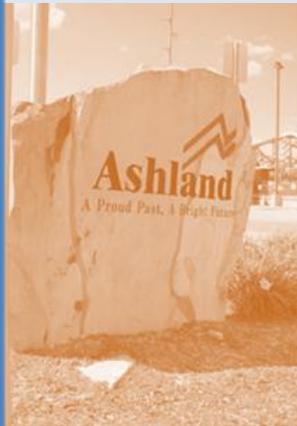


ASHLAND 2020 COMPREHENSIVE PLAN



ASHLAND, KENTUCKY COMPREHENSIVE PLAN

ADOPTED 06-26-20

ACKNOWLEDGEMENTS

This plan was created to define the direction for Ashland's future. It would not have been possible without the support of the following:

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ASHLAND
2020 COMPREHENSIVE PLAN

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ASHLAND 2020 COMPREHENSIVE PLAN

Introduction

1

CHAPTER

1

INTRODUCTION

[INSIDE THIS CHAPTER]

This chapter provides an outline of the overall structure of the Ashland Comprehensive Plan.

- Introduction
- History/Setting
- The Planning Process
- How to Use This Document
- Key Terms and Phrases

INTRODUCTION

Communities are constantly changing and shifting in response to multiple local, regional, and national factors. Demographics, the economy, technologies, and preferences will inevitably influence current and proposed uses of land, capital, and property. As we look into the future, we can choose to merely **react** to change or **anticipate and direct** the changes that occur. When we engage in a comprehensive planning process, the community is both responding to changes that have occurred and planning for changes that the community would like to occur in the future. This plan serves as an update to the 2013 Comprehensive Plan.

[KRS 100.183]

The planning commission of each unit shall prepare a comprehensive plan, which shall serve as a guide for public and private actions and decisions to assure the development of public and private property in the most appropriate relationships. The elements of the plan may be expressed in words, graphics, or other appropriate forms. They shall be interrelated, and each element shall describe how it relates to each of the other elements.

PURPOSE

The Commonwealth of Kentucky establishes the requirement for and purpose of a comprehensive plan (KRS-100.183). The primary purpose of a comprehensive plan is to articulate a broader vision and establish guiding principles and policies for the future growth and development of an entire community. It does not focus on the needs and desires of one property owner, business or neighborhood. Comprehensive plans are intended to be broad in nature. This provides community leaders with the flexibility to implement the community-wide vision, goals, and objectives while responding to changing community conditions that are likely to occur over the life of the plan. A comprehensive plan is not intended to dictate a community's budgeting process, but can be used to inform efforts and projects. Furthermore, the comprehensive plan has a long-term planning horizon of 20 years. This enables Ashland to consider big ideas or issues with the plan.

STANDARDS

The Kentucky Legislature has developed specific requirements and minimum content for a comprehensive plan (KRS-100.187). The elements of a plan, at minimum, should include:

- A **statement of goals and objectives**, which serves as a guide for the development and economic and social well-being of the City;
- A **land use plan** element articulating the most appropriate, economic, desirable, and feasible patterns for the general location, character, extent, and interrelationship of future use of public and private land;
- A **transportation plan** element showing proposals for the most desirable, appropriate, economic, and feasible pattern for the general location, character, and extent of the channels, routes, and terminals for transportation facilities for the circulation of persons and goods in the future; and
- A **community facilities plan** element showing proposals for the most desirable, appropriate, economic, and feasible pattern for the general location, character, and the extent of public and semipublic buildings, land, and facilities in the future.

HISTORY / SETTING

Ashland is located in Boyd County, Kentucky along the banks of the Ohio River where the Bluegrass State meets Ohio and West Virginia. The land area that is now Ashland, Kentucky was first settled between 1774 and the late 1790's. In 1800, Richard Deering discovered high grade iron ore deposits on his property. This natural resource discovery led to a tremendous impact on the area's development. In 1818, Deering along with David and Thomas Trimble built Argillite Furnace, beginning the iron industry in northeastern Kentucky. As iron from the region became nationally known, the small community grew to a population estimated at just fewer than 1,000 by the middle of the 19th century.

In 1854 several wealthy area residents formed Kentucky Iron, Coal and Manufacturing Company and proceeded to lobby Lexington and Big Sandy Railroad to locate its eastern terminus in the area. The company engaged the railroad's engineer, M.T. Hilton, to lay out a town to be named Ashland, after Henry Clay's home in Lexington. Lots were sold at public auction in June of 1854, and the City of Ashland was incorporated by an act of the Kentucky legislature in 1856. Boyd County was created by the legislature in 1860, primarily from Greenup County.

Over the years the major employers of the area have included Armco (AK Steel), Ashland Oil & Refining Company (Ashland Refining Company purchased the 1,000 barrel per day plant in 1924; became part of Marathon Petroleum Company LP's refinery system in 1998), Allied Chemical & Dye, the C&O Railroad (CSX Railroad) and Mansbach Steel.

Ashland was a busy center of trade with river and railroad access. Front Street and Greenup Avenue served as the main business arteries. Winchester Avenue became the primary thoroughfare and heart of the business district in the early 1900's. Industrial activity was spread along the Ohio River bank following a pattern which, for the most part, still holds true today. The residential areas of Ashland were also in the Ohio River bottomlands, generally to the south and east of the original, grid-patterned portion of Ashland, remaining today as the center of Ashland.

Ashland witnessed no radical changes in this period, but grew steadily until 1920, when the population reached 14,000. The coal, iron and railroad industries continued to thrive and provide the basis for prosperity. In the 1920's, however, Ashland was to realize a sudden boom in commerce, industry, and population. This boom was primarily the result of the location in Ashland of three major industrial employers: the American Rolling Mills Company (Armco Steel Company, L.P.), the Ashland Refining Company (Marathon Petroleum Company) and Semet Solvay (a division of AK Steel). All three companies established major facilities in Ashland during this period. Workers moved in, businesses located in the City, and the population more than doubled before 1930. The growth spread onto the plateau above the river valley. This area became a residential area and is still accommodating

residential growth. Ashland's population remained virtually static between 1930 and the mid-1960's.

Land use changed as well. The central business district expanded, taking land around its periphery which had previously been put to residential use, and centered itself on Winchester Avenue.

As of 2017, Ashland stands with a population of 21,035 people, representing a more recent stabilization of population loss (2.6% between 2010 and 2017) compared to the significant population losses in the 1980s (13.0% between 1980 and 1990). A full summary of the existing conditions can be found in Chapter 2: Existing Conditions.

THE PLANNING PROCESS

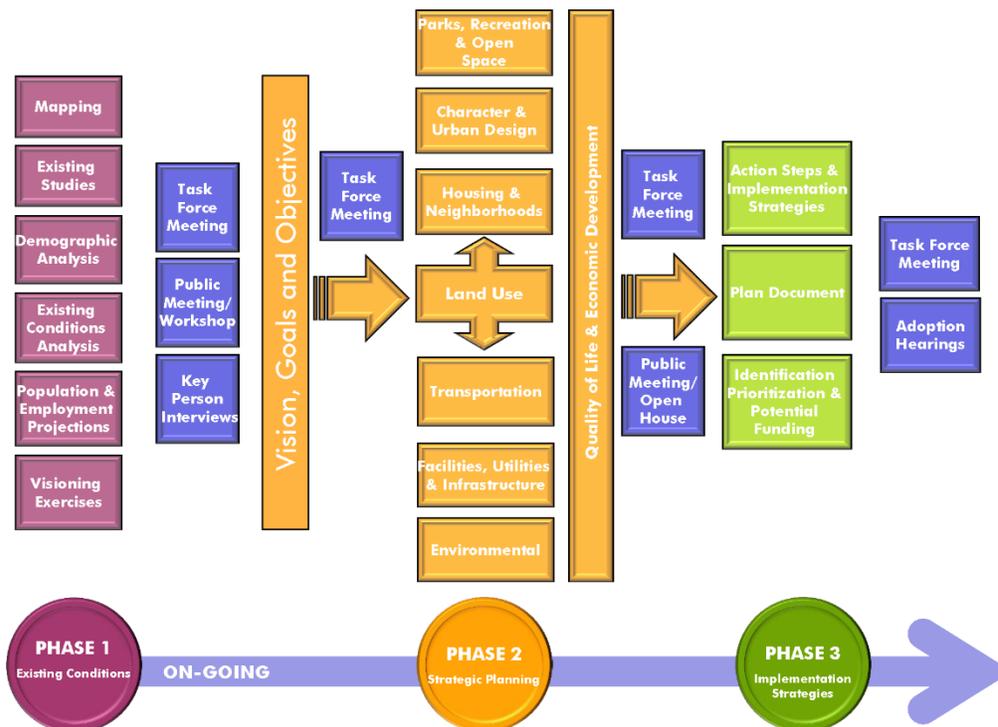
The 2013 Ashland Comprehensive Plan was initiated by the City of Ashland and the Planning Commission with the intent of serving as the community's guide for future development over the next 20 years.

This plan included a great deal of public participation in 2013, using a Task Force, key person interviews, and public meetings to aid in establishing the decisions and recommendations included in this plan. Additional public input was collected during the 2020 update to the plan, which included a Task Force, online survey, a public meeting, and public hearings. The ideas and concepts were based on the community's input and expressed desires for Ashland's future.

The framework of the plan serves as a foundation of the planning process used in creating this plan in 2013 which was guided by four key questions. These questions included:

1. Where are we now?
2. Where are we going?
3. Where would we like to go?
4. How do we get there?

The following graphic outlines the planning process used in 2013. Since the 2020 update was not intended to include major changes to the plan, the update followed a similar three phase process but with a streamlined public engagement strategy.



HOW TO USE THIS DOCUMENT

This plan is the guiding document by which City officials, decision makers, developers and residents can reference as development occurs. As such, Ashland's Comprehensive Plan should serve as the community's guide for future development and be the basis for all decisions about the location, quality and quantity of future growth and its supporting infrastructure. Additionally, this plan is intended to be a flexible document and broad in nature. It should respond to changes or unforeseen circumstances that reinforce the vision and goals defined by the community.

The following chapters present the research and analysis of demographics and economic characteristics of Ashland, define the vision, goals and objectives for Ashland, and describe the elements of the plan. The chapters of this comprehensive plan are described below:

Chapter 2: Existing Conditions – This section offers a starting point for the development of the plan's vision and the analysis of the physical conditions, plan elements, and public input. It helps explain how the efforts of this plan support decisions that were made during the planning process. The existing conditions include demographic and socioeconomic information about the population, housing and economy of Ashland, in addition to corresponding mapping and graphics that convey the existing conditions. It also includes a photographic inventory of key parts of Ashland to convey its current state.

Chapter 3: Public Involvement – This section reinforces the elements presented in the various chapters by providing a summary of the public participation process. Exercise results gathered in 2013 during four Task Force meetings, four key person interviews and two public workshops are included, in addition to input collected in the 2020 update.

Chapter 4: Vision and Goals – This chapter provides the foundation for all future decisions regarding the Ashland Comprehensive Plan. The goals and objectives defined in this chapter should be used to find common ground in how implementation should be accomplished.



Chapter 5: Land Use – The land use chapter is the central focus of a comprehensive plan. This chapter will outline the location and quantity of growth in Ashland. It includes growth and land use strategies for Ashland, a future land use map, and a description of each land use category. It also includes location criteria that can be used by decision makers when considering land use decisions. The land use plan element is required by KRS100.



Chapter 6: Transportation – This chapter coordinates future state funded projects and local needs for all forms of transportation in Ashland. This includes roadway improvements as well as multi-modal projects. The transportation plan element is required by KRS100.



Chapter 7: Facilities & Utilities – The community facilities element identifies the current inventory of facilities such as schools, emergency services, parks and recreation, public buildings, and other public or semi-public uses. These facilities are coordinated with the future growth pattern. The facilities and utilities plan element is required by KRS100.



Chapter 8: Downtown & Riverfront – This chapter focuses on redevelopment of downtown and reclaiming the riverfront for recreation and entertainment. Multiple districts are identified in downtown in addition to infrastructure improvements that are needed. This chapter should be referenced when considering new development or redevelopment in downtown or along the riverfront.



Chapter 9: Neighborhoods – The neighborhoods chapter highlights the existing residential areas and discusses strategies and tools to make Ashland's neighborhoods strong and vibrant. This chapter also addresses housing redevelopment and transitional housing for homeless populations.



Chapter 10: Economic Development – This chapter discusses the need to focus on redevelopment in Ashland, such as redevelopment opportunities and industrial redevelopment opportunities. Financing strategies and tools are also discussed in this chapter.

Chapter 11: Implementation – This chapter is used to identify and prioritize tasks necessary to accomplish the plan's overall vision, goals and plan elements. Action steps are outlined in implementation tables which include a brief description of the action and identify responsible party(ies), potential funding source(s), task prerequisites, and appropriate timelines. Specific plan goals associated with each action step are also referenced.

KEY TERMS AND PHRASES

Action Plan – Specific steps that are recommended by the plan and are important to understand in order to effectively use the document and implement the plan's vision.

Goal – A broad statement that supports the vision while adding a specific area of focus. Goals are usually lofty in scope yet attainable within the planning horizon of 20 years.

Key Person/Stakeholder – A person who is in some way responsible for implementing the plan, in whole or in part, or has a vested interest in the outcome of the plan.

Objective – A statement that adds a level of specificity to the goal without identifying the individual actions that must be taken for implementation. Objectives are generally measurable so that the community can monitor implementation progress.

Planning horizon – The period of time the plan intends to address community development or the community’s vision. This plan uses a 20-year planning horizon. KRS-100 requires a review every five years to address any changes in the community.

Policy – A definite course or method of action to guide present and future decisions. Policies can be legislative or administrative in approach.

Task Force – A group of people chosen to represent a cross-section of the community and guide the comprehensive planning process. They serve as liaisons between the community, the consultant, and City staff during the planning process.

Vision – A broad statement describing the desired future of Ashland.

ASHLAND 2020 COMPREHENSIVE PLAN



Existing Conditions

2

CHAPTER 2

EXISTING CONDITIONS

INTRODUCTION

The planning process for a comprehensive plan is informed by not only the community's vision for the future but also by historical trends, demographic characteristics, and physical data. The existing conditions provide a snapshot in time – it presents Ashland today. This chapter compiles and analyzes demographic and economic data, comparing them to trends from the last plan, to answer two key questions during the planning process: ***“Where are we now?”*** and ***“Where are we going?”***

DEMOGRAPHIC TRENDS

The demographic analysis considers characteristics such as population, age, race, ethnicity, place of work, and educational attainment. The demographic trends are of central importance because they will impact the future housing, educational attainment, jobs, recreation, transportation, community facilities, and other needs of Ashland.

Data gathered and analyzed for the purposes of this comprehensive plan was primarily from the U.S. Census Bureau, Census on Population and Housing, and U.S. Bureau of Labor Statistics. Unless otherwise stated, the data used in this analysis was derived from the 2017 American Community Survey (ACS) data. As the community continues to change and updated data is released, trends and projections should be verified to ensure that the assumptions made about Ashland's population change, demographics, education and economy remain true.

HOW DOES ASHLAND COMPARE?

It is important to identify any trends that are unique to Ashland and trends where Ashland mirrors county, regional, state or national trends. Comparison communities are used to help further identify these types of trends; this existing conditions analysis included the examination of peer communities in Kentucky. Each community was selected based on its geographic characteristics, demographic characteristics, and/or economic characteristics that share similarity to Ashland. The local comparison communities used in this analysis include: Boyd County, Huntington-Ashland WV-KY-OH MSA, Kentucky and United States. Ashland was also compared against other Kentucky communities; Nicholasville, Hopkinsville, Richmond, and Paducah.

During comparison, it is also important to note that Census geographies are not static; boundaries can change or be redrawn entirely due to changes in political boundaries, population growth or other factors. For the purposes of comparing historical (2010) and current (2017) Census data, the geographic areas are considered to be generally equivalent.

POPULATION TRENDS

Population

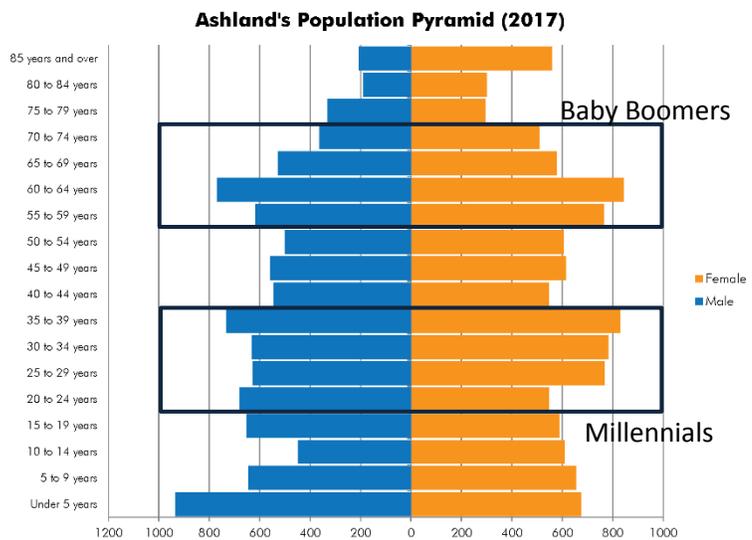
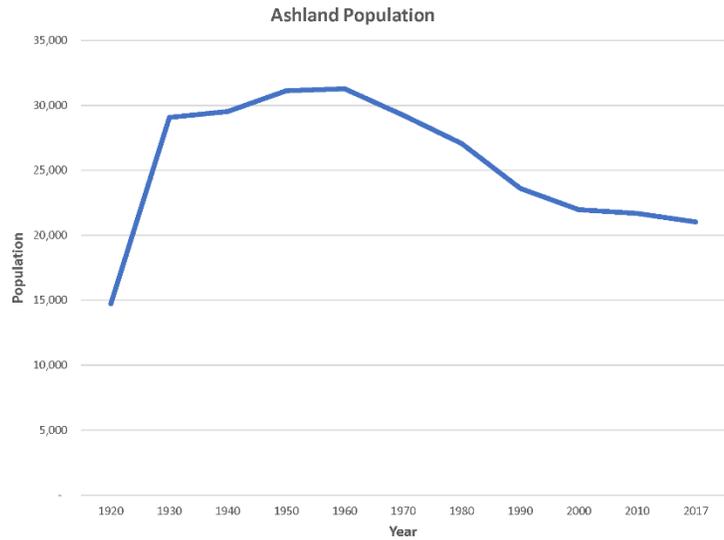
Ashland's population in 2017 was 21,035 people, a decrease of 649 people (-3%) from the population in 2010 (21,684 people). During this same time, Kentucky and the United States grew in population by 3.2% and 5.6% respectively. Ashland had unprecedented population growth between 1910 and 1930 as the City grew as an industrial center with a 70% population increase from 1910-1920 and a 97% increase from 1920-1930. The population leveled out between 1930 and 1960 with very little increase. Ashland has been decreasing in population since the 1970s with significant loss in the 1980s (about 13% between 1980 and 1990). However, in recent decades the rate of loss has decreased dramatically.

In 2010, the City's population accounted for 43.4% of Boyd County's population. Boyd County has also seen a trend of population decline since the 1980s. Like Ashland, the percentage of population loss is improving each decade.

When compared to the Huntington-Ashland MSA, there is a significant difference between population growth. Huntington-Ashland has grown by 25.5% since 2010. This large gap indicates the region is gaining population, but Ashland isn't the targeted destination for residents. Two of the state-wide communities are also out-pacing the national growth. Richmond has increased by 8.4% since 2010 and Nicholasville by 5.4%.

Age

The distribution of various age groups can be seen in the above 2017 population pyramid for Ashland. A stable or stagnant population would have a generally equal numbers for almost all age groups except the oldest and appear box-like. A wide base of a population pyramid indicates high birth



	Kentucky	Boyd County	Ashland	Huntington-Ashland MSA
2010	4,285,828	49,330	21,684	287,112
2017	4,424,376	48,486	21,035	360,603
% change	3.2%	-1.7%	-3.0%	25.6%

rates (growing population) while a narrow base indicates low birth rates (declining population). In the U.S. the Baby Boomer generation is also usually very evident, producing a bulge in the chart from those born in the late 1940s to early 1960s. In Ashland, that is true for the Baby Boomer and Millennial generations.

In 2017, the median age in Ashland was 39.1 years old, 4 years younger than the median age in 2010. It is possible to see this change by looking at the current population pyramid, there are larger bump-outs in the age-groups for millennials and children under the age of five. This is similar to Boyd County (41.9 years) and only slightly higher than Kentucky's median age of 38.6 years. Finally, the distribution of population between men and women generally follow state and national trends with women outnumbering men in the older age groups.

[RACE & ETHNICITY]

Race and ethnicity are considered two separate and distinct characteristics. Race categories include those listed in the table to the right and ethnicity refers to a person's origin. Examples of Hispanic origin could include a person of Cuban, Mexican, Puerto Rican, South/Central American, or other Spanish culture or origin. People who identify their origin as Hispanic, Latino or Spanish can be any race.

Race & Ethnicity

When compared to the region, Ashland's racial composition is similar to Boyd County and the Huntington-Ashland MSA. However, Kentucky and the U.S. are much more diverse than Ashland.

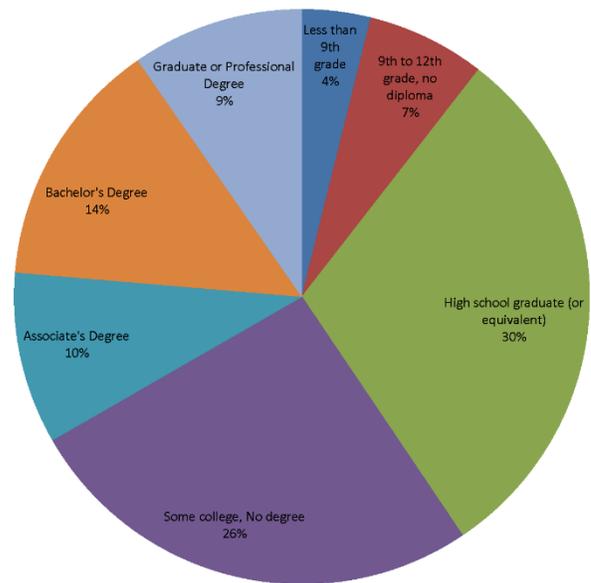
Race	Ashland	Boyd County	Kentucky	United States
White	93.2%	94.4%	87.3%	73.0%
Black/African American	2.3%	2.5%	7.7%	12.7%
American Indian/Alaska Native	0.1%	0.1%	0.2%	0.8%
Asian	0.9%	0.4%	1.3%	5.4%
Native Hawaiian/Other Pacific	0.0%	0.0%	0.1%	0.2%
Other Race	0.4%	0.2%	0.9%	4.8%
Two Races	3.2%	2.4%	2.2%	3.1%

In 2017, about 1.7% of Ashland's population (1.5% in 2010) were of Hispanic or Latino origin. This composition is again similar to Boyd County (1.7%) and the MSA (1.1%) but is less diverse than Kentucky (3.4%) and the United States (17.6%). While Ashland does not have the same diversity as Kentucky or the U.S., the growth of those with a Hispanic origin is changing significantly. The increase in the percentage of the Hispanic population from 2000 to 2017 in Ashland was 183%. During this same time, the growth of the Hispanic population in Boyd County was about 55%, about 127% in Kentucky, and about 41% in the United States.

Educational Attainment

About 89% of Ashland’s population 25 years and older have a high school diploma or higher. Ashland is more educated than the state on average (85% in Kentucky have a high school education or higher). In particular, Ashland has more people with a bachelor’s degree as their highest level of education (14.0%) than Boyd County (13.6%), Kentucky (13.6%), and the MSA (11.4%). The percentage of people with a graduate or professional degree in Ashland is also higher than the county (7.8%) and MSA (8.0%), and is the same as Kentucky (9.6%). Ashland has more people with some form of post-high school education than all state-wide comparison communities; Richmond is the closest with 62.9%

Educational Attainment (2017)



Population Trends Summary

- Ashland is not alone in the battle to reverse the trend of population loss and trends show that the rate of loss is improving. However, while Ashland is losing population (-3%), its larger MSA is growing significantly (25.5%).
- In general Ashland’s population is older than the state and has a large segment of the population that will be moving into retirement over the horizon of this plan. The city has managed to retain and attract younger generations since 2010, as the median age has significantly dropped.
- As America becomes more diverse, trends with racial and ethnic diversity will influence the racial and ethnic composition of Ashland. On average, the City’s hispanic population has grown much faster here than the state or nation since 2000.
- Ashland has an educated workforce that could place the City in a competitive position to target and attract new companies or expand existing businesses.

HOUSING TRENDS

[HOUSEHOLD]

A household includes all the persons who occupy a housing unit (such as house, apartment, mobile home, group of rooms, or single room that is occupied as separate living quarters). The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements.

[FAMILY]

A family is a group of two or more people related by birth, marriage, or adoption that live together; all such people are considered as members of one family.

Households & Families

Ashland had a total of 8,910 households in 2017 (382 less than 2010) and an average household size of 2.33 people, with 28.1% of households having children under the age of 18. Ashland's average household size is smaller than Kentucky (2.49) and the United States (2.63), Boyd County (2.43), and the Huntington-Ashland MSA (2.46). Household size in Ashland is lower than most of the comparison communities (Nicholasville 2.7, Hopkinsville 2.5, Richmond 2.6, Paducah 2.3).

In 2017, approximately 61.3% of all occupied units were family households. Of these, 70% of Ashland's family households consisted of a married-couple family; further, about 23% were single-mother households and about 7% were single-father households. Ashland also has a larger percentage of one-person households (people living alone) than most local communities. Approximately 32.9% of households in Ashland are one-person households compared to 29.3% in the MSA, 28.4% in Kentucky, and 27.7% in the United States. This is lower than state-wide comparisons; Richmond is 35.8% one-person households, Hopkinsville is 35.8%, and Paducah is 44.2%.

Housing Tenure

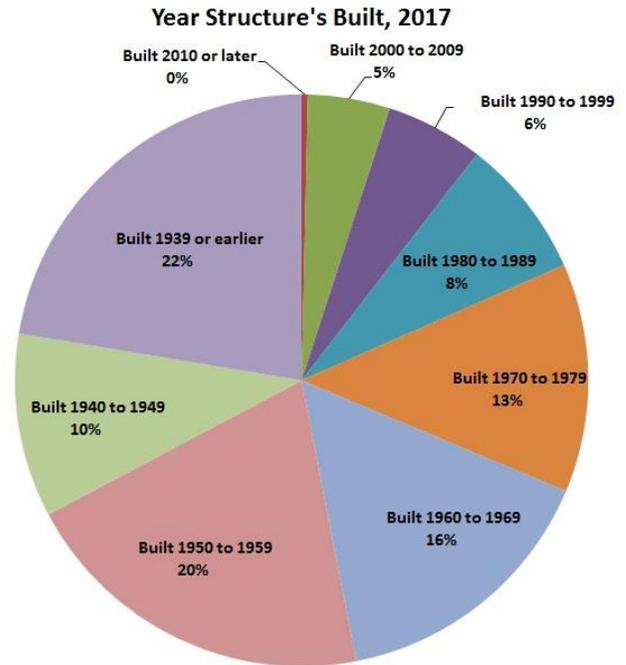
Approximately 10.4% of housing units were vacant in 2010, which was higher than Boyd County (9.2%) and the Huntington-Ashland MSA (10.0%), but lower than Kentucky (10.8%) and the U.S. (11.4%). By 2017, Ashland's vacant housing units increased to account for 12.8% of all housing units, a 23% increase in vacant housing units in 17 years. The percentage of vacant housing in Ashland from 2010-2017 experienced a faster rate of growth than Kentucky (13.0% increase) and the United States (7.0% increase), but less than Boyd County (28.3% increase) over the same period.

In 2017, about 62.1% of its occupied housing units were owner-occupied and 37.9% were renter-occupied. The percentage of owner-occupied housing units has increased about 1.4% since 2010. Ashland has less homeownership than Boyd County (69.9% owner-occupied) and Kentucky (67% owner-occupied) and is closest to the national average (63.8% owner-occupied). Ashland has gone against the trend of county (0.5% decrease), state (1.7% decrease), and nation (1.3% decrease) by growing its percentage of home-owners since 2010.

Ashland has an older housing stock with 81.6% of all units being built before 1980. Further, about 22.4% of all units were built before 1940. This indicates that the housing condition in some neighborhoods should be considered due to the age of Ashland's housing stock. This could also indicate that many of the older neighborhoods were designed with traditional, connected layouts. These traditional neighborhood designs have now reemerged as desirable over suburban neighborhood layouts.

Housing value

The median housing value of owner-occupied units in Ashland was \$94,300 in 2017 (increase of \$6,100 since 2010) and the median gross rent was \$597 (increase of \$97) per month. The median housing value in Ashland is less than all of the comparison communities (Huntington-Ashland MSA (\$112,000), Boyd County (\$103,900), Kentucky (\$130,000) and the country (\$193,500) and state-wide comparison communities (Hopkinsville lowest at \$113,000, and Richmond highest at \$144,700). The gross rent is also less than the comparison communities.



Housing Trends Summary

- Ashland has a slightly smaller household size and about one-third of all households consist of someone living alone.
- Ashland had a small increase of vacant housing units since the 2010 plan, but still had a greater increase than Kentucky and the United States.
- There has been a slight increase (1.4%) in owner-occupied units in the past decade.
- Ashland has an older housing stock that provides character but could require updates or maintenance. Ashland's older housing stock and low housing demand could potentially attribute to the City's lower housing values.
- With lower median house values and gross rents than other communities, Ashland is an affordable place to live.

ECONOMIC TRENDS

Total workforce

About 53.2% of Ashland's population 16 years and older were in the labor force (8,921 people) in 2017. Compared to the state (59.4%) and country (63.4%), Ashland has a slightly lower rate of participation in the labor force. This may be due to the low amount of young professionals in the area.

Like most communities, the economic downturn in the United States effected Ashland. Ashland's MSA annual average unemployment rate in 2011 was 8.2% and ranked 163 out of 372 metropolitan areas and compared to Kentucky's unemployment rate of 9.5% for this same time. This has improved since 2011, with Ashland's MSA unemployment rate being 5.4% in June 2019 and Kentucky's unemployment rate of 4.1% in June 2019.¹

Commuting & Place of Work

In 2017, about 13.4% of Ashland's occupied housing units had no vehicles within the household, meaning that this portion of the population solely relies on public transportation, walking/bicycling, or other forms of transportation. Approximately 77.9% of those housing units are renter-occupied. The percent of no vehicle households is higher in Ashland than the Huntington-Ashland MSA (8.8%), Boyd County (8.7%), Kentucky (7.7%), the United States (8.8%), and all state-wide comparison communities. In addition, 3.3% of Ashland's workforce, or those actively going to work each day, had no vehicles available.

The vast majority of people in Ashland (78.9%) commute to work alone in a car, truck or van. About 13.4% carpool while less than 1% use public transportation and about 5.2% walk to work. This is similar to other communities in Kentucky except more people walk to work in Ashland than elsewhere in Kentucky (2.3%), which could be a factor of a higher percentage of households without vehicles and Ashland's traditional neighborhood layouts.

Approximately 68.2% of workers in Ashland (16 years and older) live and work in Boyd County and 49.8% of workers (16 years and older) live and work in Ashland. When compared to the state and country, the percentage of people living and working in the same place is almost twice as much as the state (30.4%) and country (31.4%) and almost three times more than the Huntington-Ashland MSA (16.3%). In addition, the mean travel time to work in Ashland is 19.7 minutes, compared to 22.5 minutes for Kentucky or 25.2 minutes for the country.

Industries & Occupations

The largest industries in Ashland in 2017 included: educational services, healthcare, social assistance (32.4%); retail trade (12.6%) and arts, entertainment, recreation, accommodation/food services (12.0%). The smallest industries in Ashland in 2017 included: agriculture, forestry, fishing, hunting, mining (.1%); wholesale trade (2.6 %); and information (2.9%). This is consistent with Boyd County and the Huntington-Ashland MSA.

¹ Bureau of Labor Statistics (BLS), *Unemployment Rates for Metropolitan Areas and States (annual average rankings)*

The largest three occupations in Ashland in 2010 included: management, business, science, art occupations (32%); sales and office occupations (27%); and service occupations (21%). This again is similar to Boyd County and the MSA.

