



City of Ashland, Missouri 2020 Comprehensive Plan August 2020



**Our mission is to provide the best possible
quality of life for our citizens.**



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A special thanks to all the citizens of Ashland who participated in the development of this Plan and former City officials and Commission members. Without your dedicated support and ideas this Plan would not have been made possible.

CHAPTER 1: EXISTING CONDITIONS





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Section 1:1 Purpose & Adoption

The Comprehensive Plan is a policy guide adopted by the Planning Commission that helps make decisions about the physical development of the community. The Plan serves as the legal and conceptual foundation for the City’s Zoning Code and all other land use regulations in the City. It should be utilized as a flexible document to be interpreted within the broad spectrum of land development possibilities and ever-changing conditions. Missouri Revised Statutes Chapter 89 Section 340 sets forth the legal foundation for the authority, objectives, content, and adoption of the Comprehensive Plan. In accordance with State Statues, the City of Ashland’s Zoning Code, Chapter 10.025, states:

“The City’s Planning Commission shall make and adopt a city plan for the physical development of Ashland. The city plan, with the accompanying maps, plats, charts and descriptive and explanatory matter, shall show the Commission’s recommendations for the physical development and uses of land, and may include, among other things, the general location, character and extent of streets and other public ways, grounds, places and spaces; the general location and extent of public utilities and terminals, whether publicly or privately owned; the acceptance, widening, removal, extension, relocation, narrowing, vacation, abandonment or change of use of any of the foregoing; and the general character, extent and layout of the re-planning of blighted districts and slum areas.”

Before the adoption or amendment of the Plan, or portion thereof, the Commission shall hold a public hearing in accordance with State Statues. Fifteen days’ notice of the time and place of such hearing shall be published in at least one newspaper having general circulation within the community. The Planning and Zoning Commission shall officially adopt the Plan by “resolution” and keep an official copy of the Plan in the City Clerk’s Office and with the Boone County Recorder of Deeds.

Section 1:2 The Planning Process

The City of Ashland’s 2020 Comprehensive Plan is the City’s second Plan. The City’s first Comprehensive Plan was adopted in 2009. The 2020 Plan reviews and updates the 2009 Comprehensive Plan. The essential characteristics of the 2020 Plan are comprehensive, general, and long range. “Comprehensive” means that the plan encompasses all geographic parts of the community and all functional elements which influence the physical development of the community. “General” means that the plan summarizes policies and proposals, but does not provide detailed regulations related to future land use and development on a parcel by parcel basis. “Long range” means the plan looks beyond the foreground of pressing current issues to the perspective of problems and possibilities 10 to 20 years in the future. The City’s Zoning Ordinance and Subdivision Regulations are much more specific with regard to regulating land use and are the key legislative tools for implementing the Comprehensive Plan.

The first phase of the comprehensive planning process looked at the *existing conditions* of the study area and included a review of Ashland’ history, stages of occupancy, demographics and socio-economic characteristics. This information provides the context for how the City became the way it is, what the City looks like today, and sets the stage for establishing a vision, goals and objectives for the future. It is important for the City’s decision-makers to have an understanding



of the City’s development patterns so they can make future land use and development decisions that are in harmony with the natural and built environment.

The second phase of the planning process concentrated on *public engagement*. This effort included a Comprehensive Planning Workshop open to the public, multiple stakeholder interviews, and ongoing public meetings with the Comprehensive Plan Steering Committee (Planning Commission). Information gathered during the public engagement process helped identify Ashland’s strengths, weaknesses and *Critical Issues* facing the community in the future. This information is summarized in Chapter 2 Critical Issues.

A vision for the future of Ashland and Plan goals, objectives and implementation strategies were developed and included in Chapter 3. The vision and goals are based on the recommendations and information gathered during the public engagement process. The goals are broadly written statements of what the City wants to achieve. Objectives and implementation strategies are provided for each goal to guide future decisions regarding land use and zoning and work towards achieving the Plan’s goals. These strategies form a work program that lays out the development program the City should follow when making future decisions regarding future growth and development. Some strategies are clear actions the City should take, while others are recommendations for additional planning work, more study or further public input.

For the third and final phase of the planning process, the Future Land Use Map and Plan were developed. The Future Land Use Map assigns future land use categories to all land within the City and the recommended growth areas. The categories provide a wide range of future growth and preservation scenarios ranging from future mixed-use, restorative redevelopment of the existing built environment to the preservation of income generating farmland and the creation of future parks and pedestrian/bike-ways. The Future Land Use Chapter provides a brief description of the latest development trends, an overview of the proposed future land use designations, and recommendations for future land use and implementation.

Section 1:3 Comprehensive Plan Abstract

The 2020 Ashland Comprehensive Plan is the result of an integrated public engagement program and on-going public dialogue with the City’s elected and appointed officials, external agencies, city staff and, most importantly, the community at-large. The Plan identifies Ashland’s major strengths and weaknesses as defined by the community and provides citizen defined goals and objectives to help guide future land use decisions. The resulting comprehensive plan includes the following Chapters:

- | | |
|-----------------------------------|---------------------------------------|
| 1. Existing Conditions | 4. Transportation & Public Facilities |
| 2. Critical Issues | 5. Future Land Use |
| 3. Vision, Goals & Implementation | |

The Plan update provides a brief summary of the planning elements facing the City of Ashland and the recommended goals, objectives and strategies necessary to implement the Plan. The Chapters provide a summary of each phase of the planning process; however, the Chapters should not be used as a stand-alone document. Each chapter is interrelated, resulting in a Comprehensive Plan where the ‘whole is greater than the sum of its parts’.



A common philosophy woven into each Chapter is that future decisions should serve the present needs of the community without compromising the ability to provide the same level of service for future generations. This Plan supports public investments and land use development that are **loose fitting** and lasts a **long life**. The 2020 Comprehensive Plan Update is designed to serve as a practical document used by the City’s elected and appointed officials to aid in their decision-making process over the next ten (10) years.

Section 1:4 Ashland’s Vision for the Future

The 2020 Ashland Comprehensive Plan supports and promotes sustainability in all future land use decisions and future regulatory amendments. The intent of this Plan is to position the City of Ashland for the future by providing the necessary recommendations and implementation strategies to protect the community’s health, safety and welfare. The vision, as determined after studying the values and critical issues provided by the residents, is:

***“To preserve Ashland’s small-town, family-friendly atmosphere, while promoting better highway accessibility, downtown revitalization and well-planned development specifically suited to the current and future needs of Ashland*”**

Section 1:5 Role of the Planning Commission

As referenced previously in Section 1:1, State Statues vest the authority to develop and adopt the Comprehensive Plan with the Planning Commission. The Commission also serves in an advisory capacity to the Board of Aldermen in the review of future land use and development proposals and subdivision plats. A primary duty of the Planning Commission is to hold public hearings to hear public opinion regarding development, rezoning petitions, and special use permits. After hearing public opinion and presentations from petitioners and staff, the Planning Commission provides recommendations to the Board of Aldermen regarding rezoning, subdivisions, use permits, and amendments to the Zoning Code. These decisions should be in accordance with this Plan.

Section 1:6 Role of the Mayor and Board of Aldermen

The City of Ashland operates under a Mayor/Board of Aldermen form of government. The Mayor is elected at-large for a two-year term and is recognized as the head of the City for all legal and ceremonial purposes and by the Governor of Missouri for all purposes of military law. The Mayor presides at the Board of Aldermen meetings, executes all ordinances, resolutions, proclamations, grants and executive orders. However, the Mayor may only vote in the event of a tie.

The Mayor and Board of Aldermen are responsible for enacting and amending the City’s Zoning Ordinance after first considering the recommendations of the Planning Commission. This responsibility includes amendments to the City’s Official Zoning Map. The role of the Board of Aldermen in the subdivision process is to accept or reject record plats, easements, dedications of rights-of-way, establishing financial guarantees or financing mechanisms to ensure construction of roads, utilities, and other public improvements. All land use decisions made by the Board of



Aldermen should be in accordance with the Comprehensive Plan. To ensure the City’s decisions are legally defensible, the Board of Aldermen and Commission should refer to the Plan whenever making land use decisions and enter the Comprehensive Plan into the record during meetings when said decisions are made. The role of the Mayor and Board of Aldermen is summarized as follows

- After consideration of the Planning Commission’s recommendations, the Board can authorize amendments to the Zoning Ordinance and the Zoning Map.
- After consideration of the Planning Commission’s recommendations, the Board can authorize Special/Conditional Use Permits and Planned Development applications.
- After reviewing the findings of the Planning Commission, the Board may review and approve dedications of easements, rights-of-way, and public lands on subdivision final plats.
- The Board has the authority to review and approve engineering plans for construction of public improvements.
- The Board has the authority to review and approve financial guarantees or financing mechanisms to ensure construction of all public improvements within subdivision plats.
- The Board has the authority to appoint members of the Planning Commission and the Board of Adjustment.

Section 1:7 Zoning Ordinance

Zoning is the "legal" tool cities use to carry out the recommendations of the Comprehensive Plan. The City is granted this regulatory authority by the Revised Statutes of Missouri (RSMO), Chapter 89. A zoning ordinance regulates items relative to the use of land, including, but not limited to, height and size of buildings, size of lots, building setbacks, and parking. It establishes definitions, standards, and procedures for the City's governing body to review and approve specific land developments. There are other ordinances and regulations that supplement the zoning ordinance, such as subdivision regulations, landscaping requirements, sign controls and stormwater regulations. According to Missouri State Statues, the purpose of the zoning ordinance is to promote the public health, safety, comfort, morals, and welfare of the community. To increase the legal defensibility of the City’s decision-making process, the City’s Zoning Code and Comprehensive Plan should be consistent and decisions regarding land use and zoning should be in accordance with the City’s Comprehensive Plan and Zoning Regulations.

Section 1:8 Subdivision Regulations

Subdivision regulations are a legislative tool used to implement the Comprehensive Plan by guiding and regulating the subdivision and development of land. Subdivision regulations provide coordination of otherwise unrelated plans as well as internal design of individual sites. Subdivision regulations should be continually reviewed and updated as needed to address policy changes and keep pace with the latest development trends and market demands. The general purpose of the subdivision regulations is to:

- a) Protect and promote the public health, safety, convenience, comfort, and general welfare;

- b) Guide future growth and development;
- c) Provide for the proper location and width of streets, roads, building lines, open space, and recreation and minimize over-population and traffic congestion;
- d) Protect and conserve the value of land, buildings, and improvements and minimize conflicts among land uses and buildings;
- e) Establish reasonable standards of design for subdivisions or land in order to further the orderly layout and use of land;
- f) Ensure that public facilities, including roads, water, sewer, and drainage facilities are adequate to serve the needs of future subdivisions.

Once the Comprehensive Plan is adopted by the Planning Commission, the City should begin the process of reviewing and updating the Zoning Code and Subdivision Regulations to ensure they are consistent with the updated 2020 Comprehensive Plan.

Section 1:9 Historic Background & Stages of Occupancy

Pioneering Stage- First European Settlers (1800- 1875): The Ashland area was settled by Scots-Irish who came to the area from Kentucky in the 1820's. The economy was agriculturally based with a Native American trading post established near the present intersection of Broadway and Main Street. The town of Ashland was laid out in 1852, but was not officially incorporated until 1877. At the time of Ashland's incorporation, it was a well-established farming community on a toll road which ran from Columbia to Claysville, then an important river port. Ashland was named for the Ashland Estate of Kentucky Congressman Henry Clay in Lexington, Kentucky. Clay was instrumental in the Missouri Compromise of 1820, which authorized Missouri as the 24th State of the Union on August 10, 1821; 2021 marks the bicentennial anniversary of Missouri entering the Union.

Growth and Prosperity Stage (1875 – 1920): The "Trade Center" in Ashland was started about 1875 by William Bass and J.W. Johnston. It became the largest general store in the state and had one of the first telephones in Missouri, outside of St. Louis. A rail line ran to a branch store in Guthrie, 8 miles east on a spur of the Chicago and Alton Railroad. Bass and Johnson also ran the Ashland Livestock Sales which shipped large herds of mules to the southern states. Bass and Johnson also established the Farmers Bank in 1881, built a grist mill (The Ashland Milling Co.) in 1877, and started a newspaper called the "Ashland Bugle" in 1875. James L. Wilcox bought the Bugle in 1877 and published it single-handedly as a weekly paper for 63 years, establishing a national reputation for himself and his newspaper.

Before the turn of the 19th century, Ashland had a packing house, a cooperage, a cannery, two hotels, three grocery stores, several blacksmiths & livery stables, seven physicians, several lawyers, a drug store, two opera houses, and a noted brass band. The first school was started in 1859 by the Ashland High School Association. The Bass-Johnston Academy was built in 1903 and is now part of the present middle school building. By the early 20th century, numerous businesses had formed. The Ashland Nursing Home and a new school, the Bass and Johnson Academy, opened in 1903. This school was consolidated in April 1919 by combining the three (3)



country schools of Martin, Jones, and Maplegrove. In 1951, it was consolidated again into the Southern Boone Schools, R-1 School District until it was razed in 2014.

Ashland was once known as the home of fine saddle horses. It had two race tracks and several training tracks just outside the City limits. Ashland is also the birth home to **Tom Bass** (1859-1934) who at an early age became known for his gentle and highly effective approach to horse training. He would become an internationally known horse trainer, elite equestrian showman, inventor of the “Bass Bit” and founder of the world-famous American Royal in Kansas City. Tom Bass was born into slavery just outside Ashland on January 5, 1859 to his slave mother Cornelia Gray and her owner William Hayden Bass. He grew up on the Peter Bass plantation and was raised by his grandparents Presley and Eliza Gray. Tom Bass was employed by the prosperous Bass family and learned to train and show fine horses. Mr. Bass moved onto Mexico Missouri where he continued training and showing horses in addition to learning the business of buying and selling horses. Buyers around the country would bring their horses to Tom Bass to break them in using his gentle methods. Mr. Bass is famous for inventing the “Bass Bit”, a mechanism designed to protect a horse’s mouth during training, still widely used today. According to Bass, “horses are like humans”. He refused to patent the device because he believed it should be used on all horses. Mr. Bass created the American Royal while serving on the City’s fireman’s committee as a way to raise money to help cover expenses related to the horse driven fire carriages and pumpers. The “Royal” would become one of the most popular and prestigious BBQ, livestock and equestrian events in the world.

Population & Economic Decline (1920-1950): From 1920 to 1930, the City experienced an 8% loss in population due in part to the economic decline resulting from the early effects of the Great Depression. From 1930-1940 Ashland enjoyed its largest population increase (38%) since its incorporation with the addition of 120 residents. During this same time period, Route 7 was upgraded and became U.S. Route 63 in 1926. The population continued to stabilize into the 1950s with a slight decline (4%) only to rebound with a 19% increase during the 1960’s.

Prosperity & Modernization Stage (1960-Present): The City of Ashland has enjoyed positive double-digit population growth since 1950 ranging from 19%-98% growth rates and coinciding with a prosperous economy and continued growth in home construction. The development of US Highway 63 resulted in a much-improved transportation network that provided convenient access to Columbia and Jefferson City from Ashland. While agricultural uses were traditionally the dominant characteristic of the region, Ashland has evolved into a bedroom community valued for its attractive location, easy access to Highway 63, and short commute to two major metropolitan areas. Ashland still maintains its prominence as a key agricultural hub to the region, however, more and more small farms have been consolidated into larger, more efficient farm operations as an increasing amount of farmland is converted to residential neighborhoods and commercial businesses. This transition from a predominantly agriculturally based community to a bedroom community has spurred population growth. From 1990 to 2000, Ashland’s population increased almost 50% from just 1,252 to 1,869 and then almost doubled in the next decade from 1,869 to 3,707 in 2010. Ashland’s latest population estimate is 3,927 according to the 2017 American Community Survey (ACS) conducted by the US Census. Ashland has a Moser’s grocery store, Dollar General, Sentinel Lumber, several eateries and the Cartwright Business and Technology Center. Ashland has great potential for a wide variety of residential, commercial, adventure,



entertainment, industrial, and mixed-use development which is discussed in detail in Chapter 5.

The success of the local schools, proximity to higher learning and recent commercial and industrial development has also contributed to Ashland's growth. The Southern Boone County School District educates children from Ashland and surrounding areas and has earned a reputation of educational excellence. The high school graduation rates are 8% higher than the state average. Ashland has seven (7) institutions of higher learning within 20 miles: They include; 1) The University of Missouri, Columbia 2) Stephens College 3) Columbia College 4) Lincoln University 5) Williams Woods University 6) Westminster College and 7) Moberly Area Community College.

Section 1:10 Project Area

The City of Ashland is a small scenic town in south-central Boone County, conveniently located along Highway 63 between Columbia and Jefferson City. St. Louis and Kansas City are two (2) hours away and the Lake of the Ozarks is just an hour drive. Ashland's population doubled in population from 2000 to 2010, yet still maintains its quaint, small-town ambience. Ashland continues "Growing Forward" thanks to its convenient location, excellent schools, churches, quality homes, and small-town, family-friendly atmosphere which continues to make Ashland an attractive place to live and raise a family. While some residents work in Ashland, the majority of the City's workforce commutes to Columbia and Jefferson City, both less than a 15-minute drive along US 63, a 4-lane divided highway.

Socio-Economic Analysis

The socio-economic data evaluated for this Plan includes statewide population trends as well as various demographic characteristics including age, housing, workforce, income, employment, education and median commute time. The following socio-economic analysis also compares selected Ashland demographic data with National, State, Boone County and peer cities to provide a more meaningful socio-economic analysis and help differentiate between local, isolated events and regional trends. For the purposes of this Plan, the cities of Holts Summit, Macon and Centralia were selected as “peer” cities. An understanding of the regional socio-economic trends and local issues will help the City plan for the future while also meeting the needs of its current resident population and business community. The data for this analysis is from the US Census Bureau’s 2010 decennial census and the ACS 2017 (American Community Survey) also prepared by the US Census Bureau for the years following the decennial census.

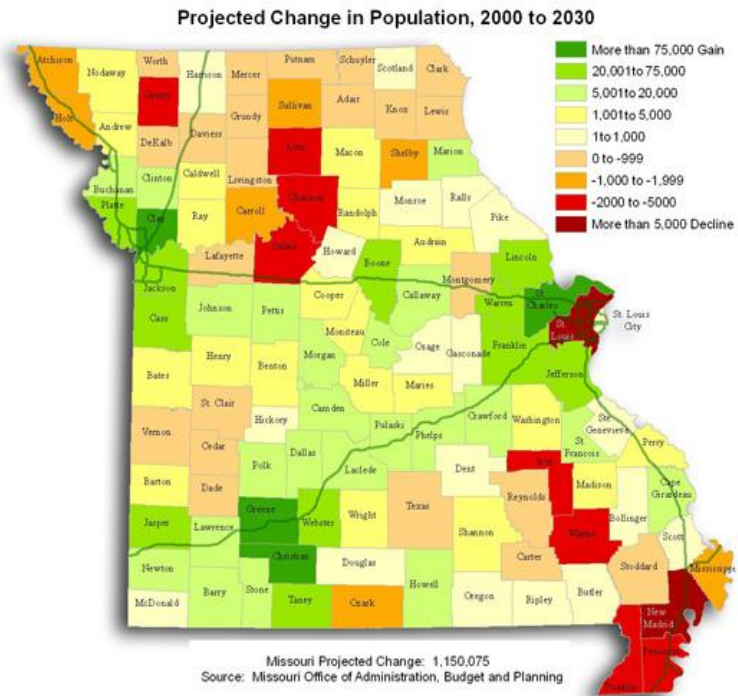
Section 1:11 Regional Population Trends

The population of Boone County experienced a sharp increase (74%) in the 1960’s due mostly in part to the strong growth (60%) that occurred in Columbia. In 1963, the University of Missouri and Columbia System established their headquarters in Columbia. During that same decade several insurance companies also established their headquarters in Columbia. Boone County would experience strong, steady growth over the next 40 years increasing an average of 19% per decade. Boone County’s estimated 2017 population of 175,000 makes it the state’s 7th most populous county. Meanwhile, Ashland and Centralia are the second and third most populous cities in Boone County behind Columbia.

Section 1:12 Future County & Statewide Trends

In the last couple decades, growth and development in Boone County has been steady with the cities of Columbia, Ashland and Centralia contributing much of that growth and development. Population growth and commercial development in and around Ashland and Columbia is inevitable. Ashland will likely play an increasing role as a “crossroads” and perhaps once again a hub for the surrounding areas. Therefore, future land use planning and public infrastructure coordination is recommended to facilitate planned, orderly growth.

The Missouri Office of Administration, Budget, and Planning projected population change out to the year 2030. According to their findings shown on the map, the populations of Christian and Lincoln counties are projected to grow the fastest in the state, more than doubling between 2000 and 2030. However, the largest numeric change in population is projected to take place in St. Charles, Clay, and Greene counties. Thirty-nine



(39) of the state’s counties are projected to decline in population from 2000 to 2030.

According to the 2010 US Census, the top five (5) most populous cities in the state were Kansas City, St. Louis, Springfield, Independence, and Columbia. These cities are projected to remain the largest in the state in 2030.

Section 1:13 Ashland’s Population Change (1880-Present)

The first official US Census for the City of Ashland was the 1880 decennial census which recorded a population of only 371. Ninety (90) years later, the City was finally able to double its population when in 1970 the City’s population reached 769. The City once again doubled its population, just 30 years later, when it reached 1,869 in the year 2000. The next decennial census would record the largest population growth in Ashland’s history as its population almost doubled in just 10 years jumping from 1,869 in 2000 to 3,707 in 2010. From 2010 to present, the population of Ashland has continued positive growth after a period of expansive growth and annexation. According to the 2017 American Community Survey (ACS), Ashland’s estimated population was 3,927, which is a 5.9% increase from the 2010 population of 3,707. Table 1.01 shows the City’s change in population according to the US Decennial Census. The City’s location, access and supply of well-built homes and stable neighborhoods will continue to retain and attract residents. However, future population growth will require ongoing reinvestment in the City’s existing neighborhoods, business districts, transportation system and infrastructure.

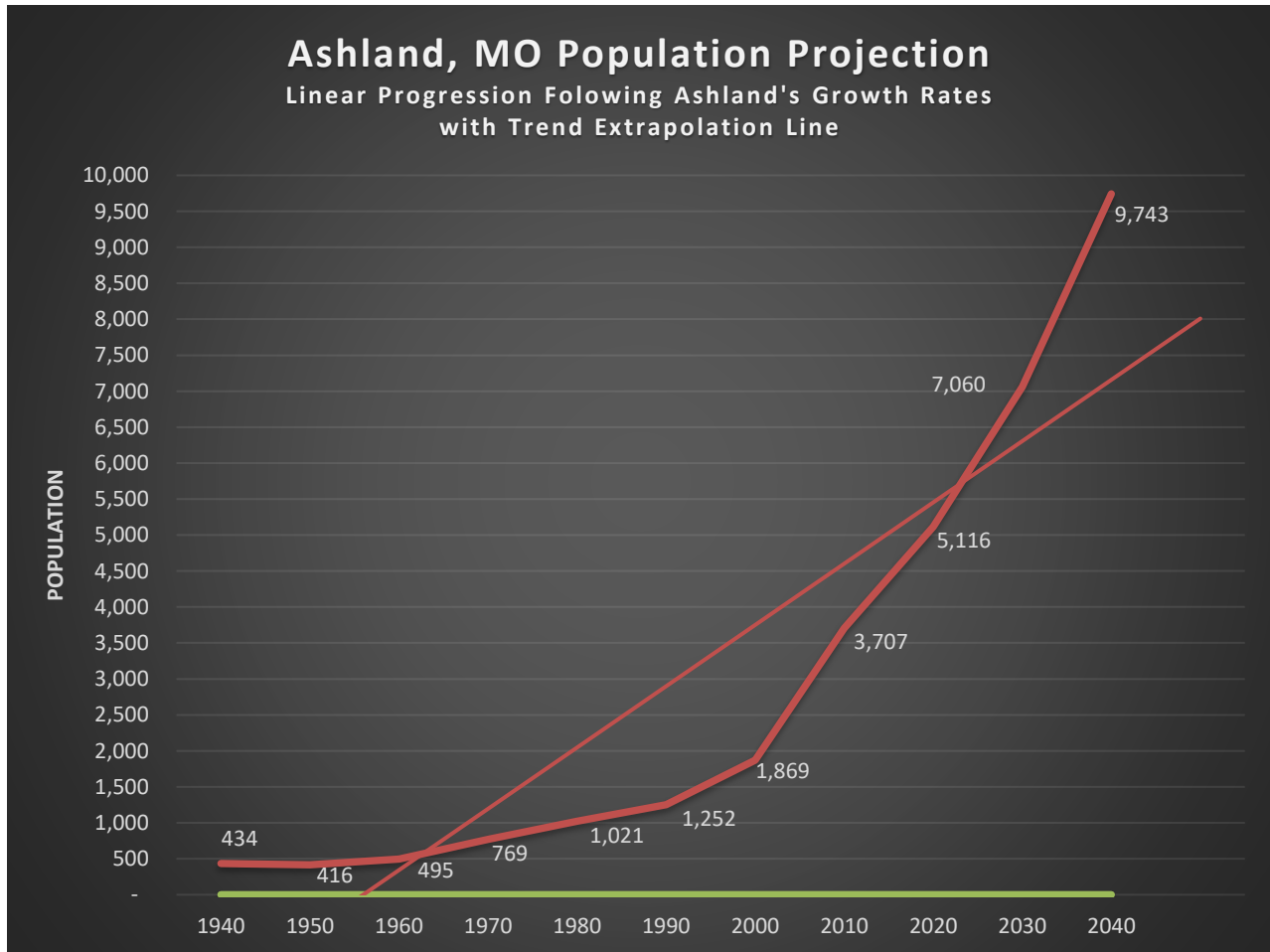
Table 1.01 City of Ashland’s Historical Population Changes		
<i>Source US Decennial Census</i>		
Census	Population	% Change
1880	371	----
1890	373	0.5%
1900	401	7.5%
1910	341	-15.0%
1920	342	0.3%
1930	314	-8.2%
1940	434	38.2%
1950	416	-4.1%
1960	495	19.0%
1970	769	55.4%
1980	1,021	32.8%
1990	1,252	22.6%
2000	1,869	49.3%
2010	3,707	98.3%
2017	3,927	5.9%

Section 1:14 Population Projections

Two (2) growth scenarios were used to identify future population projections for the City of Ashland out to 2040. The first scenario uses linear progression to forecast population based on historical US Census data for the City of Ashland, see Table 1.01 Scenario A. The second scenario is based on historical US Census data for Boone County and assumes the City will follow

Boone County’s population growth trends, see Table 1.02 Scenario B. Seventy (70) years of data was used in the preparation of the two (2) population growth scenarios.

Figure 1.01: Ashland Population Projection “Scenario A”
Source: US Census Bureau



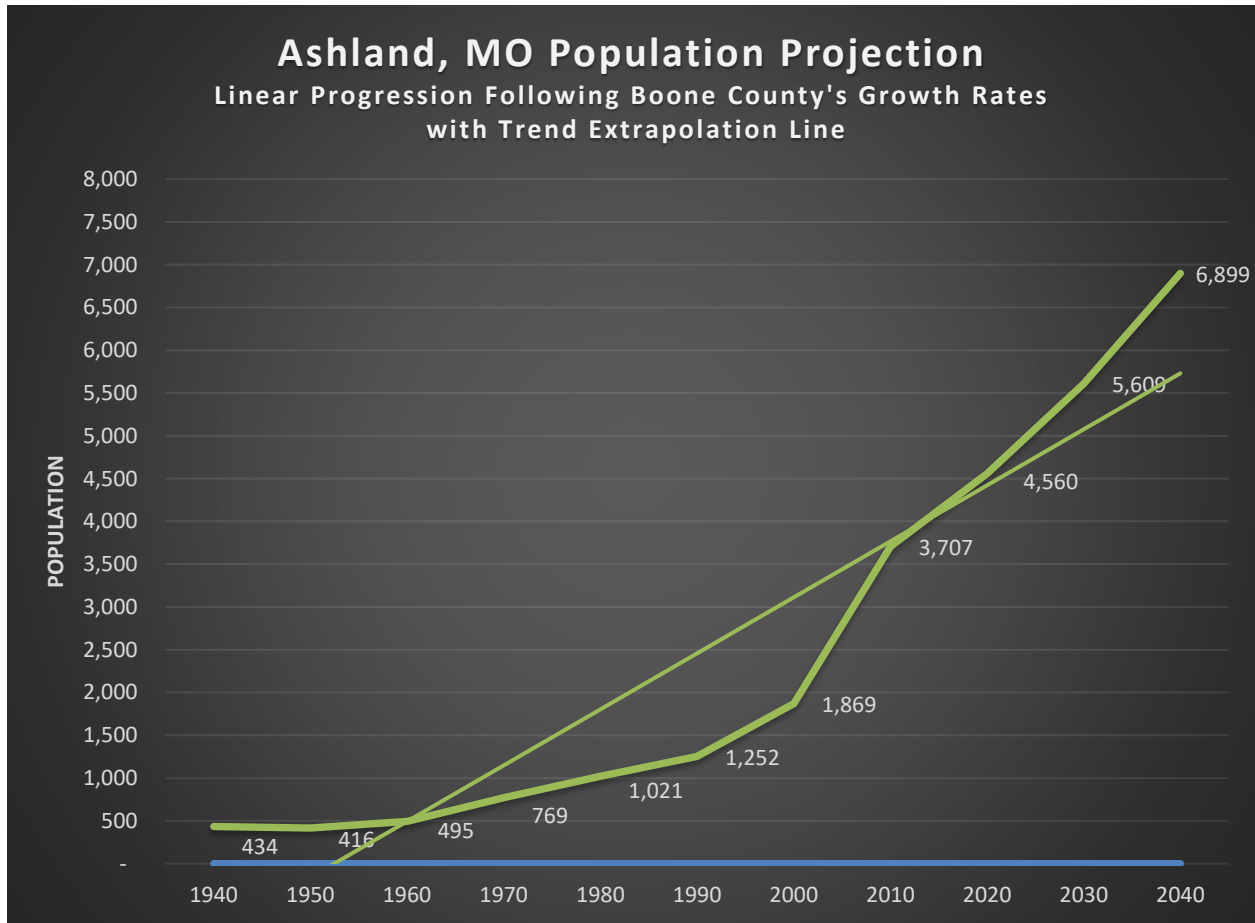
According to the linear progression “Scenario A” (Figure 1.01), Ashland’s population will continue growing strong and increase by an estimated 38% per decade (3.8% annually) for the next three (3) decennial census years (2020, 2030 & 2040). The projected population according to the liner progression method using Ashland’s historic growth patterns (Scenario A) is **5,116 in 2020, 6,250 in 2030, and 9,743 in 2040**. A trend extrapolation line was plotted in accordance with the findings of Scenario A to provide yet another population projection scenario. According to the “*trend extrapolation line method*” of forecasting, Ashland’s population will grow to **approximately 5,500 in 2020, 6,250 in 2030, and 7,100 in 2040**.

Figure 1.02 illustrates the linear progression population projection method using Boone County’s average growth rate over the last 70 years to forecast the future growth of Ashland. Based on the County’s past 70 years of population data, the County is predicted to follow a growth rate of 23% per

decade or 2.3% annually. If Ashland follows the County’s rate of population change, the City’s population will be an **estimated 4,560 in 2020, 5,609 in 2030, and 6,899 in 2040**. A trend extrapolation line was also plotted along Scenario B to project Ashland’s population. According to the extrapolation trend line, the **estimated 2020 population is 4,400, the estimated 2030 population is 5,100, and the estimated 2040 population is 5,700**, see Figure 1.02.

Figure 1.02: Ashland Population Projection “Scenario B”

Source: US Census Bureau



The difference between the population projections Scenario A & B was 556 for 2020, 641 for 2030, and 2,844 for 2040. The linear progression methodology using the City’s past growth rates generated the higher population rates, see Scenario A. The trend extrapolation methods applied to both scenarios resulted in the lowest population projections. The projections were made assuming the City will annex land as needed to accommodate growing population rates. In the absence of future annexations, the City’s only viable option to grow is to increase family and household sizes and via new residential construction. The population projection numbers are estimates only as actual population growth rarely proceeds linearly.



