



# GROW WASHMO

**COMPREHENSIVE PLAN 2034**  
A 25-Year Vision for Washington

Adopted by Resolution of the  
Planning & Zoning Commission  
**May 13, 2024**



A RESOLUTION ADOPTING A COMPREHENSIVE PLAN  
FOR THE CITY OF WASHINGTON, MISSOURI

WHEREAS, the Planning & Zoning Commission of the City of Washington, Missouri (the "Commission") is required by Section 89.340 RSMo. 2000, as amended, to "make and adopt a city plan for the physical development of the municipality"; and

WHEREAS, the Plan shall show the Commission's recommendations for the physical development and uses of land and may include among other things the general location, character and extent of streets and other public ways, grounds, places and spaces; the general location and extent of public utilities and terminals, whether publicly or privately owned; the acceptance, widening, removal, extension, relocation, narrowing, vacation, abandonment or change of use of any of the foregoing; the general character, extent and layout and re-planning of any blighted districts or slum areas; and may include, among other things, the general location, character and extent of streets and other public ways; and

WHEREAS, in formulating the Comprehensive Plan careful and comprehensive surveys and studies of the existing conditions and probable future growth of the City were made; and

WHEREAS, the Plan has been made for the general purpose of guiding and accomplishing a coordinated development of the City which will, in accordance with existing and future needs, best promote the general welfare, as well as efficiency and economy in the process of development; and

WHEREAS, the Commission has formulated a Comprehensive Plan for the City of Washington through the assistance of its consultant, H3 Studio, and the Comprehensive Plan Steering Committee; a copy of the Plan which is incorporated herein by reference and is on file with the Secretary of the Commission and the City Clerk of the City of Washington, Missouri, and the Recorder of Deeds for Franklin County; and

WHEREAS, in accordance with Section 89.360 RSMo. 2000, as amended, the Commission held a public hearing on the Comprehensive Plan on the 8th day of April 2024 and the 13<sup>th</sup> day of May 2024, after first giving notice of the time and place of such hearings by publication in at least one newspaper of general circulation within the City of Washington, Missouri at least fifteen days prior to the hearing.

NOW THEREFORE, BE IT RESOLVED BY THE PLANNING & ZONING COMMISSION OF THE CITY OF WASHINGTON, MISSOURI AS FOLLOWS:

**Section 1.** The City of Washington Comprehensive Plan is hereby adopted as the official Plan for the City of Washington, Missouri, with changes as directed by the Washington Planning & Zoning Commission, along with all maps and appendices which constitute the Plan in its entirety.

**Section 2.** All prior Comprehensive Plans, portions thereof, updates thereto, or additions thereto, are hereby repealed to the extent that they are inconsistent with the newly adopted Comprehensive Plan.

**Section 3.** The Secretary of the Washington, Missouri Planning & Zoning Commission is hereby ordered and directed to record on the Comprehensive Plan the approval of said Plan, and to file the Plan in the Office of the Planning & Zoning Commission, identified properly by file number, and to certify a copy of the Comprehensive Plan to the City Council and City Clerk, and to file a certified copy of the Comprehensive Plan in the Office of the Recorder of Deeds of Franklin County, Missouri.

Adopted this 13<sup>th</sup> day of May, 2024 by the Planning & Zoning Commission of the City of Washington, Missouri.

ATTEST: Bena J Vanek  
Recording Secretary

Thomas R Holdmei  
Chairman, Planning & Zoning Commission

RESOLUTION NO. 24-13969 INTRODUCED BY BRIGGS/PATKE

A RESOLUTION SUPPORTING THE ADOPTION OF THE  
CITY OF WASHINGTON, MISSOURI COMPREHENSIVE PLAN

WHEREAS, the Planning & Zoning Commission of the City of Washington, Missouri, is required by Section 89.340 RSMo, as amended, to “make and adopt a city plan for the physical development of the municipality”; and

WHEREAS, the plan “shall show the commission’s recommendations for the physical development and uses of land . . . and may include, among other things, the general location, character and extent streets and other public ways”; and

WHEREAS, in formulating the plan “the commission shall make careful and comprehensive surveys and studies of the existing conditions and probable future growth” of the city; and

WHEREAS, the plan “shall be made with the general purpose of guiding and accomplishing a coordinated development” of the City “which will, in accordance with existing and future needs, best promote the general welfare, as well as efficiency and economy in process of development”; and

WHEREAS, in accordance with Section 89.360 RSMo, as amended, the Planning & Zoning Commission held a public hearing on April 8, 2024 and May 13, 2024, after first giving notice of the time and place of such hearing by publication in at least one newspaper having general circulation within the City of Washington, Missouri; and

WHEREAS, the Planning & Zoning Commission approved and adopted a Resolution approving and adopting the City of Washington Comprehensive Plan on May 13, 2024.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Washington, Missouri, as follows:

SECTION 1: The City of Washington, Missouri Comprehensive Plan, as prepared by H3 Studio, Inc., dated May 1, 2024, with all included maps, descriptive matter and other matters contained therein, a copy of which is on file in the Office of the Planning and Zoning Commission and the City Clerk, is hereby supported and is marked Exhibit A, attached hereto and incorporated herein by reference.

Adopted this 20<sup>th</sup> day of May 2024, by the City Council of the City of Washington, Missouri.

(Seal)



Passed: 05-20-24

ATTEST: Sheri Kekamp

Approved: 05-20-24

ATTEST: Sheri Kekamp

[Signature]  
President of City Council

[Signature]  
Mayor of Washington, Missouri

**AFFIDAVIT OF PUBLICATION**

Date: **MAY 01 2024** (Space above for recording information)

STATE OF MISSOURI )  
COUNTY OF Franklin ) ss.

I, William L Miller Jr, being duly sworn according to law, state that I am the Publisher/Editor of The Washington Missourian, a weekly/daily newspaper of general circulation in the County of Franklin, State of Missouri, where located; which newspaper has been admitted to the Post Office as periodical class matter in the City of Washington, Missouri, the city of publication; which newspaper has been published regularly and consecutively for a period of three years and has a list of bona fide subscribers, voluntarily engaged as such who have paid or agreed to pay a stated price for a subscription for a definite period of time, and that such newspaper has complied with the provisions of Section 493.050, Revised Statutes of Missouri 2000, and Section 59.310, Revised Statutes of Missouri 2000. The affixed notice appeared in said newspaper in the following consecutive issues:

- 1<sup>st</sup> Insertion: Vol. 164 No. 17, 27-28 day of Apr 20 24
- 2<sup>nd</sup> Insertion: Vol. \_\_\_\_\_ No. \_\_\_\_\_, \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_
- 3<sup>rd</sup> Insertion: Vol. \_\_\_\_\_ No. \_\_\_\_\_, \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_
- 4<sup>th</sup> Insertion: Vol. \_\_\_\_\_ No. \_\_\_\_\_, \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_

William L Miller Jr  
William L Miller Jr, Publisher

Subscribed and sworn to before me on this 1<sup>st</sup> day of May, 20 24.

Jeanine L York  
Notary Public

JEANINE L. YORK  
NOTARY PUBLIC - NOTARY SEAL  
STATE OF MISSOURI  
MY COMMISSION EXPIRES OCTOBER 14, 2024  
FRANKLIN COUNTY  
COMMISSION #12541766

**NOTICE OF PUBLIC HEARING**  
Pursuant to Section 400.180 of the City of Washington Zoning Code, notice is hereby given that a public hearing will be held on Monday, May 13th for the Planning and Zoning Commission at 7:00 p.m. or as soon thereafter as the public may be heard, in the Council Chambers of City Hall of said City to consider the following items:

**Code Revisions**  
Public Hearing regarding revisions to the Chapter 420 Stormwater Management Standards.

**Comprehensive Plan**  
Public Hearing regarding the Comprehensive Plan Adoption

Further information on the applications is available within the Planning and Engineering Services Department located at Washington City Hall, 405 Jefferson Street, Washington, Missouri 63090.  
City of Washington  
Sherri Klekamp  
City Clerk  
Publish in the Weekend Missourian  
April 27-28, 2024.

# Acknowledgements

## Mayor's Steering Committee

Doug Hagedorn	Mayor
John Borgmann	Planning & Zoning Commissioner
Becky Cox	Four Rivers YMCA
Bob Dobsch	Bank of Franklin County
Wayne Dunker, CPRP	Director of Parks and Recreation
Chris Eckelkamp	Bank of Washington
Michael Grissom	Washington Police Department
Susan Harms	School District of Washington
Marlin Heidmann	Deputy City Clerk
Thomas Holdmeier	American Family Insurance / Planning & Zoning Commissioner
Amy Howell	Resident / HCR ManorCare
Katelyn Huber	Four Rivers Career Center
Jennifer Kephart	School District of Washington
Tyler King	Executive Director, Downtown Washington, Inc.
Darren Lamb, AICP	City Administrator
Sandy Lucy	Former Mayor
Sal Maniaci, AICP, MoCED	Director of Community and Economic Development
Craig Mueller	Imo's Pizza
Gretchen Pettet	Commerce Bank / Former City Councilmember
Jerome "Sparky" Stuckenschneider	Resident
John Vietmeier	Resident / Retired Financial Director, St. Francis Borgia High School
Carolyn Witt	Historic Preservation Commission / Planning & Zoning Commissioner / Library Trustee

## City of Washington

### Planning Staff

Darren Lamb, AICP	City Administrator
Sal Maniaci, AICP, MoCED	Director of Community and Economic Development
Sarah Skeen	City Planner / GIS Specialist

### Elected Officials

Doug Hagedorn	Mayor
Al Behr	Ward 1 Council Member
Duane Reed	Ward 1 Council Member
Mark Hidritch	Ward 2 Council Member
Mark Wessels	Ward 2 Council Member
Chad Briggs	Ward 3 Council Member
Jeff Patke	Ward 3 Council Member
Mike Coulter	Ward 4 Council Member
Joe Holtmeier	Ward 4 Council Member

### Planning & Zoning Commission

John Borgmann	
Rocco Gonzalez	
Thomas Holdmeier	
Mark Kluesner	
Chuck Watson	
Carolyn Witt	
Mike Wood	
Chad Briggs	City Council Liaison

### Senior Staff

Sherri Klekamp, MCRR	City Clerk
Blake Marquart	Building Official
Tony Bonastia	Street Superintendent
Kevin Quaethem	Public Works Superintendent
Charles Stankovic, PE	City Engineer
Mary J. Sprung, CPA	Director of Finance / City Collector / City Treasurer
Wayne Dunker, CPRP	Director of Parks and Recreation
Jennifer Brune	Director of Communications
Justin Frankenberg	Director of Emergency Management
Chief Tim Frankenberg	Fire Chief
Chief Jim Armstrong	Chief of Police
Kevin Hellmann	Airport Manager
Jennifer Giesike	President, Washington Area Chamber of Commerce
Emily Underdown	Director of Tourism, Washington Area Chamber of Commerce

## Planning Team

### H3 Studio, Inc.

John Hoal, Ph.D., AICP	Founding Principal / Project Director
Timothy Breihan, A.AIA	Principal / Project Manager
Javier Diaz-Vicens	Senior Urban Designer
Lydia Dickensheet	Urban Designer

### Robert M. Lewis

Bob Lewis, FAICP, MoCED	Founding Principal
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### Lochmueller Group

Cheryl Sharp, PE, PTOE	Associate / Manager of Traffic & Multimodal Planning
Laurel Harrington, ASLA	Senior Landscape Architect
Kevin Neill, AICP	Senior Planner

## Special Thanks To...

Sal Maniaci and Marlin Heidmann, for coordinating the scheduling, setup, and refreshments at the Steering Committee Meetings and Public Workshops; Wayne Dunker and Parks and Recreation Department, who graciously hosted the Public Workshops at the City Auditorium; the Washington police officers who provided public safety at Public Workshops; and the residents, business owners, and stakeholders of Washington who provided their time, expertise, and input for the development of this Plan.

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## Section 1:

# Introduction

**Possessing an excellent reputation in both Franklin County and the greater St. Louis region, Washington is a historic, complete community offering high-quality employment opportunities, shopping and dining, and a variety of distinctive housing opportunities, all built around one of Missouri’s best and most unique historic riverfront Downtowns. Washington is Franklin County’s jobs and retail center, and a desirable bedroom community for the whole St. Louis region.**

Washington has experienced much success over the past several decades. While other small-town downtowns have suffered disinvestment and decline, Washington proactively protected and revitalized its Downtown through the efforts of Downtown Washington, Inc. While other small towns have lost jobs, Washington has not only retained, but also grown and modernized, one of the most robust industrial and manufacturing jobs bases in the region. And while other towns have experienced housing market stagnation, Washington has seen consistent growth in population, housing values, and housing demand.

Washington is not, however, without its challenges. The entire St. Louis region is projected to experience flat or negative net growth over the coming decades, and Washington growth

has slowed over the past two (2) decades. While Washington’s strong housing market benefits the City’s overall economic health, it has rendered housing in Washington unaffordable for most of those who work in Washington. Finally, Washington has a number of unrealized and underperforming economic development opportunities—including tourism, special events, and expansion of high-tech industries and advanced manufacturing—that have not achieved their potential.

The GrowWashMO 2034 Comprehensive Plan Updates articulates a Community Vision for the future of Washington and builds upon the community’s strengths to address Washington’s challenges and position Washington for a continued bright and vibrant future.

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*Washington’s Community Vision:*

**Washington will leverage its rich history, riverfront environment, and economic development success to position itself as an innovative and regionally-recognized complete community to support regional cooperation, a highly skilled workforce, a diverse economy, and a vibrant high quality of life for current and future residents.**

# How this Plan Will be Used

The GrowWashMO 2034 Comprehensive Plan builds upon the existing 2013 Comprehensive Plan and establishes an updated long-range vision for expanding and diversifying Washington’s robust jobs base; continuing the revitalization of Washington’s distinctive Downtown, riverfront, and historic neighborhoods; facilitating housing diversification to support current, new, and future residents; expanding and improving Washington’s transportation network and infrastructure to both support and facilitate future development; and providing the necessary community amenities to ensure that Washington continues to have an exemplary quality of life for residents and visitors alike. Rather than identifying a specific “end state” for the City of Washington, this Plan is structured as a guide and call to future action **based on a 25-year vision for the City.**

This Plan presents goals, objectives, and recommendations for the City—developed through an intensive community engagement process—that are reasonable, feasible, and important to the welfare of the entire community. The value of the Plan will be measured by the degree of success the community achieves in its implementation.



## What is a Comprehensive Plan?

**A Comprehensive Plan is an official document adopted by the City as a policy guide to decisions about the physical development of the community. The plan is not a regulatory ordinance, but a guide to be used when regulatory ordinances, such as the zoning ordinance, are developed and administered. The plan is not a detailed capital improvement program showing precise locations of public improvements and community facilities; it is used as a guide in the detailed planning that must occur before those facilities are built.**

**The plan is a comprehensive document in that it covers all portions of the City and all facilities that relate to development. Chapter 89, Section 89.350 of the Missouri Revised Statutes (RSMo) defines the purpose of the Comprehensive Plan.**

# Structure of the Plan

This Plan is organized into seven (7) sections:

## Section 1: Introduction

The plan objective, community planning process, and key priorities addressed in the plan.