Income

Ashland's median household income in 2017 was \$40,053, lower than Boyd County (\$45,543), Kentucky (\$46,535) and the United States (\$67,652). Ashland's per capita income of \$24,408 is also lower than all three previous comparisons, and the MSA (\$24,825). Per capita income is frequently used in measuring a standard of living but can be skewed because it does not reflect income distribution.

Economic Trends Summary

- Ashland has a high percentage of households with no vehicles and public transportation and connectivity options should support these issues.
- As transportation services are planned within Ashland, the higher percentage of households that do not own a car should be taken into consideration. Also, more people walk to work in Ashland than other communities in Kentucky, but this could be connected with Ashland's higher percentage of no car households.
- Less people are living and working in Ashland than in 2010, which means residents are leaving the City to find employment.
- Ashland workers have a short commute time to work but with a large percentage of workers not leaving Ashland, improved transportation options between large residential and employment nodes should be considered.
- The largest industries and occupations are related to healthcare, retail and service.
- Ashland has a lower median household income but this does not take into account variables such as Ashland's lower housing prices. Increased wages could increase population.

[HOUSEHOLD INCOME]

The total income of the householder and all individuals 15 years and older, regardless if they are related to each other or not. For example, it could include the total income of a husband & wife or it could include two unrelated people living together.

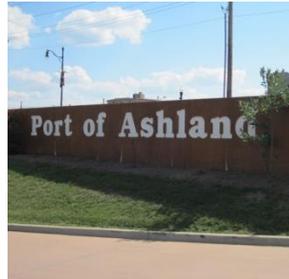
[PER CAPITA INCOME]

The total income of all people 15 years and older divided by the total population. Note that income data is not collected for people under 15 but they are included in the total population.

PHOTOGRAPHIC INVENTORY

Although demographic data can speak to the developing trends within the population of Ashland, it is unable to express the physical condition of the City. This selection of photographs catalogues the physical and design features of the City and helps portray the existing conditions that may be built upon with the recommendations outlined in this plan. Ashland has a strong urban foundation to build upon – as can be seen in the following photographs.

Transportation & Facilities



Parks & Recreation



Downtown



Character



ASHLAND 2020 COMPREHENSIVE PLAN



Public Involvement

3

CHAPTER 3

PUBLIC INVOLVEMENT

[INSIDE THIS CHAPTER]

This chapter documents the public engagement process used in gathering ideas and comments from the community.

- Introduction
- 2013 Task Force Meetings
- 2013 Public Meetings & Workshops
- 2013 Key Person Interviews
- 2020 Task Force Meetings
- 2020 Public Meetings & Workshops
- 2020 Online Survey

INTRODUCTION

The Ashland Comprehensive Plan included many opportunities for public input and participation. Throughout the planning process, the community was engaged in the plan's development by providing their desires, ideas, and comments. This input was crucial in the creation of the comprehensive plan.

Public input was collected in 2013 through several methods, including four Task Force Meetings, two public meetings/workshops, key person interviews and two public adoption hearings. In 2020, four Task Force Meetings were held in addition to an online survey and a public workshop to gain additional input. During each form of public involvement, various exercises were facilitated to capture the community's wishes for the future.

2013 TASK FORCE MEETINGS

In 2013, a Task Force of 12 members, representing a cross-section of the City's residents, business owners, government and local organizations, was formed to guide the planning process and overall direction of the Ashland Comprehensive Plan. In 2020, a new Task Force of 15 members was created for the update to the plan.

TASK FORCE MEETING #1 – FEBRUARY 28, 2013

The purpose of the initial meeting was to introduce the planning process, establish key roles, review the existing conditions, and begin to collect input on the plan's vision. Three separate exercises were conducted at this meeting to allow the Task Force to begin to share their ideas about the future of Ashland. The results are summarized below.

1. Visioning Exercise: What's your vision?

This exercise asked three separate, open-ended questions that included:

- The most important issue facing Ashland is...

Affordable Housing	Decline in Industry	Critical Job Loss
Senior Living	ISSUES	Declining Population
Lack of Growth	College Graduate Retainment	Aging Infrastructure

- Ashland's greatest asset is...

Hardworking People	Central Park	Access to Education
Healthcare	ASSETS	History
Family Atmosphere	Low Cost of Living	Small, family raising town

- If I could build one thing in Ashland it would be...

HOUSING	ENTERTAINMENT	BUSINESS
Apartment building	Rails to trails	Downtown Center
Affordable new housing	Upscale restaurant	Manufacturing/ light industrial
Dine In restaurant	Mall	Conference / Convention Center

2. Issues Exercise: Is it Ashland?

An issues exercise allowed the Task Force to identify what businesses, amenities, and features Ashland residents feel are most important to them and which they would like to see when thinking about the future of Ashland. They were asked to circle the words that are very important to them, mark a line through those that they would not like to see and do nothing to words or phrases that they felt indifferent toward. A summary of the results included:

MOST DESIRABLE	Want in Ashland	Do Not Want
Riverfront Development	9	0
Sidewalk Cafes	8	0
College/University	8	0
Locally Owned Stores	8	0
Senior Housing	8	0
Hotel/Motel	7	0
Tourist Attractions	6	0
Live-Over-Work Buildings	6	0
Grocery Stores	6	0
Improved Streetscape	6	0
Farmers Market	6	0
Light-Industrial	6	0
Duplexes	5	0
Movie Theater/Entertainment Ctr.	5	0
Apartments	5	0
Live Entertainment	5	0
Outdoor Dining	5	0

LEAST DESIRABLE	Want in Ashland	Do Not Want
Adult-Oriented Businesses	0	6
Car Dealers	0	5
Liquor Stores	0	3
Drive-Thru Businesses	0	3
Gated Neighborhoods	0	2
Public Restrooms	0	1
Strip Shopping Centers	0	1

SOMEWHAT DESIRABLE	Want in Ashland	Do Not Want
Manufacturing	4	1
Shopping Mall/Lifestyle Center	3	1
Skate Park	2	2
Churches	2	2
Pubs/Taverns	2	2
Heavy-Industrial	2	2
Fast Food	2	3

3. **Strengths and Opportunities Exercise:** What do you think?

In this exercise, the Task Force was asked to identify strengths and opportunities for each topic.

FOCUS TOPICS			
Economic Development		Transportation	
Strengths	Opportunities	Strengths	Opportunities
<ul style="list-style-type: none"> Retail market Secondary Education – multiple facilities Small business development 	<ul style="list-style-type: none"> Farmers Market expansion in downtown 	<ul style="list-style-type: none"> Wide streets Good bus system connecting to neighboring cities Amtrak/greyhound Transportation center – all in one building Port/rail 	<ul style="list-style-type: none"> No recreational boat facilities Traffic light system downtown Congestion and bad lights in areas Parking near hospital limited
Downtown Ashland		Parks and Open Space	
Strengths	Opportunities	Strengths	Opportunities
<ul style="list-style-type: none"> Parking First Friday 	<ul style="list-style-type: none"> Increase pedestrian opportunities Expand First Friday 	<ul style="list-style-type: none"> Central Park Riverfront 	<ul style="list-style-type: none"> Youth Skate Park Youth Soccer Riverfront “New” larger park
Land Use		Housing and Neighborhoods	
Strengths	Opportunities	Strengths	Opportunities
<ul style="list-style-type: none"> Wide/straight streets downtown Doog/decent division of residential Parks City manager form of government with less politics and more action Neighborhood elementary schools 	<ul style="list-style-type: none"> Downtown vacancy and upper floor development Riverfront development Vacant ground downtown Old plan of 200 acres Housing area needs to “go away” – lot consolidation 	<ul style="list-style-type: none"> Character – active kids Traditional neighborhood development 	<ul style="list-style-type: none"> Reinvestment in older neighborhoods Redevelopment – mixed use and multi-family are needed
Facilities and Utilities		Character and Urban Design	
Strengths	Opportunities	Strengths	Opportunities
<ul style="list-style-type: none"> Neighborhood schools Good water, sewer electricity (sell surplus) Remediation Plan for Combined Sewer Overflow 	<ul style="list-style-type: none"> Small portion does not have sewer Water system is old City-wide recycling 	<ul style="list-style-type: none"> “classic” Walkability downtown 	<ul style="list-style-type: none"> Certain neighborhoods could be made more walkable
Sustainability			
Strengths	Opportunities		
<ul style="list-style-type: none"> Education system – technical college can tailor to workforce needs Healthcare – industry is biggest employer 	<ul style="list-style-type: none"> Fiscal – vacant buildings 		

TASK FORCE MEETING #2 – APRIL 4, 2013

The second Task Force meeting discussed input received at the first public meeting on March 28th and presented the draft vision, goals, and objectives. The majority of the meeting consisted of a working session to refine the vision, goals, and objectives.

TASK FORCE MEETING #3 – JUNE 6, 2013

The third meeting consisted of reviewing all the draft elements of the plan. Each element of the plan was discussed in detail and comments were recorded for future revisions to be made. Elements reviewed and discussed included:

- 1) Future Land Use
- 2) Transportation
- 3) Facilities & Utilities
- 4) Downtown & Riverfront
- 5) Neighborhoods
- 6) Redevelopment Opportunities

TASK FORCE MEETING #4 – AUGUST, 21, 2013

The final Task Force meeting was focused on reviewing the draft plan including the action steps. Revisions were discussed and made prior to the adoption process.

2013 PUBLIC MEETINGS & WORKSHOPS

Public meetings allow for the gathering of information from residents and business owners which is essential to making a planning document relevant. These meetings give an opportunity for new ideas and issues to be expressed and considered, but they also serve the purpose of confirming and reviewing previous input. Two public meetings were held during the 2013 comprehensive planning process.



PUBLIC MEETING #1: WORKSHOP – MARCH 28, 2013

Participants attending this public workshop were given a short overview presentation on Ashland's existing conditions followed by three exercises to gain feedback. They were asked to focus on developing a vision, define focus areas and districts, and explore the future of Ashland through a mock newspaper. The following summarizes the feedback collected during the meeting.

- ...a recreation and entertainment destination, Ashland's riverfront, music district and brewing district thrive.
- ...a hub for the arts and tourism, Ashland opens a new theater for ACTC on former tannery site.

“Top Rated Jobs & Industries in Ashland Continue to be _____”

This portion asks participants to fill in a story on what jobs and industries are flourishing in future Ashland.

- Morehead State, which opened a new 4 year college downtown and added new graduate degree programs.
- AK Steel and Marathon Oil after facilities expansion.
- CSX after they move their headquarters back to Ashland.
- Medical services and technology.
- In light industry and computer service industries.
- Music and brewery.
- Tourism (Water, Arts, Shopping).

“Focus on Ashland: New Highlights in the City over the Past 20 Years”

This portion asks participants to fill in a story on major events that may have developed in future Ashland, starting tomorrow and ending 20 years from now.

- Ashland has become a major port on the Ohio and excursions are leaving by river and rail weekly. Transportation proves a great asset for this thriving community
- New storm sewer project nears completion.
- Hospital expands with new mental health services wing.
- Downtown area population on the rise.
- Jobs and service related industries have helped Ashland, elevated education, entertainment, shopping and dining.
- Tourism is Ashland's largest revenue generator.
- Ashland's riverfront is known as a recreation and entertainment destination with a Riverwalk and concerts.

PUBLIC MEETING #2: OPEN HOUSE— JUNE 20, 2013

The second public meeting was held prior to the Board of Commissioners meeting at City Hall to allow the elected officials and public to provide input on the plan. The meeting was held as an open house where participants could discuss issues one-on-one with City staff and consultant. Multiple large format boards with the vision, goals, and plan elements were displayed with questionnaires available for feedback. Following this meeting, a formal presentation was given to the commission during their meeting.

2013 KEY PERSON INTERVIEWS

The key persons from departments within the local government were interviewed for input on future development. These interviews were held on July 6, 2013 and June 20, 2013. Their comments are summarized below:

CITY MANAGER, STEVE CORBITT, PE

1. Vision for the City includes: reclaiming the coke plant, increasing apartments, building a regional shopping center.
2. Currently, rebuilding residential housing units is difficult because of small lot sizes.
3. The bus system has had funding drastically cut.
4. The City has seen a half a billion dollars in construction in the last 10 years.
5. In downtown, 3 of 4 buildings were remodeled.
6. Existing retail and restaurants are a big plus for the City.
7. There are a large number of banking facilities that are a good fit for the City.
8. Would like to see a marina for pleasure boats and a riverboat restaurant on the river.
9. Ashland has water capacity that could attract industry.

POLICE DEPARTMENT, ROBERT W. RATLIFF

1. A neighborhood watch was attempted in the past but it has been hard to maintain.
2. There is a wish for more social activities for youth.
3. They also would like to see more jobs provided for youth and young adults.
4. Speeding is a problem on Lexington and Central near the park and on Blackburn.
5. Response times are in a good status.
6. There are many crashes on Central and 23rd, but the cause is unknown (majority of the traffic here is from out of town drivers).
7. There are high crash rates at these intersections: 13th St Bridge; Central and 23rd; 29th and Winch; Winch and 43rd.

UTILITY DEPARTMENT, RYAN EASTWOOD, PE

1. The current budget for tank maintenance is \$100,000 – \$105,000 per year.
2. The water distribution lines are in average shape.
3. There are several areas of hydrant pressure issues.
4. Pump stations are in good status.
5. The tanks at the water treatment facility are in poor condition, but there are plans to improve this.

6. Many sewer improvement projects are planned or underway.
7. Maximum sewer treatment capacity is 33 MGD with a current average daily flow of 11 MGD – expecting to expand to 40 MGD within 5 years.

FIRE DEPARTMENT, SCOTT PENICK

1. Currently, there is no capacity to handle a barge fire. The department has two boats but neither have pumps equipped. This is not a current issue unless recreation on the river is increased.
2. Vision for the City includes: a marina, ice skating, and light the bridges.
3. Response times, coverage, and equipment are all in good status.

2013 ADOPTION HEARINGS

Per KRS 100 a public hearing for adoption was held before the Planning Commission on September 17, 2013. Following this, two public hearings for adoption was held before the Ashland Board of Commissioners on October 10, 2013 and October 24, 2013.

2020 TASK FORCE MEETINGS

TASK FORCE MEETING #1 – JULY 23, 2019

The Ashland Task Force met for the first time on Tuesday, July 23, 2019. Fourteen people attended the meeting, in addition to various City staff and the consultant team. The meeting started with a presentation and introduction to the project, including an overview of the planning process, explanation of roles, highlights of existing demographic trends, and overview of the previous plan outline. Following the presentation, the Task Force discussed the previous vision and goals to determine if they should be carried over in the updated plan or be revised. The Task Force decided to reference the recently adopted vision for the City of Ashland, “Ashland is: high standards, pride, integrity and opportunity; the place you want to be.” The group also discussed measurable outcomes such as population growth, foot traffic in downtown during weekends and evenings, increase in businesses opening, a streamlined development review process, and positive perception from outsiders/visitors. In addition, the group reviewed the previous goals and objectives and discussed the following topics:

- Laws are barrier to small businesses and entrepreneurship.
- Need incubators/mentorships for small businesses.
- Align all groups, organizations, agencies and elected officials for implementation – this group should meet multiple times a year, follow the comprehensive plan, develop a report card or other working documents to stay on task, and organize a committed group of people.

- Develop brand standards for the City and better control the narrative to improve positivity.
- Need to attract more entertainment options such as night life and music venues.
- Attract intentional housing development for infill/redevelopment, as well as property maintenance.

The Task Force was given a homework assignment to review the previous action steps and indicate whether progress had been made, as well as think about what the City should tackle next. The meeting closed with an overview of the project schedule and next steps for the plan update.

TASK FORCE MEETING #2 – AUGUST 28, 2019

The second task force meeting was held on Wednesday, August 28th. Eleven members of the task force members were present in addition to City staff and the consultant team. The meeting agenda consisted of an overview of the planning process and what has been completed to date, key takeaways from the online survey, presentation of the updated vision statement and goals based on input, and discussion of the first three plan elements. The plan elements discussed during this meeting included Land Use, Transportation, and Facilities & Utilities. The group decided that the updates to the objectives and action steps for these plan elements were sufficient, however, changes to the corresponding maps were discussed. These included the following:

Future Land Use Map:

- Higher density mixed-use development or commercial should be concentrated along east Winchester Road where urban residential is currently shown.
- Neighborhood commercial should be concentrated along east Winchester road, where traditional residential and low impact residential currently reside.
- Should public space near the college be expanded?
- Signage standards are needed at major gateways.
- Senior condos should be located in downtown along Central Avenue across from the park.
- Neighborhood commercial may be appropriate on Blackburn Avenue.

Future Transportation Map:

- Additional gateways are needed in downtown.
- Access to I-64 is important.
- Existing trail should be added to the map.
- 16th Street should be improved with an opening at the flood wall.
- Winchester should have two lanes with parking and/or median.

Future Facilities Map:

- Improve the skate park.
- Improve the boat ramp/marina.
- Consider a cruise boat, improving river tourism.
- Consider water sports in the Ohio River.
- Focus more events along the riverfront.
- Develop a riverfront bike trail.
- Implement a playground, softball fields updates and parking updates at Southside Park.
- A roof is need on the Tennis Center.
- Need to develop a 5-Year Parks and Recreation Plan.
- Expand Morehead State University at Ashland.

TASK FORCE MEETING #3 – JANUARY 6, 2020

The City was concurrently completing a downtown development action plan and results from the plan were coordinated with the 2020 update. The third task force meeting was held on January 6, 2020. This meeting included an overview of the previous work completed by the task force, as well as reviewed any potential changes to the Downtown & Riverfront, Health Neighborhoods, and Economic Development sections of the plan. Updates to the plan included the following.

Neighborhoods:

- Redevelopment is needed along Winchester Avenue and the eastern gateway of Ashland.
- New housing could be supported or is needed in the western portion of the City.
- The City should market Ashland as a place to build and the development review process should be streamlined.
- Affordable housing is needed.
- Bicycle and pedestrian connectivity between neighborhoods and nearby amenities are needed.
- The homeless population should be addressed.

Downtown:

- Attract a business incubator or maker space. This could include a commercial kitchen.
- More mixed-use development is needed.
- Streetscape improvements and bike racks are needed.
- Space is needed downtown that allows for programming of regular activities.
- Marketing efforts to attract people outside of Ashland is needed.

Economic Development:

- Industrial TIF should still be considered.
- Grocery stores are needed in downtown and in eastern Ashland.
- Include workforce training and coordination between existing business needs.
- Redevelopment efforts for commercial areas along US 60 and 29th Street are needed.
- Update boundaries of downtown to focus on first.

TASK FORCE MEETING #4 – MARCH 24, 2020

The task force had planned to meet for the fourth time on March 24, 2020, however due to the COVID-19 Pandemic the committee reviewed the draft plan remotely and provided comments virtually.

2020 PUBLIC MEETINGS & WORKSHOP

PUBLIC WORKSHOP #1 – JANUARY 28, 2020

The public workshop was held on January 28, 2020 from 4:00-6:00 PM at Ashland City Hall. This workshop was combined with another planning workshop for the Boyd-Greenup Small Urban Area Study that was being conducted by KYTC simultaneously. Attendees could provide input for both meetings and approximately 46 people attended the workshop. Attendees were asked to provide feedback, using dots and post-it notes on the draft vision statement, goals, and objectives for the plan. Dots were used to indicate priorities, and post-it notes were used to indicate other comments or suggested changes. The following provides a summary of the feedback collected during this workshop.

- 1. Ashland is a place that promotes appropriate growth and development. (6 Votes)**
 - a. Foster appropriate land use mixes, housing types and transitions within neighborhoods, including single-family, multi-family and neighborhood commercial. **(2 Votes)**
 - b. Allow new housing to be constructed in appropriate areas. **(4 Votes)**
 - c. Create transitions between neighboring incompatible land uses and place new development in appropriate locations that do not have land use conflicts. **(17 Votes)**

2. **Ashland is a place that provides multiple transportation options. (1 Vote)**
 - a. Connect people to key destinations in Ashland through multiple types of transportation that serve residents of all socio-economic backgrounds. **(6 Votes)**
 - b. Improve safety and provide alternatives for congestion along major roadways. **(2 Votes)**
 - c. Create opportunities for residents and visitors to easily access Ashland from I-64, including the development of the U.S. 60 Connector. **(1 Vote)**
 - d. Coordinate with regional partners to enhance public transportation between communities. **(3 Votes)**
 - e. Develop access management tools for new and existing development that would improve the quality of Ashland's roads. **(1 Vote)**
 - f. Expand the sidewalk and trail network throughout the City for both transportation and recreation. **(8 Votes)**
 - g. Visually define gateways into Ashland. **(3 Votes)**
3. **Ashland is a place that promotes education & learning opportunities. (2 Votes)**
 - a. Continue to provide a strong educational foundation and facilities for youth (Preschool to Grade 12). **(1 Vote)**
 - b. Continue to coordinate programs and resources, such as certification programs or training centers, offered by existing secondary education facilities that meet the needs of existing businesses and the future workforce. **(19 Votes)**
 - c. Coordinate with nearby programs to encourage the expansion higher education that includes additional four-year college or university programs that coordinate with workforce demands. **(4 Votes)**
4. **Ashland is a place that provides infrastructure improvements. (5 Votes)**
 - a. Upgrade the aging water and sewer systems, including elimination of combined sanitary/storm sewers. **(11 Votes)**
 - b. Promote technology improvements that are needed to attract and retain young professionals and businesses. **(7 Votes)**
 - c. Encourage infill development or redevelopment that uses existing infrastructure. **(1 Vote)**
 - d. Coordinate infrastructure improvements to maximize investments and limited funding resources. **(2 Votes)**
 - e. Require new development to have adequate infrastructure. **(0 Votes)**
 - f. Improve access to high-speed and affordable internet. **(2 Votes)**
5. **Ashland is a place for healthy lifestyles. (1 Vote)**
 - a. Develop partnerships to address addiction through prevention, treatment and rehabilitation. **(8 Votes)**
 - b. Create additional recreational assets and parks that increase entertainment options for kids and teens. **(13 Votes)**

- c. Maintain or enhance existing neighborhood facilities, such as parks and other public spaces. **(3 Votes)**
 - d. Increase access to parks and recreational opportunities city-wide. **(0 Votes)**
- 6. Ashland’s downtown is an entertainment destination. (5 Votes)**
- a. Create or enhance key partnerships, including public-private partnerships, to aid in redeveloping downtown. **(6 Votes)**
 - b. Promote downtown as a destination for shopping, dining, live music and the arts/entertainment, and tourism for all ages. **(18 Votes)**
 - c. Promote downtown living opportunities with a focus on young professionals and seniors. **(0 Votes)**
 - d. Support building rehabilitation and development of vacant lots. **(1 Vote)**
 - e. Develop Ashland as a “gateway” into Kentucky, capitalizing on tourism, entertainment, and the local history and culture. **(0 Votes)**
 - f. Protect historic or significant buildings or spaces that are unique to Ashland. **(1 Vote)**
- 7. Ashland is a place that has reclaimed and utilized the Riverfront. (11 Votes)**
- a. Continue to enhance the riverfront with opportunities for open space, recreation, and entertainment for people of all ages. **(15 Votes)**
 - b. Provide for recreational opportunities along the riverfront while still preserving environmentally sensitive areas. **(1 Vote)**
 - c. Allow for appropriate festivals, events, and regular activities that utilize the riverfront. **(8 Votes)**
 - d. Create physical and visual connections between the riverfront and downtown. **(3 Votes)**
- 8. Ashland is a place with vibrant neighborhoods. (0 Votes)**
- a. Encourage a variety of housing types, including options for seniors and young professionals. **(12 Votes)**
 - b. Encourage a variety of housing opportunities for residents of all socio-economic backgrounds. **(6 Votes)**
 - c. Continue to reinvest in deteriorating housing. **(0 Votes)**
 - d. Build programs that enhance existing neighborhoods, such as neighborhood watch programs, maintenance programs or community events. **(7 Votes)**
- 9. Ashland is a place that promotes business development. (18 Votes)**
- a. Retain existing industry and attract new targeted industry. **(2 Votes)**
 - b. Continue to build Ashland as a regional medical center. **(0 Votes)**
 - c. Attract new technical industries to Ashland. **(12 Votes)**
 - d. Foster an environment that supports small business and entrepreneurial development. **(14 Votes)**
 - e. Grow jobs for current residents and young professionals. **(2 Votes)**

2020 ADOPTION HEARINGS

A public hearing for adoption was held before the Planning Commission on June 16, 2020 and was unanimously adopted. Following this, two readings for adoption were held before the Ashland Board of Commissioners on June 25, 2020 and June 26, 2020. The plan was unanimously adopted.

ONLINE SURVEY

The online survey was open from August 1, 2019 to September 1, 2019 and generated approximately 534 survey responses. The survey was a total of 14 questions, ranging from general demographic questions to asking participants what their big idea for Ashland was. The following provides a summary of the data collected for each question.

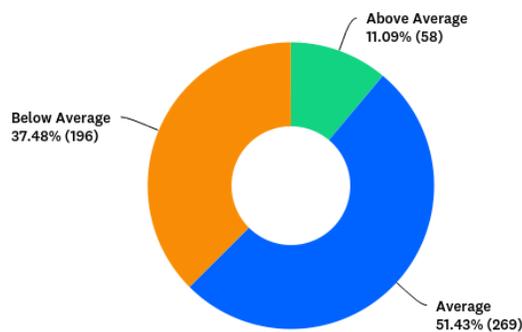
1. What is Ashland's strongest asset?



2. What is Ashland's biggest challenge?



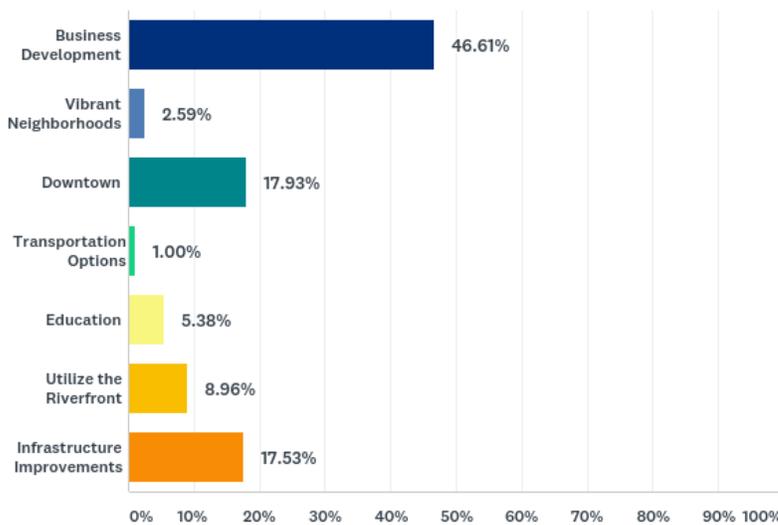
3. How do you perceive the current quality of life in Ashland?



4. For the following list, identify whether the topic is very important, important, or not important to your quality of life.

	Very Important	Important	Not Important
Entertainment/Shopping Options	46.97% 248	47.54% 251	5.49% 29
Access to High-Paying Jobs/Job Opportunities	88.87% 471	10.75% 57	.38% 2
Diverse Housing Stock	28.71% 151	57.79% 304	13.50% 71
Affordable Housing Options	43.48% 230	50.85% 269	5.67% 30
Recreational Spaces & Activities Available	59.17% 313	37.24% 197	3.59% 19
Active Downtown	53.12% 281	39.13% 207	7.75% 41
Improved Roadways	51.32% 272	44.53% 236	4.15% 22
Sidewalks/Bike Lanes/Multi-Use Trails	31.82% 168	46.21% 244	21.97% 116
Public Transportation	25.81% 136	51.42% 271	22.77% 120
Attractive Buildings, Gateways and Public Spaces	42.05% 222	50.19% 265	7.77% 41
Reliable Public Services & Infrastructure	71.32% 378	27.74% 147	0.94% 5
Strong School System	83.55% 442	15.50% 82	0.95% 5
Access to Higher Education Opportunities	70.51% 373	25.90% 137	3.59% 19

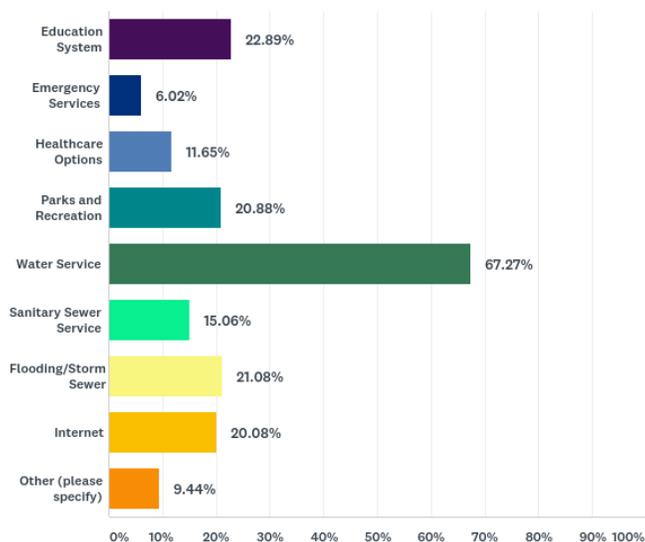
5. What do you believe is the highest priority for Ashland to focus on in the next ten to twenty years?



6. Rate the following transportation improvements that you believe are very important, important, or not important for Ashland.

	Very Important	Important	Not Important
Bus System Improvements	19.0% 95	49.40% 247	31.60% 158
Access from I-64	37.35% 186	46.79% 233	15.86% 79
Access Management	34.87% 174	55.51% 277	9.62% 48
Walking Paths & Trails/Sidewalks	24.90% 124	52.61% 262	22.49% 112
Gateway Improvements	32.87% 164	43.49% 217	23.65% 118

7. Regarding community facilities and utilities, what needs to be improved the most?



8. What type of housing development does Ashland need more of or less of?

	Needs More Of	Needs Less Of	Keep As Is
Senior Housing	52.78% 256	2.47% 12	44.74% 217
Apartments & Condos	54.28% 260	6.47% 31	39.25% 188
Single-Family Housing	51.15% 245	1.88% 9	46.97% 225
Affordable Housing Options	63.32% 309	5.53% 27	31.15% 152

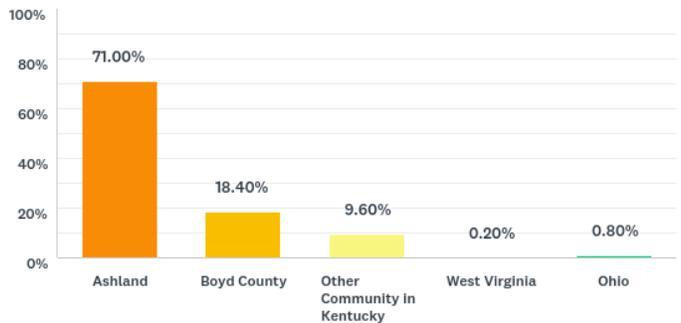
9. What is the highest priority for Downtown Ashland?

Property Improvement	15.84%
Redevelopment of Key Properties	18.22%
More Housing Options	2.97%
More Entertainment/Shopping/Retail Businesses	38.02%
Promotion of Downtown	8.51%
Improved Streetscape	6.34%
Other	10.10%

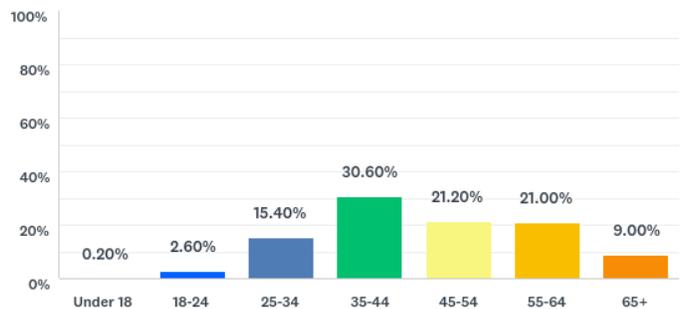
10. Tell us your BIG IDEA for Ashland.