Section 1:15 Age Characteristics

According to the 2017 ACS, 32.2% of Ashland’s population is under the age of 18 and 67.8% is 18 years of age or older. According to the 2000 US Census, Ashland’s population was spread out with only 27% under the age of 18 and 73% over 18. Over the last 17 years, Ashland’s population under the age of 18 has increased over 5% while the population over 18 has decreased 5%. **As a result, Ashland had the highest percentage of children and young adults among the peer entities** with over 32% of the population under the age of 18. By way of comparison, the percentage of people under the age of 18 in Holts Summit, Macon and Centralia was only 18.4%, 24.9%, and 26.1% respectively.

Meanwhile, **Ashland had the lowest percentage of people age 18 and over** (67.8%). Holts Summit had the highest percentage of people over the age of 18 with 81.6%, followed by Boone County (79.6%), Missouri & US (both 77.1%), Macon (75.1%), and Centralia (73.9%). The percentage of Ashland’s population over 65 was 13.4%. This is significantly lower than the peer cities, State and US, but slightly higher than Boone County which had the lowest percentage of persons 65 years and over (10.9%). Macon had the highest percentage of population over 65 with 23.6%.

Ashland’s median age was 33.2 according to the 2017 ACS. This was slightly higher than Boone County which had the youngest median age at 30.6. **Ashland’s median age is significantly younger than the peer cities, State and US.** Holts Summit had the oldest median age at 44.8 followed by Macon (age 40), Missouri (age 38.4), Centralia (age 38.1), and the US (age 37.8). According to the 2010 and 2000 US census, the average age in Ashland was 33.9 and 33 respectively, which is in line with the 2017 estimate of 33.2. Ashland’s age characteristics are a result of the influx of young families and student-aged individuals who are attracted to the area’s great schools, universities, employment opportunities and affordable housing. Meanwhile, the other peer cities and State are more consistent with the national trend of an aging population due to a high percentage of baby boomers. It is estimated that 10,000 Baby Boomers will turn 65 every day for the next 10 years.

Ashland had the third largest disparity between male and female individuals over 18 with 44.3% males and 55.7% female; a difference of 11.4%. Holts Summit’s population is 57.9% female and only 42.1% male which was the highest disparity (15.8%) between females and males among the peer cities, Boone County, the state and US. Centralia had the second largest disparity between females and males with 13.8% more females. By way of comparison, the difference between male and female sexes in Missouri and the US was only 3.2% and 2.6%, respectively, in favor of females.

Ashland’s excellent schools, parks and neighborhoods are very attractive to first time home buyers which typically include young adults and couples just starting a family. As a result, Ashland had the highest percentage of school age children of all peer communities with 32.2% of its population under the age of 18. By way of comparison, the percentage of Boone County’s population under 18 was only 20.4%. The analysis of the City’s age and sex characteristics suggests **Ashland is very popular among females, families with school age children, and young (college age) adults.** As a result, housing for first time home-buyers is in high demand.

In comparison to the peer entities, Ashland has a low percentage of seniors age 65 or older. Therefore, the City and future developers need to make sure the amenities, housing and services that attract seniors age 65 and older are provided. The City should continue offering the services and amenities enjoyed by children and young to middle-aged adults, while also promoting services, amenities and housing desired of Baby Boomers, seniors, and female head-of-household families. Table 1.02 compares the City's age and sex characteristics with the peer cities.

Table 1.02 Age and Sex Characteristics (2017) <i>Source: US Census Bureau</i>							
Age Cohort	Ashland	Holts Summit	Macon	Centralia	Boone County	Missouri	US
Under 5 years	7.2%	6.9%	6.2%	8.8%	6.0%	6.1%	6.2%
Under 18 years	32.2%	18.4%	24.9%	26.1%	20.4%	22.9%	22.9%
18 and older	67.8%	81.6%	75.1%	73.9%	79.6%	77.1%	77.1%
65 and older	13.4%	22%	23.6%	20.20%	10.9%	15.7%	14.9%
Median Age	33.2	44.8	40	38.1	30.6	38.4	37.8
Male (over 18)	44.3%	42.1%	44.7%	43.1%	47.8%	48.4%	48.7%
Female (over 18)	55.7%	57.9%	55.3%	56.9%	52.2%	51.6%	51.3%

Section 1:16 Income

According to the 2017 ACS, Ashland's average household income was \$63,441, the average family income was \$76,716 and the per capita income was \$23,111. These income levels are well above the estimated 2000 average household, family and per capita income which were only \$34,750, \$41,136 and \$15,938 respectively. By way of comparison, **Ashland's average household income of \$63,441 was well above all peer cities (Macon-\$45,932, Centralia-\$50,822, and Holts Summit--\$59,003)** and below the national, county and state averages which were \$95,031, \$91,911, and \$83,724 respectively.

Table 1.03 Income Characteristics (2017) <i>Source: U.S. Census Bureau, ACS 2017</i>							
	Ashland	Holts Summit	Macon	Centralia	Boone County	Missouri	US
Per capita income	\$23,111	\$27,558	\$19,496	\$23,531	\$28,495	\$28,282	\$31,777
Average family* income	\$76,716	\$74,536	\$56,969	\$69,321	\$91,911	\$83,724	\$95,031
Average household** income	\$63,441	\$59,003	\$45,932	\$50,822	\$70,887	\$70,144	\$81,283
Persons below poverty	10%	7.10%	20.20%	19.3%	18.7%	14.6%	14.6%
Unemployment	7.2%	4.4%	11.4%	4.7%	4.4%	5.8%	6.6%

**Family: a householder and one or more other people related to the householder by birth, marriage, or adoption.*

***Household: A household consists of all people who occupy a housing unit regardless of relationship. A household may consist of a person living alone or multiple unrelated individuals or families living together*

Section 1:17 Poverty & Unemployment

The City of Ashland had the second lowest percentage of persons living below the poverty level (10%), just behind Holts Summit (7%) and well below Macon (20.2%), Centralia (19.3%), Boone County (18.7%), and State & US (14.6%). Of the 10% of Ashland's population living under the poverty level, only 7.6% were under the age of 18 and only 4% of were families. The highest percentage of individuals living under the poverty level was Ashland's seniors 65 or older.

Holts Summit also had the lowest unemployment rate at only 4.4%. Ashland had the second highest unemployment rate (7.2%) of all the peer cities, the County, State and US. Macon had the highest unemployment rate at 11.4%. Table 1.03 provides a summary of the City's income and poverty characteristics.

Section 1:18 Housing Characteristics

According to the 2010 US Census, Ashland had 1,428 households of which 42.4% had children under the age of 18 living with them, 51.4% were married couples living together, 13.8% had a female householder with no husband present, 4.1% had a male householder with no wife present, and 30.7% were non-families. In Ashland, 25.8% of all households were made up of individuals and 10.1% had someone living alone who was 65 years of age or older. According to the 2017 ACS, Ashland's average household size was 3.05 and the average family size was 3.01. Ashland's average household and family size was larger than all the peer entities surveyed and slightly higher than the 2000 US Census. While the reduction in household size has been a nationwide trend as more and more baby boomers reach retirement age, Ashland's household size has remained stable or slightly grown during the last two decades. The fact the average household and family size in Ashland are larger than all the peer cities, Boone County, and national averages, suggests families, especially young growing families, are comfortable living in Ashland.

Housing Types

While the City's housing stock has almost doubled in size over the last decade, it has also diversified considerably. In the last two decades there has been a sharp increase in single family attached housing units and multifamily housing units. While almost 94% of the City's housing stock consisted of single-family homes in 1980, since 1980, two-family and multifamily housing has multiplied almost six (6) fold. According to the 2017 ACS, ***Ashland had the highest percentage of single family attached homes (22.6%)*** among all the peer entities. By way of comparison, Boone County had the second highest percentage of single family attached homes with only (13%) followed by the US (10%), Holts Summit (9%), the State (7%), Macon (5%), and Centralia (2.2%). Single family attached homes (such as duplexes and villas) are very popular in suburban areas and continue to gain popularity among baby boomers looking to downsize as well as Millennials looking to purchase their first home. According to the 2017 ACS, ***Ashland had the lowest percentage of multifamily housing units (12.1%)*** among all the peer entities. By way of comparison, Boone County had the highest percentage of multifamily units (24.2%) followed by the US (22.5%), Macon (19%), the State (16.7%) and Holts Summit (12.4%).

Ashland's high percentage of single family attached homes and recent addition of multi-family development has diversified the City's housing stock with a wider selection of affordable housing.



However, the majority (60%) of Ashland’s housing stock is single family detached homes. This is consistent with Holts Summit (58%), Boone County (58%), the national average (62%), and slightly below the state (70%), Macon (72%) and Centralia (82%). Table 1.04 provides the percentage of each housing type for Ashland and each of the peer entities.

Housing Tenure and Value	Ashland	Holts Summit	Macon	Centralia	Boone County	Missouri	US
Total Housing Units	1,432	1,861	2,498	2,041	74,840	2.7M	135M
Single Family Units	60.6%	57.8%	71.6%	81.5%	58.4%	70.3%	61.7%
Single Family Attached	22.6%	8.7%	5%	2.2%	12.9%	6.7%	9.5%
Multifamily (3 + units)	12.1%	12.4%	19%	13%	24.2%	16.7%	22.5%
Mobile Home	4.7%	21.1%	4.4%	3.3%	4.6%	6.3%	6.3%
Owner-Occupied Housing	57.7%	69.9%	59.3%	68.4%	54.8%	66.9%	63.8%
Renter-Occupied Housing	42.3%	30.10%	40.7%	31.6%	45.2%	33.1%	36.2%
Total Vacant Housing Units	3.5%	9.7%	14%	5.6%	7.9%	13.6%	12.2%
Average Household Size	3.05	2.16	2.71	2.21	2.56	2.56	2.70
Average Family Size	3.01	2.98	3.2	3.12	3.11	3.0	3.14

Source: 2017 ACS

Vacancy Rates

The percentage of vacant housing in Ashland was only 3.5%, which is much lower than all peer cities, the County, State and National averages. As a result, **Ashland had the lowest vacancy rates of all peer entities.** In fact, the vacancy rates in the State were almost four (4) times higher than Ashland. The national averages were over three (3) times higher than Ashland and Boone County and Holts Summit’s vacancy rates were well over twice the average vacancy rates when compared to Ashland. The City’s low vacancy rate is a result of Ashland’s recent spike in population growth which placed an increasing demand on the City’s housing stock. The City’s housing stock will need to be expanded to keep pace with the City’s population growth. Table 1.04 provides a summary of the City’s housing tenure and size.

Age and Conditions of Housing Units

The age and condition of the housing in a community is an important indicator of the housing needs, value and quality. **Over 50% of Ashland’s homes were constructed since 2000 and generally considered to be in fair to excellent condition.** However, 27% of the City’s housing stock are approaching 50 years or older and potentially vulnerable to deterioration and in need of special attention to protect property values and manage conditions associated with blight.

Houses built prior to 1980 are primarily located in the older core neighborhoods near the center of Ashland along Broadway. More recent housing developments were constructed in the outer

fringes of Ashland, connecting to existing subdivisions within the City's core areas. These newer subdivision developments in Ashland have added 680 homes to the City's housing stock during the last decennial census; resulting in a 90.1% increase in the City's housing stock from 748 homes in 2000 to 1,428 homes in 2010.

Section 1:19 Housing Affordability

Housing affordability is a key component of the long-term vitality of a community. Housing affordability is not simply the price one pays for rent or mortgage; it is a function of household income or wealth relative to a housing unit's price or rent. One basic way to measure housing affordability is to look at how much a household spends on housing costs as a percentage of their total household income. Affordable housing is defined as housing that costs occupants less than 35% of their gross income for gross housing costs, including utility costs. Planners and lenders consider a household that spends over 35% of its income on housing costs to be financially burdened. For example, if a households income was \$60,000, they would be considered financially burdened if they spent more than \$1,750/month on housing. In other words, "affordable housing" would be housing that costs less than \$1,750/month in this example.

The average home value in Ashland, according to the 2017 ACS, was \$175,000. This is significantly higher than the state and all peer cities and slightly lower than national and county averages. The median amount homeowners paid on housing costs, including mortgages, in the City of Ashland was \$1,350. This amount was significantly higher than Centralia, Macon, and Holts Summit which were \$859, \$903, and \$1,158 respectively and slightly higher than Boone County's average monthly homeowner costs which was \$1,303. However, the average monthly homeowner costs in Ashland were lower than the national average, which was \$1,515. Overall, the City's high housing valuation, coupled with the City's low vacancy rate, are evidence that there is a high demand for housing in Ashland.

While the amount Ashland's homeowner's pay on housing costs is relatively high when compared to the peer entities, ***the percentage of Ashland's homeowners who spend over 35% or more of their income on housing was only 4% which was significantly lower than all peer entities.*** By way of comparison, over 22% nationally, 17.6% statewide, and 13.5% of Boone County homeowners spend over 35% of their income on housing. Holts Summit had the highest





percentage of homeowners who spend over 35% of their income on housing with 23.3%. According to this data, 96% of the City’s homeowners are not overburdened by housing costs. This provides Ashland residents more income for savings and other household expenditures such as food, appliances, cable and other quality of life expenses such as entertainment, travel, vehicles, RV’s, etc. This is a positive economic indicator that is also attractive to prospective businesses/employers looking to relocate to the area.

According to the 2017 ACS, the average rent in Ashland was \$760/month. By way of comparison, this was higher than all peer cities and lower than the US (\$982), Boone County (\$826) and the State (\$784). The percentage of renters who pay over 35% of their income on rent was 39% in Ashland. This was significantly lower than Holts Summit (49.4%), Boone County (45.5), and the US (41.5%), and slightly higher than the State (37.7%), Centralia (30.1%), and Macon (28%). While the average rent and percentage of renters who spend over 35% on rent fall in the middle when compared with the peer entitles, the City should strive to provide equitable housing for all. Table 1.05 provides a summary of housing costs and affordability.

Housing Cost	Ashland	Holts Summit	Macon	Centralia	Boone County	Missouri	US
Average Home Value	\$175,000	\$127,600	\$90,200	\$87,300	\$177,800	\$145,400	\$193,500
Average Monthly Homeowner Costs	\$1,350	\$1,158	\$903	\$859	\$1,303	\$1,225	\$1,515
% of Homeowners who spend 35% or more of income on housing	4.10%	23.3%	15.8%	10%	13.5%	17.6%	22.3%
Average Monthly Rent	\$760	\$721	\$454	\$584	\$826	\$784	\$982
% of Renters who spend 30% or more of income on housing	39%	49.4%	27.9%	30.10%	45.5%	37.7%	41.5%
<i>Source: ACS 2017</i>							

Section 1:20 Educational Attainment (ages 25 and over)

Table 1.06 shows the educational attainment of Ashland’s population 25 and older. The table shows that **over 93% of the City’s adults are high school graduates or higher** and **over 33% have a bachelor’s degree**. The educational attainment of the City’s population 25 and older is well above the state (89%) and national (87%) averages with regard to high school graduate rates and bachelor degrees. The City should continue to promote quality education and ensure the City’s schools provide the resources needed to provide quality education.

	Ashland	Holts Summit	Macon	Centralia	Boone County	Missouri	US
High School Graduate	93.3%	95%	93%	95.1%	94.3%	88.8%	87%
Bachelor’s Degree of higher	33.3	33.3%	34.8%	19.9%	36.1%	27.6%	30.3%
<i>Source: 2017 ACS</i>							

Section 1:21 Employment Characteristics

The most common **occupation** among the City of Ashland’s workforce is sales and office (36.7%) followed closely by management, business, science and arts occupations (36.3%). These two occupations combined make up the vast majority (73%) of all occupations in the City of Ashland. The top three (3) **industries** in Ashland, in order of percentage of workforce are; *educational services, health care and social assistance* (24.9%), *retail trade* (24.4%), and *public administration* (13.2%). Table 1.07 illustrates how Ashland is transitioning from an agrarian / skilled tradesman-based economy and becoming a “white collar” community based on higher education, technology and health care.

Table 1.07 Occupation Characteristics (2017)		
OCCUPATION	Ashland Workforce	Boone Cnty Workforce
Sales and office occupations	36.7%	23.1%
Management, business, science, and arts occupations	36.3%	44.8%
Service occupations	13.2%	17.9%
Production, transportation, and material moving occupations	7.6%	7.9%
Nat'l resources, construction, and maintenance occupations	6.2%	6.3%
INDUSTRY		
Educational services, and health care and social assistance	24.9%	34.1%
Retail trade	24.4%	12.1%
Public administration	9.1%	3.9%
Professional, scientific, and mgmt., and admin and waste mgmt.	8.0%	8.0%
Finance and insurance, and real estate and rental and leasing	7.9%	7.9%
Arts, entertainment, and recreation and food services	5.2%	11.6%
Manufacturing	4.9%	5.6%
Other services, except public administration	4.6%	3.7%
Construction	4.3%	4.1%
Information	3.0%	2.1%
Wholesale trade	2.2%	2.2%
Transportation and warehousing, and utilities	1.6%	3.6%
Agriculture, forestry, fishing and hunting, and mining	0%	1.2%
<i>Source: 2017 ACS</i>		

Section 1:22 Occupation & Commuting

According to the US Census, approximately 68.2% of workers in Ashland are civilian employees. Meanwhile only 15.1% work for the government and only 1.9% are self-employed. **The estimated median commute for Ashland’s workforce is 20.9 minutes**, meaning half the workers in the area have a longer travel time and half spend less time commuting. The median commute time for US workers is 26.4 minutes, while the median commute for Missourians is only 23.5 minutes. Boone County’s workforce has the shortest drive to work with a median commute time of only 17.1 minutes. The percentage of Ashland’s workforce who walk or bike to work (2.5%) is above the State average (1.9%) and slightly below the national average (2.7%).

Employees and residents generally support improved bike and pedestrian paths, trails and sidewalks to provide alternatives to vehicular travel. Therefore, the City should continue ongoing maintenance of the City’s existing sidewalks and trails and promote the installation of new sidewalks and bike lanes, especially when they connect to key destinations such as schools, parks, downtown and neighborhoods. As fuel and the cost of car ownership increases, the

percentage of people willing to walk or bike to work will increase. Additionally, the percentage of people working from home is also increasing. Currently, the percentage of people who work from home in Ashland (2.8%) is below the State and national averages (4.7%). The City should encourage home occupations that do not interfere with the surrounding residential homes or neighborhood environments and comply with the City’s home occupation regulations. Table 1.08 provides a comparison of the aforementioned data.

Table 1.08 Occupation Characteristics (2010)		
OCCUPATION	Ashland Workforce	Boone Cnty Workforce
Population 16 years and over	1,756	92,859
Civilian labor force	68.2%	67.9%
Not in labor force	31.8%	31.9%
Employed	63.3%	65%
Unemployed	4.9%	3%
Government Workers	15.1%	21.1%
Self-employed	1.9%	4.7%
COMMUTING TO WORK		
Drove alone	80.2%	77.7%
Carpooled	12.1%	11%
Public Transportation	0%	1.1%
Walked	2.5%	3.9%
Worked at Home	2.8%	4.2%
Mean travel time to work	20.9 minutes	17.9 minutes
<i>Source: 2010 US Census</i>		

Section 1:23 Community Tapestry – The fabric of America’s Neighborhoods

The Community Tapestry™ system is a proven segmentation methodology that utilizes 65 segments called “Tapestry Lifestyles” to classify communities based on their socioeconomic and demographic composition. These segments are broken down to the U.S. Census Block Group level throughout the United States. The system is used by planners and national retailer experts to determine localized purchasing patterns and select future retail locations. The following summary details the top “Lifestyle Tapestry Segments” that make up the greater Ashland / 65010 zip code area. It is included in this Plan to provide a better understanding of the lifestyles and spending habits of the consumers within the City of Ashland and the extended trade area.

TOP TAPESTRY SEGMENTS

GREEN ACRES: The Green Acres tapestry segment characterizes 60.5% of the 65010 zip code area, which makes up the majority of the City of Ashland. The Green Acres lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports, hunting, fishing, motorcycling, hiking, camping and golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

GREEN ACRES SOCIOECONOMIC TRAITS

- Median Age: 43.9 (US: 38)
- Education: More than 60% are college educated.
- Unemployment is low at 3.8%.
- Labor force participation rate is high at 66.8%.
- Median HH income is high: \$76,800 (US \$56,100) Income is derived not only from wages and salaries but also from self-employment (more than 13% of households), investments (27% of households), and increasingly, from retirement.
- Median net worth is high: \$267,700 (US \$93,330) Median Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards) as estimated by Esri.
- Housing: Predominantly single-family, owner-occupied housing, with a median value of \$235,500.
- Homeownership is high: 86.1% (62.7% US)
- Rental rates are low: 13.9% (37.3% US)
- Average household size: 3.05
- Primarily married couples, most with no children.

GREEN ACRES MARKET PROFILE

- They are cautious consumers with a focus on quality and durability.
- Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the Internet is not viewed solely for entertainment.
- Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments
- Purchasing choices reflect Green Acres' residents' country life, including a variety of vehicles from trucks and SUVs to boats, watercrafts, RVs, ATVs and motorcycles.
- Homeowners favor DIY home improvement projects and gardening.
- Media of choice are provided by satellite service, radio, and television, also with an emphasis on country and home and garden.
- Green Acres residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports.
- Residents are active in their communities and a variety of social organizations, from charitable to veterans' clubs.

MIDDLEBURG: The Middleburg tapestry segment characterizes 39.5% of the 65010 zip code area. Middleburg neighborhoods transformed from the easy pace of country living to semi-urban subdivisions in the last decade, when the housing boom reached out adding new housing to the outskirts of urban areas. Residents identify as semirural locales with conservative, family-oriented values and consumer habits. More country than rock and roll; Middleburgs are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy

American and travel within the US. This market is younger, many with children, and growing in size and assets.

MIDDLEBURG SOCIOECONOMIC TRAITS

- Median age is young: 36.1 (US: 38)
- Education is high: 65% with a high school diploma or some college.
- Unemployment rate lower at 4.7% (Index 86).
- Labor force participation typical of a younger population is high at 66.7% (Index 107).
- Median HH income is high: \$59,800 (US \$56,100)
- Median net worth is high: \$115,300 (US \$93,330)
- Housing: Predominantly affordable single-family, owner-occupied dwellings (including manufactures homes) with low vacancy rates and a median value of \$175,000
- Homeownership is high: 73.4%
- Renter rates are low: 26.6%
- Average Household Size: 2.75

MIDDLEBURG MARKET PROFILE

- Traditional values are the norm here— faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology, for convenience (online banking or saving money on landlines) and entertainment.
- Residents are partial to domestic vehicles; they like to drive trucks, SUVs, or motorcycles.
- Entertainment is primarily family-oriented; watching TV and going to movies, theme parks and family restaurants.
- Spending priorities also focus on family (children’s toys and apparel) or home DIY projects.
- Sports include hunting, fishing, bowling, and baseball.
- [TV and magazines provide entertainment and information.
- Media preferences include country and Christian channels.

Section 1:24 Greater Ashland Trade Area Profile

While the City’s demographic characteristics are important in determining the level of municipal services and housing needs, a much larger area is typically analyzed by planners and retail experts when looking for new locations for development; one such area is the Metropolitan Statistical Area (MSA). The City of Ashland is part of the Columbia Metropolitan Statistical Area (CMSA). The CMSA includes the five (5) counties; Boone, Audrain, Randolph, Cooper and Howard. According to the 2017, ACS, the Columbia MSA had a total population of 256,640, making it the fourth (4th) largest metropolitan area in Missouri. The defining characteristic of the Columbia region over the last several decades has been a period of population growth coupled with geographic sprawl. However, as the population continues to age and transportation costs increase, in-migration from the suburbs to the more urban areas and inner-tier cities is anticipated to increase. This is especially true in neighborhoods and cities where housing is affordable and daily services, shopping and jobs are centrally located.

Retail customers travel across county borders to purchase goods and services. According to Missouri Economic Research and Information Center (MERIC), in addition to Boone County’s



resident population, area businesses attracted an additional 32,485 customers from outside Boone County. By way of comparison, Callaway County loses 23,715 customers. The ability of Boone County businesses to attract customers from outside the county helped Boone County achieve a retail pull factor of 1.16. A retail pull factor over 1 indicates a gain in customers from other counties. By way of comparison, St. Louis County's retail pull factor was only 0.85, which indicates residents purchased more goods outside St. Louis County. The retail pull factor for Callaway County was only 0.72 which was the lowest in the Missouri's Central Region. Retail trade is particularly strong in counties that attract tourists or home to large universities, as evidenced by Boone County dominate retail trade characteristics and strong retail pull factor.

Planners and retail site selectors also look into various locational factors such as accessibility, commute, income levels, education and the density and intensity of population (i.e. rooftops). Table 1.09 goes beyond the City's jurisdictional boundaries and provides a summary of the 1, 2, 5 and 10-mile trade area profiles for the Ashland trade area. The data shows that the City's commercial districts have access to a significant population and a solid income base with quality, affordable housing when looking at the greater Ashland Trade Area. The City's trade demographics support a wide range of retail and commercial service offerings, provided the City's commercial districts were promoted to this greater trade market area, transportation improvements made, and land dedicated to accommodate a wide range of market driven, destination-type uses that attract consumers from a greater regional trade area.

Table 1.09: Ashland Trade Area Demographics (2017 ACS)				
Control Point: City Hall	1 Mile	2 Miles	5 Miles	10 Miles
Population (2017 Census)	3,948	4,853	7,592	30,415
Median Age	37.9	38.5	40	35.2
Under 18 years of age	24%	24%	23%	21%
18 years and over	76%	76%	77%	79%
65 years and over	16%	16%	16%	13%
Trade Area Income Statistics				
Median Household Income (2017)	\$53,868	\$55,770	\$61,229	\$60,947
Average Household Income (2017)	\$69,402	\$70,558	\$74,392	\$80,751
Average Family Income (2017)	\$81,269	\$82,712	\$86,145	\$99,299
Families w/ Income over \$100K (2017)	9.9%	10.2%	11%	11.6%
Per Capita Income	\$26,190	\$26,953	\$29,004	\$30,779
Persons Below Poverty	10%	10%	9.2%	18%
Trade Area Workforce Statistics				
Employed Civilians	92%	93%	93%	94%
Management, business, science, and arts	42%	42%	44%	44%
High School Graduate or higher	91%	91%	91%	92%
Bachelor degree or higher	32%	32%	35%	41%
Trade Area Housing Statistics				
Total Housing Units	1,579	1,925	2,985	12,101
Average Household Size (owner occupied)	2.63	2.63	2.63	2.68
Average Household Size (renter occupied)	2.36	2.41	2.51	2.53
Average Home value	\$194,597	\$200,995	\$218,996	\$240,799
Median home value	\$179,409	\$185,102	\$203,250	\$217,833
Median owner cost (with mortgage)	\$1,218	\$1,221	\$1,257	\$1,383
Median gross rent	\$713	\$712	\$719	\$901
Owner Occupied Housing, w/ a mortgage	61%	60%	61%	66%
Renter Occupied Housing Units	39%	40%	39%	34%

Section 1:25 Socio-Economic Summary

Table 1.10: 2017 Socioeconomic Summary		
Population	Ashland	US
Total Population	3,927	321,004,407
Population Change 2000 - 2010	98.3%	9.7%
Age Characteristics		
Median Age	33.2%	37.8%
Under 5	7.2%	6.2%
Under 18	32.2%	22.9%
18 and older	67.8%	77.1%
65 and older	13.4%	14.9%
Population by Sex		
Male over 18	44.3%	48.7%
Female over 18	55.7%	51.3%
Income		
Average Household Income	\$63,441	\$81,283
Average Family Income	\$76,716	\$95,031
Persons Below Poverty	10%	14.6%
Unemployment- 16yrs and older	7.2%	6.6%
Housing Characteristics		
Total Households	1,432	135M
Average Household Size	3.05	2.70
Average Home Value	\$175,000	\$193,500
Owner-Occupied	57.7%	63.8%
Renter-Occupied	42.3%	36.2%
<i>Source: American Community Survey (ACS)</i>		

- Ashland has a **high rate of population growth** from 2000-2010 (98.3%)
- Ashland has a **high percentage of population under the age of 18** (32.2%).
- Ashland has a **low percentage of population over the age of 18** (67.8%).
- Ashland has a **high concentration of females over 18**. (55.7%).
- Ashland’s **population over 65 (13.4%) is slightly less** than State and national averages.
- Ashland’s **median age (33.2) is significantly younger** than State and national averages.
- Ashland’s **poverty rate (10%) is significantly lower** than State and US averages (14.6%)
- Ashland’s **unemployment rate (7.2%) is significantly lower** than state and US averages (5.8% and 6.6%).
- Ashland’s **vacancy rate (3.5%) is significantly lower** than state and US averages (13.6% and 12.2%).

CHAPTER 2: Critical Issues Report



June 2019 Town Planning Meeting at the Library



Residents planning for the future of Ashland at the June Workshop



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Section 2.1 Public Engagement Summary



“Ashland’s school system is great; it draws a lot of young families to town.”

“Ashland’s got it all! ...within 11 minutes”

“When a farmer can sell his farmland by the square foot for future development, another farm becomes history.”

“Ashland is the way it is because it does not want to be like Columbia.”



Source: Ashland Town Planning Workshop 6/6/2019

Public engagement is a statutory requirement in the development of a Comprehensive Plan and an essential component in building community-wide consensus. The public engagement program utilized in the development of this Plan consisted of a series of stakeholder interviews with Ashland’s elected and appointed officials, business leaders and residents and a Town Planning Workshop open to the public. The Town Planning Workshop was held on June 6, 2019 at the Southern Boone County Library in Ashland. The Workshop included participants ranging from elected and appointed officials, business owners, and residents of all ages. The stakeholder interviews consisted of face to face interactions with a wide range of stakeholders and in some cases their families and/or members of their staff. The public engagement program provided an opportunity for the general public, city officials and other interested parties to share their vision for the future of Ashland and provide recommendations of how to make that vision a reality.

The public engagement program served as a forum for recording, collecting, and organizing public input. The intent was to educate the community of the importance of updating the City’s Comprehensive Plan and gain an understanding of the community’s vision and recommendations for the future. The public engagement activities utilized a variety of discussion topics and exercises designed to empower respondents to be “citizen planners” for the purpose of obtaining their first-hand knowledge, experiences, wishes, and worries regarding future growth and development. The public engagement process included over 50 participants which provided a well-informed, diverse cross representation of the community.

The information gathered during the public engagement process was used to identify problems and solutions regarding the strengths, weakness, opportunities, and threats facing the City of Ashland and included herein as part of the City’s 2020 Comprehensive Plan Update. The Plan should be used by the City’s decision-makers to help direct decisions that affect the lives and community of each individual who participated in the public engagement process. The following is a summary of the findings from the public engagement program.

Section 2.2 Strengths

Workshop participants and stakeholders throughout the public engagement process were asked to identify Ashland's strengths or positive community elements. The strengths identified fall within the following general planning elements; *small town atmosphere, transportation, local businesses/economic development, and public services*. Ashland's strengths, as defined by the community, include:

A. Small Town Atmosphere

- Small town, away from Columbia.
- Ashland is safe and family friendly.
- Hometown feel.
- Small town, family friendly atmosphere.
- Small enough to be involved and make a difference in city government.
- Rural.
- Quaint.
- Country living.
- Bedroom community.
- Great atmosphere.

B. Transportation

- Convenient highway access.
- Highway 63 makes for an easy commute to Jefferson City or Columbia.
- Everything is close.
- Fresh, new looking roundabouts; but make sure they are pedestrian friendly.
- The recent sidewalk improvements are a good investment in Ashland's future and should be located along all main roads.

C. Local Businesses / Economic Development

- Potterfield development at the airport AKA ***Cartwright Business and Technology Center***.
- Car Quest is great and another example of a non-resident investing in Ashland.
- Blue Rooster, Woody's, Copper Kettle, and Trail Boss are good restaurants, but more is better.
- Lots of jobs nearby.
- Downtown.
- The South Boone Economic Development Commission (SBEDC) is a good resource.
- The Southern Boone County Area Chamber of Commerce is great. Very supportive of business.
- Ashland's got it all...within 11 minutes.

“Keep Ashland strong and maintain our identification.”