## Section 2: Washington Yesterday & Today

This section contains the existing conditions analysis of Washington.

## Section 3: Community Goals, Strategies & Action Items

This section identifies seven (7) community goals for the City, along with supporting Strategies and Action Items that provide an actionable roadmap for achieving the following Goals:

- » Community History and Regional Distinction
- » Economic Diversity and Amplification
- » Downtown Expansion and Enhancement
- » Housing Development and Diversification
- » Transportation and Infrastructure
- » Natural Resources, Parks, and Recreation
- » Governmental Progress

## Section 4: Economic Development Strategies and Action Items

This section updates Washington’s 2015 *Economic Development Strategic Plan*.

## Section 5: Future Land Use Plan

This section updates the Future Land Use Plan, composed of Washington’s Community Place Types, with associated recommendations for physical development.

## Section 6: Physical Facilities Plans

This section contains specific plans for (1) streets and roads; (2) parks, recreation, and open space; and (3) bicycle and pedestrian facilities.

## Section 7: Implementation Plan

This section provides guidance and priorities—a short-term road map—to assist with implementation of the Plan.

The effectiveness of the Plan is directly related to the support and recognition of the recommendations that are included herein by the Planning and Zoning Commission, the Mayor and City Council, City staff, and the other appointed boards and commissions of the City.

This Plan recognizes that no planning system can be entirely quantitative and objective. There will always be a need for subjective judgment by elected and appointed officials, particularly in a mature community with established patterns and institutions. The key to successful planning in this environment is to make good subjective decisions that are aligned with a shared vision for the community, forward-thinking, and coordinated over time.

The Planning and Zoning Commission plays a critical role in the planning process and must be attentive to the needs and desires of the community. It must bring such needs to the attention of the City Council, as well as other authorities within the community having direct responsibility for public improvements. The assessment of local needs and application of the recommendations of the Comprehensive Plan and will result in the orderly and economical attainment—and maximum benefit—of the goals established in the Plan.

After formal adoption of GrowWashMO 2034, it becomes a tool for communicating the City’s land use policy and coordinating individual decisions to harmoniously shape the City’s growth and development. The Plan supersedes all land use plans previously adopted by the City. It should be used to update and inform administration of the City’s existing Code and planning tools, which include, but may not be limited to the following:

- » Zoning Regulations (Chapter 400)
- » Subdivision Regulations (Chapter 410)
- » Flood Damage Prevention (Chapter 415)
- » Stormwater Management Standards (Chapter 420)
- » Urban Redevelopment (Chapter 430)
- » Traffic Code (Title III)
- » Building and Construction (Title V)
- » Annual budgets and capital improvement plans (CIPs)

The Planning and Zoning Commission has an ongoing responsibility to see that the Plan is implemented and updated as needed to be responsive to changing conditions. City staff and appointed boards and commissions should use the Plan to guide their decision-making. Close cooperation between the City Council and the Planning and Zoning Commission will be essential to proper administration of the Plan. Coordination with other governmental entities and jurisdictions will also be important to realizing the City’s Vision.

To that end, the GrowWashMO 2034 Comprehensive Plan is intended to be used in several ways:

**1. As a Guide for Future Land Use Decisions**

- » To establish a shared vision for development and land use in Washington; and To provide the Planning and Zoning Commission and City Council with an explicit statement of public policy to guide them in their weekly, monthly, and annual decision making on specific development and land use issues.
- » To remove as much uncertainty as possible from the development process, and thereby facilitate optimal location decisions on the part of businesses, households, and developers.
- » To provide administrative continuity through successive City administrations in dealing with development proposals, both public and private.
- » To provide the community with confidence that recommendations of the Plan are based on the public’s participation and input, and that changes made in the community will be responsive to the public’s needs and interests.

**2. As an Outline for Public Facility Decisions**

- » To provide a framework for an orderly and reasonable implementation of the improvement projects recommended by the Plan, such as street and streetscape improvements, sidewalks, storm water improvements, and communication technology.
- » To help ensure that improvement projects will be carried out concurrently with the community’s ability to pay so that their completion will not create an excessive tax burden.

**3. As a Call to Action**

To articulate and serve as a call to action on City initiatives, including the development of a network of pedestrian and bicycle facilities, creation of walkable, place-based commercial and retail development, continued revitalization and activation of Downtown, increasing housing diversity and affordability, and a strong jobs base of established and emerging industrial sectors.

The Plan is intended to be flexible, so that it can respond to changing community conditions. At the same time however, the Plan should proactively facilitate the planning and decision-making process for the City. This Plan represents a long-range (25-year) vision for Washington. However, the Plan must be periodically reviewed and updated. As part of implementation activities, the City should establish a “community dashboard” of outcome management indicators on which the City can readily collect data. Using this dashboard, City staff and the Planning and Zoning Commission should track the progress of Plan implementation to assess Plan recommendations and to determine whether adjustments are needed to the Plan.

## Community Dashboard for Implementation

The Community Dashboard to track implementation of GrowWashMO 2034, recommended on the preceding page, can take any one of a number of formats. A local example of an implementation dashboard is the OneSTL Performance Indicators, developed and maintained by East-West Gateway Council of Governments as part of the 2013 OneSTL Regional Plan for Sustainable Development. The dashboard consists of 46 regional *Performance Indicators* across OneSTL's nine (9) sustainable development goals. Baselines for each indicator were identified in 2013 and 2014, and performance is measured annually by comparing the current data for each indicator with the baseline date. Information is presented in an illustrative table on the OneSTL website.

OneSTL Performance Indicators				
Collaborative				
Indicator	Definition	Desired Trend	Baseline	Current
OneSTL Network Membership	Number of OneSTL Network Members	↑	2013 0	2022 490
Sustainability Lab @ T-Rec	Average number of people in attendance per month at the Sustainability Lab @ T-Rec	↑	2017 44	2022 21
Access to Information	Number of OneSTL.org users in the St. Louis Metro Area	↑	2014 2,208	2022 6,394
Prosperous				
Indicator	Definition	Desired Trend	Baseline	Current
Access to Jobs	Percent of residents living within a reasonable travel time to work	↑	2006-2010 88.0%	2021 87.7%
Poverty	Percent of residents living in poverty	↓	2010 12.9%	2021 11.0%

Please visit <http://www.onestl.org/indicators> to explore the dashboard.

There are a range of other formats for community dashboards, from downloadable Excel spreadsheets that are updated annually to GIS-based online map portals. Some other examples of Comprehensive Plan implementation dashboards include:

Smithfield, Missouri:  
<https://www.smithvillemo.org/pview.aspx?id=55065&catid=70>

Charlotte, North Carolina:  
<https://cltfuture2040.com/implementation/data-dashboard/>

Plano, Texas:  
<https://www.planocompplan.org/287/Future-Land-Use-Map-Dashboards>

## Creating the Plan

GrowWashMO 2034 is the product of a robust community outreach and engagement process, conducted over the course of fourteen (14) months. This Comprehensive Plan Update utilized five (5) key engagement activities:

- » **Mayor's Steering Committee.** Mayor Doug Hagedorn convened a Comprehensive Plan Steering Community of key community representatives to serve as a steering body and sounding board during the creation of the Plan. The Steering Committee met five (5) times during the planning process to review work and provide guidance to the planning team. The Steering Committee gave consent at each meeting to bring the current state of the work to date forward to the Public Workshops. The full roster of Steering Committee Members is listed on the Acknowledgements page at the beginning of this Plan.
- » **Public Workshops.** The heart of the public planning process, the City of Washington and the planning team conducted three (3) public workshops at key points throughout the development of the plan. These workshops were used to solicit issues, ideas, and priorities of plan, as well as to review and comment on draft recommendations.
- » **Washington Community Surveys.** Specific resident and business surveys, consisting of both multiple-choice questions and optional open-ended response questions, were developed and administered through SurveyMonkey to collect input on a variety of topics and conditions affecting Washington. A total of 394 people responded to these two surveys, of which 343 are residents of Washington.

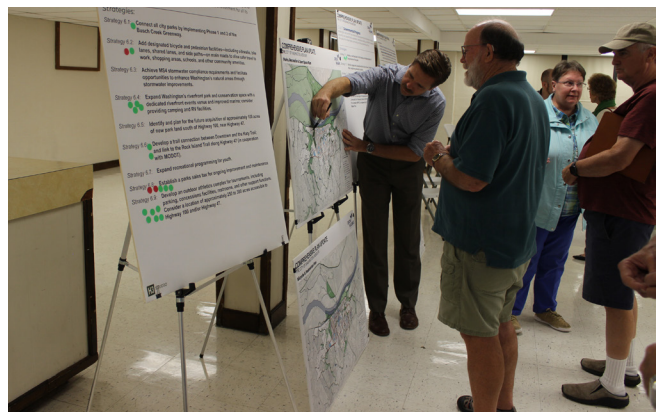
» **Stakeholder, City Staff, and Government Officials Visioning Sessions.** The planning consultant conducted three (3) individual visioning sessions—one with community stakeholders, one with City Staff, and one with Washington elected and appointed officials—at the outset of the planning process. These sessions included an assessment of the existing Comprehensive Plan and its successes and failures; collecting input on how and why the existing plan has been successful or not; and collecting input on current issues and opportunities facing Washington. These sessions provided a foundation of visioning for the Comprehensive Plan update using the expertise of those tasked with administering the Plan day to day.



» **Business Owners’ Roundtable Meetings.** The City and planning consultant conducted two (2) meetings with property owners, business operators, and other business community stakeholders in Washington. At the first meeting, the planning team collected input on issues, opportunities, and ideas facing the Washington business community at-large. At the second meeting, the planning team presented draft recommendations for future land use and economic development and collected feedback on these draft recommendations.



Over 400 unique Washington residents and non-resident stakeholders participated in this process, through over 625 individual points of contact. The Key Community Priorities presented on the following page were identified and prioritized by the community and are addressed in the Grow-WashMO 2034 Comprehensive Plan Update.





# Key Community Priorities

GrowWashMO 2034 was created through ongoing, iterative engagement with the community of Washington, as detailed in the preceding section. The planning consultant collected feedback from Washington residents and stakeholders through multiple means of engagement at each phase of the planning process. Feedback was synthesized, analyzed, and re-presented to the community at each subsequent phase for continued review, revision, and confirmation.

The entire GrowWashMO 2034 Comprehensive Plan Update is rooted in the outcomes of this process. Early in the plan development process, the planning team identified a series of *Key Community Priorities*. These key priorities represent the consensus input and feedback gathered from the first two (2) Mayor’s Steering Committee Meetings; the Stakeholder, City Staff, and Governmental Officials Visioning Sessions; and the Washington resident and business online surveys. The Key Community Priorities are the consensus items that the Washington community has said should be addressed in GrowWashMO 2034—the things that the planning team heard again and again across multiple stakeholder groups. These Priorities are the foundation of the Plan’s Vision, Goals, Strategies, and physical plan recommendations and are presented on the following page.

## Key Community Priorities

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**Workforce Development:** Washington should partner with one or more technical schools and other regional workforce resources to help attract, train, and retain a highly-skilled workforce for current and future economic development opportunities.

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**Housing Diversity & Affordability:** Washington possesses many high-quality and distinctive housing opportunities and has enjoyed steady housing development; however, most of Washington's existing housing is considered unaffordable by the majority of people who are employed in Washington.

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**Road Improvements & Congestion Mitigation:** MO Highway 47 is only two (2) lanes wide north and south of Washington, and MO Highway 100 is only two (2) lanes wide west of High Street, which results in significant traffic congestion.

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**5th Street Corridor Enhancement:** 5th Street is Washington's historic commercial corridor and the original route of Highway 100. Today, however, the corridor looks disinvested with no distinctive infrastructure, public realm, and visual identity.

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**Downtown Washington & Riverfront Development:** Downtown Washington is one of Missouri's premier historic riverfront downtowns, but it is not currently achieving its market potential as a regional attractor and tourist destination.

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**Job Base Diversification:** Washington has a strong manufacturing jobs base, but will benefit from diversification of its employment base. Furthermore, the City possesses opportunities to bolster existing and attract new economic development sectors, including healthcare, ag-tech, and advanced manufacturing.

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**Parks, Trails & Recreation Amenities:** The City possesses an abundance of parks and a natural, riverfront landscape. However, existing parks are not well-connected, the riverfront is underutilized, and areas of Washington are underserved by walkable and bikeable park access.

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**East-West Parkway:** Washington should continue the acquisition of right-of-way, planning, design, and implementation of the East-West Parkway to better distribute traffic flow throughout the City and make additional land desirable for residential and industrial development.

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**Effective Implementation:** Achieving this Comprehensive Plan will be supported by ensuring that the City's regulations and ordinances match the community's Vision articulated in this Plan and through cooperation with neighboring communities to improve the efficiency of local government.



## Section 2:

# Washington Yesterday & Today

**While the public outreach program of the GrowWashMO 2034 Comprehensive Plan yielded an important understanding of community attitudes, needs, and desires, it also is important to understand the forces and trends that are shaping the community. These include the current regulatory environment; demographic and market characteristics; jobs market; existing and ongoing planning, policy, and capital improvement initiatives; and opportunities and constraints. This section summarizes the analysis of existing conditions factors that drive the placemaking, community character, and quality of life of the Washington community.**

## 2.1. Setting

Washington, Missouri is a third-class City with a Mayor-Council form of government. It was incorporated in 1839 and is located on the southern bank of the Missouri River in Franklin County. The City encompasses approximately nine (9) square miles. Population according to the 2020 decennial Census was 14,660 people, and the 2022 estimated population is 14,916 people

Washington is located in the outer-ring of the St. Louis Metropolitan Area. The City of Washington, whose nickname is “The Corn Cob Pipe Capital of the World”, is a historic river town that has experienced new residential, commercial, and industrial growth during the last three (3) decades.

Washington is at the intersection of State Highways 100 and 47. Interstate 44 is located 10 miles to the east, and Interstate 70 is approximately 20 miles to the north. Downtown St. Louis and St. Louis Lambert International Airport are approximately 50 miles to the northeast.

Nearby Cities include Marthasville, Augusta, Union, Villa Ridge, Gray Summit, New Haven,

Dutzow, and St. Clair. The nearest city with a population in excess of 50,000 is St. Peters (27 miles). St. Louis, with a population in excess of 200,000, is approximately 50 miles to the east.

The City of Washington serves as both a regional retail center and employment center in the area, serving primarily Franklin and Warren Counties as well as northeast portions of Gasconade County and western portions of St. Charles County. Washington’s retail service area consists of 150,000 citizens with over \$370 million in annual retail sales. The community also serves to employ nearly 7,000 area workers, including over 1,200 health care professionals.

Washington is located at an elevation of 568 feet above mean sea level and is at latitude 38 37’7” N and longitude 91 0’48” W. Additional information about the City of Washington can be obtained on its websites, [washmo.gov](http://washmo.gov) and [washmoworks.com](http://washmoworks.com), as well as [washmochamber.org](http://washmochamber.org), [washmo.org](http://washmo.org), [visitwashmo.com](http://visitwashmo.com), and [downtownwashmo.org](http://downtownwashmo.org).

