. The seating was reduced to a more comfortable 840, the orchestra pit enlarged, acoustics enhanced, and other necessary improvements were made. Today's OMA is a reflection of the times. Programming has expanded for greater community outreach. Local talent and children's events receive more exposure. The facility remains a vital part of the community's activities, always striving to provide opportunities to enrich, to educate, and to entertain.

The **Carnegie Cultural Center** at 515 S. Main opened in 1903 as the Carnegie Free Library. The city provided the site and set aside 10% of the building cost for a maintenance fund and Andrew Carnegie donated \$15,000 for the building. The yellow brick neo-classical style building was also designed by Washburn. In the mid 1990's the library left for a larger facility in the new city hall and in 1999 the building was renovated for use as a cultural center. The Ottawa Suzuki Strings and Ottawa Community Arts Council now call it home. The building is again bursting with life and learning. People from all over and of all ages come to the Carnegie Cultural Center to enjoy the changing art exhibits, concerts, recitals, Coffee Houses, plays by A.C.T. Ottawa!, the Crackerjack Children's Theatre groups, and to take various Art and Music classes.

The **Ottawa Public Library** provides informational and recreational reading, listening and viewing opportunities to improve the local quality of life. The Library shares a building with city hall, after moving from an original Carnegie Free Library in 1996. The Library holdings include approximately 50,000 books, 2,000 videos/DVDs, 1,000 audio materials, 800 items in microfilm, 140 periodical subscriptions, 100-art print and originals, and 14 computers. In 2001 the library went online with SIRSI, an automated circulation system for checking materials in and out. The library regularly provides a number of programs for users such as: story and activity time with children, adult programs on special topics, video oral history collection, and some limited computer training. The Friends of the Library enable friend and fund raising activities to support the library including selling used books from the library and community at the bookstore at 209 E. 2nd and delivery of library materials for those unable to come to the library. The Library board and staff are reviewing growth projections, demands for services and programs, facility usage, etc. A space utilization study may be developed to help guide the Library in planning for its future needs while assuring the best practical use of the existing facility. Decisions about the expansion or relocation of the library will involve historic trend data, community growth (actual and estimated), funding identification and availability, site location, opportunities for consolidation, alternatives such as a branch library, other existing library resources in and around the community, etc.

The Franklin County Historical Society, FCHS, operates the **Old Depot Museum** just west of Main Street on Tecumseh. The two-story passenger depot was originally constructed in 1888 by the Santa Fe Railroad and is a designated historic structure by the State of Kansas. It was donated to the Historical Society in 1962 by the Atchison, Topeka & Santa Fe railroad and the next year it was opened as a museum. In 1998 the Historical Society began a substantial renovation using ISTEAF funds along with local contributions to install lighting, windows, update heating/cooling systems to adequately conserve the historical documents or items. Exhibits in the museum include a model railroad layout; displays tracing the life of famed abolitionist John Brown; Silkville, the utopian community created to raise silkworms; a Victorian parlor, general store, military room and more. The Depot Museum also features various traveling exhibits.

The Franklin County Commissioners determined the best use of a former county nursing home building would be to create the **Records and Research Center**, which houses archives suitable for historical research as well as simply document storage space for the County. The Photo Archives include over 10,000 photographs – daguerreotypes, tin types, panoramas, portraits, snapshots, and slides. Over 8,000 of these photos are catalogued by name so that it can easily be determined if a photo is available. Photographic copies are also available, but take much longer. The paper archives are a major source of information for researchers, genealogists and students. The FCHS archives contain a wealth of biographical files, subject files, and ephemera including open house programs, greeting cards, diplomas, stock certificates, business records, etc.

Ottawa Municipal Airport

The Ottawa Municipal Airport is located approximately four miles south of I-35 and Hwy 59 Interchange and one mile east of Hwy. 59. The tract is within the city limits as an island annexation. It is a public-use facility, owned and operated by the City of Ottawa. It is designated according to the current National Plan of Integrated Airport Systems (NPIAS) 1998-2002, as a general aviation facility. It currently experiences approximately 3,000 aircraft operations per year (takeoffs and/or landings), with a total of 23 based aircraft; including 20 fixed-wing single-engine and 3 multi-engine aircraft. The City is charged with the responsibility of maintaining and operating the airport according to the Federal Aviation Administration (FAA) grant assurance agreements.

Water and Wastewater Facilities

The City of Ottawa completed a *Water and Wastewater Study* in 1993 and an update evaluating certain lift stations in 2002. These studies provide the information for the Governing Body and city staff to anticipate the needs for these services into the future. Of particular concern were growth issues:

- Infrastructure improvements needed to serve the current growth; and
- future improvements to serve anticipated growth on the perimeter of the community.

The base year for the study was 1990 with a population of 11,000, design year of 2010 with a population of 15,000, and ultimate development with a population of 18,000. At the time of the first study, population growth was very small, but since that time population growth has been on the rise, with a decennial census population in 2000 of 12,000 people.

Wastewater Facilities

The City of Ottawa completed a *Wastewater Study* in 2007. There are two key growth areas planned for future service:

- in the northeast, including the 68 Highway corridor; and
- in the southwest where recent annexations and platted subdivisions have spurred extension of utilities.

Based on earlier studies, the City has installed two major lift stations that will provide sanitary sewer service to large areas.

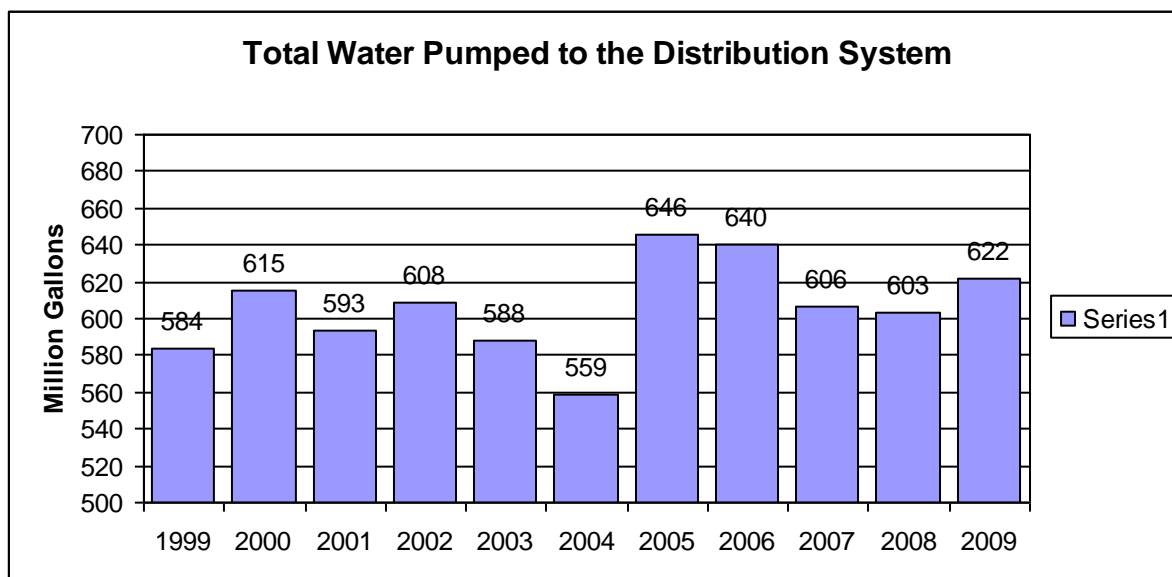
The City completed construction of a new sanitary sewer treatment plant in 2004. The plant is an oxidation ditch plant rated at 2.6 million gallon of treatment capacity per day. The plant has been designed to be easily doubled in size and includes plans for treatment of phosphorous if regulations require in the future. The plant features an odor control system and a belt filter press system. The plant was constructed of coated concrete, block and split block construction.



Water Facilities

Historical water production and metered water sales data were analyzed in the study. Metered water use analysis revealed that 60% of the use is for residential, with the balance to industrial, commercial and institutional use. Rural Water District use was reviewed separately and this review indicated increases in the late eighties-early nineties, from ten percent of total sales to eighteen percent in 1992. In the design year, 2010, it was anticipated that 1.97 million gallons per day (mgd) would be necessary on an average, with 1.43 the average in 1990. The maximum would be 2.89 in 1990 and 3.95 as the design year.

Figure 2.13: Trends in Water Usage (1988-2002)



Source: City of Ottawa

Existing Water Supply System

The water for the City Of Ottawa is obtained from the Marais Des Cygnes River. Four low lift station pumps convey raw water to the City’s water treatment plant, located at 3rd & Beech Street. This plant, constructed in 1980, provides for softening, disinfection, and filtration with a capacity of about 5.5 mgd. Water is stored in a one million gallon reservoir. A high service pumping station, containing four pumps, takes water from the reservoir and discharge to the distribution system. The total installed pumping capacity is 6.7 mgd and the firm capacity is 5.0 mgd with one pump out of service. The distribution system is composed of a single service level. Two 400,000 gallon elevated storage tanks provide equalizing and emergency storage. The north tank is located on North Hickory near Grant Street. The south tank is located on 15th Street near South Main. The distribution system mains range from sixteen inches to two inches in diameter. Ground elevations within the city limits vary between about 900 feet near the river to points of 950 in the south and 940 in the north. The highest ground in the study areas is about 1050 feet in the southwest and 965 feet in the northeast.

As a part of the study, the distribution system was evaluated by a software hydraulic analysis system. The computer model was calibrated and adjusted to simulate actual system performance

based on operational records and run for the base year, design year, and ultimate development under maximum day and maximum hour water demand conditions. Fire flow analyses were performed at key fire hydrants to determine fire flow capability when superimposed on the various design years.

Rural Water Districts

The City of Ottawa's water treatment plant also provides service to Rural Water Districts #1, #2, #4, #7 and the City of Princeton.

Electrical Utility

The City of Ottawa completed an Electrical System Master Plan in 2002 with the document created by Professional Engineering Consultants (PEC). Along with city staff, PEC developed a forecast of both peak demand and annual energy requirements for twenty years. Utilizing historical data collected during the years 1978 – 2001, along with staff input, the forecasts were developed. It was apparent that Ottawa has had a continuation of moderate load growth. The average annual growth rate for the past 10 years has been 3.43% for peak demand and 3.23% for energy. Studies of the electrical systems in the City's north and south areas were adopted in 2006 and 2007, respectively.

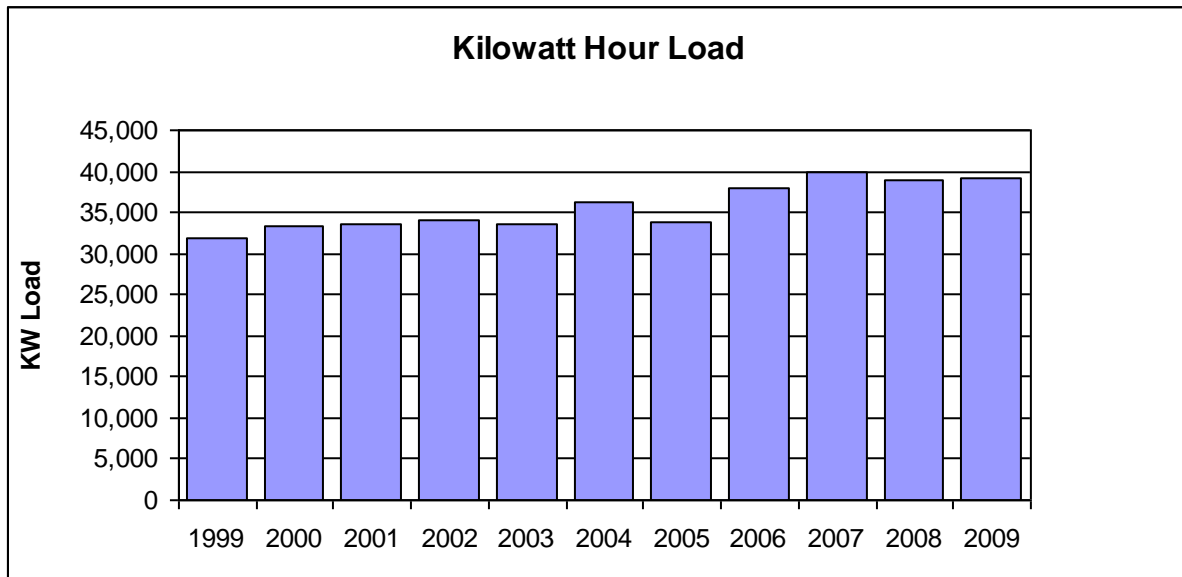
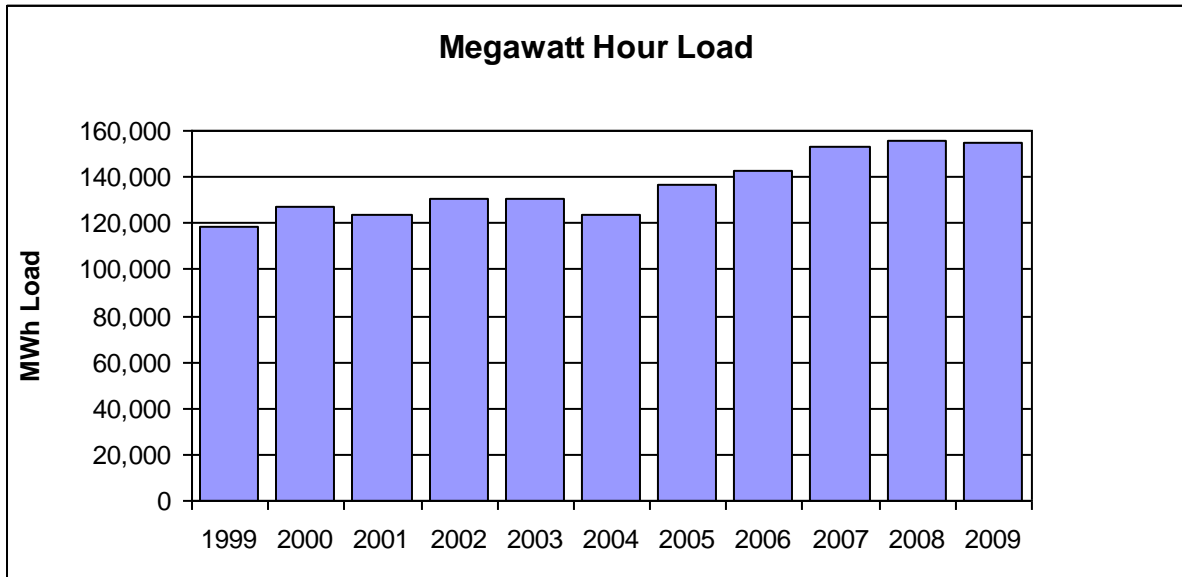
Electrical Distribution System

The study also concluded that improvements were needed to the distribution system. Improvements include splitting circuits, for both reliability and safety of personnel working on the system and to provide for growth. In order to address future load growth and redundancy, it was recommended that a substation be installed in the southeast portion of the city, which is currently in the development stages. Another substation was also recommended for the northeast part of Ottawa.

Power Plant and Substation

The City of Ottawa operates the power plant as a peaking plant for summer loads for about four to five months each year. Evaluation of the existing generators, total operating hours, and maintenance concluded that more maintenance funds and personnel would be necessary to continue life expectancies and prevent peak season overtime problems. The need for substations was revealed to be a significant issue for this area. As a result, two substations have been constructed; in the southeast area of the City and in the industrial park. Another need to be considered in the future is adding power generation capabilities to the existing plant.

Figure 2.14: Trends in Electricity Usage (1999-2009)



Public Safety

Police Department

The City of Ottawa Police Department is headquartered on West 2nd Street in a new 28,000 square foot state of the art Law Enforcement Center completed in May of 2003. The department is administered in four divisions:

- Emergency Services and Administration. Administration furnishes records management and property control services. The Sheriff's Office currently provides dispatching services for the entire County, which includes 911 answering for all agencies.
- Patrol Division. The Patrol Division provides service on a 24-hour basis. The Crime Prevention Unit will be available to present crime prevention programs such as residential and business security service.
- Investigation Division. The Investigations Division is responsible for the investigation of property crimes, crimes against persons, offenses related to juveniles, and drug-related activity.
- Animal Control Division. The City employs a full-time Animal Control Officer to pick up strays, dispose of carcasses, trap wild animals, enforce violations of animal licensing laws and educate the public about animal control efforts. The City will provide these services immediately upon annexation, as they are not available in the county.

The City of Ottawa Police Department cooperates with the Franklin County Sheriffs Office to staff the Drug Enforcement Unit. Other examples of public safety service cooperation between the city and the larger region include a shared 911 dispatch center, a joint tactical team, made up of city and county officers, for emergency response (such as rescue and armed response) and cooperation on the sheriff HAZMAT Service. Further the department operates the "McGruff Club" and McGruff/DARE camp a three day/two night camp for area youth. The department also supports safety and health fair days for local employers. The department administers a police reserve program utilizing 10 to 12 officers. These officers are provided on going training by the department and in return donate many hours back to the community. The reserve officers provide back up for the full time officers and support for special events.

The City of Ottawa Police Department currently provides first response to calls in the proposed growth area under a mutual aid agreement with the Franklin County Sheriffs Department. All commissioned officers of the city are provided a county commission for mutual aid with the sheriffs department and provide support to the sheriffs office upon request. As a result, the city and county cooperate for mutual aid across jurisdictional boundaries.

The animal control service is supported by animal tag registration through other city personnel. The officer responds to complaints concerning leash law violations, animal altercations with citizens and assistance in the enforcement of city pet ordinances. The response for the department for non-emergency calls is 7.13 minutes, and the emergency response is 3.69 minutes.

The Law Enforcement Center (LEC) houses the police department, municipal court, an office for the resident agent of the Kansas Bureau of Investigation (KBI) and the joint city county drug enforcement unit (DEU). Room for expansion was also created for up to twenty years. There are six interview rooms with state of the art technology for audio/visual recording. One room is a "soft" interview room or can be used for families involved in traumatic experiences. The facility contains the courtroom, holding cells for prisoners, three bays for transferring prisoners safely and for fleet maintenance. The LEC also provides on site storage for all records, as well as providing adequate

areas for training of department personnel and the tactical response team. The Ottawa Police Department provides training in CPR and first aid. Several officers are crossed trained as EMTs.



The Law Enforcement Center (LEC) that houses the police department, municipal court, an office for the resident agent of the Kansas Bureau of Investigation (KBI) and the joint city county drug enforcement unit (DEU).

Fire Protection

The Ottawa Fire Department operates out of two stations, with the main station located at 720 W. 2nd St, and a second station at 219 E. 14th St. The department currently has 20 full-time employees along with seven volunteers. Of these 20 employees seventeen are certified Emergency Medical Technicians. The department operates in cooperation with the Franklin County Ambulance Service to provide emergency medical care for the City of Ottawa. The department is not planning on adding any additional personnel over the next several years with the exception of possibly a secretary/receptionist.

The city has adopted a vehicle replacement schedule that helps ensure the department maintains a fleet of modern firefighting vehicles and associated loose equipment as outlined by current National Fire Protection standards.

The average response time for the department is less than 4 minutes. If additional staff or other resources should be needed by the department they have mutual aid agreements with thirteen other recognized fire departments. The department is confident about providing prompt service to isolated areas; however, grass fires potentially pose more of a challenge to the department due to the fact that most equipment is designed for structural firefighting.

Every community that has a recognized fire department is periodically evaluated by the Insurance Services Office (ISO) to determine a community's public protection classification. The goal of rating communities is to provide better insurance rate equity in recognizing public fire suppression abilities. The grade is presented in a class 1 to 10 format with 1 being the best and class 9 being the worst. The Ottawa Fire Department was last surveyed in January 2010 and currently enjoys a class 3 ISO rating. Currently, there were 1195 classified departments in the State of Kansas, with only seven (7) having a lower classification than Ottawa. On a national average a class 1 community pays the lowest insurance rates and scores 90% or better on meeting the national standards in

communications, fire department and water supply. A class 5 pays medium rates and meets 50-60% of the national standards. A class 9 is the worst grade given for any form of recognized fire protection and only scores 10-20 %.

As the city grows and development occurs in outlying areas additional water lines would be laid and additional fire hydrants installed. Fire hydrant requirements and placement within the city are outlined by adopted codes of the city. Currently the only area outside of the city that has adequate water lines and hydrants is the area east of Ottawa along K-68 highway.