D. Public / Semi-Public Services

- **Leadership:** Lots of partnerships and great communication. We have great folks running the City.
- **Elected Officials;** good mix of old timers and newer folks.
- **Great schools and school district.** Ashland's school system is excellent; it attracts a lot of young families to town. Exciting things are happening with the schools. The taxes collected from appreciating property values have provided a strong revenue base for the schools and in return, the school does an excellent job with their budget.
- **Extracurricular Activities:** Great football program and other school sports and activities. The town, in conjunction with the school district, raised \$25K for the band.
- **Parks.** The park system gets a lot of use by the community and should be expanded. There are several future park areas that can be developed; expansion would be nice once funding is provided.
- **Great library.**
- **YMCA:** The YMCA currently being built will be a great asset; membership numbers already signed up is impressive.
- **Lake at Potterfield development (*Cartwright Business and Technology Center*)** will be a nice employment center and recreation amenity.
- **Ashland Lake.** The Lake is very nice, but it would be nice to have a lake inside the City limits.
- **Fiber:** We have reliable and fast internet access.

E. Quality of Life

- Affordable homes and welcome neighborhoods
- Legion, Lions, Optimists and Cedar Rider Club are great community assets.
- History – horse riding. **Mr. Thomas Bass** was a freed slave who played an important role in Ashland's history as a gentle horse trainer, competitive horse show-rider, inventor of the Tom Bass Bit, and founder of the Kansas City Royal- Agricultural Show and legendary BBQ competition.
- Dog friendly town.
- Great atmosphere.
- Great schools, parks and recreational areas
- Single family housing stock is strong and growing.
- Close to Columbia and Jeff City.
- Low crime rate and public safety
- A few dedicated individuals are really keeping Ashland great through their support in future development. I.e. YMCA.
- Good place to live and raise a family.
- Holiday parade and seasonal events are great.
- Baptist Senior living development.
- 200 homes being proposed off Highway Y, just east of 63.

Section 2.3 Weaknesses

Throughout the public engagement process community members were asked to identify weaknesses or challenges facing Ashland. The identified weaknesses fall within four (4) general planning elements; 1) economic development, 2) parks and public facilities, 3) transportation, and 4) housing. A summary of Ashland's weaknesses, as expressed by the public engagement participants, include:

A. Economic Development

- Jefferson City and Columbia are very close– it's difficult for new businesses in Ashland to compete with such established, large scale commercial districts so close.
- Downtown needs revitalization. The downtown is a great asset, but it needs to be better maintained and capitalized upon. Downtown is underutilized.
- The current retailers keep limited hours.
- Taxes are on the raise.
- Limited tax base- which means the residents bear the majority of the tax burden.
- Land is available for future growth, but owners do not want to sell their land.
- No commercial structures available for new businesses. Ashland needs commercial office, and expanded retail space.
- Additional lodging needed. A hotel with a nice restaurant/banquet center is needed.

B. Parks & Public Utilities

- Infrastructure is aging and in need of updates and constant expansion.
- Parks are OK, but kids seem to like the open spaces outside the City. They're farm/country kids and don't want to hang out at places like Starbucks, Malls or a skate park.
- Lack of things for teens, young adults and adults. We need to find a way to keep graduating seniors in town and college graduates returning to Ashland.
- Lack of walking trails and bike lanes/paths.
- Town has grown too fast and haphazardly.

C. Transportation

- Traffic is a problem. Transportation bottlenecks and ongoing congestion will stop growth and depreciate property values.
- City officials have been meeting with MoDOT and all parties agree another overpass is needed, but there is no funding.
- According to one participant, the 2009 Comprehensive Plan showed a road extending through the cemetery to Crump. This is not smart growth. The new plan should show recommended road improvements that are supportable, not just lines on a map.
- Traffic congestion at the elementary and middle school is bad. School traffic in the PM is a problem. Locals know the back roads and how to circumvent traffic and congestion, but the City's road system needs to be improved to accommodate growth. The north school building circulates traffic clockwise and the southern school building cycles traffic counter clockwise resulting in traffic congestion and poor traffic flow near the middle and elementary schools. Better on-sight and off-site traffic circulation needed at the schools.

- Sidewalks needed leading to and from the school. Highway Y needs a sidewalk.
- No cross town access.
- Hwy 63 splits the town.
- Parking downtown is limited.
- Too much truck traffic being funneled into and through town, especially downtown.
- Too many roads (and sidewalks) with no connections that just dead end. These streets/sidewalks need to be connected with the City's transportation/pedestrian system.
- Transportation and pedestrian infrastructure is not coordinated well.
- Traffic is too congested downtown. A larger intersection or roundabout is needed.
- Current roads limit the growth due to safety concerns.

D. Housing

- No quality starter homes.
- Custom, estate-style homes needed.
- Currently do not control zoning outside the City limits- need to annex to gain better control.
- Dilapidated properties.
- Multi-family is needed; the City needs to update its multi-family regulations first. The community will continue to discourage multifamily until the City has the tools in place to ensure multi-family is done right.

Section 2.4 Opportunities

During the public participation process individuals were asked to identify opportunities that Ashland should leverage over the next decade. The recommended opportunities, as described by participants of the public engagement process, are as follows:

A. Housing & Neighborhood Stability Opportunities: There is a consensus that Ashland needs to continue to diversify and strengthen the City's housing stock. The following additional future residential development opportunities were noted during the public engagement process:

1. Manage Growth:

- More residential growth areas needed.
- Attract young families (Millennials) and Baby Boomers with low maintenance villas and newly constructed homes,



but manage growth.

- City will expand residentially to the west; additional parks need to be planned in conjunction with this development.
- Subdivisions need to be interspersed with neighborhood commercial uses, i.e. grocery store on the west side of town.
- Zoning integrity. Ashland is not allowing high density. Either keep it out or manage it.
- Future housing needed but maintaining the stability of existing neighborhoods should be a top priority. Reinvesting in the City's current housing stock should be a priority.
- Manage residential growth; don't let Ashland grow too fast or unchecked
- Expand upon existing low density/ medium density single family residential areas. Annex as needed to minimize over-crowding.
- Continue to support single family growth, but maintain a high quality in these new subdivisions with open spaces, parks, trails and sidewalks.
- Low Density Residential is the recommended future land use for residential purposes. Please avoid, prohibit or at least regulate apartments.
- Revitalizing buildings and improving the housing and streets leading to Downtown provides an opportunity to improve the downtown experience and inject life and vitality downtown.
- Elevate standards for developers that address tree clearance, grading, siltation control, stormwater management, etc.

2. Future Residential Development:

- The community does not like apartments or duplexes. Rental units should be avoided.
- Good selection of entry-level homes for 1st time homebuyers; but they sell fast.
- Ashland's neighborhoods are safe and welcoming.
- High density residential, such as apartments, should not be encouraged because they lead to Section 8 which leads to ghettos.
- No zoning for multifamily. Nothing is zoned for apartments in town, and it should remain that way.
- Lofts or apartments on 2nd floors would work well downtown.
- Higher standards needed for development, especially new residential development. Consider everything from tree preservation, grading, erosion control, stormwater detention to site design, and architectural guidelines.
- Agricultural land should be preserved via zoning north and west of 63.
- Higher density residential needed for young adults and boomers. Target housing, commercial services and retailers that cater to "**singles**" (young or recently divorces adults), "**mingles**" (recently married folks or couples with no kids) and "**jingles**" (older adults with grown kids and money to burn).
- Higher density residential would work near the new YMCA.
- Ashland has a good single-family residential housing stock; keep it up.

- Ashland has good sized residential lots.
- There is an opportunity to develop affordable higher density housing for seniors and first time homebuyers.
- Ashland needs workforce housing so service industry employees can live here. Therefore, allow smaller lots with smaller homes.
- Villas needed- where lawn and exterior maintenance are provided.
- Rental is ok as long as it is managed well.
- Eliminate or at least reduce the development of housing, especially multi-family homes.

B. Economic Development Opportunities: The following economic development related opportunities were identified during the public engagement process:

1. Commercial Retail Niches: Ashland officials should encourage the fulfillment of new retail niches. According to the public engagement participants, Ashland would be a great fit for the following commercial uses:

- Internet cafe, diner or coffee shop. McDonalds is the town's only place for folks to gather and linger. Ashland needs places where people can meet outside of work or home (aka 3rd Places). A corner café with great food with lots of atmosphere would be nice, like Lamberts Café, which attracts people from all over. Someplace that offers breakfast, a diner-type coffee place.
- Need a bar or restaurant that serves food after 9pm. More bars, entertainment and restaurants needed (to create revenue, reduce seepage and make Ashland a more enjoyable place to live)
- Family restaurant – like G & D or Dave and Busters – places that provide a dining experience with stuff to do. No more pizza
- Better utilization of the vacant industrial and commercial property near the airport.
- Ice crème parlor
- Specialized/craft food and beverage and small retail boutiques and uses that offer daytime, family friendly entertainment and services.
- Restaurants, bars and cafes with outdoor seating. Craft foods and beverages, winery, farm to fork concepts, something unique with al fresco dining.
- Dining and retail is OK, but more selection and nicer, casual dining options would be nice. For now, most of us “carry our lunch” (bring their lunch to work) rather than going out to lunch.
- Ashland needs a nice, slightly upscale steak/beer sit-down restaurant. A Longhorn Steakhouse (or similar) would do well in town.
- A hotel is needed. Locate it at the entrance to the airport and/or in the southern portion of town.
- Teens need a place to go. Child-based businesses / entertainment, bowling, games, etc.
- A general farm and home store is needed.
- Hardware store with all day hours.
- Another grocery store (i.e. Aldi's) or a grocery store with farmer (organic) produce and meats would be nice.
- Sporting goods stores

- Movie theater with cheap re-run movies for \$1 or other special screenings.
- A thematic entertainment destination with an emphasis on art, culture, craft food, sports, etc. Nostalgia should be the theme for a future destination retail, hospitality, entertainment and gathering area. A new mixed use development across from the Lumber Yard with a focus on nostalgic land use and a time bygone would be nice. Recreated businesses from the 70's and earlier such as A&W, Ben Franklin, a motel, Route 66 themed businesses, Biggie's burger joint, a drive inn theatre, skee-ball, and entertainment for all ages would do well. Tie the theme into Ashland's historic past.
- A mixed-use development, such as a Town Square, connecting to downtown is needed. The Town Center should include a mix of restaurants, retail, residential lofts and community indoor/outdoor gathering areas. Encourage the development of a commercial use or mixed-use concept that give folks a reason to come to Ashland. Make it something Ashland residents would be proud of; a destination for out-of-town guests; a place the community supports and visits frequently. The Town Center should also be a desirable place Ashland's teenagers and young adults would want to work. Classic car sales, soda shops, candy confections, and anything nostalgic would be a good hook; make it fun and whimsical.
- Potterfield land (Cartwright Business and Technology Center) would be a good location for a hotel, an IKEA, large scale retail and other complementary uses that would generate tax revenue to help support the necessary road and infrastructure that has been put off due to a lack of funding. No smoke stack industrial polluters.
- Businesses that offer entertainment/recreation/social interaction,
- More retail, but needs to be affordable.
- Upscale retail needed, avoid franchise retail or big box. There is a shortage of retail. Bring in smaller retail. Focus on small business and family oriented businesses.
- Small, boutique retail shops downtown.
- Woman styles, fashions, accessories.
- Antique shops downtown.
- Lots of pets. A pet store would do well.
- Future turn-key commercial / flex space to accommodate a wide range of uses.
- Strip mall with multiple uses / businesses that build off each other.
- A party venue or banquet center for weddings and other large gatherings.
- 63 Corridor – commercial or retail should work well, just need the infrastructure and roads.
- Commercial would do well at the end of South Main.
- Businesses oriented towards child entertainment, services and needs such as a community center are needed....we have a lot of families.
- Keep and expand local businesses. Promote/recruit an improved grocery store, restaurants, hotel, general retail, small office facilities, Walgreens/CVS, micro-brewery/winery and other businesses and services that cater to Ashland residents.
- Anything that will bring in tax revenue for schools. Bring more businesses in so Ashland residents can spend here vs. Columbia

- More child care needed.
- Industrial-office-warehouse-distribution needed, especially near the airport. Recruit businesses and industry that create jobs and generate tax revenue.
- Small office- flex space, CVS, Microbrewery, wings restaurant, smoke house would do well.
- Antique car dealer / museum, car shows, festivals, annual events and celebrations to help bring the town together and celebrate its heritage and people.
- Bed and Breakfast
- Encourage business expansion without affecting residential property values.
- More commercial, job creating, retail generating, development, especially on properties near the airport within the City limits.
- Jiffy Lube
- Young kid activities (i.e. dance studio, karate)
- Dry cleaners.
- Surplus: Too many banks and quick shops/gas stations
- No strip joints, payday loans, pawn shops, vape, marijuana, CBD or smoke shops

2. Downtown Revitalization

- More art needed. Collaborate and partner with Mid Missouri Art Alliance for downtown revitalization to develop a mural program.
- Bike lanes and bike parking.
- Revitalize the downtown area with improved lighting, sidewalks, benches, planters, art, banners, and landscaping. Improve the whole look of downtown to make it more cohesive.
- Implement a Main Street Program
- Encourage businesses to keep buildings up front and parking in the rear.
- Develop street design plans / guidelines to address facades, landscaping, trees, lighting, streetscape design, etc.
- Beautification or replacement of the downtown buildings. A fire ravaged most of the downtown buildings; they were replaced with stick built unadorned buildings with little to no architectural value. The existing buildings and uses need to be redeveloped. Get rid of the bad buildings and replace them with architecturally interesting buildings; make sure to create pedestrian gathering areas and additional places to park.
- Preserve the jail behind City Hall
- Provide incentives for small businesses to move in the downtown area.
- More parking needed. Off street parking is underutilized. When opportunities become available, create parking areas.
- Additional overpass needed and the roundabout at Clay and Broadway is needed ASAP. Congestion downtown is terrible for a town the size of Ashland.
- Consider a rubber tire trolley or other form of public transport.

- Expand downtown. Extend the original Downtown area to include new opportunity areas for new, beautiful mixed-use buildings and synergistic land uses.

C. Quality of Life Opportunities: The following quality of life related opportunities were noted during the public engagement process:

- 1. Make sure Ashland remains Ashland.** According to several participants of the public engagement process, *“Ashland is pretty good just the way it is.”*
- 2. Preserve Ashland’s Small Town Feel:** The community should capitalize on the qualities that give Ashland its small town feel, such as wooded / open areas, parks, downtown, low crime, excellent schools, and family-friendly values.
- 3. Retention of Ashland’s Youth:** Retaining Ashland’s young adults after they graduate offers opportunities to grow the City’s population, bring the community together and pass along the City’s small town, family-friendly values.

D. Public Administration & Facilities Opportunities: The following public service related opportunities were noted during the public engagement process:

- 1. Annexation:** Annexation was identified throughout the public engagement process as a means to expand and diversify the housing stock, create economic development opportunities, and protect/control the City’s boundaries. Participants offered the following annexation comments and recommendations:
 - Annex as the opportunity presents itself.
 - Only annex property if it leads to more desirable results for the City as a whole,
 - We are a bit anxious about growth.
 - Why would a property owner want to annex into the City? Ashland needs to give them a reason.
 - Ashland was much better in the 1970’s...maybe the City shouldn’t continue to grow.
 - What are we giving up? What is it going to cost? What do we gain? These and many other questions need to be addressed prior to moving forward with any annexation.
 - Annex new areas for future housing.

2. Parks & Recreation:

- Install ball fields north of the High School
- Dog park needed with a fountain. A new dog park is being planned. Locating the park in the Palomino subdivision would have been great, but the residents shot it down. The Park Board is looking for another location near the football field. This location is accessible via a trail connecting to the City Park and adjacent to the High School.
- New/improved tennis/basketball courts needed.
- Do something with Richardson Lake on the east side of 63. Work with the residents in the area and prepare a plan that addresses risks and other negative impacts both real and perceived for allowing public use of the lake.
- New bathrooms going in at the Park.

- YMCA is a great resource for kids; the new Y is highly anticipated.
- The Optimists has a pool which gets a lot of use.
- Maintain/preserve natural areas. Need to make better use of the City owed property especially natural areas – as passive and active park uses.
- A Civic Center with indoor sports complex and outdoor fields and recreational areas is needed.
- Outdoor fields, ball fields, courts golf and/or an amphitheater would be nice.
- Parks are good, but we could do more.
- Additional park areas needed in new residential growth areas.
- More trails needed. A nature trail that is ADA accessible and fitness trails would be nice.
- Between the Parks, YMCA and School grounds we have adequate parks.
- Need some type of festival yearly, annual rodeo; we could build western style festival.
- Develop existing park at Palomino Ridge – with a walking trail, exercise stations, etc.
- All future improvements should be ADA accessible and appeal to all ages and abilities.
- A lake with park needed.
- The park system is widely used but could use some growth/expansion.
- Bigger community pool needed.
- More parking for the City Park.
- Partner with Optimists and the YMCA to create bigger and better rec programs.
- Encourage the planting of native trees and flora
- Designate green space in any housing development.
- Bigger community pool needed.
- YMCA indoor pool needed.
- Pocket parks serving Southwind and other residential areas disconnected from the City Park are needed.
- Movies in the park.
- Parks are adequate, but improvement needed; put something in that is cost effective and supportive.
- More parkland is needed that appeal to Ashland residents and help attract new residents to the area. We need to make sure it's part of the community.
- New parkland should include fishing, youth activities, hiking, and nature-related programs.
- Expand City Park.
- Ashland has plenty of good parks and recreational areas; take care of what we have.

3. Public Administration & Facilities:

- Ordinances are behind. With the anticipated growth and this update to the City's 2009 Comp Plan, the City needs to consider updating the Zoning Code.
- Chapter 9 of the City's Code (Sign Regs) needs to be reviewed and updated. There is a sign committee made up of Plan Commission Members. Sign and Billboards along 63 are regulated by the City and State. The Zoning Sub-Committee reviewed the code and recommended clarifying the difference between a billboard and a freestanding sign, sign locations, height requirements, maximum gross square footage, digital/LED signs, maximum lumens, definition of on-site verses off-site signage, etc.
- Stormwater management requirements need to be updated, adopted into the City's codes and implemented in future development.
- Better signage at overpass needed to promote Ashland and its businesses.
- Auto pay for utility bills is needed.
- Curbside recycling is needed. The receptacles located downtown are unsightly. They are often overflowing and a mess. This needs to be a ballot item on the next election.
- Pumpkin Festival in the fall in Hartsburg is great. Ashland needs to build off the traffic it draws.
- The City needs to do a better job with economic development and encouraging business rather than encumbering it. Ashland needs to be more business friendly to attract businesses which in turn will attract spenders.
- Marketing campaign with the airport needed.
- Appoint an economic development person.
- The City needs to promote itself in many more ways. New signage welcoming folks into town would be nice.
- Storm shelter needed.
- Could not hear the tornado sirens in the Southwind neighborhood. Better emergency alerts and sirens needed.
- Fiber is very important. Make sure the City has high speed fiber and it is maintained to minimize slow speeds or shut downs. Include fiber in all new development and ensure we have excellent fiber in the future...work with CentryLink and Soclat.
- Pending developments: The City is processing a variety of pending developments or have development proposals in the works:
 1. Southern Boone YMCA: Broke ground the winter of 2018.
 2. Corner of Bass and Redbud Lane: Motion to rezone the site from C-G to R3 failed. The prospective buyer wants the City to rezone the property prior to the purchase (the City owns the property) However, R3 is a very difficult zoning; there are not many areas zoned R3 because residents do not want apartments. This site would be better suited for R2 or general commercial. The Comp Plan needs to provide direction.
 3. Cartwright Business and Technology property.
 4. C.L. Richardson property.

5. Cobblestone Courts RPD by Conservation Home Builders, LLC. 4 Four-Plex (north of Liberty at Douglas Drive) and a community building/office. Approved, pending construction plan review and approval.

E. Recommended Transportation Improvements:

1. Improved, Safer Traffic Circulation

- We love our sidewalks, but pedestrian safety is a problem. The City needs to slow traffic via calming measures, visual cues, signage and better enforcement.
- Drop off/ pick up at the middle and elementary schools are a mess. This area needs to be studied to reroute traffic, drop-offs, etc. Again too much congestion.
- Street design standards need to be improved.
- Outer Road along Hwy 63. An outer road is needed to safely move farm traffic.
- Expand and widen Hwy 63.
- Henry Clay intersection with Broadway is bad; it backs up traffic onto Highway 63. This is going to cause a major accident. It's a safety hazard that needs to be addressed ASAP.
- Expand Crump Haus to Route H.
- At Joel's Feed business, approximately 300 trucks enter and exit the business and up to 1,000 – 1500 truck per year. These trucks need to be able to exist and enter 63 without conflicts.
- The City is communicating with MoDOT about a future interchange, but lack of funding is the issue. The goal is to have an outer road on each side of 63 to create alternative access to get in and out of Ashland.

2. Highway Access - Overpass

- Dislike the J Loop for Highway access on 63, it's too dangerous,
- Concerns about highway access as Southwind area expands to the SW.
- Proposed overpass needed. The best location would connect to Crump and Martin. An overpass will greatly enhance regional and local traffic. Align the overpass to the North along existing boundary to the North and stay off farmland. Connect future overpass to Crump road to improve north/south access through town and to/from the High School and downtown and the City's major residential growth areas including the new Baptist senior living development.
- The proposed overpass needs to be bigger than the one at 63 and Route H.
- Another overpass is also needed south of Ashland at Route A.
- New overpasses north and south of the current limits needed. Overpass at 63 and New Salem would be nice. Increase highway access points – (overpass) on the South side as well. An overpass close to Martin Lane with outer roads to pick up Henry Clay, Eastside Drive, Joy, Moain, New Salon is recommended.
- Ashland needs more highway access to relieve congestion on Broadway, Main and Henry Clay.
- Look at the US 63 Intersection Study commissioned by MoDOT and follow the Plan.

3. Bike and Pedestrian ways:

- West Broadway needs sidewalks. People walk, jog and bike it, but there are no sidewalks, it's only accessible by car.
- All new streets and main/collector streets should have sidewalks.
- Happy about Main Street Sidewalk project near downtown.
- Participants recommend connecting the park, neighborhoods, schools, downtown, and business districts via sidewalks, bike trails and walking paths/greenbelts.
- Sidewalks from Liberty Landing to the school.
- Crosswalk from Palomino across school.
- Sidewalk construction should be included in the City's CIP.
- Current property owners should share the costs of new, planned sidewalks and trails (50/50 share).
- Sidewalks east and west and north and south that can be developed.
- Need a comprehensive sidewalk plan – build it into the City budget. There are too many floating sidewalks; need to connect the floating walks.
- There is a consensus that sidewalks, walking trails, and bike paths/lanes are needed to promote healthy, active lifestyles.
- More sidewalks needed city-wide, existing improvements are good (along Main Street, etc.), keep up the good work.
- Sidewalk, bike trail, etc. from Woody's area through water treatment to South Wind Subdivision needed.
- Need a sidewalk from South Wind to school (Main Street).
- Bike route on Hwy M – Broadway through town. Henry Clay, Broadway, and Liberty Lane also need bike/ped lanes.
- Install a path / bicycle route south along Highway M to the Katy Trail and also connect trail system north to Mkt in Columbia – a big undertaking but have to start somewhere.
- Eliminate dangerous pedestrian crossings and make roundabout more pedestrian friendly. Current and future roundabouts should be walkable/Bikeable.
- Beautification of Broadway needed. Address dilapidated areas.
- Fill in the blanks, i.e. all new development requires sidewalks, but some older areas of town and undeveloped areas do not have sidewalks, resulting in sidewalks leading to nowhere.
- No more dead-end streets
- Sidewalks connecting in neighborhoods with ramps at all intersections are needed.
- More trails needed connecting Ashland's schools, neighborhoods, downtown and commercial centers.
- A trolley would be nice.
- More green spaces for people to gather and linger.

4. Downtown:

- Better signage at roundabout on Highway.
- Roundabout needed at Henry Clay and Broadway. Work on the roundabout at Broadway is scheduled to begin in 2021.
- Widen Broadway
- The City needs to conduct a traffic study for Main Street.
- The intersection of Henry Clay and Main needs to be fixed. Too hard to make a left turn.

Section 2.5 Threats

During the public participation process, individuals were asked to identify threats facing Ashland. The following is a summary of the threats facing the City of Ashland:

- *Additional Interchange(s):* A new interchange and outer roads are desperately needed to improve traffic circulation.
- *Farming:* Farming is losing out, becoming endangered. Older farmers are selling their farms and making good money as farms are subdivided and sold as home lots. Farms/agriculture is no longer the highest and best use of land. This may be widely understood, but not desired; its market driven. When a farmer can sell his farmland by the square foot resulting in major profits for future development, another farm becomes history.
- *Zoning:* The best and worst thing for Boone County is its zoning, which allows 10 acres home lots without sewer.
- *Reliable Revenues:* An important concern facing the City of Ashland (and most area cities) is the provision of sufficient revenues to financially support the needs of the community and provide quality public services at affordable rates.
- *Lack of Revenue Diversity:* A high percentage of taxes paid by Ashland residents are going towards schools, but many residents do not have school age children. Ashland needs more businesses and restaurants to generate tax revenue and ease the strain on residents.
- *Retail Seepage & Competition:* Out-of-town stores and on-line sales capture too much local spending, making it very difficult for Ashland's businesses. Many residents purchase items outside of Ashland where price and selection are better.
- *Implementation Lacking:* There's a lot of partnerships, a lot of planning, but no implementation.

Section 2.6 Vision

Participants of the public engagement program were asked to describe their vision for the future of Ashland. The following are the most common vision statements and expectations for the future of Ashland:

- **Maintain Ashland's small town feel and quaint village** atmosphere while expanding retail/commercial uses and cleaning up downtown/Broadway.
- More retail businesses needed to diversify and strengthen the city's revenues. A balanced tax base that is shared between commercial business and residents would be nice. Right now the residents are paying too much.
- A bedroom community is what we are. Focus on being the best bedroom community and do not try and be something Ashland is not (i.e. we are not Columbia, Jeff City, St. Louis or Branson). Ashland

is the way it is because it does not want to be like Columbia.

- The City should invest in future parks and recreational improvements.
- A town with more commercially generated revenue to support schools and infrastructure.
- The development of a mixed use retail, commercial, hospitality and entertainment destination themed as “Nostalgia-ville”
- Lake at Potterfield Land.
- Extension at Perry Ave.
- Child friendly.
- Building more community traditions such as festivals and other fun, social events. We need our thing, one thing that makes us who we are. Maybe festivals, let’s do festivals for all seasons and all reasons. (I.e. Wassail Walk in Rocheport, Pumpkin Fest in Hartsburg)
- Lifecycle community where locals can grow up, raise families, and retire without leaving Ashland.
- Promote smart growth.
- Keep Ashland the way it is.
- Keep Ashland strong and maintain our identification.

Section 2.7 Critical Issues Summary

The public engagement process helped identify the strengths, weaknesses, opportunities and threats facing Ashland and define the community’s vision for the future. The vision for the future calls for balanced and carefully planned growth, transportation system improvements and revitalization of this city’s aging commercial and residential areas. The purpose of this Plan is to create objectives and implementation strategies to make the community’s vision a reality while preserving the health, safety and welfare of the community. The intent of the Plan is to promote economic development initiatives that create jobs, preserve Ashland’s small town feel and ensure the City’s revenues remain reliable for the long-term. Following Chapter provides the vision for the future of Ashland and the recommended goals, objectives and implementation strategies for the 2020 Ashland Comprehensive Plan Update. The vision and goals reinforce and expand upon the vision and goals of the 2009 Plan and were co-authored by community stakeholders during the public engagement process.

CHAPTER 3: Vision, Goals, & Implementation



Home of the Eagles



Ashland once had an agrarian-based economy



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Vision, Goals, & Implementation

Section 3.1 Ashland’s Vision

The purpose of the Comprehensive Plan is to protect the health, safety, and welfare of the Ashland community. The intent is to provide the necessary vision, goals, and strategies to implement the recommendations and purpose of this Plan. The vision, as determined after studying the values and critical issues provided by the community, is:

VISION FOR THE FUTURE OF ASHLAND:

"To preserve Ashland’s small-town, family-friendly atmosphere, while promoting better highway accessibility, Downtown revitalization and well-planned development specifically suited to the current and future needs of Ashland residents."

According to the Ashland community, the following **vision statements** define what is meant by “small town, family friendly atmosphere” and describe the preferred future of Ashland:

Vision Statements:

- A. An active, vibrant community-** Continue to provide access to and expand upon the social, cultural, educational, religious, and recreational activities offered in Ashland and create more community traditions such as festivals, parades, and other fun social events.
- B. As a commercial-retail destination-** Revitalize Ashland’s Downtown while channeling energy and vitality into Ashland’s other commercial districts with a dual focus; 1) helping existing businesses become more successful; and 2) recruiting new family-friendly businesses.
- C. As a great place to live, raise a family, & retire-** Promote a safe and friendly atmosphere where neighbors know one another, help one another, take pride in their homes, support local schools and ensure everyone benefits from an active, vibrant community life.

Section 3.2 Core Values

The public participation process used in the development of the 2020 Comprehensive Plan Update helped identify the core values and critical issues facing the City of Ashland. The core values, as identified in the 2009 Comprehensive Plan and confirmed during the 2019 public engagement process, are summarized below.

1. Create a harmonious and efficient community growth pattern.
2. Coordinate investment in public facilities and services.
3. Preserve open space, farmland, and critical environmental areas
4. Expand and broaden the community economic development opportunities.
5. Promote intergovernmental cooperation, and encourage community and stakeholder collaboration in development decisions.



6. Promote design principles intended to create an attractive community with respect to the natural environment and adjoining properties.
7. Develop a coordinated transportation system that meets the local and regional access needs of residents, and promotes the use of all modes of transportation – including pedestrian, bicycle, and transit.
8. Promote a mix of housing opportunities and choices.
9. Ensure public health and safety.
10. Develop a diversity of parks and open spaces in the community.

Section 3.3 Comprehensive Plan Goals

The identification of goals, objectives, and implementation strategies is an essential component of a comprehensive plan. Goals are broadly written statements that represent the outcomes that Ashland should strive to achieve in the next ten (10) years. Objectives and implementation strategies are more specifically written recommendations or steps the City should take to implement the Comprehensive Plan’s vision and goals. Together they form an actionable work program the City should follow when making decisions regarding future growth and development. Some strategies will be clear actions the City should take, while others will be recommendations for additional planning work, more study, or further public input. Implementation performance measures are also provided for each planning element to help track implementation efforts. Much of the recommended tracking information is already collected by the City. The intent of including the performance measures is to encourage the City to continue tracking this information to quantify implementation efforts and aid in obtaining grants and other sources of outside funding. Recommended goals, objectives, implementation strategies and performance outcome measures were developed for each of the following planning elements:

- | | |
|--|--|
| 1. <i>Housing & Neighborhood Stability</i> | 4. <i>Quality of Life</i> |
| 2. <i>Downtown Revitalization</i> | 5. <i>Transportation</i> |
| 3. <i>Economic Development</i> | 6. <i>Public Services & Facilities</i> |

Section 3.4 Housing & Neighborhood Stability

Ashland’s residents believe the City’s current housing stock serves the community well and appreciate homes that are properly maintained and clutter-free, manicured yards. This Plan recommends preserving housing values by encouraging homeowners to reinvest in their homes and yards while also facilitating the development of new, market-driven and market-rate housing. The City should continue encouraging the development of a wide range of housing options including, but not limited to, housing for seniors (independent living, assisted living, and convalescent housing), housing for first-time homebuyers (workforce housing, attached single-family homes, rental homes, etc.), and custom estate-style homes on large lots. The Housing & Neighborhood Stability Goal is as follows:

Housing & Neighborhood Stability Goal: *Encourage the development of well-planned residential areas that include a wide range of well-built housing units representing a variety of housing types, styles, sizes, lot dimensions, and values that allow Ashland’s residents to age in place as opposed to moving at each stage in life.*

**1. Promote quality housing for all income levels.**

- a) Promote a variety of new housing types and price ranges from starter homes in the low to mid \$100,000 range to upscale executive homes in the \$450-plus range. Facilitate the development of well-planned, higher density housing, such as attached single family villas and affordable, low maintenance housing for seniors, first time homebuyers and service industry employees. A supply of well-built, custom homes on large lots is also needed.
- b) Encourage market-driven housing that provides the latest floor plans, materials, amenities and efficient building designs and HVAC systems.
- c) Ensure infill development and redevelopment in established neighborhoods is compatible with the density, scale and character of existing adjacent residences.
- d) Ensure all residential properties, including rental properties, are maintained in a workmanlike manner.