## 2.2. City History

The City was named for George Washington after it came under American control. The community was first settled during the rule of the Spanish empire and was originally called St. John Meyer's settlement. It was the site of a Spanish log fort called San Juan del Misuri (1796–1803).

Daniel Boone settled in the area beginning in 1799. In 1814 a ferry boat was granted a license to cross the Missouri River and the settlement became known as Washington Landing.

William G. Owens and his wife Lucinda settled in the area in 1818. They purchased almost 50 acres of land along the Missouri River which would eventually become the town center. In 1827, a town was laid out and lots were auctioned off in 1829. The cost of the land would be waived if the buyer could build a substantial home within two years.

William Owens was murdered in 1834. His death caused various legal entanglements, which were not resolved by his widow until 1839. At that time, Lucinda Owens filed a plat at the Franklin County Courthouse to establish the town. Washington was subsequently incorporated on May 29, 1839.

Lured by the writings of Gottfried Duden, German immigrants began settling in the area in 1833. These anti-slavery German families soon outnumbered the existing slaveowner population. Thus, Washington became a strong supporter of the Union during the Civil War. The town was sacked by the Confederate army under the direction of General Sterling Price. However, the Confederate army was unable to retain control of Washington and retreated from the area.

Following the Civil War, the town became both a railroad and steamboat transportation hub, and the community developed a strong industrial base. Many of the buildings from this period still

stand; Washington has almost 450 buildings on the National Register of Historical Places, the largest number of structures for any municipality in Missouri.

Washington is home to one of Missouri's most distinctive historic riverfront Downtowns, and Downtown Washington has experienced great success in revitalizing itself. In April of 1973, a group of downtown merchants incorporated Washington Downtown Shopping Center, Inc. as a not-for-profit corporation in response to the rise of shopping centers in the southern part of the City. Their early efforts to improve the civic conditions in the downtown shopping district eventually blossomed into Downtown Washington, Inc.

In 1989, Washington Downtown Shopping Center, Inc. was shortened to Downtown Washington, Inc. when Washington, along with four other Missouri towns, was selected to become a pilot community for the newly formed Missouri Main Street Program, an initiative created by the Missouri Department of Economic Development and National Trust for Historic Preservation. During the 1990s, the organization began to reshape the layout and aesthetic of the downtown district. Along with constructing the Main and Elm Street parking lot in 1991, Downtown Washington, Inc. partnered with the City of Washington on the renovation of Main Street by installing new lamps and banners. Downtown Washington, Inc. also established the gift certificate system, a program that has encouraged shopping in the downtown district for more than 20 years.

Between 2000 and 2010, the organization's focus gradually expanded to encompass property redevelopment and ownership. To help facilitate this, the Historic Washington Foundation was founded in 2006 with the intention of managing larger projects. One of their first undertakings was the renovation of the Bleckman building at 317 West Main Street in 2005. A year later, the Farmers' Market opened and since then has proven to be



Washington Yesterday & Today

an important location for hosting events downtown. Its relevance to the downtown district was expanded in 2011 when the upper stories of the Farmers' Market were converted into residential space.

More recently, the organization completed a massive renovation of the downtown post office. This building has served as the organization's headquarters since 2010, hosting both new offices for the organization and also a Contract Postal Unit providing mail services. These efforts and expansion culminated in 2012, when the organization won the coveted Great American Main Street award from the National Trust for Historic Preservation.

### 2.3. Physical Environment

#### LAND RESOURCE REGION

In 2007 (Updated 2022), the United States Department of Agriculture Natural Resources Conservation Service (NRCS) published *Land Resource Regions and Major Land Resources Areas of the United States, the Caribbean, and the Pacific Basin*, Agriculture Handbook 296. This government publication described the major land resource regions and identifies the City of Washington as part of the *Central Feed Grains and Livestock Region*. Land resource regions are a group of geographically associated major land resource areas.

More specifically, the City of Washington is part of an area defined as *115-Central Mississippi Valley Wooded Slopes, Western Part*. This is a large land resource area which extends to include such communities as Cape Girardeau, Columbia, Fayette, Fulton, Jackson, Jefferson City, Ste. Genevieve, and St. Louis in Missouri; along with East St. Louis, Edwardsville and Chester in Illinois.

## **GEOLOGY**

The upland areas are mostly covered in Wisconsin loess. Loess is the term used for soil which has been principally deposited by the wind. The loess is fairly thick on the ridge tops, but is much less present on slopes where it has eroded over time.

The underlying bedrock systems are mainly the Mississippian System or the Ordovician System. The Mississippi System consists primarily of cherty dolostone and limestone. The Ordovician System is more common in the more dissected areas and consists of sandstone, dolostone, and limestone. There are many limestone and dolomite quarries which have been developed in these bedrock systems.

## **PHYSIOGRAPHY**

The Washington area is part of the physiographic region known as the Springfield-Salem Plateaus Section of the Ozark Plateaus Providence of the Interior Highlands. This area consists primarily of deeply dissected, loess-covered hills which border both the Missouri and Mississippi River, their associated floodplains, and several smooth, loess covered plains. Karst topography is common in this physiographic region. These well-defined karst areas contain such features as sinkholes, caves, springs, and losing streams.

## **TOPOGRAPHY**

A variety of topographic mapping precuts have been produced by the United States Department of the Interior Geological Survey (USGS). The most popular topographic mapping is the 7.5 minute series. The scale on these maps is 1:24,000. The City of Washington is displayed on two different topographic sheets; the Washington West Quadrangle and the Washington East Quadrangle. The maps are roughly "split" on the east and west sides of Highway 47.

The Washington West Quadrangle contains the majority of the City. The original mapping was produced in 1973 with a photo revision in 1985. A downtown benchmark is set at elevation 568. Elevations are typically in the range of 600 with the highest ridge lines being at an elevation of 700 feet above mean sea level.

The Washington East Quadrangle includes development located east of Highway 47. The Washington East mapping was produced in 1972. A benchmark has been established where Busch Creek crosses under the Union Pacific Railroad at elevation 488. The elevations in the Washington East Quadrangle are in the vicinity of 500-600 feet above mean sea level. The terrain of Washington is characterized as a gently rolling topography.

## **WATER RESOURCES**

Within this major land resource region there is an abundance of freshwater. Most of the water used is taken from surface water resources with the remainder from underground supplies.

The Mississippi and Missouri Rivers are water resources which serve a multitude of uses including a public water supply, industrial and municipal use, and some limited irrigation. These rivers also are used for cooling thermoelectric power plants in Missouri and are major river transportation routes along with recreational boating. Flooding remains an issue along the Missouri River and at times has an effect on use of the City's riverfront park.

The two principal watersheds for the City flow into St. John's Creek and Busch Creek. St. John's Creek is located in the western portion of the City and crosses under Highway 100 near its intersection with 5<sup>th</sup> Street. Busch Creek is located east of the Highway 47 Missouri River Bridge crossing. Its major tributary is Dubois Creek. Both creeks flow into the Missouri River. Other watersheds in the City include City Park Creek, 5<sup>th</sup> Street Creek, and Dubois Creek. The largest surface water impoundment in the area is Lions Lake located in the Washington City Park.

## FLOODPLAIN

A new Flood Insurance Study was undertaken for Franklin County and became effective June 5, 2020. The Flood Insurance Study was performed by the Federal Emergency Management Agency. The study revised and updated information on the existence and severity of flood hazards throughout Franklin County, including the City of Washington.

The study develops flood-risk data which is used to establish rates and assist communities in their efforts to promote sound floodplain management. The information is also used by communities to update their existing floodplain regulations as part of the National Flood Insurance Program.

Within the City of Washington, several creeks were evaluated. These include Busch Creek, Dubois Creek, South Branch Busch Creek, Southwest Branch Busch Creek, and an Unnamed Tributary to Busch Creek. The areas subject to potential flooding are shown on the Flood Insurance Rate Maps, which are available for review at City Hall located at 405 Jefferson Street.

The size and impact of the Great Flood of 1993 was unprecedented and has been considered the most costly and devastating flood in U.S. modern history. Unique extreme weather and hydrological conditions led to the 1993 flooding. In the St. Louis National Weather Service forecast area, twenty (20) river stage records were set along both the Missouri and Mississippi Rivers. The flooding occurred from April through October. The river was above flood stage in the City of Washington for over 75 days during that period.

## BIOLOGICAL RESOURCES

The soils located on the upland areas support a variety of hardwood species. The dominant species include oak, hickory, and sugar maple. A number of sites in the area support big bluestem and little bluestem, along with scattered oak varieties and eastern red cedar. Lowland areas support a mixed variety including elm, cottonwood, river birch, ash, silver maple, sweetgum, sycamore, pin oak, pecan, and willow.

Major wildlife species in the Washington area include whitetail deer, coyote, gray and red fox, raccoon, beaver, muskrat, skunk, opossum, rabbit, mink and fox, and gray squirrels. Bird species in the Washington area are quite varied with both home and migratory species present. Some of these bird species include Canadian geese, bald eagles, turkey, owls, various duck species, bobwhite quail, robin, woodpeckers, finch varieties, cardinals, and blue jays. The Missouri State bird, the bluebird, is also present in the area.

## GENERAL SOIL CLASSIFICATIONS

According to the Soil Survey of Franklin County, Missouri, published by the United States Department of Agriculture Soil Conservation Service, the general soils in Washington consist of three (3) principal associations. These associations are the Menfro association, Crider-Bucklick association, and the Haymond-Pope association.

The Menfro association is located between the Missouri River and Highway 100. This association is a very deep soil, gently sloping to steep and well-drained silty soil located on uplands.

The Crider-Bucklick association is located south of Highway 100 to near the City of Union. This soil association consists of very deep to deep soil, on gently sloping to steep terrain. It is characterized by well-drained, silty soil on uplands.

The Haymond-Pope association is characterized by very deep, nearly level, well-drained, silty, and loamy soils. These soils are typically found on floodplains. In the Washington area, they are located along the St. John's Creek tributary to the west of the community.

## **CLIMATE AND OTHER METEOROLOGICAL FACTORS**

The continental climate characterizes this area, and features long, humid summers, moderate winters, and ample precipitation. This description of any particular season must be qualified, however, by frequent changes which may occur from day-to-day in Missouri. This fact is explained by Missouri's location with respect to the movements of three (3) major air masses.

Canadian air masses approach from the northwest as cold or cool high-pressure zones. Warm, moist air comes from the Gulf of Mexico, and dry air approaches from the west. The mixing of two air masses often produces turbulence, with more than half of the annual precipitation falling during April through August during thunderstorm events. Thunderstorms from the colliding air masses are also the source of tornadoes.

Annual precipitation ranges from 38 to 42 inches with an average snowfall of about 22 inches. On average, 100 days of measurable precipitation occurs each year; fully half of these days occur during the thunderstorm season. The concentration of precipitation and the violence of atmospheric turbulence creating thunderstorms are significant factors to consider during development. Concentrated rainfall contributes to flash-flooding and erosion. Thunderstorms and their accompanying tornadoes are a recurring reality and can have significant consequences.

The summer average temperatures are warm. The average daily range for July is 76 to 78 degrees Fahrenheit. On as many as 45 days, the high exceeds 90 degrees Fahrenheit; however 100 degrees Fahrenheit temperatures are infre-

quent. The average daily temperature for January is approximately 32 degrees Fahrenheit. Below freezing temperatures occur an average of 100 days. This continental climate produces temperature ranges from summer to winter that are much greater than the ranges encountered in coastal regions. Human comfort, and even health, can be accommodated if structural design recognizes the influences of weather. The alternative to sound design principles, particularly in Missouri, is very costly operating conditions for building heating and cooling.

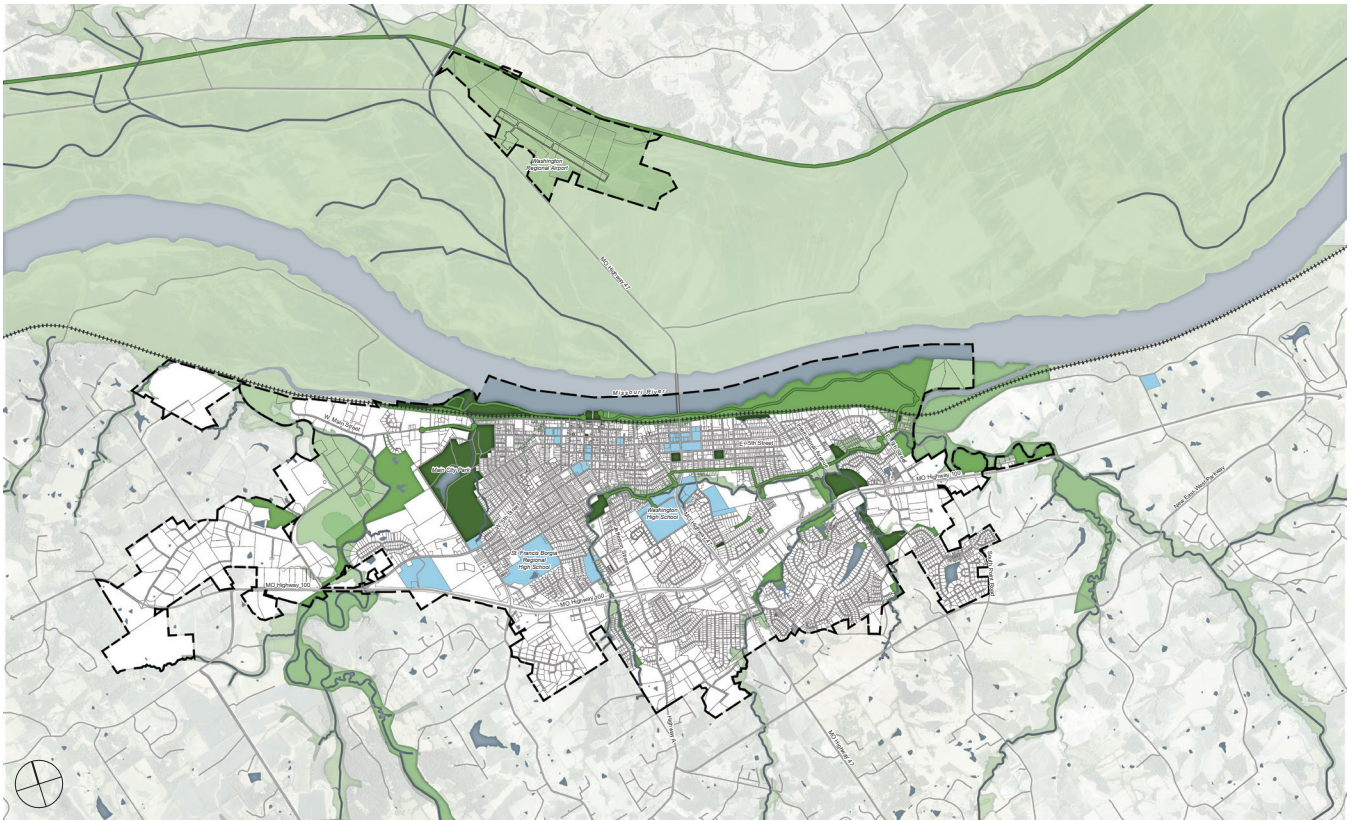
The average growing season is 185 days. The last freeze generally occurs in mid-April and the first freeze during the third week of October. This climate is conducive to vegetative growth, as evidenced by the significant amount of farming and livestock production in the rural areas surrounding Washington. Notably, Washington is part of the Ozark Mountain American Vitacultural Area (AVA) and is located between the Augusta and Hermann AVAs. The Augusta AVA is the first AVA established, and is the oldest grape-growing and winemaking district in the United States.