Ambulance Service

The Franklin County Ambulance station is located at 14th & Cedar, on the grounds of Ransom Memorial Hospital. It is licensed by the State of Kansas as a Type I service, which means Franklin County EMS provides Advanced Life Support (Paramedic) to the residents of Franklin County. All ambulance units are equipped with advanced life support equipment required by the State of Kansas

Franklin County EMS has 18 full-time employees and six part-time, predominantly with the majority at a paramedic level. The Ottawa Fire Department also provides support with the fourth ambulance unit and their staff. Each of four ambulance units is capable of carrying three stretcher patients each. Two ambulance units are equipped with rescue equipment, ex. Jaws of Life, powered cutting tools, air bags for lifting, etc. In addition, Franklin County EMS has a close working relationship with the area air ambulance services. GPS units and radio contact allow the aircraft to locate us in the outlying areas. Franklin County EMS also has mutual aid agreements with neighboring counties.

Emergency Disaster Planning

Franklin County has a Disaster Plan and has the responsibility of providing the citizens with required services, including the development of a County Emergency Operations Plan to save lives and protect property in the event of a disaster. Along with the plan, the county has an Emergency Planning Director on staff. The planning undertaken by the department includes: Mitigation to reduce the probability of occurrence and to minimize the effects of unavoidable incidents; Preparation to respond to a disaster situation; Response actions during a disaster; and Recover operations that will insure the orderly return to normal following a disaster. The plan establishes the policies, guidelines, and procedures that will provide the elected and appointed officials, administrative personnel, various governmental departments, and volunteer agencies with the information required to function, as a team, to insure a timely and organized response to situations arising from disasters.

In addition, the Director holds mock disaster training between many agencies involved regularly. The agencies included are: city officials, county officials, law enforcement personnel, emergency medical personnel, hospital personnel, education providers, Red Cross. The plan also provides a hazards analysis, understanding of the "incident command system" and needs for federal programs. Since the ice storm in 2002, city staff has become more familiar with emergency planning needs, software to enable better tracking and response, federal reimbursement programs, and incident

command structures. All city departments included in the disaster plan are responsible for developing and maintaining up to date, standard operating procedures for implementing and assigning duties as needed for response.

Parks and Recreation

The City has an extensive Parks and Trails system. The community has the majority of its recreation needs addressed by the Ottawa Recreation Commission. The community offers youth and adult sports, including baseball, softball, basketball, volleyball, soccer, and other programs. The community also has other private recreation program providers through traveling teams, private fitness centers, a private indoor swimming pool, and other programs. The Parks Division is responsible for maintenance of highly visible, well-used grounds and facilities that are a major contributor to the quality of life in Ottawa. In addition to the parks, personnel assigned to this division operate and maintain Hope Cemetery and Highland Cemetery.

Forest Park

Located in the northwest corner of the City, it is notable for its mature oak and walnut trees and its array of recreational facilities. Included are a 475,000 gallon full size municipal swimming pool, 5 new lit tennis courts, 18 individual horseshoe courts, 1 basketball court, a lit baseball diamond and a lit softball diamond, and four playgrounds including a “tots lot”. In addition there are three restroom facilities in the park. Forest Park hosts a number of community events each year, including the Ole Marais River Run (a custom car show), the Power of the Past Antique Tractor and Engine Show, and Chautauqua Days (a July 4th celebration). There are eight shelters all with electricity and many with small grills.





Cox Field

It is a recreational complex which is home to the baseball programs sponsored by the Ottawa Recreation Commission. There are a total of 9 fields; 3 full size fields, 2 softball fields, 2 coach pitch fields, and 2 tee ball fields. The park includes a concession stand, parking, and two restroom facilities.

Haley Park

It is at the intersection of 2nd and Main Streets, is home to a gazebo-like shelter, a fountain and the Mayor’s Christmas Tree, and serves as a focal point for downtown events.

Freedom Park

It is a small neighborhood park on Poplar Street between 2nd and 3rd Streets. Nearby are the Don Woodward Community Center and a Skateboard Park which was constructed on a pair of under-used tennis courts.

Heritage Park

Located on the northeast side of town, is among the City's most recent additions. It lies along Powhattan Street near Birch Street on land acquired by the City during the late 1990s, and developed as a neighborhood park. This park boasts a walking track approximately 3/4-mile in length and a playground structure suitable for toddler to ten-year old children.

Kanza Park

It serves as a stormwater detention pond on the upper end of the Skunk Run drainage basin, but Kanza Park has been enhanced by the addition of a hard-surfaced walking track almost a mile long, and lit with salvaged Victorian fixtures from early 20th Century Main Street (downtown). The trail around the park has been incorporated into community events and celebrations, including running/walking events and a luminary display during the Christmas season. The park is adjacent to the Prairie Spirit Trail.



City Park

It is home to the Carnegie Cultural Center and boasts of a gazebo/bandstand used for summer evening concerts, weddings, and other similar events. Skunk Run Days, an annual community festival and a local fundraiser, occurs in City Park the first full weekend in June. City Park includes playground equipment, a pre World War II naval artillery, and the 1859 Dietrich pioneer cabin. Also located in this park is the Carnegie Cultural Center, home to the Ottawa Community Arts and Suzuki Strings.



The Prairie Spirit Rail Trail

It is a rail-banked right-of-way that has been improved by the Kansas Department of Wildlife and Parks between Ottawa and Garnett. PSRT enhancements in Ottawa include a paved walking/riding surface ten feet wide between 5th and 23rd Streets, a bridge over the Marais des Cygnes River, and a Trailhead facility immediately south of 17th Street. A grant application has been approved to improve the PSRT north of the bridge and create a new trailhead in 2004 at the north end of the trail adjacent to the Old Museum Depot.



Local Taxes

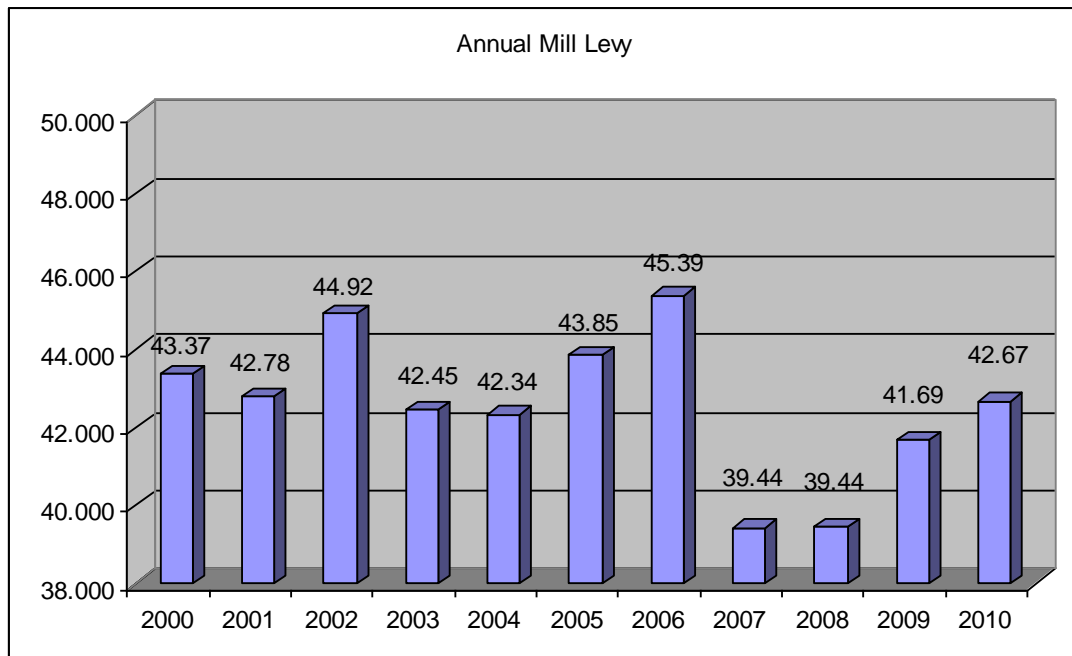
Annual Mill levy in the City of Ottawa has reduced significantly and consistently since 1995 (Ref. **Figure 2.16**). In fact, annual mill levy for the State, County and the School District have increased slightly over the years, while that of the City has decreased (Ref. **Figure 2.19**). Assessed valuation and taxation on the other hand, have steadily increased, and more than doubled since 1994 (Ref. **Table 2.15, Figure 2.18**).

Table 2.16: City Mill Levy by Fund (1994-2004)

FUND	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General	10.521	23.994	22.858	23.871	25.210	25.146	26.782	21.054	23.179	23.719	26.215
Streets - General	13.047	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.495	
Safety Equipment	1.578	1.459	1.518	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Bond & Interest	7.264	6.323	8.369	6.909	6.856	8.72	8.584	8.005	7.053	7.020	7.007
Library	8.742	8.627	9.741	9.386	8.108	7.847	7.741	8.653	8.081	8.386	8.384
Auditorium	2.221	2.377	2.437	2.280	2.164	2.141	2.281	1.723	1.131	1.066	1.064
TOTAL LEVY	43.373	42.780	44.923	42.446	42.338	43.854	45.388	39.435	39.444	41.686	42.670
ASSESSED VAL. X1000	47,522	51,399	54,691	57,896	60,389	64,420	68,852	73,798	83,659	81,625	80,947
TOTAL TAXES	2,061,182	2,198,800	2,456,895	2,457,446	2,563,285	2,791,186	3,125,071	2,910,222	3,299,833	3,402,595	3,454,021

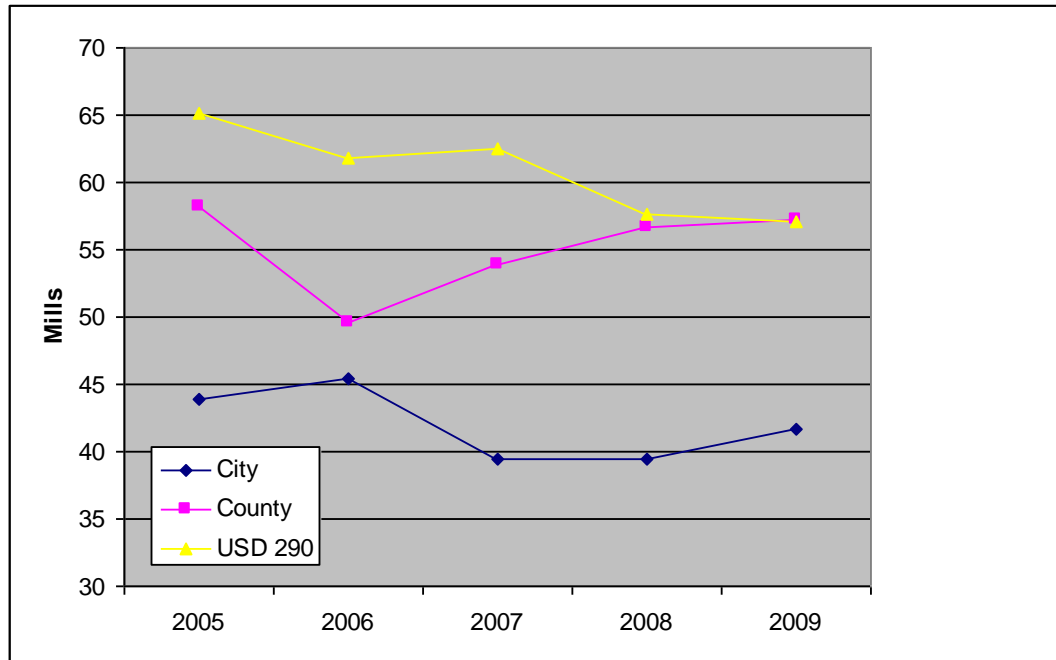
Source: City of Ottawa

Figure 2.15: Ottawa Annual Mill Levy (1995-2004)



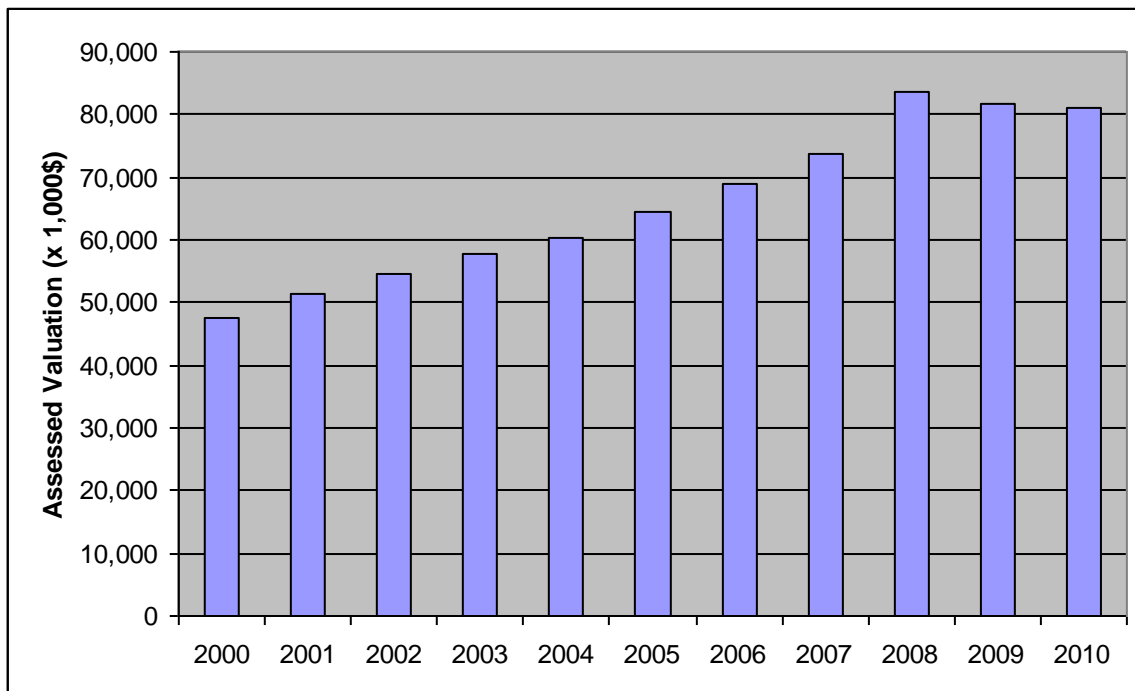
Source: City of Ottawa

Figure 2.16: Annual Mill Levy for City, School District and, State and County (2005-2009)

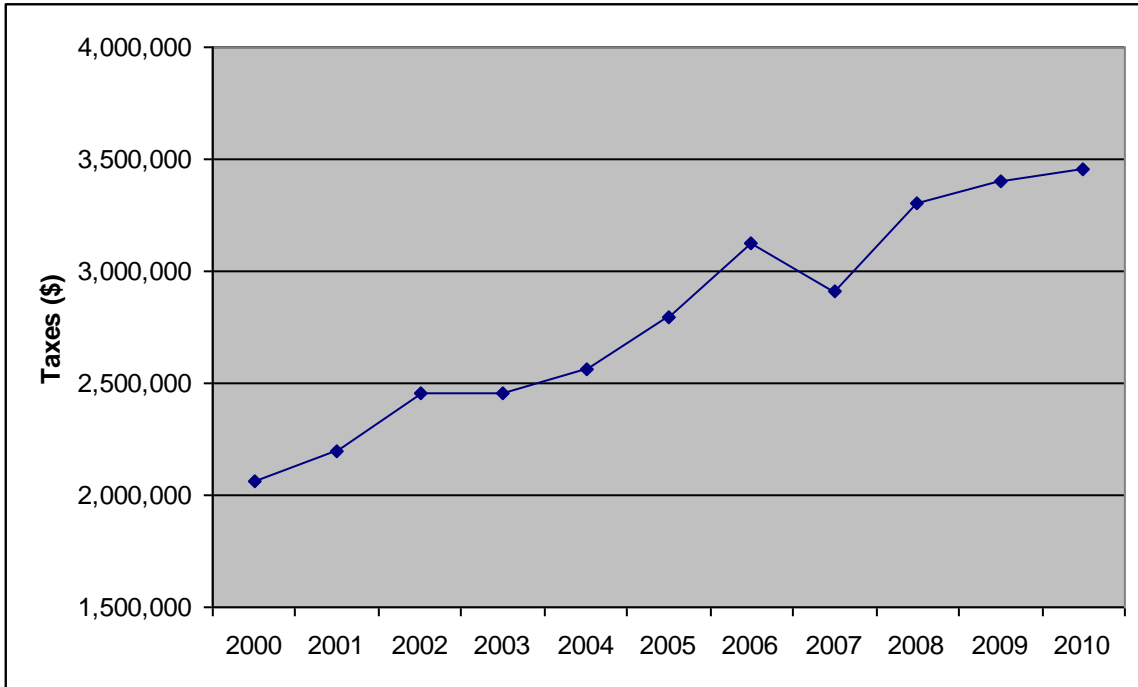


Source: City of Ottawa

Figure 2.17: Assessed Valuation and Total Taxes (1994-2004)



Source: City of Ottawa



CHAPTER THREE
GOALS, OBJECTIVES AND POLICIES
Table of Contents

CHAPTER THREE- GOALS, OBJECTIVES AND POLICIES1

FORMULATION OF PUBLIC POLICY1

GOALS, OBJECTIVES AND POLICIES.....3

FUTURE LAND USE AND INFRASTRUCTURE5

 Land Use Plans5

 Gateways6

 Planned Annexations.....7

 Cross-Town Traffic Links 1

QUALITY OF LIFE.....2

 Public Art.....2

 Landscaping3

 University District.....11

 Housing Quality And Diversity12

 Parks And Recreation.....13

ECONOMIC DEVELOPMENT14

 Downtown14

 Residential/Mixed Use Downtown15

 Retail And Commercial Service Opportunities16

 Improve Work Force & Labor Pool.....17

 Infrastructure And The Business Climate.....18

 Community Marketing.....19

CHAPTER THREE- GOALS, OBJECTIVES AND POLICIES

FORMULATION OF PUBLIC POLICY

The City of Ottawa's comprehensive plan update began in 2000, when City Planning staff and the Planning Commission acknowledged the need for a complete overhaul of the existing plan. Although the plan was completely updated in 1988, and various sections had been revised in part, the community had grown and was facing new challenges.

A consulting firm was selected to coordinate the update. Early in the process, the consultants met with members of the Planning Commission and city staff to discuss planning issues in general and to agree on an approach. The consultants then held further discussion with the Planning Commission and staff. During development of the update, public workshops and other public input tools were used to help identify issues and preferences. This work built on the community's priorities identified during the Ottawa Vision project that was conducted in 2001-2002. The public workshops held during the update process also focused on more specific topics related to land use development, growth, services and the impact they have on the community.



A high level of public participation helped to identify issues, preferences and strategies that went into developing the goals, objectives and policies of the Plan update.

The public workshops provided an opportunity for residents of Ottawa to identify and prioritize issues that are critical to the future of the community. Input from these meetings helped identify options and preferences to resolve the issues and implement the opportunities and strategies identified. To help assure broad based representation, meeting notices were sent to community stakeholders, city staff and to all elected and appointed boards. Meetings were also publicly announced in the local media, and were open to the public and residents, landowners, developers who reside outside Ottawa, business owners and other community stakeholders. Following is a brief description of the process used for public input and consensus building:

- Ottawa Vision Project. In early-2001, the Ottawa City Commission and Planning Commission decided to proceed with a visioning process to collect data from the community as a basis for the comprehensive

plan update. This decision came from a desire to have the update built on a foundation of public input derived from grass roots community information, with less emphasis on the opinions of outside consulting firms. The Vision Project was to be funded by the City and was conducted by a steering committee. Survey forms were sent to 4,500 households in Ottawa with over 1,450 responses received (a 34% response rate), and hundreds of people participated in various public meetings to discuss and refine priorities. The data collected helped to identify the desires and vision for Ottawa and focused on items that could be implemented over a 15-year period.

- Community Capacity Building grant. In September 2001, the City applied for a planning grant through the Community Capacity Building (CCB) program, administered by the Kansas Department of Commerce and Housing. The grant is intended to encourage collaborative community development planning and comprehensive plan implementation activities. In December, the City was awarded a grant of \$15,000 to update its comprehensive plan, along with an additional \$4,233 to develop a flood hazard mitigation plan. The City was required to provide \$20,000 in matching funds for the project.
- The Vision Project results were presented to the City Commission in mid-2002. In early 2003, the City authored a written response to each item under which had listed the City as the responsible party. Both the Vision Report and the City's response were either published verbatim or summarized in the local media and made available to the public through the library. In January 2003, the City went through a competitive process to hire a qualified consultant to coordinate the comprehensive plan update. The firm of Bucher, Willis and Ratliff (BWR) was selected.
- Focus Session. The first public workshop conducted by BWR, the "Focus Session," was held in late-March, during which the participants identified the most critical issues facing Ottawa in the coming years (see *Appendix A* for a summary). During the session, about 45 people reviewed issues identified during the Vision Project, then met in breakout groups to identify comprehensive plan issues.



