



## The City of Ashland Comprehensive Plan



May 2009





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CHAPTER 1  
INTRODUCTION TO THE CITY OF  
ASHLAND'S COMPREHENSIVE  
PLAN





## SECTION 1 - INTRODUCTION

### Purpose of the Plan

The City of Ashland Comprehensive Plan is developed for the general purpose of guiding and coordinating the development of the City. The plan will be used by community leaders to guide their decision-making in providing for existing and future needs, and promoting the general welfare of the community.

This document provides a written overview representing the community's goals and policies for guiding the development of the community. These goals and policies represent a thoughtful approach to issues that considers all sides and interconnections. The plan also addresses coordination among neighboring jurisdictions and levels of government and considers a long-term perspective that accounts for future impacts and overall costs of today's decisions. The goal of this plan is to ensure that the City of Ashland will maintain its rural character while allowing orderly growth, and that Ashland will remain a pleasant place to live and to enjoy open spaces and natural beauty.

The City of Ashland Comprehensive Plan is based on the following assumptions:

- The plan is intended as a general decision-making and implementation guide.
- The plan recognizes that market forces, limited resources, outside resources, and future issues will impact the plan.
- The plan is intended to achieve quality development reflecting the guiding principles of the City of Ashland.
- The plan is developed in compliance with Missouri State statutes.

In order to maintain and improve the desirable qualities of Ashland, it is important to anticipate and plan for change. To do so, Ashland must define long and short-term goals—what it wants to keep, what it wants to change, and what it wants to become—and then follow a plan. The values of planning are numerous. For example, land use planning and design can foster a distinctive sense of place. By guiding the design and placement of new developments, planning builds upon the positive features that it seeks to promote in developing Ashland as a special place.

This plan, although general in nature, is primarily concerned with the allocation of future land uses within the defined planning area, shown in the **Planning Area Figure 1.1** and **Location Figure 1.2**. Other areas addressed are the transportation network needed to access future land uses, provision of essential utility systems, environmental considerations to development, recreation, an overview of economic development and redevelopment in the central business district.

This plan is intended to be a living document that should be reviewed and updated on a consistent basis- at a minimum every decade. The optimum time for such update is immediately after the publishing of census data. This provides for revisions as soon as base data for trend analysis is available. An optimum time to begin a review and update of this plan would be 2012-2013.

### The Plan and Its Contents

The Revised Statutes of Missouri (RSMo) Chapter 89.310 states that municipalities in Missouri may “make, adopt, amend and carry out a city plan.” The plan has the required purpose of “guiding and accomplishing coordinated development of the municipality”. (RSMo 89.350) further indicates that “the city plan must be prepared under the authority and guidance of the planning commission.”

The plan is required to show the planning commission's recommendations for:

- Physical development and;
- Uses of land



The specific content of these recommendations is left to the discretion of the planning commission, although the statutes suggest the commission should consider the general location and extent of streets, public utilities, re-development of blighted areas, and a plan to guide future zoning decisions.

### **Plan Adoption and Impact**

The plan is officially adopted by the Planning and Zoning Commission after at least one public hearing (RSMo 89.360). Approval of the plan will not have immediate impact or changes to growth and development of the City of Ashland. This plan is a general policy guide, adopted by an advisory body of the local government and intended to guide their recommendations and decisions on future implementation strategies. The plan will allow the planning commission to give coordinated land use recommendations to other municipal public officials and citizens, property owners and development professionals.

The plan does have impacts on future decisions in the following areas:

**Subdivision Regulation:** (RSMo 89.410) based on the city plan, a planning commission may recommend and the city council may adopt regulations governing the division of land. These regulations represent the City of Ashland’s most significant opportunity to coordinate growth and long-term development patterns.

**Public Improvements:** (RSMo 89.380 and 89.400) Adoption of the plan authorizes a planning commission to review all proposed improvements within its jurisdiction, whether publicly or privately owned, and regardless of what level of government is making the public improvements. This allows the planning commission to serve as a coordinating body for the multiple expenditures that could occur for public facilities.

**Capitol Improvements Plan:** (RSMo 89.370). The plan provides the commission the opportunity to recommend a program for planning, funding and programming for city projects.

**Zoning:** (RSMo 89.010 to 89.140). The plan may impact future recommendations on zoning decisions. The review of individual zoning applications on parcel-specific developments should occur according to the future development policies in the plan. This allows the planning commission the ability to make recommendations and the city council should adopt decisions in accordance with the comprehensive plan.

The Comprehensive Plan is not necessarily the final or determining authority for decisions in these four areas, but it serves as the foundational document for making coordinated, rational, long-term decisions that further the goals of the community.

### **Plan Development Process**

The City of Ashland Comprehensive Plan planning process was initiated by City Council in February 2007. The City of Ashland initiated the planning process in order to develop a comprehensive approach to guiding the community’s future. In addition to this process it is noteworthy to point out that the population of Ashland more than doubled in the 16 years from 1,275 persons in 1990 to over 3,000 persons in 2006. The comprehensive plan prepared in 1975 is out-of-date and the need to plan and coordinate for future physical development of the City is needed. The City of Ashland has undertaken a variety of planning analyses in recent years: The Future Land Use Plan, Major Thoroughfare Plan, Pedestrian Plan, Annexation Plan, and a Five Year Capitol Improvement Program. In addition, a community survey for residents of Ashland and southern Boone County was completed by the City of Ashland in 2005. The need to combine these studies and community surveys into a cohesive coordinated policy guide for decision making on the future physical development of the community was identified and, therefore, the City of Ashland began the comprehensive planning process.

The planning effort began with an “open house” on May 12, 2007. The “open house” was locally advertised and designed for interested individuals to learn more about the planning process and the purpose of a comprehensive plan. Steering Committee group discussions concerning economic development,



housing, parks and recreation, land use, and transportation were held in July and August, 2007. These discussions included the project consultant- Mid-Missouri Regional Planning Commission- so that insight into residents' viewpoints regarding community issues and concerns could be addressed in the Comprehensive Planning process. From September 2007 through August 2008, Mid-Mo RPC staff met with the City of Ashland Planning Commission to discuss various issues in developing the comprehensive plan, with an emphasis on the future land use plan for the community. The draft "City of Ashland Comprehensive Plan" was presented to city officials in February 2009.

## **Geographic Location**

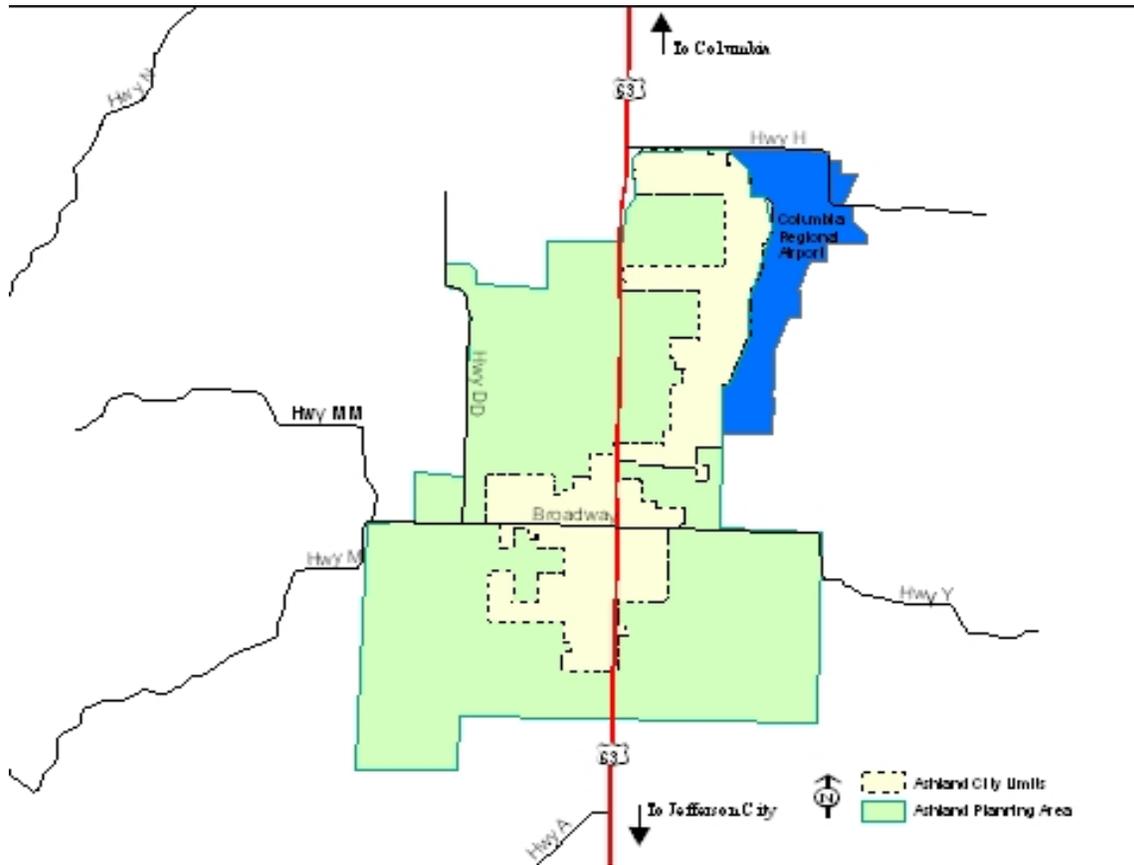
The City of Ashland is located in southern Boone County in Mid-Missouri. The City is located at almost equal distances (approximately 15 miles) from the two metropolitan areas in the region- Columbia and Jefferson City. Community access is from the north and south and is primarily from U.S. Highway 63. Missouri Route Y (Broadway) bisects the City east-west. The City is also served by several county roads.

Agricultural activities have traditionally been the dominant characteristic of the region, with the City serving as a hub for those activities. Now, with its attractive location, easy access to Highway 63, and short commutes to two metropolitan areas and their employment opportunities, the City is developing into a bedroom community. Ashland's population has more than doubled since 1990, from 1,275 residents to over 3,000 persons in 2008.

## Planning Area

The planning area for the City of Ashland Comprehensive Plan includes the area within the present corporate limits of the City as well as an approximately one mile extra-territorial area adjacent to the existing city limits. This planning area consists of approximately 18.9 square miles as represented by **Figure 1.2. Location**. The current land area within the corporate limits of the City of Ashland totals 4.1 square miles.

Figure 1.1 Planning Area





## History

The Ashland area was settled by Scots-Irish who came to the area from Kentucky in the 1820's. The town was named Ashland after the estate of prominent Kentucky politician, Henry Clay, in Lexington, Kentucky.

Agriculture was the dominant activity in the area, with an Indian trading post established near the present intersection of Broadway and Main Street. The Town was laid out in 1852, but was not 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.

The Trade Center in Ashland was started about 1875 by William Bass and J.W. Johnston and it became the largest general store in Missouri. It had the first telephone in Missouri, outside of St. Louis. The rail line ran to a branch store in Guthrie, 8 miles east on a branch of the Chicago and Alton Railroad.

Bass and Johnson also ran the Ashland stock sales which shipped large herds of mules to the Deep South. They 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.

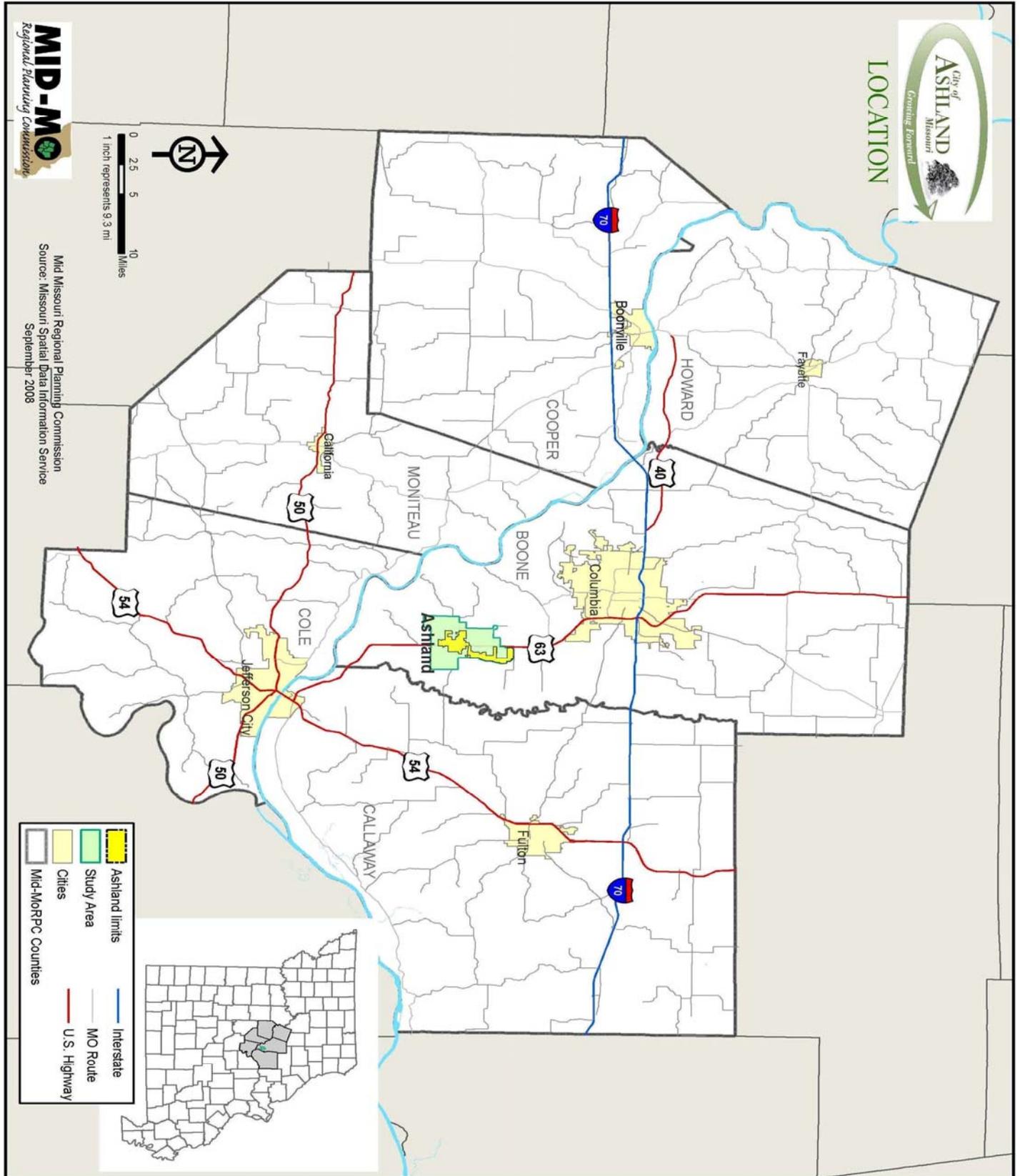
Before the turn of the century Ashland had a packing house, a cooperage, a cannery, two hotels, three grocery stores, several blacksmiths & livery stables, seven physicians, several lawyers, a drug store, two opera houses, and a noted brass band. Ashland was the home of fine saddle horses. It had two race tracks and several training tracks just outside the city limits.

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 20<sup>th</sup> century, numerous businesses had formed. The Ashland Nursing Home and a new school- the Bass and Johnson Academy- opened in 1903. This school was first consolidated in April, 1919, by combining the three country schools of Martin, Jones, and Maplegrove. In 1951, it was consolidated into Southern Boone Schools, R-1.

The City experienced little change in total population from 1940 to 1975, with a total population ranging between 400 and 500 people. The development of an improved transportation network, in particular, US Highway 63, provided convenient access to Columbia and Jefferson City from Ashland. The population exceeded 1,000 in 1980, 1,200 in 1990, and surpassed 3,000 in 2000.

Figure 1.2 Location



**MID-MO**  
Regional Planning Commission

**City of ASHLAND**  
Missouri  
Growing Forward  
**LOCATION**

Mid Missouri Regional Planning Commission  
Source: Missouri Spatial Data Information Service  
September 2008

# CHAPTER 2

## STATE OF THE COMMUNITY



## SECTION 2 - STATE OF THE COMMUNITY

### Existing Conditions Overview

This section reviews the existing land use, demographic and socio-economic characteristics of Ashland’s residents, housing, economy, transportation network, and summarizes existing city services and infrastructure systems. The sources of the data are the U.S. Census Bureau, the City of Ashland, and the Boone County Assessor. Some data has been extrapolated for an updated representation. The existing conditions information provides city leaders the opportunity to inventory and access the community by reviewing the trends in population, housing, and economic conditions as they develop strategies and goals for the community.

### Land Use

**Land Use-City of Ashland:** As depicted by the Generalized 2008 Existing Land Use **Chart 2.1**, the existing area within the corporate limits of Ashland totals 4.18 square miles or 2,678 acres (February 2008 and June 2008). The predominant land uses in the City of Ashland are residential, commercial/industrial use, and agriculture. Commercial/industrial uses make up 30 percent of the land area in the City. These uses are focused in the older downtown city core along Broadway, the Liberty Lane/ US 63 commercial activity area, and commercial and industrial uses to the east of the service road of US Highway 63, north of State Highway Y.

Existing residential land uses are primarily concentrated near the old town center, or in one of the more recently developed subdivisions: West Oak, Palomino Ridge, Bluegrass Ridge, and Settler’s Knoll. Residential uses comprise 51 percent of the land area within the City.

Agricultural uses comprise 14 percent of the land area within the City Limits and are predominantly located adjacent to the Columbia Regional Airport, and near the perimeter of the existing city limits.

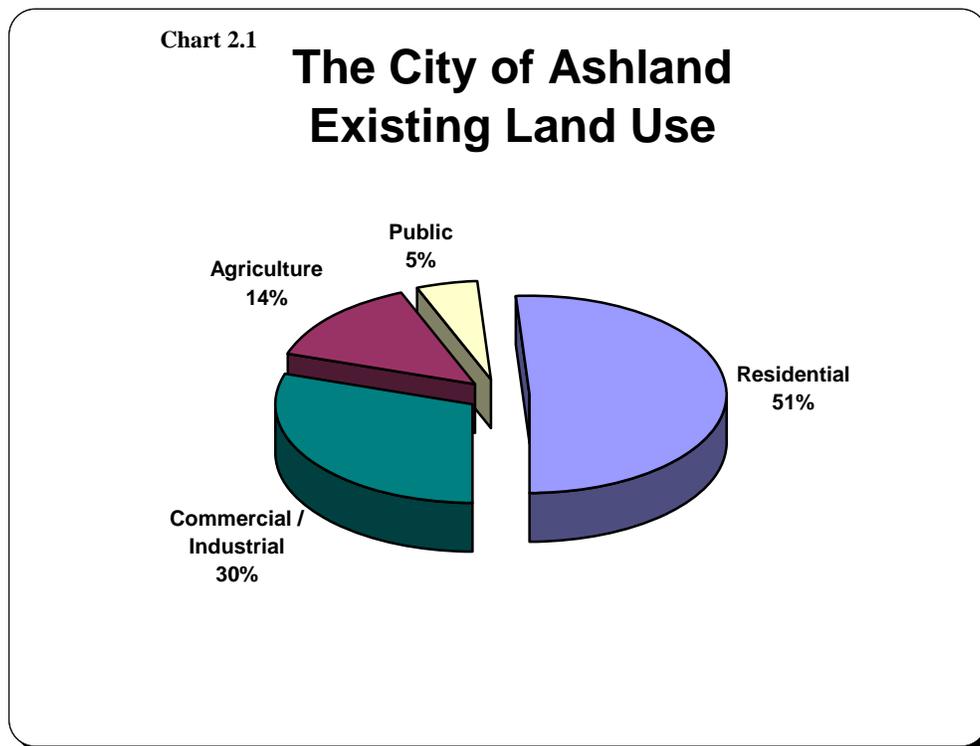
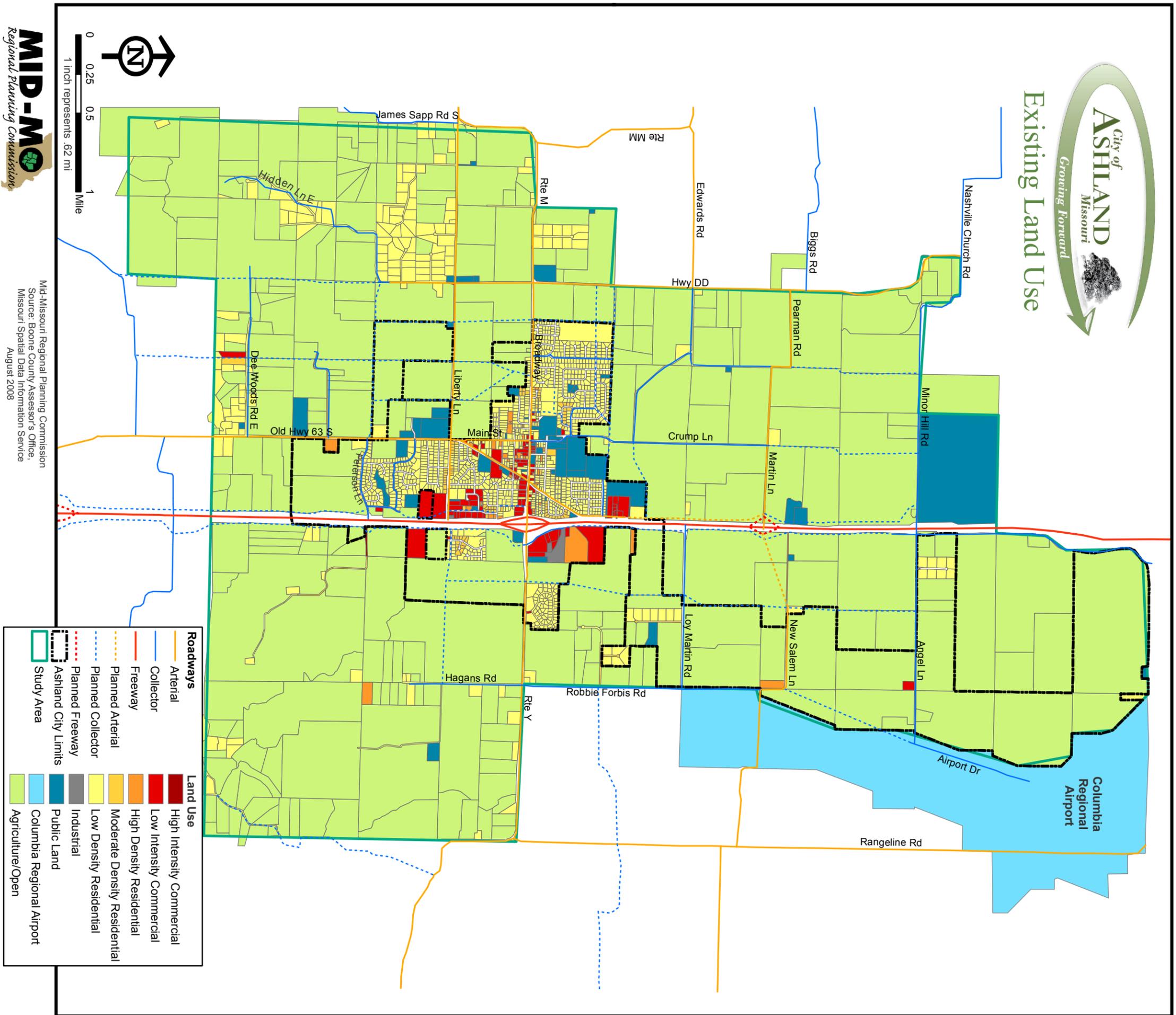


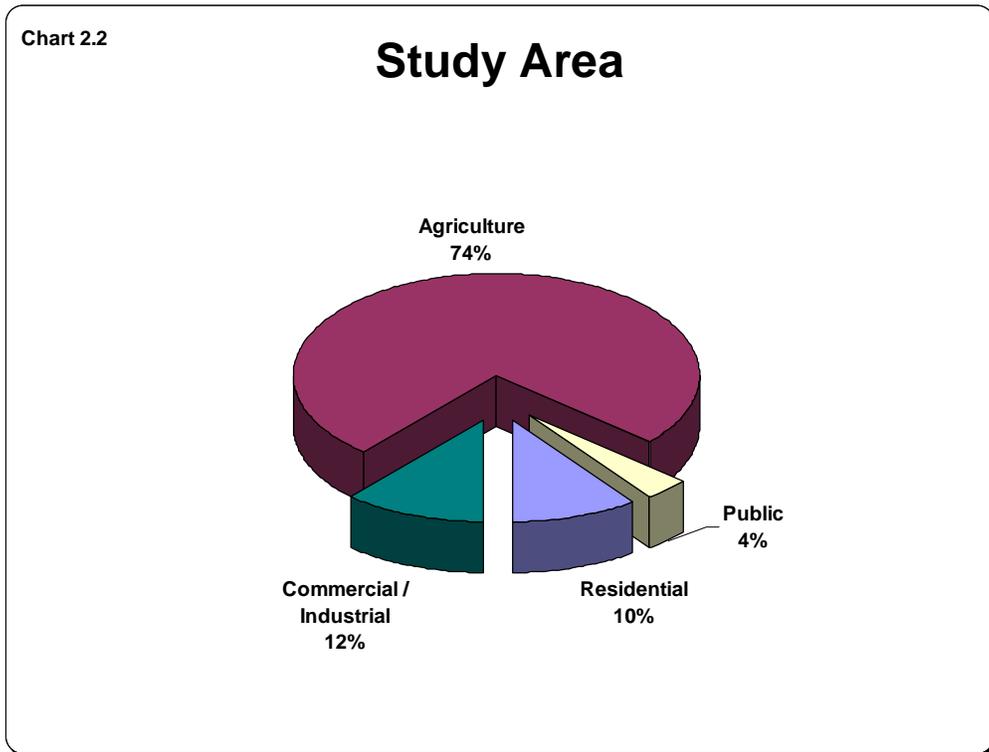


Figure 2.1  
Existing Land Use



**Study Area:**

The Land Use Study Area as selected by the Planning Committee and depicted in **Chart 2.2**, is approximately 18.6 square miles, or an estimated 11,925 acres. The predominant land use characteristic of the study area is agricultural or woodland which comprises approximately 75 percent of the land area. Commercial and industrial uses comprise approximately 11.5 percent of the area, and residential use is 10 percent. Public and semi-public uses total 3.5 percent of the study area, with only a small portion of the Mark Twain National Forest’s 2,266 acreage located immediately east of the study area, included.