Prevailing winds are from the south-southwest and average between 10 to 12 miles per hour. Maximum velocities have exceeded 70 miles per hour.

Other natural disasters in Missouri have included six magnitude 3.0 to 3.6 earthquakes since 1990 and major flooding events along the Missouri River, most notably in 1973, 1993, 1998, and 2003. Although areas along the Missouri River downstream of Washington were impacted by significant flooding during the winter of 2015 and spring of 2016, Washington was unaffected except for the lower parking lot of James W. Renick Riverfront Park.

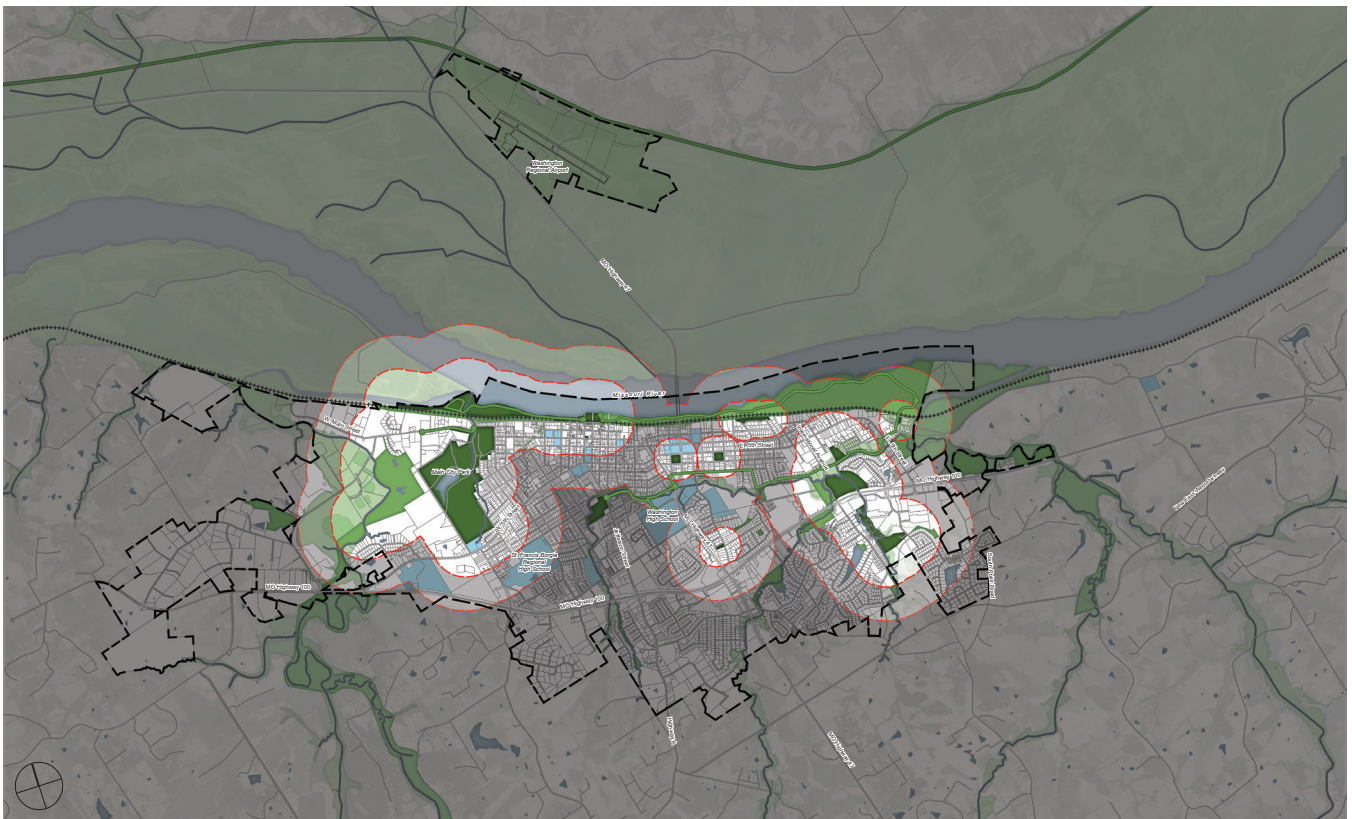
There have been 17 Natural Disasters declared in Franklin County. These have included 12 Major (Presidential Declared) Disasters and five (5) Declared Emergencies. Most have been due to flooding or activities associated with storms.

## 2.1. EXISTING WASHINGTON CITY PARKS & GREENWAYS



## 2.2. EXISTING WASHINGTON CITY PARKS, 1/4 MILE & 1/2 MILE WALK-BIKE RADII

Washington Yesterday & Today



## 2.4. Parks & Recreation

Washington’s physical geography and environmental setting have driven the settlement patterns and urban form of Washington (described further in *Section 1.5 Land Use and Zoning*), especially the location and setting of Washington’s parks. Washington currently has 15 designated and programmed public parks, totalling just under 227 acres: (1) Bernie E. Hillermann Park; (2) Burger Park; (3) Crestview Water Tower Park; (4) Eckelkamp Park; (5) James W. Rennick Riverfront Park; (6) Jerry J. Jasper Lakeview Park; (7) Krog Memorial Park; (8) Lafayette Plaza; (9) Main City Park; (10) McLaughlin Park; (11) Optimist Park; (12) Phoenix Park; (13) Railroad Heritage Park; (14) Riverview Park; and (15) South Point Bark Park.

Additionally, the City has four (4) significant public-use natural areas: (1) Busch Creek Greenway Trail; (2) Miller-Post Nature Reserve and Trail; and (3) Rotary East and (4) Rotary West Riverfront Trails and the surrounding riverfront areas; and. These areas total over 347 acres of mostly wooded, passive-use natural outdoor space. Thus, the City owns and maintains approximately 570 total acres of publicly-accessible parks and natural areas. Refer to **Figure 2.1** for locations of existing City parks and natural areas.

In order to evaluate the level of service provided to residents, parks were classified according to the National Recreation and Park Association’s (NRPA’s) park types, calibrated to Washington’s existing conditions. Washington’s parks by park type category are:

- » **Mini Parks:** Under 1 Acre
  - Crestview Water Tower Park
  - Eckelkamp Park
  - Lafayette Plaza
  - Railroad Heritage Park
- » **Neighborhood Parks:** 1-10 Acres
  - Krog Memorial Park
  - McLaughlin Park
  - Optimist Park
  - Riverview Park
- » **Community Parks:** 11-20 Acres
  - Burger Park
  - Phoenix Park

- » **City Parks:** 21+ Acres
  - Bernie E. Hillermann Park
  - Jerry J. Jasper Lakeview Park
  - Main City Park<sup>1</sup>
- » **Special Use Parks:** No size requirements
  - Busch Creek Greenway Trail
  - James W. Rennick Riverfront Park
  - Miller-Post Nature Reserve
  - Rotary Riverfront Trails, East and West
  - South Point Bark Park

At the City’s current estimated population (2022) of 14,916, Washington’s 15 parks provide 15.19 acres of park space per 1,000 residents. This is one-and-a-half times the national standard of 10 acres per 1,000 residents recommended by NRPA. When factoring in all of Washington’s public-use natural areas, this figure increases to 38.47 acres per 1,000 residents! However, only about 10% of Washington households are within a five-minute walk (1/4 mile) of a park (**Figure 2.2**). The neighborhoods west of Downtown are most well-served, because the majority of Washington’s existing parks are located north of 5<sup>th</sup> Street. Furthermore, Washington’s existing greenways and bike routes—located north of Busch Creek—connect to these parks and provide neighborhood access. However, the area of Washington south of 5<sup>th</sup> Street and west of Highway 47 has virtually no walkable or bikeable park access, while in the area south of 5<sup>th</sup> Street and east of Highway 47, access is extremely limited.

One significant deficit—recognized by many citizens that participated in the planning process—is the lack of sidewalks throughout Washington. Outside of Downtown and the Stafford-Olive and Tibbe Historic Districts, few streets have consistent sidewalks. To walk or bike around Washington can be a real challenge—especially for the young and elderly. There are simply too many missing links, although this is mitigated somewhat by the fact that traffic on Washington’s

1. Main City Park is smaller than 21 acres; it is classified as a City Park because it is located in the main park complex with Hillermann Park and Jasper Lakeview Park.



residential streets is generally calm and slow-moving. However, walking from home to school or to shopping areas is simply not possible for most citizens and students due to lack of bicycle and pedestrian connections.

Numerous opportunities exist for park space expansion and connectivity improvements. An area south of Highway 100 and west of Highway 47 has been identified for future acquisition for park space. Likewise, the community has articulated a desire for a large-scale outdoor athletics complex suitable as a tournament destination, larger than what is currently available at Lakeview Park (or the comparable facilities available in Warrenton at Warrenton Athletics Complex or in Union at Veterans Memorial Park). This type of large-scale athletics complex is an amenity that is not available in any nearby communities. The nearest such facilities are:

- Chesterfield Valley Athletic Complex; Chesterfield, MO (31 miles)
- Campbell-Chapman Sports Complex; Sullivan, MO (32 miles)
- World Wide Technology Soccer Park; Fenton, MO (36 miles)
- Fenton Athletic Association / Fenton City Park; Fenton, MO (37 miles)
- Lou Fusz Athletic Complex; Maryland Heights, MO (45 miles)
- Creve Coeur Park Soccer Complex; Maryland Heights, MO (47 miles)
- Sportport International; Maryland Heights, MO (47 miles)

Finally, there are numerous opportunities for the expansion of Washington’s existing greenways and bicycle and pedestrian facilities network. Specific recommendations are provided in *Section 5 Physical Facilities Plans*.

## 2.5. Land Use & Zoning

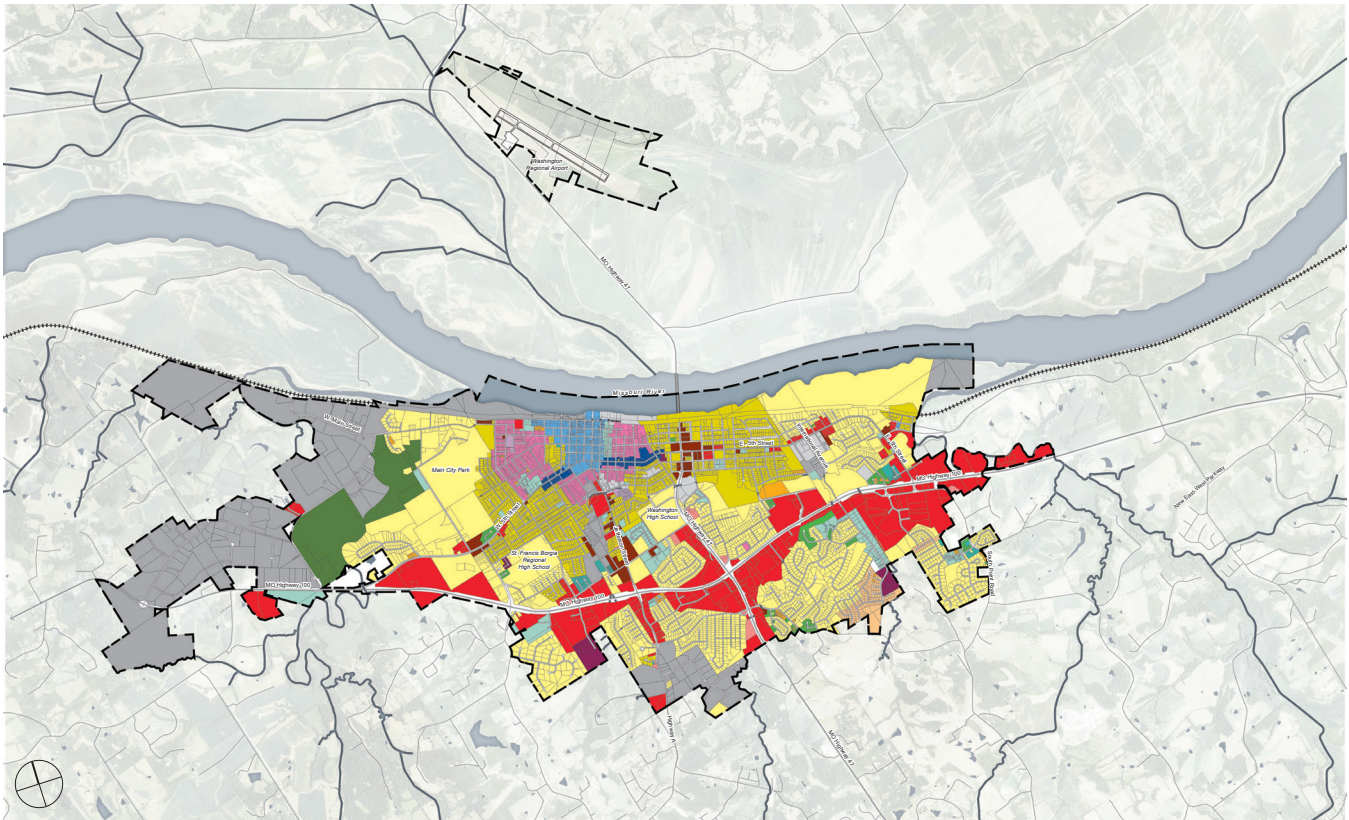
The City of Washington is home to a variety of land uses and interests. Land use elements within the community consist of residential, commercial, industrial, institutional, and parks and open space. Washington’s development patterns are shaped by the City’s historic settlement, which itself was driven by the underlying landforms and hydrology. Existing and future land uses are governed by the City’s Zoning code. Existing zoning districts are shown in **Figure 2.3** on the facing page, and existing Land Use Classifications—as provided by the Franklin County Assessor’s Office—are shown in **Figure 2.4** on the facing page.