More detailed discussions occurred in breakout sessions and Planning Commission meetings.

- Policy Planning Charrette. The second public workshop was held in April 2003. During this interactive workshop, participants formulated goals, objectives and policies for the issues previously identified as most critical to Ottawa's future. *Appendix B* contains a summary of the results.
- Public Presentations. Throughout the project, public presentations to the Planning Commission, City Commission and other interested parties were used to further discuss issues and verify approaches.
- Public Hearings. A public hearing was held on February 18, 2004, before the Planning Commission. The notice of public hearing was published on January 27, 2004. Copies of the document were available for review at the Planning Office and the Public Library prior to the hearing. Action regarding the plan was taken by the Planning Commission during its March meeting to ensure appropriate response to hearing comments.

During the public workshops, issues were discussed in relation to three major categories:

1. Future Land Use and Infrastructure: planning for and funding of infrastructure improvement, and the intensity of land uses in the City and its planning area.
2. Quality of Life: factors that influence the character and image of Ottawa as well as the community assets that make Ottawa appealing to residents and visitors.
3. Economic Development: attracting and providing services to new commercial and industrial developments, along with retaining existing businesses and industry and preserving downtown.

GOALS, OBJECTIVES AND POLICIES

The following goal statements and planning objectives are based on a summary of the ideas expressed during the public input and consensus building processes. Implementation of these goals and objectives can aid Ottawa in proactively reaching the community's preferred future by helping to determine priorities for capital improvement planning, ordinance updates and other implementation strategies. The strategies and recommendations for implementing the goals, objectives and policies in the Comprehensive Plan update are based upon the following structure:

- Goals are broad statements of purpose: "Here is where we want to go."
- Objectives are specific statements for achieving the goals: "Here is how we get there."
- Policies are statements about what the City intends to do when implementing goals and objectives: "Here is what we have to do to get there."
- The entity identifies those groups that will have the primary responsibility in implementing the policies: "Here is who will be responsible for (take the lead in) helping us get there".

In order to effectively implement these goals, objectives and policies, it is necessary to track short- and long-term progress. As the Plan is implemented, these goals and objectives are reevaluated and updated. As a means of tracking progress and encouraging use of the Plan, implementation activities should be advertised and celebrated as a reward for the continuous efforts of the participating entities.

Overlapping issues have been combined where appropriate to minimize duplication. For each issue and goals/objectives statement, an entity or group is identified as an appropriate agent for action to implement the Plan objectives. These entities are not assumed to have sole responsibility for the proposed action, and there is no intent here to imply any authority. Rather, the entities identified are viewed as the strategic agents for taking initial action and spurring action toward completion. The following entities and groups have been identified:

City Commission. The Mayor and City Commission of Ottawa.

City Administration. The City Manager and all administrative or contractual staff under this position, responsible for providing public services to the community or City organization.

City Planning Commission. The appointed planning advisors to the City Commission.

City Planning Staff. A subset of City Administration comprised of the Planning Director and staff.

Ottawa Recreation Commission (ORC). The City/USD-290 appointed board and its Director and staff.

Economic Development Organizations (EDO). Ottawa Area Chamber of Commerce, Main Street, O/FCED and Franklin County Convention & Tourism.

Education Community. Ottawa University, Neosho County Community College and USD-290.

Service and Cultural Community. Area Agency on Aging, ECKAN, Ottawa Community Arts Council, Franklin County Historical Society, and various other service groups.

Development Community. Private land owners, business owners, realtors, developers, development consultants and others with a vested interest in development within Ottawa and the surrounding area.

Citizens. The residents of Ottawa and the surrounding area.

A review of this section was done in 2006 and 2010, at which times updates were made.

FUTURE LAND USE AND INFRASTRUCTURE

LAND USE PLANS

GOAL:

Establish a land use plan that creates function and cohesiveness throughout Ottawa.

Objective 1: Plan for proper land usage in appropriate areas.

Policies

- a) Review annually the growth area plans-to ensure appropriate locations for all uses.
- b) Coordinate public service extension plans with annexation plans and, growth areas and economic development efforts.
- c) Develop an area plan for the interchange of the new US 59 bypass and Davis Avenue in the Urban Growth Area.
- d) Begin Visioning process and Comprehensive Plan Update

Entity: Planning Commission, City Administration, Planning Staff, O/FCED

Timeline: 2011-2013

Status: **Complete**

Objective 2: Adopt and apply appropriate access management standards.

Policies

- a) Draft access management standards to be applied to these major thoroughfare streets; Eisenhower Avenue and Davis Avenue.
- b) Emphasize public safety as well as travel convenience.
- c) Base the separation distance requirements on posted and design travel speed.
- d) Balance use of standards (modeled after KDOT) with economic development.

Entity: City Administration

Timeline: 2006-2007with Transportation Master Plan

Status: **Achieved**

Objective 3: Continue to maintain a proactive, cooperative and facilitative city organization.

Policies

- a) Accommodate and facilitate growth while assuring orderly development through administration of local land use regulations.
- b) Quickly address deficiencies in the Development Review Committee process, city requirements, codes, guidelines, and all regulations that relate to development while balancing protection of the community's best interests.
- c) Establish target objectives for timely review and measurements of success.

Entity: City Administration and Planning Staff

Timeline: Ongoing

Status: **Complete.**

GATEWAYS

GOAL:

Create an easily recognizable image at the primary gateways to the community.

Objective 1: Promote the community's gateways in a coordinated manner using an identifiable brand, image or icon in order to create a lasting and positive impression for residents and visitors.

Policies:

- a) Define and improve gateways with focus on major vehicle transportation and rail-trail entrances.
- b) Use a common symbol, icon or brand to broaden identity of municipal buildings, parks, etc.

Entity: City Administration, Planning Staff and EDOs
Timeline: 2010-2013
Status: **Begun.**

Objective 2: Ensure that gateways represent the community and are site sensitive.

Policies:

- a) In order to provide a distinctive and positive impression at each gateway their features should include and represent assets of the community including natural historical cultural, and artistic resources.
- b) The planning and design considerations given to gateways should be based upon a hierarchy of importance, with consideration of dominant neighborhood features, location, traffic volumes, street function and visibility.
- c) Evaluate the potential for way-finding maps at certain gateways.
- d) Develop a plan to identify gateways with designs, costs, phasing and partnership potentials.

Entity: Planning Staff, City Administration, Planning Commission, EDOs (i.e. Community Affairs and Image)
Timeline: 2010-2013
Status: **Begun.**

PLANNED ANNEXATIONS

Goal:

Reconcile short-term and long-term needs and vision of the community.

Objective 1: Create strong City/County intergovernmental zoning and sub-division regulations and agreements to allow the City review and approval of development within distinct surrounding areas.

Policies:

- a) A policy agreement with the County would establish that controlled annexations would position the City to enhance and promote Ottawa’s preferred future and the future of the urban region in its Planning Area.
- b) The City/County agreement would forge a new policy to annex proactively based on public need, not only based on private interest and private initiation of annexation into the City.
- c) A policy agreement should be created with the county for the management of rights-of-ways on the perimeter of the community for service delineation including: maintenance, public safety, and emergency services.

Entity: Planning Staff and County Staff, City Commission and County Commission

Timeline: 2006-2007

Status: **Move to achieved.**

Objective 2: Identify proper land use based upon growth trends and issues.

Policies:

- a) Describe future land uses of planned annexation areas and why these areas should be annexed pro-actively. **Complete**
- b) Update the City’s future land use map to reflect the land use described.

Entity: Planning Staff, Planning Commission

Timeline: Ongoing

Status: **In process.**

Objective 3: Take a strategic approach to serving annexation needs.

Policies:

- a) Update utility plans to identify priority development areas based on future public facility capacity.
- b) Prioritize/reprioritize development areas as conditions indicate near-term economic development opportunities, i.e. industrial development.
- c) Adopt a formal 5-year Capital Improvements Program (CIP):
 - * Define CIP projects needed in areas to be annexed.
 - * Rank them by phase.
 - * Adopt CIP plans to meet near-term and longer-term infrastructure needs.

Entity: City Administration, Planning Staff, Planning Commission and City Commission

Timeline: 2006 and Ongoing

Status: **Move to achieved.**

CROSS-TOWN TRAFFIC LINKS

Goal:

Ensure that the community has adequate routes of ingress and egress for citizens, businesses, tourists, traveling public, etc.

Objective 1: Identify thoroughfare corridors that should be protected today in order to preserve Ottawa's thoroughfare needs in the future.

Policies:

- a) Plan for corridor links, including the:
 - * Davis Road & K-68 Highway connections to the future US-59/I-35 bypass. **Complete.**
 - * Eisenhower Avenue connections to I-35 and 7th Street (K-68).
 - * 15th Street connections to I-35 and Eisenhower Avenue.
 - * 23rd Street connections to US-59 Highway and Eisenhower Avenue. **Complete.**
 - * Additional corridors for future consideration: Main, Seventh, Wilson streets

Entity: City Administration and Planning Commission
Timeline: 2011-2014
Status: **Ongoing**

Objective 2: Ensure adequate setbacks on major thoroughfare corridors.

Policies:

- a) Adopt Corridor Overlay Districts that create distinct setbacks along key segments of certain thoroughfare roads.
 - * Set standards and policies that ensure key thoroughfares are protected, including land use and development limitations such as added rights-of-way dedication, deeper setbacks, etc. Complete – Move to achieved
 - * Develop streetscape and landscaping standards applicable to new road construction.
 - * Implement recommendations outlined in K-68 Corridor Management Plan.

Entity: Planning Staff, Planning Commission
Timeline: 2010-2011
Status: **Ongoing**

Objective 3: Facilitate traffic flow and safety.

Policies:

- a) Adopt ordinances that apply access management standards to the Corridor Overlay Districts.
- b) Review currently adopted corridor plans
- c) Review truck routes and ensure appropriate signage.

Entity: City Administration and City Commission
Timeline: 2011-2012
Status: **Not Begun.**

QUALITY OF LIFE

PUBLIC ART

Goal:
Incorporate public art into the lifestyle of the community.

Objective 1: Plan for a diversity of public art throughout the community.

Policies:

- a) Adopt procedures to ensure that public art includes a variety of art forms and locations.
- b) Ensure that public art locations are planned and appropriate to the art itself.
- c) Set apart gateways with unique and vibrant artwork and detailing (lighting, signage, landscaping, architectural details, colors, textures, surfaces, etc).
- d) Adopt standards for use of:
 - * Banners
 - * District signage
 - * Directional signage
 - * Street signs
 - * Street furniture and other

Entity: EDO's, Service & Cultural Community, City Administration, and City Commission,
Timeline: 2011-2012
Status: **Not Complete**

Objective 2: Emphasize the visual and physical strengths of the community by promoting neighborhood districts and areas that project Ottawa's identity.

Policies:

- a) Assign schedules for the entities to take action steps in implementing the Plan.
- b) Use the Ottawa University arrowhead to direct traffic to the campus.
- c) Create special district signage which incorporates City brand.
- d) Use the City brand on signs for public buildings, etc.

Entity: City Administration
Timeline: 2011-2012
Status: **Not complete, though OU and OHS areas have implemented painted street markers.**

LANDSCAPING

Goal:

Add value to existing and new development through appropriate landscaping standards.

Objective 1: Develop a plan to expand landscape, green space and open space.

Policies:

- a) Review draft parkland dedication requirement of certain new subdivision plats and revise as necessary.
- b) Publicize existing list of preferred species (appropriate plantings) to citizens and developers through City website and Government Access Channel.
- c) Require quality landscaping design near and around stormwater detention sites.

Entity: Planning Staff and Planning Commission

Timeline: 2010-2011

Status: In process.

Objective 2: Create a reward system to identify good landscape design.

Policies:

- a) Assign a group to create a reward system for good landscaping associated with development projects including commercial, industrial, and residential.

Entity: EDOs, City Administration

Timeline: Ongoing

Status: Not Begun.

UNIVERSITY NEIGHBORHOOD

Goal:

Promote a the university neighborhood, defines as the area bounded by Main; Seventh; Lincoln; and Fifteenth streets; to enhance visibility and value for OU and the community.

Objective 1: Develop communication and joint planning for University neighborhood.

Policies:

- a) Enhance cohesiveness between OU and the City with dialogue regarding planning efforts on the campus.
- b) Review OU Master Plan and City Comprehensive Plan for housing, commercial growth, access points, traffic, etc.

Entity: City Administration
Timeline: 2015

Objective 2: Develop appropriate signage to define access points to the neighborhood to enhance awareness within the community.

Policies:

- a) Prepare site plans and District standards for:
 - * Signage design.
- b) Create way finding signage to the OU neighborhood.

Entity: City Commission, Planning Staff, and Ottawa University
Timeline: Ongoing

Objective: Develop infrastructure to support improvements in the new University Neighborhood.

Policies:

- a) Review feasibility of Ninth Street road improvements.
- b) Begin consideration of storm water solutions for increased areas of impervious surfaces anticipated.
- c) Incorporate a factor in the annual City CIP to weight the impact of proposed projects—and their timing—on the OU District.

Entity: City Administration
Timeline: 2015

HOUSING QUALITY AND DIVERSITY

Goal:

Support development of affordable and appropriate housing for all segments of the community.

Objective 1: Develop flexible standards of good design to ensure a variety of residential projects.

Policies:

- a) Prepare standards for site plans and building design for multifamily housing:
 - * Site plan review standards for placing structures on a site.
 - * Building design standards for moderate- and high-density residential to avoid inappropriate massing of structures on a site.

Entity: Planning Staff and Planning Commission

Timeline: Ongoing

Objective 2: Ensure opportunities for manufactured home areas for affordability.

Policies:

- a) Review standards and potential suitable locations for manufactured home parks.

Entity: Planning Staff and Planning Commission

Timeline: Ongoing

PARKS AND RECREATION

Goal:

Provide adequate facilities and opportunities for recreation to the community.

Objective 1: Identify specific areas to create and promote recreation and green space.

Policies:

- a) Develop a Master Plan for the Cox Sports Complex
- b) Master Plan Freedom Park and skate park
- c) Consider development of multi-purpose field complex
- d) Develop a off-leash dog park
- e) Develop a collaboration between ORC, the City and School District to acquire land for park development.
- f) Support new playground amenities in Forest Park

Entity: ORC

Timeline: 2010-2012

ECONOMIC DEVELOPMENT

DOWNTOWN

Goal:

Promote retail and residential development downtown (Tecumseh to 7th/Cedar to Walnut).

Objective 1: Promote a vibrant Main Street.

Policies:

- a) Use Zoning to increase the vitality of the Main Street Business District.
 - * Identify and promote niche retail and new opportunities downtown.
 - * Consider bonus-zoning standards to achieve objectives.
 - * Create a Downtown Zoning Overlay District to build on accomplishments and address specifics, i.e: define boundaries; short-range action plans, and action committees/ organizational structure
- b) Continue existing and investigate new financial incentives.
- c) Create marketing materials containing a summary of financial assistance programs and a flow chart outlining the process for application and results.

Entity: EDOs, Planning Staff, Planning Commission

Timeline: Ongoing

Status: **Partially Complete**

RESIDENTIAL/MIXED USE DOWNTOWN

Goal:
Promote housing downtown.

Objective 1: Identify sites that could be developed/ redeveloped for housing in and near downtown.

Policies:

- a) Review housing within the downtown housing market area.
- b) Conduct a housing feasibility study for 2nd floor renovations for residential use.
- c) Consider the latest housing trends affecting the regional housing market.
- d) Target a variety of demographic profiles to overcome potential, real and perceived market factors influencing the Ottawa housing market.
- e) Assess downtown strengths and weaknesses in the housing stock, including:
 - * Affordability analysis of what is available and what is needed
 - * A demand analysis: type and cost of housing that is needed based on: income needs, housing industry needs, and projected growth
 - * A comparison of information to other Kansas communities of comparable size

Entity: EDOs, Planning Staff
Timeline: 2012-2013
Status: **Not Begun.**

Objective 2: Promote and use tax incentives, explore funding options.

Policies:

- a) Assign private sector groups to identify effective tax incentives that will be useful to downtown housing.
- b) Stay abreast of options created by state and federal agencies and organizations; especially programs that prioritize designated Main street communities and Historic Districts listed on the National register of Historic Places.
- c) Work to extend and enhance incentives of the Neighborhood Revitalization Act:
 - * Review and modify (if necessary) every two years.

Entity: EDOs and City Administration
Timeline: Ongoing
Status: **Not Begun.**

RETAIL AND COMMERCIAL SERVICE OPPORTUNITIES - This section sent to Ottawa Area Chamber of Commerce for review

Goal:

Enhance self-contained, full-service community shopping opportunities.

Objective 1: Assess the local market for basic specialized services.

Policies:

- a) Conduct a targeted market assessment of Ottawa and Franklin County.
- b) Study the northeast Kansas market including relationship to Lawrence and KC metro area.
- c) Study the economic strengths and weaknesses of Franklin County.
- d) Assess and evaluate the factors in the county contributing to population growth, such as:
 - * Which and why major employers chose the county,
 - * What role, if any, did economic incentives play in their success,
 - * What role did new or expanded infrastructure improvements play in their success,
 - * What role did community marketing efforts play in the growth,
 - * How important are the schools in their success,
 - * Other key actions and/or public policies that enhanced their growth.

Entity: EDOs
Timeline: 2006-2008
Status: **Not Begun.**

Objective: Emphasize local market and promote local shopping opportunities.

Policies:

- a) Prepare a campaign that includes:
 - * Public awareness.
 - * Marketing to a wider target market beyond the City.
 - * Emphasize hometown shopping first.
- b) Build on the Downtown's strengths; identify potential allies and leadership;
 - * Define a "quick victory" for Downtown;
 - * Draw from the expertise of those involved; and
- c) Assess significant bases of support, including public and private financial assistance.

Entity: EDOs
Timeline: Ongoing
Status: **Ongoing.**

IMPROVE WORK FORCE & LABOR POOL

Goal:

Expand the work force and promote a trained, well-equipped, well-informed labor pool.

Objective 1: Market and enhance available programs for training and/or education.

Policies:

- a) Coordinate with OU, NCCC, USD-290, Future Visions, etc.
- b) Create dialogue to expose education community to employer needs for skills such as interpersonal skills, interview skills, etc.
- c) Create appreciation for lifelong learning, ability to learn new skills to be adaptable and others within the labor force.

Entity: EDOs, Education Community

Timeline: Ongoing

Status: **Ongoing.**

Objective 2: Adjust to market changes.

Policies:

- a) Target business that is good fit for Ottawa.
- b) Increase the skilled workforce.
- c) Build technology skills for blue-collar workers.

Entity: EDOs

Timeline: Ongoing

Status: **Ongoing.**

INFRASTRUCTURE AND THE BUSINESS CLIMATE

Goal:
Support for infrastructure improvements in the city and growth areas.

Objective 1: Encourage infrastructure development and redevelopment.
Policies:
 a) Seek solutions to streets that are unimproved.
 b) Support utility extensions to undeveloped areas.
Entity: City Administration
Timeline: Ongoing
Status: **Ongoing.**

Objective 2: Explore need for and development of a meeting/convention facility.
Policies:
 a) Conduct a feasibility study
Entity: EDOs
Timeline: 2011-2012
Status: **Not begun.**

Objective 3: Promote state of the art technology for business and education.
Policies:
 a) Look for barriers inhibiting businesses growth or new business.
 b) Ensure access to technology is sufficient.
 c) Evaluate tools needed for education community and shared provision.
 d) Research and identify funding for crossing the barriers or providing necessary tools.
Entity: EDOs and Education Community
Timeline: Ongoing
Status: **In process on some items**

Objective 4: Create partnerships for community development
Policies:
 a) Identify key players for initiative across governmental, educational, and private organizations to create ownership and accomplishments together.
Entity: City Administration, EDOs, Educational Community
Timeline: Ongoing
Status: **Ongoing**

COMMUNITY MARKETING

Goal:
Accentuate and promote local assets.

Objective 1: Articulate educational achievements of USD-290, O.U. and N.C.C.C.

Policies:

- a) Gather data from education organizations and create public awareness pieces for Internet, brochures, etc. to promote success stories.
- b) Create support for needs of the educational organizations and opportunities within the organizations.
- c) Enhance the understanding of Ottawa University:
 - * Begin by educating the community about the university and its worldwide presence.
 - * Ensure connectivity from university website to local websites.
 - * Ensure all publications from the community have a reference about the university.
 - * Coordinate events when possible to show connection.