The chosen study area was selected as the area most likely to be impacted or influenced by development in the next ten years. While the City of Ashland has no control of properties that are not within its corporate limits, presenting a land use guide for the entire area allows for improved land use planning and inter-governmental cooperation between the City and Boone County.

## Population

**Population Trends and Projections:** The latest population estimate (2005) for the City is 3,002 residents (**Table 2.1**). The City of Ashland disputed the 2000 U.S. Census and the resulting annual estimates. The revised 2000 population and housing numbers by the City of Ashland have been accepted by the U.S. Census Bureau and documented in a letter dated March 18, 2003. The 2000 Census indicated a population of 1,860 with 820 housing units. The City of Ashland records established a 2000 population of 2,201 with a total of 950 housing units, and an average population density of 2.31 persons/household.

Population data for the past twenty years indicates the City of Ashland is the fastest growing (proportionally) community in the Columbia – Jefferson City area, and one of the fastest growing communities in the State of Missouri since 1980. The community grew from 1,021 in 1980 to 3,002 in 2006 an increase of 194% during this period. In comparison, the state of Missouri grew at a rate of 18.8%, and Boone County at 42.8% during the same time period.

<b>Population Comparison</b>						
	1980	1990	2000	2005	1980-2005 Percentage increase	2000-2005 Percentage Increase
Ashland	1,021	1,252	2,201	3,002	194.0%	36.4%
Jefferson City	33,619	35,517	39,636	39,062	16.2%	-1.4%
Columbia	62,061	69,133	84,531	91,814	47.9%	8.6%
Boone County	100,376	112,379	135,454	143,326	42.8%	5.8%
Missouri	4,916,766	5,117,073	5,595,211	5,842,713	18.8%	4.4%

**Population projections** are scenarios of the likely growth that a particular area may experience. Smaller geographic areas such as Ashland are difficult to project due to their rapid fluctuations, dependent on short-term economic conditions. Ashland’s growth from 2000 through 2005 is attributable to a strong national economy and housing market. National economic conditions at the end of 2008 slowed the housing market and population growth rate for the community. Building permits in the City of Ashland from January through October 2008 totaled 16, as compared to a peak of 92 housing units built in the community in 2005.

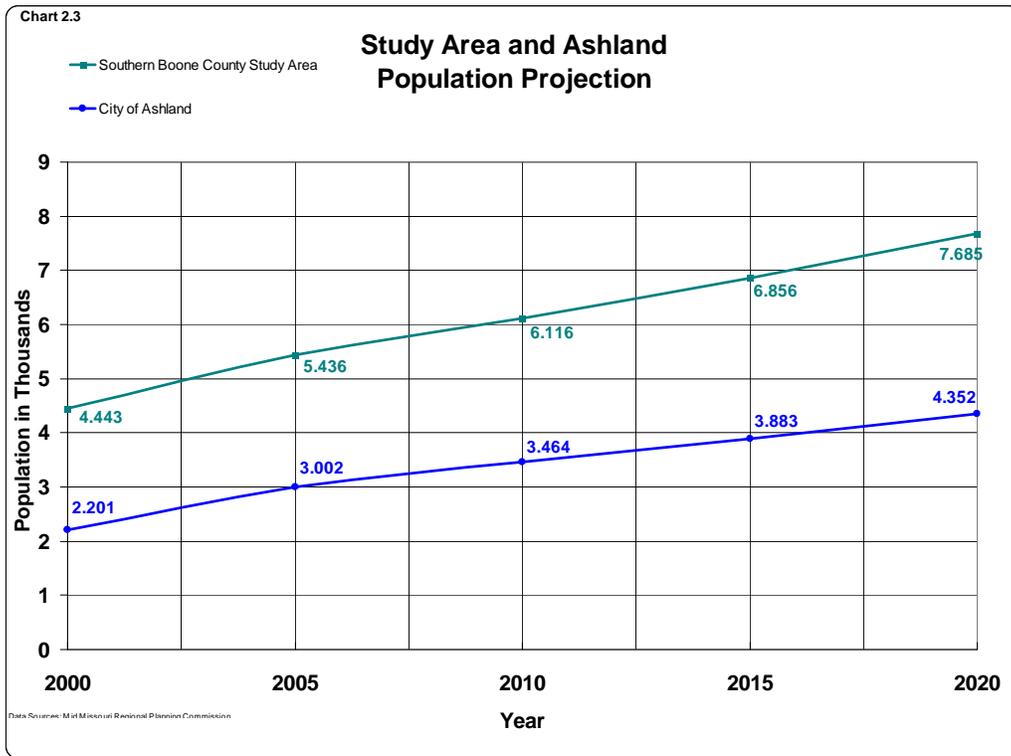
Two population projections or scenarios are presented in **Chart 2.3** for planning purposes. The first scenario uses an average population increase value of 5.33 percent per year. The average migration percentage was applied for population projections for the years 2010, 2015, and 2020.



### Step-Down Population Projections

The step-down methodology was used to project the population of Ashland as well as projections including the Study Area in Southern Boone County. The future projections for Ashland’s population for the year 2020 are about 4400, an increase of around 50.5 percent from the 2006 population.

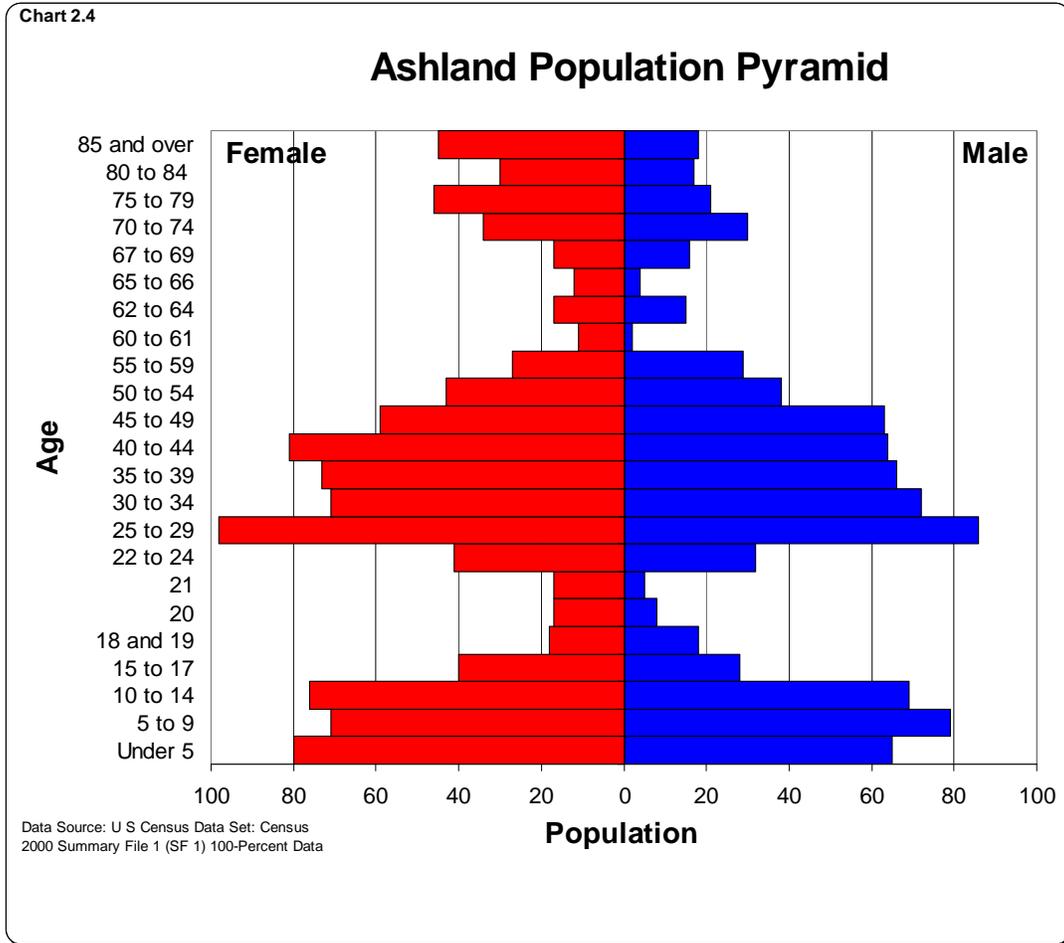
The population of the entire study area was determined by analyzing Boone County Assessor records. Those records indicate a 2000 population for the entire study area of 4,443, with an unincorporated area population of 1,441. A “step-down” projection indicates a total population of 7,685 for the year 2020.



## Age Distribution

The Ashland age/sex population pyramid depicted in **Chart 2.4** does not conform to a traditional growth population pyramid structure in which uniformity is displayed by a pyramid shape.

The Ashland population has three bubbled sections. The bubbles of age groups under 5 through 15 to 17 and 22-59 along with the bubble of 67-69 to 85 and over indicated Ashland has a community of young working families with children, or middle-age families in which teens and a percentage of elderly in the community. The concave area of the pyramid indicates a loss of groups in the age of 18 and 19 through 21 that are locating to other communities for works or educational opportunities. A third bubble shows a small but significant community of retired persons in Ashland.





## Income

The median income (**Table 2.2**) for a household (2000 census) was \$34,750, and the median family income was \$41,136 in the City of Ashland. Per capita income for residents of Ashland was \$15,938. Data for house hold income for Ashland projected in 2006 shows a median household income of \$38,920 and a mean income of \$49,327.

<b>Table 2.2</b>				
<b>INCOME AND BENEFITS (IN 2006 INFLATION-ADJUSTED DOLLARS)</b>				
<b>2006</b>	<b>City of Ashland</b>	<b>City of Ashland by Percentage</b>	<b>County of Boone</b>	<b>County of Boone by Percentage</b>
<b>Households</b>	<b>1,247</b>		62,749	
Less than \$10,000	84	9.9%	6,238	9.9%
\$10,000 to \$14,999	120	5.7%	3,562	5.7%
\$15,000 to \$24,999	212	13.1%	8,229	13.1%
\$25,000 to \$34,999	212	13.0%	8,129	13.0%
\$35,000 to \$49,999	266	16.8%	10,534	16.8%
\$50,000 to \$74,999	254	15.1%	9,496	15.1%
\$75,000 to \$99,999	83	11.2%	7,041	11.2%
\$100,000 to \$149,999	12	10.4%	6,507	10.4%
\$150,000 to \$199,999	3	2.6%	1,643	2.6%
\$200,000 or more	0	0.0%	1,370	2.2%
Median household income (dollars)	\$38,920		\$42,163	
Mean household income (dollars)	\$49,327		\$56,368	
<b>Source:</b> The US Census data was used for Boone County, State of Missouri and USA				
<b>Source:</b> Ashland is represented for 2006. The calculations were made from 2006 population percentage and household incomes respectively.				

## Education

Educational attainment (**Table 2.3**) among residents of Ashland is consistent with levels obtained throughout the State of Missouri. The 2000 census data indicates the percent of residents with a high school education or greater totals 84.3 percent, with approximately 23 percent of residents holding a bachelor’s degree or higher. Educational attainment data for Boone County in 2007 (Ashland not available in 2007) indicate a percentage of residents with a bachelor’s degree or higher at 46 percent almost double state and national averages.

<b>EDUCATIONAL ATTAINMENT</b>	<b>City of Ashland</b>	<b>City of Ashland by Percentage</b>	<b>Boone County</b>	<b>Boone County by Percentage</b>
<b>Population 25 years and over</b>	<b>1,181</b>	<b>1,181</b>	<b>77,919</b>	<b>77,919</b>
Less than 9th grade	74	6.3%	2,570	3.3%
9th to 12th grade, no diploma	112	9.5%	5,853	7.5%
High school graduate (includes equivalency)	424	35.9%	18,180	23.3%
Some college, no degree	227	19.2%	15,161	19.5%
Associate degree	74	6.3%	3,638	4.7%
Bachelor's degree	203	17.2%	18,038	23.1%
Graduate or professional degree	67	5.7%	14,479	18.6%
Percent high school graduate or higher		84.3%		89.2%
Percent bachelor's degree or higher		22.9%		41.7%

The Southern Boone County School District has earned a reputation of educational excellence. In 2003, the school district received “Distinction in Performance” for scoring 100 out of 100 points on the Department of Elementary and Secondary Education MAP scores.

Ashland has six institutions of higher learning within 25 minutes including the University of Missouri, Stephens College, Columbia College, Lincoln University, William Woods University, and Westminster College.



## Housing

### Existing Housing Stock

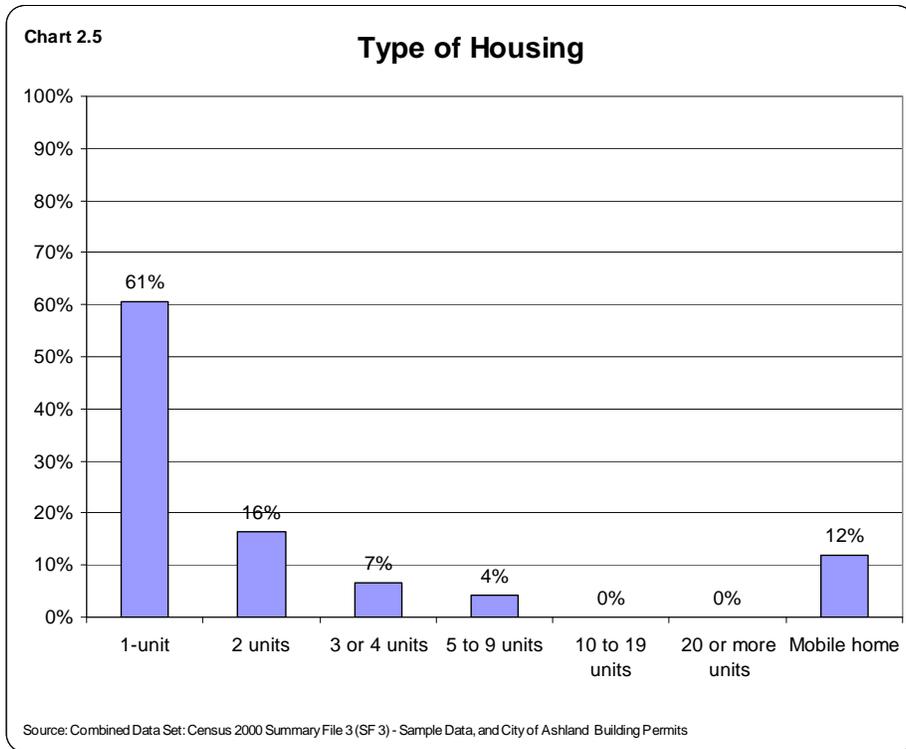
As shown in **Chart 2.5**, Ashland’s housing stock has changed considerably in the last two decades with an increase of single family housing units and multifamily housing units. Almost 94 percent of homes were considered single family residential in 1980. Since 1980, two-family and multifamily housing has multiplied by almost six times. The larger number of duplexes and multi-family structures provides a greater opportunity for diversified affordable housing while strengthening the housing stock.

The City of Ashland housing market was robust from 2000 through 2007 with 425 housing units constructed. Houses built prior to 1980 are primarily located in the older core neighborhoods near the center of Ashland along Broadway. More recent housing developments have been focused in connecting subdivisions along the outer perimeter of these core areas. These newer subdivision developments in Ashland have expanded the community’s housing stock.

### Type of Housing Units

The housing development style has shifted from a core community design of small single family units to a much larger single family unit and includes a stock of multifamily units. This mix of housing units creates opportunities for more affordable housing.

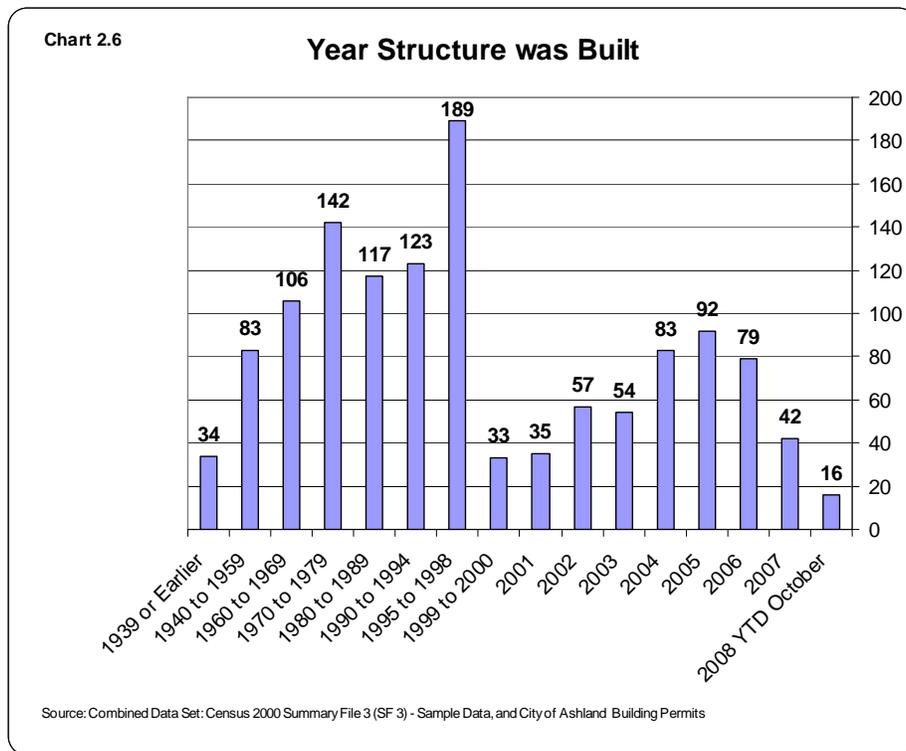
As displayed in **Chart 2.5**, Ashland has a variety of housing units that includes single and multifamily units. According to the 2000 US Census the highest percentage of Ashland’s housing stock is in single family units at 60 percent. The second major unit is mobile homes at 14.4 percent. The third highest is duplexes at 13.7 percent, while the fourth is 3 or 4 unit structures. According to the 2000 Census, Ashland’s housing units were 59 percent owner occupied and 41 percent renter occupied.



## Age and Conditions of Housing Units

The age and condition of the housing in a community is an important indicator of the housing needs. The City of Ashland has increased its housing stock by about (29.5 percent) since 2000 and these units are all considered to be in excellent condition (**Chart 2.6**). However, the older housing units in the core area of the community are potentially vulnerable to deterioration due to their age. Identifying units in need of special attention is a continual task that is integral to ensuring high quality standards for the housing stock in any neighborhood. These declining housing conditions are indicators of unsafe and inadequate shelter and reduce the neighborhood property values.

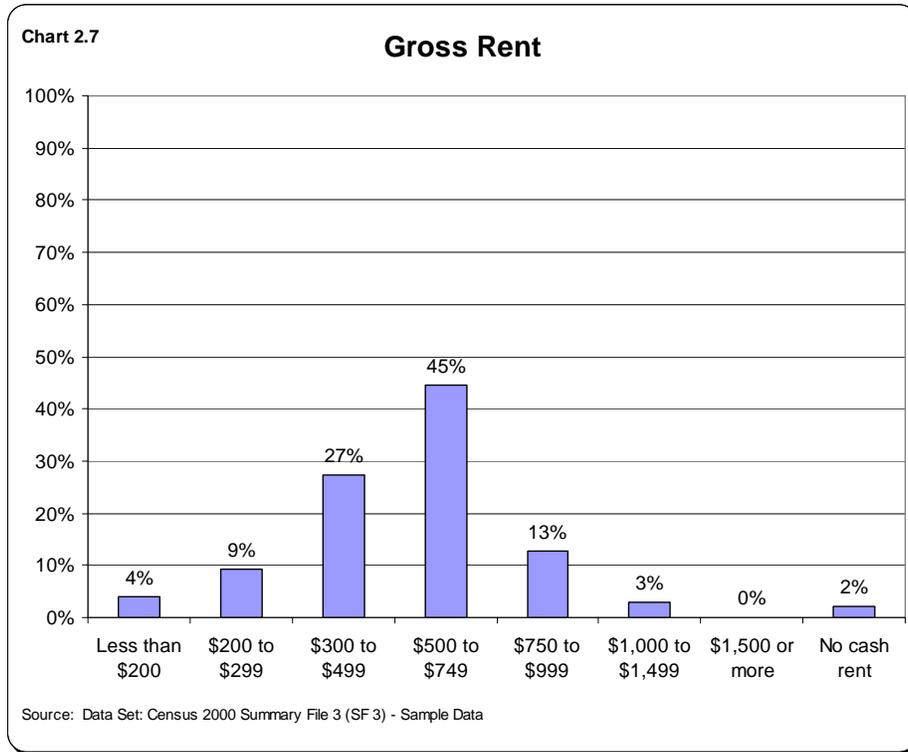
The housing units in Ashland have been at a steady growth rate in recent years with the addition of several subdivisions. Ashland averages 61 new units per year since 2000. Since 2000 housing stock has grown to around 1,470 dwelling units. Ashland has continually experienced increases in new housing units; **Chart 2.6** a summary of increases of new structures with the largest 3 year period increase (254 units) from 2004-2006.