2. Preserve Neighborhood Character. Prevent blight and maintain the character and stability of existing neighborhoods through appropriate zoning and code enforcement, improving upon existing properties, and the following implementation strategies:

- a) Develop and initiate beautification efforts to increase the confidence to invest in the City's residential areas and to create a self-renewing housing stock.
- b) Continue ongoing code enforcement efforts to address property deterioration, clean-up littered yards, stormwater management and protect property values.
- c) Create development guidelines to incentivize the preservation of trees, open space, creeks, and natural topography. The intent of these guidelines is to increase property values, minimize development footprints/impacts, maximize carbon absorption (sequestration) and preserve scenic open spaces including natural riparian areas to help manage stormwater.
- d) Relate the size, height, and bulk of new housing units to the scale of existing adjacent homes. Avoid housing that violate the existing scale or proportions of adjacent structures with regard to height, width, or massing.
- e) When developing in or adjacent to established neighborhoods containing larger lots, the proposed lot sizes should be consistent with the adjacent lot sizes and densities. This Plan recommends requiring new development to provide comparable sized lots and housing on lots adjacent to existing developed parcels and transition to smaller lot sizes within the interior of the proposed subdivision. The purpose of this recommendation is to blend new development with existing development by placing similarly sized lots and homes together.
- f) Encourage front porches on new houses to reinforce Ashland's small-town, family-friendly ambiance. Front porches allow homeowners to comfortably spend more time near the front yard and street which promotes interaction with neighbors and casual surveillance of the neighborhood. Front porches should be incorporated in the redevelopment of existing façades in the historic areas of Ashland and in neighborhoods where front porches commonly adorn primary facades.



- g) Protect existing residential neighborhoods from the encroachment of incompatible land use and traffic patterns.

3. Address Absentee Landlord Issues:

- a) Address absentee landlord issues (including AirB&B/VRBO) by deploying immediate and on-going code enforcement efforts and updating the City’s Municipal Code as needed, to regulate problem rental properties to the extent permissible by law.
- b) Create a register of rental properties, including AirB&B/VRBOs, and landlords to provide more direct, timely, and efficient code enforcement when needed.

4. Manage Growth: Annexation was identified throughout the public engagement process as a means to expand and diversify the housing stock, create economic development opportunities, and protect/control the City’s boundaries. The following smart growth strategies are recommended:

- a) Promote and initiate annexation efforts that are consistent with the Future Land Use Plan and Map and where the costs to provide utilities, roads, and other infrastructure is either already provided or paid for in whole or at least in part by the developer.
- b) Closely review all proposed annexation plans to ensure the timing, type, and density of future development is consistent with this Plan and the City’s Zoning Code.
- c) Encourage the construction of low maintenance villas and newly constructed homes to attract young families (Millennials) and Baby Boomers. Ensure all necessary public improvements such as streets, sidewalks, street lights, stormwater facilities, parks, trails and open space are provided as required and designed to the City’s specifications.
- d) Review and update the City’s multi-family residential zoning district regulations and procedures. The current zoning is outdated and does not address the latest trends in multifamily development.

Implementation Performance Measures

The following performance measures are recommended to help monitor the progress of the implementation of the Housing & Neighborhood Stability recommendations and implementation objectives.

- 1) Continue to track the number and types of housing units constructed annually and compare with pre-Plan new housing starts.
- 2) Continue working with the County Assessor’s Office to track the assessed value of the City’s housing stock and compare to pre-Plan levels.
- 3) Continue tracking major investments made to homes (remodels, room additions, etc.) completed after the adoption of this Plan and compare with pre-Plan redevelopment investments and provide annual comparisons.
- 4) Continue tracking the number of code violations corrected, estimated investment in dollars, and number of dilapidated homes renovated or removed and compare with pre-Plan adoption numbers. Also provide annual comparisons of code enforcement activity to monitor code enforcement efforts.



- 5) Continue tracking the number of residents and families moving into the City and provide annual comparisons.
- 6) Track the number of landlords and tenants added to the recommended rental property registry and compare to pre-Plan update registration numbers.
- 7) Continue tracking the number of grants or other financial assistance programs (identified herein as well as others) applied for as well as the amount and location any funding was appropriated and provide annual comparisons.

Section 3.5 Downtown Revitalization

The participants of the Ashland Town Planning Workshop believe there are too many vacant storefronts downtown and portions of downtown are not being utilized to their fullest potential. Therefore, this plan recommends promoting new economic investment and vitality in Downtown Ashland and working towards the following goals and objectives.

Downtown Revitalization Goal: *Support the momentum generated by the Broadway Beautification Committee, downtown merchants, community leaders, and property owners to support the transformation of downtown Ashland into an economically thriving mixed-use destination.*

Objectives & Implementation Strategies

The success of downtown Ashland is the result of numerous small steps over time. This Plan recommends the City continue the incremental revitalization efforts and implement the following strategies to recruit and retain businesses and support beautification efforts that create vitality and attracts people.

1. Maintain the downtown business district as a focal point within the community.

- a) Pursue State of Missouri Economic Development, Main Street, and other local, state and federal programs to provide revenue, technical assistance and tax credit incentives for instituting a building facade improvement program, an economic development tax and other downtown revitalization improvements.
- b) Support the efforts of the Broadway Beautification Committee and encourage inclusion in the Missouri Main Street program and the adoption of the Four Point Main Street Transformation Strategies which address economic vitality, design, promotion, and organization.
- c) Collaborate and partner with the Mid Missouri Art Alliance to create a plan for a mural or other art located downtown.
- d) Encourage the development of a mixed-use development, such as a Town Square, located in or near downtown that includes restaurants, retail, lofts and community indoor/outdoor gathering areas. The envisioned development concept would provide local jobs, include businesses, restaurants and entertainment venues residents would be

willing to patronize and give folks a reason to come to Ashland. This Plan recommends a thematic development that celebrates Ashland’s heritage with several nostalgic hooks such as classic car museum, soda shops, confectionaries, diners, and other uses that connect to the history of Ashland and makes local residents proud. (See also Economic Development Strategy 2.m. in the following Section 3.6.)

2. Revitalize Existing Buildings: The revitalization of existing buildings, homes and streets leading to and through Downtown is recommended to improve the downtown experience and inject life and vitality in the City’s central business district.

- a) Adaptive reuse is recommended as the preferred historic preservation strategy. Adaptive reuse is a term used when describing the process of transforming older buildings that have outlived their usefulness into buildings that are suitable for new uses- while maintaining the City’s historic architectural styles, patterns, materials and massing. This plan recommends building for the coming era (not the last one) and investments that are long lasting and adaptable to a wide range of future land use and development scenarios. In summary, this plan recommends making sure land use and public infrastructure decisions meet the aforementioned “long life, loose fit” criteria before making future development or financial decisions. The following additional implementation strategies are recommended:
- b) Provide incentives for small businesses to move into the downtown area. Consider the development of a downtown improvement district (DID) to help fund façade improvements, streetscape enhancements, building code compliance such as making the necessary ADA accessibility requirements and sprinkler system upgrades to meet local, state and federal regulations, and other applicable improvements.
- c) Expand downtown to include opportunity areas for new, beautiful mixed-use buildings. The areas designated “Mixed Use” and shaded purple on the Future Land Use Map and include the existing downtown area as well as additional adjacent areas to be included as a complimentary expansion of Downtown Ashland to the east and across Highway 63.

3. Develop Design Guidelines for Downtown: Develop urban design guidelines to enhance the visual and physical characteristics of Downtown Ashland. Update the City’s zoning code to include accommodate outdoor dining, outdoor display or merchandise and drive-thru facilities that accommodate social distancing and regulate or prohibit chain stores, ground floor housing, tattoo parlors, tobacco/vape shops, cannabis uses, automotive uses, convenience stores and other uses that create conditions that are uninviting to pedestrians.



Historic Downtown Ashland

4. Promote and Coordinate Streetscape Improvements: Create a walkable, outdoor shopping district Downtown with integrated shops, entertainment venues, and restaurants offering unique merchandise, outdoor dining, and annual street festivals and entertainment. The following improvements will help make Downtown more attractive to potential businesses and increase the frequency and duration people spend downtown:



- a) Revitalize the downtown area with improved lighting, sidewalks, benches, planters, art, banners, and landscaping that make the whole look of downtown more cohesive and accommodate expanded business operations outside.
 - b) Develop a consistent signage theme using the city or new downtown logo to help “brand” the downtown and inform people of the City’s attractions and help guide them to these places. Update the City’s sign regulations to minimize visual clutter and require professional, well-proportioned signage.
 - c) Improve signage and landscaping at the roundabout on Highway 63 and retrofit it to be accommodating to pedestrians.
 - d) Install the approved roundabout at Henry Clay and Broadway as scheduled to begin in 2021 and include enhancements to make the roundabout more attractive through the installation of professional landscaping and pedestrian amenities.
 - e) Preserve on-street parking areas along both sides of all streets where the width permits. On-street parking provides convenience to downtown shoppers and diners, serves as an effective traffic calming measure by providing a physical and psychological barrier protecting pedestrians from moving vehicles and bicycles. When opportunities become available, create additional parking areas to supplement on-street parking and provide areas for bus, trailer and RV parking.
 - f) Install bike lanes and provide bike parking downtown.
- 5. Create and Promote Seasonal Events:** Continue to invest time and resources in seasonal events, decorations, parades, and festive/outdoor activities, all of which owe their existence to the great people of Ashland. The intent is to promote Ashland’s small town, family friendly atmosphere while also attracting people downtown and increasing the duration and frequency of their visits.
- 6. Reduce Vacancy:** Continue working towards reducing the percentage of vacant space and strive to reduce the vacancy rate by 20% by the year 2025 through intentional efforts to assist with exit strategies (re-occupancies) when businesses leave, assisting landlords dealing with pejorative vacancies, and implementing the recommendations herein.

Implementation Performance Measures

The following performance measures could be utilized to help track the progress of the Downtown Ashland’s revitalization goals, objectives, and implementation strategies.

- 1) Continue tracking private, semi-private and public investments made to local businesses, public spaces and corridors that serve downtown and provide annual comparisons.



- 2) Continue tracking any amendments made to the City’s ordinances, procedures, licenses, or fees that were adopted for the purpose of promoting business development or preserving the character of the downtown.
- 3) Continue tracking the number of events held downtown and provide annual comparisons regarding the number and diversity of participants.
- 4) Identify the number of vacancies and track the percentage of vacant spaces occupied annually to monitor the annual progress towards reducing vacancy by 20% by 2025.
- 5) Track the amount of money and/or service hours (volunteer, billable or in-kind) devoted to promoting Downtown Ashland and provide annual comparisons.

Section 3.6 Economic Development

While once a farm community, the City of Ashland is now home to many businesses, industries and the Southern Boone Economic Development Commission (SBEDC). The SBEDC in partnership with the Chamber, local businesses, and entrepreneurs led economic development efforts which have resulted in a Downtown that is improving every year, a state-of-the-art industrial development (Cartwright Business and Technology Center), and major expansion plans to the Columbia Regional Airport. Continued coordinated, intentional economic development efforts are needed that will require the support and collaboration of the SBEDC, Chamber, and local businesses and entrepreneurs.

The community appreciates Ashland’s small-town atmosphere, but desire more variety and convenience in shopping and entertainment choices. Residents spend money and time driving to shopping, dining, and entertainment venues outside Ashland; meanwhile the City needs to expand its tax base by growing the local retail-base and increasing the amount of retail sale tax collected. This Plan recommends supporting future economic development investments that attract businesses that offer salaried jobs with benefits, a better selection of retail and commercial services, and more things to do and see in Ashland. Aggressive economic development efforts are recommended to help address these challenges by attracting businesses that fill gaps in the City’s retail and commercial service sectors. These much needed businesses and services will reduce commercial seepage while also diversifying and expanding the City’s revenue sources. This Plan recommends the following economic goal and implementation strategies.

Economic Development Goal: *Expand, diversify, and strengthen the City’s economic base by focusing on small, local businesses, and recruiting manufacturing, technology, retail, craft foods & beverage establishments, and other industries that provide jobs, cater to Ashland’s residents, and create a reliable source of tax revenue for the community.*

Objectives & Implementation Strategies

1. **Promote a strong, diversified economy that provides a wide range of employment and career opportunities for current and future residents.**
 - a) Recruit new high-tech, research, industrial, and commercial development to appropriate areas of the community in accordance with this Plan and Future Land Use Map.



- b) Provide opportunities for larger scale developments at major roadway intersections (nodes) and near the Columbia Regional Airport.
- c) Continue to work with all levels of government and various economic development organizations, including the Southern Boone Economic Development Commission (SBEDC), Broadway Beautification Committee, and the Southern Boone Area Chamber of Commerce to cooperatively promote opportunities for investment, job creation and cultivate and promote projects with positive social and environmental impacts in the Ashland area.
- d) Promote adaptive reuse, restorative development, and redevelopment of the City's existing commercial areas. Ashland's commercial and industrial zoned areas, including downtown and along Highway 63, are not being utilized to their fullest potential. The City needs to increase the confidence to invest in these areas by implementing the recommendations of this plan, updating and enforcing municipal codes, and continuing to do an excellent job providing public services.
- e) Assist owners and prospective tenants of vacant non-residential property to better utilize the City's industrially and commercially zoned districts.

2. Commercial Retail Niches: Ashland officials should encourage the fulfillment of new retail niches. According to the public engagement participants, Ashland would be a great fit for the following commercial uses:

- a) Internet cafes, coffee shop, or diner. McDonalds is the town's only place for folks to meet, mingle and linger. Ashland needs places where people can meet outside of work or home (aka 3rd Places). The success of Starbucks and Bread Company is built upon their loyal customer-base who use them (often daily) for more than their intended purpose of a quick cup of coffee or bagel; these are places where business is conducted, old friends reunite, and new opportunities are hashed out.
- b) A bar or restaurant that serves food after 9pm that provides a venue to watch sporting events, enjoy a nice meal and entertainment is recommended.
- c) A family restaurant, like Dave and Busters or Lamberts that offer a unique dining experience with lots of stuff to do for patrons of all ages.
- d) An ice crème parlor or yogurt place is recommended.
- e) Teens need a place to go. Child-based businesses / entertainment, bowling, games, etc.
- f) Restaurants, bars and cafes with outdoor seating. Craft foods and beverages, winery, farm to fork concepts, something unique with al fresco dining.
- g) A hotel is needed. Locate it at the entrance to the airport and/or in the southern portion of town.
- h) A general farm and home store or hardware store with all day hours.
- i) Another grocery store (i.e. Aldi's) or a grocery store with fresh, locally grown (organic) produce and meats would be nice.
- j) Sporting goods stores.



- k) Movie theater with cheap re-run movies for \$1 or other special screenings.
- l) Small, boutique retail shops downtown. Upscale retail needed, avoid franchise retail or big box. There is a shortage of retail. Bring in smaller retail. Focus on small business and family-oriented businesses.
- m) A thematic entertainment destination with an emphasis on art, culture, craft food, sports, etc. Nostalgia should be the theme for a future destination retail, hospitality, entertainment and gathering area. A new mixed-use development across from the Lumber Yard with a focus on nostalgic land use and a time bygone would be nice. Re-created businesses from the 70's and earlier such as A&W, Ben Franklin, a motel, Route 66 themed businesses, Biggie's burger joint, a Drive Inn, skee ball, and entertainment for all ages is envisioned. Tie the theme into Ashland's historic past. (See also Downtown Implementation Strategy 1.d. in the previous Section 3.5.)
- n) Potterfield land would be a good location for an IKEA or something big enough to generate tax revenue to help support the necessary road and infrastructure that has been put off due to a lack of funding.
- o) Woman styles, fashions, accessories.
- p) Antique shops downtown.
- q) A pet store.
- r) Future turn-key commercial / flex space to accommodate a wide range of uses such as flex-office space with shared amenities and administrative services.
- s) More child care needed.
- t) Industrial-office-warehouse-distribution- especially near the airport and uses that create jobs and revenues.
- u) Adult uses, payday loans, and vape, marijuana, CBD or smoke shop should be regulated to the fullest extent permitted by law.

3. Make Ashland a Great Place to do Business:

- a) Provide staff and the designated officials the necessary training of the appropriate regulations, procedures and strategies to most efficiently expedite the development review and permit implementation process.
- b) Review and update the City's zoning regulations to eliminate oppressive zoning requirements that stifle economic development and include incentivized zoning techniques and procedures including supplementary regulations addressing expanded business operations in the event of another pandemic shutdown. These expanded business operations would allow expanded outdoor dining areas, the use of parking lots and parking stalls for expanded business operations, temporary drive up and drive through services. These requirements are necessary to accommodate social distancing and minimize touch points and physical contact during the COVID-19 Pandemic and to mitigate the spread of any future contagious diseases.
- c) Review and update the City's home occupation regulations to ensure they address the latest trends and technologies for at home businesses and occupations including

provisions for temporary expanded home operations during certain local, state or federal shut downs or other emergency circumstances.

- d) Invest time working with existing businesses to understand and accommodate future growth and improvement plans and recruiting new businesses to Ashland.
- e) Educate staff as well as existing and prospective businesses of development incentives and Federal, State, and Local programs and assistance, such as,
 - i. Waiving or discounting permit fees as approved by the Board.
 - ii. Assisting with the expansion, installation and partial cost of infrastructure or utility connections.
 - iii. Working with Boone County Officials to consider deferring property taxes for businesses and industry that create local jobs or provide extraordinary benefits to the area as outlined below in paragraph b.
 - iv. Opportunity Zones (OZ) or non-profit development corporations to help companies with the cost of land; and/or property tax abatement.
 - v. Neighborhood Improvement Districts (NIDs), Community Improvement Districts (CIDs), Transportation Improvement Districts (TIDs), Chapter 353 Tax Abatement, and/or financing tools to help pay for public improvements, infrastructure, façade enhancements, etc.
 - vi. The State's Enhanced Enterprise Zone Tax Benefit Program and how it can benefit businesses interested in relocating to the area or existing businesses interested in expansion.
- f) Create an "Incentives Toolbox" that includes the aforementioned programs as well as when and how they can be utilized for various development scenarios. Incentives should be determined on a case by case basis and prioritized for businesses or development proposals that address one or more of the following:
 - i. Provide positive social or environmental impacts.
 - ii. Promotes diversity and inclusion.
 - iii. Contributes to the identity or character of the community.
 - iv. Cleans up a blighted, underutilized or underinvested area; or
 - v. Offer unique services and/or highly demanded products to Ashland residents.





- g) Work with Boone County, local colleges, the Chamber, and school district to assist in the planning and creation of a trade school that could also serve as an incubator facility to assist with new business start-ups, technology, collaborative partnerships and workforce training.
- h) Consider the development of a low-interest loan program and/or an economic enhancement zone to help support local business development and/or place-based beautification efforts to the Downtown area such as façade or streetscape enhancements.

Implementation Performance Measures

The following performance measures could be utilized to help track the progress of the implementation of the Economic Development Goals and Objectives.

- 1) Appoint staff and/or a committee to oversee the economic development efforts and manage, initiate, and publicize economic development efforts and provide ongoing assistance throughout the permitting-implementation process.
- 2) Continue tracking private, semi-private, and public investments made to local businesses, public spaces, and corridors that serve the City’s commercial areas and provide annual comparisons.
- 3) Continue tracking any amendments made to the City’s ordinances, procedures, permits/licenses or fees that were adopted for the purpose of promoting businesses development.
- 4) Continue tracking the number of events and participants at public events that help promote local businesses and provide annual comparisons.
- 5) Continue tracking the amount of money and/or service hours (volunteer, billable or in-kind) devoted to promoting and beautifying Ashland businesses and provide annual comparisons.

Section 3.7 Quality of Life

There is a consensus among the participants of the public engagement process that maintaining **“Ashland’s Small-Town Atmosphere”** would have the most positive impact on the quality of life. The following quality of life issues were also identified during the public engagement process:

- 1. **Make sure Ashland remains Ashland:** Ashland is pretty good just the way it is.
- 2. **Preserve Ashland’s Small-Town Feel:** The community should capitalize on the qualities that give Ashland its small-town feel, such as agricultural fields and open areas, intact downtown, low crime, excellent schools, and family-friendly values.
- 3. **Retention of Ashland’s Youth:** Retaining Ashland’s young adults after they graduate offers opportunities to grow the City’s population, bring the community together and retain the City’s small town, family-friendly values.

The following Quality of Life Goal and implementation strategies are recommended.

Quality of Life Goal: *Promote neighborhood stability, walkability, community beautification, and active, healthy lifestyles while preserving Ashland's small town, family-friendly atmosphere.*

Objectives and Implementation Strategies

- 1. Make Ashland An Active, Connected Community.** The following activities are recommended to better connect businesses to the people of Ashland and encourage healthy active lifestyles for all.
 - a) Recruit new adventure, entertainment and recreational opportunities and events that build upon existing successes and create new activities and organizations that promote active lifestyles.
 - b) Continue requiring developers to install sidewalks and street lighting as development occurs.
 - c) Continue to incrementally upgrade existing streets to include curb, gutter, and sidewalks.
 - d) Draft and adopt a tree preservation ordinance to ensure that select trees and portions of woodlands are preserved.

- 2. Make Ashland a “Healthy Community”.** This Plan recommends the City promote healthy, active living by continuing to provide ongoing maintenance, repair and expansion of sidewalks, parks, and open space throughout the City. These are critical components of the City’s infrastructure that are needed to accommodate walking, running, social distancing, and other healthy community initiatives. The World Health Organization (WHO) defines a healthy community as; *“one that is continually creating and improving those physical and social environments and expanding those community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential.”* Healthy communities strive to provide the following quality of life objectives:
 - a) A clean, safe, high-quality physical environment.
 - b) An ecosystem that is currently stable and sustainable for the long term.
 - c) A strong, mutually supportive and non-exploitative community.
 - d) A high degree of public participation in and control over the decisions affecting one's life, health, and well-being.
 - e) The meeting of basic needs (food, water, shelter, income, safety, and work) for the entire city.
 - f) Access to a wide variety of experiences and resources with the possibility of multiple contacts, interaction, and communication.
 - g) A diverse, vital, and innovative city economy.
 - h) Encouragement of connectedness with the past, with the cultural and biological heritage, and with other groups and individuals.



- i) A city form that is compatible with and enhances the above parameters and behaviors.
 - j) An optimum level of appropriate public health, testing and sick care services accessible to all.
 - k) High health status (both high positive health status and low disease status).
- 3. Seasonal Events:** Continue investing time and resources in inclusive seasonal events, decorations, and festive/outdoor activities that celebrate seasonal holidays and bring people together.
- 4. Keep Residents Well Informed:** This plan recommends the following:
- a) Facilitate and encourage citizen participation at meetings.
 - b) Place relevant information regarding City business, upcoming meeting agendas, past meeting minutes, and promotional information regarding future events on the City's Website and in the social media outlets.
 - c) Provide opportunities for residents to speak out about future capital improvements, significant public expenditures, land use development, and annexation plans.
 - d) Continue the development and coordination of media releases to promote the strengths of Ashland and to keep the community informed of the latest public improvements, economic development successes, and other achievements within the community.
 - e) Enhance the City's Facebook page and explore other social media outlets to promote Ashland, maintain a social media presence, and provide a convenient option for social media users to access information about Ashland.
- 5. Continue Providing Services Necessary in Maintaining a High Quality of Life:** The intent of this Plan is to protect the health, safety and welfare of Ashland, which requires the provision of a wide range of services and facilities. Police, fire, public works, parks, and other City Services are currently very good. This Plan recommends the City continue to support the current level of these services and provide investments, as needed, to retain and hire the adequate personnel, encourage diversity and inclusion, and utilize the latest technologies without passing unreasonable costs onto residents.

Implementation Performance Measures

The following performance measures could be utilized to help track the progress of the Quality of Life recommendations and implementation objectives.

- 1) Continue tracking the number of events, activities, and clubs formed that promote active, healthy lifestyles and the number of participants and compare to preplan numbers and participants and compare results annually.
- 2) Continue tracking the amount of money and/or service hours (volunteer, billable or in-kind) devoted to promoting the quality of life in Ashland and compare annual results.
- 3) Continue tracking major private and semi-private investments made to businesses, churches, schools and neighborhoods that promote healthy lifestyles in Ashland and compare annually.



- 4) Continue tracking the linear feet of sidewalks, trails, and/or bike lanes created and the estimated investment in dollars. Compare the total linear feet of sidewalks/trails/bike lanes created with pre-plan numbers and make annual comparisons.
- 5) Continue tracking the number of newsletters, bulletins, website articles, and any other promotions or educational efforts related to promoting healthy lifestyles and the quality of life for Ashland residents
- 6) Continue tracking the number of participants at City meetings and other functions and compare to pre-Plan adoption numbers.

Section 3.8 Transportation

Connecting the City’s business districts, neighborhoods, schools, downtown, recreation areas, and other key destinations via sidewalks, pathways, a grade-separated overpass across Highway 63, and the creation of an outer road system paralleling Highway 63 are all priorities of this Plan and major improvements supported by the community. Participants of the public engagement process expressed concern that ongoing traffic congestion and bottlenecks within the City’s current road system will stop growth, depreciate property values, and compromise the health, safety and welfare of the community. The top transportation improvements desired and recommended by the community is the installation of a Highway 63 overpass and the creation of an outer road system along Highway 63. The recommended transportation goal and objectives and implementation strategies are as follows:

Transportation Goal: *Maintain a safe and efficient transportation system with improved cross-town accessibility over and along Highway 63 while providing the necessary vehicular, pedestrian, and bicycle improvements necessary to serve Ashland’s growing population.*

Objectives and Implementation Strategies

1. Develop multi-faceted transportation services.

- a) Work with the school administrators to improve drop-off/pick-up cues at the middle and elementary schools.
- b) Promote street patterns that provide maximum safety, connectively and mobility for all modes of transportation while minimizing dead end streets and sidewalks.
- g) Work with County, State and regional partners to investigate the demand/needs and required investment needed to provide transit to Ashland’s transit dependent individuals (such as the elderly and carless households) and seek funding or other aid to help fund future transit program expenses and other related improvements. Consider the use of vans, buses or a rubber wheeled trolley to provide alternatives to single occupant private vehicle usage.

2. Highway Access – Overpass: An overpass will greatly enhance regional and local traffic flow. According to participants of the public engagement process, a Highway 63 overpass (as shown on the Future Land Use Map), is the single most desired and important public



improvement for the future of Ashland. The City has been meeting with MoDOT, and all parties agree another overpass is needed; but at the time of this writing, there is no funding.

- a) The top location identified for the future overpass is to align with Martin Lane and E. New Salem Lane which would then disperse traffic to the north via Crump Road thereby relieving traffic congestion at the High School, downtown (along Broadway) and within an area that is anticipated to experience high residential growth and also includes the new Baptist senior living development.
 - b) A secondary overpass is also needed south of Ashland. The recommended location, which is also supported by the community, follows the alignments of Route A, Arnold Lane and E. Gilmore Lane. Although a secondary priority to the Martin / Salem Lane overpass, this recommended overpass location, or a location slightly closer to the City limits (i.e. Blythe Lane), should be studied due to the current and anticipated congestion in this area resulting from current and future residential growth and increasing school enrollment placing higher demands on the City’s transportation system. See the Future Land Use Map for the recommended secondary overpass location.
- 3. Create an Alternate North/South Route along Highway 63.** This is a critical public improvement necessary to provide alternative north/south accessibility for emergency vehicles and provide a detour when Highway 63 is blocked due to an accident, construction or any other reason. The following implementation strategies are recommended:
- a) A top priority for creating the recommended outer road system on the **west side** of Highway 63 is extending Henry Clay (Old Route 63) north along the City’s northernmost limits. This could tie into the recommended overpass located near Martin/Salem Lane and provide better access to the new Baptist Church senior living development and relieve congestion at the City’s most congested bottlenecks. See the Future Transportation and Land Use Map.
 - b) A top priority for creating the recommended outer road system on the **east side** of Highway 63 is creating a continuous outer road generally following the existing roadway alignments of Eastside Drive and E. Forsee Road and extending them to the north and south limits of the City along Highway 63. See the Future Transportation and Land Use Map.
 - c) Work with MDOT and local land owners to devise a mutually agreed upon solution to provide access to undeveloped land along Highway 63 and provide opportunities for future mixed use, commercial, and industrial development.
 - d) Determine the best location, roadway alignments, and intersection designs that would best serve the residents of Ashland, improve the functional capacity and safety of Highway 63, and promote economic development opportunities while also relieving congestion at the busiest intersections along Highway 63.
 - e) Once the future routes and alignments are determined, the City should restrict any conflicting development that would impede the construction of the approved frontage roads along both sides of route to Highway 63.

4. Improve or complete the following intersections:



- a) Install a signalized stop light or roundabout at Minor Hill Road - Angel Lane and Highway 63.
 - b) Careful consideration is recommended when dealing with ingress and egress along Highway 63. The top priority should be to better manage future traffic flow and development while not compromising efficient traffic flow, safety, or pedestrian accessibility. The location of any future access to Highway 63 will need to comply with MoDOT's Access Management Standards.
- 5. Ongoing Maintenance:** Continue to repair potholes, install curbs & gutters, and provide ongoing resurfacing and road replacement as needed and include said improvements and specific priorities in a Capital Improvement Plan (CIP).
- 6. Make Ashland a Walkable, Bikeable Community:** Improve circulation within and through the City via the provision of road, bike, and pedestrian improvements by considering the following recommendations:
- a) Improve pedestrian safety by slowing traffic via calming measures, visual cues, and signage.
 - b) Continue to seek funding, acquire right-of-way, and capital investments needed to facilitate the construction of new sidewalks, bikeways, improve old sidewalks, plant new street trees, and preserve existing street trees and scenic vistas. The following improvements are recommended:
 - i. Install sidewalks along West Broadway.
 - ii. Install new sidewalks or pathways connecting the park, neighborhoods, schools, downtown, and business districts.
 - iii. Install sidewalks from Liberty Lane to the schools.
 - iv. Install a signalized crosswalk from Palomino to the High School.
 - v. Install a sidewalk from South Wind to the school along Main Street.
 - vi. Install a bike route (or lane) along Hwy M, Broadway, Henry Clay, and Liberty Lane.
 - vii. Make all existing and future roundabouts more pedestrian & bike friendly.
 - viii. Begin planning for the future location, funding and implementation of path / bicycle route south along Highway M to the Katy Trail and north to Market Street in Columbia.
 - c) All new subdivisions should provide connections or easements for future connections to adjacent developed and undeveloped properties to promote efficient pedestrian circulation and emergency vehicle access, when such connections are deemed necessary.
 - d) Sidewalks should be provided on at least one side of each street in new residential developments when development consists of more than nine (9) homes and along all new streets classified as collector streets or higher.
 - e) Create an Adopt-A-Road program. Promote the program to scouts, churches, and local organizations. Designate a City advocate to oversee the program.



- f) Create a truck route to redirect truck traffic away from the City's most congested areas and pedestrian use areas such as downtown and near the schools.
- 7. Gateways:** Major entrances into the City and Downtown area are ideal locations for the development of primary focal points. These are highly visible locations that offer sufficient areas for beautification opportunities. The following implementation strategies will provide an immediate impact on the visibility and economic vitality of the city.
- a) Utilize public/private partnerships to implement gateway features whereby private industries may incorporate corporate logos, mottos, High School mascot etc. within the gateway improvements in exchange for sharing in the costs of implementation and maintenance.
 - b) The use of direct and indirect lighting and other signage/branding elements should be incorporated in these locations to reinforce the strengths and unique qualities of Ashland.
 - c) A prominent feature such as monument, statue, or fountain complimented with professional landscaping is recommended.

Implementation Performance Measures

The following performance measures could be utilized to help track the progress of the Transportation recommendations and implementation objectives.

- 1) Continue tracking any gateways improvements made to the City's main points of entry.
- 2) Continue tracking the number of street lights installed and provide annual comparisons.
- 3) Monitor and record any goals, objectives, or implementation recommendations achieved from the 2015 Ashland Transportation Plan.
- 4) Continue tracking all road enhancement projects, document the cost of the project, and quantify the improvements with regard to safety, aesthetics, pedestrian access, etc.
- 5) Continue tracking the location and frequency of accidents and compare to pre-Plan and post-Plan implementation efforts.
- 6) Continue tracking the type and frequency of traffic citations and compare to pre-Plan and post-Plan implementation efforts.
- 7) Continue tracking the amount of public investments made to the City's roads and facilities.
- 8) Continue tracking the number and dollar amount of transportation related grants awarded or other funding sources and compare to pre-plan numbers.