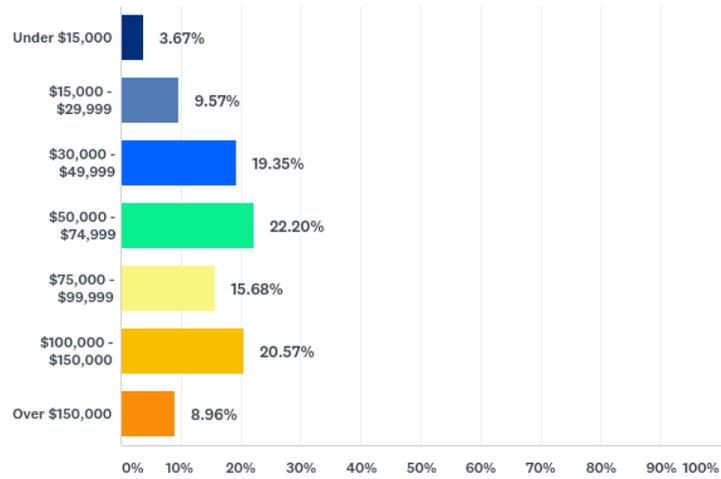
11. Where do you live?



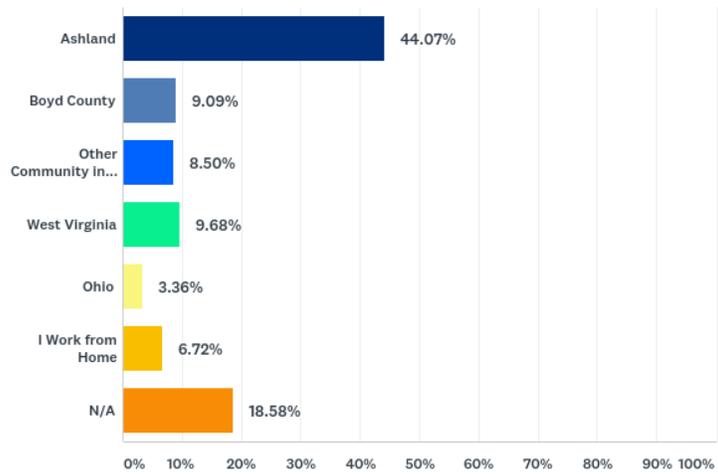
12. What is your age?



13. What is your annual income?



14. Where do you work?



The background of the page features a sepia-toned photograph of a large steel truss bridge spanning a river. In the foreground, three flagpoles stand on a paved area, with the American flag and two other flags flying. The sky is filled with soft, white clouds. The overall aesthetic is clean and professional, with a color palette dominated by oranges, blues, and whites.

ASHLAND 2020 COMPREHENSIVE PLAN

Vision, Goals & Objectives

4

CHAPTER 4

VISION, GOALS & OBJECTIVES

[INSIDE THIS CHAPTER]

This chapter provides the foundation for all future decisions regarding the Ashland Comprehensive Plan.

- Introduction
- Vision Statement
- Goals & Objectives

INTRODUCTION

Ashland's Comprehensive Plan should serve as the community's guide for future development and be the basis for all decisions about the location, quality, and quantity of future growth and its supporting infrastructure. The plan's vision, goals, and objectives were developed through input from the Task Force, residents, business owners and various City departments / leadership.

It is important to understand the purpose of each statement, goal, or objective listed in this chapter. A vision, usually written in the present tense, is a broad statement which communicates where the City would like to be in the future. Goals, like vision statements, are broad in nature but usually provide a level of specificity which seeks to give purpose or define results. Goals are lofty, but attainable within the planning horizon. The planning horizon for Ashland's comprehensive plan is 20 years, or 2030. Finally, plan objectives provide a level of specificity to each goal and often provide direction necessary to reach a goal.

Implementation or action steps put the goals and objectives in motion and name specific tasks, responsible parties, and the appropriate timeframes to complete each step. Action steps for the Ashland Comprehensive Plan can be found in Chapter 11: Implementation.

VISION STATEMENT

After the 2013 comprehensive plan was written, and shortly before the 2020 update, the City underwent a process to develop a new vision statement. That new vision statement was adopted as part of the 2020 comprehensive plan update and is as follows.

“Ashland is: high standards, pride, integrity, and opportunity; the place you want to be!”

GOALS & OBJECTIVES

The following goals and objectives have been updated from 2013. These were updated based on progress made, new ideas that came forth in the update, as well as other changes to Ashland. Each goal was re-written to reflect the style of the new vision statement, and one goal was added to encompass healthy lifestyles.

1. Ashland is a place that promotes appropriate growth and development.

- a. Foster appropriate land use mixes, housing types and transitions within neighborhoods, including single-family, multi-family and neighborhood commercial.
- b. Allow new housing to be constructed in appropriate areas.
- c. Create transitions between neighboring incompatible land uses and place new development in appropriate locations that do not have land use conflicts.

2. Ashland is a place that provides multiple transportation options.

- a. Connect people to key destinations in Ashland through multiple types of transportation that serve residents of all socio-economic backgrounds.
- b. Improve safety and provide alternatives for congestion along major roadways.
- c. Create opportunities for residents and visitors to easily access Ashland from I-64, including the development of the U.S. 60 Connector.
- d. Coordinate with regional partners to enhance public transportation between communities.
- e. Develop access management tools for new and existing development that would improve the quality of Ashland's roads.
- f. Expand the sidewalk and trail network throughout the City for both transportation and recreation.
- g. Visually define gateways into Ashland.

3. Ashland is a place that promotes education and learning opportunities.

- a. Continue to provide a strong educational foundation and facilities for youth (Preschool to Grade 12).
- b. Continue to coordinate programs and resources, such as certification programs or training centers, offered by existing secondary education

facilities that meet the needs of existing businesses and the future workforce.

- c. Coordinate with nearby programs to encourage the expansion of higher education that includes additional four-year college or university programs that coordinate with workforce demands.

4. Ashland is a place that provides infrastructure improvements.

- a. Upgrade the aging water and sewer systems, including elimination of combined sanitary/storm sewers.
- b. Promote technology improvements that are needed to attract and retain young professionals and businesses.
- c. Encourage infill development or redevelopment that uses existing infrastructure.
- d. Coordinate infrastructure improvements to maximize investments and limited funding resources.
- e. Require new development to have adequate infrastructure.
- f. Improve access to high-speed and affordable internet.

5. Ashland is a place for healthy lifestyles.

- a. Develop partnerships to address addiction through prevention, treatment and rehabilitation.
- b. Create additional recreational assets and parks that increase entertainment options for kids and teens.
- c. Maintain or enhance existing neighborhood facilities, such as parks and other public spaces.
- d. Increase access to parks and recreational opportunities city-wide.

6. Ashland's downtown is an entertainment destination.

- a. Create or enhance key partnerships, including public-private partnerships, to aid in redeveloping downtown.
- b. Promote downtown as a destination for shopping, dining, live music and the arts/entertainment, and tourism for all ages.
- c. Promote downtown living opportunities with a focus on young professionals and seniors.
- d. Support building rehabilitation and development of vacant lots.
- e. Develop Ashland as a "gateway" into Kentucky, capitalizing on tourism, entertainment, and the local history and culture.
- f. Protect historic or significant buildings or spaces that are unique to Ashland.

- 7. Ashland is a place that has reclaimed and utilized the Riverfront.**
 - a. Continue to enhance the riverfront with opportunities for open space, recreation, and entertainment for people of all ages.
 - b. Provide for recreational opportunities along the riverfront while still preserving environmentally sensitive areas.
 - c. Allow for appropriate festivals, events, and regular activities that utilize the riverfront.
 - d. Create physical and visual connections between the riverfront and downtown.

- 8. Ashland is a place with vibrant neighborhoods.**
 - a. Encourage a variety of housing types, including options for seniors and young professionals.
 - b. Encourage a variety of housing opportunities for residents of all socio-economic backgrounds.
 - c. Continue to reinvest in deteriorating housing.
 - d. Build programs that enhance existing neighborhoods, such as neighborhood watch programs, maintenance programs or community events.

- 9. Ashland is a place that promotes business development.**
 - a. Retain existing industry and attract new targeted industry.
 - b. Continue to build Ashland as a regional medical center.
 - c. Attract new technical industries to Ashland.
 - d. Foster an environment that supports small business and entrepreneurial development.
 - e. Grow jobs for current residents and young professionals.

ASHLAND 2020 COMPREHENSIVE PLAN



Land Use 5



CHAPTER 5

LAND USE

[INSIDE THIS CHAPTER]

This chapter provides the foundation for future decisions regarding land use and development.

- Goals & Objectives
- Action Steps
- Introduction
- Geographic Considerations
- Development Patterns
- Location Criteria for Future Land Uses
- Future Land Use Plan

LAND USE GOALS & OBJECTIVES

Goal One: Ashland is a place that *promotes appropriate growth and development.*

Objectives:

- A. Foster appropriate land use mixes, housing types and transitions within neighborhoods, including single-family, multi-family and neighborhood commercial.**
- B. Allow new housing to be constructed in appropriate areas.**
- C. Create transitions between neighboring incompatible land uses and place new development in appropriate locations that do not have land use conflicts.**

ACTION STEPS

The Action Steps below operationalize the objectives above. Details for each action step can be found in Chapter 11: Implementation.

- A. Actively implement the Comprehensive Plan and annual review progress.**
- H. Revise the zoning & subdivision control ordinance.**
 - I. Streamline the development review process.**
- T. Identify land prime for redevelopment or industrial development.**

INTRODUCTION

The Future Land Use chapter is commonly the most frequently referenced section of a comprehensive plan; this is because future land uses will largely determine how and where the community will develop. In addition to the vision, goals, and policies of the comprehensive plan, the Future Land Use chapter will act as a guide for the Planning Commission, Board of Commissioners, Mayor and other appointed and elected officials when making decisions regarding growth or redevelopment. The existing conditions (geographic considerations, development patterns and existing land uses) are presented in this chapter in addition to location criteria used in determining future land uses and the future land use plan. Action steps for implementing the plan are included in Chapter 11: Implementation and at the end of this chapter.

GEOGRAPHIC CONSIDERATIONS

Ashland has many unique geographic features that enhance the visual beauty and functionality of the City but also restrict development in select areas.

TOPOGRAPHY & SOILS

Steep slopes and ridges create great overlooks of the City but are restrictive of development. Land that has a slope greater than 20% (steep slopes) should have appropriate site measures before development. However, development in these areas should be reassessed, as they pose immediate, construction and development challenges as well as long-term slope stability, runoff, and other natural degradation issues. Areas with slopes greater than 30% should be left in a natural state. The figure to the left shows the areas within Ashland that have steep slopes (darker shading means steeper slope).

In addition to slope, soil type plays a major role in the ability to develop a site. Soil types are related to landforms of an area and are typically classified according to their color, texture, structure and other properties. Each soil type reacts differently to development and therefore should be considered during development review. Land that contains soils rated as “unstable” (especially those soils prone to landslides) should not be developed.



Steep Slopes

FLOOD HAZARD AREAS

The Ohio River is a defining element of Ashland but can also pose flooding problems in unprotected areas. Completed in the 1950s, the existing floodwall protects the majority of vulnerable land. Land within flood-prone areas should be carefully considered and only developed with appropriate measures. The most updated flood information can be found on Ashland's Flood Insurance Rate Maps (FIRM) available through the Federal Emergency Management Agency (FEMA). A FIRM is the official map of a community on which FEMA has delineated both the special hazard areas and the risk premium zones applicable to the community.

DEVELOPMENT PATTERNS

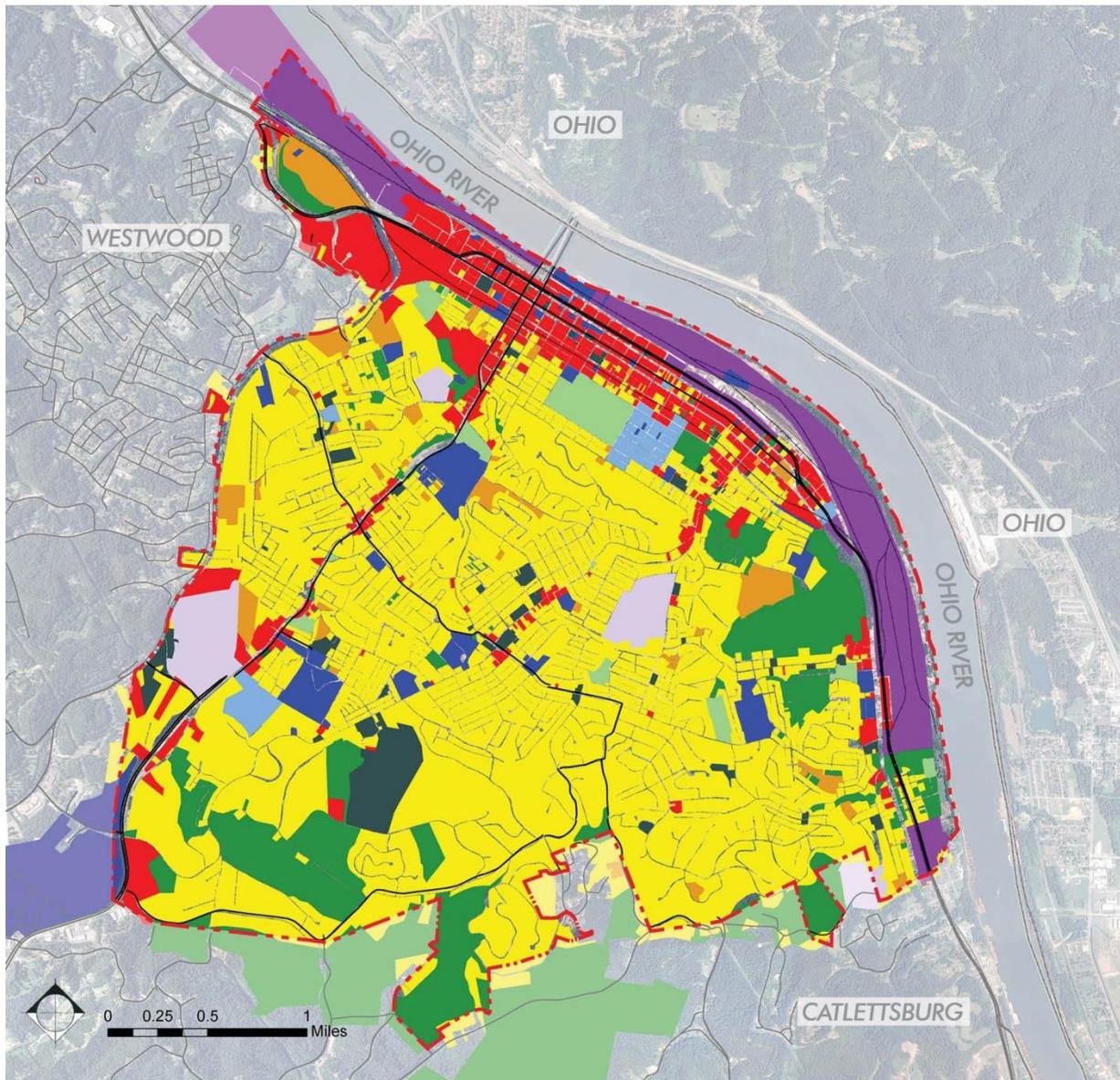
Analyzing both existing and future development patterns allows the community to establish a method for identifying new growth or development while also allowing planners and decision makers to identify if changes are occurring between various land uses. This is important not only in considering land use changes at the parcel level but is also important when periodically reviewing the plan as a whole.

EXISTING DEVELOPMENT PATTERNS

Ashland's current land use patterns (2013) consist of many organic and connected neighborhoods and districts that are typical of pre-World War II development. Many neighborhoods contain small commercial areas, such as a corner store, or institutional uses, such as a church. The overall development pattern has not changed in recent decades; however, it appears the historical population decline is stabilizing and the potential for redevelopment activities is increasing.

Commercial, industrial and mixed uses are concentrated between Central Avenue and the Ohio River with more redevelopment occurring towards the Town Center Mall. Many large industrial land uses (active and abandoned) currently exist along the riverfront. The Kings Daughters Medical Complex and related businesses continue to grow in downtown, resulting in redevelopment activity in the adjacent area. Commercial and office land uses are also located along the major arterials, including U.S. 60 and U.S. 23. New residential development is limited but there have been recent efforts to revitalize sub-standard housing areas.

Existing Land Uses



Ashland's 2013 existing land uses include:

- Agricultural / Undeveloped – 9%
- Single-Family Residential – 54%
- Multi-Family – 3%
- Commercial – 9%
- Industrial – 10%
- Public / Semi-Public – 13%
- Parks / Open Space – 2%

FUTURE DEVELOPMENT PATTERNS: QUALITY & QUANTITY OF GROWTH

Because of Ashland's declining population trend beginning in the 1960's (see Chapter 2: Existing Conditions), future development patterns will focus not necessarily on the traditional method of projecting the additional land or acreage needed to accommodate growth. Rather, as the City's population stabilizes, future growth should be focused on areas that are ideal for redevelopment or underutilized areas before expanding outward with new development.

The quality of redevelopment and the land uses proposed for that redevelopment should be closely considered. When redevelopment occurs, local decision makers should look at the long-term impact and not settle for any particular form of development. When a property redevelops, it is often 40 to 50 years or longer before the opportunity for a change in land use might occur again. Considering the often long-term holding of a designated land use and the overall vision of this plan, future land use and development should strive to support this plan.

[INFILL]

Land that is currently developed including infrastructure (water, sewer and electricity services, buildings (residential, commercial, and civic) and paved surfaces (roads and sidewalks). Infill can include vacant buildings or lots.

[GREENFIELD]

undeveloped, non-urban land relatively rural and pastoral with natural amenities and sometimes including agricultural land.

LOCATION CRITERIA FOR FUTURE LAND USES

The purpose of the following location criteria is to develop sound and comprehensive rationale that forms the basis of land use decisions in Ashland. This set of criteria establishes the preferred locations for the various types of development. It was developed based on input received from the Task Force, public and City staff.

The following location criteria is one of the best tools to assist the Planning Commission, Board of Commissioners and/or staff in making decisions regarding rezoning of property and approvals of subdivisions or planned unit developments. Decision makers can use this tool to ask "*Does the proposed land use change meet the following location criteria?*" These criteria should be referenced in addition to the Future Land Use Map when making land use decisions.

General Criteria

- Development should occur in underutilized areas that are already serviced by adequate infrastructure; the focus of new development should include reinvesting in sites that are abandoned, dilapidated or underutilized. Development should encourage *infill* rather than *greenfield development* and deteriorating buildings should be a focus of redevelopment.
- All development should be located adjacent to compatible land uses and incorporate proper transitions (land uses, densities, etc.) between non-compatible land uses.
- All development should be placed in sustainable areas and avoid the *floodplain*, *environmentally sensitive areas* or sites that are unsuitable for development (such as *steep slopes*).

- All development should preserve the integrity of Ashland’s roadways by incorporating access management practices and encouraging cross-development connections (the ability to drive/walk between developments without accessing the primary roadway); development should also provide connections to future developments with stubbed-out streets or granting right-of-way.
- All development should be served by adequate water and sewer utilities; upgrading aging water and sewer infrastructure should be considered with redevelopment.

Residential Criteria

- Connectivity for all modes of transit (car, bicycle, pedestrian) should be encouraged within and between subdivisions as well as other adjacent developments.
- Residential development should be buffered from non-compatible land uses, such as heavy industrial.
- A transition in housing density should be provided between single-family and multi-family housing.
- Appropriate land use mixes, such as small-scaled neighborhood commercial, should be encouraged in appropriate locations within residential areas and have appropriate transitions and buffers.
- Individual houses should not have direct access from a collector or arterial street where possible; frontage roads, subdivision streets and shared driveways should be encouraged in this situation.

Commercial Criteria

- Commercial development should minimize curb cuts on roadways and maintain a defined roadway edge with specific points for ingress/egress; shared driveways with cross-development access should be required when possible.
- Commercial parking should have proper setbacks and physical separation from the right-of-way so that vehicles are not utilizing the roadway to directly access parking spaces.
- Commercial development should gain access from a collector or arterial roadway.
- Neighborhood commercial uses should be allowed in appropriate places to provide for the daily needs of residents; these should be small-scaled and provide appropriate transitions and buffers to surrounding residential uses.
- Shared parking standards for adjacent and well-connected developments should be utilized when appropriate.

[FLOODPLAIN]

An area of land that has a 1% chance of flooding annually.

[ENVIRONMENTALLY SENSITIVE AREAS]

A type of designation for an agricultural area which needs special protection because of its landscape, wildlife, or historical value.

[STEEP SLOPES]

Land that has a slope greater than 20%, reassess development suitability, look for alternative sites (slopes greater than 30% should be left in a natural state).

Industrial Criteria

- Abandoned or underutilized industrial sites should be environmentally remedied if required for proposed land use before redevelopment occurs.
- Industry should be encouraged in locations that do not create land use conflicts and are not visually intrusive; additionally, areas that are prime locations for redevelopment by other land uses should be avoided.
- Industrial development should gain access from an arterial roadway.
- Industrial development should be located in areas with multiple forms of transportation to better serve these companies and have a broader appeal for future industrial reuse.

Open Space & Recreational Criteria

- The riverfront adjacent to downtown should be utilized for open space, recreation and entertainment; development in this area should further the long-term vision for Ashland's riverfront and not restrict access to the public.
- Provide new or expanded parks, open space or recreational opportunities in areas that are easily accessed by existing infrastructure.
- Environmentally sensitive areas that should not be developed but may be utilized, in strategic and limited manners, as park and/or open space; these areas can provide educational and interpretative opportunities for the youth and public.

Downtown Criteria

- Development should provide for multiple land uses with service-oriented commercial, entertainment or retail uses at street level.
- Development that includes venues for entertainment, education or the arts should be encouraged downtown.
- Residential development should be encouraged as upper floor development opportunities and/or in development that focuses on lifestyle options.
- Development should preserve historic or significant buildings and spaces downtown.
- Rehabilitation of abandoned buildings and development of vacant lots should be a priority.
- Development should address the street in order to create an inviting and pedestrian scaled streetscape; buildings should also be oriented towards the street with parking in the rear.
- The historic character and identity of Ashland should be incorporated into new building facades in order to create a unified visual character for downtown.

FUTURE LAND USE PLAN

The Future Land Use Plan provides guidance for the Planning Commission, Board of Commissioners, Mayor, and other local officials when making decisions on the location, quality, and quantity of future development in Ashland.

METHODOLOGY

The Future Land Use Plan was developed based on input from the Task Force and public in 2013, and was updated based on additional input collected in the 2020 update. Using the land use criteria, existing conditions, geographical limitations, and existing land uses, future land uses were considered that would best reflect the vision and needs of Ashland. As development occurs and market conditions change, this plan should be reviewed and updated annually to ensure Ashland's future development is consistent with the long-term vision. Since the plan was initially created in 2013, and updated in 2020, in 2025 the City should consider a full update of the plan.

The future land use areas identified within this plan do not reflect the land area needed to support a population within a defined timeframe due to Ashland's population trends. Rather, the Future Land Use Plan depicts where specified types of development are suitable so as redevelopment occurs, it can be focused in appropriate locations.

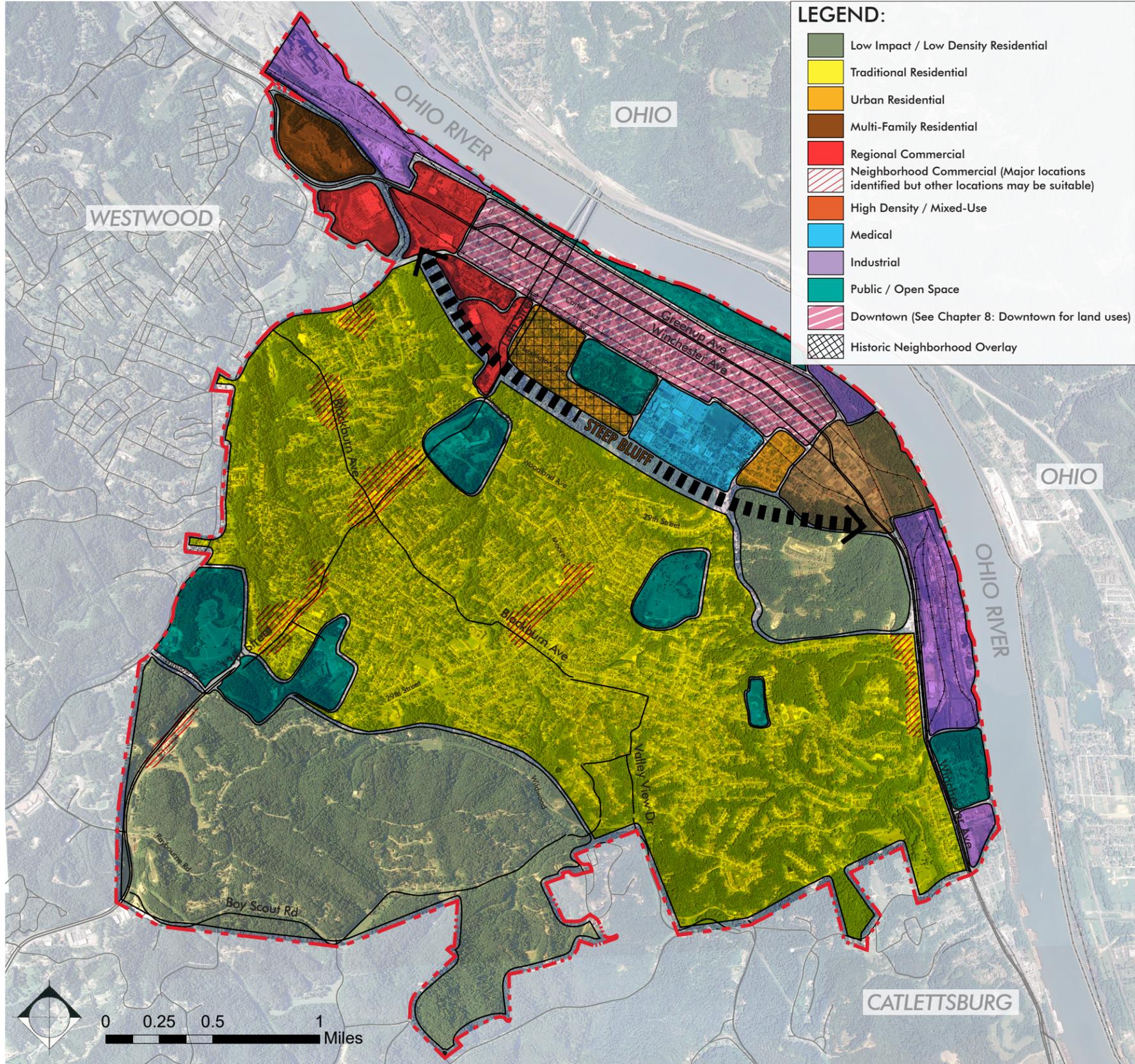
UNDERUTILIZED & REDEVELOPMENT AREAS

Because Ashland has experienced population decline for multiple decades, there are various underutilized or vacant properties within the City. While some properties do not need major repairs, numerous commercial and residential structures need significant repairs. A high priority should be placed on new development that focuses on redeveloping these buildings and areas. Details on redevelopment focus areas can also be found in Chapter 10: Economic Development.

FUTURE LAND USE MAP & DESCRIPTIONS

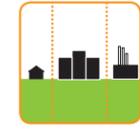
Future Land Use Map

It is important to understand that the Future Land Use Plan includes not only the Future Land Use Map but also the accompanying text in this chapter. The future land uses identified for Ashland are based on multiple factors, including available land, site conditions, existing development patterns, desirable areas for growth and/or potential market demands. Overall, new development should reflect the surrounding area or neighborhood and provide appropriate transitions between densities and land uses. For example, a new development in a single-family residential neighborhood on a neighborhood/local road should be similar or support the land uses of the adjacent properties.



LEGEND:

- Low Impact / Low Density Residential
- Traditional Residential
- Urban Residential
- Multi-Family Residential
- Regional Commercial
- Neighborhood Commercial (Major locations identified but other locations may be suitable)
- High Density / Mixed-Use
- Medical
- Industrial
- Public / Open Space
- Downtown (See Chapter 8: Downtown for land uses)
- Historic Neighborhood Overlay



FUTURE LAND USE

low impact / low density residential

Residential development located on steep or heavily wooded terrain. Lot sizes are typically an acre or more.

traditional residential

Traditional detached single-family residential development on both traditional and suburban street networks. Lot sizes are typically an acre or less.

urban residential

Medium density residential development on a traditional (grid) street network with smaller lot sizes and setback distances.

multi-family residential

Attached multi-family residential development including rowhomes, townhomes and apartments.

neighborhood commercial

Small pockets of commercial development at primary intersections that are within residential areas. It is intended to primarily serve the surrounding neighborhoods.

regional commercial

Medium to large commercial developments intended to serve the larger city and immediate region.

high density / mixed-use

Developments that include high density residential units as well as commercial spaces in the same building.

medical

Hospital and associated medical-related businesses and facilities in addition to housing options to support this industry.

industrial

Light industrial and manufacturing development.

public area and open space

Public, semi-public and open space development including schools, parks, cemeteries and universities.

The Future Land Use Map is intended to be used as a guide when zoning requests or changes are considered. The land uses and densities identified on this map do not directly reflect a current zoning classification. This leaves flexibility in the implementation of this plan to respond to current market demands or community needs.

Overall, the future land uses generally reflect the existing land uses today with a few exceptions: downtown and the riverfront. Downtown and the riverfront are the focuses for redevelopment and reinvestment. Future land uses for Downtown and the Riverfront can be found in Chapter 8: Downtown & Riverfront.

At this time, no large parcels of land or areas are identified for public facilities besides areas for new open space and recreational facilities. If needed in the future, additional public facilities (emergency response, schools, etc.) can be incorporated into each land use classification as a conditional use to ensure their location is appropriate.

Future Land Use Descriptions

The siting of future land uses should support the collective, long-term vision of the plan. It is important to recognize that the land use plan and the future land use descriptions do not result in any changes to the current zoning ordinance and they do not change the zoning of any individual properties. In addition, the future land use descriptions do not directly reflect the descriptions of any specific classification in the zoning ordinance.

The sub-sections that follow describe the different land use recommendations in detail and should be consulted when making land use and zoning decisions.

Low Impact/Low Density Residential: This classification should consist of residential development that is located on steep or heavily wooded terrain. Lot sizes are typically an acre or more. Development in these areas should be limited due to constructability. Land that has a slope greater than 20% (steep slopes) should have appropriate site measures before development. However, development in these areas should be reassessed, as they pose immediate, construction and development challenges as well as long-term slope stability, runoff, and other natural degradation issues. Areas with slopes greater than 30% should be left in a natural state.

Traditional Residential: This future land use category is intended to include traditional detached single-family residential development on both traditional and suburban street networks. Lot sizes are typically an acre or less in this district. The purpose of this classification is to create stable and planned residential neighborhoods and the location of this classification is focused on areas that primarily consist of a similar existing land use. Other uses in this classification should be limited to public and semi-public uses which are normally associated with residential neighborhoods, such as a school or community center.

Urban Residential: This classification includes medium-density residential development that is on a traditional (grid) street network. It will have smaller lot sizes and setback distances since it is located in a more urban environment. The purpose of this classification is to maintain the density and urban character of the existing neighborhoods in and near downtown. Other uses in the Urban Residential classification could include public, semi-public, or limited commercial that directly serves the surrounding residential uses (neighborhood commercial).

Multi-Family Residential: This category includes attached multi-family residential development, such as rowhomes, townhomes, and apartments. This land use is typically located in areas adjacent to a similar land use types or in areas to provide a transition in density from non-residential to single-family residential. This category calls for high-density housing, providing on average, ten units per acre. Other uses in the Urban Residential classification could include public, semi-public, or limited commercial that directly serves the surrounding residential uses (neighborhood commercial). Multi-family residential is also included in the "Downtown" land use category.

Neighborhood Commercial: This classification includes small pockets of commercial development at primary intersections that are within residential areas. It is intended to primarily serve the surrounding neighborhoods. Adequate transitions and buffers between this use and any residential use should be provided. Neighborhood Commercial should not have access from local/neighborhood streets; adequate access from an urban collector or greater.