## Rental Units

Rental property in Ashland continues to grow. **Chart 2.7** below shows that 44.6 percent of properties rent for \$500.00 to \$749.00 per month. Followed by 27.2 percent renting for \$300.00 to \$499.00 per month



## Owner Units

Ashland has stable owner occupancy that is proportionally slightly higher than that of Boone County. The Renter occupied rate is 2 percent below Boone County as shown in **Table 2.4**.

Place	Housing Units	Owner Occupied	Renter Occupied
Ashland	819	59%	41%
Boone Co.	53,094	57%	43%
Missouri	2,194,594	70%	30%
U.S.	105,480,101	66%	34%

## Occupancy - Vacancy

Ashland must maintain the right mix of housing in order to maintain economic vitality and attract and retain residents. In addition to ownership characteristics, an analysis of rental units and vacancy rates can help identify future needs.



The City of Ashland has a vacancy rate of 8.92 percent which is between the city of Columbia’s rate of 6.18 percent and the Missouri rate of 12.1 percent. Missouri has a slightly higher rate of vacant rental property than the nation as a whole. However, Ashland and the surrounding communities have lower rates of vacancy than both Missouri and the United States.

1.	City of Columbia	6.18 percent
2.	County of Boone	6.90 percent
3.	City of Jefferson City	6.95 percent
4.	City of Ashland	8.92 percent
5.	United States of America	11.6 percent
6.	State of Missouri	12.1 percent

### **Cost of Housing- Housing Values**

Although the term affordable housing is often applied to rental housing that is within the financial means of those in the lower income ranges of a geographical area, the concept is applicable to both renters and purchasers in all income ranges. The cost of housing in a community should be compatible with the income of its residents. No more than 30 percent of a household income should be spent on housing including mortgage payment, insurance, taxes and utilities. When affordable housing is unavailable in a community, many workers are forced to live in other locations and may not have the financial means to commute to work. Conversely, if there is not adequate supply of middle and upper-income housing, the future economic potential of a community may be hindered by the imbalance of housing stock.

The median-value of owner-occupied housing from the 2000 Census was \$94,200 with a monthly mean mortgage payment of \$871. The Boone County Assessor’s Office 2008 median housing value for a single family owner-occupied house in Ashland was \$145,000, slightly higher than southern Boone County median value of \$143,000.



Figure 2.2 Ashland Appraised Home Value

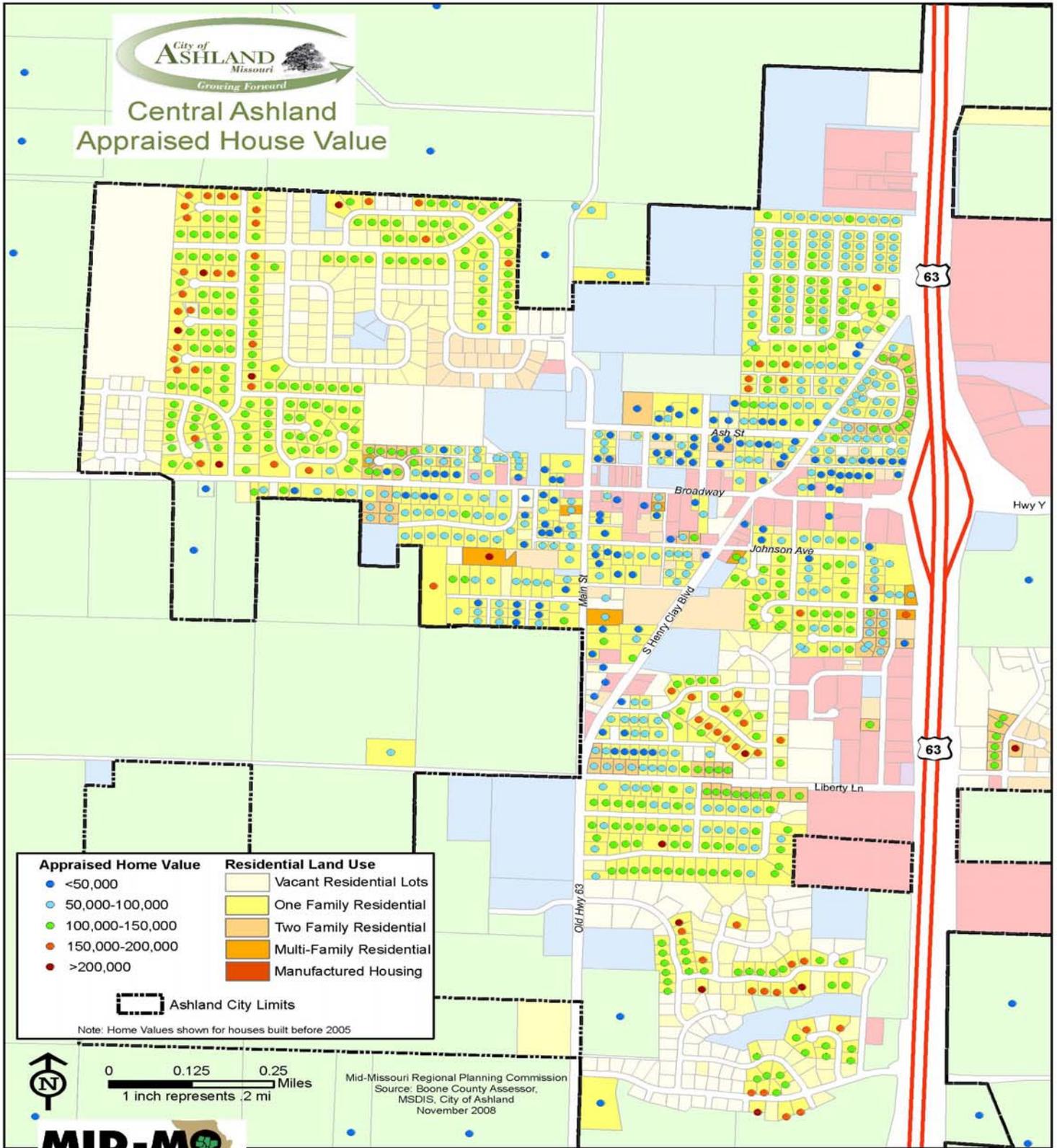
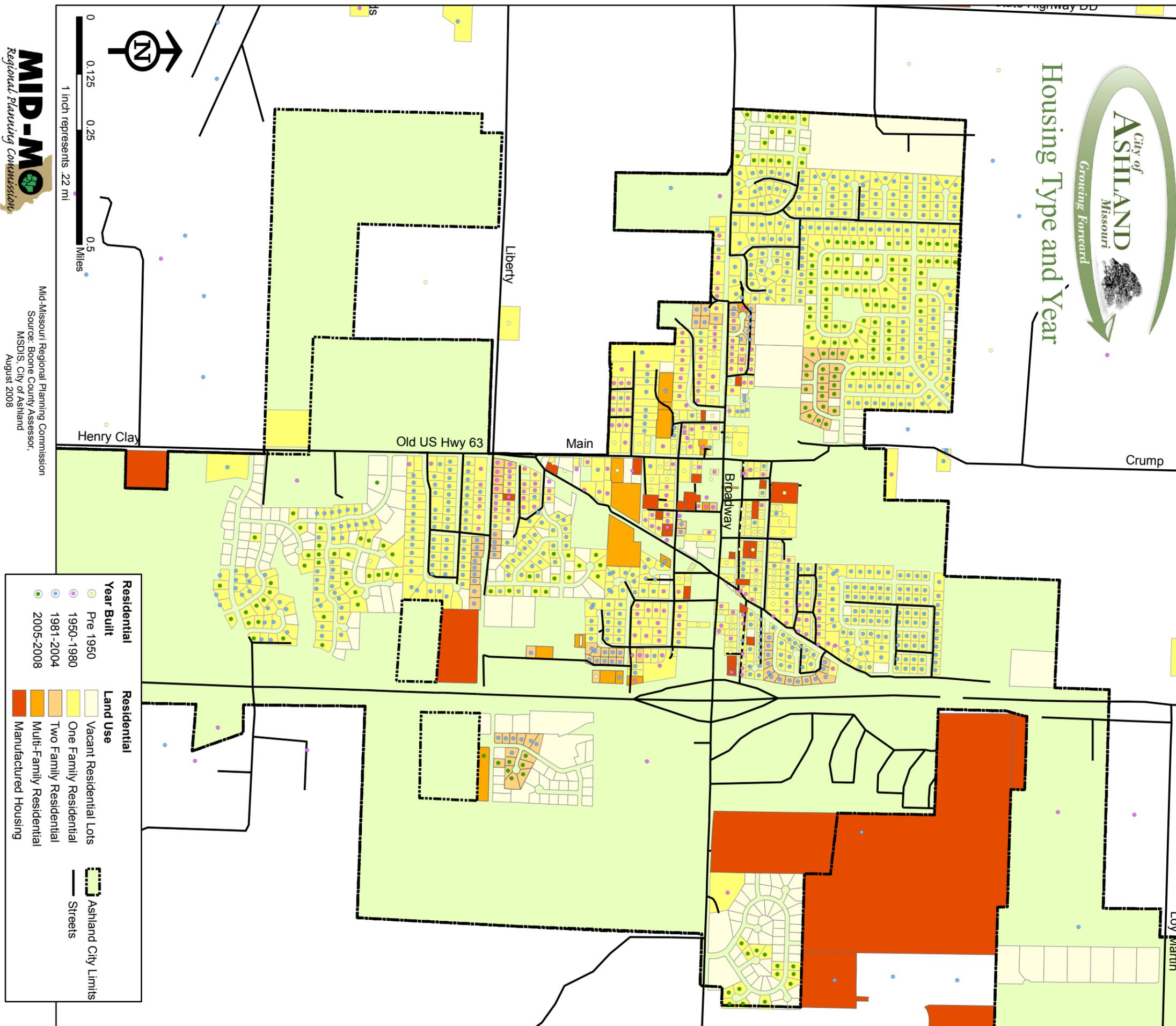




Figure 2.3  
Housing Type and Year





## **Economy**

### **Existing Conditions**

Ashland's economy is closely linked to the surrounding region. The retail trade area is closely linked to residents within a five mile radius of the community. It is estimated this market area serves a population in excess of 9,000 with over 3,800 households.

The City's location between Columbia and Jefferson City is the basis for the large number of commuting workers that use Ashland's commercial services in their daily commuting activities. The area's growth may be attributed to affordable housing, quality of life amenities available in the area, and the educational quality of the Southern Boone School District. These characteristics are all considerations for families and individuals moving to the region and looking for employment in Columbia or Jefferson City, resulting in Ashland being primarily a bedroom community between the two metro areas. An estimated 78 percent of Ashland's residents work outside the City.

A result of Ashland's status as a bedroom community is low per capita sales, which is the lowest among similar central Missouri communities. Increasing retail sales in Ashland will be important for changing the sales totals and therefore increasing revenue for the City. As the City continues to grow, it is important to improve the City's infrastructure to accommodate economic opportunity. This includes enhancements to the sewer/water system, traffic flow, and aesthetic appeal of the downtown area.

### **Location and Draw of Major Retail and Services in the Region**

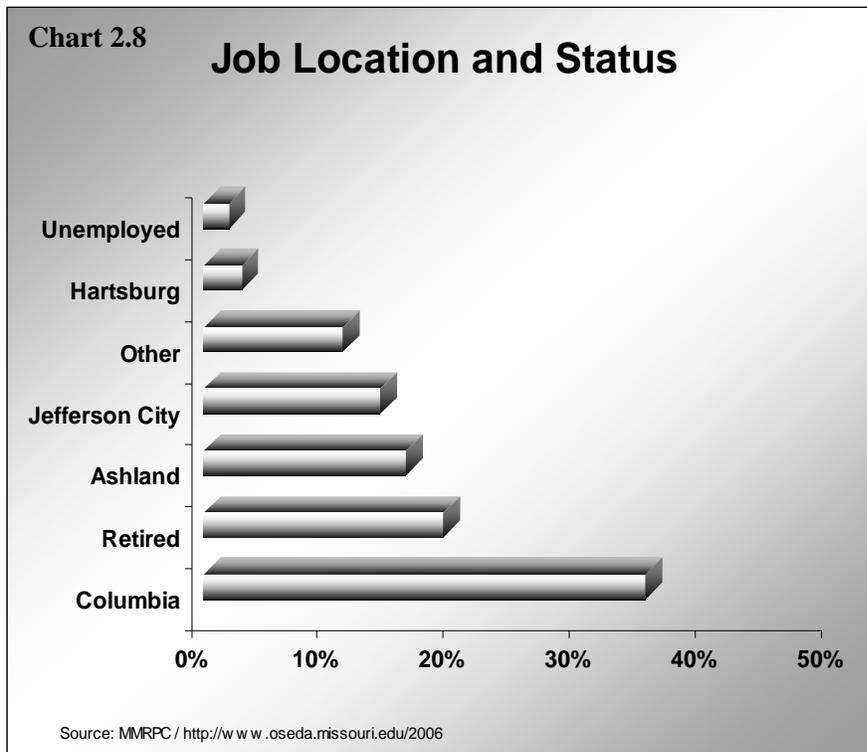
Ashland is centrally located between Jefferson City and Columbia along US Highway 63, a four lane highway. According to Missouri Department of Transportation (MoDOT) it has traffic volumes averaging 24,830 vehicles per day including freight trucks. Retail amenities are not highly visible to highway traffic. The retail in Ashland consist primarily small family-owned businesses as well as retail franchises. The location of businesses is of great importance to the success of those businesses.

The East Ashland Plaza is a 30 acre undeveloped site on the east side of US 63 and south side of Hwy Y. This site is considered a prime retail location and should have a stimulating economic effect on Ashland's economy.

### Place of Work- Job Location

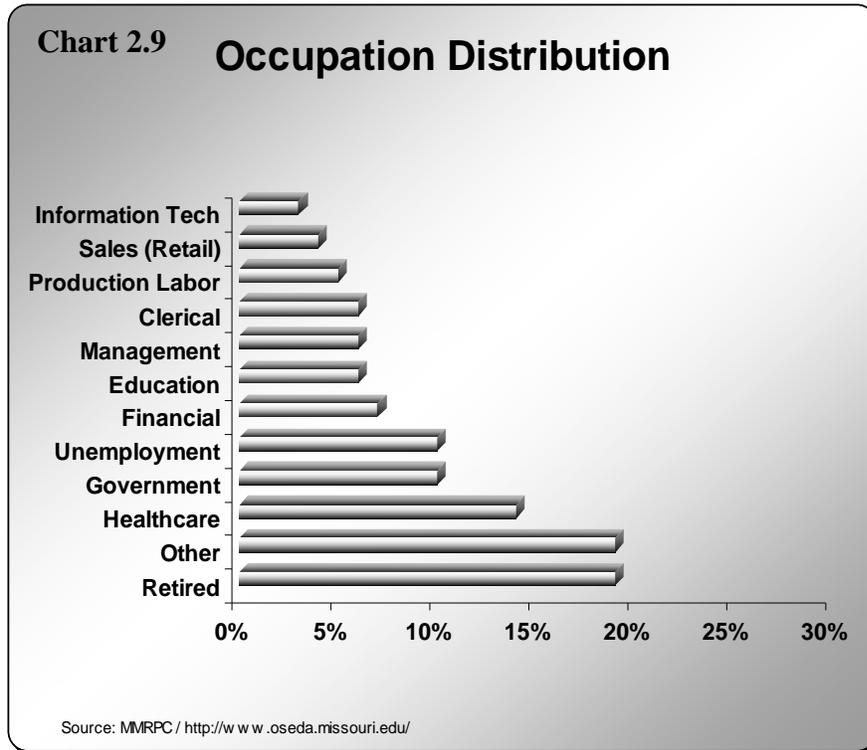
A survey was taken in 2005 by the City of Ashland and Ashland Area Chamber of Commerce to gather information regarding economic development data for the area. The results of this survey (**Table 2.6 and Chart 2.8**) show that a significant portion of respondents leave the Southern Boone County area for employment opportunities. The job creation for the area is possibly of less importance than continuing to improve on the bedroom community environment. The survey reported that 35 percent of respondents work in Columbia, 14 percent in Jefferson City, and 11 percent work elsewhere outside the Southern Boone area. Of those surveyed, 14 percent worked in healthcare and 10 percent in government (**Chart 2.9**).

Table 2.6			
Place of work for workers 16 and over			
Place	Working in city of residence	Working outside city of residence	Living in unincorporated area
Ashland	22%	78%	N/A
Boone Co.	55%	12%	32%
Missouri	28%	40%	32%
U.S.	31%	42%	27%





## Employment by Occupation 2006



### Unemployment

While current unemployment data is not available for the City of Ashland, data for the surrounding areas suggests that the unemployment rate in Ashland is also below the state and national averages. In May 2007, the unemployment rate for Columbia was 3.1 percent, while Jefferson City’s was 3.6 percent. Missouri had an unemployment rate of 4.6 percent. During 2006, Boone County’s average unemployment rate was 3.2 percent. The November 2008 data for Boone County was 4.1 percent and the recently released data for the state of Missouri in December 2008 was 7.3 percent of unemployment.<sup>1</sup>

The high ratio of workers employed outside of the community has consequences for the City. One of which is that, in 2006, Ashland had the lowest sales per capita (\$7,798) among comparable Central Missouri communities within 22 miles of Columbia or Jefferson City. In the Community Survey, attracting new retail business was ranked as the top priority of the eight development preferences. The East Ashland Plaza, currently under development, will be a significant step in the right direction. When the Plaza is in full operation in July of 2010, the taxable sales for Ashland are estimated to grow by 76 percent from 2006-2011. In the previous four years the growth rate was 29 percent.

<sup>1</sup> Data available at the Bureau of Labor Statistics, [www.bls.gov](http://www.bls.gov)



## **Assessed Value**

The assessed value for the city of Ashland in December of 2007 was \$39,794,162. The State of Missouri Revised Statutes Chapter 95 allows for cities to incur debt in an amount no greater than 5 percent of assessed value of taxable tangible property. Additional debt can be incurred for roadway and utilities projects. The total general obligation indebtedness cannot exceed 20 percent of the assessed valuation of the city. Cities must provide for collection of a property tax sufficient to repay the debt within twenty years.

## **Community Survey**

A community survey was conducted in Fall, 2005 in two zip codes- 65010 and 65039—Ashland and Southern Boone County. The community survey information found 33.8 percent of respondents agree that the Ashland area should grow, 49.4 percent strongly agreed that it is important for the City to control the location of additional growth and development, and 39.5 percent felt that it is important to revitalize downtown Ashland; 39.7 percent disagree that there are sufficient employment opportunities in Southern Boone County.

When asked where the City and Chamber of Commerce should focus their efforts, the majority of respondents thought that efforts should be spent in attracting a number of establishments, including industry, retail, hotel/motel, service businesses, and health/medical services. Respondents also agreed that efforts should be spent to create new jobs in Ashland.



## Transportation

### Existing Transportation System

**Figure 2.4** Major Thoroughfare Plan depicts the existing City of Ashland street pattern. The street pattern is generally laid out in a square grid pattern in the downtown central core that is influenced by three major roads: Main (north-south), Broadway (east-west), and Henry Clay (northeast- southwest). The City of Ashland maintains nearly 18 miles of road infrastructure (excluding state and U.S. routes), while the total transportation network in the study area totals 63.1 miles.

The City of Ashland Major Thoroughfare Plan was adopted July 20, 2004, and specifies the classifications of roadways within the Ashland area. The Ashland City Code further classifies all streets within the city limits as one of seven classifications. These classifications are important as they provide an indication of acceptable traffic volumes and land uses appropriate within the street network.

### Roadway Classifications

All roadways within the incorporated areas of the City are classified in one or more of the following categories: freeway, arterial, collector, local, alley, or private or non-maintained streets.

#### Freeway

Any planned or existing public street right of way 120 feet or more in width with four or more lanes and which serves to collect traffic from arterial streets which permits or will permit movement of a large volume of traffic from one geographic area to another. Additionally a public street may be classified as a Freeway Street if it carries an Average Daily Traffic (ADT) of at least 5,000 vehicles or can be reasonably expected to carry the ADT stated above as a result of a proposed development or is so classified by the Major Thoroughfare Plan. U.S. 63 is an example of a freeway.

#### Arterial Street

Any planned or existing public street right of way 80 feet or more in width and which serves to collect traffic from collector streets which permits or will permit movement of a large volume of traffic from one geographic area to another. Additionally a public street may be classified as an Arterial Street if it carries an ADT of at least 2,500 vehicles or can be reasonably expected to carry the ADT stated above as a result of a proposed development or is so classified by the Major Thoroughfare Plan. Broadway, Liberty Lane, and State Highways DD, M, and Y are classified as arterial streets.

#### Collector Street

Any planned or existing public street right of way of 60 feet or more in width and which functions or is designed to function to collect traffic from local streets and channel such traffic to an arterial or another collector street. Additionally a public street may be classified as a Collector Street if it carries an ADT of 750 to 2,500 vehicles or can be reasonably expected to carry the ADT stated above as a result of a proposed development or is so classified by the Major Thoroughfare Plan.

#### Local Street

Any planned or existing public street right of way 50 feet or less in width and which serves the primary purpose of permitting ingress and egress from residences or other buildings or structures along such street to circulate to and from collector streets. Additionally a public street must carry an ADT of less than 750 vehicles to be classified as a Local Street or is so classified by the Major Thoroughfare Plan.

#### Alley

Roadway bounded by planned or constructed buildings and accessory structures used primarily to access parking for motor vehicles.