Section 3.9 Public Services & Utilities

Public services and utilities include, water, sewer, electric, code enforcement, fire, parks, and other community services. Public services and utilities are provided directly by Ashland through the private sector, or through other governmental agencies. According to feedback from the public engagement process, the community is very satisfied with the City's existing utilities and public services. However, many participants in the public engagement process expressed the desire to have more sidewalks, better cross-town connectivity via overpasses along Highway 63 and better selection of commercial retail and restaurants. The following goal and implementation strategies



should be considered when preparing the City’s annual Capital Improvements Program and when making decisions regarding future public services and capital improvements.

Public Services & Utilities Goal: *Provide ongoing maintenance and necessary improvements to the City’s public utilities and services to ensure current and future public service and facility needs are met without compromising the level of service or affordability for future generations.*

Objectives and Implementation Strategies

1. Plan for the expansion of services and facilities to meet anticipated demand. The City should consider implementing the following public service recommendations:

- a) The City of Ashland should continue coordinating water and sanitary sewer service extensions to areas contiguous to existing developed areas in the City and those areas identified in the Future Land Use Map as future growth areas. The cost of utility line extensions and upgrades should be shared by private sector developers and property owners benefiting from said improvements.
- b) The City of Ashland should develop adequate and safe systems for water and wastewater to serve current and future demand.
- c) The City of Ashland should develop and adopt a stormwater management and erosion control ordinance to prevent flooding, prevent erosion, and minimize impacts to the existing natural and man-made drainage infrastructure including minimizing downstream impact.
- d) The City of Ashland should continue to review and prioritize the yearly capital improvements program with the elected and appointed officials as well as facilitating a public forum to provide an opportunity for public input regarding the approval and scheduling of capital improvements and major equipment purchases for all city departments.
- e) The City of Ashland should promote the extension of utilities and annexation of adjacent properties that benefit from city infrastructure, services, and facilities provided the owner has signed an annexation agreement with the City to voluntary annex. The City of Ashland should implement a policy of not providing utility service beyond the city limits unless an annexation agreement (and zoning) is concluded.

2. The City of Ashland should foster coordination and cooperation with other governing bodies. The following implementation strategies are recommended to encourage public-private partnerships:

- a) Develop and formalize an intergovernmental agreement with Boone County concerning development of unincorporated land outside Ashland’s boundaries.
- b) Cooperate with Southern Boone County School District on mutual interests such as: park and recreation facilities and programs, and transportation options.



- c) Discourage the introduction of urban-scale residential and commercial development in rural, unincorporated areas that do not have adequate capacity for utilities, services and roads that are necessary for such developments.
- 3. Encourage and promote opportunities for public participation in the community and economic development process.**
 - a) Use this Plan as a guide for making any decisions involving zoning, future development and capital expenditures.
 - b) Facilitate a variety of public participation opportunities (open house, public hearings,) in the community planning process.
 - c) Make readily available to property owners, developers, and the general public information regarding long-range community plans to enable them to make sound economic decisions.
 - d) Review and revise the Comprehensive Plan on a five-year basis.
 - 4. Protect and serve the community so that residents and visitors of Ashland are safe.**
 - a) Deliver comprehensive safety (police and fire protection) services of the highest quality for all residents.
 - b) Support and maintain a well-trained and high performing public safety workforce.
 - c) Promote well equipped, professionally trained first responder service as part of the emergency medical response plan.
 - 5. Provide recreational and park facilities, bikeways, sidewalks and walking trails and related amenities for all residents.**
 - a) Develop a park plan for all existing and future parks, trails, and recreation facilities in the city and its planned growth areas.
 - b) Provide a full range of park and recreation activities with both active and passive recreational amenities.
 - c) Identify green corridors and provide on- and off-road walking/bicycle trails linking area parks, open spaces and community facilities.
 - d) Strive to achieve a spatial distribution of parks so that all citizens of Ashland have convenient access to facilities.
 - e) Explore federal and state grant opportunities for park acquisition, development and improvements.
 - f) Construct or redesign parks as needed over time with resident input to better serve their needs and create neighborhood stewardship of parks. The following improvements are recommended
 - i. Install ball fields north of the High School
 - ii. Create a dog park with fountain or other water feature.
 - iii. Improved the existing tennis/basketball courts or plan a park with new courts and ball



fields.

- iv. Create a park at Richardson Lake. Work with the residents in the area and prepare a plan that address risks and other negative impacts both real and perceived for allowing public use of the lake.
- v. Maintain/preserve natural areas and make better use of the City owed property especially natural areas by making them more attractive for passive and active park uses.
- vi. Install a walking trail with exercise stations at the park in Palomino Ridge.
- vii. Provide more parking at City Park.

6. Incremental Improvements: Continue investing in infrastructure and services necessary to provide quality, affordable utilities that serve Ashland’s present and future needs as follows:

- a) Provide annual evaluations of the City’s roads, utilities, code enforcement, and storm water management facilities to ensure they meet the needs of the community.
- b) Continue to implement and update the City’s codes and ordinances as needed to provide the financial resources needed to provide adequate staffing or consulting to perform code enforcement, regulatory amendments/updates, and plan review duties by passing fees, or portions thereof, onto developers/petitioners.
- c) Perform incremental upgrades or improvements to the City’s roads and aging infrastructure to allow the City to spread the costs out over several years in lieu of costly one-time expenditures.

7. Future Public Investments: This Plan recommends the City consider land use, transportation, economic development, environmental quality, and community aesthetics in all public investment decisions. This approach is recommended to ensure planned improvements meet today’s needs without compromising the ability to address the needs of future generations; thereby promoting sustainability.

8. City Hall: Annually review the necessary office, storage, meeting, and administrative needs as well as the required software, data storage, broadband, and communication equipment needs for City government and provide the necessary updates or improvements as needed.

9. Review, Update and Implement the City’s Zoning and Subdivision Ordinances. This Plan recommends the review and update of the City’s zoning and land use ordinances. The review should include but not limited to, signage and address stormwater management requirements and include the development and adoption of higher standards for architectural design, landscaping, and site design. Hire a planner to coordinate development/zoning petitions with applicants, provide plan review, draft staff reports and present findings to the City’s decision-making bodies, as needed.

10. Designate or Hire an Economic Development Professional: Hire an economic development person, or appoint someone or a public-private committee to serve as an advocate for the City to promote local businesses and recruit businesses and industry to Ashland. The following tasks and responsibilities are recommended



- a) Ensure the City plays a larger role in economic development and assisting local businesses.
- b) Make Ashland more business friendly to attract businesses which in turn will increase and diversify the City sources of revenue.
- c) Collaborate with Columbia Airport and Boone County in the development of a marketing campaign to better promote the area and attract businesses and development recommended in the Plan.
- d) Maintain a database of available funding sources. Lead the preparation and submission of grant applications for the City. Educate local businesses of available financial resources and assist in the preparation of funding applications.

11. Code Enforcement & Inspections: Continue to provide consistent, fair, and effective code enforcement efforts to maintain and preserve the City's quality neighborhoods and income producing commercial sites. The City should maintain adequate staff and resources to conduct thorough building inspections and to hire and manage certified inspectors to ensure all construction is conducted in a workmanlike manner and buildings meet local, national, and federal standards.

12. Wastewater: Maintain and invest incremental improvements in the wastewater facilities that serve Ashland. This is necessary to maintain the current level of services and implement the necessary expansions and improvements required of a growing, prospering community.

13. Water: Maintain and invest incremental improvements in the City's water system to maintain an excellent water supply for the foreseeable future.

14. Sustainability: Promote compact, low impact development throughout the community. Low impact development (LID) is development that utilizes green building and site design strategies to reduce its impact on the built and natural environment. Low impact development uses Best Management Practices (BMP). Examples of BMP include the use of rain gardens, alternative energy (i.e. solar), well insulated windows, walls and roofs, high efficiency HVAC, geothermal, and compact building and site design to achieve superior building performance and reduce development footprints. Examples of LID include:

- a) *Restorative development:* Improving an existing home or building.
- b) *Redevelopment:* Demolishing a building or home that has outlived its usefulness and replacing it with a new building)
- c) *Infill development:* Constructing a home or building on an empty lot along an existing developed block.

Implementation Performance Measures

The following performance measures could be used to help track the progress of the implementation of the Community Services & Public Facilities recommendations and objectives.

- 1) Continue tracking any new hires, equipment purchases, facility improvements, and training/certification to gauge the City's investment in public services versus pre- 2020 Plan Adoption annual investments.



- 2) Continue tracking the number of code violations, tickets written, criminals taken off the street, etc. and compare with pre-2020 Plan adoption numbers.
- 3) Continue tracking the linear feet of utility lines (sewer, water, electric and gas) replaced and facilities upgraded and/or improved and make annual comparisons.
- 4) Continue tracking all policy and municipal code amendments made.

Section 3.10 Conclusion

Achieving the vision and outcomes presented in this Chapter requires collaboration, teamwork, unique partnerships, and a commitment from the City's dedicated Staff, appointed board/commission members, elected officials and the community at-large. This Plan recommends the Board of Aldermen establish **implementation committees** made up of staff, elected and appointed officials, citizens and business owners. Ideally, six (6) committees are recommended; one for each of the Plan Elements presented in this Chapter. The committees should be charged with raising awareness of the specific plan element goals and objectives and empowering committee members, staff, and the community to aid in implementation efforts. The implementation committees should meet quarterly to evaluate progress by reviewing the identified performance measures (outcomes) and ensure the community is working towards common goals.

The City already tracks much of the information recommended in the performance measures, therefore, the intent is to have the recommended "implementation committees" aid in the collection of said information rather than lead in the data collection or analysis. The intent is not to over-burden staff with more data collection, but to provide a source of quantifiable information to help gauge the implementation of this Plan and aid in obtaining grants and outside funding. The following Chapters (4 and 5) include more specific future transportation and future land use recommendations and implementation strategies that should be considered when making future land use, development, and zoning decisions.



The Future

NEXT EXIT 

CHAPTER 4: TRANSPORTATION & PUBLIC FACILITIES

The Transportation & Public Facilities Chapter provides an overview of the City of Ashland's transportation network and public utilities, services and facilities and includes recommendations for future improvements.





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SECTION 4.1: TRANSPORTATION SYSTEM ANALYSIS

According to Ashland's 2015 Transportation Plan, there are approximately 57 roadway miles in Ashland with the City maintaining an estimated 50 miles. The remaining 7 miles are part of the state system maintained by MoDOT. In addition to streets, there is approximately 17.5 miles of sidewalk. The City's transportation system experiences traffic congestion during morning and evening peak periods due to the City's high rate of commuter traffic. During the school year, traffic congestion along the roads leading to and from the schools is a problem and getting worse as the City continues to grow and enrollment increases.

For the 2019-20 school year, the Southern Boone R-1 School District had 1,607 students. This was an increase of 7% from 2015 and marks 30 years of continuous growth in enrollment dating back to 1990. Population growth and development in and around Ashland is inevitable. From 2000-2010 the City of Ashland's housing stock grew by 87% and population grew by 98% from 1,869 to over 3,700. Similar growth rates are anticipated in the future. According to the population estimates provided in Chapter 1, the City's population will continue growing strong with an estimated annual growth rate of 3.8% per year. The projected population for 2020 is close to 5,000 and by 2030 the City's population is estimated to reach 6,000. This sustained increase in population places more and more demand on the city infrastructure and roads, resulting in more traffic congestion and accidents. Therefore, improvements to the City's transportation system and public infrastructure are necessary to keep pace with population growth and future land use development. The Transportation Goal for this Plan is to:

“Maintain a safe and efficient transportation system with improved cross-town accessibility over and along Highway 63 while providing the necessary vehicular, pedestrian, and bicycle improvements necessary to serve Ashland's growing population”.

The adequacy of a community's transportation system has a substantial impact on the rate and pattern of future growth and valuation of its property. The majority of participants of the public engagement program believe traffic circulation and congestion in Ashland is a problem. The City has the greatest ability to implement future improvements to the local street system and this Plan has the greatest ability to influence decisions and expenditures with the local street system; whereas the state and national agencies have the most influence over decisions and expenditures on state and US routes. The following are some of the top transportation issues and recommendations provided during the public engagement program:

- 1) Improving crosstown access (east-west across Highway 63).
- 2) Addressing traffic congestion Downtown and at the schools.
- 3) Providing ongoing maintenance and enhancements to the City's existing transportation network, including sidewalks, pedestrian amenities and providing more parking options downtown.
- 4) Requiring road improvements as a condition of approval of future development as needed to mitigate the impacts of new development.



The following sections provide an analysis of the existing transportation system and public infrastructure and recommendations for preserving, enhancing and expanding the local road network and public infrastructure to meet the future needs of the community.

SECTION 4.2: STREET CLASSIFICATION SYSTEM

Roads are categorized according to the Functional Classification System to differentiate between the various types of streets and their intended purpose. This classification hierarchy is based on the ability of the roadway to carry traffic and provide access to property. Each functional classification includes its own design regulations and construction standards. Traffic volumes and speeds are typically higher on roadways of increasing functional classification while pedestrian and bicycle counts are lower. In order for a roadway project to be eligible for federal funds, the road must be classified in the region’s Transportation Improvement Plan (TIP) as a Collector or higher. Federal and local funding in the Boone County Area is managed by the Mid-Missouri Regional Planning Commission. The City should submit future road improvement plans and other transportation enhancement needs to the Mid-Missouri Regional Planning Commission to be considered for future funding.

All roadways within the incorporated areas of the City of Ashland are classified in one or more of the following categories: *freeway, arterial, collector, or local streets*. According to the American Association of State Highway and Transportation Officials (AASHTO) the definitions and criteria for these functional roadway classifications are as follows:

Highways/Freeways: Highways carry the largest volumes of traffic for the longest distances and designed for the highest vehicle speeds. Typically they include **120 feet** or more of right-of-way with four (4) or more lanes. Access is controlled via divided medians; intersections are typically grade separated via overpasses or underpasses and left turning movements are restricted on roads designed to Highway standards. Highways typically carry an Average Daily Traffic (ADT) of 5,000 vehicles or more. Highway 63 is Ashland’s only designated “Highway”.

Arterial Street: Arterial roadways also carry large volumes of traffic for uninterrupted distances at high speeds, but unlike Highways, access is less restricted. Arterial roadways include at-grade intersections with traffic signals, roundabouts, and direct access to adjacent properties. Typically, arterial roads are at least **80 feet** in width and capable of carrying ADTs volumes of 2,500 vehicles or more. Arterial Streets are given preferential treatment over lower classified streets (collector and local streets) in signing and signalization of intersections. Generally, Arterial roadways do not allow direct access from Local Streets. Local Streets are typically provided access to Arterial Roadways via a Collector Road. The following streets function as “arterial roads” in Ashland.

- | | |
|--------------|------------|
| Broadway | Henry Clay |
| Main | New Salem |
| Old 63 South | Rangeline |
| Edwards | Highway H, |
| Ellis School | Highway DD |
| New Salem | Highway M |
| Pearman | Highway MM |
| Martin | Highway Y |
| Liberty Lane | |

Collector Street: Collector streets carry lower volumes of vehicles at lower speed for shorter distances than arterials roadways. Collector streets are **60 feet** or more in width and collect traffic from local roads and disperse traffic to arterials. Collector streets provide less restrictive access to developed land and are more pedestrian and bike friendly than arterial roadways. The following streets are classified as Collector Streets:

- | | |
|----------------|------------------|
| Minor Hill | Robbie Forbis |
| Angel Lane | Hagans |
| Airport Drive | Christian School |
| Biggs, Crump | Road |
| Loy Martin | Bullard |
| Eastside Drive | Dee Woods |
| Edwards | Palls Nichols |

Local Street: Local streets consist of all roads not defined as arterials or collectors. They are **50 feet** or less in width and provide access to land with little or no through movement. Local streets carry the lowest volume of traffic, have fewer and narrower lanes, and slower posted speed limits. Local streets allow more safe and efficient points of access to land development than all higher classified streets. The vast majority of Ashland’s roadway miles are classified as “Local Streets”.

FUTURE TRANSPORTATION IMPROVEMENT MAP

The **Future Land Use and Transportation Improvement Map** depicts the recommended location of new streets, extensions of existing streets, interchange locations and various pedestrian and bicycle improvements. The Map and supporting plan contained herein are intended to guide transportation decisions when planning future capital improvements and reviewing future land use development. It is important that the functional classification of the City’s roads match the traffic volumes generated by existing land use. As the City of Ashland grows, the demand placed on the street network could change. Therefore, it is important that the future land use pattern be considered when making decisions regarding future transportation improvements and development proposals.





Insert Map Here



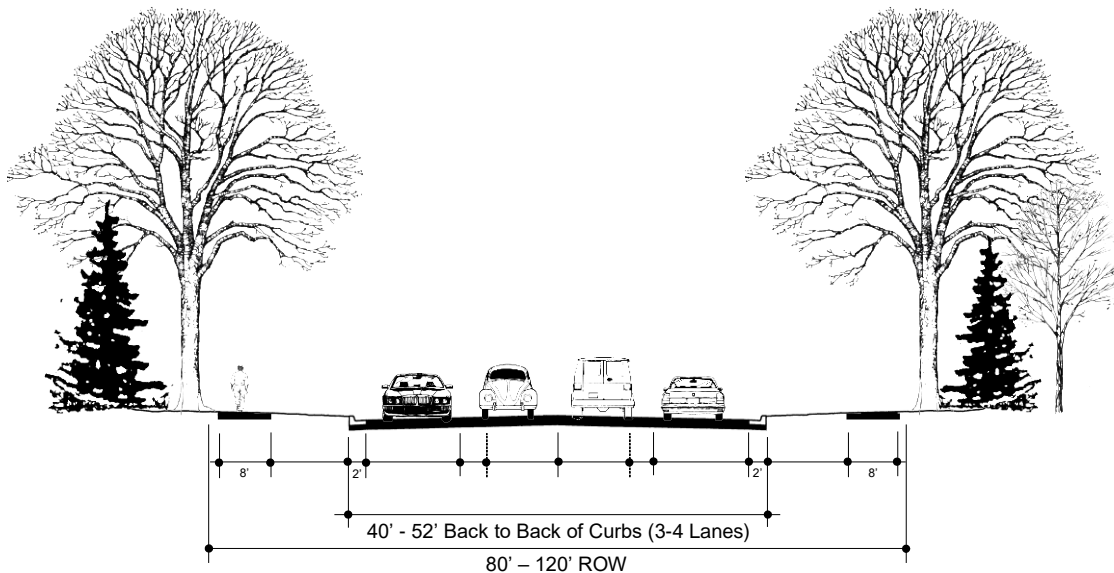
SECTION 4.3: FUTURE TRANSPORTATION RECOMMENDATIONS

Road improvements are an evolving process, often beginning with construction to one standard, followed by a series of improvements necessary to accommodate additional traffic volumes and eventually reaching the appropriate roadway classification. Roads not designed or improved to the appropriate standards for their functional use or not properly maintained, may result in traffic congestion, safety hazards, and increased financial commitment from the community. This Plan recommends the City require right-of-way widths and apply the design standards of the planned roadway classification as opposed to the current classification. This is necessary to allow the roadway to evolve over time to accommodate the level of service required of future development and growth. The recommended improvements to the existing transportation network are described below.

Arterial Roadway Recommendations

Ashland’s arterial roadways serve as critical links to Highway 63 and other roadways and destinations throughout the City and the outlying planning area. US Highway 63 bisects the City of Ashland. This presents challenges connecting land uses and destinations on the east side of the City to destinations and land uses on the west side across Highway 63. Broadway is the only grade separated crossing over US 63 from east to west. As growth continues in Ashland, better cross-town circulation is necessary to efficiently and safely serve the area’s transportation needs. Additional east-west and north-south arterial roads are recommended to improve traffic circulation in the future as shown on the Future Transportation Map. Figure 4.1 provides a typical section of an arterial street.

Figure 4.1: Typical Cross Section for Arterial Streets



Source: APWA Street Section Details

Arterials, such as Broadway and Liberty Lane, often intersect with multiple streets classified as “local”, especially in the downtown area. When arterial roadways intersect with lower classed streets, arterials should have the right-of-way. Additionally, parking should not be allowed on

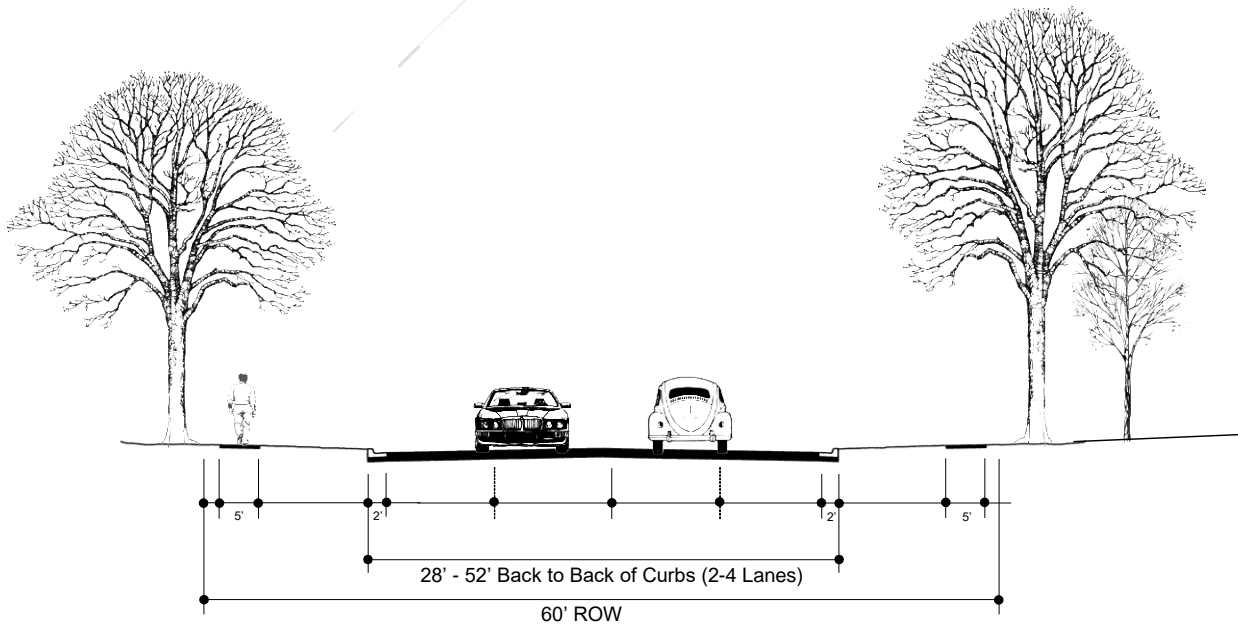
either side of an arterial roadway and direct access (i.e. any curb cuts) should be minimized through the use of access control standards. These include, but are not limited to right in, right out restricted entrances or the installation of a raised median restricting left turn movements, see also Access Management Section herein. Arterial roadways should also be designed to accommodate pedestrians via sidewalks at least 8 feet wide on both sides of the roadway.

Collector Roadway Recommendations

This Plan recommends two types of collector streets (major and minor) to serve the future growth and development of the City. Designs for each vary slightly depending on the future use and characteristics of the traffic they carry. Major collectors are typically appropriate for serving industrial and commercial land use areas where traffic demand is expected to range between 1,500 and 12,000 vehicles per day. The right-of-way requirement for a major collector street is 60-80 feet with a pavement width of 28 - 52 feet back to back of curbs. The minimum pavement requirements include two moving lanes of 12 feet in each direction. A three (3) lane or wider two-lane major collector designed roadway would generally have a pavement width of 40 feet including the curb and gutter. Finally, a four-lane major collector should have 52 feet of pavement including curb and gutter.

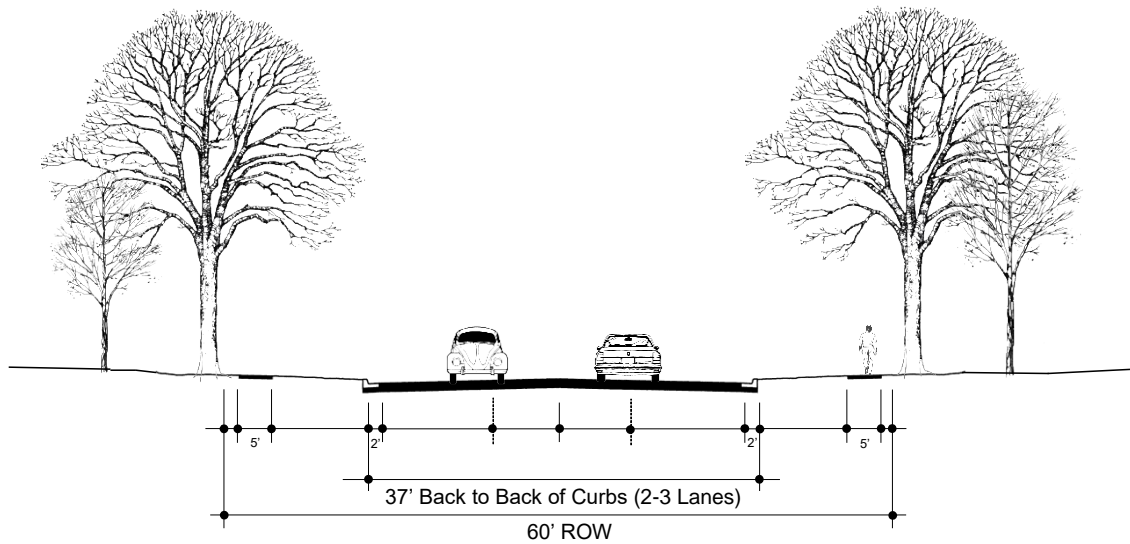
Minor collector streets make up the majority of the recommended collector street improvements which predominantly serve residential portions of the City. Minor collector roads are intended to provide the primary connection between individual neighborhoods and the arterial street network. The recommended right-of-way width for minor collectors is 60 feet with a pavement width of 37 feet measured from back to back of curbs. These dimensions accommodate a wide two-lane cross section or two slightly narrower travel lanes and a center turn lane. In either case, traffic volumes should range between 1,500 and 5,000 vehicles per day. Since traffic volumes are significantly higher on minor collectors than local streets, additional development setbacks are recommended to minimize impacts on abutting property. Figure 4.2 and 4.3 provides a typical section of the recommended major and minor collector street details.

Figure 4.2: Typical Cross Section for Major Collector Streets



Source: APWA Street Section Details

Figure 4.3: Typical Cross Section for Minor Collector Streets



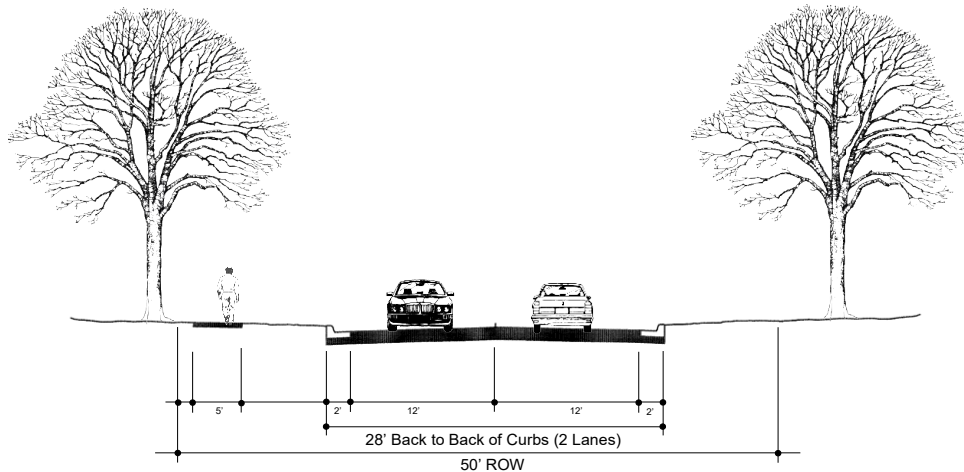
Source: APWA Street Section Details

On-street parking should be prohibited on both major and minor collectors and private ingress and egress should be limited to preserve the functional capacity of the street, reduce vehicular conflicts and increase safety. All collector streets should accommodate pedestrian access via five (5) foot sidewalks located on both sides of both major and minor collector streets.

Local Residential Street Recommendations

All streets in Ashland not designated as, highway, arterial or collector are considered local residential streets. The right-of-way width recommended for local streets is 50 feet with a minimum pavement width of 28 feet (back to back of curbs). Drive lanes should be at least 12 feet in width not including the curb and gutter. If parking is desired on both sides of a local roadway, additional pavement width should be required. To accommodate local pedestrian circulation, a 5-foot concrete sidewalk should be provided on at least one side of the local street. Traffic volumes should be less than 1,500 average daily traffic (ADT) on local streets. Figure 4.4 provides a typical section for local streets.

Figure 4.4: Typical Cross Section for Local Streets



Source: APWA Street Section Details

Access Control Recommendations

Roadway capacity can be increased or decreased in a number of ways. The most effective method to increase capacity is to widen a roadway to accommodate additional travel lanes and dedicated turning lanes. However, sometimes it is not feasible to widen the roadway. In these instances, controlling points of access is the most effective method of increasing roadway capacity without adding additional lanes.

The number and frequency of access points along a roadway reduces the ability to safely accommodate traffic volumes. Therefore, access to private property along an arterial should be reduced by requiring shared access for adjacent businesses. Eliminating or reducing the number of access points (driveways, curb cuts, etc.) along a roadway maximizes traffic flow by reducing unanticipated turning movements and traffic slowdowns or stops. Other access control methods recommended to help preserve or increase the capacity of a roadway include improving intersection design (i.e. installing roundabouts), installing medians, providing a dedicated turn lane, or providing traffic signal timing improvements.

Access control regulations are recommended to be included in the City’s Subdivision Regulations and/or Zoning Code. By implementing access control or access management strategies in both new and redevelopment projects, Ashland can maintain, and in some cases improve, street capacity while accommodating a wide range of existing and future development scenarios. Specific access management solutions vary depending on the functional classification and other factors such as projected traffic volumes, design speeds, sight distance, adjacent land uses, etc. In many cases, a 2-lane arterial street designed following the principles of access management can function as well as a 4-lane street at just over half the cost. Specific access control guidelines are listed below for intersection spacing, driveway spacing, corner clearance, and signal spacing.

Intersection & Driveway Spacing

Adequate distance between intersections should be maintained in order to provide safe and efficient travel on the City’s major (arterial) roads. Proper intersection spacing is also necessary to give through-motorists an opportunity to respond to traffic entering the street from a side street. Intersection spacing is related to driver reaction times therefore should be based on through traffic speed. **Table 4.1** shows the minimum standards for spacing intersections, determined by through-traffic speed.

Table 4.1: 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

Like roadways, private driveways also create intersections with public streets resulting in conditions that are contrary to driver's expectations, congestion, and accidents. Methods to reduce conflict include reducing or consolidating driveways, prohibiting left turn movements, or installing a dedicated turn lane when warranted. Proper spacing of driveways is necessary to provide adequate storage and stacking (queuing) of automobiles on the public street. Generally, the distance between driveways is directly related to the functional capacity and speed of the roadway. In no case should access drives be located within the operations area of an intersection.

Future Overpass

As mentioned in Chapter 3, the top transportation priority is the installation of an overpass. This is necessary to reduce traffic congestion and increase the overall safety of the City's transportation network. The objective is to better connect the east and west sides of the Highway 63 corridor and reconnect the community of Ashland. Currently, Highway 63 creates a barrier that splits the community in two. The goal of this plan is to install at least one, and ideally two overpasses, to interconnect the east and west portions of Ashland across Highway 63 into a synergistic whole. The following recommended implementation strategies were provided in Chapter 3 Section 3.8.3:

- a) Develop a Long Range Overpass Plan in partnership with MoDOT and Boone County to demonstrate demand, evaluate land use development potential and determine the feasibility of the recommended locations. Work with MoDOT throughout the planning process to increase the likelihood the project is placed on the Regional Transportation Needs List for state funding.
- b) The recommended location of the overpass is at or near Martin Lane and E. New Salem Lane, which is also consistent with the City's 2009 Comprehensive Plan. Installing an overpass at this location and upgrading the roads leading to it is long overdue and necessary to relieve traffic and improve safety in the City's Town Center/Downtown, at the High School, and in an area of town that is anticipated to experience high residential growth. This development activity is already taking shape as evidenced by the newly constructed Baptist senior living development and recently completed and highly successful Palomino Ridge Subdivision.
- c) A secondary overpass following the alignments of Route A, Arnold Lane and E. Gilmore Lane is also recommended to improve traffic circulation in the southern portions of Ashland and beyond. Throughout the public engagement process, there was strong community support for a secondary overpass at this location to address the current and anticipated congestion generated from the Elementary Schools and steady residential development and growth in the area. See the Future Land Use Map for the recommended secondary overpass location.