Entity: Educational Community and EDOs
Timeline: Ongoing
Status: **Ongoing**

Objective 2: Community websites, links to other organizations.

Policies:

- a) Ensure updates are prompt.
- b) Ensure connectibility for ease of user access.
- c) Ensure sites reflect community positively.

Entity: City Administration
Timeline: Annually
Status: **Ongoing.**

PUBLIC HEALTH

GOAL:

Promote land use policies and activities that provide benefits to physical and mental health of the community.

Objective 1: Increase opportunities for physical activity.

Policies

- a) Plan trail systems to be within ¼ to ½ mile from all residential areas.
- b) Encourage the preservation of natural areas, greenways and wildlife corridors.

Entity: Planning Commission, City Administration, Planning Staff, USD290, ORC

Timeline: 2010-2012

Status: **Ongoing**

Objective 2: Adopt development standards that support physical activity, increase safety and build social capital.

Policies

- a) Implement bicycle and pedestrian plans.
- b) Adopt traffic calming and shared street standards.
- c) Support implementation of mixed use development and pedestrian oriented environments.

Entity: City Administration

Timeline: 2010-2012

Status: **Not Begun**

Objective 3: Promote physical activity and healthy lifestyles in the community.

Policies

- a) Continue to seek grants or other funding projects to benefit active lifestyles.
- b) Increase GAC programming related to healthy living.
- c) Increase cooperation with other community organization's efforts to promote an active lifestyle.

Entity: City Administration, USD, ORC

Timeline: 2010-2012

Status: **Ongoing**

BICYCLE AND PEDESTRIAN FACILITIES

GOAL:

Promote the development and use of infrastructure that allows non-motorized travel across the community.

Objective 1: Provide easy access through walking, biking and driving corridors.

Policies:

- a) Prepare development standards for biking and walking improvements along designated corridors (coordinate this policy statement with transportation policies):
 - * Site plan review standards for improving biking lanes on thoroughfares.
 - * Lighting standards for thoroughfares and special district, such as in the downtown.
 - * Location of trails and linkages that need to be made.
- b) Create a plan for bike and walking paths for connections to services, transportation and parks.
- c) Consider funding options or coordination with transportation projects.
- d) Create a plan in conjunction with development of the Flint Hills Nature Trail (east/west trail) to connect to other facilities and amenities.

Entity: Planning Staff and City Administration
Timeline: 2011-2013
Status: **Not begun**

Objective 2: Provide easy access through walking, biking and driving corridors, which are well lighted.

Policies:

- a) Prepare development standards for biking and walking improvements along designated corridors (coordinate this policy statement with transportation policies):
 - * Site plan review standards for improving biking lanes on thoroughfares.
 - * Lighting standards for thoroughfares and special district, such as in the downtown.
 - * Location of trails and linkages that need to be made.
- b) Create a plan for bike and walking paths for connections to services, transportation and parks.
- c) Consider funding options or coordination with transportation projects.
- d) Create a plan in conjunction with development of the Flint Hills Nature Trail (east/west trail) to connect to other facilities and amenities.

Entity: Planning Staff and City Administration
Timeline: 2011-2013
Status: **Ongoing**

**CHAPTER FOUR
FUTURE LAND USE
Table of Contents**

CHAPTER FOUR– FUTURE LAND USE AND GROWTH STRATEGIES3

INTRODUCTION..... 3

FUTURE LAND USE PROJECTIONS..... 3

 Population Projections 3

 Housing Demand Analysis and Residential Land Area Needs 5

FUTURE LAND USE MAP..... 6

MIXED USE/BUSINESS PARK LAND USE POLICIES..... 9

 I-35 Corridor Overlay District..... 9

LOCAL ARTERIAL ROAD LAND USE POLICIES12

 Local Arterial Road Corridor Overlay Districts12

RETAIL AND INDUSTRIAL LAND USE POLICIES13

RESIDENTIAL LAND USE POLICIES14

 Higher Density and Multifamily Housing Policies.....14

GATEWAY CONCEPTS15

PARKS AND RECREATION PLAN.....16

TRANSPORTATION MASTER PLAN18

 Ottawa Functional Street Classification18

 Expressways18

 Arterials.....19

 Collector Streets21

 Local Residential Streets22

 Access Control.....24

UTILITIES PLANNING UPDATES AND EXTENSION OF INFRASTRUCTURE28

 Water Services.....29

 Wastewater Services29

 Power Plant and Substation30

 Stormwater Management.....31

 Stream Buffer Requirements32

 Three-zone Buffer System.....32

 Buffer Crossings.....33

 Stormwater Runoff33

 Plan Review and Construction.....34

 Buffer Flexibility34

OTHER PUBLIC SERVICES.....35

 Police35

 Fire Protection35

 Ottawa Municipal Airport36

TABLES

TABLE 4.1: POPULATION PROJECTION SCENARIOS (2000-2020) 4
 TABLE 4.2: HOUSING DEMAND FOR OTTAWA, 1990-2020..... 6
 TABLE 4.3: FUTURE LAND USE CATEGORIES 7
 TABLE 4.4: EXISTING ARTERIALS SERVING OTTAWA19
 TABLE 4.5: ARTERIAL IMPROVEMENTS AND EXTENSIONS.....20
 TABLE 4.6: COLLECTOR STREETS.....21
 TABLE 4.7: COLLECTOR STREET IMPROVEMENTS AND EXTENSIONS.....22
 TABLE 4.8: SUMMARY OF FUNCTIONAL STREET CLASSIFICATION AND DESIGN STANDARDS24
 TABLE 4.9: MINIMUM INTERSECTION SPACING STANDARDS27
 TABLE 4.10: DRIVEWAY SPACING GUIDELINES.....27

FIGURES

FIGURE 4.1: POPULATION PROJECTION SCENARIOS (2000-2020)..... 5
 FIGURE 4.2: TRANSITIONAL GATEWAY SIGNAGE FEATURE.....16
 FIGURE 4.3: TYPICAL CROSS SECTION FOR ARTERIAL STREETS20
 FIGURE 4.4: TYPICAL CROSS SECTION FOR COLLECTOR STREETS22
 FIGURE 4.5: TYPICAL CROSS SECTION FOR LOCAL STREETS.....23
 FIGURE 4.6: CORNER CLEARANCE GUIDELINES28

CHAPTER FOUR– FUTURE LAND USE AND GROWTH STRATEGIES

INTRODUCTION

Residential development projections in this chapter are based on analysis of a variety of factors, including, but not limited to, existing and projected population estimates, real estate trends, existing development patterns, availability of land, utilities, infrastructure, local workforce and market, location, and geography. Analysis of these factors allows development projections, preferred land use alternatives, policy and regulation development to guide future growth in the City.

The “Future Land Use Map” (**Ref. Map 7**) shows the future development patterns for the City of Ottawa both within the current city limits and in the City’s “Planning Areas” (**Ref. Map 1**). These are based on the land use projections, market trends and demands, land use planning principles and land serviceability. The planning area depicted on the maps was devised based on projections about where the Ottawa is likely to grow. Areas designated as 100-year flood plains by FEMA were excluded from the planning area as development is unlikely to occur, and would be discouraged, in these areas.

This chapter includes the Major Thoroughfare Plan element of the Comprehensive Plan, including an expanded Major Thoroughfare Plan Map (**Ref. Map 6**) that extends arterial and collector streets into the growth areas.

FUTURE LAND USE PROJECTIONS

Population Projections

Future land use projections are based—among other things—on the future population projections for the City of Ottawa. The projected Ottawa growth through 2020 is based on several demographic trends and existing conditions outlined in *Chapter Two—Existing Conditions and Demographics*. The Plan considered different population growth scenarios.

Three population projection scenarios have been presented here (**Ref. Table 4.1**). The first method uses linear regression to project population increases between 2000 and 2020. This method closely replicates the actual pattern of growth that has occurred in Ottawa in the last thirty years. The method predicts a 1.2% declining rate between 2000 and 2010 and another 2.1% growth rate between 2010 and 2020. It yields an increase in the population by 100 people by 2020. This growth rate has been affected by the decline in Ottawa’s population in the 1980s. And given the 12% increase in population during the 1990s, this population projection is highly unlikely and therefore of little value.

The second and third methods use the Kansas Water Office's¹ population projections that were done in the early 1990s, based on the 1990 Census. The year 2000 projection for the City of Ottawa overshoot by 500 people. Assuming a similar growth rate as predicted by the Kansas Water Office Ottawa's population will increase by 1,750 persons by 2010 and will increase by another 1,750 people by 2020.

The third method uses the Kansas Water Office's projections for Franklin County. The County is projected to grow at a slightly lower rate than the City of Ottawa, but is nevertheless one of the strongest growth rates in the region. Based on the County's growth rate, Ottawa is projected to add 1,450 people by 2010 and another 1,450 people by 2020.

Table 4.1: Population Projection Scenarios (2000-2020)

SCENARIO	1970	1980	1990	2000	2010	2020
Using Linear Regression for population 1960 to 2000						
I Linear Projection	10,919	11,157	10,628	11,921	11,776	12,023
Growth rate		2.18%	-4.74%	12.17%	-1.22%	2.10%
Kansas Water Office Projections for Ottawa						
II Ottawa (adjusted for 2000 Census)	10,919	11,157	10,628	11,921	13,668	15,414
Ottawa (based on 1990 Census)			10,667	12,421	14,241	16,061
Growth rate				16.44%	14.65%	12.78%
Projections for Ottawa based on KWO Projections for Franklin County						
III Ottawa (adjusted for 2000 Census)	10,919	11,157	10,628	11,921	13,372	14,823
Franklin County (based on 1990 Census)			21,994	24,933	27,968	31,003
Growth rate				13.36%	12.17%	10.85%

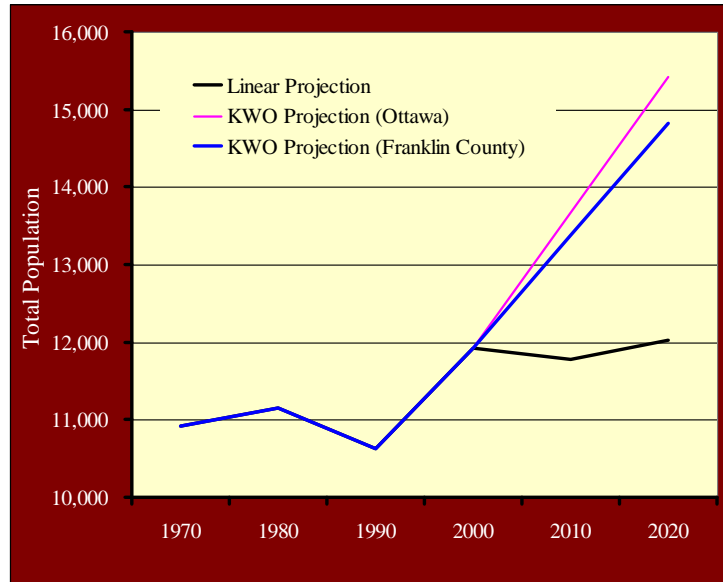
Source: Kansas Water Office, BWR
(see figure next page)

¹ In 1996, the Kansas Water Office was requested by the Kansas Water Authority to develop a methodology for preparing water demand projections. An intermediate project of this study involved the preparation of population projections for every city, rural water district, and county in Kansas.

The Kansas Water Office presented the population projections to the Division of the Budget which is responsible for certifying the state's official population as well as presenting the state's official population projections. By statute, the Division of the Budget uses the latest sub-county estimates produced by the U.S. Census Bureau as the official population. Prior to certification, the Division of the Budget reviews the Bureau's estimates for each county, city, and township in Kansas. It is during the review stage that the Division of the Budget works in cooperation with the Kansas Water Office to analyze the accuracy of the population estimates. The process is efficient and believed to be a responsible use of state resources because federal efforts are not duplicated at the state level.

In June 1999, the Kansas Water Office's methodology was first used to review population estimates and the Division of the Budget endorsed the agency's population projections as the official Kansas projections.

Figure 4.1: Population Projection Scenarios (2000-2020)



Source: Kansas Water Office, BWR

Housing Demand Analysis and Residential Land Area Needs

The housing vacancy rate in Ottawa has increased from 7.3 percent in 1990 to 7.5 percent in 2000—a higher rate probably reflects an increasing rental housing market, which increased from 32% to 35% of total housing stock in Ottawa (**Ref. Chapter 2: Existing Conditions and Demographics**). Rental housing, typically, has a higher vacancy rate. The average household size in Ottawa has fallen from 2.5 in 1990 to 2.43 in 2000, which is also a nationwide trend, increases the demand for new housing units relative to the population as a whole. That is, it takes more housing to shelter the same size population as the average number of persons per household declines. An increasing population probably will lead to even more rapidly increasing demands on the housing supply.

Table 4.2 projects the demand for new housing units in Ottawa based on population changes and assuming either no change in the average household size by 2010 (remaining at 2.43) or with household size decreasing between 1990 and 2000 (reducing to 2.3). Future demand is estimated using the same numbers as used for the graph above.

- No change in household size scenario suggests that about 100 housing units would have to be built in Ottawa each year over the next decade in order to keep pace with potential demand.
- If household size continues to decrease (which is expected if a broader range of household types is attracted to the community, and the City becomes more like the Control cities (Average household sizes in Lawrence is 2.30, Winfield: 2.60, El Dorado: 2.33), say 2.3 persons per household), the average annual need for construction in the City would increase, in this case to a projected 105 housing units per year.

Table 4.2: Housing Demand for Ottawa, 1990-2020

	2000	2020	2010 Same HH Size	2010 New HH Size	2020 New HH Size
HIGH GROWTH SCENARIO					
Population	11,921	15,414	13,668	13,668	15,414
Average persons per household	2.43	2.43	2.43	2.3	2.3
Vacancy rate	7.5%	5%	5%	5%	5%**
Unit needs at end of period	-	-	760	800	800
Cumulative replacement need	-	500	250	250	250
Cumulative need during period	-	2,020-2,100	1,010	1,050	1,050
Average annual need	-	103	100	105	105

Source: BWR

* Household size assumed to continue to decline reflecting nationwide trends

** Vacancy rate to decline further as land is more competitive.

Ottawa is projected to need about 2,540 housing units in 20 years. If Ottawa were to absorb all of the housing construction projected, it would require more than 800 additional acres of land in 20 years for residential development under the “new household size” scenario, assuming:

- An average of four units per acre for planning purposes to accommodate higher density development; and
- About 27 percent of acreage is devoted to streets, easements, and other public facilities.

To ensure that prospective developers have ample land from which to choose in planning for Ottawa’s housing growth, even more land should be anticipated for residential development than the desired average density would yield. For long-range planning purposes, the land area is multiplied by a factor of 2.5 which indicates a projected need for a total of 2,016 acres to plan for residential purposes, or about 3.15 square miles of residential land area which will be subject to near-term development pressures.

Finally, when planning for growth, the City must work within systemic regions, such as entire drainage basins or sub-basins that gravity-flow to the Marais Des Cygnes River and its tributary creeks. As a result, Ottawa’s Planning Area (where long-term development is shown on the Future Land Use map) is quite extensive, and not just where tomorrow’s or next year’s growth occurs.

FUTURE LAND USE MAP

The Future Land Use map (**Ref. Map 7**) shows development patterns for the City of Ottawa and its Planning Area. These projections are based on the population projections, land use planning principles, and development patterns identified in the study. The “Future Land Use Categories” of the map legend correspond generally to zoning district classifications in the City of Ottawa Zoning Ordinance but are more descriptive of land use policies in the Comprehensive Plan that seek to anticipate and accommodate more market-driven development patterns. The Plan should be used as prescribed in State Statute: as a guide for future zoning decisions. The land use categories of the Future Land Use map are defined in **Table 4.3**.

Table 4.3: Future Land Use Categories

Land Use Category	Description
Residential Land Uses	
Low-density (Single-family) Residential	This residential category is primarily for single-family residential development that ranges from very low density residential with limited farming activities to single-family subdivisions with a maximum density of what the current zoning ordinance allows. It also allows single-family cluster development as a planned use and medium density residential uses that are compatible with surrounding single-family development. This use category also accommodates public uses, such as schools, libraries, churches, fire stations, parks and open space. These public uses should be strategically located to promote convenient access for all modes of transportation and city services.
High-Density and Multifamily Residential	<p>This category is primarily for accommodating high-density and multifamily residential housing consisting of a variety of housing types and densities. Public uses and accessory uses that are complimentary and subordinate to apartment complexes are allowed. This district is designed for areas served by publicly-provided sanitary sewers and water.</p> <p>The category is also intended to provide for the uniform development of manufactured home subdivisions.</p>
Multi-Use Land Uses	
Public/Semi-public	This category is intended to include all public, semi-public and institutional uses, except conservation areas. All public/institutional facilities should have access to arterials, public transportation, pedestrian pathways and major utility trunk lines; these uses are not prohibited in other categories if applicable zoning and design criteria are met.
Commercial/Residential (Mixed Use)	This category is primarily for residential housing of mixed densities, with limited non-residential uses of neighborhood scale developed through compatible site planning. Commercial uses shall be limited to compact, pedestrian oriented, shopping, services, office, and limited entertainment uses. All non-residential uses should be made compatible with residential uses through adopted site design standards. Land use transitions, particularly for road and drive access should be site-planned based on adopted standards, and as Overlay Districts that articulate and implement unique needs of each sub-area.
Business Park	The business park district is designed to accommodate a variety of offices and office-compatible industries that are not generally

considered conventional light or heavy industries. Site plan flexibility—setbacks, clustering—may be proposed in exchange for development in this district. Site design, building architecture, and landscaping should be master-planned given its high visibility from State and Federal Highways and connections to them. Uses should be platted as a unified development on 20-acre parcels if practicable, but no less than 10 acres.

Commercial/Industrial

This category is intended to provide development opportunities for wholesaling, warehousing, transportation/distribution related uses, heavy commercial and industrial uses all which are fully indoor operations, with outside storage only permitted within fully-screened enclosures located in the rear or side lot areas. Uses shall be restricted to areas where a satisfactory correlation of factors such as adequate transportation facilities, accessibility for employees, efficient land assembly, adequate topographical conditions, and adequate provisions of public utilities required by industry may be achieved.

Other Land Uses

Commercial

This category includes activities such as retail sales and services, restaurants, office uses, general business services and small-scale convenience stores at key intersections only. Planned commercial developments should be considered where areas to be developed are near a residential area or other natural/sensitive use. The scale and character of Commercial development should be compatible with the surrounding uses. Detailed architectural, urban design, and landscape plans will be required to ensure neighborhood character is maintained. Access control, additional landscaping, buffering, and monument signage is required when appropriate. Public uses and services allowed in these districts should promote the retail capacity of the area.

Industrial

This category is for light and heavy industrial uses, distribution and warehouse developments. The district is designed to accommodate the widest range of industries including conventional light or heavy industries. Higher standards should be considered for heavy industries in terms of screening and buffering, and in terms of regulatory review, such as special use permit requirements.

Park/Open Space

Active and passive public parks and open space corridors with public access; also include FEMA designated floodplain, designated wetlands, natural prairie grassland areas, drainage areas, and any other lands reserved for open space purposes.

Long-term Development

This area has been specially assigned this category because at the time of this study, although there are no current development plans

in this area, it is large and significant enough that it should be preserved for a higher and better use, should infrastructure be built in the future. In order to accommodate large scale development of this magnitude, properties should not be allowed to be subdivided without an approved master development plan for the entire area.

The Future Land Use map shows the designation of the above uses within the City primarily based on existing land uses and existing zoning; and in its "Planning Area" based on land use projections and generally accepted planning principles and policies. The land use policies reflected in the Future Land Use map are summarized on the following pages.

MIXED USE/BUSINESS PARK LAND USE POLICIES

The I-35 corridor around east and south Ottawa is the city's "front door" to travelers. Promoting quality design and encouraging landscaping and appropriate screening from the roadway and adjacent land uses is one policy of the Plan. A shift from a corridor which is strictly segmented by zoning-retail, or office or industrial-to a corridor with mixed uses is another policy that the Plan promotes in order to create flexibility in local development review and approval.

I-35 Corridor Overlay District

This requires an examination of land use/market demand, traffic effects, fiscal impacts and infrastructure demand/constraints. Land use compatibility is a primary concern, as is controlling traffic. The city should develop and adopt an overlay district tailored to the corridor. This overlay would apply to all properties along I-35 within a mixed-use district and would supplement existing development codes. The mixed-use development scenario is presented as a recommended development plan for the I-35 corridor in order to:

- promote quality design in high-visibility locations of Ottawa along the interstate, and
- target large acreages for large-scale, mixed use developments that create flexibility in site design.