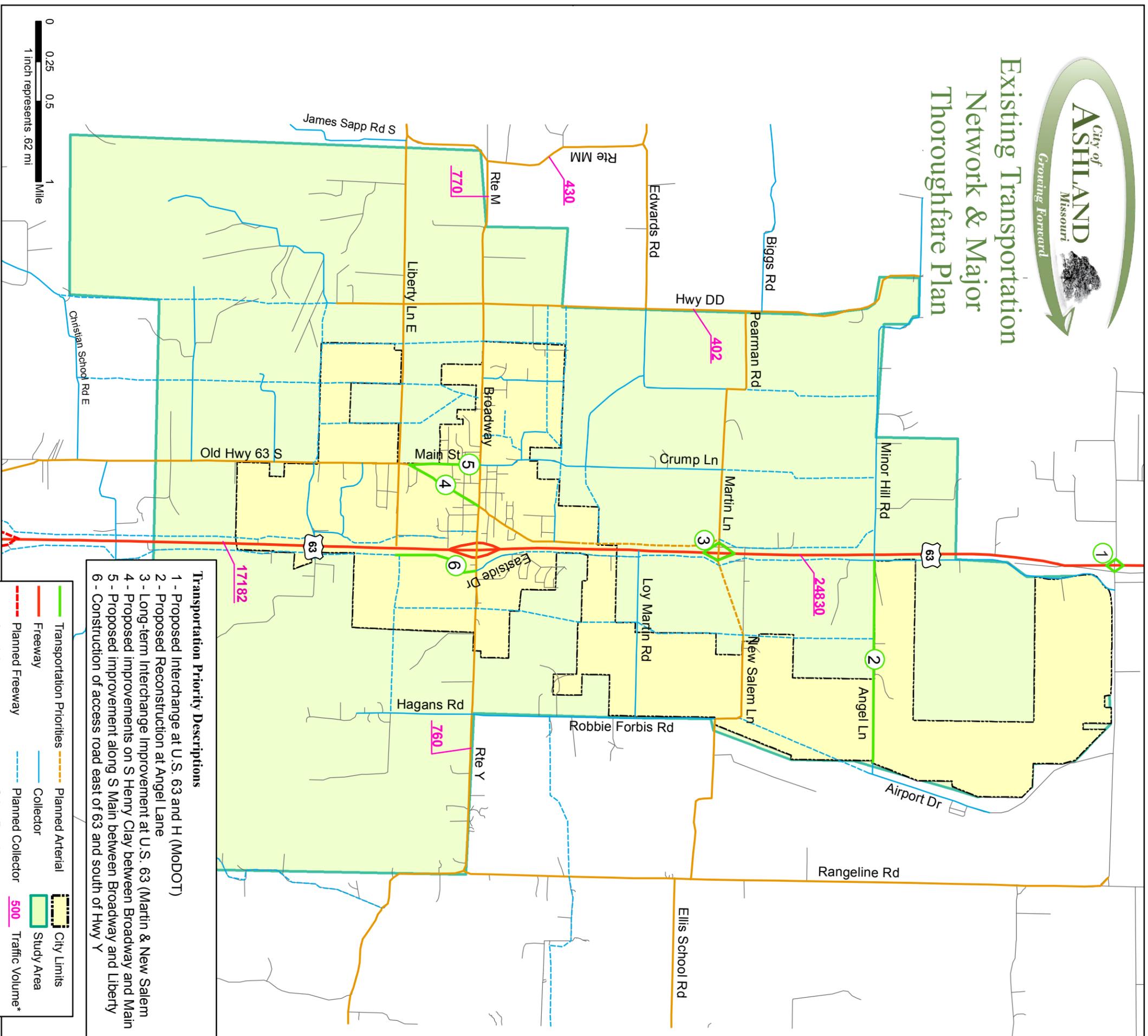
### **Private or Non-maintained Streets**

All private streets and publicly dedicated roadways which are not governmentally maintained because they do not qualify for governmental maintenance or for which the City is not required to provide maintenance by law.

### **Pedestrian Plan**

The pedestrian plan for the City of Ashland should aim to create an interconnected grid of sidewalks and trails that link residential, public, and commercial uses. The short term objective of the pedestrian plan is to link large residential areas with the Southern Boone County Schools, parks, and Ashland's commercial corridor along Broadway. Long term goals include increasing interconnectivity between neighborhoods and adding safety features to sidewalks.

Figure 2.4  
Existing Transportation  
Network & Major  
Thoroughfare Plan





The Ashland Pedestrian Plan is made up of more than ten miles of existing sidewalks and trails and nearly eight and a half miles of proposed sidewalks. The plan divides its trails and sidewalks into five classes: existing sidewalks in good condition, those in poor condition, park trails, pedestrian trails, and proposed sidewalks. The proportions of each of these classes are shown in **Table 2.6**

	Length (ft)	Length (mi)	% of Total Length
Existing-Good	39,872	10.16	50
Existing-Poor	2524	.48	2
Park Trail	2644	.5	3
Pedestrian Trail	4389	.83	4
Proposed Sidewalk	44,648	8.46	41
Total	94,077	17.82	--

The existing pedestrian network in Ashland is generally in good physical condition. Those sidewalks in poor condition make up a small proportion of the existing network and an even smaller proportion of the plan (which includes proposed sidewalks).

This does not, however, address the functionality of the entire network. Functionality should reflect the pedestrian connectivity of different uses (residential, public, commercial), the safety and perceived safety of sidewalks, and the number of people who currently use the system. Ashland’s existing sidewalks lack interconnectivity of uses in a number of places. Several subdivision residential areas have sidewalks along all of their internal streets but aren’t connected to any other uses.

The overall safety of the existing system is quite good. Sidewalks that run along streets with heavy traffic such as Broadway have parked cars (or at least spaces) between moving cars and those on foot. The pedestrian trail along Henry Clay Boulevard, however, uses plastic barriers to separate car and pedestrian lanes that are insufficient for this purpose.

**Commuter Impact**

Approximately 8 out of 10 City of Ashland working residents leave the municipality for employment opportunities, primarily Columbia and Jefferson City. A multi-modal capacity (automobile and transit) within the community is critical to insure employment opportunities for these individuals.



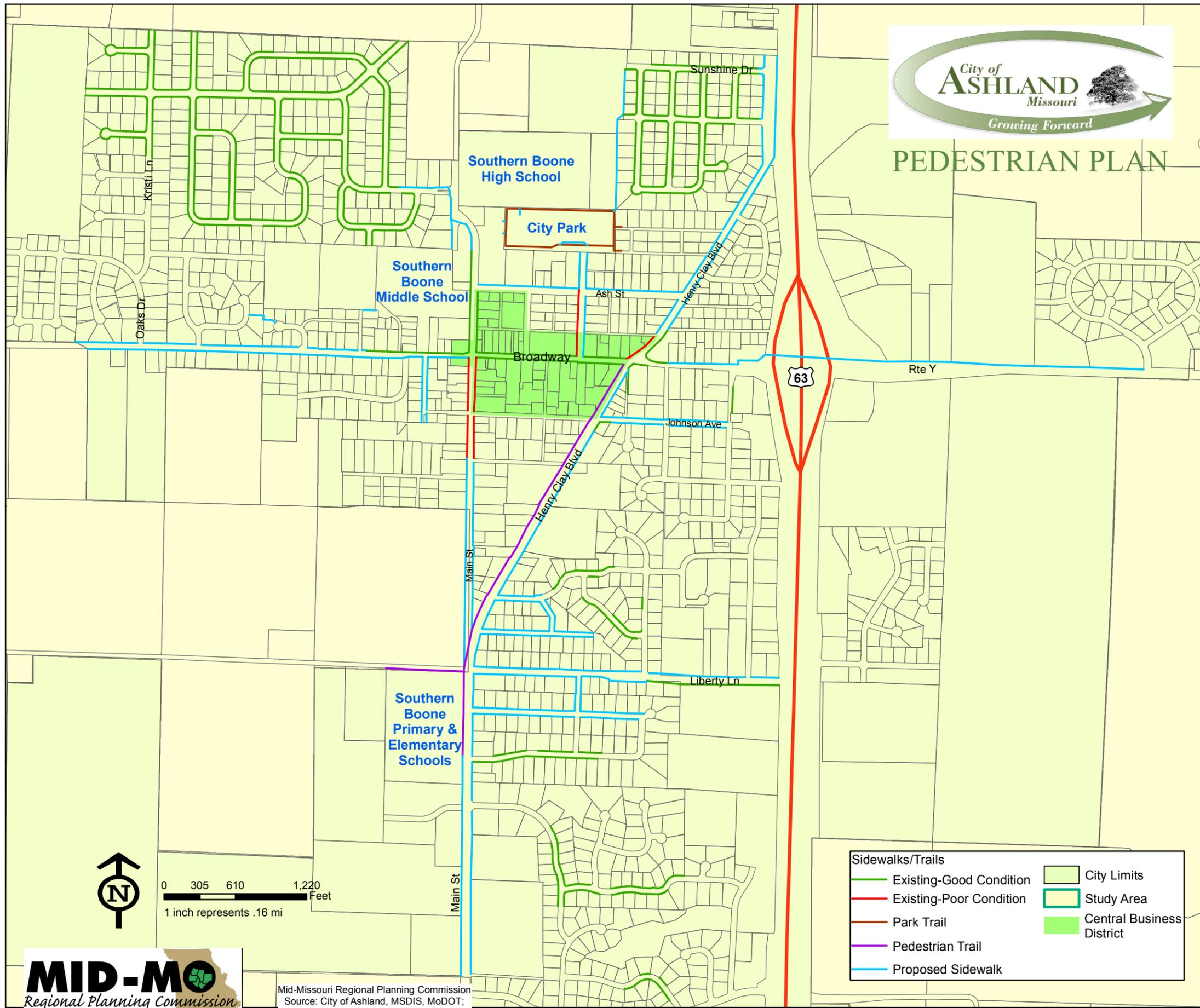


Figure 2.5  
Pedestrian Plan



## Utilities and Community Facilities

### Overview

Ashland's growth will largely be dependent on the ability to provide public utilities of adequate capacity and quality to address and accommodate projected development areas. These public utilities include providing safe drinking water, the collection and treatment of wastewater, energy distribution, storm water management, and solid waste management. The availability of these utilities, as well as police and fire protection, emergency management services, first-rate schools and parks are essential to the quality of life for the residents of Ashland.

The City shall promote a development pattern that provides for the long-term development needs, while achieving a cost-effective provision of public infrastructure and services.

### Electric, Natural Gas and Telecommunication

Private and public utility companies provide utility services to the City of Ashland. Boone Electric and Ameren UE provide electricity, and Ameren UE serves the City with natural gas needs. Cable television and high-speed Internet services are provided by Charter Communications.

### Potable Water

The City of Ashland provides domestic potable water, and commercial water supplies in the community. In addition, the water system provides fire protection capacity to the City. The source of water is groundwater from two wells owned by the City. In addition to these two water sources, the City has an interconnection agreement with Consolidated Public Water and Sewer District #1 of Boone County to provide 210,000 gallons per day to the City). The total water supply (still correct?) available to the City is 597,000 gallons a day from the well and Consolidated Water sources.

Water storage capacity of up to (500 or 800,000 gallons) will be available when the water tower storage tank located at Well No 5 is completed in December 2008. Water storage guidelines indicated a capacity of one day of water usage plus fire flow capacity. The average daily usage is 243,350 gallons/day plus a fire flow capacity of 300,000 gallons/day.

### Sewer Service

Sanitary sewers from the City of Ashland serve the corporate limits of the City. The primary treatment plant located in the southwest area of Ashland (west of Highway 63 south and south of Liberty lane) has a current permitted treatment capacity of 290,000 gallons/day. Current plant upgrades completed in January 2009 will increase the treatment capacity to 500,000 gallons /day. A secondary treatment facility is located nearby and serves the Columbia Regional Airport area. This is a one cell lagoon system with limited treatment capacity.

The addition and expansion of sanitary sewers have been spurred by the increase in new development activity in the City. At present, the City has the sewer infrastructure in place to address most development concerns anticipated.

In 2002, Boone County, the City of Ashland, the University of Missouri, the Missouri Department of Natural Resources, and the Boone County Regional Sewer District undertook the "Two-Mile Prairie Project" which allowed for the investigation of environmental features in the southern Boone County area. The results of these investigations are being used to investigate the potential for and the design of a regional sewer district in southern Boone County. The study committee has recommended possible site locations for a regional sewer facility, including the expansion of the City of Ashland treatment facility.

## **Stormwater Management**

The management of storm water has and will continue to become an important issue as the City of Ashland continues to grow. Although the City is not subject to addressing federal regulations of the Environmental Protection Agency, the City recognizes the value of implementing a management plan for stormwater runoff.

Concentrated urban development increases impervious surfaces, such as city streets, parking lots, driveways, and sidewalks. Pollutants from concentrated human activities settle and remain of these surfaces until a storm event washes them into nearby storm drains. These pollutants include pesticides, fertilizer, oils, sediment, litter, and other debris. Construction activity can cause uncontrolled runoff, in particular sedimentation into local water bodies, particularly small streams.

The City is investigating implementing a practical storm water management program to eliminate sediment run-off, and erosion along stream areas. The preservation and use of natural drainage patterns, and construction best management practices as part of the stormwater management system should be encouraged.

## **Solid Waste Collection**

The City contracts with a private solid waste hauler, Allied Waste Services, for solid waste collection. Refuse is collected twice weekly, with special trash pick-ups available. Recycling services are also provided by the City of Ashland working in conjunction with Region H of Mid Missouri Solid Waste Management District.

## **Public School System**

The Southern Boone County R-1 School District, which educates children from Ashland and surrounding areas, has earned a reputation of educational excellence, boasting high school graduation rates eight percentage points above the state average and higher than average MAP scores in all subjects and grade levels. In 2003, the school district received "Distinction in Performance" for scoring 100 out of 100 points on the Department of Elementary and Secondary Education MAP test scores. The school district offers numerous student activities, clubs, and sports, including band, choir, performing arts, baseball, softball, football, soccer, volleyball, track, cross country and golf.

## **Public Buildings**

The Southern Boone County Public Library is part of the Daniel Boone Regional Library (DBRL) District and located in Ashland. 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.



## **Environmental Overview**

Communities should complement the natural characteristics of the area as the community continues to expand. The City of Ashland is committed to policies that strive for sustainable development, and mitigate any negative impacts on land, air, water, and vegetation. Recreational opportunities are an asset in the area, and a possible linkage to these areas with future growth strategies should be investigated to capitalize on the availability of these amenities.

### **Geographical/Ecological**

The Ashland area is geographically diverse as it lies in the southwestern reaches of the Claypan Prairie in the Grand Prairie Plain Land Type Association (LTA) and the Outer Ozark Border Alluvial Plain.

The Grand Prairie Plain area is made up of dissected upland plains with less than 75 feet of local relief. The Plain is underlain by glacial till with a thin cover of loess. The LTA was historically more than 75 percent prairie with scattered wetlands and bands of woodlands. Today, the landscape is over 90 percent cropland with pastures and small isolated woodlots.

The prairie landscape around Ashland is also highly affected by its proximity to the Outer Ozark Border Alluvial Plain. This border is the sight of great variations in local relief and soil and vegetation types as displayed in the southwest and southeast areas of Boone County.

The Greater Bonne Femme Watershed area covers 93 square miles, 15 percent of Boone County's land area. Made up of 3 watersheds and 9 surface subwatersheds, the Bonne Femme study area lies between the cities of Columbia and Ashland. The Bonne Femme Watershed Plan, completed in 2007, includes much of the northern portions of Ashland and reaches as far south as Broadway and south of Highway M to the west.

The Plan provides useful insight and strategies for managing land found within a vulnerable group of watersheds. The Plan incorporates many stakeholder perspectives including policymakers, developers, biologists, geologists, and farmers, with the an overall objective of helping Boone County, Ashland, and Columbia adopt procedures and policies to help protect streams in the watershed area, assisting developers and builders with Best Management Practices, and providing cost-share assistance to land-owners for practices to restore and protect the watershed.

Boone County Planning & Building is responsible for the Land Use Planning and Water Quality Restoration in Bonne Femme Creek Watershed through a grant from the Missouri Department of Natural Resources. Part of the City of Ashland lies within the project area.

## Conservation Areas, Outdoor Amenities National Forests

### Outdoor Amenities

Ashland outdoor amenities provide many opportunities to enjoy the natural environment. The Ashland Community Park is located in the core residential area just north of Broadway. Ashland also has a pedestrian plan with designated walking and biking routes. Just outside the city limits of Ashland are several outdoor amenities within driving distance that are of value to the citizens and future growth strategies.

**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.

### Development Constraints

As depicted in **Figure 2.6** Obstacles to Development, the planning study area contains several constraints that should be taken into consideration for future development. These factors, karst topography, steep slopes, and noise exposure, will impact future development to varying degrees.

**Karst Topography:** Located in the northwest of the study area, karsts topography areas are vulnerable to groundwater pollution due to the ease of water flow through the bedrock. These areas are for the most part unsuitable for urban land use expansion and may lead to problems with pipeline breaks, septic system failures, and potential groundwater contamination.

**Steep Slopes:** As depicted on **Figure 2.6** the northwest, southwest, and southeast of the study area all contain steep slope characteristics. Depending upon building design, a site can accommodate structures on grades of zero to 15 percent. Slopes in excess of 15 percent are prohibitive for most uses.

**Noise Exposure:** Aircraft noise is the most important environmental constraint for the continued development of the Columbia Regional Airport. Federal guidelines require airport land use compatibility studies that include establishing 65 decibels as the threshold for residential land uses. As shown in **Figure**

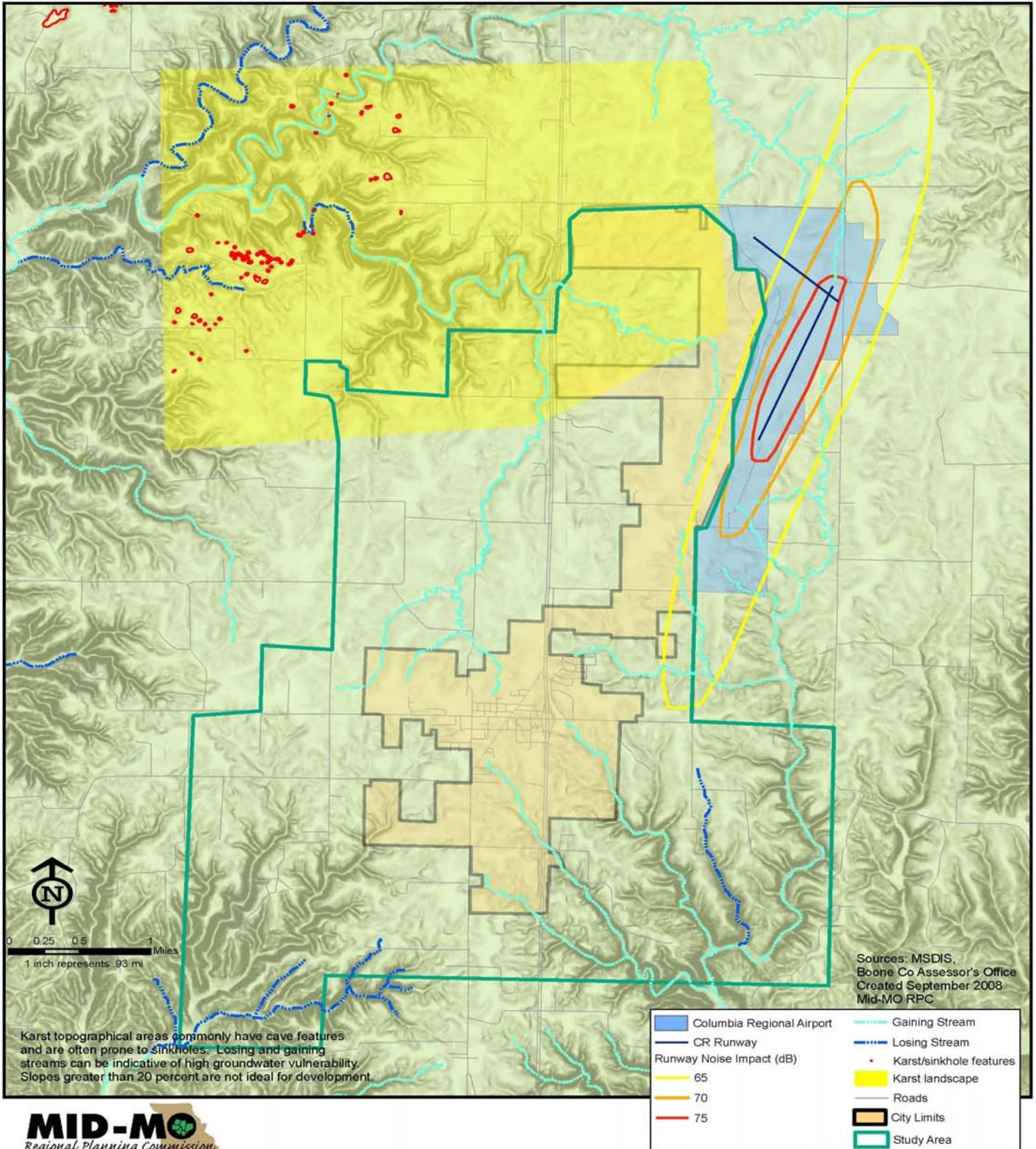


**2.6**, the noise level of 65 db or greater is concentrated within the Columbia Regional Airport property. However, noise exposure should be evaluated for any potential negative impact to future land use proposals. Recreational uses are discouraged within the immediate vicinity of the airport.

Figure 2.6 Obstacles to Development



# Obstacles to Development





## Intergovernmental Coordination

The Intergovernmental Coordination element provides the opportunity to review existing intergovernmental coordination mechanisms and processes of the City of Ashland with other local governments and governmental entities. These coordination efforts can have profound impacts on the success of implementing the guiding principles of the City of Ashland Comprehensive Plan. The purpose of this element is to assess the coordination mechanisms serving the current and future needs of the City of Ashland, and articulate goals and formulate a strategy for effective implementation of community policies and objectives that, in many cases, involve multiple governmental entities.

## Local Governments Entities, Boards, Authorities and Programs

**The Boone County Government** provides service to the unincorporated as well the incorporated communities within its boundaries. The City of Ashland is under the jurisdiction of Boone County Government. The Boone County government has three elected commissioners. A District I (Southern) Commissioner who holds the City of Ashland's best interest at the county level, a District II (Northern) Commissioner, and a Presiding Commissioner. The Commission establishes County policy; approves and adopts the annual budget for all County operations as well as approves expenditures and supervises the operations of Public Works, Planning and Zoning, Building Codes, Human Resources, Purchasing, Information Technology, and Facilities and Grounds Maintenance. The commission ensures county wide compliance in unincorporated area with numerous statutory requirements acting as liaison with County boards, commissions, and other governmental entities. The Boone County jurisdiction collects general revenue taxes at the current rate of .2603 per hundred dollars for the City of Ashland ensuring that this funding stream is available for operation expenses.

**The City of Columbia** is the county seat for Boone County and is also the economic hub for the region providing job to commuters that live in Ashland and other surrounding areas. The City of Columbia is a charter city with a Council-Manager form of government. This form of government, establishes policy and law with the City Manager handling the day-to-day management of the City organization. In addition to being an economic hub for the region the Columbia airport neighbors the City of Ashland Corporate limits which reach northward toward the Columbia.

**The Boone County Sheriff** is an elected official whose primary responsibility is to protect and preserve the general safety and welfare of Boone County residents. The Sheriff's Department is responsible for patrolling the unincorporated areas of Boone County. The Sheriff's Department is also responsible for serving all criminal warrants and civil process papers issued to the Department from the Thirteenth Judicial Circuit Court.

**The Boone County Board of Education** is a seven member board that governs the southern Boone county school district, which includes the Southern Boone High School, Southern Boone Middle School, Southern Boone Elementary School and Southern Boone Primary School. The Southern Boone County school facilities are all located in the City of Ashland.