Regional Commercial: Regional Commercial is a broader classification intended for medium to large commercial developments intended to serve the larger city and immediate region. This land use is appropriate for shopping centers, retail, or other commercial uses that produce greater volumes of vehicular traffic. The location of this land use allows access to a major roadway and provides higher visibility and accessibility. Transitions and buffers between Regional Commercial and non-compatible land uses should be required. To maintain adequate traffic access and flow, developments in this classification should also be required to have cross-development access and utilize access management measures when possible.

Educational/Medical: This future land use category is focused on continuing to develop Ashland as a regional destination for medical services. Land uses include educational, hospital and associated medical-related businesses and facilities, in addition to housing options to support this industry. The location of this district is concentrated downtown around the existing medical facilities.

Industrial: This classification includes light industrial and manufacturing development. The purpose of this land use is to provide development opportunities near the existing infrastructure that are likely needed to

support this land use (transportation, utilities, etc). This can include both small and large scaled businesses as well as public or semi-public uses that are normally associated with industrial development.

Public Area & Open Space: This future land use includes public, semi-public, and open space development including schools, parks, cemeteries, and universities.

Downtown: The purpose of this future land use classification is to respond to the need for redevelopment and reuse of many buildings and lots in downtown. Various land uses are appropriate for this land use classification and are detailed in Chapter 8: Downtown & Riverfront. The land uses identified on the Downtown Map should be considered as part of this Future Land Use Map.

ASHLAND 2020 COMPREHENSIVE PLAN



Transportation

6



CHAPTER 6

TRANSPORTATION

[INSIDE THIS CHAPTER]

This chapter coordinates future state funded projects and local needs for all forms of transportation.

- Goals & Objectives
- Action Steps
- Introduction
- Transportation Improvement Planning
- Functional Classification
- Multi-Modal Transportation
- Existing Railroad Facilities
- Existing Air Travel Facilities
- Existing Water Transportation
- Future Transportation Plan Recommendations

TRANSPORTATION GOALS & OBJECTIVES

Goal Two: Ashland is a place that *provides multiple transportation options.*

Objectives:

- A. Connect people to key destinations in Ashland through multiple types of transportation that serve residents of all socio-economic backgrounds.**
- B. Improve safety and provide alternatives for congestion along major roadways.**
- C. Create opportunities for residents and visitors to easily access Ashland from I-64, including the development of U.S. 60 Connector.**
- D. Coordinate with regional partners to enhance public transportation between communities.**
- E. Develop access management tools for new and existing development that would improve the quality of Ashland's roads.**
- F. Expand the sidewalk and trail network throughout the City for both transportation and recreation.**
- G. Visually define gateways into Ashland.**

ACTION STEPS

- B. Improve pedestrian and bicycle connections between neighborhoods.**
- L. Complete bicycle & pedestrian inventory and evaluate feasible routes.**
- V. Improve high crash intersections.**
- W. Create an access management plan.**
- HH. Support implementation of US 60 Connector.**
- II. Evaluate the feasibility of expanded bus service.**
- JJ. Evaluate the feasibility of an intermodal transportation facility.**

INTRODUCTION

The transportation network of a community is linked to the type and quality of development within that community. Often, specific land uses inform the required upgrades to the transit network because they require specific types of access, such as the delivery of goods and materials in light and heavy industrial areas. Land use is linked to transportation, as new routes and roads must support specific classification standards. As such, it is important for the comprehensive plan to assess the current transportation network and determine future needs based on the proposed future land uses.

The transportation element of the comprehensive plan provides the framework for the development of an integrated plan that meets all the transportation needs of the city.

TRANSPORTATION IMPROVEMENT PLANNING

The Kentucky Ohio West Virginia (KYOVA) Interstate Planning Commission is the Metropolitan Planning Organization (MPO) serving the Tri-State area. As the MPO, KYOVA serves as a transportation planning agency and forum for regional transportation decisions. With the support of local officials, KYOVA plans for transportation improvements, facilitating the movement of goods and people. The goal is to promote cooperation among members to reach consensus on matters affecting all modes of transportation. KYOVA is responsible for the annual dissemination of millions of dollars in federal transportation funds to conduct transportation-related studies and implement transportation projects. KYOVA oversees transportation planning for the Kentucky counties of Boyd and Greenup; West Virginia counties of Cabell and Wayne; and urbanized area of Lawrence County, Ohio.

Additionally, in June 2019, the Kentucky Transportation Cabinet (KYTC) and the Kentucky-Ohio-West Virginia Planning Commission (KYOVA) initiated a Small Urban Area (SUA) study for the urbanized areas of Boyd and Greenup Counties to identify and examine transportation issues related to safety and congestion in the corresponding cities and surrounding developed areas.

FUNCTIONAL CLASSIFICATION

The functional classification system defines roadways by primary use and service. This classification system recognizes that travel involves movement through a hierarchical system of facilities that progress from lower classifications handling short, locally-oriented trips to higher classifications that serve longer-distance travel at a higher level of mobility. The function performed by a roadway within this hierarchical system determines its classification.

Functional classification is an important transportation planning tool used for such programs as Federal-aid funding and eligibility, traffic modeling, reporting of highway statistics, highway and pavement design, and measurement of highway system performance.

The Kentucky Transportation Cabinet (KYTC) identifies the following urban road types which exist in the greater Ashland area:

INTERSTATE HIGHWAY

Although not within the City limits of Ashland, I-64 serves as the major east–west connector across Kentucky. Locally it connects Boyd County to West Virginia heading east and to Carter County heading west, offering a high level of mobility to the Tri-State area and providing linkage to other major urban areas. Defining and enhancing connections to I-64 is a major goal for Ashland to raise accessibility and awareness of the City to tourists. Below are some of the defining characteristics of an interstate highway:

- Highest traveling speeds
- Largest capacity for traffic volumes
- Limited access
- Divided highways with minimum of two-lane in each direction

PRINCIPAL ARTERIALS

Principal arterials carry the majority of the traffic load within the city of Ashland. These roads are designed to serve high volume traffic movements while connecting major destinations with minimal access to adjacent properties. US 23 and sections of US 60 are principal arterials within the Ashland transportation network. They are characterized by:

- Connecting major traffic generators
- Generally multi-lane with minimal access points
- Provide connect from I-64 to the city

MINOR ARTERIALS

Minor Arterials generally connect city to city in rural areas, however, within urban settings they serve to connect the principal arterials to the denser urban road network. Examples of minor arterials in Ashland include US 23X/Winchester Avenue, KY 168/Blackburn Avenue and 29th Street. Minor arterials are characterized by:

- Lower travel speeds
- Generally, two to four lanes wide
- Provides more access to adjoining properties.

URBAN COLLECTORS

Urban collectors provide the majority of the connections within the urban traffic network by linking neighborhoods, commercial areas and industries. These urban collectors provide access through neighborhoods as well as direct access to arterials. There are several urban collectors within Ashland including KY 1012/ Boy Scout Road, Oakview Road and portions of Blackburn Avenue. Urban collectors are characterized by:

- Lower speeds
- Generally lower traffic volumes
- Connects neighborhoods to other neighborhoods

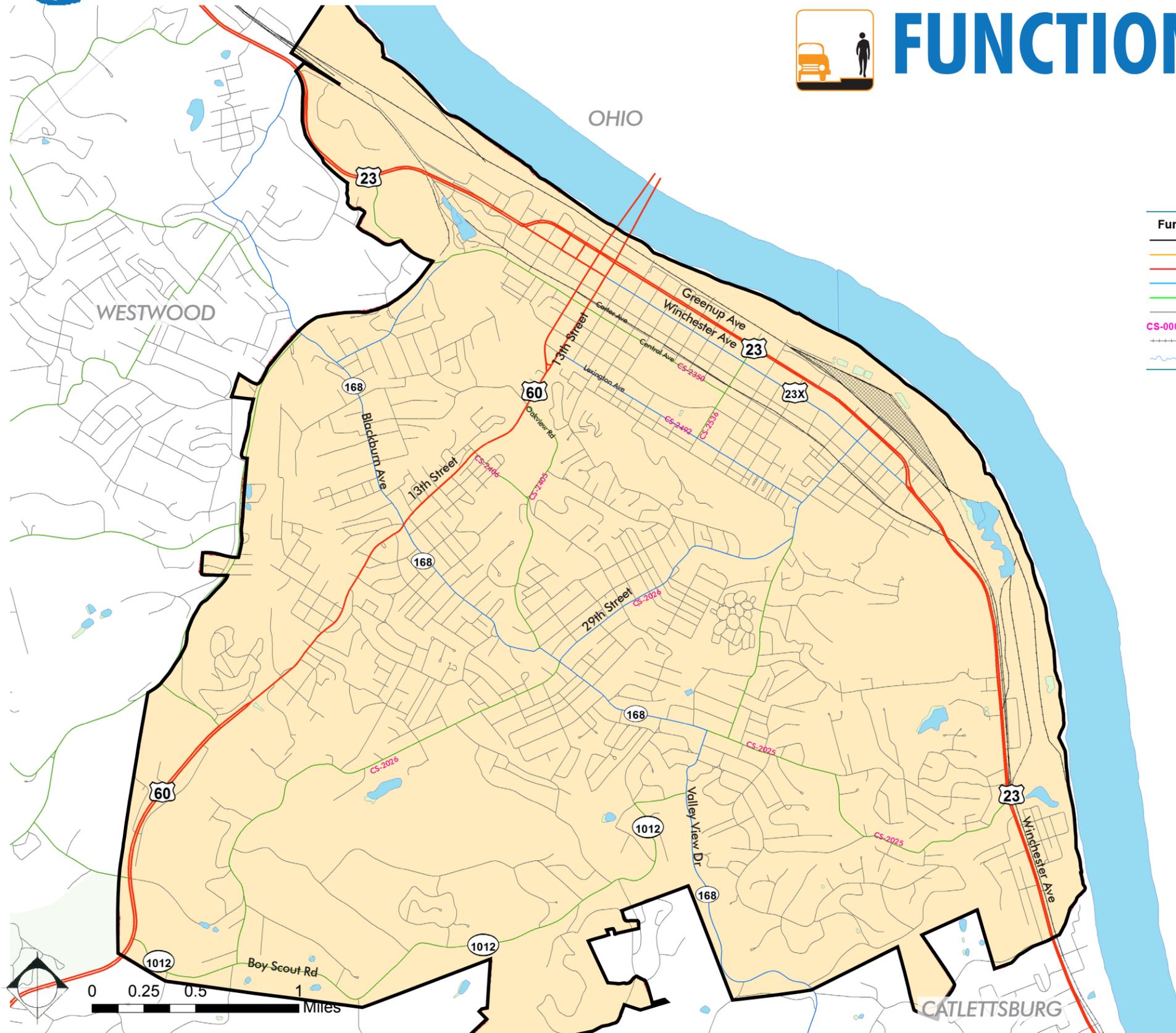
LOCAL STREETS

All other public roads and streets form the local street network. These roads generally include neighborhood roads and are designed for low speeds and lower traffic volumes. However, these roads also provide essential and emergency services to neighborhoods. Local streets are characterized by:

- Low speed
- Highest access to adjacent properties



FUNCTIONAL CLASSIFICATION



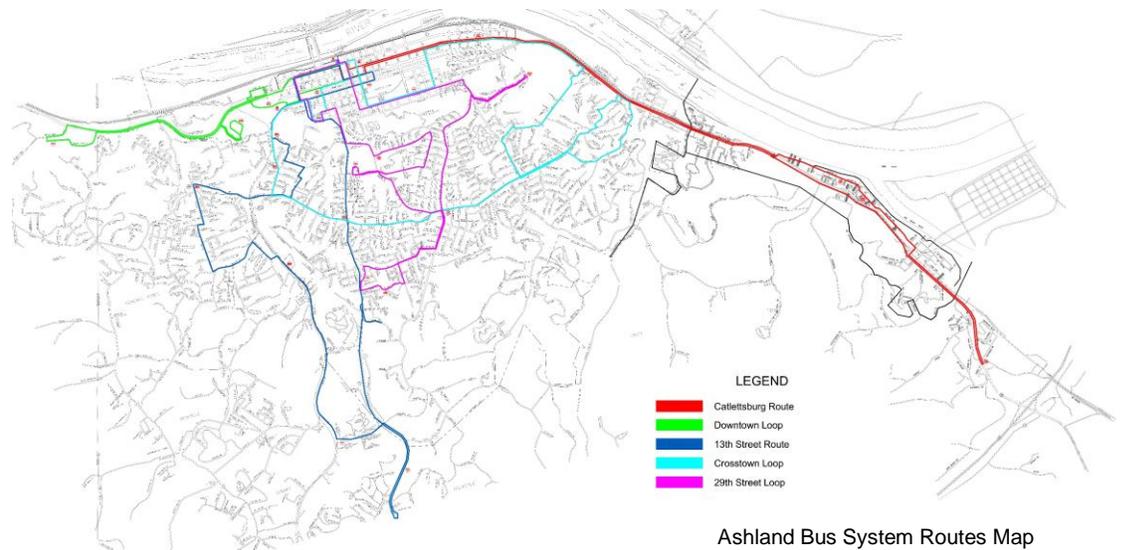
- Functional Classification**
- Urban Interstate
 - Urban Freeways & Expressways
 - Urban Principal Arterial
 - Urban Minor Arterial Street
 - Urban Collector Street
 - Rural & Urban Local
 - CS-0000 Functionally Classified Road No.
 - Railroad
 - Stream

MULTI-MODAL TRANSPORTATION

EXISTING TRANSIT SERVICES

There are three transit systems that service the Ashland area. The Ashland Bus System (ABS) serves the City with five (5) buses, three (3) shuttle buses, and three (3) paratransit vans which operate five (5) fixed routes and door-to-door (paratransit) service connecting Ashland, Catlettsburg, Russell, Kenova, and Westwood. ABS is a Greyhound ticket agent having a Greyhound Station at the Ashland Transportation Center. In addition, the Ironton-Lawrence County Community Action Organization (CAO) makes seven trips a day from Ironton, Ohio to the Ashland Transit Center.

- ABS schedule highlights
 - Monday – Friday 7AM to 6:30PM, 1st Saturday 7AM-6:30PM
 - Paratransit service hours Monday-Friday 7AM to 6:30PM (advance reservation required)
 - 50-minute routes
 - 489 average daily miles
- CAO schedule highlights
 - Weekday service only
- Greyhound Bus Station
 - Monday – Friday 8:30AM to 5PM



Ashland Bus System Routes Map
Source: www.ashlandky.gov

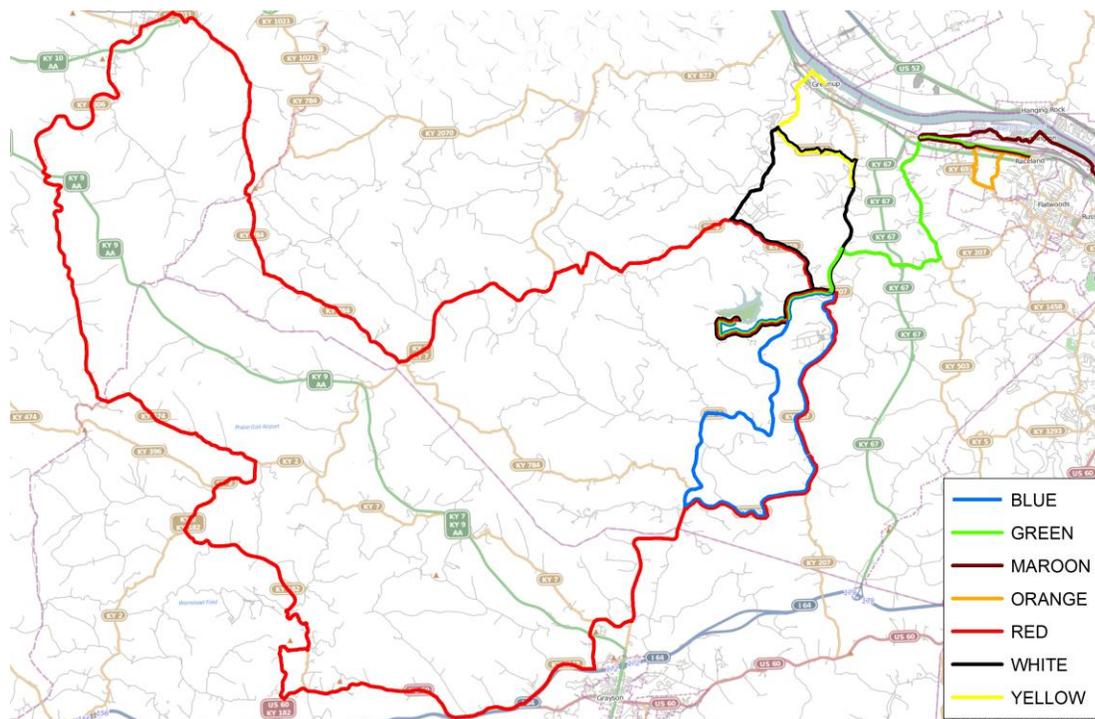
EXISTING BICYCLE AND PEDESTRIAN FACILITIES

The Ashland Cycling Enthusiasts has increased awareness of biking opportunities in the region especially along rural roads in Boyd County. The Eastern Kentucky Bikeway, the Raceland Historic Walking Tour, and various wayfinding installations have also boosted support and enthusiasm for this growing transportation opportunity. Support has grown from the bottom-up, with local residents getting behind the effort to improve bicycle mobility in and around Ashland. Support is also driven by a need to reduce emissions, reduce travel costs, and take advantage of the beautiful scenery this region offers.

For Boyd and Greenup Counties, the goal is to establish a multi-modal option for travel that will help establish a roadmap to ongoing walking and biking improvements. This plan will create a future in the two counties with accessible, comfortable, and connected pedestrian and bicycle facilities for those of all ages and abilities.

Bicycle facilities within Ashland are generally located on the existing roadway network. Accommodations for bicycle facilities have been included in several funding requests by the City, Area Development District (ADD) and the Metropolitan Planning Organization (MPO). A local member-driven volunteer organization, Ashland Cycling Enthusiasts (ACE), is approaching 200 members in the Tri-State area and organizes group rides for all levels of riders as well as other club activities. The nearby EK Bikeway opened May 1, 2014, has close to 500 miles of marked routes within Greenup, Carter, and Lewis Counties with an additional 200 miles being developed.

As funds become available, bike lanes, shared-use trails, and other bike facilities can be implemented.



Eastern Kentucky Bikeway Map
Source: <http://www.ekbikeway.com>

KYOVA commissioned the planning and engineering consultant firm Kimley-Horn to prepare a Non-Motorized Transportation Plan for Boyd and Greenup Counties. The final document, dated June 2016, can be referenced by the city as it moves forward to achieve local bike and pedestrian facilities improvement goals. The document can be viewed at: http://www.kyovaipc.org/KYOVA_NM_Transportation_Plan_FINAL_June_16.pdf. This document outlines the recommended bike network in the city of Ashland.

KYOVA PLAN GOALS

- Establish guidance that will help make biking more accessible, convenient, comfortable, and enjoyable in Boyd and Greenup Counties
- Identify funding sources, educational opportunities, and programs that will ensure walking and biking grows in popularity
- Prioritize specific corridors and intersections for improvement that will benefit all road users

SUGGESTIONS FROM COMMUNITY

- Make 16th Street One Way north of Greenup Ave. with an opening at the floodwall to new greenspace
- Complete series of existing pedestrian paths along waterfront
- Improve signage for vehicles, pedestrians and cyclists to distinguish bike lanes in the road, shared-use paths, and directions to each of these
- Provide Winchester Avenue with aesthetic improvements in either the parking lane or the median
- Provide Gateway signage at either end of Greenup Avenue
- Improve access to I-64 southward from both the center of Downtown and from neighborhoods in the south
- Add bike trails on the Russel Bridge to Cattletsburg over the Ohio River
- Create a bike trail along the Ohio River waterfront
- Add regional trail spurs for day hikers
- Add a walking trail in Westwood with playgrounds within
- Improve boat ramp and/or create a marina for ease of access to river
- Improve river tourism with a cruise boat

EXISTING RAILROAD FACILITIES

CSX

CSX Corporation (CSX) has a two-track system that parallels the Ohio River all the way through Ashland. Freight rail service, switching services, team truck and siding spaces are available. The CSX Ashland switchyard has more than 20 tracks submitted as siding, primarily serving the scrap yard. The closest intermodal facilities are located in Wurtland, Kentucky.

AMTRAK

Amtrak provides passenger rail services via the Cardinal Line which runs from New York to Chicago three days a week. This service can be accessed through the Ashland Transportation Center.

EXISTING AIR TRAVEL FACILITIES

ASHLAND REGIONAL AIRPORT

The Ashland Regional Airport has a 5,600-foot-long single runway and averages 28 flights per day.

- Located 6-miles northwest of Ashland
- 31 fixed wing aircraft based at the airfield
 - 7% air taxi
 - 50% General Aviation Local
 - 39% General Aviation Itinerant
 - 4% military

TRI-STATE AIRPORT

The Huntington Tri-State Airport has one 7,000-foot-long runway and averages 33 flights a day.

- Located 10-miles southeast of Ashland
- 33 fixed wing, 1 helicopter, & 2 ultra-light aircraft based at the airfield
 - 17% Air Carrier
 - 33% Air Taxi
 - 6% General Aviation Local
 - 40% General Aviation Itinerant
 - 4% Military

EXISTING WATER TRANSPORTATION

PORT OF ASHLAND

The Port of Ashland is located in the Riverfront Park (Port of Ashland Park) on the Ohio River and has recreational boat ramp facility for small craft access and recreational facilities.

WURLAND RIVERPORT – BOYD GREENUP RIVERPORT AUTHORITY

The Boyd Greenup (Kentucky) Riverport Authority is located at mile 332 on the Ohio River in Wurland, Kentucky, 16 miles north of I-64 via Industrial Highway 67. The port handles steel, aggregate, coal, salt, sand, and other general cargo. Services and features include:

- Stevedoring, warehousing, barge-to-truck services available
- CXS rail system
- Industrial sites available
- 20-acres total available; flat terrain
- Utility infrastructure on site
- Within 8-hr drive of 60% of the U.S.'s manufacturing

FUTURE TRANSPORTATION PLAN RECOMMENDATIONS

The Transportation Plan illustrated on the following page identifies improvements to the existing roadway infrastructure. This plan incorporates the future plans of both the KYTC and the Ashland Area MPO into a cohesive framework. It also allows the City of Ashland to incorporate improvements to their road network that will enhance the overall transportation system. Recommendations to the transportation system include:

1. **Transit Services** - The multi-modal transportation network should continue to serve the city and the region. The ABS and CAO transit systems should foster relationships that allow both networks to grow and serve more riders within Ashland. In addition, increasing the number of regional routes that connect to Huntington would enhance the economic opportunities for Ashland as a regional destination. A feasibility study should be conducted to determine if and how bus services should be expanded.
2. **Congestion Mitigation** - Congestion mitigation techniques aid in the reduction of traffic related issues at key intersections and corridors within the city. The transportation plan identifies several intersections that would benefit from the principals of congestion mitigation such as Winchester Avenue and 13th Street and Winchester Avenue and 29th Street. This plan also identifies corridor improvements that include traffic calming and aesthetic enhancements. These improvements are shown on the Transportation Map and should be considered by the City as capital projects.
3. **Access from I-64** - The concept of a connector road from I-64 to downtown has been explored several times over the past 20-30 years. The most recent recommendations identified in the 2009 "I-64 to US 23 Ashland Connector Study," listed a series of short-term and long-term alternates that improve the function of US-60/13th Street from US-23 to I-64. The recommendations identified in the report would improve travel along US-60 and should be implemented as funds become available.
4. **Regional Connections** - Ashland's goal of being a regional destination for commerce and entertainment is helped by its location. Ashland is in the heart of the Tri-State area (Ohio, West Virginia and Kentucky) and could benefit from making stronger physical and economic connections to the neighboring communities. Transportation is the physical connection and Ashland must do as much as possible to enhance and improve the infrastructure to ensure those connections are maintained. The development of an intermodal transportation facility that transfers rail, truck, and barge goods in one location should be considered as part of this regional connectivity.
5. **Access Management** - Access Management is a process where traffic flow is increased along a corridor while access to adjoining properties is decreased to improve safety and traffic flow while taking land-use into consideration. This Transportation Plan recommends US-60 be evaluated for access management improvements from US-23 south to the city limits. This

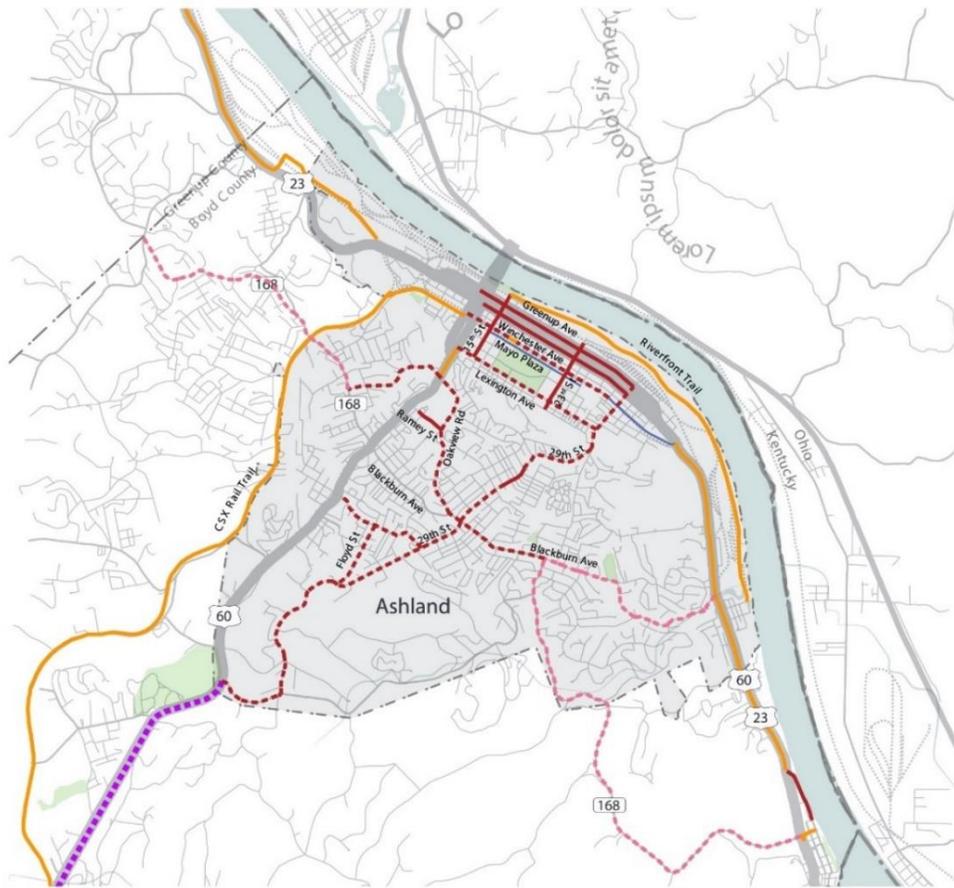
recommendation supports the “Connector Study,” however, it expands on that study to look beyond the pavement to make recommendations on future land-uses that will assist in the improvement process.

- 6. Shared-Use Trails and Walking Paths** - Shared-use trails and walking paths can improve the quality of life in a community. Ashland has several natural features that could serve as corridors for both bike paths and walking trails. The plan recommends exploring the feasibility for the implementation of a riverfront trail and hillside trail.

Bicycle and pedestrian facilities will need to be expanded to meet the demands of the changing demographics. Many communities across the U.S. have experienced a positive economic impact by increased tourism when connections are made to regional trails such as the EK Bikeway. Strava’s Heatmap is an available tool to study the current circulation trends and preferred routes of cyclists, runners, and walkers in the region, and may be useful during planning of new facilities. An overlay of the existing EK Bikeway Trail and Strava’s Heatmap for the Ashland area may highlight opportunities to connect the City and Bikeway. Maps for biking and running appear below.

RECOMMENDED BICYCLE NETWORK IN THE CITY OF ASHLAND

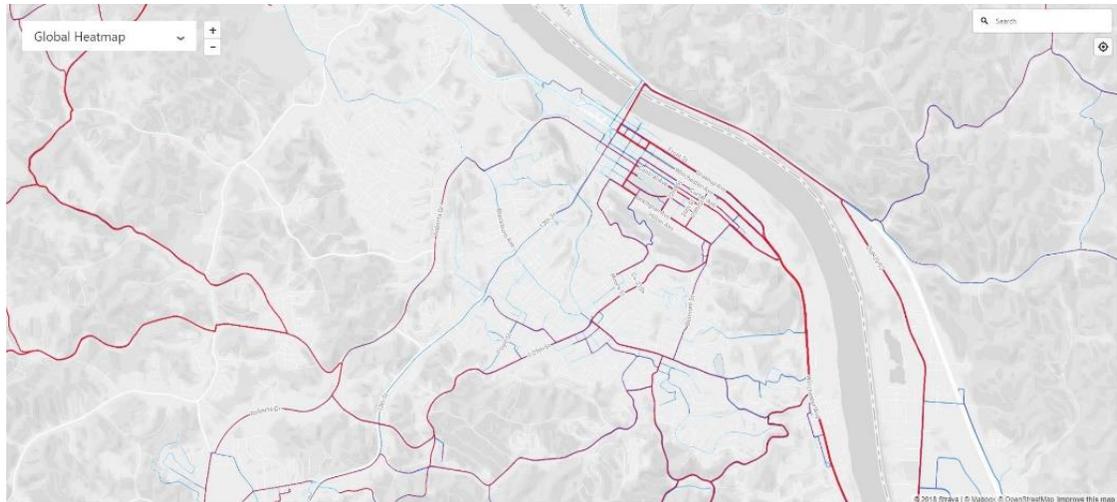
The map below depicts the recommended bike network improvements for the City of Ashland. Recommendations are presented by location and route type.



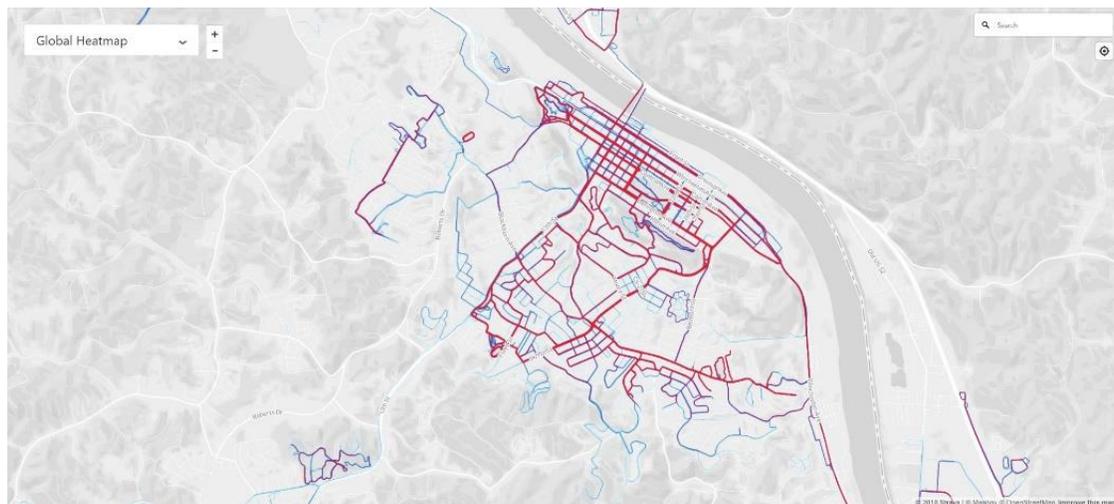
- | | |
|-----------------|------------------------------|
| City Boundary | Existing Bicycle Facilities |
| Water | Proposed Signage |
| Roads | Proposed Bike Lane |
| Rail | Proposed Maintained Shoulder |
| County Boundary | Proposed Shared-Use Path |
| State Boundary | |
| Parks | |

Ashland Proposed Bicycle Facilities

Because the terrain around downtown Ashland is mostly flat, it sets up a nice grid for bike paths along streets. As the terrain begins to get hillier moving southward into residential neighborhoods, a more selective network of bike trails was identified to take advantage of roadway access and connections, scenery and views, and straighter paths with less slope.