Improved North/South Circulation

As indicated in Chapter 3, one of the top transportation implementation strategies is to provide an outer road system along Highway 63 to disperse traffic volumes and create an alternative north/south route for emergency access and/or as a detour option in the event Highway 63 is

blocked or congested. The following recommended implementation strategies were provided in Chapter 3 Section 3.8.3.

- a) Create an outer road system on the **west side** of Highway 63 by extending Henry Clay (Old Route 63) north to the City's northernmost limits and connecting to the recommended Martin/Salem Lane overpass and providing access from the City's central business District (Broadway/Downtown) to the new Baptist Church senior living development. See the Future Transportation and Land Use Map.
- b) Create an outer road system on the **east side** of Highway 63 following the existing roadway alignments of Eastside Drive, Perry Avenue, and E. Forsee Road and extending them to the north and south limits of the City along the east side of Highway 63. See the Future Transportation and Land Use Map.
- c) Work with Boone County, MoDOT and affected property owners to determine the best location, roadway alignments, and intersection designs for the recommended outer roadways and devise mutually agreed upon solutions for future access to adjacent property and the development of said property with well-planned future development as recommended herein and depicted on the Future Transportation & Land Use Map.
- d) A bond was approved in 2019 for a roundabout at Henry Clay and Broadway. The installation of the roundabout will improve traffic circulation and reduce congestion along Broadway. This Plan recommends proceeding with the construction and installation of the approved amenities as soon as practical.

Pedestrian & Bike Recommendations

Pedestrian and bike trails are increasing in popularity as sources of recreation, exercise, and an alternative means of transportation, especially for driverless individuals. There was consensus among the participants of the public engagement program that sidewalks, paths and/or bike lanes connecting the City's neighborhoods, schools, downtown, and parks/recreational areas should be a priority to promote healthy, active lifestyles. Although the City has made substantial investments in infrastructure to better serve pedestrians over the years, Ashland's sidewalk network is still incomplete and in need of improvement.

The most effective and efficient strategy to achieve the desired pedestrian and bike connectivity is to implement the policies of "Complete Streets". According to the American Planning Association (APA), "Complete Streets" accommodate pedestrians, bicyclists, transit, and vehicles, creating multi-modal transportation networks. Federal and state funding for public roads often require or give preference to projects that include Complete Streets improvements. Therefore, this Plan recommends the City include Complete Street elements in all major road projects.

The City should continue requiring sidewalks on at least one side of local streets and both sides of collector and arterial roadways as a condition of approval of all future developments. Bike and pedestrian-ways are recommended along all streets and more specifically in the following locations.

- 1) From the new Baptist Church development to Downtown. (Long-term project)
- 2) Complete the sidewalks along West Broadway.
- 3) Install new sidewalks along Liberty Lane (West of Henry Clay Blvd) to the elementary schools to the south and to the Optimist Club and along the recommended extension of Henry Clay to the north.
- 4) Install sidewalks where missing to complete the connection from the Palomino Ridge subdivision to North Main/S Crump Lane and install a signalized crosswalk to the High School and provide a connection through the High School to the City Park.
- 5) Complete the newly installed sidewalk along Main Street from Sappington Drive to the elementary schools.
- 6) Install a bike route (or lane) along Hwy M, Broadway, Henry Clay, and Liberty Lane.
- 7) Begin planning for the future location, funding and implementation of path / bicycle route south along Highway M to the Katy Trail and north to Market Street in Columbia.
- 8) Make E. Broadway pedestrian and bike accessible from downtown, across the Highway 63 overpass to and along Route Y to the proposed residential development south of Route Y.
- 9) Make all existing and future roundabouts more pedestrian & bike friendly by installing bike lanes and sidewalks leading to the roundabouts with crossings provided through the lane splitter islands located at the entry of the roundabout.
- 10) Continue to seek funding to acquire right-of-way and install the aforementioned bike and pedestrian improvements and improve pedestrian safety by studying and implementing traffic calming measures to slowing traffic and create visual cues and signage at pedestrian/bike crossings and travel routes.

Proposed Gateway Recommendations

Highway 63 is the primary means of access to the City of Ashland. The image it projects is very important. Points of interest on this route are a visitor's first impression of the City, therefore the Highway 63 and Broadway/Hwy Y intersection function as a primary "gateway" and should be improved to positively influence a visitors' perception of the City and promote the quality of life and vitality of the community. Secondary gateways leading to Downtown Ashland and large residential subdivisions are also recommended. The installation of professional landscaping, monument signage, art and other aesthetic features should be planned at the City's gateways.

The following gateway features are recommended along the Highway 63 exit ramp, within the existing and proposed roundabouts, along Broadway heading west and Highway Y heading east and at key entryways into Downtown Ashland:

- 1) A prominent feature such as large-scale public art, statuary, and/or fountains to complement the line of American flags.



- 2) A building or structure of special architectural significance. If a building or structure is proposed within one of the primary gateway locations, special consideration should be given to the building orientation, design and material selection.
- 3) Signage to clearly identify entrance into Ashland. Brick, stone or other high-quality materials and the City crest/logo should be incorporated into the signage to further establish the gateway.
- 4) Landscaping to accent the proposed gateway features. A combination of trees, indigenous plants, shrubbery, natural stone and other ground covers should be used to accent and coordinate the design.
- 5) Gateway features may consist of prominent architecture or local landmarks within the City, welcoming visitors, reminding residents of the City's past, present and future.

The City should partner with local developers to ensure adequate aesthetic considerations are given to development near identified gateway locations. As part of the site plan review process, the City should consider the visual impacts of development at the "gateway" locations. Building design, orientation and parking should be carefully planned to minimize negative physical or visual impacts. The City should consider working with businesses and property owners to develop incentives that encourage the private sector to fund the acquisition, installation and ongoing maintenance of gateway features. For example, in exchange for the design, installation and maintenance of a gateway feature, the City might allow a private citizen, group or business to be publicly recognized within the design of the gateway in a manner similar to the "Adopt a Highway/Road" program.

SECTION 4.4: IMPLEMENTING FUTURE TRANSPORTATION RECOMMENDATIONS

This plan recommends a holistic approach to future transportation planning by considering land use, transportation, economic development, environmental quality, and community aesthetics in all transportation decisions to ensure planned improvements meet today's needs without compromising the ability to address the needs of future generations. Maintaining a safe and efficient road system that provides multi-modal (bike, ped, and vehicular) access while maintaining the small-town character and the integrity of the original street pattern is a priority of this Plan. In order to achieve this, the following future implementation strategies are recommended:

- 1) Include the recommended public facilities and infrastructure improvements included herein as part of the City's Capital Improvement Plan (CIP).
- 2) Improve all roads with a Street Classification of 5 or less in the Street Inventory included as part of the City's 2015 Transportation Plan prioritizing improvements based on the most severe/lowest classified streets and streets conditions that cause the highest safety hazards.
- 3) Invest in long-term planning, design and property acquisition to make the recommended Highway 63 overpasses and outer road system a reality.



- 4) Partner with Federal, State, and County agencies, including Mid-Missouri Regional Planning Commission, to obtain maximum funding for identified projects, including placing the appropriate projects, starting with the recommended overpass(s) and outer road(s), on the Regional Transportation Needs List for state funding opportunities.
- 5) Invest in the primary and secondary gateway recommendations contained herein and better signage and wayfinding to create new visual cues, promote access to Downtown, and reinforce the branding of Ashland.
- 6) Promote public and private investment in the streetscape to implement Complete Street principles and a more vibrant, aesthetically pleasing environment and promote the use of outdoor spaces such as sidewalk cafés and seasonal sidewalk sales, downtown.

Overall, most of Ashland’s collector and arterial streets are in good shape or already slated for upgrade. The City’s greatest need is to upgrade local roads in older sections of town to include new or improved sidewalks, curbs, and gutters.

SECTION 4.5: TRANSPORTATION FUNDING

There are several sources for financing street and related transportation projects. The City of Ashland has utilized capital reserve funds, general fund allocations, transportation sales and fuel taxes, vehicle license fees, special assessments, impact fees, and grants. In 2013, the City passed a ½ transportation sales tax to finance future transportation infrastructure improvements. Ashland’s Street Fund currently brings in approximately \$450,000 annually in revenue which covers normal public works operational costs with approximately \$155,000 remaining for major street repair projects. The chart below provides the revenue sources and amounts that were available for transportation according to the City’s 2015 Transportation Plan.

Table 4.1: Annual Ashland Transportation Revenue

Revenue Type	Amount	Source
Transportation Tax	\$165,000	Local- City
County Road Tax Replacement Fund	\$137,000	Boone County
Motor Vehicle State Sales Tax	\$ 28,500	State (Local)
Motor Fuel Tax	\$ 95,000	State (Local)
Motor Vehicle Fee	\$ 15,500	State (Local)
Total	\$441,000	

Prior to the 2013 Transportation Tax, Ashland relied on revenues generated by the State and County. One such tax is Missouri’s Motor Fuel Tax which imposes a 17-cent sales tax per gallon of all motor fuel purchased. The tax is collected by the Missouri Department of Transportation and distributed to Missouri cities and counties for road construction and maintenance at a rate of 2.55 cents/gallon or (15%) of the fuel tax rate. The Department of Revenue also receives portions of the state motor fuel tax as well as taxes from motor vehicle sales and fees from motor vehicle and driver licensing. 7.1% of revenue generated from the state vehicle sales and taxes, as well as, state motor vehicle and driver license fees are distributed to cities and counties. A description of funding sources and allied partners are provided at the end of this Chapter.



SECTION 4.6: PUBLIC SERVICES & FACILITIES

Public facilities and services available to residents and businesses of Ashland include water, sewer, stormwater management, waste management, parks, public works, fire protection and police. Some of these services/facilities are provided by the City, while others are provided by separate public or semi-public jurisdictions or agencies. The quality and availability of these services influence the type, timing, and density of development in the future and essential to the quality of life for the residents of Ashland. Therefore, this Plan recommends the City manage growth and development to ensure the community is served by cost-effective infrastructure and services and that these services and infrastructure are in balance with future land use and development.

SECTION 4.7: WATER

Water supplied within the City of Ashland comes from two (2) wells (#5 & #6) owned by the City with additional capacity provided by the Consolidated Public Water and Sewer District #1 of Boone County. The City of Ashland and Consolidated Water District #1 have agreements in place for the Water District to service areas within Ashland that the existing water lines do not extend too. In the past, Water District #1 has provided approximately 210,000 gallons per day to the City, roughly 25%. In total, the City has the capacity to store up to approximately 800,000 gallons of potable water in Wells 5 and 6. The average daily usage is just under 300,000 gallons/day. This usage increases in the summer months and generally decreases in the winter months.

The Water Department consists of two (2) full time employees and support from the Treasurer and an Administrative Assistant. The Water Superintendent manages the day to day operations of the water system, which includes maintenance and installation of lines, meters, wells and towers. In 2018 the Water Utilities Department completed an upgrade in the water lines along Optimist Drive. However, due to the continued increase in residential building, most of the Water Superintendent's time and resources are spent on the installation of meters.

According to the City's 2019 Budget, the Water Utilities Department serves over 1,780 customers. The current rate for service is \$8.90 base fee plus \$4.71 for each 1,000 gallons of metered water. The current rate for service installation of water meters is \$600.00. A primacy fee is billed for the Missouri Department of Natural Resources for the operation of the City's public water system. The City has the authority to charge 1.5 percent sales tax on its public utilities which is payable to the State of Missouri. Leading into 2020, the Water Utilities Department should be operating without any debt service obligations. This Plan supports the construction of a new building located beside the tower on Red Tail Drive to serve as an office for the Water Superintendent, store chemicals and equipment and provide additional work space for repairs.

SECTION 4.8: STORMWATER MANAGEMENT

The management of storm water is necessary to protect the health, safety and welfare of the community. Concentrated urban development reduces the lands natural ability to store and distribute stormwater throughout the watershed and ultimately to creeks and rivers. The



percentage of impervious surfaces such as rooftops, parking lots, driveways, and streets has a direct impact on the frequency and severity of flooding and stormwater problems. Additionally, pollutants from concentrated human activities such as pesticides, fertilizer, oils, sediment, litter, and other debris contaminate stormwater. Therefore, as the city grows and develops it becomes increasingly more important to control where stormwater is deposited and provide management technics to mitigate contamination.

This Plan recommends requiring stormwater best management practices (BMP) into all large future development plans and requiring the latest stormwater runoff, erosion control and sedimentation management technics during construction activity. BMP stormwater management techniques are also known as “Low Impact Development” or LID. LID and BMP practices are derived from nature and strive to mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate and detain stormwater runoff on-site. Rain gardens, green roofs and other micro-detention strategies that slowly release stormwater are recommended stormwater management/BMT techniques. Managing stormwater through small, cost-effective landscape features located on site is often cheaper than the conventional method of conveying, managing and treating stormwater in large, costly end-of-pipe facilities located at the bottom of drainage areas.

This Plan recommends the City prepare and adopt stormwater management and erosion control regulations. The regulations should prohibit landowners from increasing the natural flow of surface water onto adjacent property and encourage the concept of “functional equivalency”; which is maintaining the same natural pre-development flow of surface water in post-development conditions. The regulations should also encourage or incentivize the use of permeable surfaces and the preservation of natural ground cover, trees, creeks, riparian areas and watersheds when possible to aid in stormwater management and erosion control.

SECTION 4.9: SEWER

The City of Ashland provides its own sanitary sewer collection and treatment. The primary treatment plant is located west of Highway 63, just south of Liberty Lane and has a daily treatment capacity of 500,000 gallons. A secondary treatment facility is located near the Columbia Regional Airport. This is a one cell lagoon system with limited treatment capacity. The City of Ashland contracts with Alliance Water Resources to provide two full time employees.

According to the 2019 Budget, the Sewer Fund had two debt service obligations which included funding for the NE sewer extension and funding for the new waste water treatment facility. The sewer rate was raised in January 2018 and again in July 2018 to cover the SRF loan for the construction of the waste water treatment plant. Currently, the sewer rate is a base fee of \$23.00 (\$18.00 goes to sewer income and \$5.00 is deposited in a debt service account for bond issues). The number of building permits issued through a fiscal year helps generate sewer revenue and supplement the daily operation of the Sewer Department.



While development activity helps fund the sewer operations, it has also necessitated the expansion of sanitary sewers and additional treatment capacity. At present, the City’s sewer infrastructure addresses the current needs and is being expanded with the much needed construction of a new waste water treatment plant. The new plant is the result of the “Two-Mile Prairie Project” which was a collaboration between Boone County, the City of Ashland, the University of Missouri, the Missouri Department of Natural Resources, and the Boone County Regional Sewer District.

SECTION 4.10: SOLID WASTE

The City contracts with a private solid waste hauler, Republic Services, for solid waste collection. Refuse is collected once weekly, with special trash pick-ups available. The average rate in 2019 was \$11.42/month per customer with a \$6 monthly charge for an extra cart. Republic Services furnishes a recycling bin located behind City Hall that is emptied daily. The City of Ashland should take advantage of the technical support and grants available for recycling and solid waste management from Region H of the Mid Missouri Solid Waste Management District. The City contracts with Clean Cut Services for disposal of resident yard waste at a rate of \$1,854.00/month. Recycling, solid waste and yard waste operations are funded in part by the Solid Waste Fund which also supports partial salaries/benefits for two public works employees.

SECTION 4.11: PUBLIC SCHOOL SYSTEM

The Southern Boone County R-1 School District provides award winning educational service for Ashland and the surrounding areas. During the 2019-20 school year, the District had an enrollment of 1,607 students. The District graduation rates are 8% higher than the state average and the MAP scores across all grades and subjects are higher than state and national averages. These achievements have earned the District a reputation of educational excellence. The District also offers numerous student activities, clubs, and sports, including band, choir, performing arts, baseball, softball, football, soccer, volleyball, track, cross country and golf.

SECTION 4.12: PUBLIC BUILDINGS

City Hall is located Downtown in a newly remolded space that the City has outgrown. The Council Chambers are too small and do not provide adequate room for members of the public to attend meetings or even members of the City’s decision-making bodies to social distance during regular meetings. As a result, the City conducts most Planning Commission and Board Meetings off site. This Plan recommends the City study its operational, storage, meeting and administrative needs and seek to acquire more space in an existing building or construct a new City Hall facility large enough to accommodate the City’s office, storage, meeting and other operational needs.

The Southern Boone County Public Library, located in Downtown Ashland, is part of the Daniel Boone Regional Library (DBRL) District. The library district is governed by a Board of the DBRL Board of Trustees, which is made up of 19 volunteers. The DBRL board serves as the governing body with a director overseeing the day-to-day library operations and the staff. DBRL is funded

primarily through property tax income. State aid, interest income, grants, bequests and donations, and copier/printer income make up the rest of the system's revenue.

The Southern Boone Senior Center is located on Douglas Drive. The not-for-profit organization constructed a facility in 2000 that provides daily opportunities for seniors that include exercise classes, pool, cards, volunteer opportunities, lunch, social service information and assistance, and social interaction.

SECTION 4.13: PARKS

The driving force for the Ashland Community Park was the Cedar Township Recreation Association (CTRA) which in the early 1970's served the southern parts of Boone County, including the City of Ashland. On July 25, 1973 approximately 50 people attended a meeting of the CTRA. This was too large of a group for the CTRA to handle so the Ashland Park and Recreation Board was formed. The population of Ashland at the time was only 500.

In 1974, the City purchased 30 acres with a small pond behind the high school from Gordon and Martha Crump for \$15,000. The CTRA contributed \$4,000 towards the purchase. This would be the City's first park and named "Ashland Community Park". The park, today known as "Ashland City Park" would undergo many improvements over the year's including the preservation of the pond and the installation of softball fields, tennis courts, bathrooms, trails and playground equipment. The Park and Recreation Board also maintains the "Avenue of Flags" which was originally a Boy Scout project. The following additional parkland was added to the City's park system:

- In 1990 the Park Board purchased .55 acres adjacent to Ashland City Park with money donated by the Optimist Club. The City would later install the tennis courts at this site based upon a survey conducted at the High School indicating a strong interest in tennis.
- In 2005, Bill and Kim Martin donated 2.13 acres and an additional 3.2 acres was purchased in 2007 to create Ashland Ridge Park (aka "Palomino Park"). A dog park was proposed, but reject by the neighbors. At the time of this writing, the park remained unimproved.
- On August 23, 2013 the City took ownership of a portion of the lake off Kimberly Drive which today also remains unimproved.

This Plan recommends the City continue to preserve and invest in parks and recreation as directed by the Park and Recreation Board and in accordance with the recommendations of this Plan. According to the Ashland Park and Recreation Board, ***"As Ashland grows, so will the demand for parks where people can exercise and enjoy the green space."*** This Plan recommends the City continue acquiring new parkland, or payment in lieu of parkland, as a requirement of new large-scale development.

Ashland's residents are gifted to be in close proximity to the following conservation areas, outdoor amenities, and national forests:

Mark Twain National Forest is approximately 7 miles east of Ashland and includes several amenities such as Lake Ashland, which allows fishing and small electric-powered boats. The Cedar Creek area includes the Thomas Baskett Wildlife Refuge and is a 2,266 acre research and outdoor education laboratory where University of Missouri wildlife scientists conduct research. Cedar Creek Ranger District and the Pine Ridge Campground include camping, hiking trails and scenic views of the Cedar Creek bluffs. These areas are all located near or in the Mark Twain National Forest. The Carrington Pits allow fishing in approximately four acres of abandoned coal mining pits that are stocked with largemouth bass, sunfish and channel catfish. Accessible fishing piers and trails provide access to the water. A small boat or canoe is allowed and can be launched at the gravel ramp. The Dry Fork area is part of the 36 miles of Cedar Creek Trails and allows camping, picnicking, hiking, horseback riding and mountain biking.

The Katy Trail and Missouri River lies west of Ashland approximately 8 miles and can be accessed in several communities along the Missouri River, such as Hartsburg, Wilton, Claysville, Easley and McBaine. The Katy Trail provides camping and biking with many scenic amenities along the Missouri River. The Hartsburg Access is about 7 miles south of Ashland providing the nearest access to the Katy Trail and the Missouri River. The conservation area consists of 657 acres providing camping and walking trails, overlooking deck and scenic views of marsh topography.

Rockbridge State Park Rockbridge State Park is about 11 miles north of Ashland and provides scenic views of the natural environment, cave tours, fishing, picnicking, equestrian and about 15 miles of mountain biking and hiking on 2,273 acres.

The Three Creeks Conservation Area is about 12 miles northwest of Ashland. The area takes its name from the three creeks that run through the area: Turkey Creek, Bass Creek, and Bonne Femme Creek. The area includes rugged forest features, scenic bluffs, intermittent streams, geologic formations, and old eastern red cedar trees. This area is open to seasonal hunting of turkey, dove, deer, and provides mobility\ impaired assistance for those that relish hunting. This area also allows biking, camping, fishing, horseback riding and bird watching.

SECTION 4.14: SUMMARY

The ability to provide the aforementioned public services, roads, facilities and infrastructure is necessary for Ashland to continue to grow and prosper in the future. To minimize the cost of extending utilities and roads long distances, the City should encourage compact and connected growth. Generally, the more compact the community, the more efficient the services can be provided. Compactness can be achieved by encouraging development adjacent to the existing built-up areas (where services and infrastructure is already available) rather than allowing “leap-frog” development, which skips over large tracts of undeveloped land. A second means of increasing service delivery efficiency is to cluster those land uses which have the greatest need for new roads and general City services. Concentrating land uses that require the highest level of service and locating them near services delivery centers will minimize services delivery costs as well as costly utility runs and infrastructure expenses.

The most cost-efficient solution to accommodate future growth is to concentrate development in areas which can be served by existing facilities rather than in areas which require new facilities. However, future public utility expansions will be needed to sustain and encourage growth. The City must consider the timing, size and direction of these expansions as well as the availability of alternative sites which could be more easily served prior to investing in costly infrastructure projects. Chapter 5 includes a summary of the latest development trends and recommendations



for Future Land Use which are intended to support and help implement the transportation and public infrastructure recommendations included in this Chapter as well as the vision, goals and implementation strategies included in Chapter 3. The following sections include a summary of potential funding sources and allied partners the City should include in future public infrastructure and transportation related planning and projects.

SECTION 4.15: INTERGOVERNMENTAL ALLIED AGENCIES

The City of Ashland relies on several levels of government to help support public infrastructure and transportation services in the community. Local, County, State, and Federal resources are all used to enhance the transportation network for residents. Due to the interdependence of these agencies and the services they provided, it is important that they are all well informed and work together towards public enhancement projects. The following are key allied agencies that City should partner with when making decisions regarding future transportation and public infrastructure improvements:

Boone County Government: The City of Ashland is under the jurisdiction of Boone County Government who collects general revenue taxes at the current rate of .2603 per hundred dollars (of assessed valuation) for the City of Ashland for operational expenses. The Boone County Commission also distributes a limited amount of funds to municipalities within the County designated for transportation purposes. These funds are generated from the county-wide road and bridge tax.

Missouri Department of Transportation (MoDOT): MoDOT works with the public, transportation partners, state and federal legislators, and other state and local agencies to provide a safe and efficient transportation system to the people of Missouri.

Statewide Transportation-Improvement Program (STIP): STIP sets forth the specific construction projects MoDOT will undertake in the next five years. It covers roads and bridges, transit, aviation, rail, waterways, enhancements and other projects. For the City of Ashland, these projects are identified through Mid-MO RPC planning processes.

Mid-Missouri Regional Planning Commission (Mid-MO RPC): The Mid-Missouri Regional Planning Commission (Mid-MO RPC) services a six-county region in Mid-Missouri that includes Boone, Callaway, Cole, Cooper, Howard, and Moniteau counties. Mid-MO RPC has been a planning partner with MoDOT to provide transportation planning services including a Regional Transportation Plan, and transportation needs list for the region. Mid-MO RPC assists member communities with transportation planning needs such as assisting with Transportation Alternative Program (TAP) grant applications. This program uses federal and state funds to support land use and transportation planning activities conducted by the regional planning commissions (RPCs) in Missouri. The state funds are appropriated as part of the state biennial budget. The state funding supplements federal and local funding to RPCs.

MMRPC Transportation Advisory Committee (TAC): The MMRPC's Transportation Advisory Committee is a MoDOT Planning Partner. The Committee is engaged in prioritization of transportation projects for its six member counties and member communities within those counties. The committee also advocates transportation needs for the region and identifies projects for possible funding support from MoDOT.

MMRPC Economic Development Advisory Committee (EDAC): The City of Ashland is eligible to apply for grants and loans from the Economic Development Agency (EDA) of the U.S.



Department of Commerce through its membership in the MMRPC which is a designated Economic Development District (EDD). Funding from these sources can be used to help businesses create and/or retain jobs and priority is given to proposals which support long-term, coordinated and collaborative regional economic development approaches. As a member community of the MMRPC, Ashland is involved in its EDAC. This forum provides for the distribution of information and ideas to enhance economic development in the region. The committee is active in updating the Planning Commission's Comprehensive Economic Development Strategy, developing training seminars, and promoting economic development opportunities.

City of Columbia: The City of Columbia is the County Seat for Boone County and economic hub and employment center for the region. In addition to being an economic hub and employment center, the City owns and manages the Columbia airport just outside the City of Ashland Corporate limits.

The Southern Boone Chamber of Commerce (SBCC): The SBCC is a voluntary, member-supported organization of business, industry, and professional people who are dedicated to developing, promoting, and maintaining a sound and healthy economic climate for Southern Boone County in Missouri, which included business in both Ashland and Hartsburg.

The Boone County Emergency Management Agency: The Agency promotes unified planning and coordination of disaster mitigation, preparedness, response and recovery against natural or man-made incidents that threaten lives and properties before, during and after a major emergency or disaster in Columbia or Boone County.

Southern Boone County Fire Protection District: The Southern Boone County Fire Protection District includes Ashland and is funded by real-estate taxes collected from Southern Boone County residents. The District is a volunteer fire department with approximately 50 members and fire houses in Ashland, Hartsburg, south of Ashland on Mt. Pleasant Road, and near the Columbia Regional Airport. Primary dispatching is provided by the Columbia/Boone County Joint Communications Center.

Regional Homeland Security Oversight Committee (RHSOC): The MMRPC serves as the fiscal procurement agent for the Area F Regional Homeland Security Oversight Committee (RHSOC); through this process all of the members of the MMRPC have access to Homeland Security grant opportunities. Being a member of the MMRPC gives the City of Ashland an opportunity to procure Department of Homeland Security grants and other funding opportunities.

SECTION 4.16: FINANCING METHODS AND SOURCES

There are several financing methods and/or sources to be considered in the financing of transportation improvements and public infrastructure, they include but are not limited to, the following:

General Obligation Bonds: General Obligation Bonds are secured by the issuer's unlimited taxing power and full faith and credit. The bond may be paid from taxes or any unrestricted reserves, but requires voter approval and can be used for major street/road projects. The interest rate for bond financing is typically lower than the interest rates a City could typically obtain from a bank.



Revenue Bonds: Revenue Bonds are for self-supporting projects- typically self-supporting water and sewer projects. Revenue bonds require voter approval. The bonds are secured and paid from user revenue. An example is the City of Ashland Wastewater project.

Special Assessments: Special assessments and financing districts can be utilized to fund transportation enhancements. Special Assessments are levied on private property for the construction or improvement of street and other public infrastructure specifically benefitting the assessed private property. The levied special assessments are often based on a property's street footage, lot size and/or ability to benefit from the improvements. Special assessment districts include community improvement districts (CID), transportation development districts (TDD), and neighborhood improvement districts (NID) and typically paid off with interest, over a period of years.

Community Improvement District (CID): A CID is either a political subdivision with the power to impose a sales tax, a special assessment, or a real property tax; or a non-profit corporation with the power to impose special assessments. Established per RSMo 67.1401 to 67.1571, public improvements include sidewalks, streets, alleys, overpasses and underpasses, traffic signs and signals, utilities, water, storm, and sewer systems, other site improvements.

Transportation Development District (TDD): Created pursuant to Sections 238.200 to 238.275 of the RSMo, a TDD is a separate political subdivision of the State. In general- a TDD serves to fund, promote, plan, design, construct and/or maintain on or more projects in such activity. Projects may include street, highway, intersection, signalization or signage. Funding of TDD projects may be accomplished through the creation of District-wide special assessments or property or sales taxes with a majority vote or petition approval.

The Neighborhood Improvement District (NID): A geographically bounded area within which certain public improvements (i.e. sidewalks) are financed by the city through the issuance of notes or bonds, which in turn repaid by levying assessments against property within the NID. A NID may be established two ways: (1) by a petition of at least two-thirds of the owners of record of all the real property located within the proposed NID requesting that the City approve the NID, or (2) by the City's submission of a question to all qualified voters residing within the proposed NID at a general or special election. A NID is financed by the issuance of a general, rather than limited, obligation bonds. General obligation bonds are secured by the general revenue of the City. A NID can be established anywhere; there is no requirement that a NID suffer from conditions of blight. To pay for the public improvements, the city levies assessments that are over and above any property or sales tax already being imposed.

Tax Increment Financing (TIF): Tax Increment Financing is a method used to build public infrastructure needed for new development. Additional property tax revenue by private development in the project secures and pays debt service. Transportation improvements are also made through private development activity. The City of Ashland Land Use Codes) outline requirements for public infrastructure improvements. The developers finance the street, roads, water-sewer lines, and other public infrastructure needed in or serve the subdivisions and developments they build. The developers then donate and the local government accepts the public infrastructure, and the local government becomes responsible for its operation, maintenance, replacement, etc.

Impact Fees: An impact fee is a charge paid by the developers of a new development to cover the cost of major local capital projects necessitated by the development. The entity paying the fee should be directly related to and benefited by the actual identified public infrastructure



improvement. The fees are often per residential unit, per finished floor area (FFA) for commercial property. Revenues collected from the impact fees are deposited and earmarked until expenditures for the improvements start.

Downtown Preservation Financing Program: The Missouri Department of Economic Development's Financing Program is designed to help "reinvigorate downtowns and re-polish those blighted Main Streets and Broadways that help define your town and cultural heritage. Redevelopment areas must be located in a "central business district", be classified as "blighted" or a "conservation area", and not exceed 10% of the entire geographic area of the municipality. At least 50% of the buildings in the central business district must be 35 years old or older. This program is exclusively for municipalities with a population of 200,000 inhabitants or less, and median household income of \$62,000 or less. Other restrictions apply.

Transportation Alternative Program (TAP): The primary sources for grant funds to assist with financing for transportation improvements is through the Missouri Department of Transportation's Transportation Alternative Program. This program provides federal funds through a competitive selection process for transportation-related activities and cannot be used for routine highway and bridge construction. The projects can be stand-alone, or part of an ongoing transportation project. These projects can include, but are not limited to pedestrian and bike facilities (including sidewalks), safe routes to school (infrastructure and programs), and the recreational trails program. Local public agencies are reimbursed for eligible project costs at a rate of 80 percent with the local agency providing a 20 percent match.

Recreational Trails Program (RTP): The Missouri Department of Natural Resources Recreational Trails Program (RTP) funds recreational trail construction and requires a 20 per cent match.

Land and Water Conservation Fund: The Land and Water Conservation Fund administered by the Missouri Department of Natural Resources funds recreation land development including parks, greenways and multiuse paths.

CHAPTER 5: Future Land Use



Quality New Housing Coming Soon in Ashland



The Boulevard in St. Louis County is a mixed-use development with shops and restaurants on the street level and office and residential units in the upper levels.



The Cartwright Business and Technology Park adjacent to Columbia Regional Airport and Highway 63 contains a 20-acre lake, walking trails and over 400 acres poised and ready for destination entertainment and sporting complexes and a wide variety of mixed-use destinations and employment centers.