Acceptable land uses include:

- industrial parks, office parks,
- business parks, and
- mixed use developments.

To provide a basic understanding of these terms, the Urban Land Institute provides appropriate definitions:

Industrial Park: An organized or planned industrial district is a tract of land which is subdivided and developed according to a master site plan for the use of a community of industries, with streets, rail lead tracks and utilities installed before sites are sold to prospective occupants.

Office Park: A development on a tract of land that contains a number of separate office buildings and supporting uses and open space that is planned, designed, built and managed on an integrated and coordinated basis.

Business Park: Includes a combination of office and industrial uses based on function, activity and appearance, based on the multi-use character of industrial parks and to de-emphasize physical industrial characteristics. Business parks typically require high visibility from major transportation routes and are set on large parcels with a high level of landscaping and site design. They generally avoid locations with significant retail development and attendant traffic congestion. An example of such a facility would be a campus-like corporate headquarters facility with the possibility of some adjacent production or warehousing functions, hotels, and some business service commercial (e.g., copy shops, travel agencies).

Land Use Issues. To ensure that future uses in the area are compatible with the mixed-use concept and avoid interfering with existing industrial uses, the city should consider including the following features in a new overlay district. Key land uses should present a high-quality image at key gateways to the city. The following land use patterns are key elements of the I-35 corridor mixed use scenario:

- On the west side of I-35 mixed use commercial and residential development, lodging, and service-commercial developments are anticipated, as well as large-land area retail uses that generate relatively light traffic, such as auto dealerships.
- Mixed Use and Business Park development is indicated east of Interstate 35, along K-68 Highway as an extension of the Wal-Mart Distribution Center district. The Mixed-Use development anticipated East of I-35 is similar to that anticipated west of I-35. The land use policy for Business Park development intends to:
 - Promote attractive site design in high-visibility areas along the interstate corridor; and
 - Create an alternative campus area for office-commercial and non-manufacturing industry.
- Service commercial uses, such as auto dealerships, would be allowed with additional use restrictions to maintain quality image; and no business activities involving outdoor storage of construction equipment, materials and supplies.
- Certain retail commercial uses, such as restaurants, should be allowed as accessory uses within principal uses in support of surrounding service-commercial and business park uses, not in service to a regional market.

Parcel Size Issues. To ensure that parcels in the corridor are not split up into small lots and developed piecemeal, the city should consider requiring that developments be of a

minimum site size (e.g., 5 acres). Such an approach will help ensure that developments relate well to one another, that access is efficient, and that development quality is relatively uniform throughout the corridor.

Design Issues. Quality of new development in the corridor is a critical concern if the city is to foster attractive mixed-use development in the corridor. Important factors to be considered include:

- Parking location—some jurisdictions limit the amount of parking in front of primary facade to avoid the appearance of seas of parking along a main thoroughfare.
- Building facade treatment—standards should be adopted requiring that the facades of all buildings receive some treatment to avoid long expanses of blank walls. Rear/side walls should also have some detailing.
- Building materials—to ensure high-quality building materials compatible with a mixed-use development area, the city should consider forbidding certain materials such as unarticulated facades of metal buildings.

Development Design/Regulatory Issues. Concerning compatibility, the mixed-use developments should be subjected to newly updated site plan review standards and procedures, and new regulatory standards. From an administrative perspective, the county and city need to consider the question whether county zoning designation of standard commercial use continues to make sense. The key question facing the city is what changes are needed in development codes to accommodate mixed use and business park development in the corridor.

These issues raise questions related to allowable uses, controls on particular uses, minimum site sizes, access/linkages with adjacent development, and design (landscaping, signage, buildings, etc.). The city should continually update its site plan review standards to assure development is applied in a uniform and thorough manner along the corridor, including:

- Mixed use developments in the corridor would be subject to performance standards linked to measurable impacts, for example, traffic impact.
- Parcel sizes should be a minimum site size (e.g., 5 acres). Such an approach will help ensure that developments relate well to one another, that access is efficient, and that development quality is relatively uniform throughout the corridor.

Development Code Revisions. The city should update its site plan review process for all proposed developments in the I-35 corridor, particularly for three new Future Land Use designations:

- Mixed Use;
- Business Park; and
- Commercial/Residential.

All developments would be required to submit site plans to the appropriate review body which would enable the city to determine whether overlay development standards were met. Updated site plan review processes in Ottawa will ensure adherence to new development standards. Because of the unique nature of the I-35 corridor—given its high visibility in the interstate area—the City seeks to ensure high-quality mixed-use development. These changes relate to:

- allowable uses,
- minimum parcel size requirements,
- access control, and
- site design.

LOCAL ARTERIAL ROAD LAND USE POLICIES

The local arterial road corridors in and around north and south Ottawa are key gateways to the city:

- The 23rd Street corridor that intersects with Main Street north of the U.S. 59 Highway and I-35 interchange, and, Eisenhower just north of the I-35/Old Highway 50 interchange;
- The north Main Street gateways along the corridor in the downtown and at the north entrance to the city;
- The gateway at Davis/Montana Road and the U.S. 59 bypass to I-35 north of the city; and,
- Intersection of 15th Street and I-35.
- Intersection of Eisenhower Ave. and I-35.
- Intersection of Eisenhower Ave. and 7th Street/K-68.

Local Arterial Road Corridor Overlay Districts

The local arterial roads leading to the city form “corridors” that lead from the gateways to the City. Visitors enter and leave along these corridors. Promoting quality design and encouraging proper access control are key objectives that may be furthered through “Local Arterial Road Corridor Overlay Districts.” Rather than regional traffic controls, however, these local arterial road corridors require local controls and land use measures that are responsive to slower travel speeds, for example.

Land Use Issues. The local arterial road corridors should be protected from land use incompatibilities through careful site design standards. The following land use patterns are key elements of the local arterial road corridors:

- Developments in the corridors would be subject to performance standards linked to local traffic and access control standards to ensure good traffic flow.
- Enhanced landscaping and buffering standards would apply to ensure attractive corridor development and compatibility with neighboring residential districts.
- Gateway features would be encouraged and secured through site plan review.

Design Issues. Quality of new development in the local arterial road corridors should consider:

- Building orientation/setbacks—require primary entrances of buildings to front on the major thoroughfare in an area to avoid haphazard site development patterns. All developments in the corridor should be required to face the main road. Also, special minimum/maximum setback standards should be considered to avoid inconsistent building placement along the corridor.
- Landscape requirements--Perimeter and parking lot landscaping requirements need to be increased. For example, trees should be required to be planted along the frontage of major roads such as I-35, K-68, Eisenhower Avenue and 23rd Street, and parking lots should have interior planting islands.
- Signage controls—all signs in the K-68 and 23rd Street corridors should be ground-mounted monument signage limited in size. Each site with multiple uses should develop a master sign plan for review during the site planning process. Large on-premise pole signs would only be allowed if site adjacent to I-35 corridor. Off-premise signs (billboards) would be restricted to adjacent to the I-35 corridor and no closer than governing zoning regulations.
- Service facilities/loading areas-the city should adopt special standards for placement and screening of trash receptacles, loading areas, and other service facilities.
-

Development Design/Regulatory Issues. Concerning compatibility, the arterial road developments should be subjected to new regulatory standards:

- Access management standards for drive and intersection separation;
- Traffic controls such as median-divided access; and
- Enhanced buffering and screening standards when adjacent to residential districts.

Development Code Revisions. The city is updating its zoning ordinance to establish new landscaping requirements in local arterial road corridor overlay districts. New access control requirements should be added, as well.

RETAIL AND INDUSTRIAL LAND USE POLICIES

Retail-commercial uses are at the I-35 highway interchanges with K-68 Highway and US 59 Highway, as well as along Main Street. Commercial/Residential Mixed Density and Mixed-Use districts are proposed in close proximity to employment opportunities near designated non-residential development along the highway corridors. These higher intensity residential uses provide a transition between the non-residential use and the low density residential uses.

These distributions build on smart growth principles by providing opportunities for alternative transportation (residential uses within walking distance of work and services). The recommended land use distributions also provide the greatest opportunities for transitions between higher-intensity uses along the highway corridor to lower-intensity uses stepping away from the corridor. Most importantly, the mixed-use category promotes land use connectivity,

shared parking, and related aspects of inter-relating land uses—a development principle directly relevant to an urbanizing corridor.

Industrial uses have been primarily focused in the northeast quadrant of the city, along Davis Avenue, Industrial Road, Enterprise Avenue, and North Street. Industrial uses clustered around the railroad on Davis Avenue provide local and regional access and build upon the existing pattern of development, within a good infrastructure framework. This location also allows industrial uses to develop in close proximity to existing rail lines and highway access. With the connection of Interstate 35 and US 59 Highway, this location is immensely benefited from improved access.

In 2014, the City of Ottawa and Franklin County jointly acquired a number of tracts to form a new industrial development area on approximately 300 acres southeast of the Interstate 35/US 59 Highway intersections, along Montana Road and Kingman road, immediately abutting Interstate 35 on the north. This new area will be a focus of utility extension and road and bridge development, along with land use changes nearby to reflect needs of a growing development park area. Primarily large lot development is planned on the government owned parcels, with lighter industrial, mixed use, and commercial activity located as transition to US 59 Highway and the intersection of Interstate 35/US 59 Highway. It is anticipated that a new corridor plan will be completed with a likely gateway at US 59 Highway and Kingman Road.

There are several other industrial areas within the city that are smaller, with the largest of these being the W. Wilson Street area. Identified as developed industrial sites in the planning area would include East of I-35/K-68, south of Osborne Terrance, West of I-35/K-68, and undeveloped area north of the airport.

(Updated 12-21-16)

RESIDENTIAL LAND USE POLICIES

Essentially, the City of Ottawa needs to agree on how to implement two new residential policies:

- Accommodate higher density residential development, including mixed use development; and,
- Foster affordable housing. Ottawa has a disproportionately high percentage of non-resident workers. The city needs to study the reasons for this and weigh options such as developer incentives and tax credits to encourage building of affordable homes within city limits.

Higher Density and Multifamily Housing Policies

The City needs to encourage higher-density and multifamily housing options as a way of filling in market niche for different housing options. The Future Land Use Map shows the areas that will be encouraged for higher-density and multifamily housing.

- Along Davis Avenue, next to the proposed new school site. Also, as a buffer between low-density residential and non-residential uses.

- Along Eisenhower Avenue
- As infill development in older areas of Ottawa
- As Planned Unit Developments in newer parts of Ottawa
- As part of mixed use developments.

GATEWAY CONCEPTS

Several key intersections and corridors within Ottawa serve as a primary means of access to the community. Thus, these intersections and the activities surrounding them are often a visitor's first impression of the City. These key intersections and corridors will function as "gateways" into Ottawa. These gateways not only influence visitors' perceptions but can also help promote the quality of life and vitality of the community with Ottawa residents. As such, special attention and planning consideration should be given to these locations.

The planning and design considerations given to gateways should be based on a hierarchy of importance, based on purpose, location, traffic volumes, street function and visibility. Gateways should be identified as primary, secondary and transition gateways.

Gateways. Gateways should identify the City of Ottawa as a whole. Primary gateways should be located at the entrances to the City along major arterial roadways such as at the interchanges with I-35 and at entrances to the City along 68 Highway and 59 Highway. In addition, those portions of the above-mentioned roadways leading into Ottawa should be considered part of the primary gateways. Secondary gateways may include some features listed below:

- Prominent features such as public art, statuary, fountains, gardens or park-like settings;
- Signage to clearly identify entrance into Ottawa. Brick, stone or other high-quality materials and the city logo should be incorporated into the signage to further establish the gateway;
- Landscaping to accent the surrounding corridor and prominent features. A combination of street trees, ornamental trees, shrubbery, ground covers and ornamental plantings should be used to accent and coordinate the design; and,
- Benches, trash receptacles, pedestrian scale lighting, unique paving patterns at crosswalks, and other streetscape elements.

Transition Gateways. Transition gateways are identified for those areas where a distinct change in activity or land use takes place or a specific district begins along an arterial or collector roadway. Transition gateways are used to identify the entrance into unique destinations or corridors; for example, the entrances into downtown along Main Street and the area around Ottawa University. These gateways are also appropriate for transitions such as those between residential and commercial uses.

Transition gateway features are on a smaller scale than primary or secondary gateways. The major features of the transition gateways are:

- Signage to clearly identify the entrances into the unique district;
- Landscaping to accent the streetscape and signage. A combination of street trees, ornamental trees, shrubbery, ground covers and ornamental plantings should be used to accent and coordinate the design;
- Benches, trash receptacles, pedestrian scale lighting, small-scale art, unique paving patterns at crosswalks, and other streetscape elements; and,
- Items that carry or perpetuate a theme throughout the area so as to add and define the areas identity.

Figure 4.2: Transitional Gateway Signage Feature



Monument signs or other unique gateway features can announce the entrance into unique districts such as Ottawa's Central Business District.

The City should work closely or partner with Ottawa Main Street Organization and local developers to ensure that adequate aesthetic considerations are given to development near identified gateway locations. As part of the review process, the City should consider the visual impacts of development at these locations. Development should incorporate architectural features such as building recession and projections, canopies and awnings, windows, and high-quality materials to accent and complement the gateway development. Building orientation and parking should also be carefully planned to minimize the adverse impacts of the negative features of the site. Trash dumpsters, loading areas and parking should be screened with appropriate landscaping.

Because gateways in Ottawa are largely undeveloped, the city should partner with the private sector developers and incorporate gateway improvements during site plan review.

PARKS AND RECREATION PLAN

The Comprehensive Plan should guide the City in ensuring that adequate parkland and facilities are provided as a result of new development. The National Recreation and Park Association's (NRPA), "Recreation, Park and Open Space Standards and Guidelines," (1981 and revised in

1990 and 1995) are the most widely accepted guidelines. These standards became nationally accepted for determining appropriate levels of the various elements that comprise an open space system.

The Ottawa recreation Commission addresses recreation activities and programming in Ottawa. Administration of the programs is funded through fees and a 0.5 mill levy in the City of Ottawa. The Commission recently adopted a recreation master plan and is currently in planning and design for a new recreation center, to be located on donated USD 290 property near Eisenhower Elementary School.

The City of Ottawa is currently served by seven parks, which are described in detail in **Chapter 2: Existing Conditions and Demographics**. The parks have been classified in the following table, based on NRPA standards and how the Ottawa community uses the parks. In addition, the existing school grounds also serve as neighborhood parks.

Mini Parks	<ul style="list-style-type: none"> ▪ Haley Park
Neighborhood Parks	<ul style="list-style-type: none"> ▪ Heritage Park ▪ Freedom Park
Community Parks	<ul style="list-style-type: none"> ▪ Cox Field ▪ Kanza Park ▪ City Park
Regional Park	<ul style="list-style-type: none"> ▪ Forest Park
Trails	<ul style="list-style-type: none"> ▪ The Prairie Spirit Rail Trail ▪ Kanza Rail-Trail Conservatory Park

The Future Land Use Map identifies a couple of locations for future parks in the city (ref. Map 7)

- A neighborhood park along Nugent Creek, east or west of Eisenhower Avenue.
- A neighborhood park, north of K-68, near the proposed new school and tourism center
- An extension of Forest park to the northwest
- An extension of Orlis Cox fields
- A neighborhood park on East 15th Street, north of street, east of city limits
- A southern trailhead/neighborhood park south of city limits on Highway 59, west side

TRANSPORTATION MASTER PLAN

One of the essential elements of a community is its public transportation network. It provides a means for transporting people, goods and services within the community and the region. Ottawa enjoys the advantage of its strategic location on the major trafficways that include Interstate 35, U.S. 59 Highway and K-68. These have helped shape the traffic network of Ottawa. The City has developed a thorough Transportation Study and Master Plan, which was adopted in 2008.

The Transportation Master Plan outlined in this section identifies the projected major street network, including various highways and major roadways within the City. The completion of local and regional connections within and throughout the City is critical to the future success of Ottawa. Individual roads and streets do not serve trips independently; rather, most trips involve movement through a network of roadways. A functional classification system of roadways provides a method for channeling traffic in a logical, efficient and safe manner.

The Transportation Master Plan represents the existing transportation system in Ottawa and recommends an update to the street classification system (Ref. Map 6), along with changes to the typical roadway cross sections and expansion of the Urban Growth Area to include the new US 59 / I-35 interchange. In order to help ensure that the City's road network is complete and adequate to serve the community, the City has enforced a policy of requiring road construction in conjunction with approved development. The City's current policy is to require development to construct the required local roads.

During the 90's a concentrated effort was undertaken to improve gravel roads to either asphalt or concrete surface with curb and gutter sections. The city partnered with the adjacent owners through benefit districts and removed nearly three miles of gravel roads. Approximately seven miles remain unimproved. This issue continues to be addressed whenever possible and solutions will be identified as development occurs or funding sources are identified.

Ottawa Functional Street Classification

The existing road and highway network is classified by function. Roads and highways are grouped into classes or systems according to the service they provide. Streets are considered local, as distinct from regional roadways and highways. Factors that identify roadway classifications are the level of through-traffic movement and access to adjacent land or individual properties.

Expressways

Ottawa enjoys an advantage of being directly served by Interstate Highway 35, a major expressway between Kansas City and Wichita. This highway provides Ottawa' businesses and residents a convenient access to major portions of the two Metro areas.

Arterials

The designated arterial streets in Ottawa have been significant traffic carriers that are the backbone of the City’s transportation system. They provide linkages between different parts of the City as well as between the City and adjacent communities. These arterial streets are listed in **table 4.5**.

U.S. 59 is an important link between Ottawa and Lawrence and is the main north/south arterial in the City. The Kansas Department of Transportation (KDOT) and the Federal Highway Administration (FHWA) are planning to improve highway safety and capacity along U.S. Highway 59 between Lawrence and Ottawa. The improvement under design is to construct a new four-lane highway between the two cities. At the southern terminus, the proposed roadway would tie into the existing two-lane U.S. Highway 59 north of Ottawa and connect I-35 northeast of Ottawa. The northern terminus of the roadway would connect to the existing four-lane divided expressway approximately 1.5 miles south of Lawrence. The alignment under design is shown in **Map 6**.

K-68 provides the major east-west arterial connection in the City. The 1998 K-68 Corridor Management Study proposed the long-range need to develop parallel access roads. Davis Avenue/Montana Road will need to be improved to arterial status to handle increased traffic flow; one-half mile roads should be improved to collector status; areas south of K-68 will probably continue to develop as residential, therefore the only south road improvements will be to create local and collector streets that connect with K-68.

Table 4.4: Existing Arterials Serving Ottawa

Name	Direction	From	To
US 59 Highway	N-S	North City Limits	Interstate-35
K-68 Highway	E-W	West City Limits	Davis Street
Davis Street	N-S	K-68	City Limits
2 nd Street	E-W	Beech Street	Main Street
7 th Street	E-W	West City Limits	Cedar Street
15 th Street	E-W	West City Limits	East City Limits
Cedar Street	N-S	1 st Street	15 th Street
Wilson Street	E-W	Main Street	Davis Street
Eisenhower Rd.	N-S	K-68	I-35
1 st	E-W	Main	Cedar
Ash	N-S	2 nd	15 th
23 rd	E-W	Princeton St.	Eisenhower Rd.