### RESIDENTIAL

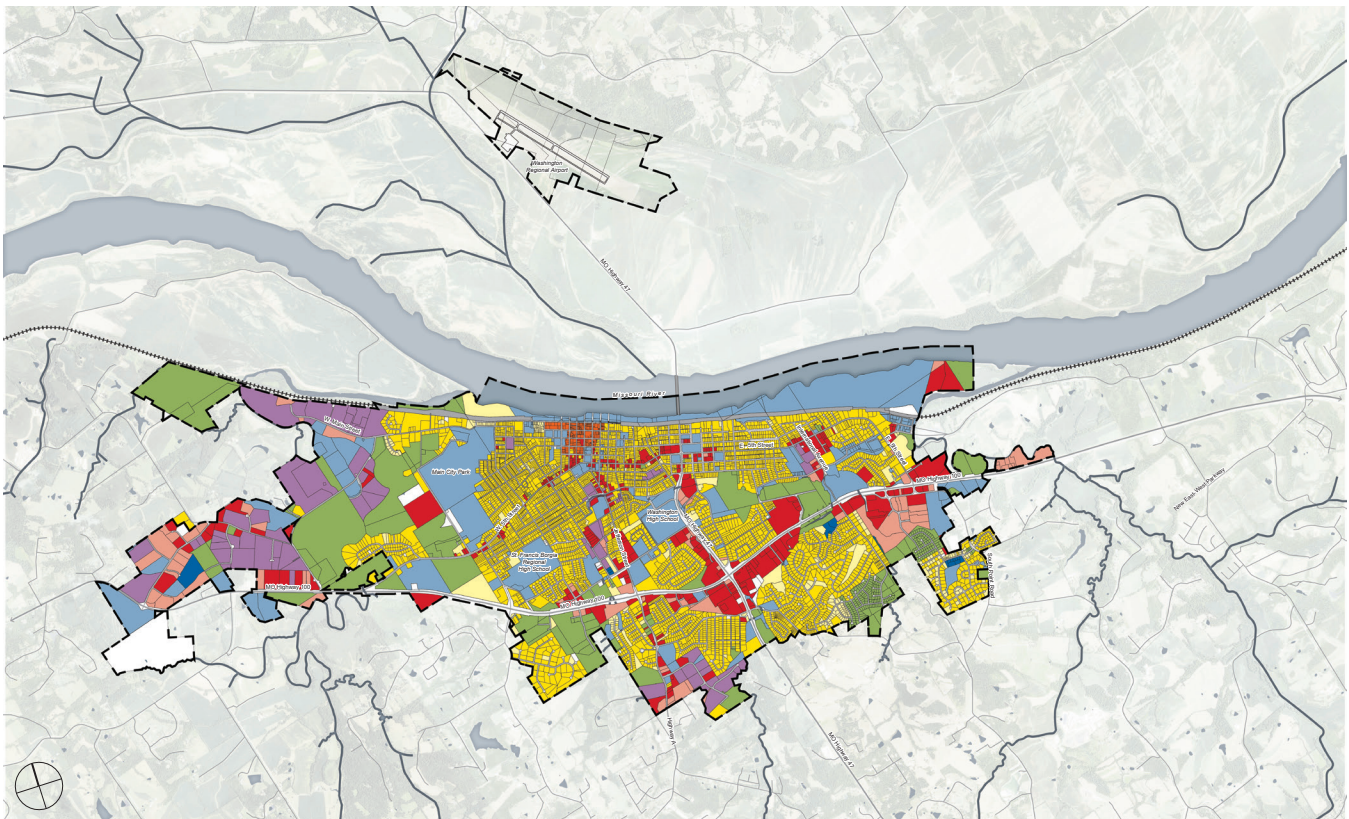
Residential uses include all types of housing: single-family detached, single-family attached, condominiums, villas, townhomes, mobile / manufactured homes, duplexes, and apartments. Density varies from lower density single-family detached homes and individual mobile homes to higher density mobile home parks, apartments, and condos.

The majority of residential uses in Washington are single-family detached houses. Residential areas—and the community as a whole—are divided into six (6) major zones by Washington’s major road corridors: Highway 100; 5<sup>th</sup> Street; and Highway 47. Generally, Washington’s older and historic housing is located north of 5<sup>th</sup> Street flanking Downtown, and consists of single-family detached housing and some scattered duplexes and apartment buildings. In the areas immediately adjacent to downtown—including the Stafford-Olive Historic District and Tibbe Historic District, there is a greater mix of building types and uses, with scattered institutional buildings and new businesses that have opened in former homes—including bed-and-breakfasts, cafes, boutique retail, and professional service offices.

### 2.3. EXISTING WASHINGTON ZONING DISTRICTS



### 2.4. EXISTING WASHINGTON LAND USE CLASSIFICATION (FRANKLIN COUNTY ASSESSOR)



The newest areas of residential development are along Highway 100 on the east side of Washington, especially south of Highway 100 surrounding Phoenix Center. This development consists of primarily single-family homes in large scale subdivisions, with enclaves of villa duplexes, some geared toward senior citizens.

Residential zoning exhibits a good distribution of housing around Washington. Large tracts of R-1A and R-1B single-family residential zoning are spread across the City, with R-1B concentrated north of Highway 100 between High Street and International Avenue. Other intensified residential zoning—R-1C, R-1D, R-2, and R-3—are scattered throughout the City. In some cases, intensified residential zoning is used to buffer commercial and industrial impacts on adjacent, less-dense areas. In many cases, however, it appears as though zoning is responsive—rather than dictatorial—to particular projects with no real vision for future land use and community character.

## COMMERCIAL

Commercial land uses include retail and wholesale trade, service trades, financial institutions, professional offices, repair facilities, and restaurants. The most intense commercial areas in Washington are in Downtown, as well as the highway-oriented commercial areas located along Highway 100 (particularly at the intersections of Highway 47; 5<sup>th</sup> Street east of High Street; and Jefferson Street). Smaller and/or less intensive commercial areas are found scattered throughout Washington.

Commercial uses occur in the zoning districts C-1 Limited Commercial, C-2 General Commercial, and C-3 Central Commercial districts. C-2 represents the bulk of commercial zoning and allows the widest variety of commercial activity. There are still large areas of land classified as C-2 that remain undeveloped, especially west of Highway 47 and in the Phoenix Center. Other C-2 classified properties are market- and/or functionally-obsolete.

The C-3 classification covers Downtown, restricting certain commercial uses that are not appropriate to a downtown district. C-1 accommodates lower-density, neighborhood scale commercial and service businesses.

## INDUSTRIAL

Industrial areas within Washington are located primarily on the western edge of the City. Washington has three (3) primary industrial parks, which contain the majority of Washington's industrial businesses. The Town and Country Industrial Park is Washington's oldest, and is located along Highway A and the City's southern boundary. The John H. Feltmann Industrial Park is Washington's largest, located at the extreme western edge between W. Main Street and Highway 100 and served by Vossbrink Drive and Westlink Drive. The Oldenburg Industrial Park is Washington's newest, and is located just south of Feltmann Industrial Park on the south side of Highway 100. These Parks have been developed with assistance from the Washington 353 Redevelopment Corporation and the Department of Community and Economic Development. It is notable that this location is the farthest geographically from Washington's interstate highway access. However, the critical mass of infrastructure and land resources, built consistently over a half-century, outweighs the challenges of geographic location.

Washington zoning closely matches actual industrial activity. The M-2 Industrial district—which encompasses Washington's industrial parks—supports manufacturing and material processing operations that have potentially greater negative impacts to adjacent uses. This includes activities like heavier manufacturing or fabrication, material processing and recycling that generates noxious fumes or smoke, and processing of agricultural products. Example businesses include Melton Machine and Control, LMI Aerospace, Sporlan, WEG Transformers, Frick's Quality Meats, Rawlings Sporting Goods, Enduro Binder, RTI Ad-

vanced Forming, and Canam Steel Corporation. It is notable that many of these industries can be classified advanced or “high-tech” manufacturing, an emerging industrial market that Washington has successfully attracted and retained over the past two (2) decades.

The M-1 Industrial district supports smaller manufacturing, storage, and material processing operations that are generally low-impact to adjacent uses. This includes activities like construction supplies and services, machine shops, light metal fabrication, warehousing, medical supplies, transportation services, and vehicle repair and salvage. Smaller M-1 districts are located throughout Washington, primarily along the 5<sup>th</sup> Street corridor.

As discussed in *Section 2.7. Washington Economic Factors Analysis*, manufacturing and industrial remains the backbone of Washington’s economy. Washington is a regional jobs center, attracting employees from throughout Franklin, Warren, St. Charles, St. Louis, and Gasconade Counties and beyond. Maintaining and enhancing this base—and providing land for future growth of industrial uses—is an important priority. The City should also strategically-build connections to neighboring Union (along the Highway A corridor), to Interstate 70 (north on Highway 47), and to Interstate 44 (east on Highway 100 and south on Highway 47) to strengthen this position.

## **CIVIC & INSTITUTIONAL**

Civic and institutional uses include public and semi-public uses such as churches, schools, libraries, post offices, fire stations, government facilities, and other such uses. Civic and institutional uses are widely distributed, almost entirely north of Highway 100. City Hall, the Washington Police Station, and Washington’s library are located on Jefferson Street in Downtown. The Agnes Nolting Aquatic Complex, City Auditorium, Washington Town and Country Fairgrounds, Washington Lions Lake, and Four Rivers YMCA are all located in

Washington’s primary City park complex, consisting of Main City Park, Bernie E. Hillermann Park, and Jerry J. Jasper Lakeview Park.

The Washington School District’s schools are located throughout the City of Washington, with Washington High School’s campus located on Highway 47 north of Highway 100. These properties are in primarily residential areas, but present minimal conflicts with adjacent development. Negative impacts of the schools typically involve increased traffic capacity on surrounding streets at drop-off and pick-up times. There are two other significant private schools—St. Francis Borgia primary school (located Downtown) and St. Francis Borgia Regional High School (located on High Street).

Public and private schools, churches, and City facilities are in good to excellent condition. These properties continue to be well-maintained and exhibit a strong link to the community. To date, no separate zoning districts have been established for institutional uses.

## **PARKS & OPEN SPACE**

Parks and open space constitute both active and passive park areas, as well as undeveloped open ground. Undeveloped property may become future park space, but in many instances will be used for other development purposes.

Washington has an active parks and recreation program; the extent of the City’s park system is described in detail in the previous section. In addition, other park-like opportunities exist in recreational facilities at Washington’s public schools.

No specific zoning districts have been established for parks and open space. These uses are allowed under each of the City’s zoning districts.

## 2.6. Population & Demographic Trends

As the City of Washington looks to the future, understanding demographic, employment, and market changes and forecasting future growth can support responsible and informed land use planning and policy decision-making. This Comprehensive Plan examines historic population growth, projected population growth, household characteristics, employment characteristics, and retail market supply and demand to identify opportunities and constraints for consideration in land use planning.

### HISTORIC POPULATION GROWTH

Washington has experienced continuous—albeit uneven—growth decade-over-decade for the past 90 years. Population change for Washington is shown in **Figure 2.5**, which compares change in population for Washington to that of Franklin County. The majority of Washington’s growth—52%—occurred in two (2) 20-year periods: 1920 to 1940, and 1980 to 2000. These were periods of significant land annexation and physical development.

This population growth can be seen throughout the City, not just in development of new residential subdivisions, but also in increased school enrollments, the building of new schools, and increased motor vehicle traffic on some of the City’s main thoroughfares, including 5th Street, Jefferson Street, Highway 100, and Highway 47.

### CURRENT SNAPSHOT

Following a significant period of growth in the 1990s and 2000s, growth has slowed significantly, although Washington has consistently represented 14% of Franklin County’s total population since 2000. The future, however, is uncertain. **Figure 2.6** shows population trends by county for the seven (7) Missouri counties of the St. Louis Metropolitan Statistical Area (MSA). All counties have experienced virtually flat or negative growth

over the past two years. Over the 2020-2022 period, St. Louis City fared the worst with a 5% loss to 286,580 residents (down 15,020) but St. Louis County isn’t far behind with a loss of 13,690 (-1.4%) to 990,410—a figure it hasn’t had since just before 1990. Lincoln and Warren Counties grew the fastest at 6% and 5% respectively but they are small (63,160 in Lincoln County in 2022, 37,260 in Warren County). St. Charles County grew just 2.1% but added 8,500 residents, more than any other county. Franklin County added a relatively robust 1,180 residents, up 1.1%. Likewise, Jefferson County grew comparatively strongly at 1.2% over the prior two years, adding 2,640 citizens. Metro West as a whole declined by 11,070 (-0.5%) between 2020 and 2022.

The nation as a whole has grown just 0.54% since July 1, 2020. The average annual national growth since 1790 approximates one percent; as a country, we’ve grown at only about one-quarter our typical rate in the last two years. The very slow growth is consistent with dramatically declining rates of population growth in the country projected for the next 40 years. The St. Louis MSA (bi-state, 15 counties) lost population in the last two years, from 2,820,300 to 2,801,330, a drop of 0.7% (0.35% per year average and a total of almost 19,000).

These national trends are confirmed locally when comparing past population growth projections with current conditions. The Missouri Office of Administration Division of Budget and Planning prepared population projections for each Missouri County in 2008. These projections extend from 2000 to 2030, using a model from data collected between 2000 and 2007. The 2008 projection for Franklin County for the year 2010 is 102,419, versus an actual 2010 population of 101,492 (1% lower than projected). The projection for the year 2020 is 110,704, versus an actual 2020 population of 104,682 (5.5% lower than projected).

2. 2022 Census Population Estimate, released July 1, 2023.