STRAVA Cycling Heatmap
Source: <http://www.strava.com>



STRAVA Walk/Run Heatmap
Source: <http://www.strava.com>

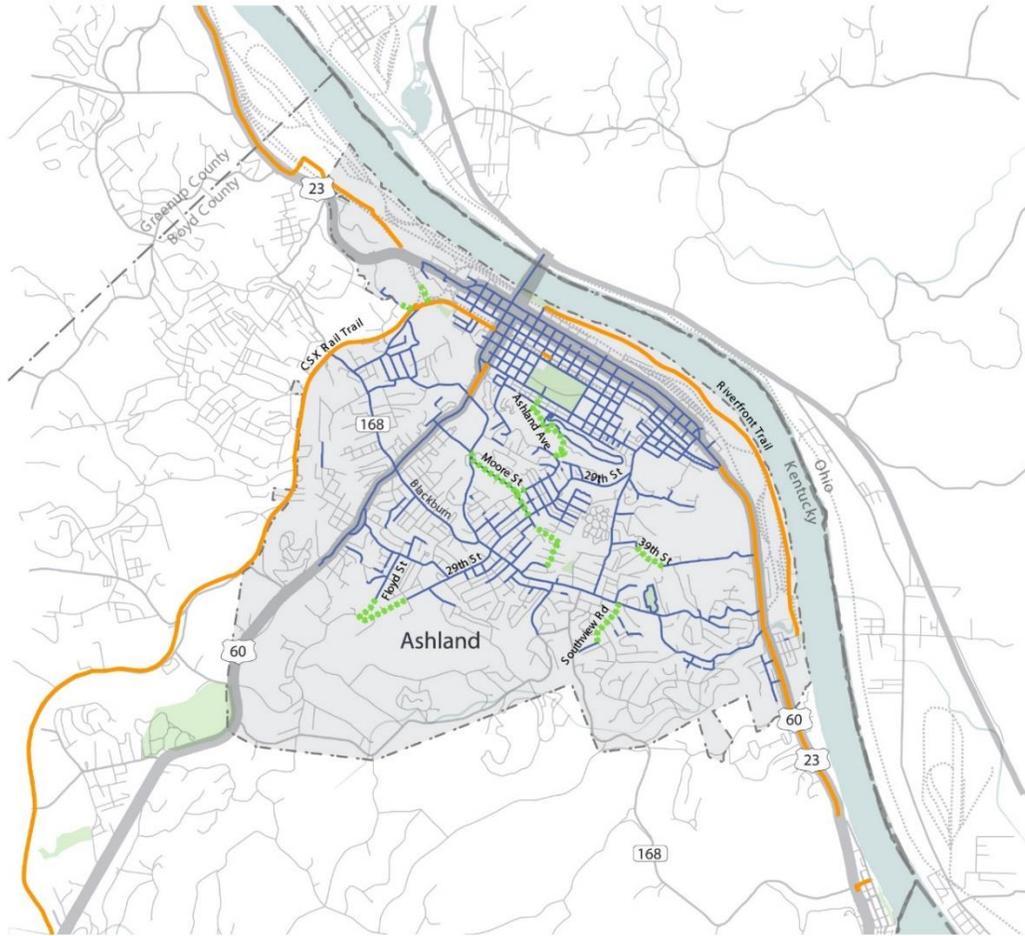
The Heatmaps above were created by the STRAVA application that show a concentration of users over a particular route of travel. The application obtains and provides user's (cyclists, runners and walkers) information about the location of their route using GPS, indicates the time it took to complete the route, and shows comparisons of data between fellow users. The data for all STRAVA users is then compiled in a central database and updated in real time to create a Heatmap that shows the frequency of use for each route.

The Heatmap indicates a route's popularity for a particular mode of transportation, and encourages users to compete for the best times that are posted to the application. Heatmaps can also be used by the City to identify corridors of travel that are frequented most often, and may serve to identify and prioritize those routes that need attention and/or improvement.

RECOMMENDED PEDESTRIAN NETWORK CONNECTIVITY

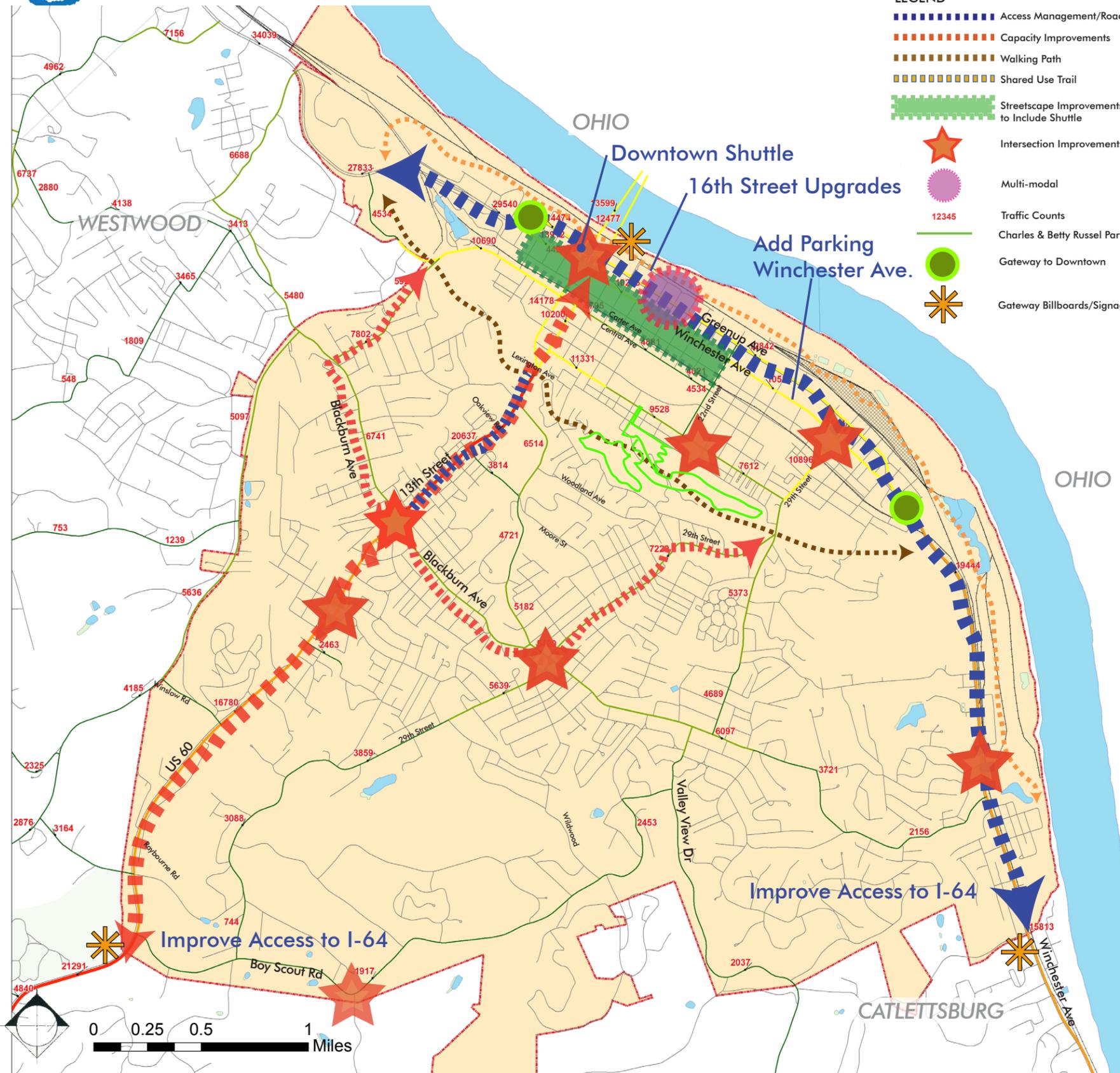
Pedestrian facilities such as sidewalks are found within the downtown core and in several newer suburban developments. Opportunities for additional sidewalks have been awarded through the Safe Routes to School program. Similarly, additional pedestrian facilities enhancements are needed throughout the city.

The map below depicts the recommended pedestrian pathways and connections in the City of Ashland that require attention or possible improvements.



- City Boundary
- Water
- Roads
- Rail
- County Boundary
- State Boundary
- Existing Pedestrian Facilities
- Proposed Shared-Use Path
- Proposed Sidewalk
- Parks

Ashland Proposed Pedestrian Facilities



- LEGEND**
- Access Management/Road Diet
 - Capacity Improvements
 - Walking Path
 - Shared Use Trail
 - Streetscape Improvements to Include Shuttle
 - Intersection Improvements
 - Multi-modal
 - Traffic Counts
 - Charles & Betty Russel Park Trail
 - Gateway to Downtown
 - Gateway Billboards/Signage



TRANSPORTATION



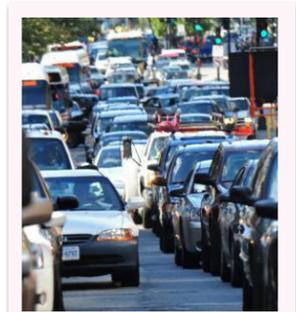
improve access from I-64

Create opportunities for improved access to Ashland from I-64, including the development of the U.S. 60 Connector.



multi-modal transportation

Provide multiple types of transportation options that serve residents of all socioeconomic backgrounds, such as bus services, sidewalks and bike lanes.



congestion mitigation

Improve safety and provide alternatives for congestion along major roadways, by providing more turn lanes at key intersections.



regional connections

Coordinate with regional partners to enhance public transportation between neighboring communities such as a regional bus system.



access management

Develop access management tools for new and existing development that will improve Ashland's roads such as consolidating driveway entrances and reducing mid-block left-turn options.



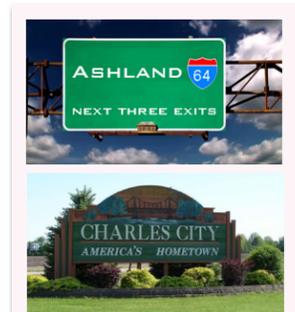
shared-use trails

Expand the trails along the river front, and connectivity beyond city limits.



walking paths

Develop and improve pedestrian walking paths and sidewalks throughout the city.



gateways

Visually define gateways into Ashland by reinforcing the connections from the interstate and to enhance the sense of arrival.

ASHLAND 2020 COMPREHENSIVE PLAN



Facilities & Utilities

7



CHAPTER 7

FACILITIES & UTILITIES

[INSIDE THIS CHAPTER]

This chapter identifies the existing facilities & utilities in addition to coordinating future facilities & utilities based on future growth and development.

- Goals & Objectives
- Action Steps
- Introduction
- Education
- Healthcare
- Emergency Services
- Parks & Recreation
- Utilities
- Community Facilities Recommendations

FACILITIES & UTILITIES GOALS & OBJECTIVES

Goal Three: Ashland is a place that *promotes education and learning opportunities.*

Objectives:

- a. Continue to provide a strong educational foundation and facilities for youth (Preschool to Grade 12)
- b. Continue to coordinate programs and resources, such as certification programs or training centers, offered by existing secondary education facilities that meet the needs of existing businesses and the future workforce.
- c. Coordinate with nearby programs to encourage the expansion of higher education that includes additional four-year college or university programs that coordinate with workforce demands.

Goal Four: Ashland is a place that *provides infrastructure improvements.*

Objectives:

- A. Upgrade the aging water and sewer systems, including elimination of combined sanitary/storm sewers.
- B. Promote technology improvements that are needed to attract and retain young professionals and businesses.
- C. Encourage infill development or redevelopment that uses existing infrastructure.
- D. Coordinate infrastructure improvements to maximize investments and limited funding resources.
- E. Require new development to have adequate infrastructure.
- F. Improve access to high-speed and affordable internet.

Goal Five: Ashland is a place for *healthy lifestyles*.

Objectives:

- A. Develop partnerships to address addiction through prevention, treatment and rehabilitation.**
- B. Create additional recreational assets and parks that increase entertainment options for kids and teens.**
- C. Maintain or enhance existing neighborhood facilities, such as parks and other public spaces.**
- D. Increase access to parks and recreational opportunities city-wide.**

ACTION STEPS

- C. Continue to upgrade water and wastewater systems.**
- D. Encourage small pocket-parks in or near neighborhoods that do not have a park within walking distance.**
- M. Establish communication and coordination with departments and agencies.**
- N. Engage in capital improvement planning.**
- O. Develop a five-year parks and recreation master plan.**
- U. Develop access to the river to increase water sports, recreational activities, and tourism opportunities.**
- BB. Strengthen partnerships to increase services for substance abuse.**
- DD. Consider measures to increase internet availability.**
- KK. Evaluate the feasibility of a four-year college.**

INTRODUCTION

Community facilities are often the anchors of the community and play an important role in the future development of a city. These public facilities are both amenities and services that contribute to maintaining the overall health and quality of life of the community. They may include the following: emergency response teams, healthcare facilities, water and wastewater infrastructure and services, public schools, parks and recreation, in addition to government owned and operated properties such as City Hall, business incubators, libraries, and parks.

This element of the comprehensive plan analyzes existing facilities and the facilities needed to serve Ashland over the plan's horizon.

EDUCATION

Ashland is served by two public school districts and three private schools. Ashland Independent School District (AISD) served approximately 3,434 students in 2017-2018 at seven schools within the city. Other area schools include Boyd County Public Schools which served 3,416 students in 2017-2018, Fairview Independent Schools (K-12) serves approximately 722 students, Rose Hill Christian School (K-12) with 215 students, Calvary Christian School (K-12) with 400 students and Holy Family School with 166 students.

Trends indicate schools are losing total enrollment due to families leaving the area to find work elsewhere. AISD reported in 2012 that they had 100 fewer students than in 2011. Ashland Independent Schools are listed below with respective enrollment data from the Kentucky Department of Education for 2017-2018:

School Name	Enrollment	Capacity	Enrollment as % of Capacity
Paul G. Blazer High	992	1,149	74
Ashland Middle	839	1271	66
Crabbe Elementary	333	450	75
Hager Elementary	382	410	81
Oakview Elementary	339	525	82
Poage Elementary	288	325	71
Charles Russell Elementary	307	395	81
Fairview Elementary	318	575	55
Fairview High School	404	675	60

HEALTHCARE

Healthcare was the leading economic engine for Ashland with King’s Daughter Medical Center and Our Lady of Bellefonte Hospital providing approximately 5,000 jobs to the region in 2013. These facilities along with the affiliates and provided service not only the City of Ashland but the entire Tri-State area with high quality medical care.

King’s Daughter Medical Center (KDMC) has been a fixture in Ashland since 1899. The newly named Park View Patient Tower was constructed during the facility’s most recent expansion. This facility has cardiac catheterization, vascular radiology labs, cardiac imaging. KDMC operates 18 satellite facilities throughout the Tri-State region and also has an air ambulance.



King’s Daughters Medical Center

Our Lady of Bellefonte Hospital (OLBH) campus has reduced services over the years, and will soon close. Although this facility is closing, the services provided were of great need to Ashland and the region. Reuse of this facility for medical purposes should be a top priority for the community.

EMERGENCY SERVICES

The Ashland Police Department consists of 48 sworn officers, three public service, and two civilian staff that serve and protect Ashland. The department moved into a new facility headquarters in 2010, located in downtown across the street from the City Hall. The department is structured into two divisions; Field Operations and Technical Services. The Field Operations Division responds to incident-driven calls for service, conduct proactive patrols, address recurring crime patterns and coordinate community partnerships. The Technical Service Division has two sections; Criminal Investigation and Support Services. The Criminal Investigation Sections conducts extensive and comprehensive investigations. The Support Services Section is responsible for records retention and is the focal point for all administrative efforts.



Ashland Police Department



Ashland Fire Department

The Fire Department has three fire stations with 53 full time employees. There are two divisions within the department; Fire Prevention and Fire Suppression. The Fire Suppression division consists of three platoons that are responsible for all fire suppression, rescue services, hazardous materials response, and performs community outreach through educational and inspection services. The Prevention Division also performs safety inspections and also reviews all new construction projects. Fire Stations are located at the following locations:

- 3101 29th Street
- 1021 Carter Avenue
- 4140 Winchester Avenue



Ashland Emergency Services Map

PARKS & RECREATION

Ashland has a several quality parks throughout the city with Central Park and the Port of Ashland Park being two of its most popular assets. The park system has over 100 acres and it programs over twenty different types of events throughout the year. Below is a detail of park facilities with acreage:

Central Park	47.5 Acres
Dawson Park & Pool	9 Acres
Southside Park	5 Acres
Oliverio Park	10.7 Acres
Joseph P. Harris Park	8.5 Acres
Spring Park	1 Acre
47 th St. Riverfront Park	6.4 Acres
Port of Ashland Park	9.2 Acres
Clyffeside Park	6.4 Acres



Ashland Central Park

The Parks & Recreation Department operates the Ashland Park System for the City Commission. The Park Board and Tree Board advise the City on park operations and consists of interested volunteers appointed by the Mayor with Commission confirmation. The Parks & Recreation Department performs maintenance for all park activities.

Parks and open space should be considered major contributors to quality of life. These public spaces can have a positive impact on fitness, psychological wellness, social ability, youth development, and environmental quality. Parks may also have significant economic development impact by attracting new residents and employers who value the benefits associated with access to green space.

The National Recreation and Parks Association (NRPA) have established recommended standards for parks and recreation facilities in the U.S. based on the population of residents served. Based on these standards, parks are classified as neighborhood, community, regional, nature preserve, or special use recreation areas.

- Neighborhood parks primarily serve a small radius of a community in developed or urbanized areas and are usually within a short walking distance.
- Community parks often serve a greater portion of the surrounding area and offer a wider scope of amenities. Regional parks, as the name implies, draw residents from outside communities and may offer more specialized programming.

- Nature preserves are generally designated as land and/or wildlife conservation areas, usually having fewer recreational amenities than parks in developed areas.
- Special use parks are areas for specialized or single purpose recreation activities such as campgrounds, golf courses, etc.



UTILITIES

WATER

The Ashland Water Department recently upgraded the water treatment plant to a 24 MGD capacity treatment plant and generally runs at about 16 MGD. The water distribution system serves the city of Ashland and other outlying areas of Boyd County.

Since 1920, the Ashland water system has grown to include a network of waterlines stretching over 300 miles, with 12 water storage tanks, 18 pump stations and a water treatment plant capable of producing up to 24 million gallons of treated drinking water per day. The source for drinking water at the treatment plant is surface water from the Ohio River. An analysis of the source water indicates that its susceptibility to contamination is moderately high. The City of Ashland maintains a 25-million-gallon reservoir, allowing the intake to shut down for contaminants to pass. The reservoir provides a reliable source of raw water.

The water quality that the treatment plant provides remains, and should continue to remain, a high priority for the health and welfare of citizens in Ashland. A system of controls and quality standards is already in place to ensure water quality, such as constant water monitoring for contaminants, and a yearly Consumer Confidence Report to keep citizens updated on all issues water-related.



SEWER INFRASTRUCTURE

The sanitary sewer system of Ashland is a combined sewer overflow (CSO) system - a type of system that was common during the 1800's and 1900's. Today the City is under a US EPA Consent Decree to remediate the sewer system and eliminate the CSO through a Long-Term Control Plan that has been approved by the Kentucky Division of Water and the EPA. These improvements are detailed in the 2011 Combined Sewer Overflow (CSO) Long-Term Control Plan (LTCP). The recommendations listed in the report will reduce CSO by 91% at a cost of \$44M by December 31, 2026.

As of May 24th, 2018, Ashland City Commissioners approved an extension for the 29th Street CSO to encompass work completed to add new water line infrastructure. This addition extended the timeline for the project into July 2018. Paving is expected to begin on Simpson, Powell and Lookout on June 29th 2018.

Planned Sewer Projects for the near future include:

- WWTP Improvements with 3.5 MG Onsite Storage
- 10th Street PS FM Modifications
- 26th Street Regulator Modifications
- 26th Street PS Improvements (Electrical and SCADA)



Ashland Sewer Infrastructure Map

The map above is showing the entire sewage system in Ashland, and the combined sewage overflow lines are highlighted in pink. The bulk of these lines are located in the downtown area where the original lines were constructed. The combined sewage and storm lines present many problems for the city especially during major rain events when manholes and drain inlets can overflow, backing sewage up into the street. Also, instead of flowing into a waste management facility, the sewage line flows with stormwater and empty into several locations along the Ohio River.

WATER QUALITY IMPACTS OF CSOs

CSOs can carry pollutants normally found in untreated wastewater and stormwater including bacteria, organic matter, suspended solids, floatables, pathogens, oil, grease, and other contaminants into rivers and streams. All these substances have a negative impact on the overall water quality of the receiving surface waters. The most significant adverse impacts include bacterial contamination and reduced oxygen levels; these problems can cause the waters to be harmful to aquatic life and humans who come in contact with the water body. CSOs are also a threat to drinking water supplies and contribute to aesthetic degradation, shellfish harvesting restrictions, beach closures, and fish kills.



Combined Sewage Overflow
 Long-Term Control Plan, Strand Associates, 2011,
 Revised 2015

Ashland is also considered a Municipal Separate Storm Sewer System (MS4) under the EPA Phase II stormwater Program and is required to comply with new stormwater regulations. The overall goal is to improve water quality in the local streams and reduce pollution. The MS4 program has 6 main elements that must be maintained each reporting cycle:

- Public Education and Outreach
- Public Participation
- Illicit Discharge Detection and Elimination
- Construction Site Runoff Control
- Post-Construction Runoff Control
- Pollution Prevention and Good Housekeeping

Ashland has made considerable effort to comply with the public involvement aspects of the CSO LTCP process. The public education and involvement will continue through the approval and implementation phases of the project.

COMMUNITY FACILITIES RECOMMENDATIONS

The following recommendations are proposed for Ashland based on the goals and objectives defined in Chapter 4: Vision, Goals & Objectives.

- 1. Education** - Education is a key to the future success of Ashland and the local schools will need to continue to provide strong education foundation for the youth (PK-12). There is a great need to coordinate programs and resources, such as certification programs and training centers that are offered by existing secondary education facilities to meet the needs of the existing businesses and future workforce such as medical training programs. In addition, coordination with nearby post-secondary programs to encourage the expansion of higher education that includes additional four-year college or university programs that meet the needs of workplace demands.
- 2. Healthcare** - The healthcare needs of Ashland and the Tri-State area will continue to increase in the near and long-term. The recent expansions at KDMC and OLBH will continue to service the community's needs. However, there will be additional opportunities to for growth and expansion in the market as the local population continues to age. Additional medical needs for elder-care and senior assisted living facilities can be anticipated in the near future.
- 3. Emergency Service** - The Police Department has listed the following capital improvement needs in its 2012-2015 department plan: P25 compliant mobile and portable radios, conversion to an all-digital radio

system, wireless video recording system for the police station, a power generator for the police station, and secure support for the use of Tasers. The Fire Department currently has a full complement of facilities and equipment.

4. **Park and Recreation** - Parks and Recreation serve as a major quality of life component to most city and Ashland is no different. Ashland should continue to seek the necessary funding to complete the second phase of the Port of Ashland Park. In addition, Ashland should continue to fund and maintain the park system to promote use and encourage a more active community.
5. **Utilities and Infrastructure** - Ashland will need to upgrade the aging water, sanitary sewer and storm sewer systems to meet the current regulations and long-term the needs for the city. The continued implementation of the Combined Sewer Overflow Long-Term Control Plan is the highest priority of the infrastructure recommendations.

Technology improvements such as, expanded wifi services, will be needed to attract and retain young professionals and businesses into the local economy.

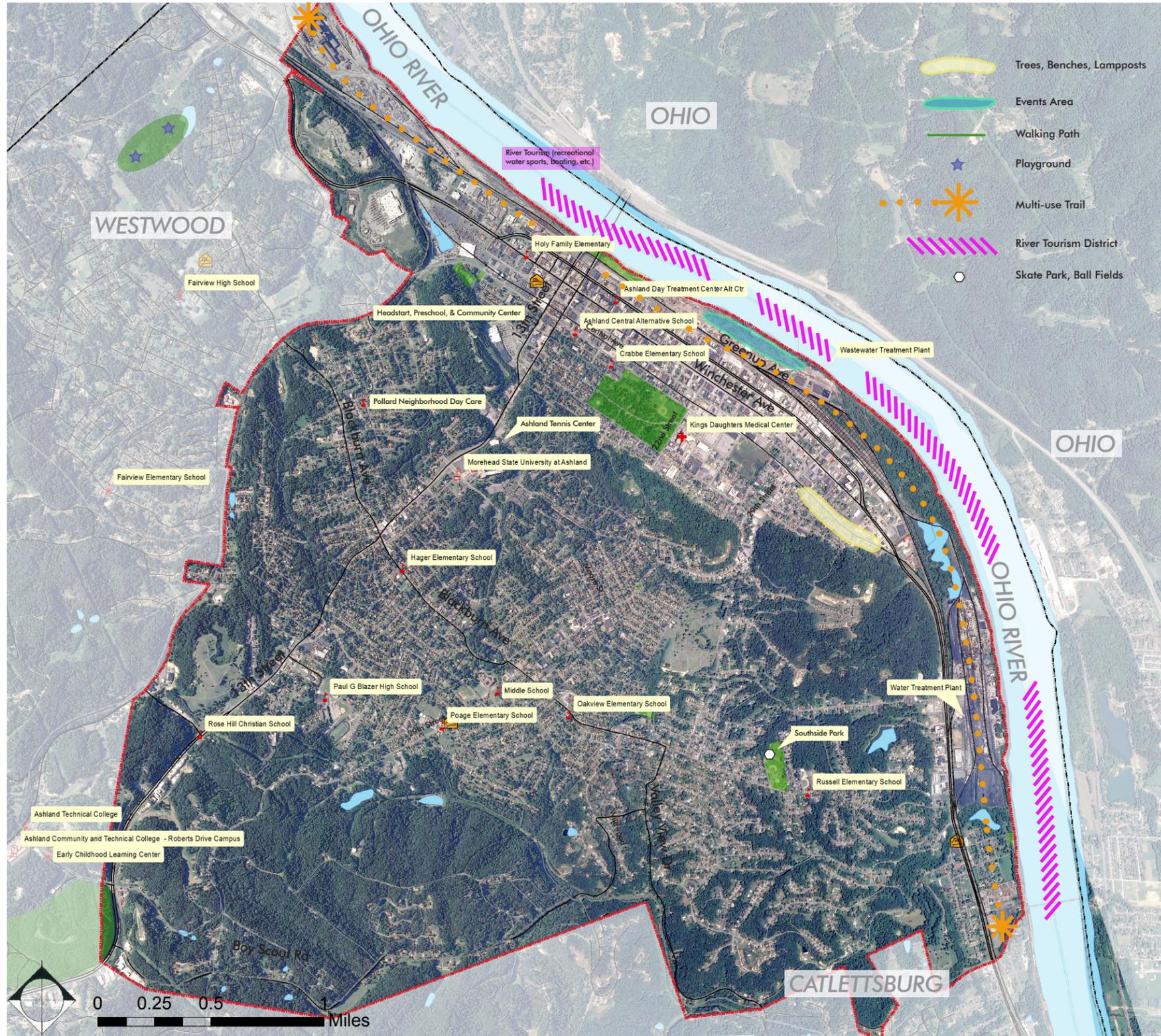
Infill development and redevelopment projects should be encouraged where existing infrastructure is compatible with the new demands.

The City should continue to coordinate infrastructure improvements to maximize investments and limit funding resources and require new developments provide adequate infrastructure.

ACTION ITEMS FOR CSO

In accordance with the CSO Control Policy, it will be necessary for Ashland to give highest priority to controlling overflows to receiving waters considered sensitive. According to the CSO Control Policy, sensitive areas include:

- Outstanding national resource waters.
- National marine sanctuaries.
- Waters with threatened or endangered species or their designated critical habitat.
- Primary contact recreation waters, such as bathing beaches.
- Public drinking water intakes or their designated protection areas.
- Shellfish beds.

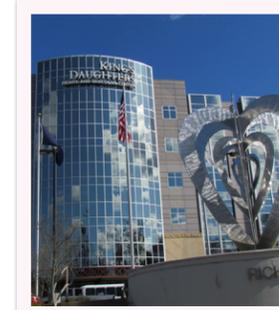


FACILITIES & UTILITIES



education

Provide a strong educational foundation for the youth and foster life long learning opportunities that meet the needs of the evolving marketplace. Potential expansion of existing facilities may need to be considered.



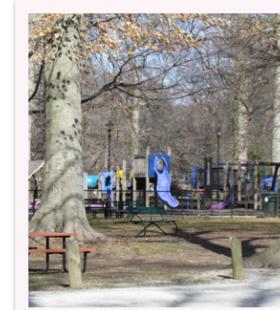
health care

Continue to build Ashland as a regional medical center.



emergency services

Newly constructed facilities for both Police and Fire departments, allow for a high level of emergency response throughout the city.



parks & recreation

Parks and recreation are a key element the future of Ashland. Look to enhance and expand the park system to include more of the riverfront and provide connections to existing neighborhoods. Other improvements may include a roof over the tennis center, a playground at Southside park, and updates to the softball fields and parking lots.



water quality

Continue to update water, wastewater, and stormwater systems throughout the city to ensure better water quality conditions for the future.



community centers

Build upon the good work that local community centers provide to the citizens of Ashland.



governmental

Maintain or enhance existing governmental facilities to preserve long-term fiscal responsibilities.



water sports & river tourism

Develop access to the river to increase water sports recreational activities and tourism opportunities.



downtown events & activities

Expand year-round events and activities that are held within the downtown area.

USEPA's CSO CONTROL POLICY FOR SENSITIVE AREAS

- Prohibit new or significantly increased overflows.
- Eliminate or relocate overflows that discharge to sensitive areas wherever physically possible and economically achievable, except where elimination or relocation would provide less environmental protection than additional treatment, or where elimination or relocation is not physically possible, and economically achievable, or would provide less environmental protection than additional treatment, provide the level of treatment for remaining overflows deemed necessary to meet WQS for full protection of existing and designated uses.

Where elimination or relocation has been proven not to be physically possible and economically achievable, permitting authorities should require, for each subsequent permit term, a reassessment based on new or improved techniques to eliminate or relocate, or on changed circumstances that influence economic achievability.

PRIORITY AREAS FOR CSO

- Hoods Creek: Little Hoods Creek discharges into Hoods Creek, where flows are conveyed 0.8 miles to the Ohio River. There is minimal access to Hoods Creek from this point until its confluence with the Ohio River at RM 324. The public concluded this portion of Hoods Creek is not a priority area.
- Long Branch: A survey of Long Branch (sometimes referred to locally as Long Run), which is the receiving stream for CSO 012 (6th Street), found limited access or no access downstream of the CSO discharge location until Long Branch discharges to the Ohio River. The public concluded that Long Branch is not a priority area.
- Ohio River: With the completion of the Riverfront Park, Ashland considers areas along the Ohio River upstream of CSO 009 as priority areas.

RECOMMENDED PLAN FOR SENSITIVE & PRIORITY AREAS

During the public involvement process it was decided that CSOs discharging to smaller streams should be given the highest priority. As mentioned earlier, the Big Sandy Baseball Complex is located downstream of Roberts Drive (CSO 014) discharge where kids have access and occasionally play in Little Hoods Creek.

ASHLAND 2020 COMPREHENSIVE PLAN



Downtown & Riverfront

8



CHAPTER 8

DOWNTOWN & RIVERFRONT

[INSIDE THIS CHAPTER]

This chapter focuses on the redevelopment of Downtown Ashland and reclaiming the riverfront for recreation and entertainment.

- Goals & Objectives
- Action Steps
- Introduction
- Downtown Districts
- Downtown & Riverfront Recommendations

DOWNTOWN & RIVERFRONT GOALS & OBJECTIVES

Goal Six: *Ashland's downtown is an entertainment destination.*

Objectives:

- A. Create or enhance key partnerships, including public-private partnerships, to aid in redeveloping downtown.
- B. Promote downtown as a destination for shopping, dining, live music and the arts/entertainment, and tourism for all ages.
- C. Promote downtown living opportunities with a focus on young professionals and seniors.
- D. Support building rehabilitation and development of vacant lots.
- E. Develop Ashland as a “gateway” into Kentucky, capitalizing on tourism, entertainment, and the local history and culture.
- F. Protect historic or significant buildings or spaces that are unique to Ashland.