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Section 5.1 Future Land Use Plan

The Future Land Use Plan serves as a guide for the planned and orderly growth of Ashland. The Plan includes the Future Land Use Map, Future Land Use Matrix and Future Land Use Plan; all of which must be considered when making future land use and zoning decisions. The Plan provides recommendations for the future land use and development for the next (10) years. The future land use recommendations were developed based on the community's feedback provided during the public engagement program and careful consideration of the various physical, social, economic and environmental factors and influences. The purpose of the Future Land Use Plan is to implement the goals, objectives and vision presented in Chapter 3. The vision for the future is as follows;

"To preserve Ashland's small-town, family-friendly atmosphere, while promoting better highway accessibility, Downtown revitalization and well-planned development specifically suited to the current and future needs of Ashland residents."

Factors such as compliance with the City's Zoning Code, impact on existing development, capacity of adjacent streets, latest development trends, the impact on the natural environment and community input should all be considered when reviewing new development or zoning changes. The intent of this Plan is to accommodate a wide range of market-driven land uses and development configurations with the understanding that land use and development is constantly evolving and changing. Therefore, the recommendations of this plan should be considered with a sense of flexibility. Development proposals that do not exactly match the Future Land Use Map and Plan recommendations, but reflect market place demands, should be given reasonable consideration provided they do not present significant public service burdens or negatively impact the health, safety, or welfare of the community. According to State Statutes, zoning changes, subdivisions, and future development should be consistent with the Comprehensive Plan. If a future rezoning or development proposal is approved that is not consistent with this Plan, the Plan should be updated in accordance with the respected zoning and/or development decision.

Section 5.2 Socio-Economic Trends

As discussed in Chapter 1, the socio-economic and development trends greatly influence future development, redevelopment and lifestyle choices. The following is an overview of the future land use and development trends and the generational age groups having the most influence over future land use and development. The socio-economic summary provided in Chapter 1 should be considered along with the projected trends and land use predictions included in the following sections to provide a better understanding of future development scenarios and possibilities. The information contained in Sections 5.2 and 5.3 was published in the Urban Land Institute's 2017 and 2020 Emerging Trends Reports which focused on how the various generations are driving the real estate market.

The Reports conclude that the Millennials are changing the marketplace and will continue to influence future land use and development as they age. The Millennial Generation (aka "Millennials") consist of those people generally born in the early 80s through 2000 (ages 20-40). This generation just passed the size of the Baby Boom Generation 1946-1964, (ages 55-75). The Baby Boom Generation is 75.4 million and shrinking while the Millennials are 83.1 million strong and growing as a result of steady immigration rates. Millennials are the most diverse of all generations with regard to religion, race, and culture and the most transient generation in



America. The most economically stable cities in the United States have the highest concentration of Millennials.

When asked about the importance of specific community features, Millennials ranked the following characteristics highly; **walkability, a short distance to work and school, and access to quality shopping, restaurants and entertainment.** Arts, culture, entertainment, recreation and high-speed connections to cyber space are top priorities. The tried and true real estate mantra “location, location, location” is being replaced with “broadband, broadband, broadband”. As a result, Millennials are repopulating aging downtowns and once vacated urban areas as they seek convenience, walkability and connectivity. As the Millennial Generation continues to grow and age, their impact on all sectors of real estate could be the most dominate in years. This group lives, works and plays in different ways than previous generations. Millennials are shaping the real estate market by spiking demand for in-town rental housing, reimagining the traditional office to include new collaborative, amenity rich flex-space and centralizing retail distribution to include close-in warehousing to ensure same-day delivery.

Baby Boomers are also a major factor influencing land use and development and will continue to drive change as they age. The number of Americans between the ages of 65 and 80 is projected to grow from about 43.5 million to 53.5 million in the decade ahead, and 20 percent of these individuals will be included in the workforce as they push off full-time retirement. Many will sell their oversized homes on sprawling lots and move to in-town locations with similar amenities as those desired by Millennials, but with a stronger emphasis on healthcare and commercial services. Increasingly older adults want freedom and choice; they desire a home and community free from the responsibilities of homeownership.

Boomers are spending more than ever before and leading all generational groups in the amount of income spent on healthy lifestyles, medical services, medical supplies and prescriptions. Overall, Millennials and Baby Boomers are spending less on goods or stuff and more on dining, commercial services, and experiences. Generation X is picking up the slack from Boomers and Millennials with regard to retail spending. The majority of this spending is going towards child rearing which includes supporting “children” well into their 20s. Gen Xers are spending more than ever on housing and their children’s education. Car ownership is declining among all generational groups. However, the percentage of income spent on transportation and the desire to be mobile is steadily increasing. Alternative forms of transportation such as biking, walking public transportation, and ride sharing services such as Uber are becoming more popular. The sharing economy will continue to increase and build upon the success of Uber, Lyft, Airbnb, and VRBO. This will provide opportunities to share additional services and assets between private individuals via the internet. It is important that Ashland stays informed of these socio-economic trends and strives to provide the housing, access to transportation, shopping and entertainment the community desires.

For now, the Millennial Generation currently dominates home sales, however, a new generation of first-time buyers is emerging; “Generation Z”. Gen Z consists of those born between 1997 and 2012 (approximate age currently 10-25) and already slightly larger than the millennials, accounting for 1 out of every 4 Americans, and growing via immigration. Despite being raised during that last two Great Recessions, this generation is expected to be even more eager to become homeowners than the Millennial generation. Data is limited because Gen Z is so young and just beginning to enter the housing market. For now, most data and analysis has focused on the millennial generation and their homebuying preference.



However, Generation Z will influence future homebuying trends as they enter the market with their own preferences just as the Millennials have shaped the current housing market. Preliminary studies of Gen Z rental habits have found that they are willing to sacrifice location for space and desire amenities, value, connectivity and community and are more environmentally and ethically conscientious than previous generations. Gen Z is more financially conservative and pay particular attention to details like construction materials. Gen Z, like the Gen Xers before them, prefer suburban living over more urban settings. However, it is unclear if these rental patterns observed by Gen Z will factor into their homebuying or lead to substantial changes in the marketplace.

Workforce or affordable housing for 1st time homebuyers will be the practical solution for many Gen Zers entering the housing market. To entice these aspiring homebuyers to suburban areas such as Ashland, cities must offer a variety of activities and luxuries many younger adults have become accustomed to from their rental experiences or living with their parents. These include, but are not limited to, gyms, pools, sports leagues, game nights and indoor and outdoor places to meet and mingle. While each generational group from Boomers to Gen Z will desire some level of affordability, the different activities, programs and luxuries they desire can vary widely. It is important that new development and renovated properties are updated to include what is important to the intended end user. To make this possible, an understanding of the preferences of the City's future residents and what influences or heightens their sense of community is required. Therefore, the City should continue gathering data on what the residents desire and share this information with builders and/or require certain amenities in future development. Millennials have influenced housing trends by their sheer size. However, according to the article "Millennials, Gen Zers Have Changed The Real Estate Landscape: How The Industry Must Respond" By Elie Rieder published in Forbes, *"in a few years, Gen Z will take over and become the drivers within the market, changing the way developers and owners approach their properties. Make sure you're ready, because it's coming."*

Section 5.3 Latest Development Trends

Despite historic high unemployment resulting from the Covid-19 Pandemic and declining consumer confidence dating back to the 2000-2001 and 2007-2009 United States' Recessions and housing crisis that followed, Ashland has made some major accomplishments in the area of community development. Over the next ten (10) years, this reinvestment activity is anticipated to continue as currently pending commercial and mixed-use development are formally approved and constructed. Economic and social changes will drive demands for how businesses operate and land is utilized. All real estate sectors are changing. Therefore, Ashland's officials must identify, understand and adapt to these changes in demand. Ashland should follow the lessons learned in the post-recession economy which found "it's not the BIG that eat the SMALL...it's the FAST that eat the SLOW. Business and community leaders must anticipate and adapt to change in order to attract the best future development, tenants and economic opportunities. Flexibility will be the key to a sustainable future.

Housing: After a long stretch of renting or cohabiting with friends or family, the younger Millennials and some Gen Zs are creating first- and second-time households. Most of these new young adult households are rental which is driving the demand for new single-family-for-rent housing at rates higher than seen in decades. Multifamily is benefiting from this demand as early-career, student debt-burdened young adults are still unable to break through the high financial



Ashland has many new homes for 2nd home buyers such as these homes being constructed at Arbor Ridge. Families are attracted to Ashland for its high-quality schools, safe, family friendly neighborhoods, and small-town atmosphere. The City is aggressively recruiting new technical training opportunities, businesses and mixed-use development to provide workforce training opportunities and expand upon the amenities and stores available in Ashland.

barriers of homeownership. The low average take-home pay and ability/desire to save for down payments have priced young adult households out of homeownership. Sustained demand for

rental homes and apartments coupled with pent-up demand from the Great Recession years when the construction of rental housing plummeted are driving the demand for rental units. According to the National Multifamily Housing Council there is growth potential to support over 340,000 new rental units annually nationwide and this demand is predicted to continue through 2030. The renter-by-choice market will add an estimated 1 million new rental households nationally. This trend will continue gaining momentum by producing more renter households than homeowner households as the preference for the flexibility of rental living increases, immigrant populations grow, and householders are forced to fill low-paying new or entry-level jobs while bound by student loans, increasing medical costs and other personal debt resulting from the shut down and economic decline following the Coronavirus Pandemic. According to the 2020 ULI Emerging Trends Report; *“the struggle is that we’re just not building enough units of workforce rental housing, and there’s been no really good solution to that.”* This is true in Ashland, where many participants of the public engagement process have opined that there is a shortage of homes for first-time buyers. Developers didn’t forget to build affordable homes in Ashland, homebuyers optioned out spec homes with amenities and extras which crossed the affordability threshold into custom home price ranges. This has happened in markets across the nation as financing became more accessible, making work-force housing the #1 real estate problem to solve in the future.



With a limited inventory of starter homes, many potential homebuyers are renting longer and prolonging the purchase of their first home. By the time many Millennials do buy homes, they are skipping starter homes because they can afford higher-end homes since they had more time to build wealth. This is increasing the price for single family housing as the demand for new home construction goes up. Buyers are also demanding the latest housing concepts, floor plans and highly competitive financing options. The latest trend in single family housing is open concept floor plans, commercial-grade kitchens, home offices, guest suites, less square footage of living space and an increased emphasis on luxurious outdoor amenities. The outlook for single family housing is bright and should continue the momentum generated over the last few years. Senior housing is also gaining momentum. Over the past few years, senior housing represented less than 10% of all new housing construction nationally. This rate is anticipated to double over the next ten (10) years due to the aging of the Baby Boom Generation and the functional obsolescence of older independent living facilities. As a result, the demand for senior housing is strong and growing. Today many area senior living facilities have waiting lists of prospective tenants.

Retail Shopping Centers: The retail sector is expected to show some growth, but undergo major transformation. Retailers are looking at smaller brick and mortar concepts (i.e. “brick and clicks”) and virtual formats that serve multiple locations (in lieu of one mega-store serving entire regions) and making continued adjustments to accommodate the ever-expanding on-line shopping phenomenon and touch-less retail experience. Retail tenant turnover has forced shopping center owners to experiment with ways to generate consumer traffic including unique tenant mixes. This requires significant capital investments to accommodate a vast array of uses and reduce retail turn-over. New experimental and entertainment uses are emerging and reenergizing the retail sector. These are not “middle of the mall” gimmicks that came to symbolize declining shopping centers. The latest concepts such as “retail-tainment” are centered on unique activities and learning experiences that utilize art, amusement, cultural heritage, and of course food to comfort consumers and increase the duration and frequency of visits. According to the 2020 Emerging Trends Report, the share of space devoted to restaurants, fitness centers, and entertainment has doubled over the past 10 years, while the share of apparel space continues to decline. As retailers face increasing competition from on-line sales, shopping center owners must find innovative ways to reinvent themselves.

Fitness, health, and wellness uses are also populating shopping centers and other locations vacated by struggling retailers. They include a wide range of medical, health and wellness related clinics, and a seemingly endless variety of gyms, instructional fitness, meditative or rehab studios and related workout/wellness/health product and equipment dealers. Office space is also moving into vacant retail spaces and invigorating shopping centers. The availability and affordability of leasable space in vacant commercial centers is attracting the attention of office users, especially highly flexible formats such as co-working and shared office space. Shopping centers have everything an office user needs; unused parking, fast and convenient restaurants, gyms, medical clinics and, in the near future affordable, housing options. Overall, the nation’s shopping centers are often over-retailed and under-demolished. As a result, over the next several years the commercial retail sector will see some of the vacant retail inventory reduced, retrofitted or repurposed.



Restaurants: Fast food remains strong and continues to demand large market shares as menus and dining formats evolve. Stand-alone fast food restaurants with drive through or drive up services that could conveniently and safely accommodate a socially distancing public with touchless service did extremely well during the Covid-19 Pandemic as all other restaurants and bars were forced to shut down. An increasing demand for healthier and locally sourced craft food and beverage along with a new trend towards social distancing and touchless food distribution will continue providing opportunities for restaurants to evolve. These trends will require larger restaurants, drive up or through services, and expansive outdoor spaces to accommodate social distancing. Communities that benefit from the economic boost of tourism can expect even more success from new experimental uses from entertainment and the food/beverage industries. All restaurant and bar formats will be looking to retrofit existing restaurants and all new restaurants and bars will include accommodations for touchless food preparation and distribution and social distancing with an emphasis on al-fresco dining, drinking and entertainment spaces.

Office: The office sector is expected to disperse into areas previously unimagined, such as shopping centers, and face unprecedented vacancy rates as working from home becomes the norm. Like all other real estate segments, the office sector will also change as less space is needed per worker and offices are reconfigured to allow more flexibility and amenities demanded by today's office worker who became use to the comforts of working from home. Work settings will continue a trend towards informality and designs that accommodate flex-space, shared-space and telecommuting. Gensler's U.S. Workplace Survey conducted in 2019 found office users spend 45 percent of a typical week working alone and almost the same amount of time collaborating with others either face to face or virtually. Collaborative activities are noisy, solo work is quiet. As a result, office environments require separate work settings. Workers also want to feel part of a community or unique culture with others who share the same purpose, mission and values. They also expect convenience and want their work life to be more integrated with their personal life. The office also serves as a place to socialize and connect with colleagues, especially for young workers in their 20s and 30s. These employees value work-related happy hours, gaming areas, and casual areas with informal seating to accommodate both social activities and private, non work-related activities with plenty of charging stations for electronic devices. Workers who are parents or caregivers value mother's rooms, meditative space, daycare services (for pets and children), and fitness equipment. Parents and workers with long commutes also value a wide range of on-demand concierge services such as on-site dry-cleaning drop off, dinner and grocery pick up services, etc. The biggest competitor to the office sector is the home office. For the first half of 2020, most office workers have been working from home due to Covid-19 restrictions. Many may never go back to traditional office work and almost every office worker will now be doing at least some office work from home. Many office workers and the industries that employ them will find the convenience, affordability and productivity of working from home too enticing to return to the traditional office. Bedroom communities such as Ashland should be prepared to accommodate higher day-time populations with the food services and office supplies and services needed.



NextGen Precision Health Institute broke ground in June 2019 on the campus of Mizzou. The 265,000 square feet, \$220.8 million state-of-the-art research facility will merge innovation and technology to develop and deliver life-saving treatments to the public. A ribbon-cutting ceremony celebrating its completion is scheduled for Oct. 19, 2021. Source: <https://news.missouri.edu>

Industrial: Industrial space is being designed and located where it can meet the needs of online retailers with faster delivery times. The top priority of US retailers and manufactures in the foreseeable future is to reduce the supply chain; also known as shoring up the supply chain. This means less products manufactured overseas, more centrally located distribution warehouses and a continued increase in on-line sales. On-line retailing is impacting the whole distribution program. Distribution warehouse, also known as fulfillment centers, must be built near major metropolitan areas to enable same-day delivery in areas that have never been contemplated for such uses. In response to the increase of on-line shoppers, retailers are transitioning from using brick and mortar stores as showrooms to using them as quasi-distribution centers. Brick and mortar retail will continue to converge with on-line shopping as retailers become progressively drawn into competition with Amazon and many other on-line retailers to deliver goods to customers on the same day they are ordered. Stores will increasingly fill online orders from their own shelves, effectively blurring the line between retail and warehouse space.

Innovation & Technology: Data centers that house IT infrastructure allow mission critical users such as governments, corporations, schools, universities, hospitals and research labs access to high speed internet technology everywhere. More than ever, these users rely on IT infrastructure and the data centers that house this infrastructure. Without internet access, the global economy and the lifestyles of all citizens would be compromised. Cisco estimates internet traffic will accelerate in the next few years and could double by 2021. The industrial/warehouse sector is projected to expand at a faster rate than all other real estate sectors. This demand is necessary to accommodate the massive space needed for distribution/fulfillment centers, data centers, research facilities and the rapidly expanding cannabis industry. The NexGen Precision Health Institute in Columbia is an example of a modern research, innovation and technology that provides infrastructure to the medical field, see image above.



As all sectors of the real estate spectrum are changing and evolving to meet demands. Ashland officials should be prepared to respond to the latest trends by keeping this Plan current and updating the City's Zoning Code to accommodate mixed use development and the latest housing, retail, commercial and industrial development configurations.

Section 5.4 Profile of the Trade Area:

Historically, Ashland had not been a retail hub nor has the City's economy relied heavily on retail sales. This adds economic stability considering the anticipated trajectory of the future retail market segment. This stability will enable Ashland to recover from the economic impacts of the Covid-19 Pandemic faster and with less debt than cities that relied heavily on retail sales tax. Many cities are facing 10-20% reductions in tax revenues for the next several years as a result of the shutdowns imposed because retail sales tax represented a majority of the tax revenue.

The majority of Ashland's businesses are service related and less impacted by Covid-19. There is also potential for these businesses to expand and opportunities for new commercial, hospitality, and mixed-use development due to the availability of commercially zoned land with excellent highway and airport access. The presence of a highly educated workforce, rapidly growing and prospering population and the following additional locational strengths make Ashland an ideal location for future commercial and mixed-use development:

- ✓ Continued population growth and construction of more homes.
- ✓ Available vacant commercially zoned land along Highway 63.
- ✓ High average family income approaching \$80K (\$76,716).
- ✓ Positive government and community support for future development.

These factors, especially Ashland's access to Highway 63, proximity to Columbia Airport, availability of prime underutilized commercial land near key transportation routes, and young vibrant populace are attractive to prospective developers. Ashland provides opportunity areas well positioned to reach larger national markets. In addition to the trade area statistics provided in Chapter 1, the following market data provides an overview of Ashland's primary trade area customer base.

- ✓ Almost 40,000 vehicles pass through Ashland daily via Highway 63.
- ✓ Over 30,000 households with 10 miles.
- ✓ A population of 7,592 within 5 miles with an average family income of \$86K and average home value of almost \$220,000.
- ✓ Over 90% of residents over the age of 18 have high school diploma or higher education.

The majority of the City and Schools tax revenues are paid by Ashland residents, although many residents do not have school age children. Cities need sufficient revenues to financially support quality public services at affordable rates, but these revenues need to be equitably shared among all users. Ashland may have avoided a major economic setback during the Covid-19 Pandemic because the City did NOT rely heavily on retail sales tax. In the future, the City needs to grow and diversify its tax revenues to include more commercial sales and services. Bottom line,



Ashland needs more businesses and restaurants to generate more tax revenue to ease the tax strain on residents. Businesses, especially retail, rely heavily on a strong consumer base best described by having access to a densely populated and prosperous trade area. A common benchmark used to describe a desirable trade area is the “50-50-50 criteria” which defined by an area having an average household income of \$50k, a population of 50,000, and an average daily traffic (ADT) count of 50,000. Ashland’s estimated 2017 average household income of \$63,441 is well above the \$50,000 criteria. While the population of the Ashland Trade Area and average daily traffic is below the 50,000 criteria, the trade area is growing and traffic from Columbia and Jefferson City through Ashland is very stable and on the rise. Meanwhile, more and more retail trade than ever is conducted on-line- making the income level of the trade area the most critical component. To ensure Ashland supports its existing businesses and attracts new or expanding business, the City should continue to encourage new housing, improved highway capacity, better cross-town access, and the creation of high-paying salaried jobs.

Section 5.5 Future Land Use Map & Matrix

The Comprehensive Provides the legal and conceptual foundation for the City’s zoning code and zoning map. The City’s zoning map is a graphic representation of locally enacted laws that regulate the use of property. According to the Missouri State Statues, future zoning decisions should be consistent with the Comprehensive Plan and the Future Land Use Map. Therefore, amendments to the Official Zoning Map should be reviewed for consistency with the Comprehensive Plan and Future Land Use Map. The Future Land Use Map is a graphic representation of the recommended future land use for the next ten (10) years. The Future Land Use Map is meant to portray a conceptual plan with the understanding that the boundaries of the Future Land Use categories are general recommendations and slight modifications to their precise boundaries are anticipated during Plan implementation. The use of transitions such as roads, stream buffers and woodlands have been utilized between dissimilar land uses and are recommended as buffers between dissimilar land uses into the future. The land uses designated on the Future Land Use Map are defined in the Future Land Use Matrix located on the following pages. The future land use categories include.

- Non-Urban
- Low Density Residential
- Medium Density Residential
- Multi-Family
- Mixed Use/Downtown
- Commercial
- Industrial
- Public/Semi-Public

All land within the City may continue to be used for the same purposes as it was being used prior to the adoption of this Plan subject to the requirements of the City’s Zoning Code. Any change in use shall comply with the City’s Zoning Code and if required be rezoned to a use or designation that is in accordance with this Plan. If a zoning change is made that is not consistent with this Plan, the Future Land Use Map should be amended to align with the zoning change and the Plan officially updated in accordance with said amendment. If the Comprehensive Plan’s future land use designation is different than the official zoning, the parcel may continue to be used in accordance with the zoning established prior to the adoption of this Plan. If the current zoning is different than the Comprehensive Plan’s future land use designation and the property owner wishes to use the property in accordance with the Comprehensive Plan, the owner will need petition to rezone the property.



INSERT FUTURE LAND USE MAP

FUTURE LAND USE MATRIX		
Description (Corresponding Zoning)	Density	Recommended Uses
Non-Urban ("A-1") <i>Shaded green on the Future Land Use Map</i>	Min. lot size: No less than 2.5 acres or as approved by the Board.	<ul style="list-style-type: none"> - Farms & Agriculture Uses - Single Family - Nurseries, greenhouses - Public & Institutional Uses
<p>Areas designated as "Non-Urban" are primarily undeveloped areas and include farms woodlands and single-family homes on acreage. These areas are generally not connected to public infrastructure or utilities and not recommended for urban development. Uses should be limited to future parks and recreational, agricultural and low density residential uses. New single-family homes should be located on at least 2.5 acre lots or as approved by the Board. Any utility, infrastructure, or road improvements should be the responsibility of the owner/developer. The preservation of natural areas and open spaces is recommended.</p>		
Low Density Residential ("R-1") <i>Shaded yellow on the Future Land Use Map</i>	Min. lot size: 8,000 SF or as approved by the Board.	<ul style="list-style-type: none"> - Single Family - Modular Homes - Public & Institutional Uses
<p>Areas designated "Residential" are intended for single-family detached homes in well-planned subdivisions with lot sizes of 8,000 square feet per dwelling or larger and densities not exceeding 5 homes per acre. All subdivisions should be served by city utilities and on property zoned "R-1". Planned developments may contain smaller lots, but should generally maintain the same permitted density as conventional residential districts. All development should be served by streets and stormwater management facilities that meet Ashland's latest subdivision & zoning requirements. All subdivisions should include street trees, street lights, and sidewalks, the cost of which should be paid for and installed by the developer prior to the occupancy of any dwellings. In addition to lower-density, single family detached dwellings, areas designed "Low Density Residential" should provide areas for parks, community centers, and churches.</p>		
Medium Density Residential ("R-2") <i>Shaded orange on the Future Land Use Map</i>	Min. lot size: 6,000 SF or as approved by the Board.	<ul style="list-style-type: none"> - Single Family - Single Family Attached (Villas) - Modular Homes - Public & Institutional Uses
<p>The Medium Density Residential classification provides for a mix of housing types in a neighborhood setting. Attached single family villas, duplexes, and detached single family dwellings are all appropriate uses when zoned "R-2". Each dwelling requires a minimum of 6,000 square feet of lot area. Densities should not exceed 7 dwellings per acre. An example of moderate density residential development in Ashland is the two-family development located off Liberty Lane.</p>		

Future Land Use Matrix (continued)		
Description (Corresponding Zoning)	Density	Recommended Uses
Multifamily (“R -3”) <i>Shaded brown on the Future Land Use Map</i>	Min. lot size: 2,000 SF per unit or as approved by the Board.	<ul style="list-style-type: none"> - Multifamily - Single Family - Single Family Attached, Villas. - Duplexes, Triplexes, & Condos - Public & Institutional Uses
<p>Areas designated as “Multifamily” are intended for a mix of residential densities and uses including senior housing, assisted living facilities, apartments, condos, villas, duplexes and single-family dwellings. All multifamily development should contain at least 2,000 square feet of land per dwelling unit. Densities should not exceed 10 units per acre. Multifamily development should have direct access to a collector or arterial roadway and provide buffers between less intense residential developments. Any infrastructure improvements should be paid for and installed by the developer. Single or unified ownership of all multi-family structures and common use areas is encouraged. Multifamily development should be permitted as a conditional use, require a public hearing and review/approval by the Planning Commission & Board. Architectural design guidelines are recommended to ensure all multi-family development is attractive and in harmony with the neighboring uses.</p>		
Mixed-Use/Downtown (“PC”, “APC”, “O-1”, “C-N”, “C-G”, all “R-” Districts when combined w/ non-residential uses) <i>Shaded purple on the Future Land Use Map</i>	Min. lot size: As approved by the Board.	<ul style="list-style-type: none"> - Commercial Service & Retail - Office, Medical, Financial - Planned Residential & Mixed-Use - Public & Institutional Uses
<p>A wide range of high quality planned mixed-use development scenarios are envisioned in the areas designated “Mixed use”. Areas located at the intersection of two (2) major roads (nodes), along Broadway, within the Downtown area or property within a TIF or Business District should be targeted for future mixed-use development. Buildings should be designed to the human scale with visible street-oriented entrances and unifying architectural and landscape designs. The use of landscape buffering and screening is recommended to buffer commercial uses from other less intense uses. Multifamily development, condos and villas are recommended when they are part of a planned mixed-use development and complimented with active retail, entertainment, dining and hospitality uses. Stand-alone residential development should be discouraged. Mixed-use development should be compact, walkable, attractive, green and safe. Mixed-Use development should be reviewed by the Planning Commission and approved by the Board on a case by case basis. A new mixed-use zoning district or overlay is recommended to govern the review/approval and requirements of all mixed-use development.</p>		

Future Land Use Matrix (continued)		
Description (Corresponding Zoning)	Density	Recommended Uses
Commercial (“C-G”, “C-N”, & “O-1”) <i>Shaded red on the Future Land Use Map</i>	Min. lot size: As approved by the Board.	<ul style="list-style-type: none"> - Commercial Service & Retail - Office, Medical, Financial - Public & Institutional Uses
<p>Areas designated “Commercial” include Ashland’s existing business districts and prime opportunity areas that provide excellent visibility and highway access. A wide range of commercial uses such as restaurants, retail sales, commercial services, office, financial, restaurants, entertainment, convenience stores, medical, research, technology, and automobile-oriented sales and services are envisioned. All development should have direct access to a major road and provide buffers or screening between less intense uses. Monument signage (in lieu of pole signage) should be encouraged. All buildings should include visible street-oriented entrances, landscaped features, and unified design controls that create an attractive physical environment. The installation of sidewalks is recommended for all new development. The use of shared access, shared parking and monument signage (in lieu of pole signage) should be encouraged. Larger scale commercial development such as a destination adventure/entertainment resort that combine retail, hospitality and a variety of activities and services is envisioned near the airport.</p>		
Industrial (“I-L” and “API”) <i>Shaded grey on the Future Land Use Map</i>	Min. lot size: 18,000 sf in the “LI” and 62,500 sf in the “HI” zoned district.	<ul style="list-style-type: none"> - Manufacturing / Assembly - Warehouse, Distribution - Vehicle & Equipment Sales - Parks & Institutional Uses
<p>Areas designated “Industrial” are intended for environmentally “clean” manufacturing and industrial operations, including office, technology, data centers, warehousing, transportation, distribution related uses and any combination thereof. All industrial uses should have direct access to roads designed to accommodate truck traffic and provide on-site buffering when abutting less intense uses. Pole buildings should be prohibited. Outdoor storage of material or outdoor operations should be buffered and screened. The maximum lot coverage should not exceed 80% of the total area of the lot. The design and overall site layout and orientation shall be reviewed by the Planning Commission and approved by the Board on a case by case basis.</p>		
Public & Semi-Public Uses (All Zoning Districts) <i>Shaded blue or labeled on the Future Land Use Map</i>	Min. lot size: No less than 2 acres or as approved by the Board.	<ul style="list-style-type: none"> - Agriculture Uses - Golf Courses - Public & Semi-Public Rec. - Nurseries, greenhouses - Public & Institutional Uses
<p>Public/Semi-Public uses are allowed in all of the designated future land use categories subject to City approval. Uses include, but are not limited to, active and passive public parks, open space and recreational areas, sports fields, schools, community facilities, libraries, churches and other institutional/governmental uses. All public and quasi-public uses and facilities should provide access to public roadways and public utilities and comply with the applicable zoning and design criteria. Should a public or semi-public parcel stop being used as public or semi-public, it should be rezoned to the zoning district most representative of the adjacent zoning.</p>		



Section 5.6 Future Land Use Recommendations

The vision and goals of this Plan will not become reality unless the daily decisions and implementation activities follow the future land use & transportation recommendations provided herein. The decision to locate new uses and activities in the City should be based upon factors such as compliance with the City's Zoning Regulations and Subdivision Ordinance, the impact on existing development, capacity of adjacent streets, and the compatibility between the built and natural environment. The City should consider annexing areas, on a case by case basis, that might be developed or need to be preserved in the near future to ensure greater control over the timing, density, use and type of development or preservation. The Growth Management Section at the end of this Chapter provides specific growth recommendations. When an area is annexed into Ashland, the official zoning district should be that which corresponds best to the Future Land Use designation as shown on the Future Land Use Matrix. For example, areas designated "Non-Urban" should be zoned "A-1" Agriculture, unless the petitioner specifically requests and obtains approval of a different zoning request pursuant to the applicable rezoning rules and regulations. All future development & zoning changes should be reviewed for consistency with this Plan and compliance with Ashland's Subdivision Ordinance and Zoning Code. If a property is rezoned to a zoning district that is different than the corresponding zoning district as shown on the Future Land Use Matrix, the Comprehensive Plan should be updated accordingly.

The intent of the Future Land Use Map, Land Use Matrix, and the following recommendations is to implement the vision and goals of this Plan while providing for the planned, orderly development of the City of Ashland and the recommended growth areas. The objective is to create opportunities for a wide range of land use and development scenarios while ensuring continuity through form-based, contextual design controls. The future land use recommendations are based on past patterns of growth, the analysis of existing conditions, anticipated growth projections and the need to create harmony between the built and natural environment. The intent of the future land use recommendations is to provide the focus and direction necessary to turn community goals into productive community action and replace or significantly revitalize existing deteriorating buildings, homes and underutilized sites with market-driven uses and sustainable site designs. All new construction and property improvements should result in increased property values and help ensure the City's revenues remain dependable for the long-term. Additionally, all new construction should provide employment opportunities for the City's construction and trade workers as well as the creation of permanent jobs that stay in Ashland.

Section 5.7 Non-Urban

The Non-Urban future land use designation includes agricultural land, open space and undeveloped areas shaded green on the Future Land Use Map. Future development should be limited to agriculture uses or agriculturally related uses, single-family detached residential dwellings, recreational uses, parks and open space. Residential homes should be located on lots 2.5 acres or larger. The intent of the Non-Urban land use designation is to serve as a tool to minimize the impact of urban development on the natural environment. Consumptive land use



practices such as strip commercial development and sprawl-inducing conventional residential subdivisions are prohibited in areas designated Non-Urban. Urban development should be located in an area designated industrial, commercial, mixed-use or one of the residential designations as shown on the Future Land Use Map. These areas are generally adjacent to existing development and already served by publicly provided roads and infrastructure. The rationale for designating areas Non-Urban is to preserve irreplaceable open space & income generating farmland and to maintain Ashland's small-town rural atmosphere.