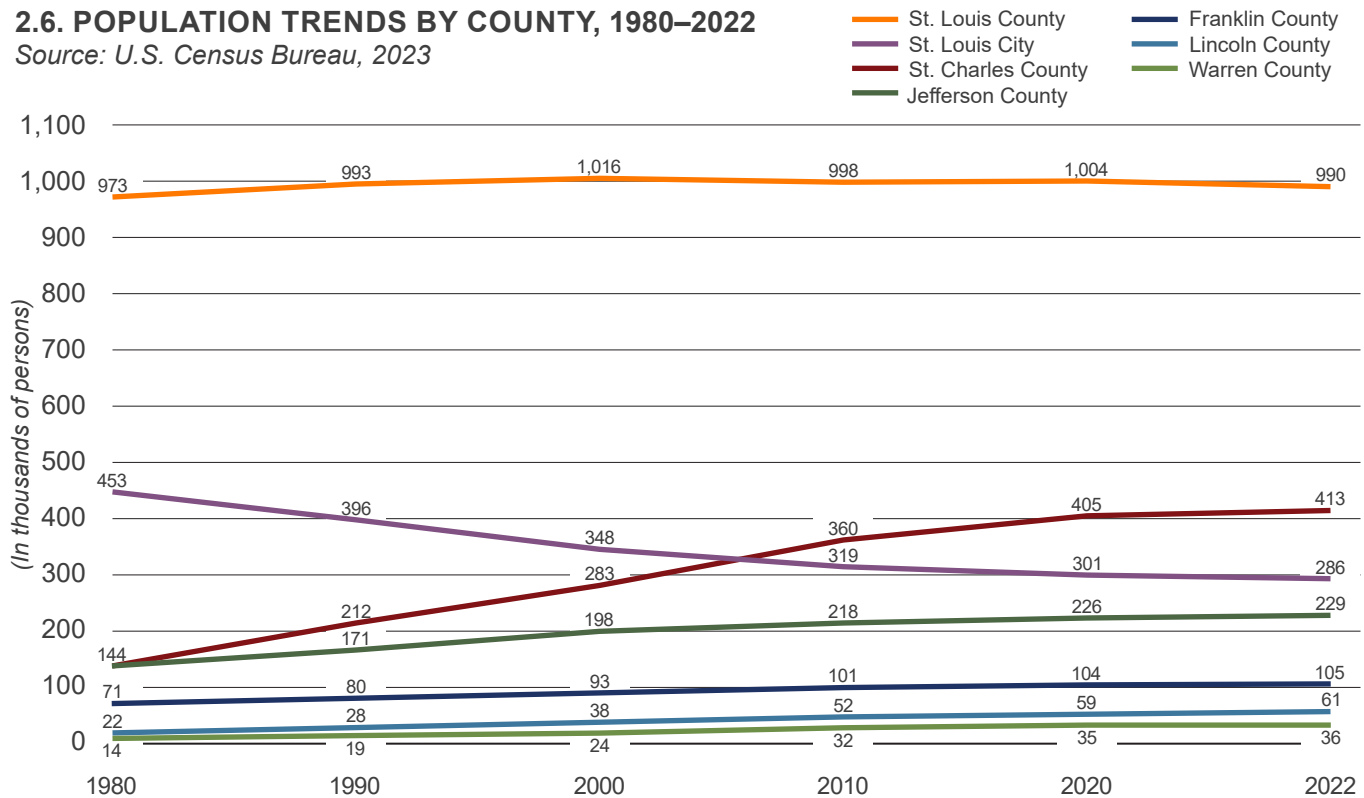
## 2.5. POPULATION GROWTH, 1880–2022

Source: U.S. Census Bureau

	Population	Washington % Change	Population	Franklin County % Change	City as %, of County
<b>1880</b>	2,421	—	26,534	—	9%
<b>1890</b>	2,725	12%	28,056	6%	10%
<b>1900</b>	3,015	11%	30,581	9%	10%
<b>1910</b>	3,670	22%	29,830	(3%)	12%
<b>1920</b>	3,132	(15%)	28,427	(5%)	11%
<b>1930</b>	5,918	89%	30,519	7%	19%
<b>1940</b>	6,756	14%	33,868	11%	20%
<b>1950</b>	6,850	1%	36,046	7%	19%
<b>1960</b>	7,961	16%	44,566	24%	18%
<b>1970</b>	8,499	7%	55,116	24%	15%
<b>1980</b>	9,251	9%	71,233	29%	13%
<b>1990</b>	10,704	15%	80,603	13%	13%
<b>2000</b>	13,243	24%	93,807	17%	14%
<b>2010</b>	13,982	6%	101,492	8%	14%
<b>2020</b>	14,660	4%	104,682	3%	14%
<b>2022</b>	14,916 <sup>2</sup>	2%	105,879 <sup>2</sup>	1%	14%

## 2.6. POPULATION TRENDS BY COUNTY, 1980–2022

Source: U.S. Census Bureau, 2023



## 2.7. Washington Economic Factors Analysis

Because of the fact that the broader St. Louis region is declining in population overall, and U.S. population growth is projected to slow and even decline over the next four (4) decades, Washington cannot expect to simply capture a “fair share” of future population growth. To the contrary, Washington’s fair share will likely mean a decrease in future population. Therefore, it is important for Washington to strategically-position itself in the St. Louis region’s market as one of the region’s most desirable places to live, work, and visit.

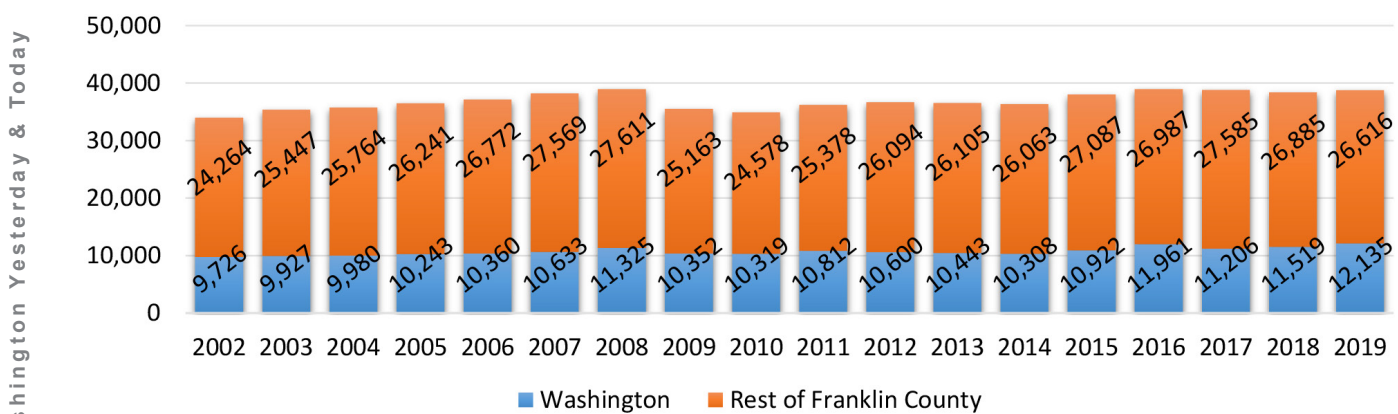
### THE ECONOMY DEFINED BY JOBS IN ECONOMIC SECTORS

The greatest detail and greatest accuracy for local area economic profiles is based on county-level statistics throughout the U.S., including groups of counties such as metropolitan areas. City or municipal-level statistics are less robust but, nevertheless, are available in a database initiated nationally in 2002 with data currently available through 2019<sup>3</sup>. This data is helpful in evaluating Washington’s relative position in the metropolitan St. Louis economy.

As shown in **Figure 2.7**, total jobs in Washington increased from 9,726 in 2002 to 12,135 in 2019, a growth rate of about 25 percent over almost two decades. Meanwhile, the rest of Franklin County added not quite ten percent more jobs, causing the county-wide growth to be about 14 percent. Washington is clearly doing very well as an attractor of jobs relative to the county, having captured roughly half of the net additional jobs in the county between 2002 and 2019.

### 2.7. TOTAL EMPLOYMENT IN WASHINGTON & FRANKLIN COUNTY, 2002-2019

Source: U.S. Census On-the-Map



3. This database, the LEHD (Longitudinal Employer-Household Dynamics) “On-the-Map” series from the U.S. Census Bureau is based on matching home addresses of workers to the addresses of their employers. Apparently, the unusual behavior of “work-from-home” policies during the Covid-19 pandemic period (very early 2020 to, perhaps, as late as the present time) has strained this statistical address-matching substantially. The nation still awaits meaningful On-the-Map data for the post-pandemic period and even for the pandemic period.

As a result, Washington’s share of jobs in Franklin County increased from 29 percent in 2002 to 31 percent in 2019. This wasn’t a steady trend, however. Washington dropped slightly to 28 percent of the county’s jobs from 2003 to 2007, then climbed gradually to 31 percent.

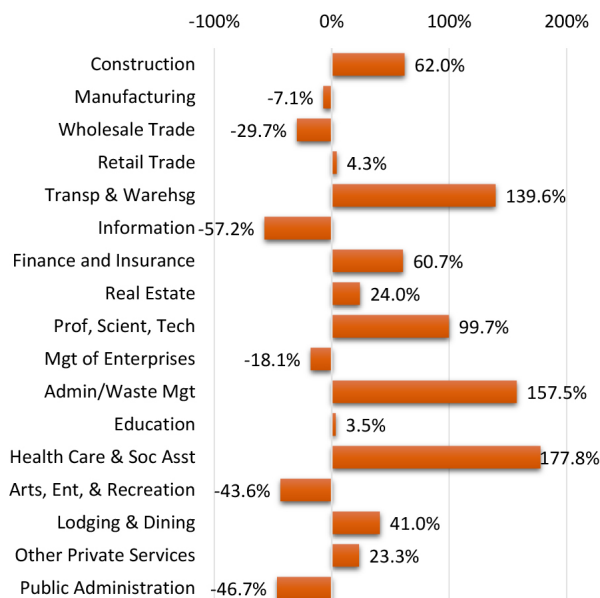
Manufacturing jobs in Washington, as discussed shortly, are the backbone of the City’s economy, but manufacturing jobs declined in the City between 2002 and 2019 by about seven percent even as the City’s jobs overall increased by 25 percent. The City’s growth and decline trends in the major economic sectors are shown in **Figures 2.8** and **2.9**.

The Health Care sector was the fastest growing, adding nearly 1,300 jobs with a growth rate of almost 180 percent between 2002 and 2019. The

Administrative Support/Waste Management sector was a close second in growth rate (up almost 160 percent) but a more distant second in actual jobs (almost 400). The Professional, Scientific, and Technical Services sector added 330 jobs, doubling its numbers. Lodging and Dining places (e.g., hotels, restaurants, bars) added 310 jobs (up 41 percent) while Construction added 235 jobs (up 62 percent), Transportation and Warehousing added 187 jobs (140 percent), and Finance and Insurance added almost 150 jobs (61 percent). In many ways, these net additions have helped to diversify the City’s economy, enabling it to be more resilient to economic downturns and offering more options for the nearby workforce.

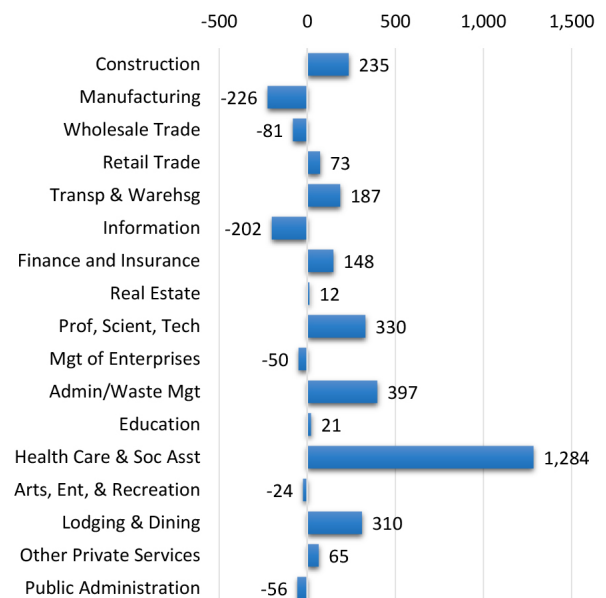
## 2.8. MAJOR ECONOMIC SECTOR JOB GROWTH RATE TRENDS IN THE CITY OF WASHINGTON, 2002-2019

Source: U.S. Census On-the-Map



## 2.9. MAJOR ECONOMIC SECTOR JOB CHANGES IN THE CITY OF WASHINGTON, 2002-2019

Source: U.S. Census On-the-Map





But not all is beautiful. The Information, Wholesale Trade, and Manufacturing sectors all declined as did—in smaller amounts—Management of Businesses and Enterprises; Arts, Entertainment, and Recreation; and Public Administration. In many ways, the last two decades have seen dramatic changes in the composition of the Washington economy based on jobs, which leads to a discussion of how that composition stacks up within the metropolitan economy.

### JOB LOCATION QUOTIENTS

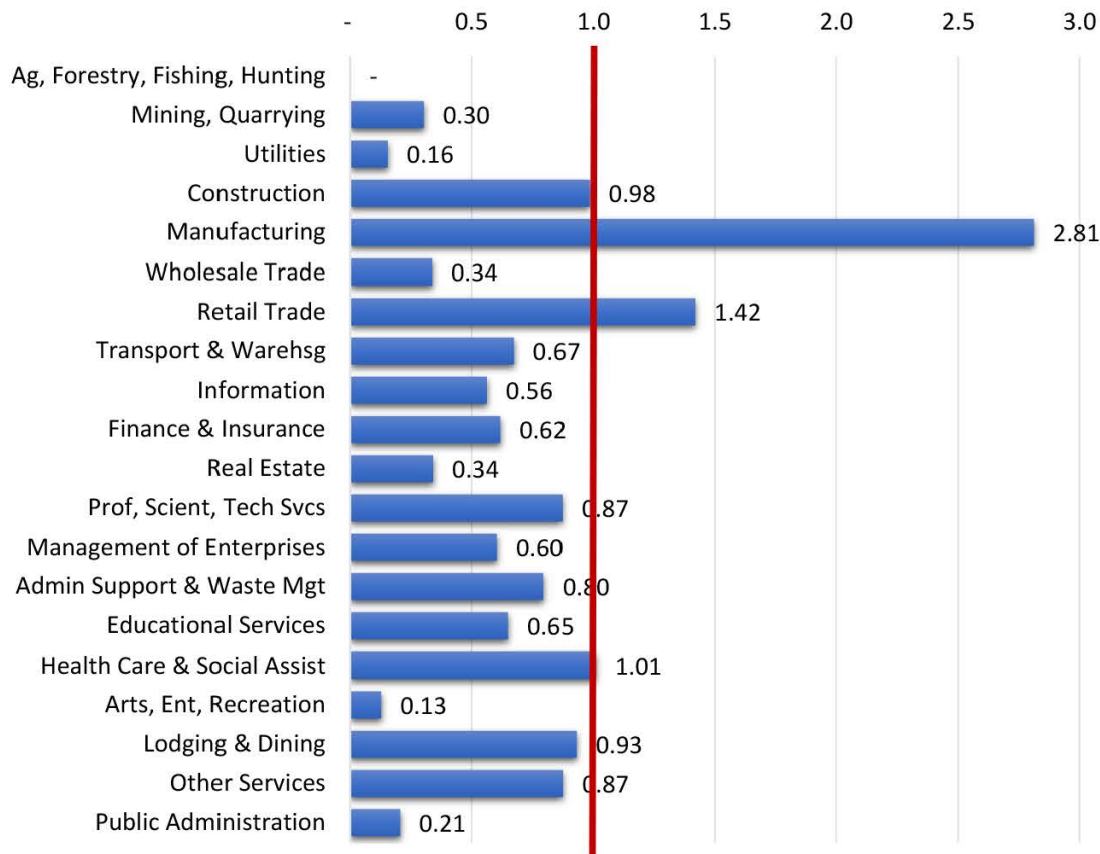
The chart on the next page illustrates employment location quotients (LQs) by major economic sector in Washington. The larger economy against which the City’s LQs are calculated is the St. Louis metropolitan area<sup>4</sup>.

A location quotient compares the percent of jobs in a given economic sector in Washington to the percentage in that sector in the metropolitan area.

## 2.10. JOBS LOCATION QUOTIENTS: WASHINGTON COMPARED TO THE ST. LOUIS METROPOLITAN AREA, 2019

Source: U.S. Census On-the-Map

Washington Yesterday & Today



To illustrate Washington’s relative strengths, its percentage is divided by the metro percentage in each sector. If the percentages are the same, then Washington’s LQ equals 1.0. LQs exceeding 1.0 indicate relative strengths in the local economy (often referred to as net export sectors) while LQs of less than 1.0 are considered support sectors without significant ability to attract “new dollars” into the City. The support sectors are, of course, critically important in sustaining the overall economy, so they should never be discounted.

As **Figure 2.10** shows, Washington’s greatest strength is in the manufacturing sector, which shouldn’t be surprising to most readers. The City has a much higher share of jobs in manufacturing than the region as a whole, even though jobs in manufacturing have declined. The location quotient of 2.81 is quite large and demonstrates that manufacturing is a major reason for economic growth and success in Washington. Of course, this can also make Washington rather vulnerable to downturns in national or international manufacturing sectors. If the profits and employment in Washington’s manufacturers are reduced, a substantially-negative impact on the City may result. This is why most economies (even at the City level) strive for more diversity in their location quotients.