Figure 4.3: Typical Cross Section for Arterial Streets

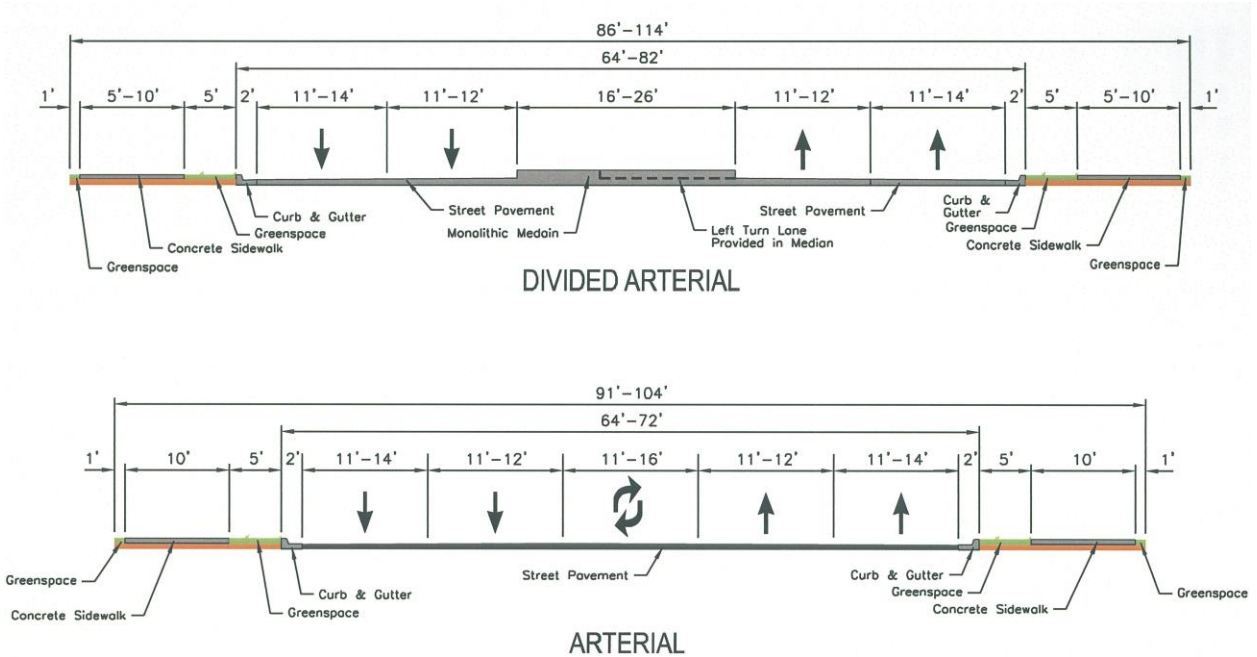


Table 4.5: Arterial Improvements and Extensions

Name	Direction	From	To
US 59 Highway	N-S	North City Limits	Riley Rd.
Montana Rd.	N-S	North City Limits	Riley Rd.
K-68 Highway	E-W	East City Limits	Ohio Rd.
US 59 Highway	N-S	South City Limits	Jackson Rd.
Marshall Rd.	E-W	East City Limits	I-35
Sand Creek Rd.	E-W	US 59 Highway	Nebraska Rd.
Nebraska Rd.	N-S	North / Pawnee	Reno Rd.
Reno Rd.	E-W	US 59 Highway	Nebraska
Montana Rd.	N-S	Interstate 35	Jackson Rd.
Kingman Rd.	E-W	Eisenhower Rd.	Montana Rd.
Rock Creek Rd.	E-W	Eisenhower Rd.	US 59 Highway
Old US 50	SW-NE	Rock Creek Rd.	Eisenhower Rd.
North / Pawnee	E-W	East City Limits	Nebraska Rd.

Generally, the minimum right-of-way requirement for arterials is 80-100 feet. The minimum pavement width is 48 feet from back to back of curbs which allows two moving lanes of 12 feet each in each direction (curb and gutter width included). Turning lanes may be used at major intersections. A 14 to 16 foot median or center lane may be used for some arterial streets. Parking is not allowed on either side of an arterial. A sidewalk of at least five feet wide should be furnished on both sides of the roadway or a five-foot sidewalk should be furnished on one side and a ten-foot bikeway on the other side of the street.

As a general rule, traffic volumes on an arterial should be more than 9,000 vehicles per day or average daily trip (ADT) would trigger the designation of a road as arterial. However, traffic volume is only one factor. In Ottawa, as in other cities it's size, location of roads, existing traffic patterns, etc., help determine the functional classification. Arterials should be able to accommodate speeds up to (but not limited to) 35-45 mph depending on adjacent land uses. Arterials are usually spaced at approximately one-mile intervals. However, there is no absolute spacing requirement since spacing should be the function of adjacent land use type and density.

Collector Streets

The existing collector streets are listed in the following table. These streets serve as the ribs of the City's transportation system.

Table 4.6: Collector Streets

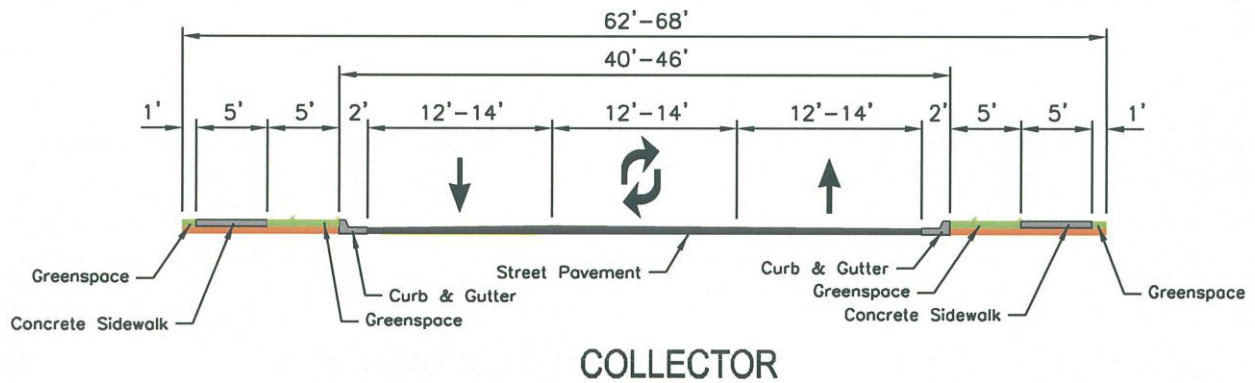
Name	Direction	From	To
North Street	E-W	Cherry Street	Davis Street
N. Cherry Street	N-S	Logan Street	North Street
Locust Street	N-S	Tecumseh Street	Wilson Street
Tecumseh Street	E-W	Main Street	Locust Street
1 st Street	E-W	Main Street	Walnut Street
4 th Street	E-W	Walnut Street	Cherry Street
Hickory Street	N-S	1 st Street	5 th Street
Walnut Street	N-S	1 st Street	7 th Street
5 th Street	E-W	Hickory Street	Walnut Street
9 th Street	E-W	Mulberry Street	Main Street
11 th Street	E-W	Mulberry Street	Ash Street
Mulberry Street	N-S	7 th Street	15 th Street
Willow Street	N-S	7 th Street	15 th Street
Elm/Main Street	N-S	17 th Street	23 rd Street
19 th Street	E-W	Elm Street	Eisenhower
S. Cherry Street	N-S	4 th Street	7 th Street
17 th Street	E-W	Main Street	Eisenhower Street
Wilson Street	E-W	West City Limits	U.S 59 Highway
7 th Street	E-W	Cedar Street	Lincoln Street
Lincoln Street	N-S	7 th Street	15 th Street
2 nd Street	E-W	Main Street	Cedar Street

The design standards vary slightly for collector streets depending on whether bikeways are included. The right-of-way requirement for a collector street with a separated bikeway is 70 feet with a pavement width of 36 feet back to back of curbs. The pavement includes two moving lanes of 12 feet in each direction (a two-foot curb and gutter is included in each lane) and a turning lane of 12 feet. Parking is prohibited on either side of the roadway. A five-foot sidewalk should be furnished on one side and a ten-foot bikeway on the other side of the street.

Table 4.7: Collector Street Improvements and Extensions

Name	Direction	From	To
11 th Street	E-W	Ash Street	Eisenhower
Osborne Terr.	E-W	East City Limits	New Road
New Road	E-W & N-S	Osborne Terr.	Nebraska Rd. (See Map)
Labette Rd.	E-W	Princeton St.	Montana
Jackson Rd.	E-W	Eisenhower Rd.	US 59 Highway
Eisenhower Rd.	N-S	Interstate 35	Jackson Rd.
Louisiana Rd.	N-S	Old US 50 Highway	Jackson Rd.
Montana Rd.	N-S	15 th Street	Labette Rd.
Bennet / New Road	N-S	K-68	Osborne Rd.
Rock Creek Rd.	E-W	Louisiana Rd.	Eisenhower Rd.
Labette Rd.	E-W	Eisenhower Rd.	Kentucky Rd.
Louisiana Rd.	N-S	Marshall Rd.	Labette Rd.
Marshall Rd.	E-W	Louisiana Rd.	Eisenhower Rd.
Marshall Rd.	E-W	Interstate 35	Nebraska Rd.
Labette Rd.	E-W	Montana Rd.	Nebraska Rd.
Nebraska Rd.	N-S	Marshall Rd.	Labette Rd.

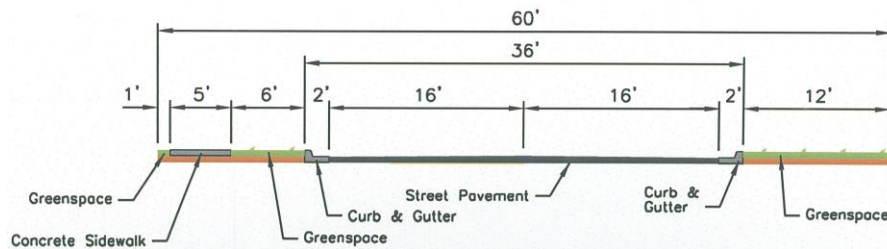
Figure 4.4: Typical Cross Section for Collector Streets



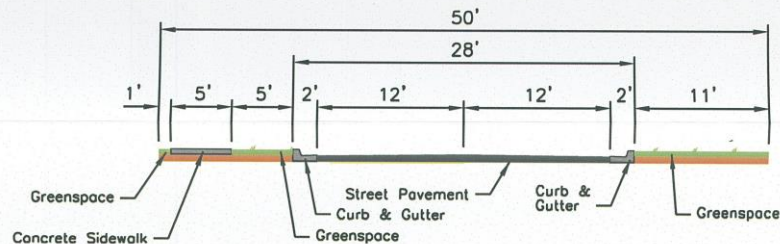
Local Residential Streets

All streets in Ottawa and its planning areas not designated as arterials and collectors are considered local residential streets or neighborhood streets. Most of these streets are generally adequate to serve access needs and are not discussed in detail in this section. In the growth areas local streets will be built on an as-needed basis.

Figure 4.5: Typical Cross Section for Local Streets



LOCAL - COMMERCIAL/INDUSTRIAL



LOCAL - RESIDENTIAL

The right-of-way requirement for local streets is 50 feet. The pavement width should be 28 feet back to back of curbs that provides one lane of 12 feet in each direction (plus a two-foot curb and gutter on each side of the road). A sidewalk pavement of five feet should be furnished on one side of the street. Parking is normally allowed on one side of the street pavement. The traffic volumes for local streets should be less than 600 ADT. The speed on local streets should be 30 mph or less (**Table 4.9**). The Functional Street Classification and Design Standards that follows provide a summary of the street classification system and design standards. It should be pointed out that the classification system and design standards presented in this section of the Plan are intended to provide basic guidelines for evaluations of the City's current transportation system, for future street design and construction, and for future improvements of public streets.

They are not intended to cover every segment of the city streets. In many cases, detailed engineering studies are necessary to identify and evaluate every significant factor involved and to determine if these design standards apply. For example, in an already developed area, it may not be possible to acquire additional right-of-way necessary to meet the standards as specified for that street type.

Table 4.8: Summary of Functional Street Classification and Design Standards

	Rural Arterial	Urban Arterial	Rural Collector	Urban Collector	Local Comm./Ind	Local Resid.	Alley	Commercial Alleys
Number of lanes	2-5	2-5	2-3	2-3	2	2	N/A	N/A
ROW width	120'	100'	100'	80'	80'	60'	20'	25'
Pavement width*	28'+	28'+	28'+	28'+	25'+	23'+	20'	25'
Curb and gutter req.	No	Yes	No	Yes	Yes	Yes	No	No
Shoulder width	6'+	N/A	6'+	N/A	N/A	N/A	N/A	N/A
Sidewalk req.	Both sides	Both sides	Both sides	Both sides	Both sides	One side	N/A	N/A
Min. Sidewalk width	6'	6'	6'	6'	5'	5'	N/A	N/A
Bike Lanes (4' - Both sides)	No	No	Preferred	Preferred	No	No	N/A	N/A
Separate Bike Path (10')	Preferred	Preferred	No	No	No	No	N/A	N/A
Parking	No	No	No	No	TBD	One side**		N/A
Design Speed	40+	40+	30+	30+	30+	30+	20+	20
Driveways	No	No	No***	No***	Yes	Yes	N/A	N/A

Notes

*Width does not include curb and gutter

**Parking may be allowed on both sides if pavement width is 27'

***May be allowed if adequate justification is provided

Access Control

Just as the design of a roadway helps to move traffic efficiently, controlling access to the roadway system can help do the same. The lack of an adequate access control policy or plan increases the probability of having traffic hazards and increased traffic congestion. Traffic hazards and traffic congestion reduce the capacity of the roadway to accommodate the traffic volumes for which it is designed. Traffic congestion and traffic hazards increase the pressure to widen roadways which requires spending additional public funds.

Roadway capacity can be increased or decreased in a number of ways. The method utilized most frequently to increase capacity is to widen a road to provide additional travel lanes. In some instances, however, it is not feasible to add additional travel lanes due to abutting land uses on either side of existing roadways. In these instances, other methods of increasing roadway capacity may be more appropriate. Other methods include constructing intersection improvements, turn bays, medians, restricting road and driveway access or providing traffic signal timing improvements. Conversely, road capacity can be decreased by adding cross roads, driveways, traffic signals, or other traffic control devices. By developing an access control policy, road capacities can more adequately accommodate future development.

Specific design characteristics associated with each functional classification depend on factors such as projected traffic volumes and local access control policies. Higher traffic volumes, for example, those exceeding 20,000 vehicles per day, warrant construction of a four or five lane arterial road. Traffic volumes of 10,000 or 15,000 vehicles per day can be accommodated by a

four-lane arterial road or by a two-lane arterial road which includes turn bays, good signal and intersection spacing, and private driveway access control. In many cases, a well built two-lane arterial road can function as well as a four-lane road at approximately half the cost.

Acceptable traffic volumes on a major arterial roadway can range between 25,000 and 35,000 vehicles per day. This capacity, however, can be reduced by excessive curb cuts and mid-block turning movements. The center turn lane is appropriate because of frequent entrances into higher traffic generation land uses such as business parks and retail centers. A median can be constructed in locations where left-turns should be prohibited, and on-street parking should not be allowed. For design speeds greater than 35 mph, or for peak hour right turn-in traffic volumes exceeding 100 vehicles, it is recommended that a right turn lane be constructed along the arterial roadway approaching the curb cut.

K-68 Access Control

K-68 provides regional access as well as access to abutting properties. Therefore, it is critical that a sound access control policy be followed as development occurs on property directly abutting the highway.

K-68 east of Interstate 35 (I-35) is a two-lane highway. KDOT replaced the two bridges on I-35 over K-68 in 2002. The entrance and exit ramps on I-35 were moved outward when the bridges were replaced. The relocation of the exit/entrance ramps cause a portion of Nebraska Road southeast of the interchange area to be relocated approximately 300 feet to the east. The relocation of Nebraska Road establishes a new access point on the south side of K-68. This allows for a future road extension to the north as such time that development occurs at that location.

K-68 west of I-35 has been improved to a four-lane divided highway. Therefore, it is capable of carrying a larger volume of traffic than K-68 east of I-35. According to KDOT 2000 Traffic Flow Map for the Kansas State Highway System, K-68 between the Ottawa corporate limits and I-35 carried an average daily traffic volume of 8,800 vehicles. Based upon the average daily traffic volume on K-68, there is sufficient excess capacity to accommodate traffic from future development in the study area.

As future development occurs, minor roadway improvements may be necessary to prevent traffic congestion from increased traffic movements on K-68. Such improvements may consist of turn bays, restricting road and driveway access, or providing traffic control devices. The need for these improvements must be carefully balanced against the need to allow for the efficient movement of traffic through the study area. Therefore, the carrying capacity of K-68 must be protected by limiting the number of cross roads, driveways, traffic signals, or other stop controls.

K-68 is maintained by the Kansas Department of Transportation (KDOT). Therefore, access control on K-68 is under the authority of KDOT. KDOT has developed and adopted the Corridor Management Policy which establishes criteria and procedures necessary to obtain reasonable

access to K-68. In addition, KDOT can establish a district plan for the K-68 corridor. According to the Corridor Management Policy a district plan represents a coordinated effort in the identification and management of high growth corridors and routes or segments of routes in need of a higher level of management. A district plan for the K-68 corridor should be developed as a partnering effort between KDOT, the City of Ottawa, and landowners within the corridor. Development of a district plan will help avoid traffic congestion, prevent loss of traffic carrying capacity and can help maintain the appropriate level of service on K-68.

When K-68 was improved to a four-lane divided highway from the Ottawa City limits to I-35, KDOT constructed future access locations along each side of the highway. The access locations are constructed approximately every 600 feet between Davis Avenue and the west exit/entrance ramp at the I-35/K-68 interchange.

Because K-68 is a major arterial roadway and the efficient movement of traffic is of primary importance, each of the access points existing should not be developed as such. Rather, roadway and driveway intersections on K-68 should be approximately 1320 feet or more apart. Each access point should allow access to multiple properties. Therefore, each access point should be developed as a public roadway rather than as a private driveway. By developing the access points as public roadways, these access points also will provide access to properties not directly abutting the highway. This in turn will help prevent traffic from being funneled to only a few roads within the study area, thereby increasing traffic congestion on selected roads.

Parallel Access Road System

In order to provide convenient access between properties along K-68, as well as to other properties within the study area, parallel access roads should be developed to the north and south of K-68. The parallel access roads should be located approximately one-eighth to one-quarter mile from K-68 and should generally be parallel to K-68. The parallel access roads will provide convenient access between neighboring properties without forcing traffic to access K-68. In order to form a complete road network, roadways should intersect each parallel access road and K-68 approximately every one-half mile. The parallel access roads, as well as intersecting roads, will function as collector roads and should be constructed to the applicable road standards. If, however, higher intensity development occurs along a parallel access road, the parallel access road may need to be constructed as an arterial roadway. Development of a parallel access road system should be done in concert with the KDOT, as KDOT establishes the access control along K-68.

Access Control for Arterial and Collector Roadways

In addition to an access control policy for K-68, an access control policy should be developed for other roadways within the study area. The following describes specific access control guidelines for roadways other than K-68.

Intersection Spacing: Adequate distance between intersections is essential for the safe and efficient flow of traffic. Appropriately spaced intersections provide through-motorists an

opportunity to respond to traffic entering the road from a side road. **Table 4.10** shows the minimum standards for spacing intersections, determined by through-traffic speed.

Table 4.9: Minimum Intersection Spacing Standards

Through-Traffic Speed	Minimum Intersection Spacing
30 mph	210 feet
35 mph	300 feet
40 mph	420 feet
45+ mph	550 feet

Source: Institute of Transportation Engineers

Driveway Spacing: Like a roadway, private driveways create an intersection with a public street. Conflicts and potential congestion occur at all intersections - public and private. Methods to reduce conflict include:

- Separating the conflicts by reducing the number of driveways and intersections;
- Limiting certain maneuvers such as left turns; and
- Separating conflicts by providing turn lanes.

No access drives should be located within the operations area of an intersection. Driver conflicts need to be spaced in order to eliminate overlaps between through traffic and right turns.

It is recommended that driveway locations, at a minimum, should comply with the corner clearance criteria indicated in **Figure 4.6**. Proper spacing of driveways permits adequate storage and stacking of automobiles on the public street. This distance may have to be increased in cases with high volumes to ensure that driveways do not interfere with the operation of turning lanes at intersections.

The number of driveways accessing undivided arterial roadways should be minimized if not completely avoided. In order to do so, **Table 4.10** provides driveway spacing guidelines that should be used as development occurs along undivided arterial roadways. The driveway spacing guidelines provided in **Table 4.10** are based on AASHTO and the Institute of Transportation Engineers (ITE) guidelines.

Table 4.10: Driveway Spacing Guidelines

Maximum Number of Driveways	Driveway Spacing	
	Undivided Arterial Roads Length of Lot Frontage	Divided Arterial Roads Length of Lot Frontage
1	0-399 feet	0-529 feet
2	400 - 899 feet	530 - 1199 feet
3	900-1,399 feet	1200 - 1859 feet
4	1,400-1,899 feet ¹	1860 - 2525 feet ²

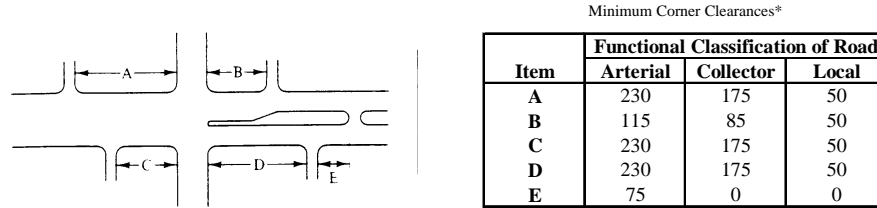
Source: Bucher, Willis & Ratliff Corporation Notes:

¹ For each 500 feet above 1899 feet, one additional driveway is permitted.