Goal Seven: *Ashland is a place that has reclaimed the Riverfront.*

Objectives:

- A. Continue to enhance the riverfront with opportunities for open space, recreation, and entertainment for people of all ages.
- B. Provide for recreational opportunities along the riverfront while still preserving environmentally sensitive areas.
- C. Allow for appropriate festivals, events, and regular activities that utilize the riverfront.
- D. Create physical and visual connections between the riverfront and downtown.

ACTION STEPS

The Action Steps below operationalize the objectives above. Details for each action step can be found in Chapter 11: Implementation.

- E. Develop regular programming downtown that includes arts and entertainment.**
- J. Formally establish the “Destination Ashland Team” and implement the two-year Ashland Downtown Development Action Plan.**
- K. Consider an overlay district in Downtown that encourages living on upper floors and retail, entertainment, or service-type businesses on the first floor.**
- P. Consider re-establishing Ashland in Motion’s Main Street Status.**
- X. Identify additional streetscape improvements and design standards for downtown.**
- Y. Develop a master plan for Riverfront Park expansion.**
- CC. Establish a permanent location and structure for the Boyd County Farmer’s Market.**

INTRODUCTION

Downtown Ashland is the heart of the City. The riverfront and historic downtown are, in fact, the heart of the region. With continued efforts to re-focus attention on the downtown, including continued investment in revitalizing the riverfront area, the center city will become even more sustainable and attractive to residents and visitors. As part of this comprehensive planning effort, key objectives for the downtown focus area include:

- Preserve & enhance community character – by encouraging locally owned businesses to strengthen the downtown and associated districts that help shape the community’s distinctive sense of place.
- Encourage business development – the downtown should continue to aggressively advance the infrastructure necessary to encourage business and industry growth that attracts talent, invests in education and workforce training, and supports entrepreneurial growth that will result in new tax base and employment opportunities.
- Continue to be the civic center – the downtown should continue to be the heart of civic and governmental institutions, and future growth or expansion of those services should be located in the center city area.
- Embrace arts and technology – the downtown should continue to provide opportunities for a wide range of arts and cultural programs and facilities that enhance the quality of life and attract new talent to the community.
- Provide housing choices – that offer a broad range of opportunities for a variety of incomes, lifestyles, and age groups.
- Grow riverfront assets – the downtown should continue to expand on recent successes on embracing and celebrating its greatest physical asset: the riverfront.

The plan elements illustrated in the Downtown & Riverfront Focus Area Map is intended to outline the desired land use pattern and character for certain areas. This diagram is not intended to restrict development through rigid regulations. Highlights of specific projects identified in the diagram include the creation of focused downtown districts as well as a series of public infrastructure improvements. Other improvements to the downtown should be referenced in the recently adopted Ashland Downtown Development Action Plan.

DOWNTOWN DISTRICTS

A fundamental element of Ashland's downtown is the expression of downtown districts. While each district is unique, they function in an interconnected way, fostering a broad range of community interaction, commerce and social engagement. By establishing key downtown districts, it offers a chance to create unique development patterns and uses offered. While the districts provide a broad focus, they are not intended to be exclusionary. In each instance, it should be noted that the central use (governmental, medical, etc.) should also include a variety of other supporting uses – including residential, dining and recreation. The goal of establishing these key focus districts is to create a level of energy that is only possible with a mix of both public and private spaces that accommodate a variety of programs and activities. They should be well designed and well managed to attract people to visit and live downtown. The investment in such spaces will help leverage other investments like redevelopment and individual property improvement. The primary downtown districts include:

RIVERFRONT DISTRICT

Water has a powerful ability to create a strong sense of place and community. Taking advantage of this asset should include an expansion of the existing riverfront park. The expanded Riverfront District should include the creation of a major riverfront performance venue capable of hosting concerts to reinforce Ashland's reputation for live music. This space should be flexible and include a large lawn as well as a focal point for a variety of types of live performances. Local dining opportunities that offer views of the riverfront should also be capitalized upon. This development should be strategically placed, designed within the context, and incorporated into the park setting rather than cluttering the riverfront. Additional public amenities, such as rental facilities for various types of water recreation including Jet Ski and canoe rentals, could also bring activity to the riverfront and enhance the programming of the expanded riverfront park area. The Ohio River is downtown Ashland's greatest natural asset but potentially the most challenging one. Refocusing attention on the river as a recreational destination that enhances the downtown economy is critical in deepening the experience of downtown and will continue to play a key role in diversifying the investment in downtown Ashland.

ARTS AND CULTURE DISTRICT

Ashland desires to gain recognition as an art and music destination for both consumers and artists. Much of the infrastructure needed to support this industry is already in place, including organizations such as Destination Ashland or Ashland in Motion to see arts and cultural efforts continue. Building upon and marketing the existing arts and cultural provides a distinct area that is unique to the greater Ashland community. A variety of visual and performing arts should continue to be accommodated with potential live-over-work spaces

being developed to increase the vibrancy of this area. As the arts scene continues to grow, there will be a greater need for a variety of venues for a hub of artistic energy and commerce to take hold. The district surrounding the concentration of these existing uses should be expanded and adapted to lofts, artists' studios, galleries, small performance spaces and dining venues. The arts-focused commerce has a strong tie with the proposed increased riverfront district. As such, a critical link between the two areas should include convenient and easily accessible walking and bicycle connections. Securing a critical mass of arts related programming and events will be challenging, and as such, the community should work with appropriate organizational experts with the vision to execute a project of this complexity.

EDUCATIONAL/MEDICAL DISTRICT

Kings Daughter Medical Center is the anchor of the educational/medical district. Many other medical offices and facilities have developed in the area around this anchor. This district should support this industry by allowing for expansion of medical uses, as well as educational and research uses. Housing options and other suitable supporting uses (such as dining) should also be supported within this district.

CENTRAL PARK DISTRICT

Central Park is an existing cultural resource that is an important piece of the fabric of the downtown environment. This park will continue to be critically important in attracting new and bolstering existing residential development in the downtown blocks surrounding the park open space. The area surrounding the park should continue to be enhanced as a primary residential use with Central Park as the central focal-point of this near downtown area. Senior living facilities may also be appropriate in or near this district.

MUNICIPAL DISTRICT

City and County services should be concentrated in the downtown core. These public services draw people downtown and are an employment center. Future services should be located downtown to reinforce the focus on redeveloping this area.

TRANSITION ZONES: MIXED-USE DISTRICTS

Existing and proposed buildings designed for first floor commercial / retail uses with residential uses on the upper floors should be encouraged in the transition zones. Retail uses should focus on neighborhood or local needs to serve and support the conversion of the buildings to primary focus on residential. Residential conversions should include housing types that are currently limited in the existing market, such as lofts or studio apartments, condos, and senior housing opportunities. Infill opportunities should include row houses or

townhomes, promoting residential density in downtown that will support local businesses. These new housing products must align with current market demands. A market study to gauge today's residential market should be a routine activity (either City or developer initiated) to understand how the market is evolving. The goal of increasing the number (approximately 15%-18% as recommended by the task force committee) and diversity of downtown living units will be a key benchmark to the success of downtown Ashland.

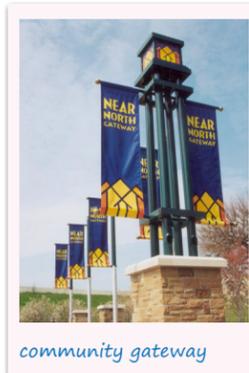
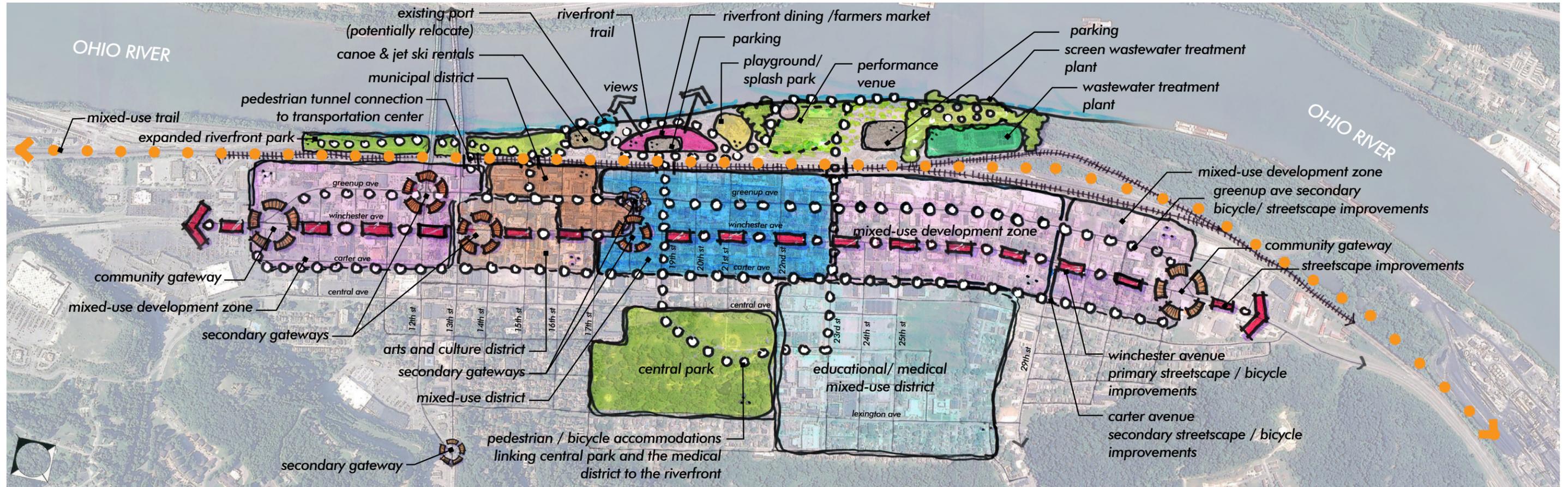
DOWNTOWN & RIVERFRONT RECOMMENDATIONS

Every capital investment should be viewed through the lens of economic, environmental, and social sustainability. Evaluation of the proposed projects specific for the downtown should be on-going and further expanded upon in order to maximize the investment and leverage other investments. Additionally, partnerships and leadership capacity should be strengthened through groups such as the Destination Ashland Team or Ashland in Motion. These partnerships, coupled with economic incentives and other downtown improvements, will further investment and growth of Ashland and its downtown. The following improvements strive to create the public spaces and character desired for downtown and the riverfront. The recommended infrastructure improvements include:

1. **Public Venues** – These venues include the establishment of a farmer's market to accommodate local vendors and the local agricultural industry. Seasonal attractions at the downtown public venues will also be critical in establishing a series of events to attract visitors and entertain residents year around. Ideally, such uses would promote regular activity downtown. These could include a playground, water/splash park, skating, walking tour, dog park, etc. These activities would supplement the major festivals and programmed events throughout the year.
2. **Multi-Modal & Pedestrian Enhancements** – These enhancements are envisioned for Greenup Avenue and Winchester Avenue. Stretching the length of downtown, these two central avenues should act as highly flexible "complete streets." These linear corridors are envisioned to accommodate the routine movement of pedestrians, bicycles, and vehicles as well as any future transit. The facilities should include large pedestrian sidewalk zones, potential bicycle lanes, pedestrian-scaled lighting, planters and traffic calming measures. Improvements should focus on Winchester Avenue, with Greenup and Carter Avenues receiving ancillary improvements. Facilities along these corridors should accommodate a variety of events, outdoor dining, and connections to primary downtown destinations, including public venues such as the farmers market, mall, civic spaces, and the riverfront. Downtown street crossing improvements should embrace the pedestrian as the central figure in



DOWNTOWN & RIVERFRONT



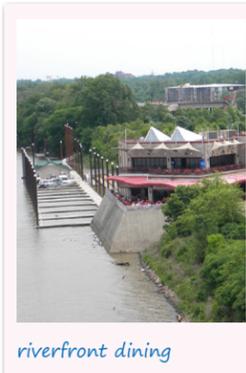
community gateway

Various scaled gateways that reinforce Ashland's unique heritage and mark entrances to special areas in the City.



arts and culture district

Build upon and market the existing arts and cultural resources including the Paramount Arts Center, the Pendleton Art Center, the Highland Museum and Discovery Center, and Camayo Arcade.



riverfront dining

Provide intimate local dining opportunities that offer views of the riverfront. This development should be strategically placed, designed within context and incorporated into the park setting rather than clutter the riverfront



water recreation

Rental facilities for various type of water recreation, such as jet ski and canoe rentals, with the intention to allow people to interact with the river and improve boat launch bring activity to the riverfront.



farmer's market venue

Farmer's market venue to accommodate local vendors and farmers.



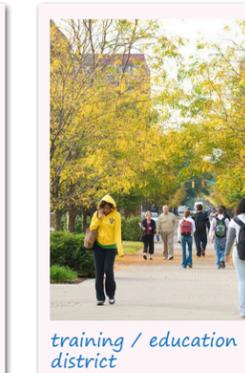
riverfront performance venue

Create a riverfront performance venue capable of hosting concerts to reinforce Ashland's reputation for live music. This space should be flexible and include a large lawn as well as a focal point for performances."



pedestrian / bicycle improvements

Pedestrian and bicycle improvements including street tree plantings, bicycle lanes, bike racks, pedestrian-scale lighting, sidewalks, planters, and traffic calming measures. Improvements should focus on Winchester Avenue with Greenup and Carter Avenues receiving ancillary improvements.



training / education district

A district that will incorporate a variety of uses to support the overall goal of training, education and research in conjunction with the medical district. Uses may include housing, research, classrooms, incubator space (business, food, market, technology) and other suitable supporting uses.



mixed-use development

Existing and proposed buildings designed for first floor commercial /retail uses with apartments on upper levels.



marketing/ attraction to visitors

The Ashland Downtown Development Action Plan developed various improvement objectives to further establish Ashland as a quality place to live, work, and visit. Objectives varied from marketing, policy, and physical improvements.

the downtown environment. As such, key improvements should include curb bump-outs, count-down crossing signals, and additional landscape elements to reduce the urban heat island. All downtown streets should create comfortable pedestrian corridors with local character that promote walking and social interaction. Healthy trees, decorative lighting, and generous sidewalks should be the minimum baseline. Additional amenities, such as furnishings, specialty paving, banners, and public art, provide each district with its own unique identity. Bicycle accommodations, in the form of bike routes, bicycle lanes, off-street trails adjacent to the riverfront, should also be included in the downtown and riverfront areas. As the cycling culture continues to expand, a variety of support facilities, such as bicycle racks, landscaping and signage, should also be implemented.

3. **Gateways** – Gateways are a critical first impression to downtown, these areas should be enhanced with gateway signs and corridor enhancements that provide a sense of arrival and downtown definition. The overall gateway program should be coordinated with the downtown wayfinding and signage program. These design elements can quickly build a sense of place and define a quality that is relatable to visitors and residents. They should be landmarks that are identifiable through the use of public art, landscaping, signage or other features. They could also take on tourism identities of the State, and Ashland could serve as the “gateway” to bourbon tourism in Kentucky.
4. **Transportation Center** – The historic depot should continue to serve as both a transportation center, connecting a variety of transit modes (bus, bicycle, and transit). The facility should not only accommodate the functional needs of transit arrivals/departures but also serve as a community and visitors center. The transit center will serve as a key venue for visitor services and a transition between the urban core and the riverfront district amenities. The visual link between the center core of downtown and the riverfront should also be enhanced at the transportation center venue. This can be accomplished with a modified street design at the pedestrian tunnel to enhance the streetscape character and link to the riverfront. This will establish a stronger flow between the downtown/municipal district and riverfront district.
5. **Public Parking** – Accessible, safe, and adequate parking is critical to a successful downtown. Both on- and off-street parking should be accommodated with appropriate policies to utilize the existing parking in the most efficient way possible.
6. **Updated Design Standards** – Building and design standards ensure quality development and redevelopment occur within the downtown and riverfront areas. Updated design standards should be developed in order to better articulate the expectations of the quality and character expected in and around downtown. These standards can be specific to a district, such as a historic district or an overlay district for downtown.

ASHLAND 2020 COMPREHENSIVE PLAN



Neighborhoods

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CHAPTER 9

NEIGHBORHOODS

[INSIDE THIS CHAPTER]

This chapter focuses Ashland's Neighborhoods today and tools, methods and practices to make them strong and vibrant.

- Goals & Objectives
- Action Steps
- Introduction
- Today's Neighborhoods
- Neighborhood Recommendations

NEIGHBORHOOD GOALS & OBJECTIVES

Goal Eight: Ashland is a place with *vibrant neighborhoods*.

Objectives:

- A. Encourage a variety of housing types, including options for seniors and young professionals.**
- B. Encourage a variety of housing opportunities for residents of all socio-economic backgrounds.**
- C. Continue to reinvest in deteriorating housing.**
- D. Build programs that enhance existing neighborhoods, such as neighborhood watch programs, maintenance programs or community events.**

ACTION STEPS

The Action Steps below operationalize the objectives above. Details for each action step can be found in Chapter 11: Implementation.

- S. Encourage the creation of neighborhood groups and organizations.**
- Z. Develop a HUD NRSA Program.**
- AA. Explore affordable and diverse housing opportunities through zoning and tax credits.**
- EE. Consider options to reduce the homeless population in Ashland.**

INTRODUCTION

Ashland has a strong collection of established neighborhoods. This section of the Comprehensive Plan will outline strategies to sustain, enhance, and redevelop Ashland's neighborhoods.

TODAY'S NEIGHBORHOODS

Healthy, stable neighborhoods are the backbone to strong community. The following describes the existing neighborhoods in Ashland and these neighborhoods are delineated on the corresponding Neighborhood Map.

CITY CENTER

The City Center neighborhood includes the downtown area along the riverfront west to Center Avenue and extends from northern City limits south to the US-23 intersection at Railroad Avenue. This area includes the majority of the urban core with its gridded road network. Land use in this neighborhood is mixed with a collection of commercial, retail, light industrial, mixed density residential units.



CENTRAL AVENUE / 29TH STREET

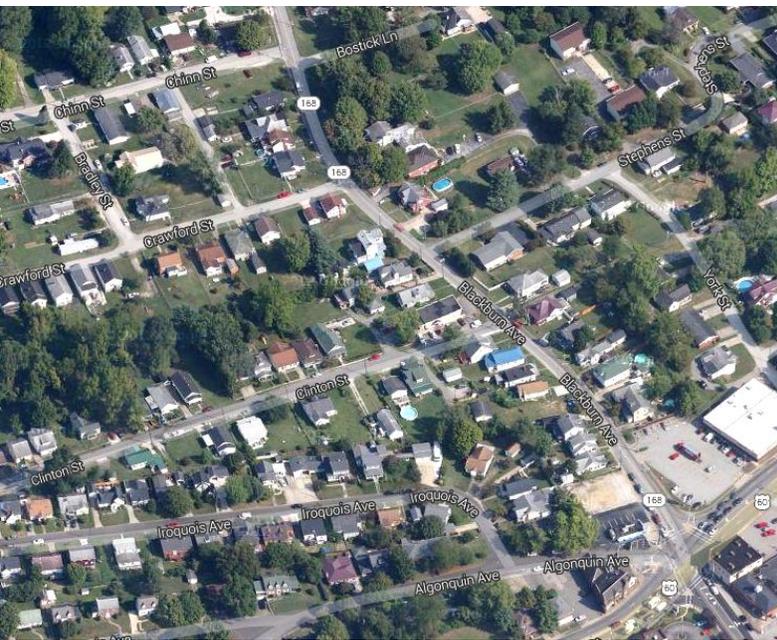
The Central Avenue/29th Street neighborhood is adjacent to the City Center and extends south to the base of the hill. This neighborhood also has a grid road network and includes Central Park. The area has many older larger homes and multi-family units. King's Daughter Medical Center is the major facility in this neighborhood.





OAKVIEW ROAD - BLACKBURN

The Oakview Road/Blackburn area is just south of the Central Avenue/29th Street Neighborhood and is bound by US-60/13th Street to west, 29th Street to the east and Blackburn Avenue to the south. This area is mostly single-family residential with a few neighborhood commercial centers, it also includes the Ashland Community and Technical College.



WINSLOW

The Winslow area is bound by US-60 to the east and the City limits to the west. This neighborhood hosts a variety of single-family home types and development patterns.



13TH STREET – BOY SCOUT ROAD

At the southern end of the City, the 13th Street/ Boy Scout Road neighborhood offers a mix of single-family housing types and a variety of lot sizes. Paul Blazer High School is centered in this area along with the YMCA.



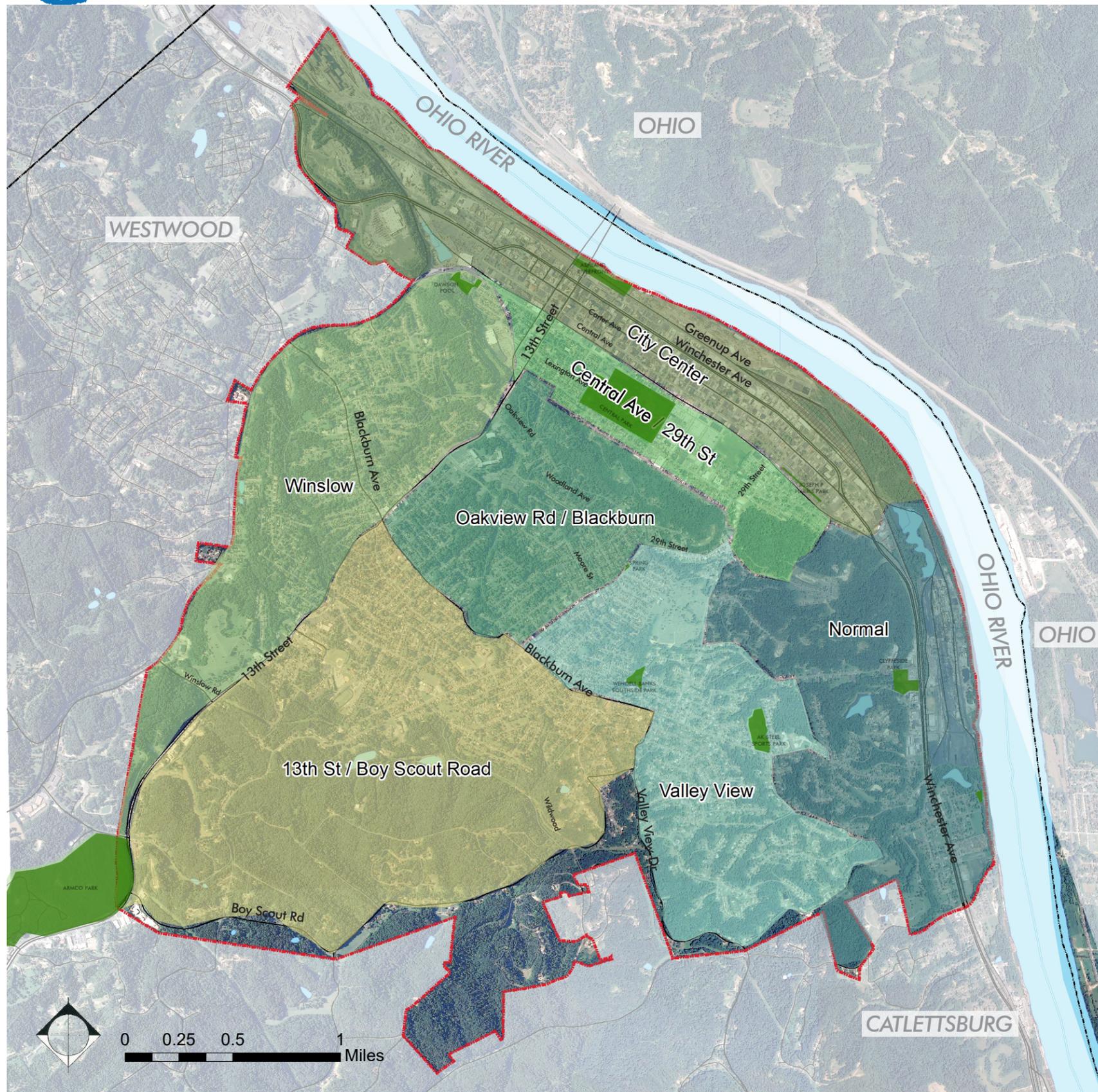
VALLEY VIEW

Valley View sits just east of the 13th Street/Boy Scout Road area, with 29th Street as its northern edge and Normal to the east. The area contains several post-war developments with smaller lot sizes and a few neighborhood commercial developments.



NORMAL

Normal sits on the east side of Ashland with the Ohio River, Catlettsburg and Valley View as its boundaries. Normal also has a collection of post-war single-family developments along the hillsides and is mostly an industrial zone along the river. The former AK Steel Coke Plant sits along the Ohio River in this neighborhood and has been demolished.



NEIGHBORHOODS

housing options

Encourage a variety of housing types, including options for seniors and young professionals. The development review process should be streamlined for housing development.

affordable housing

Encourage a variety of housing opportunities for residents of all socioeconomic backgrounds, including the homeless population. Diverse neighborhoods and buildings that include mixed-income housing options should be encouraged.

Neighborhoods By Design
Home Plans

reinvest in housing

Continue to reinvest in deteriorating housing by offering incentive programs for housing rehab projects and homebuyer assistance programs. East Ashland is an example of an area where reinvestment should occur.

sustainable neighborhoods

Allow new housing to be constructed in sustainable areas. Senior housing in downtown with amenities within walking distance may be an appropriate investment.

appropriate transitions

Foster appropriate land use mixes and transitions between different housing types and neighborhood commercial areas.

neighborhood improvements

Build programs that enhance existing neighborhoods by encouraging community watch programs, clean up programs and social events.

enhance neighborhood parks

Maintain or enhance existing neighborhood facilities, such as parks and other public spaces.

connectivity between neighborhoods

Maintain or establish connections between neighborhoods such as sidewalks, trails, and an enhanced vehicle network

NEIGHBORHOODS RECOMMENDATIONS

Throughout the comprehensive planning process, citizens expressed the great need to keep its local neighborhoods strong and vibrant. The following recommendations will reinforce Ashland's neighborhoods.

1. **Housing Options** - Providing a diversity of housing types will ensure that there are multiple choices for those seeking new housing. Currently, the Ashland housing market is dominated with single-family housing types. However, the trend nationally is growing for more multi-family housing options. These could include urban downtown lofts, townhouses, apartment complexes, and detached duplex/triplex dwellings. Ashland could accommodate these types of developments in several of the downtown neighborhoods. Young professional and empty-nesters are two demographics that prefer this type of housing option. The low-maintenance and flexible ownership options allow are more suitable for these user groups. By providing for a denser housing model in the downtown area, it will help support more restaurants and entertainment demands which can be a catalyst for economic development.
2. **Affordable Housing** - Overall Ashland's housing market is generally affordable, however, there are always sectors of the population that need and desire less expensive housing options. Introducing more multi-family housing options can assist with lowering the upfront cost of home ownership. It also can create options for investors from the rental market. Creating partnerships between local government housing programs, developers, and the local banks will be needed to create more affordable housing options for young professionals, small families, and the empty-nester population. The housing authority should go beyond housing vouchers and provide funds to help offset the developer's cost to build new housing. This will lower the cost of housing in Ashland, which will be more affordable to first-time buyers and will help stabilize neighborhoods faster than a rental program alone. Additionally, the development of transitional housing types with other needed support services for homeless populations should be explored to quickly return homeless residents to living a productive life.
3. **Reinvestment** - Ashland has a great inventory of well-built, multi-story buildings. Reinvesting in the local neighborhoods will help protect these assets and promote a stronger economic base for the City. There are several different funding types available to Ashland to assist in this process such as the Community Development Block Grant (CDBG) program, Housing Urban Development – Neighborhood Revitalization Strategy Areas (HUD-NRSA) program, and Tax Incremental Financing (TIF). Each program has its own benefits and limitations. Therefore, specific reinvestment areas should be thoroughly reviewed and assessed prior to seeking funding. CDBG funds can be used to fund infrastructure projects in lower income areas. HUD-NRSA funds can be used to offset capital costs so that the final sale price for a new home can be lowered to be more in-line with existing neighborhood home values, allowing for replacement of aging or missing housing inventories. TIF programs can also assist with infrastructure improvement and are best used in downtown areas where infrastructure replacement cost is the highest. To the left are photos of housing units in Ashland that have been rehabilitated through federal programs.





Housing units in Ashland that have been rehabilitated through federal programs.

4. **Sustainable Neighborhoods** - Sustainable neighborhoods can be defined in many ways, but for Ashland it should mean providing neighborhoods that have economic stability, proper utility infrastructure, maintained connective transportation networks, and desirable assets such as good schools, parks and entertainment options. Ashland should support new housing development projects that provide these elements. Traditional Neighborhood Developments (TND), which are housing developments that more closely resemble the density and configuration of older-style neighborhoods, are a growing trend in the residential housing market that could support this concept.
5. **Appropriate Transitions** - Land use planning provides an excellent venue to explore how transitions occur between different types of neighborhoods as well as different land uses. The recommendation for this item is to review and evaluate potential conflict areas between non-compatible land uses and work with adjoining neighborhoods to create a solution that is acceptable to all those involved. Typically, this can be accomplished through the development of a Small Area Neighborhood Plans that could provide detailed development standards that are specific to that particular neighborhood.
6. **Neighborhood Involvement** - Neighborhood involvement is one of the most insightful activities a community can do to support redevelopment and community pride. Ashland has an opportunity to develop active neighborhood associations to assist with all types of local projects including landscape enhancements, neighborhood clean-up campaigns, neighborhood watch programs, walking school bus program, and social events like neighborhood block parties. It is these hands-on projects that make a community strong and resilient to adversity.
7. **Reinvestment in Existing Housing** - One area is identified on the Economic Development Map in Chapter 10 for residential redevelopment that includes the area west of downtown between 29th Street and 35th Street and East Ashland along Winchester Avenue. Many housing units in these neighborhoods are deteriorating or in poor condition. New or redeveloped housing options should be encouraged in this area through the creation of a new program, tax incentive or similar incentives. Affordable housing developments should also be encouraged in these areas.

ASHLAND 2020 COMPREHENSIVE PLAN



Economic Development

10



CHAPTER 10

ECONOMIC DEVELOPMENT

[INSIDE THIS CHAPTER]

This chapter focuses the redevelopment opportunities within Ashland including financing options that could be used.

- Goals and Objectives
- Action Steps
- Introduction
- Downtown Redevelopment Priorities
- Redevelopment Tools
- Industrial Redevelopment Recommendations

ECONOMIC DEVELOPMENT GOALS & OBJECTIVES

Goal Nine: Ashland is a place that *promotes business development.*

Objectives:

- A. Retain existing industry and attract new targeted industry.**
- B. Continue to build Ashland as a regional medical center.**
- C. Attract new technical industries to Ashland.**
- D. Foster an environment that supports small business and entrepreneurial development.**
- E. Grow jobs for current residents and young professionals.**

ACTION STEPS

The Action Steps below operationalize the objectives above. Details for each action step can be found in Chapter 11: Implementation.

- G. Actively pursue businesses and industries.**
- F. Continue to align workforce with the market.**
- Q. Evaluate economic incentives.**
- R. Consider the development of a small business incubator.**
- FF. Consider an industrial TIF District.**
- GG. Redevelop the former coke plant.**

INTRODUCTION

Ashland has a great foundation for future redevelopment and growth. However, many areas have the need for redevelopment because the City has historically faced population decline. Ashland has potential to reinvigorate these abandoned buildings, underutilized industrial sites, and vacant lots.

The following provides an overview of each redevelopment focus area within Ashland. Economic incentives and resources should be concentrated on redeveloping these focus areas. The Economic Development Map graphically depicts the focus areas.

DOWNTOWN REDEVELOPMENT PRIORITIES

Chapter 8: Downtown & Riverfront describes the various opportunities and development potential for Ashland's downtown district. While it is important to envision the potential for the entire downtown area, it is also important to identify phases for redevelopment efforts that will utilize local, state or federal funds.

Five areas within downtown were prioritized for redevelopment efforts. By focusing funds and development efforts within one specific area at a time, the impacts can be seen faster than if redevelopment efforts are spread throughout the entire downtown area. However, this does not mean redevelopment downtown has to occur in this order if a particular opportunity arises.

Area 1, as described on the Economic Development Map, is the core of downtown and has many active businesses and government facilities. Many redevelopment and streetscape improvements have been made to various streets in this area. Efforts should be made to complete redevelopment efforts in this area first. Redevelopment priorities should continue east, with the final priority on the other side of the bridge. This will ensure a strong eastern gateway to the City.