**The Southern Boone Chamber of Commerce** 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** 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.



**The Southern Boone County Fire Protection District** includes Ashland and is funded by real-estate taxes collected from Southern Boone County residents. The Southern Boone County Fire Protection 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 for the Southern Boone County Fire Protection District is provided by the Columbia/Boone County Joint Communications Center.

**Economic Development Advisory Committee (EDAC)** is a service provided by Mid Missouri Regional Planning Commission (MMRPC). 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.

**MMRPC Economic Development Advisory Committee (EDAC)**—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.

**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. Therefore Ashland being a member of the MMRPC allows the City of Ashland ample opportunity to Department of Homeland Security grants opportunities.

**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.



## State Government Entities, Boards, Authorities and Programs

**Missouri Department of Natural Resources (MoDNR)**—MoDNR oversees certification of public drinking water system operators as well as wastewater treatment plant operators. DNR also regulates stormwater National Pollutant Discharge Elimination System (NPDES) permits. Ashland’s current population is not so numerous as to require adherence to Phase II regulations. However, preparation for permitting under Phase II regulations may be of value to Ashland’s stormwater system. The City of Ashland also received funding for the development of a new drinking water well and storage tower through a MoDNR grant and matching funds from the Drinking Water State Revolving Fund Leveraged Loan Program (beginning state fiscal year 2009).

**Missouri Department of Transportation (MoDOT)** maintains the several state routes that run through or near Ashland, including State Routes M, MM, Y, DD, and H. MoDOT also sees to the maintenance of U.S. Highway 63, the primary north/south corridor for Ashland and Boone County. Boone County lies within MoDOT District 5. Listing and prioritization of Boone County transportation projects for District 5 is undertaken by the MMRPC, a MoDOT District 5 Planning Partner, of which Ashland is a member community.

### **Missouri Department of Economic Development (MoDED)**

The Department of Economic Development administers a wide array of programs designed to enhance Missouri's economy in the 21st Century. It is composed of agencies that execute statutory requirements and department policy in the areas of community, economic and workforce development. The agency provides funding and technical support to assist the city of Ashland in promoting economic development



## **Federal Governments Entities, Boards, Authorities and Programs**

**United State Department of Agriculture (USDA)** is a federal organization that supports programs such as essential public facilities and services as water, sewer, housing, health clinics, emergency service facilities and electric and telephone service. USDA promotes economic development by supporting loans to businesses through banks and community-managed lending pools. These programs are for the improvement of quality of life for all of rural Americans. The City of Ashland has opportunity for low interest loans and grants through the USDA.



## Services & Facilities

**Tax Assessment:** The City of Ashland, having no City Assessor, relies on the Boone County Assessor's office for its list of taxable real and tangible property and assessment of that property. In 2008, the property tax rate was set at \$.2966 with \$.2603 going to general revenue and \$.0363 to debt service. The sales tax rate was set at \$.0705.

**Columbia/Boone County Joint Communications Center:** In 1977, the emergency services in Boone County combined their individual dispatching services into one operation known as the Columbia/Boone County Joint Communications Center. Located in the police station in downtown Columbia, the center services the following organizations: Boone County Fire Protection District, Boone County Sheriff's Department, Columbia Police Department, Columbia Fire Department, Boone Hospital Center Ambulance, University Missouri Hospital Ambulance and Southern Boone County Fire Protection District. An advisory committee consisting of representatives of the user agencies manages the operation. It is funded on a percentage of use basis by the various subscribing organizations. This center provides the primary dispatching for all the aforementioned agencies and maintains the technical hardware necessary to provide this service. Additionally, the system is driven by a computer aided dispatch program and supported by an enhanced 9-1-1 telephone system which is funded, in part, by a tax on local telephone bills.

**Building Inspection:** The Boone County Director of Planning and Building Inspections has a contract with the City to provide building inspections. The Building Division also performs inspections for all of the smaller communities in Boone County, with the exception of McBaine and Huntsdale unless required by the Boone County Fire Marshal. This service is done on a contractual basis; fees are charged at the same rate as for structures in the unincorporated parts of the County. Inspection procedures are the same, unless directed otherwise by the individual community.

**Animal Control & Sewer Inspection:** Ashland has a contract with the Boone County Health Department for animal control and on-site sewer inspections.

**Roads:** The Director of Boone County Public Works has agreements on all road related issues. Boone County and the City of Ashland have an agreement to each remove snow from roads in their respective jurisdictions with a number of explicitly stated exceptions. In the case of certain roads, the City or County will perform snow removal in the other's jurisdiction.

A maintenance plan is in place which includes agreements for grading of surfaces and road ditches, replacing gravel and mowing rights-of-way. The agreement enumerates the roads which shall be maintained by one or the other entity though they may lie in the other's jurisdiction. Under this agreement, sign repair/replacement, speed limits, law enforcement, driveway permits and culvert replacement remain with the jurisdiction.

The City of Ashland and Boone County Public Works have and will continue to work together on road issues surrounding Columbia Regional Airport. Specifically, the two entities have discussed the status of Angel Lane, its repair and improvement.

**Regional Sewer:** Boone County government, the University of Missouri, and the City of Ashland contract for a regional sewer study, The Two Mile Prairie Regional Sewer Study, to evaluate locations for a regional sewer facility in southern Boone County.

In 2008, a task force assigned to assist the project consultant Donahue and Associated recommended the current City of Ashland treatment plant location as the most viable location for a regional facility. The regional site is preferably to a smaller plant as the areas grows as it is more efficient and safer environmentally to operate a larger plant than several smaller ones. The study also indicated it would be more cost effective to pump the wastewater from the airport to the Ashland site, rather than the other sites being considered.



**Business Services & Economic Development:** The Southern Boone County Chamber of Commerce promotes and supports businesses in Southern Boone County. The Southern Boone Chamber of Commerce and its Economic Development Committee, along with the Ashland City Council, are committed to developing responsible growth while maintaining the quality of life currently enjoyed by local residents. Wastewater and other infrastructure development is occurring through the efforts of local, state and national input in preparation for serving technical and high-tech industries that wish to explore a move to the area. A broadly based community development program is underway to achieve a sense of involvement by all citizens.

# CHAPTER 3 COMMUNITY VISION, GUIDING PRINCIPLES AND VALUES





## **SECTION 3 - COMMUNITY VISION AND GUIDING PRINCIPLES AND VALUES**

The City of Ashland Comprehensive Plan is intended to serve as a guide for decisions affecting the City over the next twenty years. The Comprehensive Plan should be updated every five years and a major revision completed at least every ten years.

In order for the plan to be effective, it should represent the values and a cooperative vision of the residents of the City of Ashland. The vision and accompanying guiding values and strategies were formulated through discussions with members of the City of Ashland Planning Commission and City of Ashland staff. These groups also completed a visual preference survey prepared by the Mid Missouri Regional Planning Commission (MMRPC) to assist them in their visioning processes.

*VISION: The vision of the City of Ashland is to preserve and enhance the city's unique "small town heritage", to preserve its historic and environmental character, and to provide a high quality of life through a sustainable development pattern. We will strive to preserve and enhance the quality of our neighborhoods, create employment opportunities, provide a diversity of recreational pursuits, and ensure a safe living environment.*

*We will engage in collaborative planning with our residents and other political subdivisions. We are committed to maintaining downtown as a focal point of the community, the continued development of a prosperous economic base, and protection of the natural environment. We value our quality education and recognize the importance of youth in shaping the present and the future of the Ashland community.*



## GUIDING VALUES AND STRATEGIES

The City of Ashland promotes the following ten guiding values and strategies for the community.

### **Create a harmonious and efficient community growth pattern. (Land Use)**

Ashland will be a better place if development is managed and well-planned. The community should shape its future, rather than simply letting it happen. The plan for the future should emphasize enhancing the essential characteristics of Ashland, and growth should be consistent with the principles outlined in the comprehensive plan.

### **Coordinate investments in public facilities and services. (Public Utilities)**

Ashland's streets, utilities, parks, and public buildings are essential core elements of the community. The development of coordinated investments in these services will reduce long-term costs, and make Ashland a more desirable community in which to live and work.

### **Preserve open space, farmland, and critical environmental areas. (Natural Environment)**

Ashland supports a growth pattern that focuses and concentrates development and minimizes negative impacts on farmland and critical environmental areas. Developments should incorporate open space areas in order to preserve significant natural systems (i.e. drainage, flood plain), and provide habitat for wildlife where appropriate.

### **Expand and broaden the community economic development opportunities. (Economic Development)**

Ashland should help local businesses and industries prosper. The City should actively seek and promote new development opportunities that are compatible with the community. The continued improvement of a strong economic development program will maintain and create jobs, and increases the tax base which is vital to Ashland's future prosperity and quality of life.

### **Promote intergovernmental cooperation, and encourage community and stakeholder collaboration in development decisions. (Intergovernmental and Public Participation)**

City government should be an active partner in executing the community's vision. Ashland has a rich diversity of people and organizations and the involvement of individual citizens, businesses, and organizations in both private and public endeavors will create a stronger sense of community stewardship. Attaining Ashland's long-term vision requires the active participation of both the public and private sectors

### **Promote design principles intended to create an attractive community with respect to the natural environment and adjoining properties. (Community Design and Appearance)**

Attractive quality design is important to all future public and private improvements. Ashland's identity should be reflected in common themes depicted in consistent visible ways. Ashland should emphasize and enhance the development of the downtown business district in a manner that is consistent with the current built environment and community character. The western border runs Main Street from Johnson to Ash and includes all four corners of Broadway (Main Street intersection). The southern boarder runs from Main Street to Henry Clay. The eastern border runs from Henry Clay from Johnson to Redbud Lane. The northern boundary runs from Redbud Lane to Bass, along Bass to Ash and Ash to Main Street.

### **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. (Transportation)**

The City should establish a safe, convenient, and interconnected transportation network throughout the community and surrounding area. The City will collaborate with Boone County and MoDOT in transportation planning concerns.

### **Promote a mix of housing opportunities and choices. (Housing)**

A range of housing choices and opportunities should be available that serve a broad range of incomes, lifestyles, and age groups to residents. The community's housing stock should allow people to remain life-



long Ashland residents by providing individuals and families opportunities to move into alternative forms of housing as their needs change over time.

**Ensure public health and safety. (Quality of Life)**

Ashland will enhance and protect the quality of life of the residents of Ashland by meeting the needs of the community through responsive, innovative leadership. The leadership will meet the changing needs of the community through a well trained work force that pro-actively meets the challenges of providing excellent customer service and public protection. Providing quality service delivery, community education, and promptly meeting the needs of the citizens in an efficient manner will be the cornerstones of the leadership's direction.

**Develop a diversity of parks and open spaces in the community (Parks and Recreation)**

The City should strive to maintain a balance of neighborhood and community parks and open spaces, and attempt to develop an interconnected trail system in the community. The City will continue to collaborate with the Southern Boone County School District, and local organizations such as the Optimist Club to efficiently offer indoor and outdoor recreational opportunities and programs to meet the community's needs.

## **Guiding Value #1: Create a harmonious and efficient community growth pattern.**

**Land Use Goal:** Development Opportunities should be compatible with neighboring uses, Ashland's existing character, the natural environment, and should be at a rate of growth or development that is orderly and well-planned.

**Objective 1:** Ensure adequate area within the City of Ashland for all permitted uses.

Strategies:

- a. Annex land as needed to control development.
- b. Anticipate infrastructure improvements in areas where development is desirable.
- c. Reserve adequate commercial/industrial zoned areas adjacent to the Columbia Regional Airport for large-scale commercial and manufacturing uses.

**Objective 2:** Reduce larger scale land use conflicts.

Strategies:

- a. Use the Future Land Use Plan as a guide for land use decision making.
- b. Use city regulations as a tool to support the preservation of desirable neighborhood characteristics (i.e. property maintenance codes).
- c. Adopt and use site plan review to ensure compatibility between existing and new developments.
- d. Large, single purpose big box developments should be located along arterial highways in designated commercial or industrial/manufacturing areas.

## **Guiding Value #2: Coordinate investment in public facilities and services.**

**Public Utilities Goal:** Development should be planned for areas where the basic infrastructure, such as transportation, sanitary sewer, water supply, and police and fire protection can be efficiently and economically provided while maintaining the quality service to the existing developed areas within the City.

**Objective 1:** Plan for the expansion of services and facilities to meet anticipated demand.

Strategies:

- a. The City of Ashland will promote 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 within the City of Ashland Comprehensive Plan.
- b. Develop adequate and safe systems for wastewater to serve current and future demand. Manage and control storm water runoff to prevent flooding, prevent erosion, and minimize impacts to the existing drainage infrastructure including downstream impact.
- c. Private sector developers or property owners shall pay for utility line extensions and upgrades. 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.
- d. Continue to review and prioritize the yearly capitol improvements program to provide a public forum for approving and scheduling capitol improvements and major equipment purchases for all city departments.
- e. Ensure that electric and natural gas utility service is compatible with the needs of a growing community.
- f. Provide neighborhood playgrounds within walking distance of new residential developments.



### **Guiding Value #3: Preserve open space, farmland, and critical environmental areas**

**Natural Environment Goal:** Ashland will strive to be a community that considers the natural environment in its decision making, and will strive to minimize adverse impacts on the surrounding natural and agricultural environment.

**Objective 1:** Protect (and improve) the natural environment in and the surrounding area of Ashland.

Strategies:

- a. Control and improve the quality of storm water run-off.
- b. Adopt stream buffer setbacks as recommended in the Bonne Femme Watershed Plan.
- c. Consideration of development constraints, steep slopes, karst topography, streams and/or flood plains in development decision making.

**Objective 2:** Minimize the effect of new development on the environment.

Strategies:

- a. Encourage compact development within Ashland’s corporate boundary.
- b. Discourage and (when possible prevent) un-planned, low density development on the periphery of the City.
- c. Revise zoning and subdivision regulations as necessary to ensure that new developments reflect current environmental best management practices.
- d. Investigate implementation of a Tree Preservation Ordinance for new developments.

### **Guiding Value #4: Expand and broaden the community economic development opportunities.**

**Economic Development Goal:** Promote Ashland to be a viable community that: 1) is able to support desired community facilities and services, 2) provides employment opportunities for residents, 3) meets the shopping and service needs of its residents and visitors, and 4) stimulates private investment.

**Objective 1:** Maintain the downtown business district as a focal point in the community.

Strategies:

- a. Plan and implement a streetscape design to make downtown Ashland more appealing and functional.
- b. Investigate State of Missouri Economic Development and federal programs for tax credit incentives for a building facade improvement program, and other downtown revitalization improvements.
- c. Develop a downtown business district organization modeled after the Missouri Main Street program.

**Objective 2:** Promote a strong, diversified economy that provides a wide range of employment and career opportunities for current and future residents.

Strategies:

- a. Guide new technological, industrial, and commercial development to appropriate areas of the community.
- b. Provide for the opportunity for larger scale developments at the intersection of major road corridors and within the Columbia Regional Airport vicinity.
- c. Continue to work with all levels of government and various economic development organizations, including the Ashland Business Community (Chamber of Commerce), to cooperatively promote opportunities for investment and job creation in the Ashland area.

**Objective 3:** Ensure that city expenses are equitably distributed.

Strategies:

- a. Promote annexation of appropriate adjacent properties that benefit from city infrastructure, services, and facilities.
- b. Extend utilities to properties beyond the corporate limits only if the owner has signed an agreement to voluntary annex. Existing properties and neighbors receive highest priority for benefits.

### **Guiding Value #5: Promote intergovernmental cooperation, and encourage community and stakeholder collaboration in development decisions.**

**Intergovernmental Cooperation Goal:** The City of Ashland should foster coordination and cooperation with other governing bodies.

**Objective 1:** Engage Intergovernmental Corporation and services will allow for valuable decision making of public funds.

Strategies:

- a. Coordinate land use planning decision-making and economic development opportunities with officials of Boone County and neighboring cities. The City of Ashland should develop and formalize an intergovernmental agreement with Boone County concerning development of unincorporated land outside Ashland's boundaries.
- b. Ashland and Southern Boone County School district should cooperate 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 of Boone County that do not have adequate capacity of utilities and services that are necessary for such developments.

**Public Participation Goal:** Encourage and promote opportunities for public participation in the community and economic development process.

**Objective 1:** Residents have a stakeholder's interest in the community decisions.

Strategies:

- a. Rely on the City of Ashland Comprehensive Plan as a guide for decisions involving zoning, work programs, future development and capitol 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.

### **Guiding Value #6: Promote design principles intended to create an attractive community with respect to the natural environment and adjoining properties.**

**Community Design and Appearance Goal:** Ashland will become a community that is distinguished by its scale of design, the preservation of natural and historic resources, and evidence of civic pride.

**Objective 1:** Maximize the aesthetic impact of public spaces.



Strategies:

- 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.

**Objective 2:** Create a sense of place for the City.

Strategies:

- a. Protect and enhance entranceways to the City of Ashland.
- b. Prevent sprawl and proliferation of commercial uses outside of designated commercial areas.

**Objective 3:** Promote aesthetic qualities on private property.

Strategies:

- a. Utilize sign regulations, zoning and subdivision ordinances to implement the policies of the comprehensive plan.
- b. Actively enforce property maintenance code.
- c. Encourage residential design where the automobile does not dominate residential streetscapes. (Garage placement and off-street parking)

**Guiding Value #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.**

**Transportation Goal:** Encourage the development of an integrated and environmentally compatible system of highways and streets, mass transit facilities, non-motorized vehicles, and pedestrian facilities which will provide effective and safe traffic circulation and easy accessibility to all parts of the City of Ashland with a minimum of conflict and congestion.

**Objective 1:** Develop multi faceted transportation services.

Strategies:

- a. Improve business access to regional commercial and industrial markets.
- b. Improve Highway 63 at Route H Interchange
- c. Provide connectivity between neighborhoods and commercial activity centers.
- d. Prioritize planned street network system improvements with appropriate timetable.
- e. Promote street patterns that provide maximum safety and mobility for all modes of transportation.
- f. Investigate the needs and investment in transit improvements that address community needs, including job commuters and transit-dependent populations, such as the elderly and low-income individuals.

**Guiding Value #8: Promote a mix of housing opportunities and choices.**

**Housing Goal:** The development of residential environments that promote and protect property values, prioritize the maintenance and rehabilitation of existing housing stock, and the provision of safe, and sufficient homes for all residents of Ashland that recognize the needs of all citizens – including the elderly, low and moderate income, and disabled.

**Objective 1:** Promote affordable housing for all income levels.

Strategies:

- a. Promote that new housing developments represent a variety of housing types and costs appropriate to the neighborhood.
- b. Encourage the inclusion of affordable housing units in new subdivisions.
- c. Ensure infill development and redevelopment in established neighborhoods is compatible with the use and scale of existing residences.
- d. Protect the character of residential neighborhoods from the encroachment of incompatible land use and traffic patterns.
- e. Encourage the maintenance of existing housing stock.

**Guiding Value #9: Ensure public health and safety.**

**Public Health and Safety Goal:** Protect and serve the community so that residents and visitors of Ashland are safe.

**Objective 1:** Ensure community safety.

Strategies:

- 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 high-quality first responder service as part of the emergency medical care system.

**Guiding Value #10: Develop a diversity of parks and open spaces in the community.**

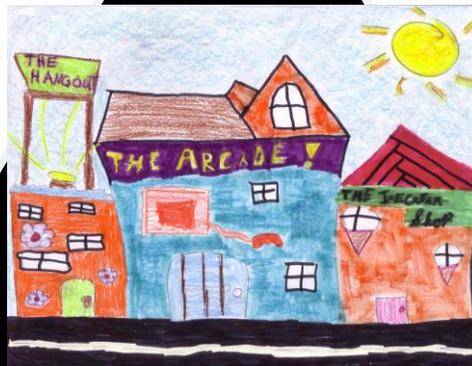
**Parks and Recreation Goal:** Provide adequate and appropriate recreational and park facilities, bikeways, sidewalks and walking trails.

**Objective 1:** Develop recreation amenities for residents.

Strategies:

- a. Develop a park plan for all existing and future parks in the city and its planned growth areas.
- b. Provide for a full range of park and recreation activities with both active and passive recreational facilities.
- c. Identify green corridors and provide on- and off-road walking/bicycle trails to possibly link area parks, and community facilities.
- d. Strive to achieve a spatial distribution of parks so that citizens of Ashland have convenient access to facilities.
- e. Explore all federal and state grant opportunities for park acquisition, development and maintenance.
- f. Construct or redesign parks as needed over time with resident input to better serve their needs and create neighborhood stewardship of parks.

# CHAPTER 4 COMMUNITY IMPROVEMENTS STRATEGY





## SECTION 4- COMMUNITY IMPROVEMENTS STRATEGY

### Overview of Strategy:

The following section lists community improvements that have been identified in the planning process. These activities, ranging from the development of a downtown redevelopment strategy to transportation network improvements, are intended to provide a simple reference strategy for community leaders.

Existing and Future Commercial and Industrial Land Uses (Figure 4.1) and Improvement Strategy and Community Vision (Figure 4.2) identifies activities through the planning process that would enhance community development.

### Economic Development

#### Downtown Revitalization Plan

The City of Ashland should undertake the process of developing a downtown revitalization plan. The purpose of undertaking a revitalization planning effort in the downtown area is to develop a strategy that encourages private investment and business opportunities and reinforces the area as a community focal point.

This revitalization effort should focus on redeveloping the downtown area while incorporating signs of civic pride and community heritage. The goal of a downtown plan is to help existing businesses, including re-establishing the properties in-use in the downtown core, increasing property tax values and sales tax opportunities, increasing awareness of the downtown area by developing community events, and establishing the downtown area as the community center. In addition, a downtown planning strategy will allow community leaders the opportunity to develop the community's vision for the area, and the ability and opportunity to participate in downtown revitalization programs such as the DREAM Initiative and Missouri Main Street Program.

In the development of a downtown revitalization plan, four key areas will need to be addressed for the effort to be successful. These areas are:

1. **Organization-** involves building a framework of partners that represents civic groups, downtown business owners, bankers, public officials and the Chamber of Commerce. The organization is a key component in developing a successful revitalization plan.
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 organization, 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.



## **DREAM Initiative**

The State of Missouri implemented a program called the DREAM (Downtown Revitalization and Economic Assistance for Missouri) Initiative in 2006. This program chooses six to ten communities per year as designated DREAM communities. The program provides a comprehensive, streamlined approach to downtown revitalization that provides unified approach in technical and financial assistance programs. The program centralizes state departments and programs to substantially shorten the redevelopment timeline for the community. For a community to be selected to participate in the DREAM Initiative, the community must develop a viable plan for the renovation, rehabilitation and revitalization of the downtown area. This plan by the community must present a comprehensive approach to downtown revitalization rather than single-project events. The community must have the capacity to responsibly undertake such an initiative and the community must have the ability to attract and maintain private investment.