Note that retail trade is also important because Washington serves as something of a “shopping center” for a geographic area extending well beyond the City’s boundaries. That is, retail shows off as a net export industry for the City.

The sectors of construction and lodging/dining have LQs almost equal to 1.0, indicating that these have shares of employment almost identical to the shares throughout the metropolitan area. All the other sectors fall further and further below the “1.0 threshold” which gives them less importance in the general strength and diversity of the City’s economy.

Sectors with LQs less than 1.0 can also indicate opportunities for growth. If Washington could attract a larger share of wholesale trade businesses, for example, this would have the dual effect of increasing the City’s value in the regional wholesale trade sector while likely reducing the percentage of jobs in the manufacturing sector. Washington would thus become less “dependent” on manufacturing alone. Instead, it would have more relatively strong sectors<sup>5</sup>, making it less vulnerable in economic downturns in other sectors.

Another way to analyze location quotients is to sum up the “absolute values” of the individual LQs<sup>6</sup>. By measuring the numerical differences between the standard of 1.0 to the various location quotients, then adding them, a single “diversity metric” is created. For Washington in 2019, the shown LQs in the 20 sectors achieve a sum of absolute values of 10.2. Franklin County’s absolute value sum, when compared to the metro area in 2019, is 9.0, indicating that the county is slightly more resilient than Washington. This is not surprising. Larger geographic areas are expected to have more diversified economic structures than smaller areas.

5. Normally, local economies are compared to the U.S. national economy which is generally assumed to be almost “ideal” regarding distribution of jobs across sectors. The On-the-Map data is not available for the nation as a whole, however. Again, because metro St. Louis compares well with the nation, comparing Washington to the metro area is a good proxy for a national comparison.

6. Absolute values generally measure the distance from zero to the value, whether negative or positive. The number 1.5, for instance, has an absolute value of 1.5. So does negative 1.5. Absolute values are always expressed as positive measures. In the case of location quotients, however, the absolute value is a measure of each LQ’s distance from 1.0.

Note, however, that different data sources can result in different indicators. The above information is from the Census Bureau’s On-the-Map series. The Regional Data series of the U.S. Bureau of Economic Analysis (BEA) provides a deeper, and generally more accurate, set of data on employment, but only to the county level (or metropolitan level). Thus, LQs for the City of Washington cannot be determined with the BEA data, but LQs for Franklin County can be. And LQs for the St. Louis metro area can be created by comparing it to national data. On-the-Map does not provide national totals.

The BEA employment data for 2019 (same year as above) shows that Franklin County, when compared to the St. Louis metropolitan area, had a location quotient absolute value sum of 10.5, a bit higher than the On-the-Map metric. When compared to the entire U.S. economy, however, the county’s metric improves to 8.7 (keeping in mind that “closer to 1.0” is preferred. The St. Louis metropolitan economy, when measured against the national economy, had a metric of 3.7. The metro economy is far more in sync with the national economy than Franklin County alone. By extension, Washington is probably even further from the national “ideal.”

This is not to denigrate the Washington or Franklin County economies. They each contribute substantial strengths to, and benefit from, the more balanced metropolitan economy.

### THE BACKBONE OF WASHINGTON: MANUFACTURING

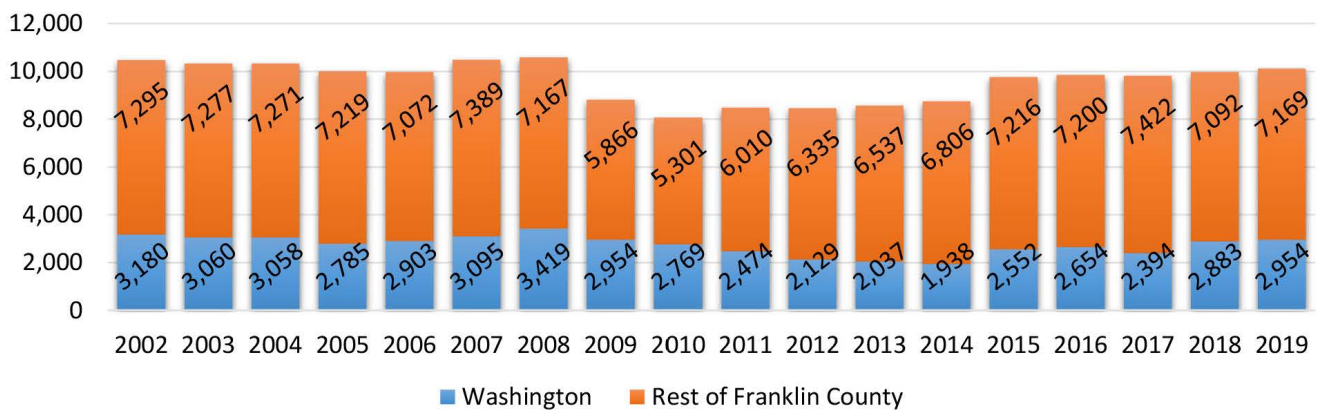
Manufacturing is the predominant sector both in Washington and throughout Franklin County. But, as **Figures 2.11** and **2.12** demonstrate, the overall number of manufacturing jobs in Washington has been relatively stagnant over time (2002 to 2019), and Washington’s share of all manufacturing jobs in the county has also been fairly consistent over time.

As of 2021 (two years later than shown above and the latest comprehensive data available from the BEA), Franklin County encompassed 9.4 percent of all manufacturing jobs in the St. Louis metropolitan area. This was notably higher than the 7.9 percent of all manufacturing jobs in 2001 (the beginning of this data series), but the average from 2001 to 2021 is just 9.1 percent, so Franklin County has not improved its position significantly in two decades.

### 2.11. MANUFACTURING EMPLOYMENT IN WASHINGTON & FRANKLIN COUNTY, 2002-2019

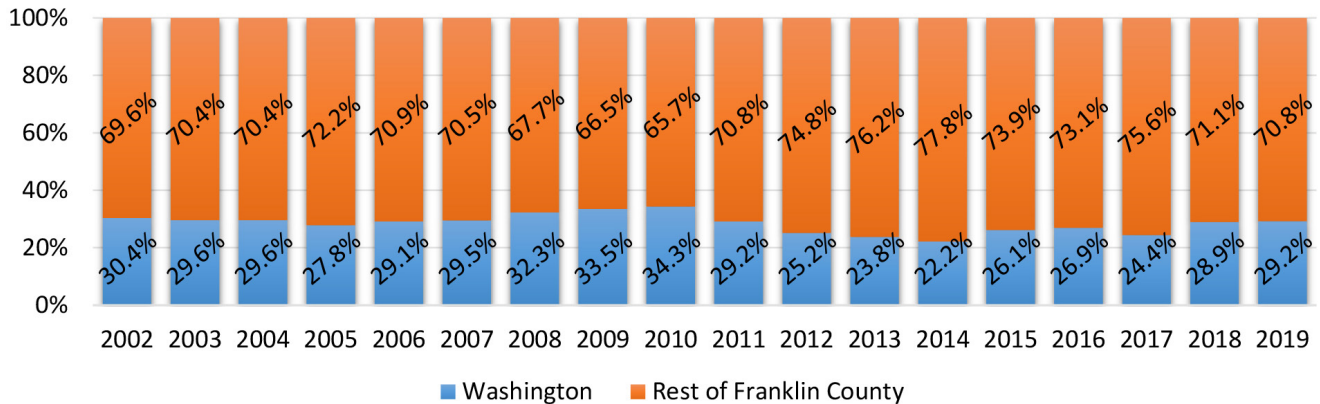
Source: U.S. Census On-the-Map

Washington Yesterday & Today



## 2.12. MANUFACTURING EMPLOYMENT IN WASHINGTON AS A PERCENT OF FRANKLIN COUNTY, 2002-2019

Source: U.S. Census On-the-Map



### THE MANUFACTURING COMPOSITION OF WASHINGTON’S ECONOMY

The Community and Economic Development Department of the City of Washington maintains a list of businesses in the City. This inventory includes types of business as well as each firm’s number of employees. **Figure 2.13** summarizes the 38 firms in Washington considered manufacturing companies according to their North American Industry Classification System (NAICS) codes. For example, there is one animal slaughtering firm in the City and five machine shops. All told, the 38 manufacturers are comprised of 20 separate 4-digit NAICS codes.

The City’s full inventory of existing businesses contains 485 separate listings. Manufacturers, therefore, make up about eight percent of the City’s enterprises. In contrast, manufacturing firms average 94 employees in Washington, while all other firms average just 14. Only local government (144 total/average) and health care (60 average) exceed the manufacturing sector in terms of average employees.

**Figure 2.14** shows the number of employees in these 38 manufacturing firms by NAICS code. Manufacturing employment, from the City’s list, totals 3,582. The previously discussed On-the-Map data from the U.S. Census Bureau for the year 2019 shows that there were 2,954 employees in Washington manufacturing firms, a difference of about 628. As also mentioned earlier, the On-the-Map data are almost universally undercounted because some employees and employers cannot be matched easily by their addresses.

The City’s database shows that there were 10,230 people employed overall in Washington as of mid-2022. On-the-Map shows 12,135 employees in the City as of 2019. Unlike manufacturing, the City’s totals are lower than the Census Bureau’s. As a result, the City’s data indicates that manufacturing jobs make up over a third (35.0 percent) of all jobs while On-the-Map says that, in 2019, manufacturing jobs comprised almost a quarter (24.3 percent) of all jobs in the City<sup>7</sup>.

Other contrasts are important to bear in mind as the economic data are analyzed:

7. Some of the difference can be explained by different surveying and statistical techniques, some by different years of data (2019 vs. 2022). Later years have been sharply affected by the COVID-19 pandemic, which could also explain some differences.

» **Manufacturing** supports the greatest number and percentage of jobs in Washington.

- **City:** 3,582 manufacturing jobs, 24.3 percent of the City's 10,230 jobs.
- **Census:** 2,954 manufacturing jobs, 35.0 percent of the City's 12,135 jobs.

» **Health Care & Social Assistance** is the second largest employer by NAICS Code.

- **City:** 1,855 jobs, 18.1 percent
- **Census:** 2,006 jobs, 16.5 percent

» **Retail Trade** is the third largest employment sector in Washington.

- **City:** 1,296 jobs, 12.7 percent
- **Census:** 1,760 jobs, 14.5 percent

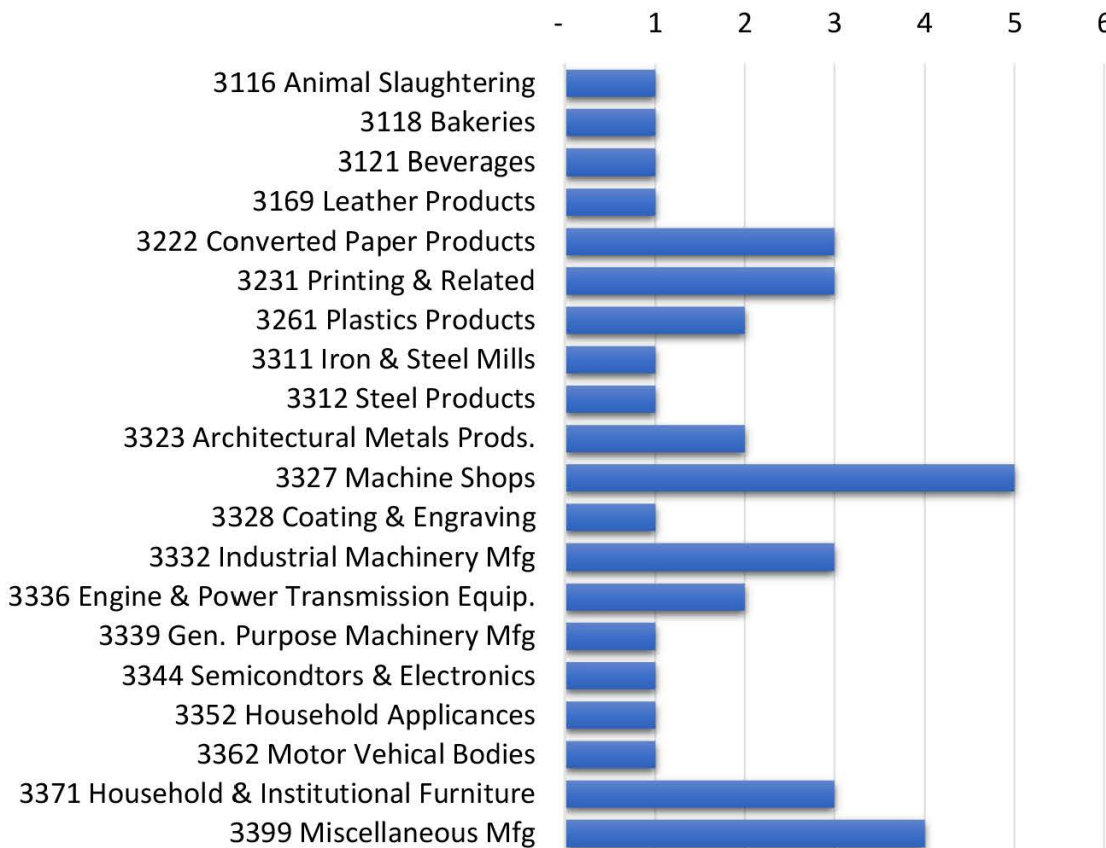
Please note that the employment projections discussed later in the Plan at the national level include 73 unique, four-digit NAICS codes in the manufacturing sector. Washington has firms in 20 of those codes.