Section 5.8 Residential

Ashland's central location, high quality of life and recent spike in population growth has generated robust residential construction activity. As a result, the majority of Ashland's housing stock is only 20 years old or newer and valued well above the national averages. Still there is demand for new single-family housing ranging from first time home buyers to high-end executive homes in Ashland. The majority of new housing could be accommodated within the current City limits where public improvements are already in place or in close proximity to existing infrastructure. Areas designated for single family residential use are shown in yellow (Low Density Residential) and orange (Medium Density Residential) on the Future Land Use Map. Reinvesting in the City's existing building stock by retrofitting existing homes to meet the latest housing and lifestyle trends is recommended to create a self-renewing housing stock.

Most single-family development in the next 5-10 years is anticipated within the current City limits. To accommodate projected growth over the next decade, several areas adjacent to the City's current boundaries are designated for future low-density single family growth. These areas should be annexed into the City prior to any development to ensure new homes and subdivisions are designed and laid out in accordance with the City's zoning and subdivision regulations. The majority of the future residential growth areas are flat undeveloped land that provides excellent access and well suited for future residential development. Much of this land is currently zoned "A-1" Agriculture and/or outside the City's current limits and will need to be annexed and rezoned prior to any future development. This Plan recommends rezoning the land when the development is ready to proceed rather than preemptively zoning the land. The intent is to allow the land to be used agriculturally or to preserve open space until such time the property is approved for development. New single family subdivisions are recommended adjacent to existing single-family neighborhoods. This pattern of development will minimize the costs associated with providing services to new residential areas, minimize incompatible mixes of land use and avoid inefficient leap frogging development that contributes to urban sprawl.

Future single family development is also recommended in the form of infill development of empty lots or as replacement of a substandard or outmoded home. The densities and land uses of infill should be consistent with the existing homes adjacent to the infill site and comply with the City's zoning regulations. Infill development will help renew the City's housing stock by adding vitality and value to the City's existing neighborhoods. Infill development should take advantage of locations that provide connections to public utilities and excellent access to the City's roadways,

schools, parks and community centers. All infill and residential redevelopment should blend with the surrounding land uses with regard to character, density, height and massing. The following restorative development options are recommended to help stabilize, diversify, and expand the City's housing stock. They include:

1. The restoration of older homes is needed to update the City's housing stock to meet the latest housing trends and sustainable building practices. These include open concept floor plans, modern kitchens, ground level master bedrooms and the use of energy efficient HVAC systems, ENERGY STAR compliant windows and doors and the latest roofing, siding and decking materials.
2. Infill development which includes the development of vacant parcels within existing neighborhoods with new residential homes.
3. Restorative development which includes the replacement of a substandard homes or outdated homes with market-rate housing.

The Missouri Housing Development Authority (MHDA) Home Repair Opportunity (HeRO) Program assists homeowners by providing up to \$22,500 (cash) for home repairs. Homeowners must meet certain income and property value requirements and must use the money towards home repairs.

Investing in existing homes and the construction of residential infill is necessary to create a self-renewing housing stock. These development alternatives keep existing neighborhoods intact and reduce the demand for new residential construction. New housing construction is more expensive, requires expanded utility runs, new or improved roads and sidewalks, expanded public service delivery boundaries (i.e. police and fire) and is less environmentally sustainable than fixing up on old home or building on an infill location. However, infill and restorative development alone does not meet the needs of all future homebuyers nor provide the supply of homes needed to accommodate the City's anticipated growth. Therefore, several areas are designated for medium and low density single family development on the Future Land Use Map. Generally these areas are located adjacent to existing residential development and offer the topographic advantage of flat, well drained soils served by public utilities, roads, and excellent municipal services.

Section 5.9 Attached and Multiple-Family Residential

Higher density residential development uses less land per dwelling but requires creative planning and design. Higher density housing could include single-family homes on smaller lots, attached single family homes, apartment buildings or a combination of these uses. Higher density housing creates cost-savings through greater efficiencies in infrastructure such as shorter, narrower roads and shared amenities. As a result, higher density housing is often more affordable and easier to maintenance as all yard and exterior work is provided by others.

Owner-occupied attached single-family dwellings, known as villas, are extremely popular in the current housing market, especially for first time homebuyers, seniors and homeowners looking to down-size yet still maintain ownership of their homes. Villas consist of common-wall or shared

wall construction resulting in energy and construction savings, individual garages, private yards, professionally landscaped common areas, and homeownership is generally required. Maintenance of the public and private outdoor areas is typically provided by property management organizations. The Baptist Home senior housing development is a good example of this type of housing. The City should consider allowing villas as a viable land use in areas designated as Medium Density Residential & Multiple-Family on the Future Land Use Map or in areas zoned for attached single family dwellings. The City should also anticipate independent care and assisted care facilities and restrict them to areas designated Multiple Family. The latest senior facilities are resort-like and provide a wide range of amenities, health care, and medical services required of an aging population.

In addition to a steady flow of Baby Boomers looking to downsize, there is an influx of young adults, 1st time householders, and couples with no children entering the housing market. These individuals often choose rental options and apartments (over home-ownership) because renting provide the flexibility needed to respond to job changes, lifestyles on the go, and relationship choices. Today's modern apartments and housing rentals are better suited to the needs of these groups by combining convenience and amenities. They are also increasing the average rent prices as a result of an influx of high-end developments. These new luxury apartment complexes are equipped with outdoor pools, exercise rooms, dog parks, guest suites, and other amenities commonly associated with condominium developments and resorts. They are bridging the gap between homebuyer and the renter who can afford a home, but does not want to be tied down by homeownership. This new market segment is known as "renter-by-choice" and include "singles" (young adults), "mingles" (newlyweds) and "jingles" (empty nesters). These individuals are most likely to rent and generate revenue by frequenting local restaurants, bars, retailers, and entertainment venues. These prospective residents will add value to the community by paying taxes and supporting local merchants. This Plan recommends the development of well planned, market-rate apartments designed for the "renter-by-choice" tenant in areas designated as "Multi-Family" on the Future Land Use Map.



Baptist Home offers independent living in cottage-like villas for seniors in a rural setting with over 70 acres and easy access to excellent health care services, shopping, and indoor and outdoor recreation.

The City's current multifamily zoning regulations should be updated to encourage the latest multifamily development trends where designated on the Future Land Use Map (i.e. near the new YMCA) and to encourage the development of 2nd floor dwellings or lofts in the City's Downtown. Various configurations of multifamily is also envisioned in areas designated "Mixed Use" on the Future Land Use Map when part of a mixed-use development project where multifamily does not make up more than 50% of the development. The following additional regulations should be included in the recommended updated multifamily zoning district regulations:

1. Updated regulations should require all future multi-family development located adjacent to single family to provide a combination of natural and man-made on-site buffering and screening.
2. A percentage of outdoor public and private space shall be required for each multi-family development.
3. The use of detached garages or other structures shall be integrated into the design of the apartments.
4. The exterior building materials and colors shall be high-quality and limited to earth tones with primary colors used only as accents.
5. Architectural, site and landscape design guidelines should be developed and adopted in conjunction with the recommended Zoning Code update.
6. Multi-family development should include the latest indoor and outdoor amenities desired by prospective tenants.
7. Any development that creates traffic congestion, noise, or other conditions that would interfere with the enjoyment of adjacent properties should be prohibited or at least regulated to the extent permitted by law.

Section 5.10 Mixed Use/Downtown

Generally, Broadway west of the roundabout along I-63 is the City's "downtown" and embodies much of the community's history. However, a fire destroyed much of the Downtown Ashland. Still, Downtown Ashland is an important asset. Visitors to will notice much of the buildings have been rebuilt and devoid of the architectural character that once adorned the facades downtown. After the fire, the community valued cleaning up and rebuilding expeditiously so businesses could get back to work over recreating the architectural charm and details that characterizes most historic downtowns. This is why Downtown Ashland looks the way it does today. While the fire may have taken some of Downtown Ashland's charm, it unveiled the community's resiliency, pride and entrepreneurial spirit in the efforts rebuilding Downtown Ashland. Thanks to these efforts, Downtown Ashland contains many businesses, a newly remodeled City Hall, new Library, and plays host for many seasonal celebrations, parades and festivals. A closer look at Downtown Ashland reveals a distinctive, well-laid out commercial district that could be expanded east to accommodate new development, infrastructure and amenities.

The scale of Downtown Ashland, while compact and walkable, limits the area to smaller land uses. High intense land uses such as large retail stores, car washes, and self-storage are not recommended. The design of buildings downtown and the land uses allowed can be significantly influenced by municipal regulations. While most of the buildings in and around Downtown Ashland no longer display the unique architecture of their original design, they have been freshly rebuilt and easier to maintain. This Plan recommends place-based economic strategies such as “staging” downtown and “economic gardening” to recruit businesses downtown and provide a better selection of retail, commercial services, and quality entertainment experiences. These strategies are discussed in detail in Chapter 3, Section of 3.5 and 3.6.

This Plan recommends identifying and facilitating opportunistic investments Downtown and along the corridors that serve the Downtown area. The intent is to encourage value-added improvements that serve as catalysts igniting more reinvestment. The City should encourage and/or incentivize property owners to position the current vacant building stock for immediate occupancy. This will require proactive code compliance efforts to get current building owners to bring buildings and properties up to code. Improving Downtown Ashland and making the corridors that serve it more attractive to prospective users/tenants/residents should be a top priority. The City should continue working with the Broadway Beautification Task Force and the Southern Boone Economic Development Commission and develop partnerships with local and regional entities. This will help create the critical mass and leadership necessary to obtain financial resources towards future restorative development that sustains Downtown Ashland as a vibrant, attractive gathering center for generations to come.

The intent of these recommendations is to build upon the momentum already generated by the recent public and private investments Downtown and encourage improvement along Broadway and across Highway 63 to expand the real and perceived boundaries of Downtown Ashland. This Plan recommends extending the boundaries of downtown across Highway 63 as shown in purple as “Mixed Use” on the Future Land Use Map. The City should continue following the National Trust for Historic Preservation’s National Main Street Center (NMSC)’s four-part approach to downtown revitalization, which includes:

1. **Organization-** Empower the Broadway Beautification Task Force to work with the Southern Boone Economic Development Commission to engage civic groups, downtown business owners, bankers, public officials and the Chamber of Commerce. The Task Force is a key component in redefining the boundaries of Downtown Ashland, procuring funding, and developing and implementing revitalization efforts.
2. **Design-** the organization should develop an overall conceptual design of the downtown business district to enhance the “downtown-old town” physical image as a quality place in which to shop, walk, work, and invest. The organization should develop architectural renderings of proposed streetscape and building façade improvements and eventually use these design concepts and improvements to stimulate reinvestment of private and public dollars into the area. The organization should also create streetscape designs intended to create a pedestrian friendly atmosphere, including landscaping and decorative banners, particularly along Broadway.

3. **Economic Restructuring-** involves analyzing current market forces to develop long-term solutions and opportunities for revitalizing the downtown area. The Missouri Main Street program, the University of Missouri Innovation Center, and the State of Missouri Department of Economic Development may offer assistance in this effort.
4. **Promotion-** The Broadway Beautification Task Force, in cooperation with the Chamber of Commerce and other community groups, should investigate opportunities to create excitement in the downtown area by promoting street festivals, parades, retail events, etc.

Section 5.11 Commercial

A key economic development challenge facing the City of Ashland is reducing retail leakage. Leakage occurs when local residents leave Ashland to shop, dine, and be entertained. Identifying retail voids and businesses that provide the specific goods or services that residents currently leave the City for should be a priority. Once identified, these businesses should be the focus of future business recruitment efforts. Commercial recruitment efforts should generally focus on businesses that provide goods and services that are currently not available in Ashland. New emphasis should be placed on uses such as arts, entertainment, business incubators, commercial services, internet cafes, and specialty retail boutiques (i.e. bike shops, outdoor outfitters, bakery, butcher shop or craft food and beverage establishments, etc.). These are examples of “destination uses” that attract customers that are willing to seek them out, even if they are hard to find or more expensive. These businesses provide access to knowledgeable sales and service personal, well-appointed showrooms, and gathering space for like-minded end users to learn and linger. Customers are willing to seek out such uses because they offer unique products, services, and expertise not found in big box stores or on the internet. Ashland offers undeveloped commercially zoned property to serve the needs of the aforementioned uses with excellent visibility, highway access and close proximity to the Columbia Regional Airport that needs to be promoted.

Training & Small Business Incubator Campus: Encourage the development of a technical college that offers post-graduate education and career training programs with a focus on diversity and inclusion. Incorporate an incubator facility on the technical college campus that provides services and facilities for a wide range of small businesses, entrepreneurs and technologies. The long-term social and economic return on this technical college/incubator campus would be limitless as it could provide collaborations with the area colleges, universities, local school districts and privates business and touch every member of the community young and old.

Hotel/Lodging: Currently the City does not have a hotel, event center or banquet hall. This Plan recommends the City recruit a full-service hotel and conference center. The preferred location is close to the Columbia Regional Airport or other sites that offer excellent access and visibility to Highway 63. The City should adopt a lodging tax to help generate revenue from non-residents. According to State Statues, 4th class cities need authorization from the State Legislature for the tax. The tax must also be approved by the City’s voters. This Plan recommends the City work with area’s State Representative to initiate the creation of a lodging tax and promote the idea to ensure the City’s residents approves the measure so it can be imposed as soon as possible.

Adventure/Recreation Complex: A future state-of-the-art adventure/sporting complex on par with Big Cedar Lodge in Branson or Great Wolf Lodge in KC is envisioned but with active living, adventure, X-games, and youth sports as a key focus. Ashland’s proximity to several area colleges, high percentage

of school-age children, and growing, prospering population is thirsty for adventure and active living; which is also trending nationally. This Plan recommends Ashland focus on the available land near the airport and seize the opportunity to draw national attention by developing a family-friendly adventure-sporting destination that creates lasting memories. Such a use would support and bolster tourism in Mid Missouri by bridging the gap between two (2) of the State's most prominent urban areas; Columbia and Jefferson City.

Section 5.12 Industrial

The strengthening of the economy, increase in manufacturing, and shoring up of supply lines, has increased the demand for industrial space, decreasing vacancy rates, and increasing rents. Therefore, the City should encourage future industrial development within the industrial areas shown on the Future Land Use Map. These areas provide good highway and airport access and separation from residential development. According to the ULI Emerging Trends report, only the newest and best-in-class industrial buildings are in high demand. Over the last couple years, 70% of all leasing was done in buildings that were 2 years old or newer. This puts Ashland at the forefront as the City's industrial lands are mostly undeveloped or newly developed and ripe for the latest industrial formats, which include data centers, fulfillment centers and customized office-warehouses or office-manufacturing combinations that support medical, technology or retail distribution.

According to the ULI report, "the last mile" distribution center is the trendiest concept to come out of the e-commerce world. As more and more e-commerce vendors, and now Wal-Mart, offer next day delivery, the demand for satellite distribution centers on the fringe of all densely populated areas will become a reality. They will come in all sizes and, due to immediate demand, will often occupy existing, obsolete commercial and industrial spaces. These last mile fulfillment centers are the latest tenants of struggling strip commercial centers. These are very flexible uses that do not require 40' ceilings, multiple loading docks or even rely on 18 wheelers. They use alternative delivery methods ranging from bicycles to cargo vans and soon drones.

While there may not be an immediate need for these emerging industrial uses in Ashland today, the City should prepare to address these uses by updating the Zoning Code and providing the necessary infrastructure to be ready for when they do come. This Plan recommends clustering and consolidating industrial uses in areas where access is provided to major roads and buffered from residential land uses, such as near the airport. The following future industrial land use recommendations are provided to make the City more attractive to prospective industrial users:

1. ***Pad ready***- the City needs an industrially zoned site, 20 acres or larger, that is served by roads and properly sized utilities.
2. ***Cost competitive***- the City needs to utilize available resources and programs to bring down the costs development industrial property and the amount of time necessary to prepare land for industrial development.
3. ***Promotion***- the City needs to continue serving as an advocate to promote, educate, and facilitate the implementation strategies contained herein.

4. **Results Oriented-** once the City has a marketable, pad ready site, conduct an intentional, nationwide search for an industrial user that matches the locational strengths offered in the City of Ashland.
5. **Diversified Tax Base:** Encouraging the development of new manufacturing and industrial uses is recommended to help diversify the City's base and lesson the tax burden on homeowners and retailers. The City could receive a variety of different sources of revenue from industrial uses including utility taxes, property taxes, taxes on manufacturing equipment, user fees, and/or trucking fees.

The future Industrial areas are shaded grey on the Future Land Use Map. The recommended uses includes a range of industrial uses including warehousing, distribution, heavy manufacturing, office warehouse, contractor yards, motor vehicle repair, wholesale uses, and business parks. Refer to the economic development goals & objectives contained in Chapter 3 to aid in the implementation of the industrial land use goals and objectives of this Plan.

Section 5.13 Public / Semi-Public

Ashland should continue supporting uses that promote healthy, active lifestyles such as local parks, recreational facilities, and the new YMCA. The City should also pursue the acquisition of additional rights-of-way or easements needed to create trails and sidewalks connecting neighborhoods to the City's parks, schools, businesses districts, and the preservation of open space by implementing the recommendations of the this Plan.



Ashland City Park in the summertime

Section 5.14 Economic Development

Economic development and recovery from the Coronavirus Pandemic is a top priority of this Plan. There are some lessons learned from past practices, but many new practices must be put in place to ensure Ashland continues to grow and prosper. The economic development recommendations for this Plan are provided in Chapter 3 Section 3.6.

Economic Development Partnerships: A recent important lesson learned was the value of partnering with the Missouri Department of Economic Development and other community-oriented businesses such as the YMCA. In 2019, the Department of Economic Development awarded \$7.57 million through its Neighborhood Assistance Program (NAP) to nonprofits across Missouri for community development projects. The Neighborhood Assistance Program provided assistance to the Southern Boone YMCA to aid in the construction of the 15,714 SF facility in Ashland. NAP helps not-for-profit organizations raise private-sector funds by providing partial state tax credits to businesses that make contributions to approved community improvement projects. Businesses can donate cash, materials, supplies or equipment; technical assistance and professional services; labor; real estate; or stocks and bonds. Credits can equal up to 50 percent of the total amount contributed or up to 70 percent for projects located in the most rural areas.

Workforce Training Facility/Small Business Incubator: Funding from the Neighborhood Assistance Program (NAP) and other sources such as those listed in Chapter 4, Section 4.16, should be considered for the future development of a workforce training facility and/or business incubator. The City should form a collaborative partnership with the SBEDC, Southern Boone School District, and Boone County to establish a workforce training center and small business incubator with a focus on the building trades and technology (IT, etc.). The intent of this recommendation is to incorporate the job training and entrepreneur programs into the curriculum at the high school. This will help build interest early so students can begin training and graduate better prepared to enter the job force or continue their training locally. The City should continue working with local property owners and investors to procure and reserve at least 5 acres and begin planning for a new state-of-the-practice training and small business incubator campus.

Zoning Update-Overlay District: To maximize the development opportunities and flexibility within the plan review process, this Plan recommends the creation of a new Planned Commercial District or Mixed-Use Overlay District to incentivize future mixed-use development that is supported by this Plan. Overlay districts are special zones placed “on top” of existing zoning and planning regulations. An overlay district is similar to a Planned Unit Development (PUD) in that it provides specific regulations and or relief from conventional zoning district regulations for a specific area or type of development. An overlay district is recommended for the commercial properties located near the Columbia Regional Airport and other intersections with Highway 63 to allow a wide variety of development scenarios and synergistic mix of tenants. Mixed-use development can produce diverse, walkable places. By integrating different uses such as entertainment, offices, and shopping, many daily vehicle trips can be eliminated or reduced in length. Locating offices and workplaces near shops, banks, restaurants and recreational uses makes it very convenient for employees. However, the City’s current zoning code needs to be updated to include the recommend mixed use overlay.

The intent of the recommended overlay is to help integrate new or revitalized uses along Highway 63 and near the Columbia Regional Airport. The overlay should be flexible and scalable. It is important that the overlay is designed to accommodate and encourage Urban Entertainment Centers (UEC) and Urban Recreation Centers (URC). These are regional mixed-use destinations that create ideal settings for leisure and entertainment-oriented activities and provide all the amenities needed to comfort visitors during overnight stays.

The locations of the overlays should be centered at roadway intersections (aka nodes) where commercial zoning may already be in place. These areas are unattractive for residential development so conflicts between dissimilar land uses should be minimized. The mapped boundaries of the overlay district are shown on the Future Land Use Map. The boundaries of the overlay districts do not necessarily coincide with other zoning districts, parcel lines, or right-of-way boundaries. The City's Zoning Code should be updated to include the recommended requirements and procedures for the recommended Overlay Districts.

Section 5.15 Growth Management

The rate, manner and location in which the City allows residential, commercial, industrial and agricultural land uses should result in minimal impact on the existing uses and neighborhoods within the City. The challenge faced by the City is finding a balance between investing in new development and infrastructure versus reinvesting within the City's current limits. The potential for future development exists in the areas as shown on the Future Land Use Map and discussed herein. Future non-residential development in these areas can be used to generate tax revenue, expand employment opportunities, and increase shopping and entertainment alternatives for area residents as well as tourists and travelers. This Plan recommends balancing future growth with the preservation of agricultural resources, open woodlands and wildlife corridors.

As the City of Ashland continues to grow, there are several factors that could hinder efficient, well-planned development, threaten agricultural lands and/or reduce property values. Therefore, this Plan recommends following the general principles of growth management to make intelligent future land use decisions that preserves the City's rural character, low cost of living and high quality of life. Growth management can be described as a conscious public decision to restrain, accommodate or encourage development. This Plan recommends the City develop a **Capital Improvement Plan (CIP)** for improvements to roads, public infrastructure, parks and community facilities. The CIP should include timing/phasing schedules, cost estimates and justification for the improvements (such as references to this Plan) to aid in obtaining outside funding. The City should also require developers to share in the cost of roads, utilities and other infrastructure costs related to their development.

Growth Management, also known as Smart Growth can be applied to any type of growth, but of particular concern, is the current and future supply of quality revenue and job creating commercial, industrial and mixed-use development opportunities. The growth of the land uses mentioned above are managed in part by proposing areas of commercial, industrial and mixed-use growth on the Future Land Use Map and developing strategies for future development in each zoning district. To accommodate future growth, Ashland should update its Zoning Regulations and update the City's CIP to include strategies and priorities for making improvements to current

infrastructure and accommodating future growth in areas currently not served by the City's utilities, roads or public services. The intent is to concentrate future development within the City's jurisdictional and municipal service boundaries. This strategy will minimize the inefficient use of land, resources and municipal services and promote the following growth management principles:

1. Preserve farmland & the income generating potential of the natural land.
2. Prevent overextending municipal services and infrastructure.
3. Minimize vacancies and economic decline.
4. Control the timing, type, density and quality of development.

Section 5.16 Annexation

The community has expressed support for annexation. Many residents and stakeholders believe annexation is necessary to preserve the natural character of the area and provide for future growth. In response to the community's support, the Future Land Use map identifies the City's recommended growth areas. These areas should be considered for voluntary annexation prior to development.

To incentivize future annexations, the City should assess additional fees for providing services and utilities to properties **outside** the Ashland City Limits. Meanwhile, partnerships between the City, adjacent property owners and developers should be established early in the process to help avoid unanticipated repercussions during or after the annexation process. The City should initiate pre-annexation agreements with adjoining land owners. Future development and land use decisions within the City shall comply with the City's Zoning Code and be consistent with the Comprehensive Plan's land use recommendations.

Annexation of any land into the City should be considered carefully. While each situation is different, the end result should provide specific benefits to the City as well as the annexing area. The areas of land on the Future Land Use Map that fall outside the City limits should be considered for future annexation. Before any annexation decisions are made, the City's decision making bodies (the Planning Commission and Board of Aldermen) should provide affirmative findings of fact for each of the following questions.

1. Will the annexation lessen demand to develop in-fill property or redevelop existing sites and buildings within the current City boundary?
2. Will the annexation place any unacceptable political, financial, physical or operational demands or expectations upon the City for the provision of services or infrastructure?
3. Will the annexation allow for more appropriate guidance of future development within the annexation area?
4. Will the annexation bring existing land uses into the City that are desirable and have some benefit to Ashland in terms of revenue, quality of life or additional housing?
5. Is the annexation in the best interest of the City as a whole?
6. Does the annexation make economic sense from both long- and short-range perspectives?

The City should consider the impact of growth and development in all land use decisions and carefully review all annexations to ensure they are either served by utilities or located in areas where pre-annexation agreements exist regarding the provision of future services. The City must also consider updating and expanding emergency preparedness/first responder plans relating to homeland security and natural disasters and other acts of God. It is also important to balance growth with associated improvements to the Southern Boone County R-1 Schools to avoid overcrowding and provide ongoing educational opportunities to better position the City's workforce for the new job market and quality, salaried jobs.

Annexation Procedures

Under Missouri State Statutes, the procedures for annexing unincorporated land can be summarized by two methods of annexation; *voluntary* and *involuntary*. All areas being considered for annexation shall be contiguous and compact according to State Statutes. A summary of voluntary annexation is as follows:

The process is initiated when residents of annexing portions of unincorporated Boone County petition the City to request annexation. The petition is then reviewed to determine if the annexation is reasonable and necessary. If the Board of Aldermen agrees, the annexation can be approved by ordinance without the time and expense of an election. Voluntary annexations can only be accomplished through a petition process involving 100% of the annexing property owners. The procedure for voluntary annexation is as follows:

1. **Petition submitted to the City Clerk requesting annexation:** Petition must have the legal description of the property or properties requesting annexation and must be signed by all recorded property owners.
2. **Public Hearing:** A public hearing must be held not less than fourteen (14) days or more than sixty days (60) after the petition is filed with the City Clerk. A notice of the public hearing must be published in a newspaper of general circulation within the city at least seven (7) days prior to the public hearing date.
3. **Board Vote:** After the public hearing, the Board of Aldermen may vote to annex the property by ordinance. The Board must determine that the annexation is reasonable and necessary to the proper development of the city and the city has the ability to furnish normal municipal services to the area to be annexed within a reasonable time.
4. **Protect Petitions:** Written objections to the annexation may be filed by two percent (2%) of the registered voters of the city or two (2) registered voters of the area sought to be annexed no later than fourteen days (14) after the date of the public hearing. If a qualified written objection is filed opposing the annexation, the provisions of RSMO. 71.015 shall be followed, which calls for an election within the city and the area to be annexed – refer to Involuntary Annexation process below.
5. **Three (3) copies of the ordinance approving the annexation certified by the City Clerk** shall be filed with the County Clerk. To be filed after the fourteen day (14) period for written objections to be filed and none being received.

The primary advantage of annexing property by voluntary petition (versus involuntary annexation) is the willingness of both the city and the property owner(s) being annexed. The process is relatively short, easy, and inexpensive. When a person “voluntarily” or willingly annexes their property into the City, they are subject to the same planning and zoning reconditions and laws imposed by the Municipal Code, unless otherwise specifically addressed in a pre-annexation agreement. The primary disadvantage of voluntary annexation is the growth of the city’s boundaries is dependent upon willing landowners to annex. Additionally, residents that are not adjacent to the city (or a proposed annexing parcel) are not be eligible for voluntary annexation due to the “contiguous and compact” provisions of State Statutes (RSMO Chapter 71).

Missouri State Statutes, RSMO Section 71.015, also sets forth the process for involuntary annexation petitions. This process also applies if the city wishes to annex an area without receiving a petition. The process calls for the city to prepare a detailed plan of intent of how and when they will extend services to the area, and conduct a general election in the areas being annexed and within the city. Involuntary annexations are lengthy, costly and often contentious, therefore not recommended. The City should refer to the City Attorney for questions regarding involuntary annexation.

Section 5.17 Home Rule- Charter City Designation

Missouri approved Home Rule Charter in 1875 making it the first state with home rule. On October 5, 1971, the voters of Missouri overwhelmingly adopted a proposed amendment to the Constitution that broadened the home rule provision of Article VI, Section 19. It now authorizes cities with a population of 5,000 or more to adopt or frame a charter. Ashland’s population is projected to reach 5,000 in the next few years. The powers of a constitutional charter city are defined as *“all powers which the general assembly of the State of Missouri has authority to confer upon any city, provided such powers are consistent with the Constitution of this State, and are not limited or denied either by the charter as adopted, or by statute. Such a city shall, in addition to its home rule powers, have all powers conferred by law.”*

Becoming a Charter City with Home Rule would allow Ashland greater flexibility in the enforcement or relaxation of certain land use regulations and provides the City more opportunities to generate revenue. For example, charter cities are constitutionally authorized to borrow money in ways not available to smaller municipal entities. This Plan recommends the City begin planning for home rule and apply for such designation once the City’s population reaches 5,000. Additional advantages of becoming a home rule charter city include:

1. Home rule cities have greater choice over governmental organization and more control over officials and employees.
2. Municipal officials have greater flexibility in responding to citizens needs for public services without waiting for state legislative authorization.
3. Home rule cities can develop more efficient administration because they are not bound by many state restrictions.

4. Home rule cities have increased flexibility with regard to administrative powers and responsibilities, greater authorizations assessing and collecting taxes, licenses, and fees and more choice in the structure of the governmental organization.
5. Increased power, responsibilities, and membership of various city boards and committees (i.e. Park Board, Architectural Review Board, etc.)

Section 5.18 Future Land Use Goals and Objectives

The following is a summary of future land use goals, many of which were included in the City's 2009 Comprehensive Plan and recommended herein:

Land Use Goal: Development opportunities should be compatible with the character of neighboring uses, be orderly and well-planned and minimize the impact on the natural environment and resources.

Objectives & Implementation Strategies

1. Protect existing land uses and natural environment.
 - a. Update stormwater regulations to better control and improve the quality of storm water run-off.
 - b. Adopt stream buffer setbacks as recommended in the Bonne Femme Watershed Plan.
 - c. Prohibit development that negatively impacts steep slopes, karst topography, streams and/or floodplains.
2. Minimize the impact of new development on the environment and existing development.
 - a. Encourage compact development that is contiguous to existing development and public services, utilities and infrastructure. The best way to control future development on the fringe of the City's limits is to annex the property in advance of future development or clearing. See Section 4.16 for more information on Annexation.
 - b. Prohibit development that is not consistent with this Plan.
 - c. Update zoning, subdivision, and stormwater regulations to ensure that new development reflect the latest development and environmental best management practices.
 - d. Adopt and use site plan review to ensure compatibility between existing and new developments.
 - e. Adopt the recommended Overlay District to encourage the development of well-planned mix-use development in the City's prime commercial and mixed-use areas.
 - f. Large, single purpose commercial and industrial developments should be located along arterial highways in designated commercial or industrial/manufacturing areas.
 - a. Develop and implement a tree preservation ordinance.
3. Ensure adequate area within the City of Ashland for all permitted uses.
 - a. Annex land as needed to control development. See Section 4.16 for more information on Annexation.
 - b. Anticipate infrastructure improvements in areas where development is desirable and prepare a Capital Improvement Plan (CIP) to plan for future infrastructure, parks and community facilities.



- c. Designate adequate acreage near the Columbia Regional Airport for large-scale mixed use, commercial and manufacturing uses and develop an Overlay District as part of the Zoning Code update to accommodate such uses and mixes of uses in a campus-like environment.
4. Promote design principles to create an attractive community that is distinguished by its contextual scale, superior design, the preservation of natural and historic resources, and evidence of civic pride.
 - a. Emphasize the appearance of parks and public spaces from streets and public spaces.
 - b. Utilize creative design and landscaping for public parking lots.
 - c. Encourage tree planting in parkways (between curb and sidewalk)
 - d. Actively engage in and support landscaping improvements in the downtown district.
 - e. Develop, repair, and maintain sidewalks and pedestrian trails throughout Ashland.
 - f. Protect and enhance entranceways to the City of Ashland.
 - g. Prevent sprawl and proliferation of commercial uses outside of designated commercial areas.
 - h. Utilize sign regulations, zoning and subdivision ordinances to implement the policies of the comprehensive plan.
 - i. Actively enforce property maintenance code.
 - j. Encourage residential design where the automobile does not dominate residential streetscapes.(Garage placement and off-street parking).