## **Financing Opportunities**

There are multiple economic development tools available that may assist in financing downtown revitalization efforts. These tools include community improvement districts (CID), neighborhood improvement districts (NID), transportation development districts (TDD), and tax increment financing (TIF). Following is a brief description of these programs:

- Neighborhood Improvement District (NID)- A specified area in which the city is authorized to impose special assessments to pay for public improvements that benefit on property that is located within the district.
- Transportation Development Districts (TDD) – Special taxing district authorized to levy sales tax, special assessments and/or property tax to pay for transportation projects.
- Community Improvement District (CID) – Special taxing district authorized to levy sales tax, special assessments and/or property tax to pay for a wide variety of improvements and service within the boundaries of the district.
- Tax Increment Financing (TIF) -- Blight remediation costs reimbursed by incremental increases in property and economic activity taxes achieved through development.
- MODEAS, Missouri Downtown Stimulus Act -- Enhanced version of TIF applicable only to blighted central business district of city.

There are also other funding sources to address downtown redevelopment. The State of Missouri community development block grant program (CDBG), the historic preservation tax credit program, and the loan guarantee for tax credit program all may offer opportunities to promote downtown redevelopment and/or funding assistance to eligible businesses in the area.

## **Planned Commercial/Industrial Areas**

As represented Existing and Future Commercial and Industrial Land Uses (Figure 4.1) the City of Ashland has positioned itself to accommodate future growth of the Columbia Regional Airport. The City has identified the area surrounding the airport as a commercial/industrial use area, with land use plans and zoning classifications representing this vision. It will be necessary to address transportation improvements in this area as development occurs. Major improvements include addressing the US 63/Rte H interchange, and the reconstruction of Angel Lane.

East Ashland Plaza, located in the southeast quadrant of the intersection of US 63 and Highway Y, is a 30 acre site suitable for regional commercial retail activity. The site has proper zoning, and is ready for



development. With the site's prime location on US 63 between Columbia and Jefferson City, regional retail and services (restaurants) would be viable tenants.

Downtown revitalization is another commercial activity that City leaders should prioritize. The community's identity is associated with the downtown area, and development of the area in concert with the "heritage" of the area would be beneficial.

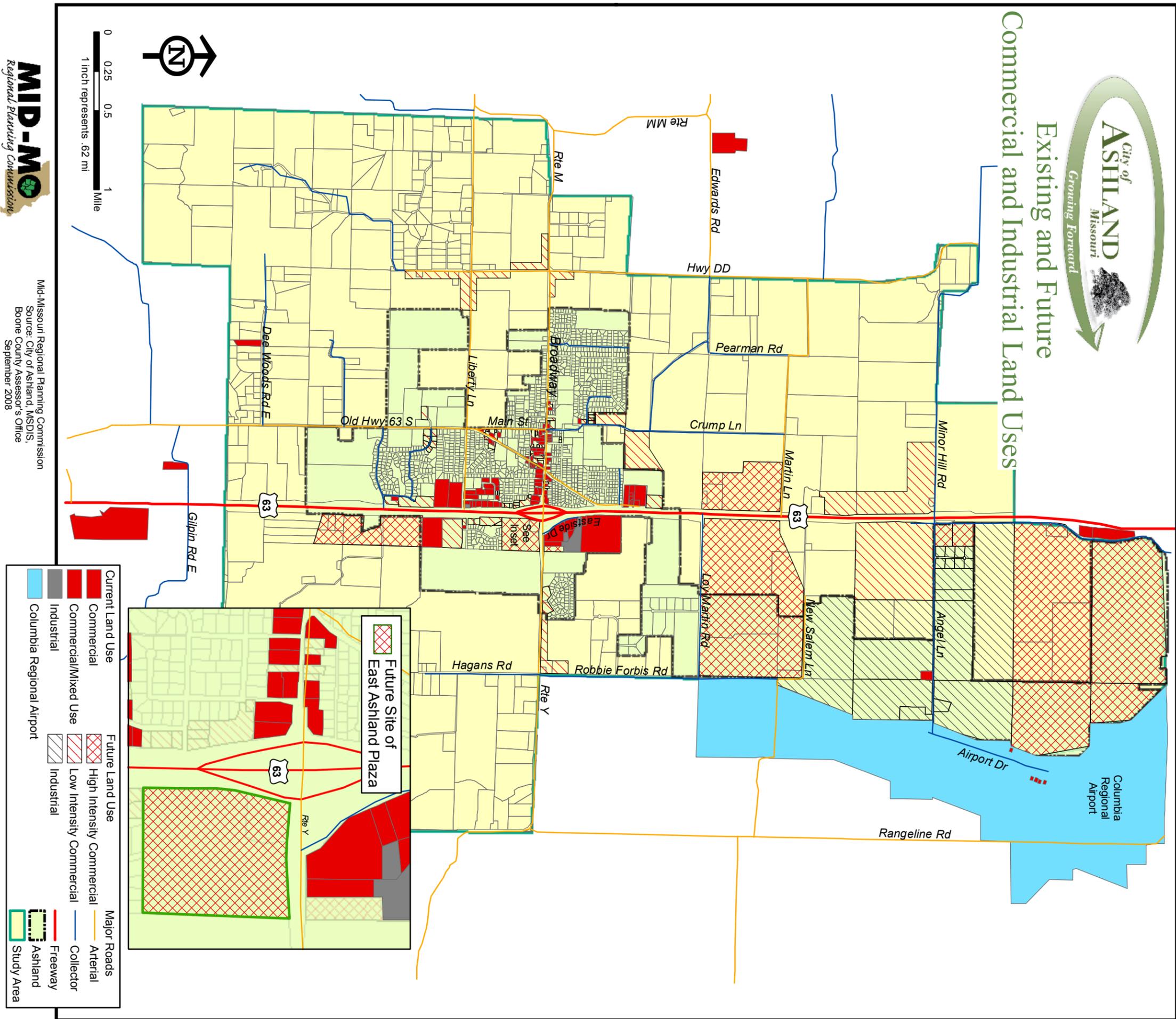
### **Annexations**

The City of Ashland has positioned itself well to address future residential and commercial/industrial needs in the community. As of December, 2008 the City had 277 platted residential lots available for development. The 30 acre East Ashland Plaza provides retail opportunities in the area. While the City has ample properties available for commercial/industrial use near the Columbia Regional Airport, annexations of unincorporated areas abutting the corporate limits may be appropriate for commercial/industrial uses abutting the Columbia Regional Airport.

The City should make efforts to incorporate any unincorporated island tracts that exist. A 10 acre parcel and a 15 acre parcel located off Highway 63 in the southern area of the corporate limits are completely surrounded by the City of Ashland.



Figure 4.1  
Existing and Future  
Commercial and Industrial  
Land Uses



# Figure 4.2 Improvement Strategy & Community Vision

## City of Ashland Guiding Principles and Values

- Create a harmonious and efficient community growth pattern (Land Use)
- Coordinate investment in public facilities and services (Public Utilities)
- Preserve open space, farmland, and critical environmental areas (Natural Environment)
- Expand and broaden the community economic development opportunities (Economic Development)
- Promote intergovernmental cooperation, and encourage stakeholder collaboration in development decisions (Intergovernmental and Public Participation)
- Promote design principles intended to create an attractive community with respect to the natural environment and adjoining properties (Community Design and Appearance)
- Develop a coordinated transportation system that meets the local and regional access needs or residents, and promotes the use of all modes of transportation (Transportation)
- Promote a mix of housing opportunities and choices (Housing)
- Ensure public health and safety (Quality of Life)
- Develop a diversity of parks and open spaces in the community (Parks and Recreation)

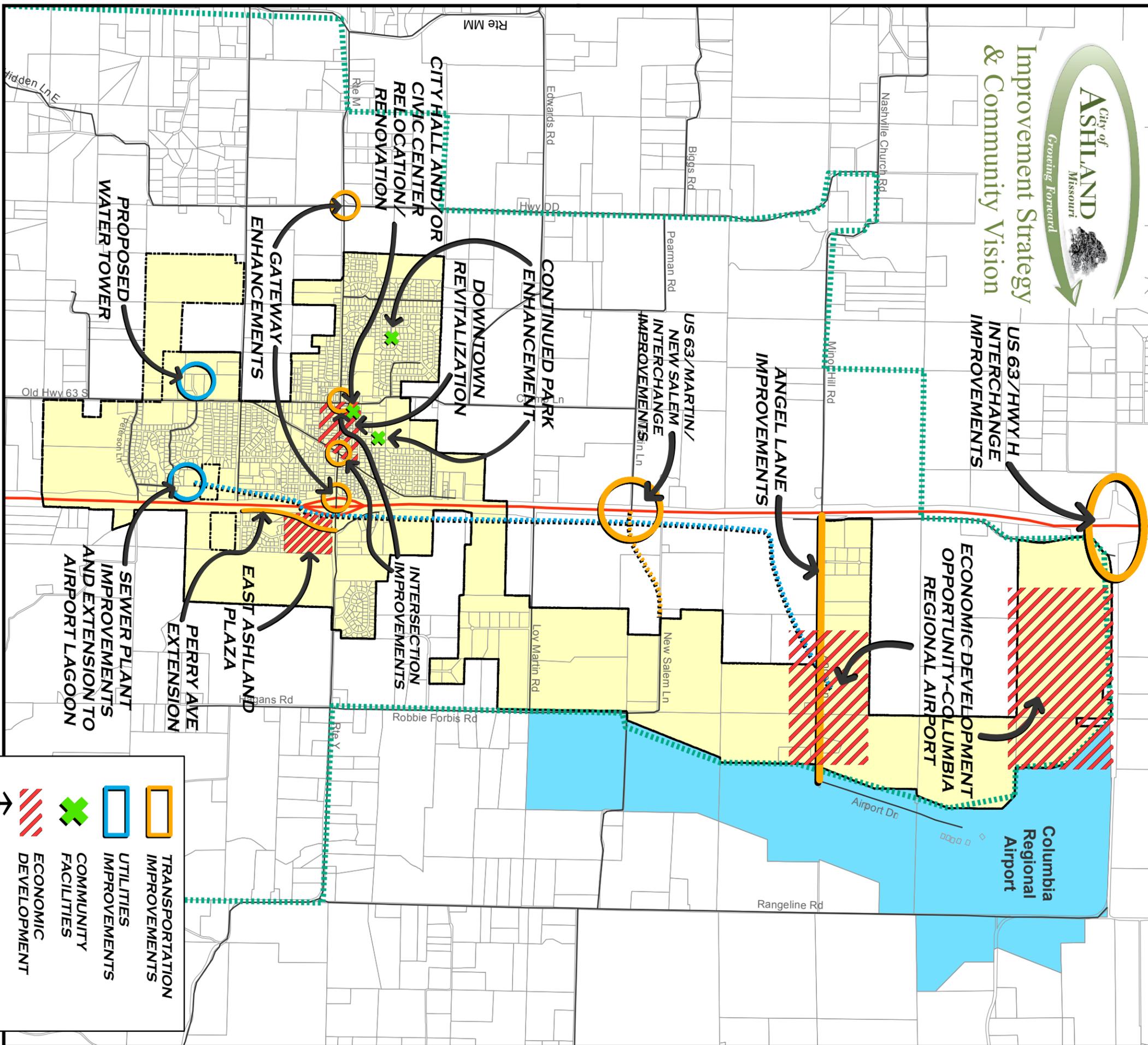
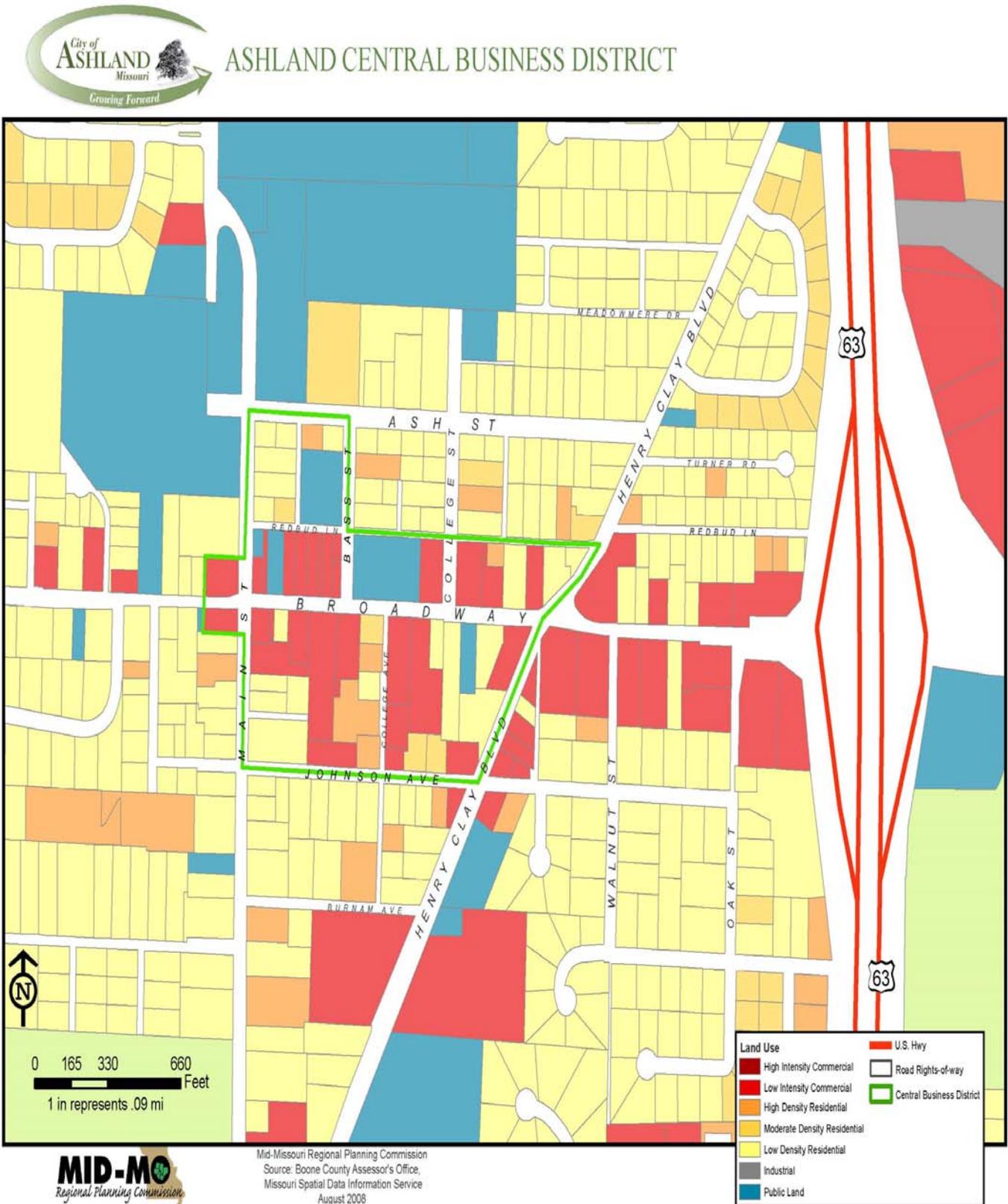




Figure 4.3 Ashland Central Business District





## Roadway Plan- Improvements

- Overpass- 63 and H (others)
- Street improvements
- Pedestrian Plan
- Gateways and Key Intersections

A number of additions and rehabilitations are necessary to keep Ashland's transportation system running smoothly in the coming years. These include the addition of overpasses, resurfacing, pedestrian infrastructure, and beautification projects. It is crucial that Ashland's transportation system not only continues to allow efficient movement throughout the community but also helps contribute to the community's sense of place. Major improvements to the City's transportation network include:

- The continued promotion of the need for an overpass at U.S. 63 and Highway H to improve the accessibility of the Columbia Regional Airport from the region's major north-south artery. (overpass)
- Perry Avenue Extension.
- Chip and seal work, microsurfacing, and reconstruction of a number of major roadways will keep traffic flowing smoothly through the community (street improvements).
- Improvements to Angel Lane will provide a possible southern access to Columbia Regional Airport and potential for the development of a commercial and industrial opportunity zone.
- Efforts toward greater connectivity of smaller roads will reduce traffic on Ashland's busier roads.
- Restoration of existing sidewalks and the addition of new sidewalks and trails will increase the community's ability to sustain viable pedestrian/bicycle mobility (pedestrian plan). Connectivity of sidewalks from development activity should be encouraged.
- Intersection improvements at Broadway and Main Street and at Broadway and Henry Clay Boulevard.
- Landscaping and signage at city gateways and major intersections will add to Ashland's sense of place and act as a visible and obvious indication of the town's investment in itself.
- Other possible long term interchange improvements at U.S. 63 and Martin Lane and along U.S. 63 south of Broadway and Highway Y show promise for continued growth along Ashland's north-south corridor.

## Overpasses

The City has continued to promote the need for an overpass at the US63/Rte H intersection. The interchange improvements would enhance safety as well as improve access to and from the Columbia Regional Airport. Longer term overpass improvements identified include the US 63 and Martin/New Salem Roads, and 63 and Rt. A, south of the existing Ashland corporate limits.

## Street Improvements

The City of Ashland Public Works Department should continue its ongoing street maintenance program. Improvements would include micro surfacing, chip and seal repair, and concrete improvements. Recently (Fall 2009), the City identified completed improvements on 22 of the City's streets. Currently, street repairs are paid for out of the City's general revenue fund and capital improvements fund.

## Pedestrian Plan

A healthy, well-connected pedestrian network can have many benefits for a city. Aside from the obvious advantages of fostering a less sedentary lifestyle for residents, the pedestrian network can have strong psychological, social, and economic effects and, if the network is strong enough, can relieve pressure from traffic on the community's roadways by reducing the number of drivers. Without good sidewalks and



trails, automobiles are required even for the most basic trips outside the home. This situation leaves those too young to drive, the elderly who no longer drive, and others who simply would prefer not to drive without a means to shop, travel to parks or even to make social contacts.

The pedestrian plan is a crucial part of a community’s infrastructure because it ensures that the elderly can remain a viable part of that community. It allows children to gain some independence by walking to meet friends or to the park rather than relying on parents to drive them everywhere. The downtown commercial area, as well as other commercial areas of Ashland, can be strengthened by increasing the connectivity of their internal sidewalks and ensuring that they are connected to nearby residential neighborhoods. The ability to walk or ride a bicycle to many parts of Ashland would add a level of diversity to the community’s transportation system.

Connectivity of sidewalks between developments should be emphasized. An interconnected system of sidewalks is a basic design feature that should be embraced by Ashland.

Sidewalks connecting the Palomino Subdivision to the middle school, Main Street sidewalk improvements to promote “safe routes to school,” and Broadway west of Main Street should all be priorities.

### **Gateways and Key Intersection Enhancement**

The enhancement of community landscapes in the City of Ashland should be encouraged. This includes involvements of citizens in public programs such as gateway enhancement. Landscaping, such as trees, shrub massing, perennials, raised planters, stone walls, and landscape berms, to enhance significant community entrances, entrances to community parks and key intersections would be beneficial in fostering Ashland’s pride and identity.



## **Utility Improvements**

### **Water System Improvements**

The City identified in its water system planning the need for an additional elevated water storage tank and water well improvements. In December 2008, it was announced by community leaders that a \$500,000 grant had been awarded to the City by the Department of Natural Resources to address these issues.

### **Sewer Treatment Plant Upgrades**

The primary treatment plant, located in the southwest area of Ashland (west of Highway 63 and south of Liberty lane), has a current permitted treatment capacity of 290,000 gallons/day. Current plant upgrades, to be completed in 2009, and increase the treatment capacity to 500,000 gallons/day. A secondary treatment facility is located nearby and serves the Columbia Regional Airport area. This is a one cell lagoon system of limited treatment capacity. The extension of a sewer line from the treatment facility to the airport should be addressed.

## **Community Facilities**

### **Municipal Building**

The City Council has launched an effort to renovate the City Hall. The City appointed a committee to research various options and associated costs. City Hall is a core facility in the downtown business district and this identity should be considered important in any future downtown revitalization planning efforts. A new police station might be a component of any new municipal complex.

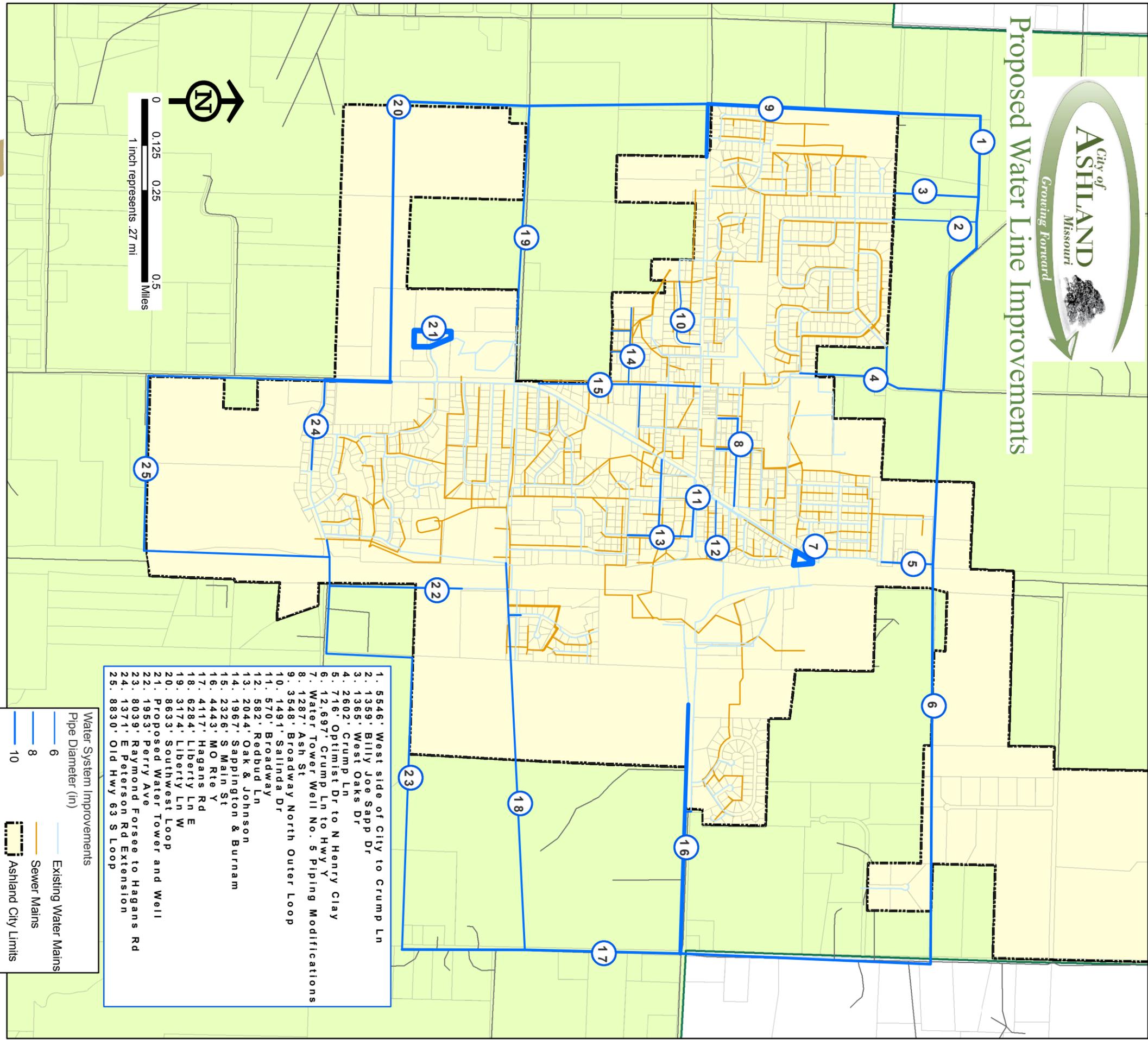
### **Civic – Community Center**

Many communities have developed community or civic centers that address several community needs. The library, community theatre, and other recreational uses could all be combined into a community facility.