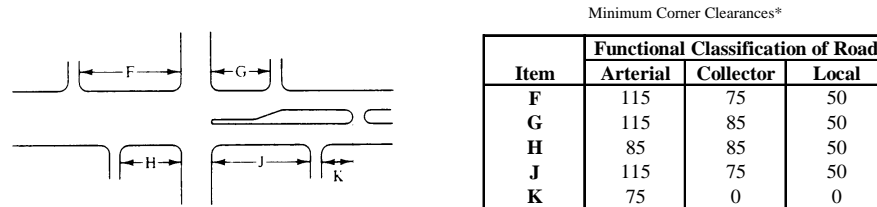
² For each 665 feet above 2525 feet, one additional driveway is permitted.

Corner Clearance: Specific minimum corner clearance guidelines are listed in **Figure 4.6**. These guidelines can be used to regulate new developments which often are located along arterial or collector roads.

Figure 4.6: Corner Clearance Guidelines



(a) Signalized intersection control



(b) Non-signalized intersection control

PEDESTRIAN AND BICYCLE PLANNING

Like the need for roadways to serve vehicular traffic, the City has made substantial investments in infrastructure to serve pedestrian traffic. As with most cities, Ottawa’s sidewalk network is incomplete. In an effort to complete the sidewalk network, the City requires approved development to include construction of sidewalks on one side of local streets and both sides of collector and arterials since 1996. In existing areas, the City has worked to address both deteriorating sidewalks and areas that were not served with sidewalks in the last decades. In areas where the sidewalk existed but needed to be replaced, the city took applications to replace the sidewalk, with the owner paying only 25% of the cost and the city overseeing the contract. In areas with no sidewalk, the property owner had to pay 50% of the construction costs and again the city hired the contractor.

In recent years there have been numerous grant proposals to fund infrastructure improvements submitted to foundations and state agencies. These include development of a Safe Routes to School (SR2S) Plan, along with CDBG, KDOT, Sunflower Foundation and federal economic stimulus funding proposals. The SR2S plan recommended sidewalk improvements in area near elementary schools including Ash Street between Ninth and Eleventh Streets, North Cherry Street, and Fifteenth Street. The plan also recommends a variety of education and safety programs. A proposal to the Sunflower Foundation to fund a walking trail near Eisenhower Elementary School was approved in 2009, with project construction occurring in 2010. Other proposals include connection between the Prairie Spirit Rail Trail (PSRT) and commercial uses

along Princeton Street, and a connection along the Flint Hills Nature Trail from the PSRT to don Woodward Center. Lighting improvements to the PSRT have also been funded.

UTILITIES PLANNING UPDATES AND EXTENSION OF INFRASTRUCTURE

Water Services

Based upon the results of the distribution system hydraulic analyses, recommended system improvements were identified to reinforce the existing system and extension options in the 1993 Master Plan done by Black and Veatch and updated by Professional Engineering Consulting in 2002. Water supply, treatment, and high service pumping facilities are adequate to meet future requirements for the ultimate development considered. However, distribution system modifications were deemed necessary to serve the growth anticipated.

Using the assumption both existing elevated tanks are depleted to half-full to satisfy peak water demands, it was determined that booster pumping would be required to maintain residual pressures. To serve the high ground in the southwest vicinity of I-35 and Eisenhower, booster pumping would be required. Extensions of the existing distribution system can accommodate growth to the north and south between 15th and 23rd Street on the west side. To meet demands in the north and northeast part of the city, a new 16" transmission line was recommended between an existing 16" main near the treatment plant and Cedar Street and some stages of this construction is underway. To meet needs for system reliability, an existing 12" main on 15th was extended between Cedar and Mulberry and in the future will extend between Apple Lane and Lincoln. An existing 8" main on 7th Street from Walnut to Main should also be extended. To aid low-pressure issues in certain areas and to improve fire flows, four" mains should be tied to adjacent parallel larger mains. All future mains should be at least six inches for residential areas and eight inches in commercial or industrial areas. The need for these improvements is addressed in the annual budgeting process and as opportunity arises.

Wastewater Services

Since the early 1990s, it has been clear that in many areas of the wastewater collection system are overloaded during a 10-year storm event. Although removal of infiltration and inflow sources enabled some reduction in the problems, it was clear that a major expenditure of funds would be necessary to meet then current and future needs. The city has constructed a new wastewater treatment facility alongside the previous facility on East First Street.

The new facility is an oxidation ditch system with a treatment capacity of 2.6 million gallon per day (MGD) doubling the current capacity. The new plant was designed so that it may be expanded by another 50% in the future and this facility will meet all current state and federal regulations. Provisions have also been made for future regulations that may require the removal of phosphorous and nitrogen. The facility includes a complete de-watering system to ensure the economic removal of sludge produced by the plant. An odor control system is included, as is an ultraviolet cleaning system. The construction also includes upgrades to the

gravity flow interceptors in the area near the plant. These new and larger lines will help to eliminate a portion of the overloaded system during peak rainfalls.

In addition, several gravity sewers and lift stations were proposed to serve potential growth areas. In order to serve the growth area along Eisenhower and 19th Street, a lift station was installed in 2000 and currently sanitary sewer improvements are planned for 23rd Street, east of Eisenhower. In 1999, a lift station was installed along K-68/Logan to enable growth in that area. In addition, an evaluation of the north watershed pumping stations was conducted. It is comprised of the Logan, Riverlift, and Mulberry stations, and they have been well maintained and are in good condition. They do have needs for roof repair/replacement, electrical supply/motor control systems, and mechanical/ventilations upgrades in the near future. Upgrades to these pump stations and others, additional force mains, and rerouting of mains will also be necessary and will provide for the growth Ottawa is experiencing and expects. The Sanitary Sewer System Master Plan Update completed in March 2008 found that, although the inflow and infiltration program has reduced the amount of rain and ground water entering the system, many of the flow basins still have excessive infiltration and the many of the main sewers in the City's system are too small to carry the extra flows that follow rainfall events.

Electric Distribution, Power Plant and Substation

The City of Ottawa completed an Electrical System Master Plan in 2002 with the document created by Professional Engineering Consultants (PEC). Along with city staff, PEC developed a forecast of both peak demand and annual energy requirements for twenty years. Utilizing historical data collected during the years 1978 – 2001, along with staff input, the forecasts were developed. The projections indicate that future peak demand will be at 150% of current values by the year 2013 and double the current demand by 2021. At this level, significant enhancements and investments to the existing generating capacity, power contracts, and distribution system are required.

The study also concluded that improvements were needed to the distribution system. Improvements include splitting circuits, for both reliability and safety of personnel working on the system and to provide for growth. In order to address future load growth and redundancy, it was recommended that a substation be installed in the southeast portion of the city, which is currently in the development stages. Another substation was also recommended for the northeast part of Ottawa

The City of Ottawa operates the power plant as a peaking plant for summer loads for about four to five months each year. Evaluation of the existing generators, total operating hours, and maintenance concluded that more maintenance funds and personnel would be necessary to continue life expectancies and prevent peak season overtime problems. Again, the need for substations was revealed to be a significant issue for this area.

The study also created short and long-term priorities. Since the study, staff and budgets have clarified these goals. Some items, such as splitting a circuit and addition of a bay at the plant,

have already been completed, but there are significant items to address over the next ten years. Currently, the goals are as follows:

- Construct the Southeast Substation – Complete May 2004
- Distribution System Modifications – 2004-2005
- Construct Generation – Phase 1
- Overhaul STAG Boiler or Convert to Peak Unit
- Construct Northeast Substation
- Construct Generation – Phase 2

These goals may be changed, or the dates altered depending upon local growth in a particular area or the growth rate change.

Additional study of the 12 electric distribution circuits was completed in 2008. Recommended improvements, many of which have been completed, include conversion of circuits #4 and #8 from 4.16kv to 12.47kv, construction of a 161kv transmission line and 12.4kv substation in the NE Industrial park, and extension of power to the growth area south of Interstate 35.

Stormwater Management

The City is affected by floodplains of area rivers and creeks. The watershed of the Marais des Cygnes River drains east. Growth in the area north of K-68 will result in drainage concerns for conveying stormwater runoff to the river. Existing culverts under K-68 are sized primarily to convey runoff from existing agriculture land conditions. Increased runoff will not pass through the existing culverts and drainage channels. Development north of K-68 should include stormwater retention/detention facilities. The existing industrial park is located on a very flat terrain and rains result in localized flooding.

In June 2007 the City of Ottawa completed a Storm Water Master Plan, a summary of which is being included into the City's Comprehensive Plan. The master plan was to meet the criteria of the National Pollution Discharge Elimination System (NPDES) Phase II requirements established for all small municipalities. The study identified the following six objectives for the storm water management program:

- Manage the storm water holistically as complete watershed systems.
- Manage the storm water runoff to preserve, and even enhance, water quality.
- Manage storm water runoff and have programs to meet the requirements of the Federal National Pollution Discharge Elimination System (NPDES) Phase II and the Total Maximum Daily Load (TMDL) programs.
- Manage storm water to protect, and possibly restore, natural areas valued by the citizens of Ottawa.
- Develop a program with community participation and support.
- Provide a funding source to support a staff dedicated to the operation, maintenance, and management of the storm water system and provide the necessary public education.

Stream Buffer Requirements

Headwater streams are often severely degraded by urbanization and intense agricultural practices. As a consequence, many communities have adopted stream buffer requirements as part of an overall urban watershed protection strategy—a practice the City of Ottawa should follow for the watershed of the Marais des Cygnes River and its tributaries and creeks. Urban stream buffers are an integral element of any local stream protection program. By adopting some of these rather simple performance criteria, communities can make their stream buffers more than just a line on a map. Better design and planning also ensure that communities realize the full environmental and social benefits of stream buffers. (Recommendations in this section are adapted from the APA, *PAS Memo* of August 2000.)

The ability of a particular buffer to actually realize its many benefits depends to a large extent on how well the buffer is planned or designed. In general, a minimum base width of at least 100 feet is recommended to provide adequate stream protection.

Three-zone Buffer System

(section updated 09-19-18)

Effective urban stream buffers divide the total buffer width into three zones:

- Streamside zone;
- Middle zone; and
- Outer zone.

Each zone performs a different function and has a different width, vegetative target and management scheme.

The streamside zone protects the physical stability and ecological integrity of the stream channel. Preventing disturbance and preserving vegetation are critical objectives. The vegetative target is mature native riparian vegetation that can provide shade, leaf litter, and woody debris for the stream; and erosion protection to the stream banks. The minimum width is 25 feet from the top of each stream bank. Land use is highly restricted, limited to stormwater outfalls, and a few utility, trail or roadway crossings. Allowed uses must be properly designed to preserve natural stream stability in accordance with accepted or adopted regional design criteria. Appropriate native vegetation must be preserved where possible and restored after disturbance.

The middle zone extends from the outward boundary of the streamside zone and varies in width to encompass the extent of the 100-year (or one percent) floodplain, as shown on a Flood Insurance Rate Map or determined for the project. The middle zone would also include any adjacent steep slopes (15 percent or greater), and adjacent Federally-regulated wetland areas. Its purposes are to protect floodplain functions and vegetation and provide further distance between occupied structures and the stream. The vegetative target for this zone is also mature native riparian vegetation. Some clearing may be allowed for stormwater management, access and passive recreational uses. A wider range of activities and uses are allowed within this zone, such as paved or unpaved bicycle and pedestrian paths, utility corridors, and some stormwater best management practices (BMPs). As with the streamside zone, allowed uses

must be properly designed to preserve natural stream stability in accordance with accepted or adopted regional design criteria, and appropriate native vegetation must be preserved where possible and restored after disturbance. The minimum width of the middle zone is at least 50 feet.

The outer zone is the “buffer’s buffer”, an additional 50-foot setback from the outward edge of the middle zone to the nearest permanent structure. The vegetative target for the outer zone is mature riparian vegetation or upland vegetation, although property owners may be provided more flexibility as a transition to maintained landscapes. The only major restrictions are no septic systems and no new permanent structures.

Buffer Crossings

Major goals of a stream buffer network are:

- To maintain an unbroken corridor of riparian vegetation; and
- To allow upstream and downstream passage of fish in the stream channel.

Appropriate provision is made for linear infrastructure that must cross the stream or the buffer, such as roads, bridges, trails, underground utilities, enclosed storm drains or stormwater outfalls. Regional stormwater design criteria that provides guidance for protecting natural streams should be adopted which includes the following performance criteria:

- Crossing width: define a maximum width for maintenance access.
- Crossing angle and location: crossings would be allowed at riffles, and direct right angles are preferred, because they require less buffer clearing than oblique crossing angles and protect stream stability. Exceptions would be allowed if properly designed to stabilize the stream.
- Crossing frequency: allow only one road crossing within each subdivision.
- Outfall design: design all direct outfall channels (the places where stormwater is discharged into receiving waters) according to accepted and adopted regional design guidance for stream protection.
- Designing culverts and bridge openings to maintain the appropriate channel profile and section to maintain stability without over-widening or creating constrictions.

Stormwater Runoff

Using buffers for stormwater treatment. The outer zone may be used for stormwater management practices. The middle zone of the stream buffer may be used to locate water quality BMPS under limited circumstances. For example, a stormwater pond may not be appropriate in the middle zone, which is the floodplain, since flooding could cause erosion or deposit sediment that clogs the pond. However, the buffer could potentially be used as a filter strip to receive runoff from nearby housing if the filter strip is suitable for the anticipated runoff volume and velocity and planted with appropriate native vegetation. The designer would follow adopted regional stormwater management and water quality BMP design criteria to determine what is appropriate; with review and approval by the City Engineer.

However, given the effectiveness of stormwater ponds and wetlands in removing pollutants, their use within the buffer should be conditional and based on a thorough engineering review. Consideration of site-specific conditions that may influence their success or failure, subject to approval by the City Engineer. Several arguments can be made for locating ponds and wetlands within the buffer. Constructing ponds and wetlands in near the stream allows the greatest possible drainage area to be treated at one topographic point. Also, ponds and wetlands may benefit from wet weather flow of a stream to maintain water levels and prevent nuisance conditions. Lastly, ponds and wetlands add a greater diversity of habitat types and structure and can add to the total buffer width in some cases.

Inspection and Maintenance. Placement of water quality management practices in the stream buffer can be accepted if basic inspection and maintenance can be assured, such as routine vegetation management, erosion repair, and annual removal of accumulated sediments. The designer would incorporate inspection and maintenance guidance from adopted design guidance into an enforceable maintenance agreement that also allows for public maintenance inspection.

Plan Review and Construction

The limits and uses of stream buffer systems should be well defined during each stage of the development process, from initial plan review through construction. The following steps are required during the planning stage:

- Delineate buffer zones on preliminary and final plats and plans;
- Verify the delineation of the stream, and adjacent wetlands if applicable, in the field;
- Check that buffer limits and areas are computed and mapped properly;
- Check suitability of use of buffer for stormwater treatment, including BMPs;
- Ensure other infrastructure is properly designed to protect the stream and buffer; and
- Examine any buffer crossings for problems.

Ownership. Regional and national experience shows that stream buffers work best for all parties when they are commonly owned or managed, rather than being divided by a patchwork of residential lots. Individual homeowners often encroach on the buffer, removing vegetation that protects the stream and floodplain and building structures that are endangered and obstruct stream flows. Options include maintaining buffers as common open space for the development, protecting lands within the buffer with a perpetual conservation easement, or dedicating the buffer areas to the City for required park and open space if the City chooses to accept them. Buffer areas must be clearly marked with signage that describes ownership and restrictions to help prevent conflicts and misunderstandings.

Buffer Flexibility

The courts have generally found that floodplain and buffer ordinances avoid the regulatory takings issue, by providing compelling public safety, welfare, and environmental benefits to the community that justify restriction of land use. In order to limit the hardship on developments the following planning methods are utilized to mitigate any negative impacts associated with the creation of stream buffer strips.

Combined open space requirements and density compensation. The developer is granted credit for additional density elsewhere on the site to compensate for developable land lost to the buffer. Developable land is defined as the area remaining after the 100-year (1 percent) floodplain, adjacent wetland and steep slope areas have been subtracted. Developers receive a 5-percent net density credit over the base land use density for land that is lost to the buffer. The density credit is accommodated by allowing greater flexibility in setbacks, frontage distances, and minimum lot sizes. Cluster development also allows the developer to recover lots that are taken out of production due to buffers and other requirements. Finally, buffer areas are allowed to satisfy other open space requirements where appropriate, such as parkland and open space dedication or landscaping requirements, to maximize the amount of developable land while still meeting community needs.

Variances. The buffer ordinance provisions enable an existing property owner to be granted a variance, if the owner can demonstrate severe economic hardship or unique circumstances make it impossible to meet some or all buffer requirements.

OTHER PUBLIC SERVICES

Police

Given the major addition to the department through the construction of a state of the art facility and changes over the last few years relating to staffing and compensation, the Ottawa Police Department does not foresee any dramatic changes or needs for five years. Ongoing support of staff, vehicles, and policies, should allow the department to function for several years, even with the population growth expectations.

Fire Protection

The Ottawa Fire Department is committed to making the best possible use of available resources toward the achievement of its mission. To that end, the department is constantly working to become as effective and efficient as possible. Every community that has a recognized fire department is periodically evaluated by the Insurance Services Office (ISO) to determine a community's public protection classification. The goal of rating communities is to provide better insurance rate equity in recognizing public fire suppression abilities, but, aids the department as well as an independent evaluation is conducted, and feedback given. The OFD was last surveyed in June of 1994 and is currently rated class 4, with 1 as the best rating.

A major goal of the OFD is to continue to evaluate and improve all aspects of our delivery and service, and to request a future ISO evaluation and receive a lower rating in the future. Some future benefits of obtaining a lower ISO rating:

- Potential reduction in insurance premiums paid by local residents and property owners.
- Competitive advantage when applying for grant funding.
- Benchmarking against other agencies for best practices.
- A detailed plan for addressing performance improvement opportunities.
- Recognition as a progressive and effective department among other departments.

Ottawa Municipal Airport

The Airport Master Plan recommends purchase of adjacent land for extension of the runways in the near-term (1999-2004) and in the mid-term (2005-2010). The Plan also recommends purchase of navigation easements in some adjacent property (**Ref. Figure 4.7 and the Ottawa Municipal Airport Master Plan document**). The first priority of the master plan was to improve the parallel taxiway, which was done in late 2003 (photo below). The next master plan priorities, in order of priority with estimated cost, are:

- | | |
|--------------------------------------|------------|
| • Install PAPI-2L - Runway 17 | \$ 35,000 |
| • Purchase Property - Runway 35 | \$ 32,625 |
| • Install PAPI-2L - Runway 35 | \$ 35,000 |
| • Rehabilitate Apron / Tie-Down Area | \$ 512,028 |
| • Purchase Property - Runway 17 | \$ 42,563 |

The city continues to consider the addition of jet fuel tanks, t-hangers, storage, etc. The addition of these things as well as various funding sources for upgrades is ongoing.

A storm in July 2009 destroyed the airport’s primary hangar, resulting in construction of a new 12,000 square foot hangar in 2010.



**CHAPTER FIVE
PLAN IMPLEMENTATION
*Table of Contents***

CHAPTER FIVE – PLAN IMPLEMENTATION..... 1

PURPOSE AND INTENT 1

FUTURE LAND USE IMPLEMENTATION..... 1

 Private and Public Initiatives 1

 Development Review 2

 Plan Amendments 3

RECOMMENDATION - ANNEXATION 3

RECOMMENDATIONS – BUSINESS DEVELOPMENT AND RETENTION..... 4

 Update Development District Criteria—General Commercial Development 4

 Adopt Commercial Corridor Development Review Criteria 5

 Adopt Industrial Development Review Criteria 5

 Initiate a Business Development and Enhancement Policy 6

 Adopt a New Downtown Neighborhood District 7

RECOMMENDATIONS – HOUSING DEVELOPMENT SUPPLY AND DEMAND 9

 Adopt Multifamily Residential Development Guidelines 9

RECOMMENDATIONS – UTILIZATION AND PRESERVATION OF NATURAL RESOURCES..... 9

 Implement New Stormwater Management Policies and Procedures 9

 Implement New Flood Hazard Mitigation Policies and Procedures..... 10

 Implement Stream Buffer Requirements..... 10

RECOMMENDATIONS – TRANSPORTATION SYSTEM MAINTENANCE AND ENHANCEMENT..... 10

 Apply Access Control Standards throughout the City 10

 Enhancement of Street/Road Corridors 11

CHAPTER FIVE – PLAN IMPLEMENTATION

PURPOSE AND INTENT

The goals, objectives and policies of **Chapter 3** and Future Land Use and growth strategies of **Chapter 4** must be supported through comprehensive implementation strategies. This Chapter outlines recommended strategies for implementation. In that regard, it must be clear that these recommendations do not constitute a set of regulations or ordinances. Rather, they are guides for future amendments to existing City regulations and ordinances. Similarly, it is not anticipated that these recommendations will be implemented in their entirety upon adoption of this plan. Rather, the intent of the recommendations is to equip Ottawa to accomplish short- and long-term objectives through implementation of the recommended strategies as determined by the City to be appropriate at the time implemented.