The redevelopment priorities for downtown include:

- 1st priority: 13th Street to 18th Street
- 2nd priority: 18th Street to 21st Street
- 3rd priority: 21st Street to 28th Street
- 4th priority: 29th Street to 33rd Street
- 5th priority: 7th Street to 12th Street

REDEVELOPMENT TOOLS

Investing in public infrastructure and redevelopment can be expensive; the general fund or state/federal grants cannot be solely relied upon for financing these efforts. The following outlines financing and redevelopment tools that can be used in redevelopment efforts in Ashland.

URBAN RENEWAL & COMMUNITY DEVELOPMENT AGENCY (URDCA)

An URDCA has powers and flexibility that the governing body does not always have when addressing redevelopment. An URDCA can purchase, lease, grant any real or personal property. This agency can use eminent domain, clear buildings, dispose of property and sell, lease or subdivide property at fair value.

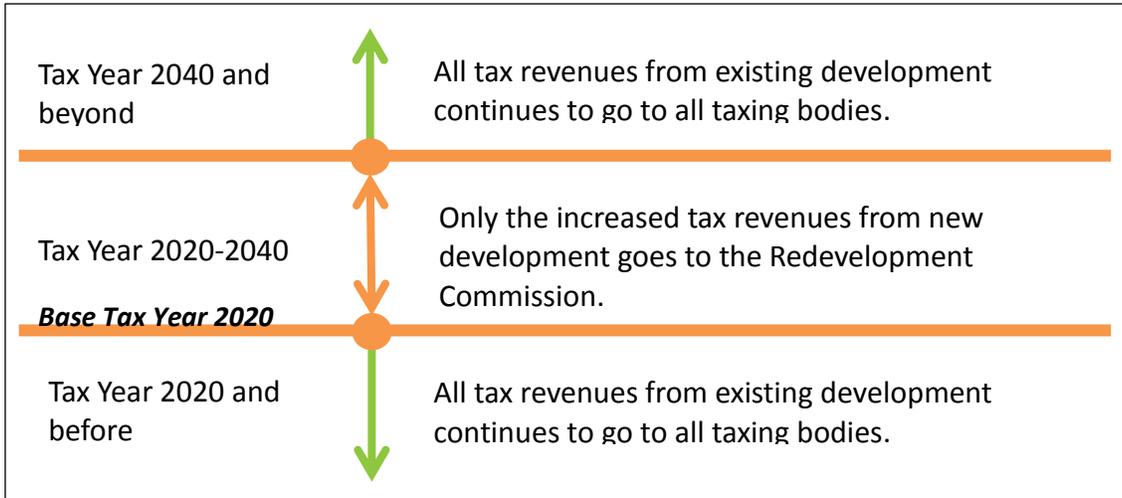
TAX INCREMENT FINANCING (TIF)

Tax Increment Financing (TIF) is a method to use future tax revenues to finance current public improvements. The completion of a public improvement or project often results in an increase in property values and often new private investment (new or rehabilitated buildings, etc), which generates additional tax revenue. The increased tax revenues are the “tax increment” that is used to finance debt to pay for the public infrastructure. TIF is designed to focus funding towards public improvements where development would not otherwise occur on its own.

TIF is enabled through state legislation with the purpose of economic development and the goal of enhancing local businesses, attracting new businesses, and considering the best use of the natural attributes of the community. TIF funds can be used for various infrastructure improvements and projects within the designated allocation area, including water expansion/supply, storm drainage, street construction, environmental remediation, park improvements, flood control, land acquisition, demolition and clearance work, utilities, landscaping, parking structure, street lighting, sidewalks, traffic control and much more.

How Does TIF Work

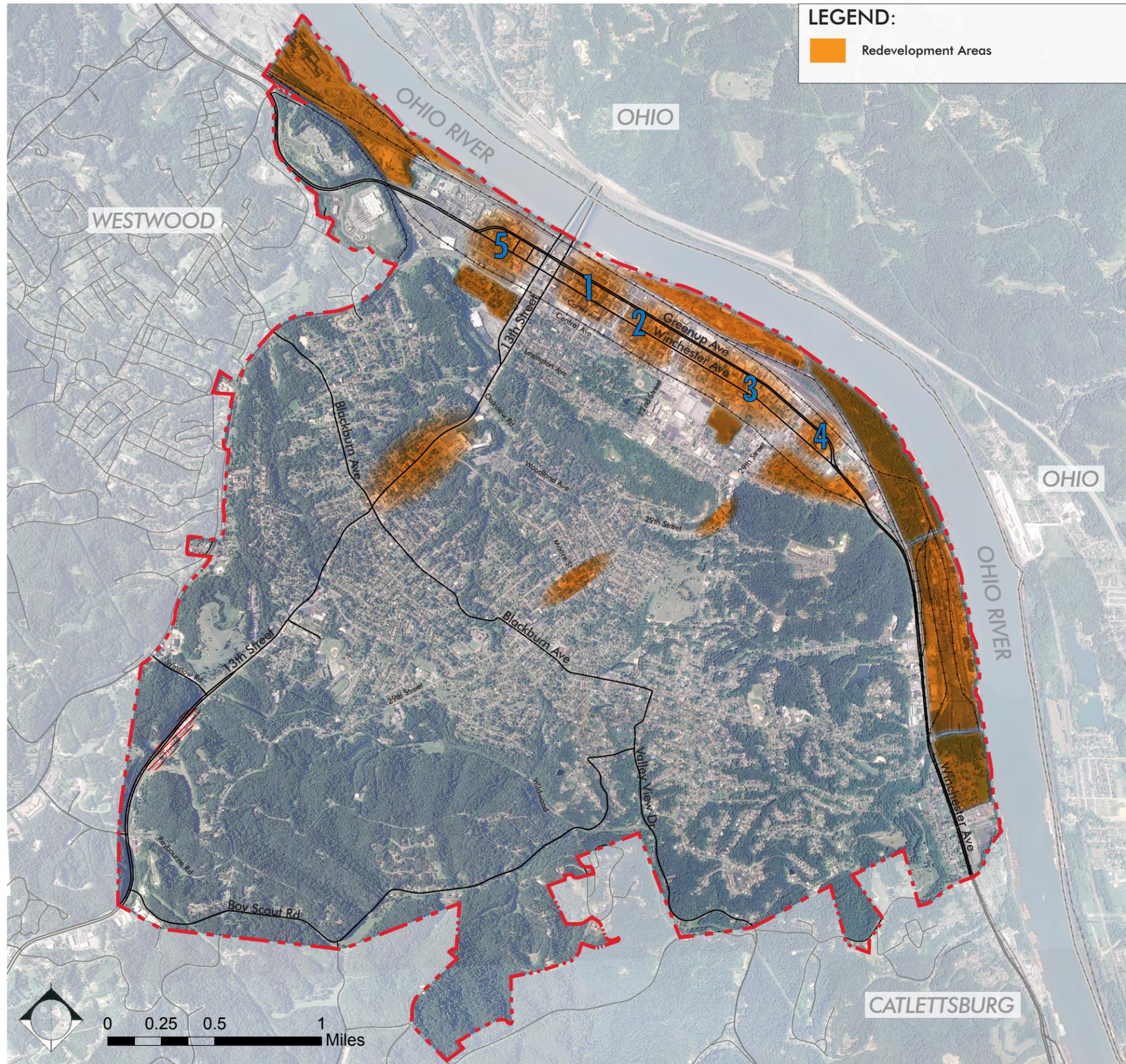
These additional tax revenues would be paid by property owners regardless of TIF. With TIF, the tax increment goes into a designated fund rather than being distributed to all of the taxing districts.



Types of TIF Programs

State statutes authorize two types of TIF development areas: Local Development Areas for vacant land or State Participation Programs for developed land (redevelopment or blighted conditions). With Local Development Areas only revenues from local taxes are considered, whereas State Participation Programs have the potential to capture some state tax revenues for specific projects.

There are two types of Local Development Areas that can be established that could be applicable to Ashland: Local Only Development Areas and Blighted Urban Redevelopment Areas. State statutes (KRS 65 and KRS 154) outline the details requirements for establishing a development area and the process that must be followed. This includes public hearing requirements, ordinance requirements, and parameter for agreements establishing the development area and pledging financial support. For large projects that have a larger economic impact, State Participation Programs may be possible. The potential for a State Participation Program for the redevelopment of the Ashland Coke Plant should be explored. Currently, the City of Ashland has established a TIF district in downtown called the Ashland Plaza Development Area. The City received \$6.8M in Tax Incremental Financing money from the Kentucky Economic Development Finance Authority that will go towards building a convention center and parking structure downtown. The City is not limited to one TIF district, and can place additional TIF districts in areas targeted for Industrial Development, or expand their existing TIF district. The City should continue to support funding models such as these to incentivize growth and development.

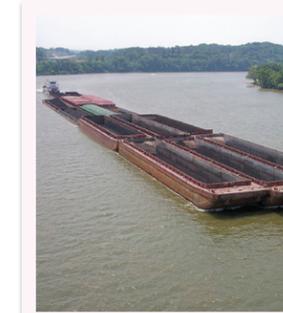


ECONOMIC DEVELOPMENT



clean up coke plant

Clean up the former coke plant. Work with the current owner and utilize TIF and state funding sources (Local Government Economic Development Funds, LGEDF)



promote multi-modal connections

Leverage and promote existing multi-modal connections (highway, rail and barge traffic) to attract light industrial and manufacturing businesses to Ashland, such as the coke plant.



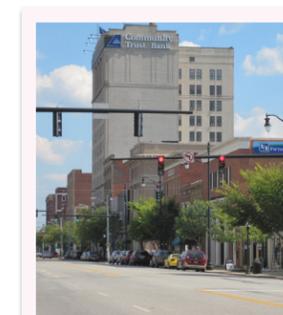
tax incentives

Utilize tax abatement, TIF, industrial TIF and LGEDF funding to encourage development and attract businesses to Ashland. An effective next step for Ashland could be to develop and implement an industrial TIF in key development areas.



housing

Utilize economic development bonds, tax incentives, state/federal funding sources and the redevelopment commission to encourage new or redeveloped housing options.



downtown

Institute a phased approach to the redevelopment of downtown Ashland. Focus redevelopment efforts on the core of downtown initially before transitioning to other areas of downtown.



quality of life

Focus on redevelopment efforts that improve quality of life by enhancing parks and trail amenities and promoting arts, music and culture. This could also include the attraction of basic amenities such as new grocery stores.

what is a redevelopment agency (URCDA)?

An Urban Renewal and Community Development Agency (URCDA) Can:

- Purchase, lease, obtain, grant, any real or personal property;
- Acquire property by the power of eminent domain;
- Clear buildings from property acquired;
- Dispose of property; and
- Sell, lease or subdivide property at fair value in accordance the development plan.

An URCDA can be established when a community finds that:

- There are blighted areas in the community;
- There is a need to exercise the powers of a URCDA; and
- It would be more efficient and more in the public interest for such powers and duties to be executed by such an agency.

A Blighted Area is Defined by:

- Predominance of defective or inadequate street layout;
- Faulty lot layout (size, adequacy, accessibility, usefulness);
- Submergence of lots by water;
- Deterioration of site improvements; or
- Tax delinquency.

what is a TIF?

Tax Increment Financing (TIF):

- Is not an additional tax, it's a reallocation of future tax revenues.
- Allows a city to make public infrastructure improvements, such as roads, parks, building rehabilitation, environmental clean up, sidewalks, etc...
- Uses future tax revenues to fund current public improvements. Public and/or private projects often result in an increased property value, which generates additional tax revenues. TIF allocates this "increment" or additional tax revenues to specific public improvements projects.

[BLIGHTED]

As defined by Kentucky Revised Statutes, a blighted area is defined by a predominance of defective or inadequate street layout; faulty lot layout; submergence of lots by water; deterioration of site improvements; or tax delinquency.

INDUSTRIAL REDEVELOPMENT RECOMMENDATIONS

Ashland's history is closely linked to industrial development, specifically the coal industry. This industry has historically utilized land along the river because of the easy access to barges and rail for transport. Because of this, Ashland is not only disconnected with the river but also has unused or underutilized industrial land along the river. These sites should be reclaimed by the City if they are abandoned or underutilized.

1. **Coke Plant & Tannery** - The former AK Steel Coke Plant is located along the Ohio River in the southwestern portion of the City. AK Steel closed this plant in 2011 which employed 263 people. The plant had been considered non-compliant with the Clean Air Act for about three years before its closing according to the Environmental Protection Agency (EPA).

Above ground structures have been demolished, however, additional environmental remediation will be needed before the site can be redeveloped. The City should continue to work with the owner on remediation and explore opportunities for state assistance, such as the Kentucky Brownfield Redevelopment Program, Environmental Protection Agency (EPA) grants and loans, Local Government Economic Development Funds (LGEDF) or Tax Increment Financing (TIF). The Kentucky Brownfield Redevelopment Program offers free Phase I and Phase II environmental assessments to local governments, grant writing assistance, funding programs and coordination with EPA. With the existing access to rail, highway and river transportation, this site can be targeted for light industrial and/or manufacturing.

The old tannery site near the hospital should also be environmentally mitigated to encourage redevelopment. The site has been vacant due to the environmental cleanup costs. The City should explore opportunities for state assistance or utilize TIF as a tool for financing cleanup efforts.

2. **Multi-Modal Connections** - Ashland's existing rail, highway and river access make the City a prime location for businesses and industries that need multi-modal connections. These multi-modal connections should be leveraged and promoted to attract light industrial and manufacturing businesses to Ashland in addition to the potential for a transfer processing facility between modes.
3. **Planning & Implementation** – KYTC is currently undergoing a riverport study, Highway and Rail Freight Analysis Study, to help the state of Kentucky analyze its riverports and better position them for the future. Additionally, at the time of this plan's writing, KYTC is undergoing a Greenup & Boyd Counties Freight Study. The City should become an active participant in both studies.

ASHLAND 2020 COMPREHENSIVE PLAN



Implementation

11

CHAPTER 11

IMPLEMENTATION

[INSIDE THIS CHAPTER]

This chapter includes the action steps and strategies needed to implement this Comprehensive Plan.

- Introduction
- Implementation Overview
- Implementation Timeline
- Strategic Action Plan
- Tools, Programs & Funding Opportunities

INTRODUCTION

The overarching vision, goals, objectives, and plan elements articulate the desired future of Ashland. Implementation of these should be a major focus for decision-makers to ensure Ashland's long-term vision can be achieved. This chapter further defines the vision, goals, and plan elements of the Ashland Comprehensive Plan through action steps (measurable building blocks for future development).

This chapter calls for commitments from numerous public and private organizations. The first and strongest commitment must be from the City of Ashland, Planning Commission, and Board of Commissioners. A strong and unified leadership is needed to reinforce decisions that support this plan, both through policy decisions and financial budgeting. If those charged with implementing the action steps in this chapter are diligent in identifying and removing barriers to success, the opportunity for increasing economic development and quality of life is greater.

IMPLEMENTATION OVERVIEW

A strategic action plan is included in this chapter and is intended to provide direction for ongoing, short-term, mid-term, and long-term action steps. The action steps seek to balance the priorities of the City by serving as the decision-making framework. They also allow for immediate and noticeable progress through the completion of short-term projects. Because the implementation of any comprehensive plan involves dozens of public, private, and not-for-profit organizations, it is important that local City leaders (Board of Commissioners, Planning Commissioners, Department heads) provide guidance to interested parties when bringing stakeholders to the table and coordinating long-term action steps. This action plan was initially developed with the plan in 2013 and then revised accordingly during the 2020 update.

ACTION STEPS OVERVIEW

The implementation process includes action steps that provide clear details on what should be done, such as the tasks that should be taken, who is responsible, and a timeline for project completion. The following provides a description of the details provided in each action step listed in this chapter.

DESCRIPTION

The description is intended to further explain the tasks by providing details and other information to explain the intended result.

RESPONSIBLE PARTY(IES)

While the Planning Commission or Board of Commissioners is ultimately responsible for the successful implementation of this plan, some tasks will be most successful if implemented by or in partnership with others. The responsible party / parties should always be a high-level champion who reinforces the purpose and intent of the plan, takes responsibility for implementing specific action items, and monitors the progress of the task.

POTENTIAL FUNDING SOURCE(S)

Although it is not exhaustive, a potential list of funding sources has been provided for each task as a starting point. Many funding sources will vary depending upon the year, quarter, month, as well as the number and type of parties involved. The general fund is also typically listed because many federal or state grant programs require a local match. Each funding source is explained later in this chapter under Programs, Tools & Funding Opportunities.

OTHER RESOURCES

“Other resources” often include: human capital (i.e. manpower, or labor) from volunteers; donated supplies, materials, or equipment; and coverage by the media. They also include professionals who have been hired by the City due to their expert knowledge in a particular area.

START-UP

Not all projects can begin at once. The start-up of a given task will occur in the short-, mid-, or long-term future. Short-term typically means between zero to five years (i.e. 2020 – 2024), mid-term between six to ten years (i.e. 2025 – 2029), and long-term between eleven to twenty years (i.e. 2030 – 2034). A task that is entirely dependent upon the successful completion of another task would fall outside of these start-up possibilities, in which case the conditions for start-up for these tasks are described in more detail on their respective tables. Tasks were prioritized in terms of start-up based on the priority of the Plan’s goals and objectives.

TARGET COMPLETION TIMELINE

The target completion timeline is intended to inform the user about the anticipated duration (from start to finish) of a given task – barring any unforeseen conditions. While some tasks are intended to be completed just once during the planning horizon, some of the will be more successful and have a greater impact if they are on-going efforts (i.e. maintained). Where applicable, each task has been evaluated to include a recommendation about the frequency with which a task should be repeated.

RELATED GOALS

It will become increasingly important that each task be tied back to the goals of this plan. This will provide insight, justification, and prioritization for each task as conditions change or others become involved in implementation and evaluation of the plan. If an action item aligns with one or more of the goals outlined in the previous sections of this document, the respective goal(s) is marked by the box appearing with a solid orange fill.

- Goal 1** – Ashland is a place that promotes appropriate growth and development.
- Goal 2** – Ashland is a place that provides multiple transportation types.
- Goal 3** – Ashland is a place that promotes education and learning opportunities.
- Goal 4** – Ashland is a place that provides infrastructure improvements.
- Goal 5** – Ashland is a place for healthy lifestyles.
- Goal 6** – Ashland’s downtown is an entertainment destination.
- Goal 7** – Ashland is a place that has reclaimed and utilized the Riverfront.
- Goal 8** – Ashland is a place with vibrant neighborhoods.
- Goal 9** – Ashland is a place that promotes business development.

RELATED PLAN ELEMENTS

Similar to the related goals, it is also important to reference the plan elements supported by each action step. This allows the parties implementing the plan to gauge progress but also aids in coordinating action steps that relate to a specific element. If an action step relates with one or more of the plan elements, the respective plan element(s) is marked by the box appearing with the following related icons.

	Future Land Use		Downtown & Riverfront
	Transportation		Neighborhoods
	Facilities & Utilities		Economic Development

NOTES

The notes are intended to be used by leaders and organizations who are tasked with implementing this plan as they carry out these tasks. This space can be used for tracking progress, noting additional or new partnerships, or potential barriers to overcome.

STRATEGIC ACTION PLAN

This action plan includes a timeline and specific action steps for implementation. This comprehensive plan and strategic action plan are intended to be a “living” document; it is anticipated that portions of the plan will change in order to continue to reflect changing community conditions. Forming a foundation of strong partnerships with public, private, and not-for-profit organizations is key in responding to change as it occurs.



ACTION PLAN TIMELINE

Many factors can influence the completion timeline for action steps, such as the current economic environment. If unexpected funding or additional City staffing becomes available, action steps can be started and/or completed prior to the specified timeline. Also, conditions may change that require this timeline to be altered, modified, or changed. The timeline and action steps should be evaluated and are intended to be flexible to respond to the ever-changing local needs and demands placed on the City. The timeline is shown on the following page.

IMPLEMENTATION TIMELINE

SHORT 2020-2024

ONGOING

- **A:** Actively implement the Comprehensive Plan and annually review progress.
- **B:** Improve pedestrian and bicycle connections between neighborhoods.
- **C:** Continue to upgrade water and wastewater systems.
- **D:** Encourage small pocket-parks in or near neighborhoods that do not have a park within walking distance.
- **E:** Develop regular programming downtown that includes arts and entertainment.
- **F:** Continue to align workforce with the market.
- **G:** Actively pursue businesses and industries.

2020

- **H:** Revise the zoning & subdivision control ordinance.
- **I:** Streamline the development review process.
- **J:** Formally establish the “Destination Ashland Team” and implement the two-year Ashland Downtown Development Action Plan.
- **K:** Consider an overlay district in Downtown that encourages living on upper floors and retail, entertainment, or service-type businesses on the first floor.

2021

- **L:** Complete bicycle & pedestrian inventory and evaluate feasible routes.
- **M:** Establish communication and coordination with departments and agencies.
- **N:** Engage in capital improvement planning.
- **O:** Develop a five-year parks and recreation master plan.
- **P:** Consider re-establishing Ashland in Motion’s Main Street Status.
- **Q:** Evaluate economic incentives.
- **R:** Consider the development of a small business incubator.

2022

- **S:** Encourage the creation of neighborhood groups and organizations.
- **T:** Identify land prime for redevelopment or industrial development.
- **U:** Develop access to the river to increase water sports, recreational activities, and tourism opportunities.

2023-2024

- **V:** Improve high crash intersections.
- **W:** Create an access management plan.
- **X:** Identify additional streetscape improvements and design standards for downtown.
- **Y:** Develop a master plan for Riverfront Park expansion.
- **Z:** Develop a HUD NRSA Program.
- **AA:** Explore affordable and diverse housing opportunities through zoning or tax credits.
- **BB:** Strengthen partnerships to increase services for Substance abuse.

MID 2025-2029

2025-2029

- **CC:** Establish a permanent location and structure for the Boyd County Farmer’s Market.
- **DD:** Consider measures to increase internet availability.
- **EE:** Consider options to reduce the homeless population in Ashland.
- **FF:** Consider an industrial TIF District.
- **GG:** Redevelop the former Coke Plant.
- **HH:** Support implementation of US 60

LONG 2030-2034

2030-2040

- **II:** Evaluate feasibility of expanded bus service.
- **JJ:** Evaluate feasibility of intermodal transportation facility.
- **KK:** Evaluate feasibility of four-year college.

PLAN EVALUATION & MEASURABLE OUTCOMES

The ability to evaluate progress and measure success is important to the planning process. This should be completed in a three-step process, where progress is identified, metrics are compared, and adjustments are made. It is recommended that the following should be completed annually.

Step 1: Identify Progress: In this first step, the City should identify which action steps have been completed, are in progress, and have not been started. For those that are in progress or have not been started, the City should also identify why those actions haven't been accomplished. This could be due to constraints related to time, staff, or resources. Once barriers have been identified, measures can be taken to ensure action steps are completed or adjusted appropriately.

Step 2: Compare Metrics: In the second step of the evaluation process, the City should look at key metrics to understand the relationship between the progress that has been made and the intended outcomes. Outcomes could include: an increase in the number of people visiting Ashland or downtown, decreased traffic congestion or crashes, increased population, increased event attendance, new businesses opening in downtown, population growth, etc. If metrics indicate progress, the action step or efforts being completed should continue. If metrics indicate no progress, the action step should be further explored and adjusted.

Step 3: Adjust Objectives & Action Steps: In this final step, the City should utilize information gathered in the first two steps as well as any other changes that have occurred in the City to adjust the comprehensive plan. Action Steps should be evaluated annually and are more likely to be adjusted. Objectives should be evaluated at least every five years to respond to progress or other changes that have occurred. As stated earlier, the plan is meant to be a "living" document that is flexible enough to allow for any unforeseen circumstances that are likely to occur over the planning horizon.

ACTION STEPS

The following tables are the individual action steps identified by this plan. Each action steps are formatted into a standard format for comparison, reference and revision over time.

ACTION STEP B		Improve pedestrian and bicycle connections between neighborhoods.			
Description:	<ul style="list-style-type: none"> • First, repair existing sidewalks that are in poor condition. • Utilize the bicycle and pedestrian inventory, once completed, to identify missing connections between neighborhoods and destinations. • Prioritize new connections and repairs based on use and population density. • Budget annually for new sidewalk and trail development. 				
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • Neighborhood Organizations (once created) • City Engineer • Public Services Department • Board of Commissioners/Mayor/City Manager 				
Potential Funding Source(s):	<ul style="list-style-type: none"> • General Fund 				
Other Resources:	<ul style="list-style-type: none"> • City Staff 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 1, Goal 2, Goal 4, Goal 5, & Goal 8				B
Related Plan Elements:					

Action Step Notes:

ACTION STEP C	Continue to upgrade water and wastewater systems.			
Description:	<ul style="list-style-type: none"> • Adequate upgrades to the water and sewer system (including storm water drainage) are needed to provide for existing and future development. • As upgrades are needed, integrate new technology into infrastructure improvements to ensure Ashland is competitive as a business destination. • Continue to implement mitigation measures for CSO issues. 			
Responsible Parties:	<ul style="list-style-type: none"> • Public Services Department • City Engineer • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG) Program • Funding Sources Identified in Sewer & Water Improvement Plans 			
Other Resources:	<ul style="list-style-type: none"> • City Staff • Private Consultant 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1, Goal 4, & Goal 9			C
Related Plan Elements:				

Action Step Notes:

ACTION STEP D	Encourage small pocket-parks in or near neighborhoods that do not have a park within walking distance.			
Description:	<ul style="list-style-type: none"> • Through the five-year parks and recreation master plan, identify areas underserved by parks. • Identify property that could be developed into small parks. • Work with developers to include parks within new residential subdivisions. 			
Responsible Parties:	<ul style="list-style-type: none"> • Parks & Recreation Department • Planning & Community Development • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • General Fund • Land Water Conservation Fund (LWCF) 			
Other Resources:	<ul style="list-style-type: none"> • Department of Natural Resources (DNR) • Developers • City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1, Goal 5, & Goal 8			D
Related Plan Elements:				

Action Step Notes:

ACTION STEP E	Develop regular programming downtown that includes arts and entertainment.			
Description:	<ul style="list-style-type: none"> • Develop an events calendar and identify months or weeks without programming. • Survey residents of the region to identify missing or desired programs. • Organize volunteers to support new programs and events. 			
Responsible Parties:	<ul style="list-style-type: none"> • Destination Ashland Team • Paramount Arts Center • Parks & Recreation Department • Planning & Community Development • Ashland in Motion • Visit Ashland 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • Sponsorship • Ticket Sales 			
Other Resources:	<ul style="list-style-type: none"> • City Staff • Volunteers • Local Artists 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 6, Goal 8, & Goal 9			E
Related Plan Elements:				

Action Step Notes:

ACTION STEP F	Continue to align workforce with the market.			
Description:	<ul style="list-style-type: none"> • Develop regular meetings between local educational institutions and employers to determine skills training for local needs. • Provide training to residents in order to create a solid workforce for technical industries Ashland would like to attract. 			
Responsible Parties:	<ul style="list-style-type: none"> • Community & Economic Development • Local Employers • Area Colleges & Universities • Ashland Alliance • Planning & Community Development • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • Workforce Alliance Grant • General Fund 			
Other Resources:	<ul style="list-style-type: none"> • Area Development District • City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 3, Goal 6, & Goal 9			F
Related Plan Elements:				

Action Step Notes:

ACTION STEP G	Actively pursue businesses and industries.			
Description:	<ul style="list-style-type: none"> • Coordinate future growth or redevelopment plans with the Chamber of Commerce. • Provide policy support and fiscal resources to Ashland Alliance to actively market to and attract new businesses and industries to Ashland. • City should play an active role in targeting and marketing to potential businesses and industries in addition to retaining existing businesses. • Evaluate the needed infrastructure (utilities, internet, water, etc.) needed to support the high-tech industries and medical industries to ensure proper infrastructure is in place. 			
Responsible Parties:	<ul style="list-style-type: none"> • Community & Economic Development • Ashland Alliance & Committees • Planning & Community Development • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • Tax Incremental Financing • General Fund • Ashland Alliance 			
Other Resources:	<ul style="list-style-type: none"> • Kentucky Cabinet for Economic Development • Area Development District • Area Colleges & Universities 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1 & Goal 9			G
Related Plan Elements:				

Action Step Notes:

ACTION STEP H		Revise the zoning & subdivision control ordinance.			
Description:	<ul style="list-style-type: none"> Ashland’s zoning ordinance and subdivision control ordinance should be updated to reflect the policies and recommendations set forth in this plan. Specific attention should be focused on access management (Action Step W), signage requirements, and a downtown overlay district (Action Step K). Create a technical committee to guide and review updates to the ordinances. 				
Responsible Parties:	<ul style="list-style-type: none"> Planning & Community Development Board of Commissioners/Mayor/City Manager Technical Committee 				
Potential Funding Source(s):	<ul style="list-style-type: none"> General Fund 				
Other Resources:	<ul style="list-style-type: none"> City Staff Private Consultant 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 1, Goal 2, Goal 6, Goal 8, & Goal 9				H
Related Plan Elements:					

Action Step Notes:

ACTION STEP I		Streamline the development review process.			
Description:	<ul style="list-style-type: none"> To encourage development, it is important to create a streamlined development review process. The intended land uses and districts should be consistent with the regulations for development downtown so developers do not have to get variances or conditional use permits for what is desired downtown. Evaluate current parking regulations and policies that allows “prime” parking spots to be used by patrons and not downtown employees; this could include designating particular on-street parking as “30-minute” or “60-minute” zones. 				
Responsible Parties:	<ul style="list-style-type: none"> Planning & Community Development Board of Commissioners/Mayor/City Manager Professional Planning Consultant 				
Potential Funding Source(s):	<ul style="list-style-type: none"> N/A (internal coordination) 				
Other Resources:	<ul style="list-style-type: none"> Local Businesses City Staff 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 1, Goal 6 & Goal 9				1
Related Plan Elements:					

Action Step Notes:

ACTION STEP J	Formally establish the “Destination Ashland Team” and implement the two-year Ashland Downtown Development Action Plan.			
Description:	<ul style="list-style-type: none"> Follow the two-year Ashland Downtown Development Action Plan. As part of the design and implementation of the wayfinding system recommended in the plan, consider the design and implementation of gateways. As public projects occur in downtown, evaluate the need for additional parking. 			
Responsible Parties:	<ul style="list-style-type: none"> Destination Ashland Team Ashland in Motion Community & Economic Development Planning & Community Development Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> General Fund 			
Other Resources:	<ul style="list-style-type: none"> City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 6 and Goal 9			J
Related Plan Elements:				

Action Step Notes:

ACTION STEP K	Consider an overlay district in Downtown that encourages living on upper floors and retail, entertainment, or service-type businesses on the first floor.			
Description:	<ul style="list-style-type: none"> • Reference best practices available through the American Planning Association or nearby communities. • Create a technical committee to draft and review the overlay district. • Adopt an overlay district for Downtown. 			
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • Community & Economic Development • Board of Commissioners/Mayor/City Manager • Technical Committee • Professional Planning Consultant 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • N/A (internal coordination) 			
Other Resources:	<ul style="list-style-type: none"> • American Planning Association • City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1, Goal 6, & Goal 9			K
Related Plan Elements:				

Action Step Notes:

ACTION STEP L	Complete bicycle & pedestrian inventory and evaluate feasible routes.			
Description:	<ul style="list-style-type: none"> • Conduct an inventory of all bicycle and pedestrian facilities within Ashland. • Evaluate feasible routes for the Riverfront trail and Hillside trail identified in Chapter 6. • Identify implementation steps for designing and constructing new trails, sidewalks, or bike lanes. • Identify implementation steps and prioritization for improvements and construction of new bicycle and pedestrian facilities. 			
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • City Engineer • Community & Economic Development • Board of Commissioners/Mayor/City Manager • Parks and Recreation Department • Public Services Department • Ashland Cycling Enthusiasts (ACE) 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • MAP-21 Grants • Tax Increment Financing • General Fund 			
Other Resources:	<ul style="list-style-type: none"> • KYTC • City Staff • Private Consultant 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1, Goal 2, Goal 4, & Goal 5			L
Related Plan Elements:				

Action Step Notes:

ACTION STEP M	Establish communication and coordination with departments and agencies.			
Description:	<ul style="list-style-type: none"> As development or redevelopment occurs, coordinate with the various departments and agencies within Ashland, including schools, fire, police, EMS, utilities roadway/engineering. Future plans with these departments and agencies need to be coordinated on an on-going basis to serve future development; development should not occur if these services cannot adequately accommodate the new growth or redevelopment. 			
Responsible Parties:	<ul style="list-style-type: none"> Planning & Community Development Ashland Independent Schools Ashland Police Department Ashland Fire Department & EMS Engineering & Utility Department Public Services Department Parks and Recreation Department Metropolitan Planning Organization Community & Economic Development Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> N/A (internal coordination) 			
Other Resources:	<ul style="list-style-type: none"> City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	All Goals			M
Related Plan Elements:				

Action Step Notes:

ACTION STEP N	Engage in capital improvement planning.			
Description:	<ul style="list-style-type: none"> All needed capital improvements or investments from all City departments should be coordinated and prioritized for a five-year period. Developing a capital improvement plan (CIP) can aid in allocating resources, both staff and budgets. 			
Responsible Parties:	<ul style="list-style-type: none"> Board of Commissioners/Mayor/City Manager Department Directors Engineering & Utility Department Public Services Department 			
Potential Funding Source(s):	<ul style="list-style-type: none"> N/A (internal coordination) 			
Other Resources:	<ul style="list-style-type: none"> City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1, Goal 2, & Goal 4			N
Related Plan Elements:				

Action Step Notes:

ACTION STEP 0	Develop a five-year parks and recreation master plan.			
Description:	<ul style="list-style-type: none"> • A five-year parks and recreation master plan provides a needs assessment for parks in the City and outlines future improvements. • These improvements include programming needs, new parks, and parks improvements needed. 			
Responsible Parties:	<ul style="list-style-type: none"> • Parks & Recreation Department • Planning & Community Development • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • General Fund 			
Other Resources:	<ul style="list-style-type: none"> • Department of Natural Resources (DNR) 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1, Goal 5, Goal 7, & Goal 8			0
Related Plan Elements:				

Action Step Notes:

ACTION STEP P		Consider re-establishing Ashland in Motion’s Main Street Status.			
Description:	<ul style="list-style-type: none"> Renaissance on Main is state program through the Department for Local Government. Various grants and tools are offered to communities that are designated as a “Renaissance on Main” community. Establish main street status and pursue grants for downtown. 				
Responsible Parties:	<ul style="list-style-type: none"> Ashland in Motion Planning & Community Development Board of Commissioners/Mayor/City Manager Community & Economic Development 				
Potential Funding Source(s):	<ul style="list-style-type: none"> N/A (internal coordination) 				
Other Resources:	<ul style="list-style-type: none"> City Staff 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 8, & Goal 9				P
Related Plan Elements:					

Action Step Notes:

ACTION STEP Q		Evaluate economic incentives.			
Description:	<ul style="list-style-type: none"> Review and evaluate all current tax incentives offered in Ashland. Compare current tax incentives to similar communities to gauge competitiveness. Review and evaluate potential incentives that could be offered to private development in downtown, with a focus on developing multi-family residential. Incentives could include public infrastructure improvements, increased density, or tax incentives. 				
Responsible Parties:	<ul style="list-style-type: none"> Community & Economic Development Ashland Alliance & Committees Ashland in Motion Planning & Community Development Board of Commissioners/Mayor/City Manager Economic Development Department 				
Potential Funding Source(s):	<ul style="list-style-type: none"> Tax Increment Financing Tax Incentives General Fund 				
Other Resources:	<ul style="list-style-type: none"> Kentucky Cabinet for Economic Development City Staff 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 1, Goal 6, & Goal 9				Q
Related Plan Elements:					

Action Step Notes:

ACTION STEP R	Consider the development of a small business incubator.			
Description:	<ul style="list-style-type: none"> • The City could support the development of a business incubator, maker space, co-working space, and/or a commercial kitchen that support entrepreneurship in the Ashland. • A business incubator is a space or company that provides services and office space for start-up companies. Co-working spaces are for remote employees, and maker spaces are collaborative spaces to learn and explore the creation of products. A commercial kitchen would allow food prep for entrepreneurs who are looking to serve large amounts of people. 			
Responsible Parties:	<ul style="list-style-type: none"> • Community & Economic Development • Planning & Community Development • Destination Ashland Team • Ashland Alliance • Ashland in Motion • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • N/A (internal coordination) 			
Other Resources:	<ul style="list-style-type: none"> • Kentucky Cabinet for Economic Development • City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 6 & Goal 9			R
Related Plan Elements:				

Action Step Notes:

ACTION STEP S	Encourage the creation of neighborhood groups and organizations.			
Description:	<ul style="list-style-type: none"> • Encourage neighborhoods and local groups to address maintenance or upkeep issues in residential areas. • Provide an organized structure for discussing neighborhood issues or proposed changes. • Allow residents to become engage with their community and City leadership. • Encourage neighborhoods to hold local block parties and events. 			
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • Neighborhood Organizations (once established) • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • N/A (internal coordination) 			
Other Resources:	<ul style="list-style-type: none"> • City Staff • Local Neighborhood Leaders 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1 & Goal 8			S
Related Plan Elements:				

Action Step Notes:

ACTION STEP T	Identify land prime for redevelopment or industrial development.			
Description:	<ul style="list-style-type: none"> • Inventory vacant or underutilized property and evaluate its current zoning and condition. • Based on the property’s location and current conditions, prioritize properties for clean-up and redevelopment. • Consider the use of incentives to attract investment to the property. 			
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • Community & Economic Development • Ashland Alliance • Board of Commissioners/Mayor/City Manager • Developers/Realtors 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • N/A (internal coordination) 			
Other Resources:	<ul style="list-style-type: none"> • City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1 & Goal 9			T
Related Plan Elements:				

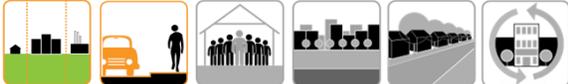
Action Step Notes:

ACTION STEP U		Develop access to the river to increase water sports, recreational activities, and tourism opportunities.			
Description:	<ul style="list-style-type: none"> • Repair and improve the boat launch. • Develop new opportunities to safely use the Ohio River for water sports and activities. • Create events centered on the Ohio River such as a steamboat race or rowing. 				
Responsible Parties:	<ul style="list-style-type: none"> • Destination Ashland Team • Visit Ashland • City Engineer • Ashland in Motion • Planning & Community Development • Board of Commissioners/Mayor/City Manager 				
Potential Funding Source(s):	<ul style="list-style-type: none"> • General Fund 				
Other Resources:	<ul style="list-style-type: none"> • City Staff 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 6 & Goal 9				U
Related Plan Elements:					

Action Step Notes:

ACTION STEP V	Improve high crash intersections.			
Description:	<ul style="list-style-type: none"> Chapter 6: Transportation identifies various intersections with high crash rates. Evaluate the cause of crashes and make needed changes to improve safety. 			
Responsible Parties:	<ul style="list-style-type: none"> Engineering & Utility Department Public Services Department Planning & Community Development Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> KYTC Funds General Fund 			
Other Resources:	<ul style="list-style-type: none"> KYTC City Staff Private Consultant 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 2			V
Related Plan Elements:				

Action Step Notes:

ACTION STEP W	Create an access management plan.			
Description:	<ul style="list-style-type: none"> • While specific problem areas might need individual focus analysis, overall best practices for access management should be applied throughout the community. • An ordinance should also be adopted as part of the subdivision regulations that addresses development along thoroughfares and other transportation related issues related to the division of land. 			
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • City Engineer • Public Services Department • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • General Fund 			
Other Resources:	<ul style="list-style-type: none"> • KYTC Model Access Management Ordinance • Metropolitan Planning Organization • City Staff • Private Consultant 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1 & Goal 2			W
Related Plan Elements:				

Action Step Notes:

ACTION STEP X	Identify additional streetscape improvements and design standards for downtown that reflect the brand established as part of the two-year action plan.			
Description:	<ul style="list-style-type: none"> • Following the implementation of streetscape improvements (such as 15th recommended in the two-year Downtown Development Action Plan, identify, design, and construct corridors what would benefit from streetscape improvements. • Prioritize streetscape improvements in areas in need of redevelopment. • Include multi-modal and pedestrian enhancements in downtown streetscape projects. 			
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • City Engineer • Public Services Department • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • General Fund 			
Other Resources:	<ul style="list-style-type: none"> • City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1, Goal 2, Goal 4, & Goal 6			X
Related Plan Elements:				

Action Step Notes:

ACTION STEP Y	Develop a master plan for Riverfront Park expansion.			
Description:	<ul style="list-style-type: none"> • A master plan should be created that expands the concepts included in Chapter 8. • The master plan should allow for additional active and passive recreation as well as dining and entertainment opportunities. • Funding and implementation strategies should be identified in the master plan. 			
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • Parks & Recreation Department • Engineering & Utility Department • Community & Economic Development • Destination Ashland • Ashland in Motion • Board of Commissioners/Mayor/City Manager 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • Tax Incremental Financing • General Fund 			
Other Resources:	<ul style="list-style-type: none"> • City Staff • Private Consultant 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 5, Goal 7, & Goal 9			Y
Related Plan Elements:				

Action Step Notes:

ACTION STEP Z		Develop a HUD NRSA Program.			
Description:	<ul style="list-style-type: none"> • Develop a program that will aid in stabilizing neighborhoods. • Program should define potential neighborhoods or areas that could benefit from program, evaluate current conditions and major challenges to the neighborhood. East Ashland should be considered in this process. • Strategies should be developed to remediate challenges through infrastructure and housing improvements. 				
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • Board of Commissioners/Mayor/City Manager • Assisted Housing Authority 				
Potential Funding Source(s):	<ul style="list-style-type: none"> • HOME Program – National Affordable Housing Act • HUD – CDBG Grants • General Fund 				
Other Resources:	<ul style="list-style-type: none"> • U.S. Housing & Urban Development (HUD) • City Staff • Private Consultant 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 1, Goal 8, & Goal 9				Z
Related Plan Elements:					

Action Step Notes:

ACTION STEP AA		Explore affordable and diverse housing opportunities through zoning or tax credits.			
Description:	<ul style="list-style-type: none"> Consider the opportunity for density bonuses through the zoning ordinance in exchange for affordable housing. Work with developers to pursue housing tax credits to offer affordable housing in Ashland. 				
Responsible Parties:	<ul style="list-style-type: none"> Planning & Community Development Board of Commissioners/Mayor/City Manager Community & Economic Development 				
Potential Funding Source(s):	<ul style="list-style-type: none"> N/A (internal coordination) 				
Other Resources:	<ul style="list-style-type: none"> City Staff Kentucky Housing Corporation – Housing Credit Program American Planning Association 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 1, Goal 5, & Goal 8				AA
Related Plan Elements:					

Action Step Notes:

ACTION STEP BB		Strengthen partnerships to increase services for substance abuse.			
Description:	<ul style="list-style-type: none"> • Substance abuse required a three-pronged approach including prevention, treatment, and rehabilitation. • The City of Ashland should work with several local organizations to increase prevention measure to reduce future substance abuse issues. • The City should also strengthen rehabilitation and treatment measures to decrease those currently struggling with substance abuse. 				
Responsible Parties:	<ul style="list-style-type: none"> • King’s Daughters Hospital • Board of Commissioners/Mayor/City Manager • Boyd County Health Department • Local Service & Faith-Based Organizations • Local Treatment & Rehabilitation Centers • Ashland Independent Schools • Ashland Police Department 				
Potential Funding Source(s):	<ul style="list-style-type: none"> • Substance Abuse and Mental Health Services Administration 				
Other Resources:	<ul style="list-style-type: none"> • Substance Abuse and Mental Health Services Administration 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 1, Goal 5, & Goal 8				BB
Related Plan Elements:					

Action Step Notes:

ACTION STEP CC	Establish a permanent location and structure for the Boyd County Farmer’s Market.			
Description:	<ul style="list-style-type: none"> Identify locations for a farmer’s market in downtown that would allow local farmers to sell goods/produce to residents. 			
Responsible Parties:	<ul style="list-style-type: none"> Planning & Community Development Board of Commissioners/Mayor/City Manager Ashland in Motion Destination Ashland County Extension Office 			
Potential Funding Source(s):	<ul style="list-style-type: none"> N/A (internal coordination) 			
Other Resources:	<ul style="list-style-type: none"> Local Farmers City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 5 & Goal 9			CC
Related Plan Elements:				

Action Step Notes:

ACTION STEP DD	Consider measures to increase internet availability.			
Description:	<ul style="list-style-type: none"> • Access to high-speed and affordable internet is essential in creating a strong quality of life and promoting business development. • Ashland should work with providers to increase internet capabilities and service. 			
Responsible Parties:	<ul style="list-style-type: none"> • Planning & Community Development • Board of Commissioners/Mayor/City Manager • Internet Providers 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • TIF • USDA 			
Other Resources:	<ul style="list-style-type: none"> • Think Kentucky – Cabinet for Economic Development 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 4, Goal 6, & Goal 9			DD
Related Plan Elements:				

Action Step Notes:

ACTION STEP EE	Consider options to reduce the homeless population in Ashland.			
Description:	<ul style="list-style-type: none"> • Work with local organizations to provide transitional housing for homeless residents. • Transitional housing offers those who face homelessness and need a safe and temporary home to get back on their feet. 			
Responsible Parties:	<ul style="list-style-type: none"> • Community & Economic Development • Assisted Housing Authority • Service Organizations • Faith-Based Organizations • Hospitals 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • Continuum of Care Grants - HUD 			
Other Resources:	<ul style="list-style-type: none"> • National Alliance to End Homelessness • Homeless and Housing Coalition of Kentucky 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 5 & Goal 8			EE
Related Plan Elements:				

Action Step Notes:

ACTION STEP GG	Redevelop the former coke plant.			
Description:	<ul style="list-style-type: none"> • Work with the property owner and state programs to mitigate all environmental issues so site can be used in the future. • Develop economic strategies to incentivize redevelopment. 			
Responsible Parties:	<ul style="list-style-type: none"> • Community & Economic Development • Planning & Community Development • Board of Commissioners/Mayor/City Manager • Ashland Alliance & Committees 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • Tax Increment Financing • Kentucky Brownfields Program & Environmental Protection Agency (EPA) grants and loans • General Fund 			
Other Resources:	<ul style="list-style-type: none"> • Kentucky Dept. of Environmental Protection – Brownfields • Environmental Protection Agency (EPA) • Area Development District • City Staff 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 1 & Goal 9			GG
Related Plan Elements:				

Action Step Notes:

ACTION STEP HH		Support implementation of US 60 Connector.			
Description:	<ul style="list-style-type: none"> Continue to provide needed assistance to implement this new roadway. Work with KYTC for programming project into the six-year plan and allocating funding. 				
Responsible Parties:	<ul style="list-style-type: none"> Engineering Department KYTC Metropolitan Planning Organization Planning & Community Development Board of Commissioners/Mayor/City Manager 				
Potential Funding Source(s):	<ul style="list-style-type: none"> KYTC Funds General Fund 				
Other Resources:	<ul style="list-style-type: none"> KYTC City Staff Private Consultant 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 1, Goal 2, Goal 6, & Goal 9				HH
Related Plan Elements:					

Action Step Notes:

ACTION STEP II		Evaluate the feasibility of expanded bus service.			
Description:	<ul style="list-style-type: none"> Evaluate the feasibility and need for additional bus routes within Ashland. Evaluate the feasibility and need for additional bus routes within the larger region. 				
Responsible Parties:	<ul style="list-style-type: none"> Ashland Bus System (ABS) Tri-State Authority (TTA) Planning & Community Development Metropolitan Planning Organization Board of Commissioners/Mayor/City Manager 				
Potential Funding Source(s):	<ul style="list-style-type: none"> KYTC Funds Federal Highway Funds ABS & TTA Funds General Budget 				
Other Resources:	<ul style="list-style-type: none"> KYTC City Staff Private Consultant 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 2 & Goal 4				
Related Plan Elements:					

Action Step Notes:

ACTION STEP JJ		Evaluate the feasibility of an intermodal transportation facility.			
Description:	<ul style="list-style-type: none"> Determine the market demands and location feasibility of locating an intermodal facility along the Ohio River to move freight and good from barges, rail, or truck. 				
Responsible Parties:	<ul style="list-style-type: none"> Community & Economic Development Ashland Alliance & Committees Planning & Community Development Board of Commissions/Mayor/City Manager 				
Potential Funding Source(s):	<ul style="list-style-type: none"> Tax Increment Financing Tax Incentives Private Funds General Fund 				
Other Resources:	<ul style="list-style-type: none"> CSX Railroad Metropolitan Planning Organization City Staff Private Consultant 				
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing	
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing	
Related Goals:	Goal 2, Goal 4, Goal 7 & Goal 9				JJ
Related Plan Elements:					

Action Step Notes:

ACTION STEP KK		Evaluate the feasibility of a four-year college.		
Description:	<ul style="list-style-type: none"> • Work with higher education institutions already present in Ashland and/or the region to determine if either a four-year college or a satellite campus could be established in Ashland. 			
Responsible Parties:	<ul style="list-style-type: none"> • Board of Commissioners/Mayor/City Manager • Planning & Community Development • Community & Economic Development • Ashland Independent Schools • Area Colleges & Universities 			
Potential Funding Source(s):	<ul style="list-style-type: none"> • N/A (internal corporation) 			
Other Resources:	<ul style="list-style-type: none"> • City Staff • Private Consultant 			
Start-up Timeframe:	2020 – 2024	2025 – 2029	2030 – 2040	Ongoing
Target Completion Timeline:	< 1 year	1-2 years	2-5 years	Ongoing
Related Goals:	Goal 3 & Goal 9			KK
Related Plan Elements:				

Action Step Notes:

TOOLS, PROGRAMS & FUNDING OPPORTUNITIES

TOOLS

Capital Improvement Planning

A Capital Improvement Plan (CIP) is a system of documenting the capital investments that a city plans to make the short-term, often five years. A CIP identifies projects, timelines, estimated costs, and funding sources and is linked to a community's budgeting process. It is a means of planning ahead for capital improvements and ensuring implementation of specific projects by connecting them more closely to the budgeting process. Ashland's CIP would include funding needed for any capital improvement the City is planning to invest in, regardless of which city department will be responsible for operating and maintaining a given investment.

Tax Abatement

Tax abatement is a phase-in of property taxes and is intended to encourage development in areas that would not otherwise develop. Tax abatement is one of the tools widely used by municipal governments to attract new businesses to the community, or to encourage investment in new equipment or facilities that will improve the company while stabilizing the community's economy. Communities may develop procedures for abatement application and policies on the amount and length of the abatement that will be approved and procedures to ensure compliance with the terms of the statement of benefits.

Tax Increment Financing (TIF)

Tax increment finance is a tool for municipalities and counties to designate targeted areas for redevelopment or economic development through a local redevelopment commission. Those redevelopment or economic development areas can then be designated as allocation areas which trigger the TIF tool. When TIF is triggered, the property taxes generated from new construction in the area are set aside and reinvested in the area to promote development, rather than going to the normal taxing units (governments, schools, etc.). The taxing units do not lose revenue, they simply do not receive revenue from the additional assessed valuation that would not have occurred "but for" the reinvestment in the area through the TIF proceeds.

Zoning/Subdivision Control Ordinances

Zoning and land use controls are the primary implementation tool for the comprehensive plan. Standards and regulations legislatively determine the location, quality, and quantity of new development, and are legally enforceable. Ashland's current zoning regulations allow for uses that are not consistent with this plan. It is recommended that the zoning regulations be updated to ensure contiguity between this plan and the City's regulatory document to facilitate the implementation of this plan.

PROGRAMS & FUNDING

Brownfields Funding

The Kentucky Brownfield Redevelopment Program offers education, assistance and funding for cleaning up environmentally hazardous sites for both local governments and private companies. An overview of the program can be found at: <http://dca.ky.gov/brownfields/Pages/default.aspx>.

Additionally, this program can assist with grant writing for multiple state and federal EPA grants. Funding and incentives are available for Assessment (Phase I and II), analysis of clean up alternatives, corrective action planning, corrective action implementation and redevelopment. Additional information on these state and federal grants, incentives and programs can be found at: <http://dca.ky.gov/brownfields/Pages/Funding%20For%20Brownfields.aspx>

Community Development Block Grant (CDBG) Program

The CDBG program is available to city and county governments for a variety of projects. The minimum grants are \$5,000 and maximum grant requests are \$100,000. Application deadlines typically occur in February. The CDBG program areas and descriptions are listed below. For more information, visit <http://www.dlg.ky.gov/grants/federal/cdbg.htm>.

Housing: The housing program works to fund projects designed to develop decent, safe, sanitary and affordable housing.

Community Projects: Housing and Communities Branch: Funds may be used to address human service needs such as senior centers, crisis centers and facilities that provide services to low-income persons. Funds may also be used to revitalize downtown areas within Richmond's designated Renaissance on Main Street district. The maximum program request is \$500,000.

Public Facilities: Funds may be used for infrastructure needs that improve Kentucky's water and wastewater systems. The maximum program request is \$1,000,00 per community per year.

Economic Development: Funds may be used to create or retain jobs, and provide for the training and human services that allow for professional advancement of low and moderate income persons. Additional goals are to provide training and provision of human services that allow for the professional advancement of low and moderate income persons.

Infrastructure Revolving Loan Fund (Fund B)

This revolving loan fund can be used to provide low interest loans for infrastructure projects that facilitate economic development. For more information, contact the Kentucky Infrastructure Authority.

Kentucky Renaissance / Main Street Program

Through the Kentucky Heritage Council and the Department of Local Government, the Kentucky Main Street Program strives to bring economic vitality to Kentucky's downtowns and assist communities with their revitalization efforts. The program is based on the four-point approach of the National Main Street Center, which is a division of the National Trust for Historic Preservation. The four components of the program are organization, promotion, design and economic restructuring. Various funds are available to certified Renaissance on Main Cities for projects such as real estate acquisition, facade improvements, new facility construction or streetscape improvements.

Renaissance on Main has a small grant program that is eligible to established "Certified" Main Street Programs, like Richmond, with maximum grant awards of \$20,000. Grant funds within this program are reserved for capital projects that contribute to downtown revitalization and must fall into the following categories: real estate acquisition, facility renovation, streetscape enhancements, signage, façade/awning, market analysis and planning. A city may only submit one application per funding cycle. Typically, the annual application process begins in November and closes in December. More information is available at the Office of State Grants, <http://dlg.ky.gov/grants/stategrants/RenonMain.htm>, or the Kentucky Heritage Council's website, <http://heritage.ky.gov/mainstreet/>.

Land and Water Conservation Fund (LWCF)

LWCF federal grants can be used to protect important natural areas, acquire land for outdoor recreation and to develop or renovate public outdoor recreation facilities such as campgrounds, picnic areas, sports and playfields, swimming facilities, boating facilities, fishing facilities, trails, natural areas and passive parks. The minimum grant request is \$5,000 and the maximum request is \$75,000 with a local match requirement. Application deadlines are typically in March. For more information, visit <http://www.dlg.ky.gov/grants/federal/lwcf.htm>.

Paula Nye Memorial Educational Grant (Bike Walk Kentucky)

Bike Walk Kentucky is a Kentucky Bicycle and Bikeway Commission (KBBC) grant program that aims to inform, educate and promote awareness for all matters pertaining to bicycle and pedestrian safety. This program encourages the development of curriculum, training aids and/or educational programs or projects that directly relate to bicycle safety. The application deadline is typically in October. For more information, visit <http://www.bikewalk.ky.gov/>.

Private Funding For Bicycling

Multiple private funding sources are available nationally that can be used as a match for federal funding. A small selection is listed below:

Bike Belongs: Funds up to \$10,000 for bicycle projects including bike paths. The goal of the organization is to put more people on bicycles more often by funding important and influential projects that leverage federal funding and building momentum for bicycling in communities across the US. For more information, visit <http://www.bikesbelong.org/grants>.

Kodak American Greenway Program: The Conservation Fund and the National Geographic Society team up each year to present the Kodak American Greenways Awards Program. One major element of the Program involves “seed” grant awards to organizations that are growing our nation’s network of greenways, blueways, trails and natural areas. For more information, visit <http://www.conservationfund.org/node/245>.

Tourism Cares: A vital part of the Tourism Cares mission is to distribute grants to worthy nonprofit, tax exempt, organizations for conservation, preservation, restoration, or education at tourism-related sites of exceptional cultural, historic, or natural significance around the world. Primary consideration is to grant funding to projects that are either: brick-and-mortar capital improvements that serve to conserve, preserve, or restore tourism-related sites of exceptional cultural, historic, or natural significance or programs that educate local host communities and the traveling public about the conservation, preservation, or restoration of tourism-related sites of exceptional cultural, historical, or natural significance. For more information, visit www.tourismcares.org.

Recreational Trails Program (RTP)

Under the MAP-21, the Recreational Trails Program (RTP) is continued at the current funding levels under the Transportation Alternatives Program. Funding for RTP is a set-aside from the TAP. However, the governor of each state may opt out of the RTP if it notifies the U.S. Department of Transportation Secretary not later than 30 days prior to apportionments being made for any fiscal year.

Source: American Society of Landscape Architects

Safe Routes To School (SRTS) Program

Under the bill, the Safe Routes To School (SRTS) program is eliminated as a stand-alone program. However, SRTS projects are eligible for funding under the TAP. As such, SRTS projects are now subject to all TAP requirements, including the same match requirements – 80 percent federal funding, with a 20 percent local match.

SRTS coordinators are not required under MAP-21 but are eligible for funding under TAP. Thus, states may decide to retain their SRTS coordinators and use TAP funds to pay for them.

Source: American Society of Landscape Architects

Transportation Alternatives (Formerly Enhancements):

Under MAP-21, the Transportation Enhancements program is re-named Transportation Alternatives Program (TAP), with the current twelve eligible activities categories consolidated into six categories. The bill eliminates the bike/ped safety and education programs, transportation museums, and the acquisition of scenic and historic easements categories.

The six new eligible projects categories:

1. continue bike/ped facilities and expand the definition of these projects
2. establish a category for safe routes for non-drivers, including children, older adults, and individuals with disabilities.
3. retain conversion of abandoned railroad corridors for trails for pedestrians and bicyclists, or other non-motorized transportation users
4. retain the scenic byways category (However, the stand alone National Scenic Byways programs is completely eliminated)
5. establish a community improvement category that includes:
 - inventory control of outdoor advertising
 - historic preservation and rehabilitation of historic transportation facilities
 - vegetation management practices in transportation rights-of-way(formerly landscaping and scenic beautification)
 - landscaping and scenic enhancement projects ARE eligible under TAP as part of the construction of any federal-aid highway project, including TAP-funded projects. But TAP funds cannot be used for landscaping and scenic enhancement as independent projects.
 - under this vegetation management category, routine maintenance is NOT eligible as TAP activity except under the RTP.
 - archeological activities related to transportation projects
6. retain the environmental mitigation activities category
 - to address stormwater management control and water pollution prevention, and wetlands mitigation
 - to reduce vehicle-caused wildlife mortality

Source: American Society of Landscape Architects

Transportation Alternatives Funding:

The new Transportation Alternatives (TA) program will receive about \$780 million to carry out all TA projects, including SRTS and RTP projects across the country, which represents about a 35% reduction from the current \$1.2 billion spent on these programs. Under the bill, states will sub-allocate 50% of their TA funds to Metropolitan Planning Organizations (MPOs) and local communities to run a grant program to distribute funds for projects. States could use the remaining 50% for TA projects or could spend these dollars on other transportation priorities.

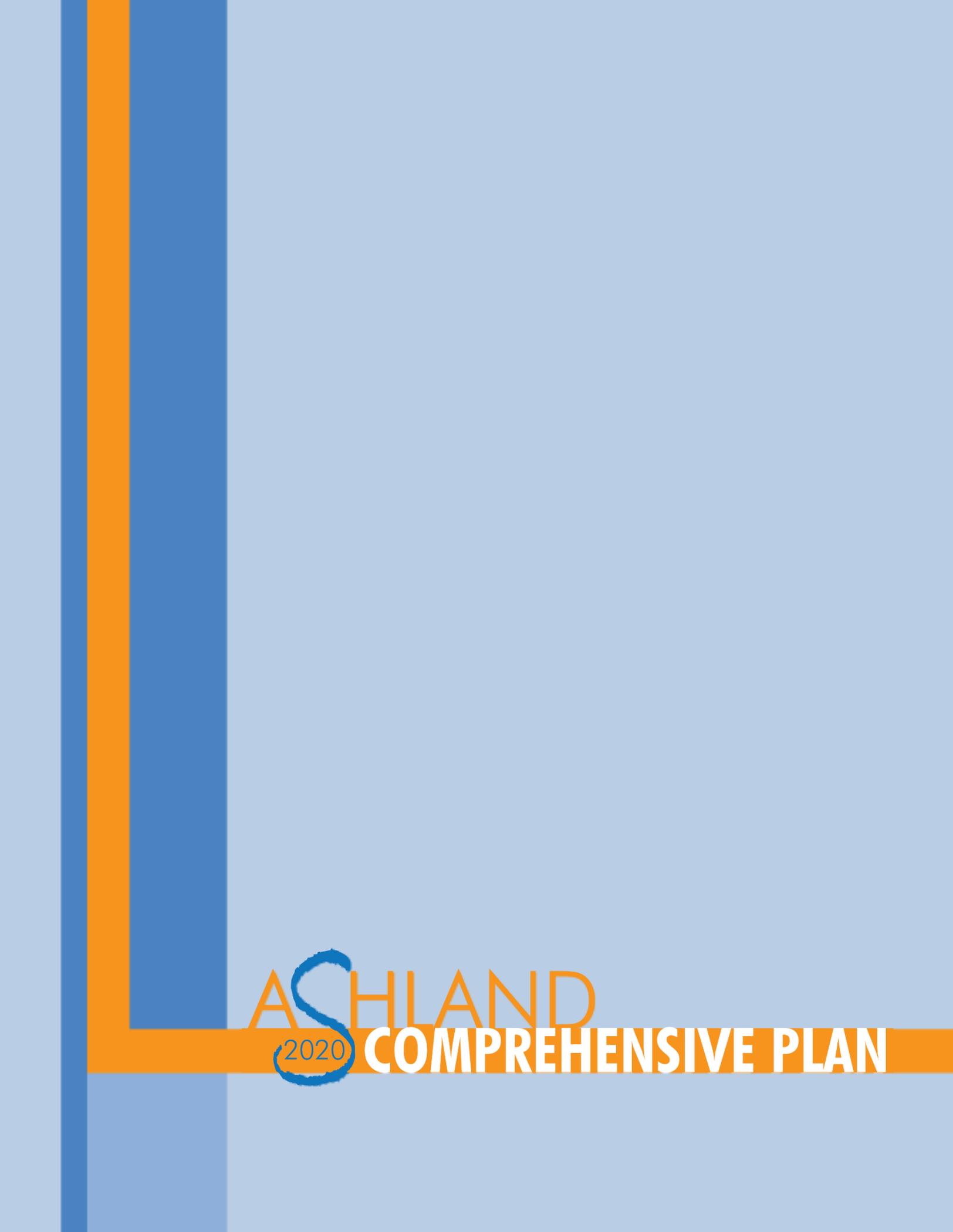
Source: American Society of Landscape Architects

Transportation Community and System Preservation (TCSP) Grants

Transportation Community and System Preservation grants are administered through the Kentucky Transportation Cabinet (KYTC) and provide funding, planning, implementation, and research to investigate and address the relationship between transportation, community and preservation plans. Eligible projects will include planning and implementation strategies that: improve the efficiency of the local/regional transportation system; reduce environmental impacts of motorized vehicles; reduce the need for costly future public infrastructure investments; ensure efficient access to jobs, services and centers of trade; and examine the development patterns and identify strategies to encourage private sector development.

A 20 percent local match is typically needed for this grant; this program initially was authorized through Section 1117, SAFETEA-LU, but expired in 2009. It has not been reauthorized but should continue to be considered in anticipation of a reauthorization bill. For more information, visit <http://tea21.ky.gov/tcsp/default.htm>.

ASHLAND
2020 COMPREHENSIVE PLAN



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