Figure 4.4  
Proposed Water Line  
Improvements



Proposed Water Line Improvements



1. 5546' West side of City to Crump Ln
2. 1359' Billy Joe Sapp Dr
3. 1365' West Oaks Dr
4. 2602' Crump Ln
5. 716' Optimist Dr to N Henry Clay
6. 12,697' Crump Ln to Hwy Y
7. Water Tower Well No. 5 Piping Modifications
8. 1287' Ash St
9. 3548' Broadway North Outer Loop
10. 1491' Sallinda Dr
11. 570' Broadway
12. 582' Redbud Ln
13. 2044' Oak & Johnson
14. 1967' Sappington & Burnam
15. 2326' S Main St
16. 4443' MO Rte Y
17. 4117' Hagans Rd E
18. 6284' Liberty Ln E
19. 3174' Liberty Ln W
20. 8633' Southwest Loop
21. Proposed Water Tower and Well
22. 1953' Perry Ave
23. 8039' Raymond Rd Extension
24. 1371' E Peterson Rd Extension
25. 8830' Old Hwy 63 S Loop

**Water System Improvements**

Pipe Diameter (in)

- 6
- 8
- 10
- 12

Existing Water Mains

Sewer Mains

Ashland City Limits

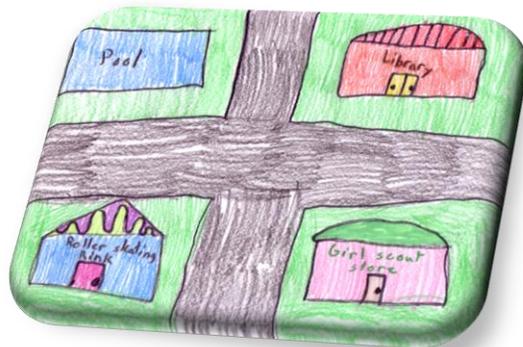
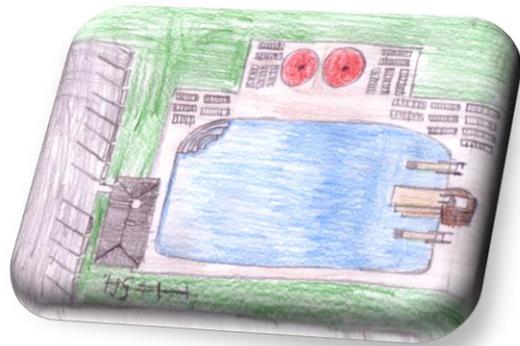
Study Area

Tower/Well

Streets

# CHAPTER 5

## FUTURE LAND USE





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## SECTION 5 - FUTURE LAND USE

### Introduction

The key element of the Comprehensive Plan is the Land Use Element. The City of Ashland's physical form will be shaped by the policies contained in the Land Use Chapter. The Land Use Element documents the City of Ashland's inventory of existing land use patterns and trends. It also lists goals and guiding principles to direct future land use decisions concerning economic development, housing, transportation, natural environment, public utilities, and parks and recreation. The Land Use Element discusses the development trends and factors, taking into consideration the physical and environmental obstacles to be considered for future land use development. The Ten Year Growth Strategy (Figure 5.1) and Long Term Land Use Strategy (Figure 5.2) depict anticipated land use classifications to guide community growth.

The Land Use Element is the centerpiece of the Comprehensive Plan as it ties together the various elements of the plan. The Strategies (Figures 5.1 and 5.2) are prepared as a graphic representation to assist decision makers (elected officials and planning commissioners) in guiding the development of the City of Ashland. The Strategies also assisted developers in evaluating various planned land use areas in advance of projects and residents and others to be aware of the City's plan to accommodate growth and change in the future.

This Land Use Plan seeks to strike a balance between individual property rights and the City of Ashland's long-term growth with regard for Boone County's rural and historic character, agricultural base, and natural resources in a growing rural area.



## Land Use Goals and Guiding Principles

The City of Ashland adopted a number of guiding principles and goals for the community. The overall land use guiding principle is the pursuit of a harmonious and efficient growth pattern for the community.

Ashland will be a better place if development is managed and well-planned. The community should shape its future rather than simply letting it happen. The plan for the future should emphasize enhancing the essential characteristics of Ashland and growth should occur consistent to the principles outlined in the Comprehensive Plan. The land use element considers all of the Comprehensive Plan elements, such as economic development, transportation, and housing. Key land use goals and objectives of this guiding principle are listed below. Chapter III, Guiding Values and Strategies, provides a detailed listing of Ashland's guiding principles, goals, and strategies.

**Land Use Goal:** Development opportunities should be compatible with neighboring uses, Ashland's existing character, the natural environment, and should occur at a rate of growth or development that is orderly and well-planned.

**Objective 1:** Ensure adequate area within the City for all permitted uses.

**Objective 2:** Reduce Large Scale Land Use Conflicts.

**Objective 3:** Infill and Redevelopment.

**Land Use Goal:** Development should be planned for areas where the basic infrastructure, such as transportation, sanitary sewer, water supply, and police and fire protection, can be efficiently and economically provided while maintaining quality service to existing developed areas within the City.

Objective: Plan for the expansion of services and facilities to meet anticipated demand.

**Land Use Goal:** The community will consider the natural environment in its decision making and will strive to minimize adverse impacts on the surrounding natural and agricultural environment.

Objective: To protect (and improve) the natural environment within the corporate limits and in the surrounding area, including minimizing any adverse impact of new development on the environment.

## Future Land Use

The Ten Year Growth Strategy (Figure 5.1) and Long Term Land Use Strategy (Figure 5.2) as presented illustrate the proposed physical arrangements of land use for the City of Ashland. The Land Use Plan serves to translate community goals into a narrative and provide graphic illustration. It is based largely upon the existing land use, current zoning, planning analysis, and the desires of the residents of the City of Ashland, as expressed in discussion with the City of Ashland Planning Commission.

The Land Use element and Strategies (Figures 5.1 and 5.2) were prepared to serve as a guide for the City regarding current issues, land use decisions, investments in public improvements and future zoning decisions. The plan is intended to be a working document which will provide for the orderly development of the City, assist the community in its effort to maintain and enhance a pleasant living environment and, at the same time, foster economic development and redevelopment where needed. The map does not portray the specific use of each parcel of land. Rather, it shows the planned locations of generalized activities and residential densities.

The Land Use Plan is based on consideration of a number of factors. These factors include:

- Existing Land Use
- Existing Zoning
- Traffic and Circulation



- Utilities
- Compatible Uses
- Community facilities and parks
- Community goals, objectives, and strategies
- Special studies- e.g., Bonne Femme Watershed Plan
- Citizen opinion and input

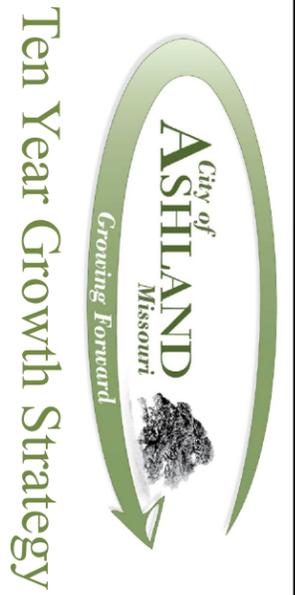
The proposed land use categories were developed to create a long term plan for the development and redevelopment of Ashland. The categories include classifications for residential, commercial, and industrial, and public uses. Intensity levels are also indicated for residential and commercial areas.

**Key components of the land use plan include:**

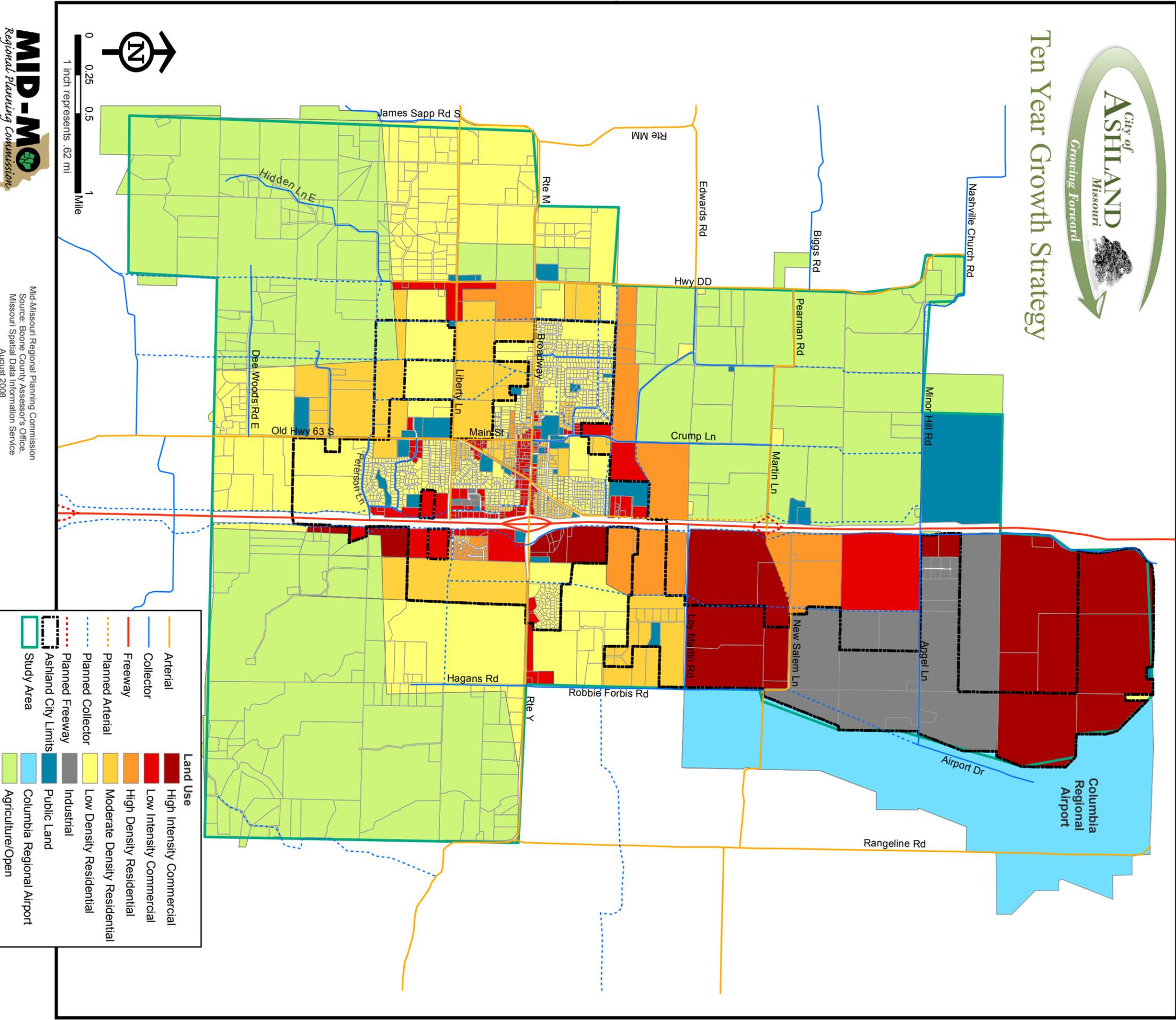
- The depiction of commercial and industrial use in the area adjacent to and west of the Columbia Regional Airport.
- The depiction of the area located in the northeast quadrant of the intersection of US63 and State Highway Y as high (intensity) commercial.
- The depiction of significant residential growth areas (low density) to the east, west, and northwest of the present corporate limits.
- The depiction of moderate residential use to the west of the present Ashland corporate limits.
- The depiction of commercial areas to coincide with scheduled transportation network improvements.



Figure 5.1  
Ten Year Growth Strategy

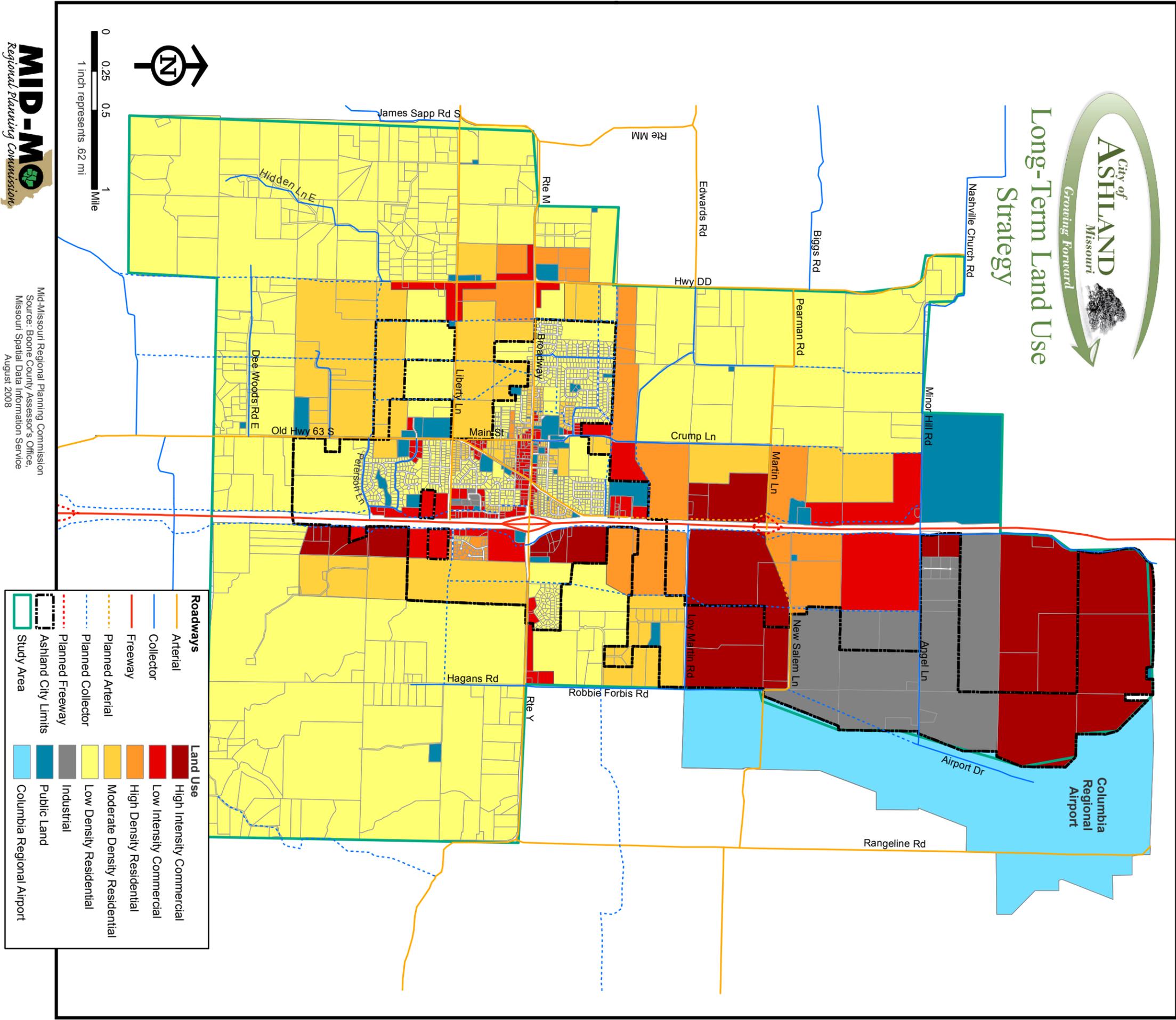


Ten Year Growth Strategy



Mid-Missouri Regional Planning Commission  
Source: Boone County Assessor's Office,  
Missouri Spatial Data Information Service  
August 2008

Figure 5.2  
Long Term Land Use  
Strategy



## Residential

These uses include single-family residential, two-family residential (duplexes and/or villas), and multi-family residential (structures with three or more dwelling units) plus mobile home parks. In most communities, residential land uses occupy the greatest percentage of land. At present, commercial and industrial land use is the largest land use classification in Ashland due to recent annexations of land near the Columbia Regional Airport.

### Residential Low Density Single Family

Low Density, Single-Family Residential provides for single family detached dwellings on individual lots requiring a minimum of 8,000 square feet of lot area provided for each dwelling. The overall density range for these residential areas is less than 1 unit per acre to 5 units/acre.

This designation is intended to provide an environment of lower-density, single family detached dwellings, along with other related facilities such as parks and schools. These developments are generally found in suburban scale subdivisions with individual lots served by a full-range of city utilities. Developments in Ashland that characterize this land use category include Settler's Knoll, West Oaks, and Bluegrass Ridge subdivisions.



### **Moderate Density Single Family Residential**

The Moderate Density Residential classification provides for a mix of housing types in a neighborhood setting. Two-family, town-homes, and detached single family dwellings are all appropriate uses. Each dwelling requires a minimum of 6,000 square feet of lot area provided for each unit. Densities in the residential classification range from 5 to 10 units per acre.

This designation is intended to provide an environment of medium-density, single-family detached dwellings along with other related facilities such as parks and schools. Excepting the neighborhoods identified above as Low Density Single Family, the remaining single family neighborhoods in Ashland are comprised of medium density single family residential housing.

An example of moderate density residential development in Ashland would be the two-family development located off of Liberty Lane.





**High Density Residential**

High Density Residential allows multiple family dwelling units with a minimum of 4,000 square feet of site area for each dwelling as well as small lot single family, duplexes, apartments and manufactured home parks. Densities in this category range from 11 to 26 units per acre.

This designation is intended to allow a higher density residential environment such as apartments, condominiums, and townhouses. High density residential can generate significant amounts of traffic and therefore should be directly adjacent to a collector or arterial road.





## **Commercial and Industrial**

The importance of commercial and industrial areas cannot be overlooked in the development of Ashland. These areas will provide employment opportunities for residents, provide a tax base for public services such as education, public safety, and recreation, and lessen the tax demands on residents of the community. The Future Land Use Map depicts two commercial types--low and high density.

### **Neighborhood Commercial (Low Intensity Commercial)**

Neighborhood Commercial is intended to provide a range of services targeted at meeting the frequent consumer needs of the residents of Ashland. These commercial areas serve and are located in close proximity to residential neighborhoods. These uses include movie rentals, restaurants, smaller specialty shops, retail and healthcare services, and professional offices.

The present downtown business district is a low density area that consists of business along Broadway. This area offers to the community a small variety of activities that include the government offices as well as local business including drug store, restaurant, flower shop, loft apartments and video production.

### **General Commercial (High Intensity Commercial)**

General Commercial is intended to provide suitable locations for general retail and service establishments. These types of commercial use are generally developed along major roads. Uses typically include larger supermarkets, discount stores, department stores, appliance and furniture stores, and specialty shops. General Commercial uses rely on a market area much larger than that of the local commercial areas and provide either convenience and/or comparison goods.

General Commercial may take the form of either a shopping center or groups of buildings sharing common access, architectural style, and design elements. The General Commercial designation also includes special retail and service uses such as garden sales, building supplies, and auto dealerships.

The area along Eastside Drive running parallel with US63 includes retail such as Moser's, Dollar General as well as mobile home and heavy equipment sales. This area is a higher density retail area in the City of Ashland.

### **Planned Districts - Mixed Uses**

Though not depicted on the Future Land Use Map, some development may be of such size and scale that flexibility in the design and/or a combination of uses may be appropriate. The City of Ashland has three planned land use districts: Planned Commercial, Airport Planned Commercial, and Airport Planned Industrial. The Planned District developments are to be evaluated on a case by case basis.

### **Planned Commercial**

Planned Commercial and mixed-use commercial are envisioned for large tracts of land, typically ten acres or greater, with good access and visibility from a state highway. Uses in these districts include uses permitted in the low and high commercial areas with larger-scale retail typically included in the development. The East Ashland Plaza could be a good example of a planned commercial development.

### **Industrial**

Industrial uses include warehousing, research, and design and manufacturing. Such uses are intended to be enclosed within a building and external effects are not to be experienced beyond their property boundaries. Outdoor storage is intended to be minimal. Such areas should be located on roads capable of adequately accommodating necessary truck traffic, and should be isolated from residential areas.

This category is also designed to provide, by special use approval, locations for general industrial activities such as those which involve the use of heavy machinery, extensive amounts of contiguous land, service by railroad lines or major thoroughfares, processing of chemicals or raw materials, assembly, generation of



industrial waste, noise, odor, or traffic problems or similar characteristics. These uses would require service by large trucks. All industrial uses should be adequately screened from adjacent residential uses.

## **Public**

This category encompasses parks and public/institutional land uses intended to accommodate such facilities as governmental and public buildings, schools, and churches. This designation includes government service buildings such as City Hall, the Southern Boone County Public Library, and educational facilities.

## **Columbia Regional Airport**

The Airport is a well-planned and managed facility that represents a gateway to the region. Its location in a relatively unpopulated area provides opportunities to protect the Airport from the impacts of residential encroachment. The area surrounding the Airport is, for the most part, agricultural. The City of Ashland has targeted significant acreage in the amount of 2329 acres for commercial and industrial uses in proximity to the Airport.

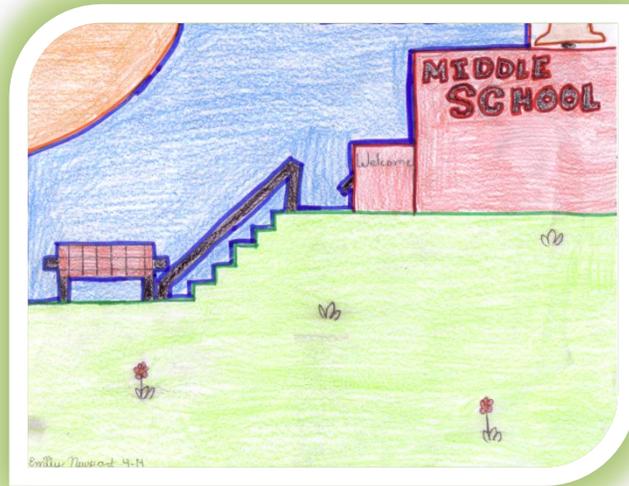
## **Amendments and Implementation**

The implementation of the Land Use Plan will require continuous and careful enforcement of the City of Ashland Zoning Ordinance and its accompanying Zoning District Map. The Board of Aldermen and the Planning and Zoning Commission should hold public hearings on any change in zoning and land intensity that is not in accordance with the land use plan. If the community supports a change in zoning and land use intensity, the Land Use Plan and The Ten Year Growth Strategy (Figure 5.1) and Long Term Land Use Strategy (Figure 5.2) should be amended to reflect this direction and decision.