Because of the long-term nature of the Plan, it is appropriate for the City to evaluate the specific language and make modifications, as some of this material is generally accepted standards while other is more specific to Ottawa, prior to adoption. In the interim, the recommendations serve as guides for evaluating proposed developments.

The following recommendations are listed by general categories and are not listed by importance. Although grouped by topic, each recommendation is independent and can be implemented individually or in conjunction with other strategies from this chapter.

FUTURE LAND USE IMPLEMENTATION

The Comprehensive Plan is implemented through numerous planning regulations and procedures. The primary means of implementing the Future Land Use Map is the Zoning Ordinance. Over time, the City should seek to achieve consistency between the Zoning District Map and Future Land Use Map and between the Zoning Districts and the Future Land Use Categories. Implementation will come from both public and private sector initiatives:

- Proactive rezonings on the part of the City or landowner proposed rezonings
- Amendment of site development standards in the Zoning Ordinance update; and
- Implementation of overlay strategies to complement and support land use strategies, such as for infill or redevelopment of certain commercial areas.

Private and Public Initiatives

Proactive Rezoning. In several Planning Areas, proactive rezonings are recommended in the Future Land Use Map. In most instances, these are areas where rezoning of land implements the Plan intent. Examples of this include rezoning of land to solidify the intent of promoting Business Park development.

Landowner Proposed Rezoning. The Plan sets forth goals and objectives for near-term and long-term development. Accordingly, rezoning applications should be easier to evaluate and, where found consistent with this Plan, approved. The Plan gives the City a stronger basis to say “yes” to development in the future, while also explaining to applicants why it must sometimes say “no.”

Site Development Standards. In addition to rezoning, applying new or amended site development standards will help alleviate problems with land use incompatibility, traffic conflicts and related planning concerns. In several areas, site development standards are recommended. Most of these areas are in commercial districts where the overlay provisions would address unique use, signage, landscaping, setbacks, buffering, parking and, possibly, architectural design requirements to preserve and enhance the character of the strip commercial corridors and other business areas of Ottawa. This would support goals in the Plan to improve appearances at gateways, along corridors, and as development occurs.

Development-Specific Programs. In targeted areas of the City, significant support efforts are recommended that would greatly support local initiatives for development. The areas currently identified as Development Opportunity Areas and Revitalization Opportunity Areas (**Ref. Map 8: Development Opportunity Areas, Appendix E**) are where the City has gathered information specific to the areas and hope to be proactive in meeting the needs of the area or developments. These areas are found in the appendices as information for them may need to be modified as development occurs, which is anticipated to be more often than the plan is updated. To add an additional area to the opportunity or revitalization areas, consideration would be given when the comprehensive plan is reviewed annually.

Development Review

The goals, objectives, and policies of **Chapter 3** and the Future Land Use Plan and growth strategies of **Chapter 4** have been designed for use in evaluating proposed development projects in addition to guiding the general growth and development of the City. Update of the Zoning Ordinance was completed in March of 2005. However, updating the zoning ordinance regularly would be wise so that future efforts continue to be consistent with the Plan objectives when evaluating zoning map amendments, planned developments and conditional use permit applications.

In determining the consistency of proposed development with the Comprehensive Plan, the various portions of the Plan must be considered individually so that the Plan can be interpreted, but must be applied in their totality. No one portion of the Plan can be considered in isolation from the rest of the document. Although the Future Land Use Map and recommendations of the Plan provide detailed recommendations for the future development of areas and parcels, the Plan must be implemented using the strategies and recommendations of the Plan as a whole.

Further, developers and property owners are strongly encouraged to become familiar with the entire Plan and incorporate the applicable recommendations and guidelines into their projects. The recommendations and guidelines include:

- the Goals, Objectives and Policies;
- the recommendations of the Future Land Use and Growth Strategies chapter;
- the Future Land Use map;
- the Major Thoroughfare Plan map;
- targeted development areas;
- development design standards and considerations; and
- the Capital Improvements Program (CIP).

Plan Amendments

The Planning Commission is required by state law to review the Comprehensive Plan annually. The Planning Commission is required to hold a public hearing each year to consider necessary Plan amendments and is also encouraged to update the Plan at that time. In so doing, the City of Ottawa will institute a process with many planning advantages:

- implement strategies invoked during the preceding year, whether by public policy or private initiative;
- engage meaningful participation in planning processes,
- find common ground for shared decision-making by all citizens, and
- ensure community equity in the distribution of resources.

RECOMMENDATION - ANNEXATION

Due to positive progress in relations with Franklin County, including a recently adopted interlocal planning agreement, the City should continue coordinating with county representatives on the issue of annexation. Future annexations should be planned with public facilities in mind to avoid straining municipal resources. To most efficiently utilize current infrastructure investments, further annexations should be planned concurrently with updates to the five-year capital improvements program (CIP).

Strategically plan annexations in the near-term:

- Within the next five years in portions of the “Planning Areas” in response to urban growth pressures.
- Targeted to control short-term development in Planning Areas which are important to long-term growth plans (e.g., the K-68 and US 59 Highway Corridors).
- Review limits regularly to consider “squaring” of the boundaries or for areas served with city services that could be annexed.

Annexation should be undertaken with the realization that poorly planned development outside current boundaries could limit the City's future growth capabilities. Thus, annexation decisions must balance the problems of assuming short-term service costs against the long-term benefits.

RECOMMENDATIONS – BUSINESS DEVELOPMENT AND RETENTION

Update Development District Criteria—General Commercial Development

Update existing Overlay District language in the Zoning Ordinance and adopt a new “Infill and Revitalization Overlay District” to assure that the following general commercial development objectives are met throughout Ottawa, and not just in a few area overlay districts.

- Cluster neighborhood centers at the arterial roads that connect to the highways.
- In reviewing development proposals, such as in site plan reviews, promote orderly retail and office development which is compatible with residential land uses.
- Coordinate major thoroughfare improvements in the Major Thoroughfare Plan with patterns of commercial growth so that streets can accommodate increased traffic volumes.
- Create strong continuous corridor edges using either consistent building setbacks or continuous sequences of plant materials, lighting fixtures or compatible signage.
- Minimize curb cuts and median breaks along collector and arterial roads.
- Require adjacent commercial uses to design internal connections between parking lots to minimize street traffic and curb cuts.
- Require commercial developments along major thoroughfares to be pedestrian-oriented with clearly identified walkways between parking lots and buildings.
- Lighting for businesses and parking lots should be low glare and designed so as not to shine directly into adjacent residential areas.
- Where possible, encourage the location of developments internally to the site, maintaining a vegetated edge along thoroughfare frontage.
- Require substantial vegetated buffering and screening of distracting and unsightly development elements.
- Require vegetated buffering and screening between business and residences.
- Require parking lots to be planted with appropriate number of shade trees.
- Require commercial and industrial developers to maintain trees and plants that are required to be installed as landscaping or buffering.

In chapter three, there are specific goals, objectives, and policies that support economic development. These along with the quality of life and future land use goals, should all be seen as ways to encourage job growth. While the community should continue to review its incentives as well as grant opportunities, real job growth is created by the private sector. City government and other institutions certainly impact the environment where growth occurs, but their task is to

support the opportunity for job growth through provision of services, infrastructure, parks, and other amenities providing the opportunity for a healthy community.

In Appendix I is material relating to creating quality places that may be helpful in creating overlay districts.

Adopt Commercial Corridor Development Review Criteria

The commercial corridors (or “strips”) are areas where business land uses are strung along major roads, such as Kansas 68 Highway and 23rd Street, which serve as districts for commercial activity and as major traffic carriers. In order to address this development, the City should update existing Overlay Districts and adopt new “Infill and Revitalization Overlay District” review criteria to assure that the commercial strip development objectives are met. The new and revised overlay districts will help accomplish the following:

- Provide for the proper sizing and location of new retail zoning requests and developments;
- Improve on- and off-site vehicular and pedestrian circulation and safety;
- Incorporate access management principles;
- Promote revitalization efforts to improve economic well-being of existing strips; and
- Improve the visual character and identity of retail centers, strip centers, and major transportation corridors.

The guidelines are intended to supplement the City of Ottawa’s regulatory review process. Each of the design elements or sections includes a statement of purpose and a listing of key issues. The applicant will be expected to address these issues during site plan review procedures by: a) complying with the guidelines for each section; or b) proposing alternative solutions that specifically address the identified issues. (See Appendix G)

The guidelines are intended to be used by staff in initial discussions with the applicant to aid in preparation of a submission. The applicant will be required to clearly show with supportive information and data—once adopted into the Zoning and Subdivision Regulations—how the key issues are addressed.

When an applicable zoning case, concept plan, circulation plan, land use plan, or site plan is presented to the Planning Commission and/or Governing Body, the staff’s recommended action will be included. In addition to other applicable considerations, Staff’s recommendation will be based on its determination of the proposal’s conformance to the guidelines and/or its effectiveness in meeting the purposes and issues of the various design elements.

Adopt Industrial Development Review Criteria

The City has applied site development review procedures over time. A generalized set of non-residential and non-commercial standards should be adopted to apply to development visible

from public rights-of-way and residential areas. Other industrial areas, not visible to the public, should be exempted from the standards. These standards are intended to be implemented in the same manner as detailed for the Commercial Corridor Development Review criteria discussed above. Recommended guidelines are detailed in Appendix F.

Initiate a Business Development and Enhancement Policy

The City of Ottawa's proximity to Kansas City—where generous business incentives are given—means Ottawa will have to more aggressively compete to maintain its competitive position in the edge of the Johnson County/ Kansas City metropolitan area market. Therefore, the following strategies are recommended to be followed to assist in attracting and supporting business development throughout the City and in the "Opportunity Areas" in particular.

Target Business Incentives. Business growth requires continued public and private investment and strategic use of existing capital resources. For Ottawa to continue to grow, proactive public policies, targeted financial incentives and specific strategies are necessary to maximize potential. Assistance should be focused on areas which will most directly broaden Ottawa's economic base.

The use of financial incentives to entice certain companies to relocate and/or expand to another place is appropriate if the business brings an expanded customer base, new shoppers and/or a high degree of name recognition within the region. The financial incentive is most appropriately tied to:

- assisting with relocation costs;
- waiving or discounting local permit fees;
- sponsoring public finance options, such as Neighborhood Benefit Districts; and/or
- granting partial property tax abatement.

More specifically,

- Study and determine appropriate financial incentives to target those market niche businesses where the City currently falls short of its regional share.
- Tax and other financial incentives to attract and/or expand businesses should be evaluated on the amount of private investment and the number of new jobs created.
- The City should consider directly tying the amount and duration of incentives in manufacturing and professional and technical services to the wage rates in order to maximize the benefit to the City's income figures.

When considering the use of financial incentives, it is important to publicize availability to the targeted industries. It is also important to keep the public well informed throughout the consideration process of the real cost and projected benefits of each potential project. Financial incentives have become the norm in the world of economic development and the judicious use of incentives will enable Ottawa's economy to continue to grow and prosper.

Establish a Database of Available Land and Buildings. A complete listing of all developed and vacant property and available commercial space is an important component of a successful recruitment program. The database should be maintained and regularly updated. This will maintain better knowledge of the prevailing real estate market, build relationships with the owners and can serve as a method to persuade them to seek tenants that best fill the City's needs, reinforcing the community's objectives. Development of the database in conjunction with the City's GIS mapping system could provide additional advantages such as the visual representation of land and buildings based upon specified criteria.

Target Downtown Enhancement if Initiated by the Private Sector. To enhance the downtown, the City should consider support of reinvestment in the downtown area—if initiated by the downtown land owners and businesses.

Adopt a New Downtown Neighborhood District

Purpose of the Downtown Neighborhood District. There is pride in having traditional community options available to Ottawa residents. One such option is manifested in the neighborhoods surrounding Ottawa's Downtown. Downtown neighborhoods have a distinct identity in Ottawa. To maintain the existing cohesive Downtown neighborhoods, the City must be willing to minimize the intrusion of non-residential land uses, while promoting flexibility and adaptive reuse of land and structures. This includes uses that are clearly different, such as new employment uses, as well as seemingly compatible uses, such as the conversion of residential uses to small commercial uses. In places where a number of uses already weaken a neighborhood, the purpose of the District is to determine an ultimately beneficial use for the area and achieve this use through the consistent application of City goals, objectives and policies.

Objectives of the District. The Downtown Neighborhood District seeks to maintain Ottawa's Downtown neighborhood character through an increased emphasis on compatible design and community appearance, while accommodating sensitive adaptive reuse.

Objective 1 - Ensure that new development/redevelopment is attractive. Also, encourage the incremental transition of land uses, rather than sharp, incompatible changes in adjoining land uses. Adopt standards to be applied through Site Plan Review that ensure quality development that:

- Is compatible with adjacent uses, and
- Does not create undesirable impacts (e.g., traffic, visual, noise, etc).

Objective 2 - Reduce the potential for dispersed commercial uses throughout the neighborhood—identify an “edge” area where transition uses are managed. The “clustering” of commercial and retail uses should be encouraged closer to intersections of major streets that connect the core Downtown commercial area with the neighboring residential areas—defining

the land use “edges” between the two. Transitional uses should be site-sensitive between the residential and commercial areas, assuring more compatible land uses.

Objective 3 - Identify high density housing opportunities, such as residences above stores.

Objective 4 - Identify and develop gateways to Downtown Ottawa. Distinguish between commercial and residential gateways to mark these areas as unique, transitional sections of Ottawa’s Downtown. Make the residential gateway features compatible in scale and design with the residential portions of the neighborhoods.

Policy 1 - Gateways serve as focal points, and can consist of monument structures, distinctive building designs, or unique landscaping and lighting schemes. The City should consider a variety of options, distinguishing between commercial and residential gateways.

Policy 2 - New development or redevelopment applications before the City should be reviewed to determine if gateway identification would be appropriate on the project site.

Objective 5 - Establish guidelines that reflect the predominant character of the residential neighborhood, the Downtown, and commercial transitional areas. Develop guidelines to address unique circumstances in downtown residential neighborhoods.

Objective 6 - Develop a downtown sidewalk program for new and replacement walks, as well as improved pedestrian links. Build better “way-finding” systems/signage for off-street parking areas.

Objective 7 - The existing tree canopy in the neighborhood, particularly along its major collector and arterial roads, should be maintained as residential trees (large canopy) at the residential edges of the District, and as commercial (small canopy) next to the business district. The scale and appearance of the mature trees enhances the residential, small-town atmosphere of the community. Tree plantings should be required of both private and public entities. Specific corridor landscaping plans should be developed for key areas of the District.

Utilize Tax Increment Financing Tool for New Development and Redevelopment

Within the City there are a number of areas that were designated Enterprise Zones prior to 1992 for development opportunities and incentives. Franklin County also designated several townships adjacent to Ottawa for the same purposes (See Map 5). At this time, a new opportunity in Tax Increment Financing (TIF) is created by these Enterprise Zones. It is a simpler process to create a TIF district with areas already designated as Enterprise Zones. TIF will allow the new tax increment generated by development or redevelopment to pay for demolition or construction of infrastructure to serve the district. This tool utilizes increased ad

valorem tax funds from the city, county, USD, and special taxing districts resulting from new development within the district to be spent for infrastructure and other improvements. Projects that may be financed from the sale of TIF bonds include: acquisition of property within the project area, demolition, site preparation, utility improvements, storm drainage improvements, street improvements, sidewalks, water mains, public parking facilities, landscaping, benches, sculptures, as statutes allow.

RECOMMENDATIONS – HOUSING DEVELOPMENT SUPPLY AND DEMAND

Adopt Multifamily Residential Development Guidelines

Good urban design can help new developments relate to adjacent developments to form strong neighborhoods. The Plan participants identified a need for more high-density residential development. To encourage this, the City should consider residential design standards. Neo-traditional concepts should be encouraged for infill development in Ottawa and in the Ottawa Growth Areas where the private market promotes it. The neo-traditional patterns are efficient at making linkages between major thoroughfare roads.

Residential land use in Ottawa should be driven by a strong emphasis on regulatory approaches in response to private sector development needs. The following neo-traditional planning principles should serve as guidelines when reviewing proposals for new and infill development. New Residential Development Guidelines (Ref. **Appendix H & I**) are presented for consideration and should be referenced as policy guides when updating the Zoning Ordinance, creating new Overlay Districts, and similar regulatory actions.

RECOMMENDATIONS – UTILIZATION AND PRESERVATION OF NATURAL RESOURCES

Implement New Stormwater Management Policies and Procedures

The City should identify, protect, and restore stream assets by applying “best management practices” such as stream buffer requirements. This implies more inter-local cooperation with the county and neighboring communities. Stream buffer guidelines which will apply mostly in riparian areas inside and adjacent to floodplains (but not necessarily restricted to floodplain land) should be implemented as presented in **Chapter 4**.

In addition, the City is also in the process of developing a stormwater master plan. This document, when complete, will outline a plan by which the City will be able to address its current stormwater management needs, both functionally and financially, and allow for proactive management of stormwater issues as the City continues to expand and develop. A consultant has been contracted with to complete the plan and it is anticipated to be adopted by June, 2005. In addition, City staff is working with FEMA to obtain grant funding to maximize information gathered for the stormwater master plan to create new digital Flood Insurance Rate Maps.

Implement New Flood Hazard Mitigation Policies and Procedures

The City should identify and protect properties vulnerable to flood damage. As required by the Community Capacity Building Grant awarded to fund part of the comprehensive plan project, the City is required to develop a Flood Hazard Mitigation Plan. The overall goal of the plan is to plan cost-effective measures that, once implemented, reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other National Flood Insurance Program (NFIP) insurable structures. The goals include:

- Reduce the number of repetitively or substantially damaged structures and the associated claims on the National Flood Insurance Fund;
- Encourage long-term, comprehensive mitigation planning;
- Respond to the needs of communities participating in the NFIP to expand their mitigation activities beyond floodplain development review and permitting; and
- Complement other Federal and State mitigation programs with similar, long-term mitigation goals.

RECOMMENDATIONS – TRANSPORTATION SYSTEM MAINTENANCE AND ENHANCEMENT

City should strongly consider creating a Transportation Master Plan.

During the course of the comprehensive plan, discussion ensued about the need for a Transportation Master Plan to address the following: an inventory of streets and their condition, maintenance plan, identification of major reconstruction of roads, plans for removal of gravel streets, pedestrian/bicycle path plan, and sidewalk needs in existing areas as well as growth areas. Consideration of master planning this significant city asset is recommended. Such a plan would enable consideration of factors relating to existing streets as well as planned streets in a manner not encompassed in the Comprehensive Plan. A Master Transportation Plan would also add significantly to the quality of the city's CIP.

Apply Access Control Standards throughout the City

Just as the design of a roadway helps to move traffic efficiently, controlling access to the roadway system can help do the same. Traffic hazards reduce the capacity of the roadway to accommodate the traffic volumes for which it is designed. By developing an access control policy, as shown in **Chapter 4**, road capacity can be maintained to efficiently accommodate future development. Specific design characteristics associated with each functional classification depend on factors such as projected traffic volumes and local access control policies.

When regulating new commercial development on arterial roads such as 23rd Street, protect the capacity of the road to carry arterial traffic.

- Businesses should be clustered in developments to allow for the preservation of turning movement capacity;
- Use the site plan review process to promote clustering development for maintaining design standards and preserving traffic capacity;
- Orient and align buildings and developments with a sensitivity to the existing cluster development along the corridor and to establish a sense of design; and
- Encourage the design of residential and office park internal traffic circulation to make parking more efficient.

Enhancement of Street/Road Corridors

Enhancing the connections in the community through use of Gateways as specified in **Chapter 3 and 4**, as well as landscape improvements in new development, would create a sense of pride evident to the traveling public. In addition, enhancing existing and new corridors with new sidewalks or bicycle paths, would also enable a good transportation system as well as promote wellness of the citizens. Possible locations are shown on the Future Land Use map for planned trail expansion.