# CHAPTER 6

## IMPLEMENTATION





## CHAPTER 6 - IMPLEMENTATION

Involved Parties	Time Frames
Planning & Zoning Board	Short-term: Within 5 years
Park Board	Mid-term: 5-10 years
Board of Aldermen	Long-term: Beyond 10 years
City Staff	Ongoing
Public Works	
Mid-Missouri Regional Planning Commission	
Chamber of Commerce	
Boone County	
Columbia Regional Airport/City of Columbia	
Regional Sewer District	
Department of Natural Resources	
Department of Transportation	
Dept. of Conservation	
Dept. of Economic Development	
Developers	
Boone County Journal	
Southern Boone County School District	
Optimist Club	
Citizens	
Joint Communications Center	
Southern Boone County Fire Protection District	
State Emergency Management Agency	
Southern Boone County Public Library	



# Land Use Matrix 1

**Create a harmonious and efficient community growth pattern (Land Use)**

*Development Opportunities should be compatible with neighboring uses, Ashland's existing character, the natural environment, and at a rate of growth or development that is orderly and well-planned*

Objectives and Strategies	Time Frame	Parties Involved
<b>Ensure adequate area within the City of Ashland for all permitted uses</b>		
<i>Annex land as needed to control development</i>		
Investigate proportional needs for different land uses (e.g. ranges/thresholds for residential, commercial, industrial, public)	Short-term	City,
Consult 10-year & long-term land use plan to determine adjacent land annexation strategy	Ongoing	
<i>Anticipate infrastructure improvements in areas where development is desirable</i>		
Work with Boone County toward improvements to Angel Lane in conjunction with plan for Airport Commercial/Industrial Zone	Mid-term	City, Boone Co., MoDOT
Extend sewer line from city treatment plant to airport lagoon	Short-term	City, Regional Sewer District
<i>Reserve adequate commercial/industrial zoned areas adjacent to the Columbia Regional Airport for large-scale commercial and manufacturing uses</i>		
Consider/investigate occupancy rates for existing areas at which to begin further expansion	Mid-term	City, Chamber of Commerce, P&Z



## Land Use Matrix 2

**Create a harmonious and efficient community growth pattern (Land Use)**

*Development Opportunities should be compatible with neighboring uses, Ashland's existing character, the natural environment, and at a rate of growth or development that is orderly and well-planned*

Objectives and Strategies	Time Frame	Parties Involved
<b>Reduce large scale Land Use conflicts</b>		
<i>Use city regulations as a tool to support the preservation of desirable neighborhood characteristics (i.e. property maintenance codes)</i>		
Institute a downtown design code/standard including street frontage, acceptable material types, etc.	Short-term	City, Public
<i>Adopt and use site plan review to ensure compatibility between existing and new developments</i>		
<i>Large, single purpose big box developments should be located along arterial highways in designated commercial or industrial/manufacturing areas</i>		
Investigate revising zoning code to incorporate maximum lot sizes in residential and mixed-use/core areas	Short-term	City
Guide such developments by targeting access points from major roadways to appropriate areas	Short-term, Ongoing	City, Public Works, MoDOT



## Public Utilities Matrix 1

### Coordinate investment in public facilities and services (Public Utilities)

*Development should be planned for areas where the basic infrastructure, such as transportation, sanitary sewer, water supply, and police and fire protection can be efficiently and economically provided while maintaining the quality service to the existing developed areas within the City*

Objectives and Strategies	Time Frame	Parties Involved
<b>Plan for the expansion of services and facilities to meet anticipated demand.</b>		
<i>Promote 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</i>		
Replace existing water lines in core areas where they are materially or diametrically inadequate to support sufficient flows	Short-term	Public Works
Build new water tower and well near school to increase flow capacity and allow extensions of the system	Short-term	Public Works, MoDNR
Improve sewer facility and extend/connect a line to the airport lagoon	Short-term	Public Works, Regional Sewer District
<i>Develop adequate and safe wastewater systems to serve current/future demand. Manage and control stormwater runoff to minimize flooding, erosion, impacts downstream</i>		
Improve sewer facility and connect to airport lagoon	Short-term	Public Works, Regional Sewer District
Implement Storm Water Regulations	Short-term	City, MoDNR
Encourage new developments to use permeable surface materials, create greenways for infiltration and retention	Ongoing	City, Developers
Consider strategically placed stormwater retention reservoirs (i.e. in parks)	Ongoing	City
<i>Implement a policy stating that utility service shall not be provided beyond city limits unless an annexation agreement is concluded</i>		



## Public Utilities Matrix 2

### Coordinate investment in public facilities and services (Public Utilities)

*Development should be planned for areas where the basic infrastructure, such as transportation, sanitary sewer, water supply, and police and fire protection can be efficiently and economically provided while maintaining the quality service to the existing developed areas within the City*

Objectives and Strategies	Time Frame	Parties Involved
<b>Plan for the expansion of services and facilities to meet anticipated demand.</b>		
<i>Continue to review and prioritize yearly capital improvements program to provide a public forum for approving and scheduling improvements and equipment purchases</i>		
Hold regularly scheduled public meetings to address residents' concerns	Ongoing	City, Citizens
Standardize prioritization process with a scale based on need, funding, citizens impacted, etc.	Short-term	City, Public Works
<i>Ensure that sufficient electric and natural gas utility service will be available to accommodate growth</i>		
Maintain regular communications with Ameren UE and Boone Electric Cooperative	Ongoing	City, Public Works, Utilities
<i>Provide neighborhood playgrounds within walking distance of new residential developments</i>		
Implement a policy requiring certain acreage of parks per number of residential units in new developments	Mid-term	City
Ensure that new developments have walkable sidewalks or trails with good connectivity	Short-term, Ongoing	City, Developers



## Natural Environment Matrix 1

**Preserve open space, farmland, and critical environmental areas (Natural Environment)**

*Ashland will strive to be a community that considers the natural environment in its decision making, and will strive to minimize adverse impacts on the surrounding natural and agricultural environment*

Objectives and Strategies	Time Frame	Parties Involved
<b>Protect (and improve) the natural environment in Ashland and the surrounding area</b>		
<i>Control and improve the quality of stormwater runoff system</i>		
Implement stormwater regulations	Short-term	City, MoDNR/EPA
Investigate different methods of stormwater retention	Mid-term	City, MoDNR/EPA
Consider incentives for use of permeable surfaces in new development and retrofitting older areas	Mid-term	City, Developers, Land-owners
Use signage at storm drains (e.g. "drains to stream")	Mid-term	City
<i>Incorporate Bonne Femme Watershed Study into development decision-making process for affected areas</i>		
Follow land use recommendations as they represent stakeholder opinion	Ongoing	City, BFWS
<i>Give consideration to development constraints--steep slopes, karst topography, streams, and/or floodplains--in development decisions</i>		
Research "Urban Growth Boundaries" which are based on natural features as well as other factors (transportation, utility extension)	Long-term	City, Public Works
Implement a stream buffer policy and/or a 100-year floodplain land use policy	Mid-term	City, MoDNR, MDC



## Natural Environment Matrix 2

**Preserve open space, farmland, and critical environmental areas (Natural Environment)**

*Ashland will strive to be a community that considers the natural environment in its decision making, and will strive to minimize adverse impacts on the surrounding natural and agricultural environment*

Objectives and Strategies	Time Frame	Parties Involved
<b>Minimize the effects of new development on the environment</b>		
<i>Encourage compact development within Ashland's corporate boundary</i>		
Increase street connectivity and walkability (grids in new developments/no dendritic street patterns)	Ongoing	City, Public Works, Developers
Consider decreasing minimum lot sizes in certain districts and capping maximum lot sizes outside of commercial/industrial zones	Mid-term	City
Investigate a move to Form-based Coding	Mid-term	City
<i>Discourage or prevent un-planned, low density development on the periphery of the City</i>		
Discourage leap-frogging of open space by extending utility infrastructure only to adjacent areas	Short-term, Ongoing	City, Public Works, Utilities
<i>Revise zoning and subdivision regulations as necessary to ensure that new developments reflect current environmental BMPs</i>		
work with MoDNR to determine desirable BMPs	Short-term, Ongoing	City, P&Z, MoDNR
Research other sources of environmental Best Management Practices	Short-term, Ongoing	City
<i>Investigate implementation of a Tree Preservation Ordinance for new developments</i>		
Research types and sizes of trees that are beneficial for shade, erosion prevention	Short-term	Public Works, MDC
Incorporate methods of linking certain trees to sense of place (dedication to community member, historical significance)	Short-term	City, Citizens



## Economic Development Matrix 1

**Expand and broaden the community economic development opportunities. (Economic Development)**

*Ashland will work toward becoming a viable community that (1) is able to support desired community facilities and services, (2) provides employment opportunities for residents, (3) meets the shopping and service needs of its residents and visitors, and (4) stimulates private investment.*

Objectives and Strategies	Time Frame	Parties Involved
<b>Promote a strong, diversified economy that provides a wide range of employment and career opportunities for current and future residents</b>		
<i>Guide new technological, industrial, and commercial development to appropriate areas of the community</i>		
Continue to work with Mid-Missouri Regional Planning Commission on Economic Development	Ongoing	City, MMRPC
Determine desirable operation sizes for different sectors of the city (downtown-small, airport-large)	Short-term	P&Z
Encourage related/linked industries to locate in close proximity to one another and to infrastructure/transportation needs	Ongoing	City, Chamber of Commerce, Industrial/Commercial
<i>Provide for the opportunity for larger scale developments at the intersection of major road corridors within the vicinity of Columbia Regional Airport</i>		
Continue to work with MoDOT and Boone County to provide access from US 63 on Rte H and Angel Lane	Ongoing	City, Public Works, MoDOT, Boone Co
Facilitate relationships between Columbia Regional Airport and commercial/industrial businesses with regard to air freight	Ongoing	City, Chamber of Commerce, Businesses, City of Columbia
<i>Continue to work with all levels of government and economic development organizations to cooperatively promote opportunities for investment and job creation in the Ashland area</i>		
Keep up relationships with State Economic Development Agency through MMRPC	Ongoing	City, MMRPC EDAC, MoEDA
Work with Southern Boone County Chamber of Commerce	Ongoing	City, Chamber of Commerce



## Economic Development Matrix 2

**Expand and broaden the community economic development opportunities. (Economic Development)**

*Ashland will work toward becoming a viable community that (1) is able to support desired community facilities and services, (2) provides employment opportunities for residents, (3) meets the shopping and service needs of its residents and visitors, and (4) stimulates private investment.*

Objectives and Strategies	Time Frame	Parties Involved
<b>Ensure that city expenses are equitably distributed</b>		
<i>Promote annexation of appropriate adjacent properties that benefit from city infrastructure, services, and facilities</i>		
Coordinate annexation with utilities and transportation in the capital improvements plan	Ongoing	City, Public Works
Investigate which areas benefit from city services and how they overlap with county services	Short-term	City, Public Works, Boone Co
<i>Extend utilities to properties beyond the corporate limits only if the owner has signed an agreement to voluntary annex. Existing properties and neighbors receive highest priority for benefits</i>		



### Economic Development Matrix 3

**Expand and broaden the community economic development opportunities. (Economic Development)**

*Ashland will work toward becoming a viable community that (1) is able to support desired community facilities and services, (2) provides employment opportunities for residents, (3) meets the shopping and service needs of its residents and visitors, and (4) stimulates private investment.*

Objectives and Strategies	Time Frame	Parties Involved
<b>Maintain Downtown business district as a focal point in the community</b>		
<i>Plan and implement a streetscape design to make downtown Ashland more appealing and functional</i>		
Conduct survey of residents and historical information to determine important architectural/historical building characteristics	Mid-term	City, Residents, So.Boone Library, SHPO (?)
Bury power lines	Mid-term	
Draw standards from existing building qualities		
Revise zoning to require shorter setbacks in downtown area	Mid-term	P&Z
Mandate sidewalks throughout district and connections to areas outside district	Short-term, Ongoing	City, P&Z
Investigate greenways/parkways for tree/shrub planting between streets and sidewalks		
Add curb extensions at intersections to shorten crosswalks	Mid-term	Public Works
Form a committee to plan landscaping for downtown area	Short-term	Interested Citizens
<i>Investigate state and federal programs for incentives and tax credits for downtown revitalization</i>		



## Intergovernmental and Public Participation Matrix 1

**Promote intergovernmental cooperation, and encourage community and stakeholder collaboration in development decisions. (Intergovernmental and Public Participation)**

*City government should be an active partner in executing the community's vision. Ashland has a rich diversity of people and organizations and the involvement of individual citizens, businesses, and organizations in both private and public endeavors will create a stronger sense of community stewardship. Attaining Ashland's long-term vision requires the active participation of both the public and private sectors.*

Objectives and Strategies	Time Frame	Parties Involved
<b>City of Ashland should foster coordination and cooperation with other governing bodies</b>		
<i>Coordinate land use planning decision-making and economic development opportunities with Boone County</i>		
<i>Ashland and Southern Boone County School District should cooperate on mutual interests such as: park and recreation facilities and transportation options</i>		
Ensure that all school facilities are connected to all other areas of the city by road & pedestrian systems	Short-term, Ongoing	City, Public Works, Southern Boone Schools
<i>Discourage the introduction of urban-scale residential and commercial development in rural, unincorporated areas of Boone County that do not have adequate capacity of utilities and services.</i>		
Investigate implementation of an urban transect	Mid-term	City



## Intergovernmental and Public Participation Matrix 2

**Promote intergovernmental cooperation, and encourage community and stakeholder collaboration in development decisions. (Intergovernmental and Public Participation)**

*City government should be an active partner in executing the community's vision. Ashland has a rich diversity of people and organizations and the involvement of individual citizens, businesses, and organizations in both private and public endeavors will create a stronger sense of community stewardship. Attaining Ashland's long-term vision requires the active participation of both the public and private sectors.*

Objectives and Strategies	Time Frame	Parties Involved
<b>Encourage and promote opportunities for public participation in the community and economic development process</b>		
<i>Facilitate a variety of public participation opportunities in the planning process</i>		
Hold public meetings to make capital improvements process more transparent	Ongoing	City, Public Works, Citizens
Use surveys to determine desirable design characteristics for certain areas of the city	Short-term	City, Citizens
Issue frequent press releases on City Hall happenings in Boone County Journal	Ongoing	City, Boone County Journal
<i>Make readily available to property owners, developers, and public information on long-range plans</i>		
Place copies of plans in library and other public buildings	Ongoing	City, Library
Press releases in Boone County Journal	Ongoing	City, Boone County Journal
Put copy on Ashland City website	Short-term, Ongoing	City
<i>Review and revise comprehensive plan every five years</i>		
Develop timetable for revising component sections	Ongoing	City, MMRPC
Include public meetings in revision process	Ongoing	City, Citizens



# Community Design and Appearance Matrix 1

**Promote design principles intended to create an attractive community with respect to the natural environment and adjoining properties. (Community Design and Appearance)**

*Ashland will become a community that is distinguished by its scale of design, the preservation of natural and historic resources, and evidence of civic pride*

Objectives and Strategies	Time Frame	Parties Involved
<b>Maximize the aesthetic impact of public spaces</b>		
<i>Emphasize the appearance of parks and public spaces from streets and public areas</i>		
Place appropriate and attractive signage at gateways to parks and directional signs at major intersection/on major roadways	Short-term	Public Works
<i>Utilize creative design and landscaping for public parking lots</i>		
Place parking lots in center of blocks when possible (behind buildings)	Ongoing	P&Z, Developers
Locate hedges or planting bed at edges of lots that closely border streets or other buildings	Ongoing	P&Z, Developers
Encourage on-street parking in more dense areas	Ongoing	Public Works
<i>Actively engage in and support landscaping improvements in the downtown district</i>		
Form a landscaping committee composed of local plant enthusiasts	Short-term	City, Concerned Citizens
<i>Develop, repair, and maintain sidewalks and trails throughout Ashland</i>		
Ensure connectivity of system with grid/network	Ongoing	Public Works
Prioritize sidewalk improvements that connect neighborhoods to parks, schools, downtown	Ongoing	Public Works
Implement policy to require sidewalks in new subdivisions	Short-term	City, P&Z
<i>Encourage tree planting in parkways (between curb and sidewalk)</i>		
Set standards for tree types (species, height) and for uniformity in planting	Mid-term	City, Public Works



## Community Design and Appearance Matrix 2

**Promote design principles intended to create an attractive community with respect to the natural environment and adjoining properties. (Community Design and Appearance)**

*Ashland will become a community that is distinguished by its scale of design, the preservation of natural and historic resources, and evidence of civic pride*

Objectives and Strategies	Time Frame	Parties Involved
<b>Promote aesthetic qualities on private property</b>		
<i>Utilize sign regulations, zoning and subdivision ordinances to implement the policies of the comprehensive plan</i>		
Implement lighted sign brightness and sign height regulations near residential areas	Short-term	City Council, P&Z
<i>Actively enforce property maintenance code</i>		
Implement fines for non-compliance	Short-term	
<i>Encourage residential design in which the automobile does not dominate residential streetscapes</i>		
Encourage on-street parking in residential areas	Ongoing	Public Works
Revise zoning codes to allow separate garages in rear of house	Short-term	P&Z
Improve pedestrian system	Ongoing	Public Works



### Community Design and Appearance Matrix 3

**Promote design principles intended to create an attractive community with respect to the natural environment and adjoining properties. (Community Design and Appearance)**

*Ashland will become a community that is distinguished by its scale of design, the preservation of natural and historic resources, and evidence of civic pride*

Objectives and Strategies	Time Frame	Parties Involved
<b>Create a sense of place for the City</b>		
<i>Protect and enhance entranceways to the City of Ashland</i>		
Use attractive signage to announce formal entranceways	Short-term	Public Works
Allow committee on landscaping responsibility for areas around signs	Ongoing	Landscaping Committee
<i>Prevent sprawl and proliferation of commercial uses outside of designated commercial areas</i>		
Allow fewer requests for zoning changes	Ongoing	P&Z
Limit roadway accessibility from major roadways to undesirable areas	Ongoing	Public Works, MoDOT (?)



# Transportation Matrix 1

**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. (Transportation)**

*Encourage the development of an integrated and environmentally compatible system of highways and streets, mass transit facilities, non-motorized vehicles, and pedestrian facilities which will provide effective and safe traffic circulation and easy accessibility to all parts of the City of Ashland with minimal conflict and congestion*

Objectives and Strategies	Time Frame	Parties Involved
<i>Improve business access to regional commercial and industrial markets</i>		
<i>Provide connectivity between neighborhoods and commercial activity centers</i>		
Increase the number of access points between neighborhoods, downtown/mixed use areas	Short-term, Ongoing	Public Works, Developers
Provide routes that make it unnecessary to use US 63 for travel within Ashland	Ongoing	Public Works
<i>Prioritize planned street network system improvements with appropriate timetable</i>		
Create prioritization process based on funding, need, number of residents impacted, etc.	Short-term	City, Public Works



## Transportation Matrix 2

**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. (Transportation)**

*Encourage the development of an integrated and environmentally compatible system of highways and streets, mass transit facilities, non-motorized vehicles, and pedestrian facilities which will provide effective and safe traffic circulation and easy accessibility to all parts of the City of Ashland with minimal conflict and congestion*

Objectives and Strategies	Time Frame	Parties Involved
<i>Promote street patterns that provide maximum safety and mobility for all modes of transportation</i>		
Neighborhoods should have street connections in all possible locations and provide for similar connections to new developments	Short-term, Ongoing	City, Public Works, Developers
Frequent all-way stop junctions in residential areas to keep drivers aware and pedestrians safer	Ongoing	City, Public Works, Developers
Work toward connectivity across and alongside US 63 so that travel within Ashland does not require taking the highway	Short-term, Ongoing	Public Works, MoDOT
<i>Investigate the needs and investment in transit improvements that address community needs--including job commuters and transit-dependent populations</i>		
Consult MMRPC Coordinated Transportation Plan		
Consider demographic information		



## Housing Matrix 1

**Promote a mix of housing opportunities and choices. (Housing)**

*Promote residential environments that promote and protect property values and prioritize the maintenance and rehabilitation of existing housing stock, and the provision of safe and sufficient homes for all residents of Ashland--including the elderly, low and moderate income, and disabled.*

Objectives and Strategies	Time Frame	Parties Involved
<i>Promote that new housing developments represent a variety of housing types and costs appropriate to the neighborhood</i>		
Investigate use of a transect representing housing types appropriate at different distances from city core. This urban-rural spectrum can be applied to lot sizes as well	Mid-term	City
Revise zoning to allow different types of affordable housing (separated flats, apartments above detached garages, apartments above stores/offices)	Short-term	P&Z
<i>Encourage the inclusion of affordable housing units in new subdivisions</i>		
Require a broad range of housing prices in new developments	Short-term	City Council, Developers
<i>Ensure infill development and redevelopment in established neighborhoods is compatible with the use and scale of existing residences</i>		



## Housing Matrix 2

**Promote a mix of housing opportunities and choices. (Housing)**

*Promote residential environments that promote and protect property values and prioritize the maintenance and rehabilitation of existing housing stock, and the provision of safe and sufficient homes for all residents of Ashland--including the elderly, low and moderate income, and disabled.*

Objectives and Strategies	Time Frame	Parties Involved
<i>Protect the character of residential neighborhoods from the encroachment of incompatible land use and traffic patterns</i>		
<i>Encourage the maintenance of existing housing stock</i>		



## Quality of Life Matrix 1

### Ensure public health and safety. (Quality of Life)

*Protect and serve the community so that residents and visitors to Ashland are safe*

Objectives and Strategies	Time Frame	Parties Involved
<i>Deliver comprehensive safety (police and fire protection) services of the highest quality</i>		
<i>Support and maintain a well-trained and high performing public safety workforce</i>		
<i>Promote high-quality first responder service as part of the emergency medical care system</i>		



# Parks and Recreation Matrix 1

## Develop a diversity of parks and open spaces in the community. (Parks and Recreation)

*Provide adequate and appropriate recreational and park facilities, bikeways, sidewalks and walking trails*

Objectives and Strategies	Time Frame	Parties Involved
<i>Develop a park plan for all existing and future parks in the city and its planned growth areas</i>		
Identify population range/park acreage requirements to accommodate growth	Short-term	City of Ashland
Form a park improvement group to raise funds, aid in finding land	Mid-term, Ongoing	City of Ashland, Southern Boone Schools, Optimist Club
Identify ideal park areas in the 10 year and future land use plans/maps	Short-term	City of Ashland, Parks Committee
<i>Provide for a full range of park and recreation activities with both active and passive recreational facilities</i>		
Continue to use surveys and public input at meetings for guidance on park improvements	Ongoing	City
<i>Identify green corridors and provide on- and off- road walking/bicycle trails to link area parks and community facilities</i>		
Implement stream buffer program and use buffer edges for non-automobile travel corridors	Short-term	City



## Parks and Recreation Matrix 2

**Develop a diversity of parks and open spaces in the community. (Parks and Recreation)**

*Provide adequate and appropriate recreational and park facilities, bikeways, sidewalks and walking trails*

Objectives and Strategies	Time Frame	Parties Involved
<i>Strive to achieve a spatial distribution of parks so that citizens of Ashland have convenient access to facilities</i>		
Identify ideal park locations on Land Use Plans/Maps and update planned park lots with update of Comp Plan	Ongoing, with Plan Updates	City, Public
<i>Explore all federal and state grant opportunities for park acquisition, development and maintenance</i>		
Work with MMRPC to identify eligible projects	Ongoing	City, MMRPC
<i>Construct or redesign parks as needed over time with resident input to better serve their needs and create neighborhood stewardship of parks</i>		