**TRENDS IN COUNTY, METROPOLITAN, AND NATIONAL EMPLOYMENT**

**2.13. NUMBER OF MANUFACTURING FIRMS IN WASHINGTON BY NAICS CODE, JULY 2022**

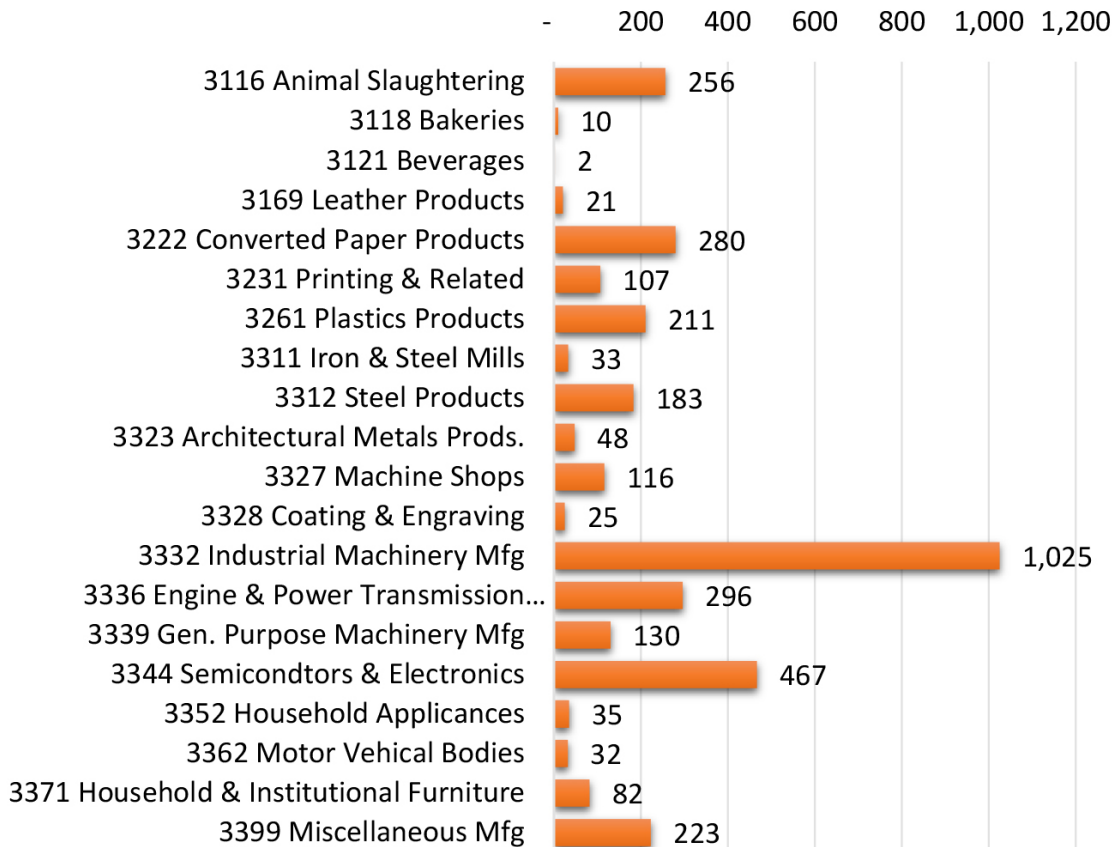
Source: City of Washington

Washington Yesterday & Today



**2.14. EMPLOYMENT IN MANUFACTURING FIRMS IN WASHINGTON BY NAICS CODE, JULY 2022**

Source: City of Washington



Employment in Franklin County (**Figure 2.15**) grew 15.0 percent between 2001 and 2021 based on latest available data from the BEA, which tracks all employment down to the county level (or groups of contiguous counties like metro areas and states<sup>8</sup>).

Franklin County's growth rate outpaced the metropolitan area as a whole (8.4%) and even St. Louis County (1.4%), where 44% of all metropolitan jobs are found (but down from 47% in 2001). As a result, Franklin County's share of the metropolitan employment expanded from 2.9% in 2001 to 3.1% in 2021.

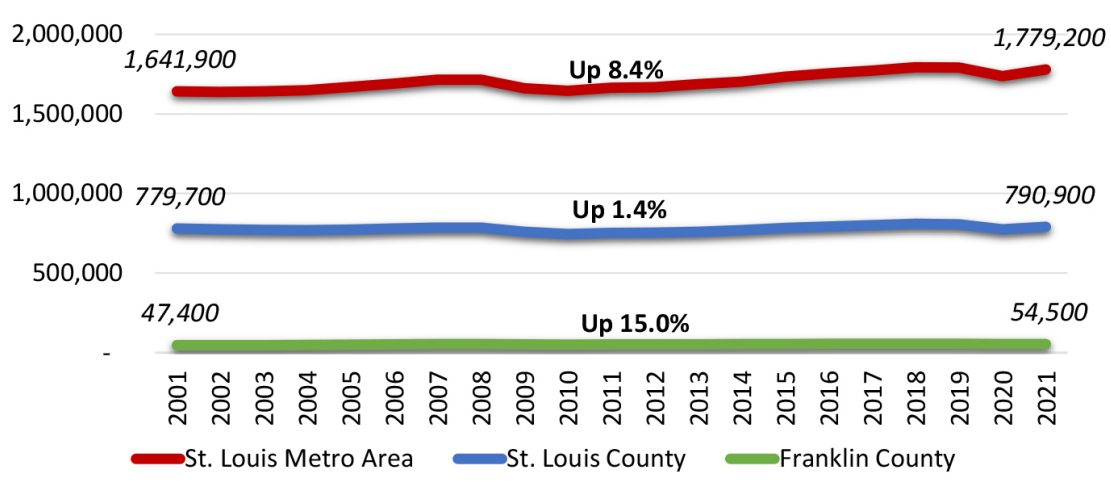
In fact, Franklin County's employment growth rate exceeded the national growth rate from 2001 to about 2016, as illustrated in **Figure 2.16** that indexes job growth to "100" in 2001. In the subsequent two decades, the U.S. eventually reached 22% growth overall (about 1% per year) while Franklin County slowed a little bit to reach a two-decade rate of 15%. Missouri's jobs grew nine percent, the metro area eight percent (8.4%, more precisely, as shown earlier), and St. Louis County grew just over 1%.

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8. These jobs encompass not only payroll jobs, which are reported on monthly in news reports and are relatively easy to track because the data relies on regularly supplied information on income tax withholdings. They also include all jobs that are not so readily tracked (self-proprietors, contractors) where tax information is not as current. Thus, there is a lag time between when payroll data is reported and when the BEA county-based data are reported. 2021 is the last available year. The time span shown here of 2001 to 2021 is consistent with reporting that uses NAICS (North American Industrial Classification System) definitions of economic sectors. Prior to 2001, sector definitions were based on the Standard Industrial Classification (SIC) system.

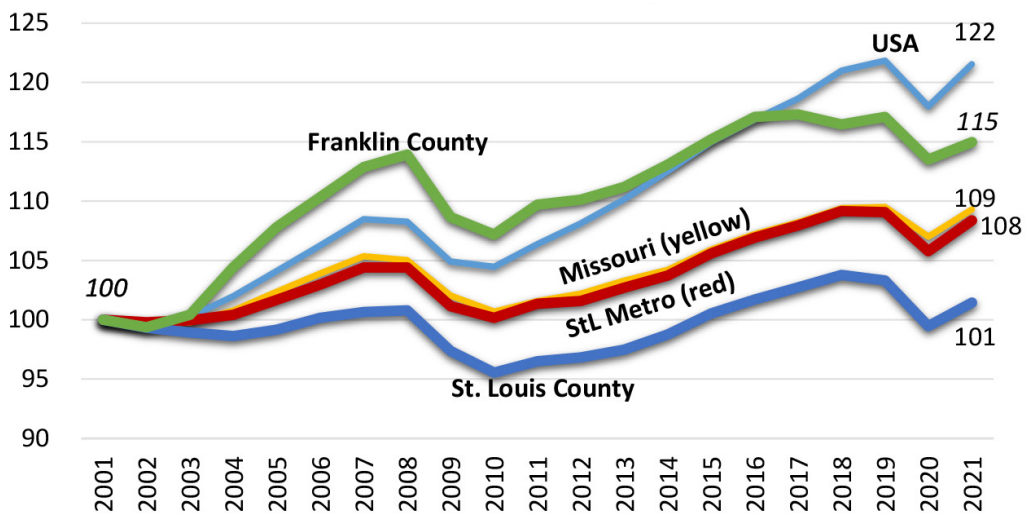
### 2.15. TOTAL EMPLOYMENT IN FRANKLIN COUNTY, ST. LOUIS COUNTY, AND THE ST. LOUIS METRO AREA, 2001-2021

Source: U.S. Bureau of Economic Analysis



### 2.16. TOTAL EMPLOYMENT GROWTH RATE COMPARISONS, 2001-2021

Source: U.S. Bureau of Economic Analysis





## TRENDS IN MANUFACTURING EMPLOYMENT

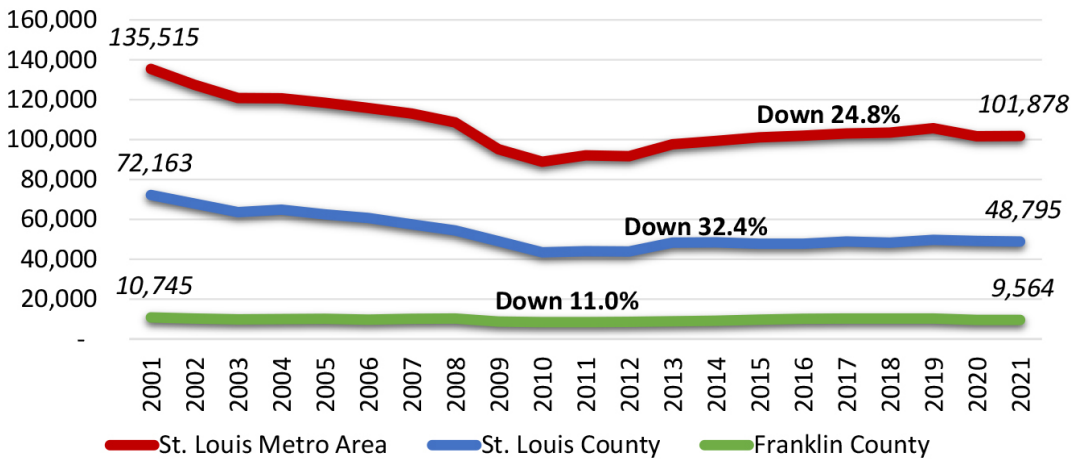
While there has generally been net growth in jobs in Franklin County and elsewhere in the metro region, manufacturing jobs have not been contributing to this growth. Manufacturing jobs declined in number in Franklin County by 11% between 2001 and 2021 (**Figure 2.17**), even as all jobs in the county increased by 15%. These manufacturing decreases, however, were not as severe as in the metro area as a whole (down by a quarter) or in St. Louis County (down by a third).

The region is not alone in these downturns. **Figure 2.18** compares manufacturing job declines by indexing 2001 to “100.” This shows that Franklin County’s index dropped from 100 to 89 in the two decades, or 11% as noted above. In the U.S. as a whole, manufacturing jobs dropped to an index of 77, or a 23% decline. Missouri fared only a little better with a decline of 19%.

In short, manufacturing jobs are still relatively important in Washington and Franklin County, but manufacturing jobs are not increasing virtually throughout the U.S. and certainly not within the St. Louis metro area.

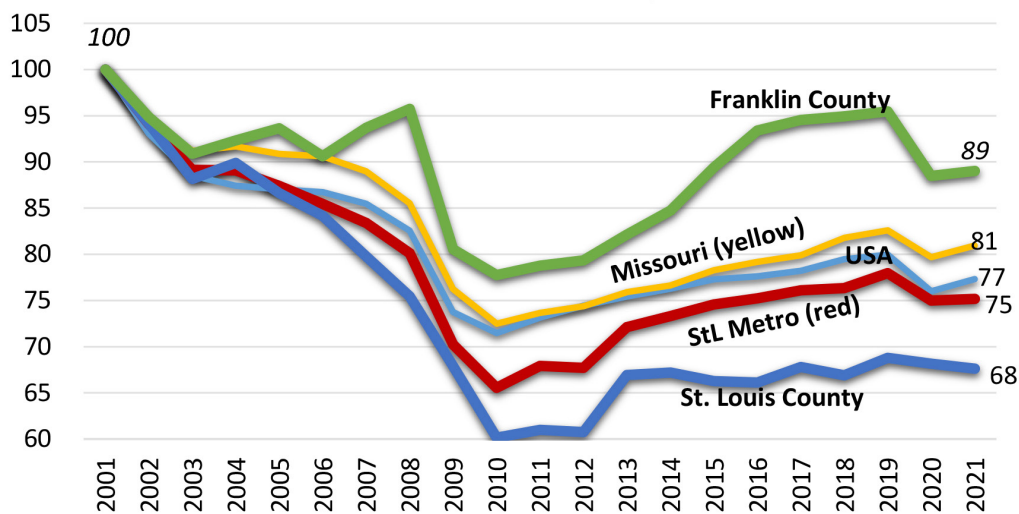
### 2.17. MANUFACTURING EMPLOYMENT IN FRANKLIN COUNTY, ST. LOUIS COUNTY, AND THE ST. LOUIS METRO AREA, 2001-2021

Source: U.S. Bureau of Economic Analysis



### 2.18. MANUFACTURING EMPLOYMENT GROWTH RATE COMPARISONS, 2001-2021

Source: U.S. Bureau of Economic Analysis



Washington Yesterday & Today

## EMPLOYMENT AND OUTPUT PROJECTIONS: U.S.A.

The U.S. Bureau of Labor Statistics (BLS) produces projections of jobs by economic sector looking out ten years at a time and looking back ten years. The latest available projections are for the year 2031 based on 2021 data and looking back to 2011.

Forecasted growth in the nation is for 5.3 percent more jobs in 2031 than in 2021 (**Figure 2.19**). This is only about half the rate of increase of the prior ten years. National employment will still be increasing in the next decade, but at a much lower rate than in the past, averaging about a half percent per year rather than one percent per year<sup>9</sup>. Given those national projections, it is likely that the slower growing St. Louis area will experience even slower growth.

The BLS projections also show anticipated changes in output by economic sector (**Figure 2.20**). Output is the value of goods and services created in the economy. The projections show that the overall output growth rate for the next ten years is essentially the same as the past ten years, yet this will be accomplished with slower employment growth.

This added growth with fewer workers is the result of a projected increase in output (or productivity) per worker. In chained 2012 dollars, output per worker in the United States was, on average, \$198,700 in 2011. This increased by 11% in 2021 to \$220,700 per worker. It is projected to increase more rapidly—up 16 percent—by 2031 to \$256,500 per worker. Thus, the productivity of workers (aided by better education, training, experience, and technological advances) will enable the U.S. economy to expand at least as strongly in the coming decade as in the last decade.

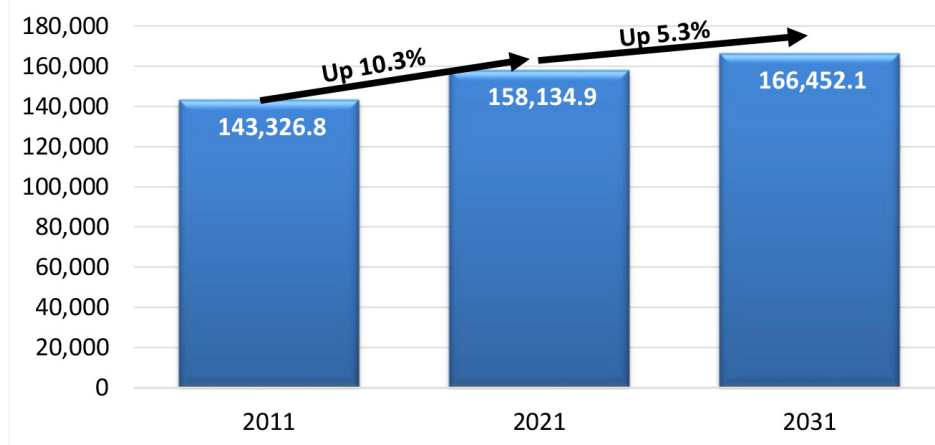
Of course, these projections are not guaranteed to come true, nor do they necessarily apply to greater St. Louis or Washington in the same proportions. Nevertheless, they are a highly researched indication of both challenges and opportunities in the American economy.

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9. This is consistent with Census Bureau projections of the national population which show a dramatic decline in growth rate from 2020 to 2060.

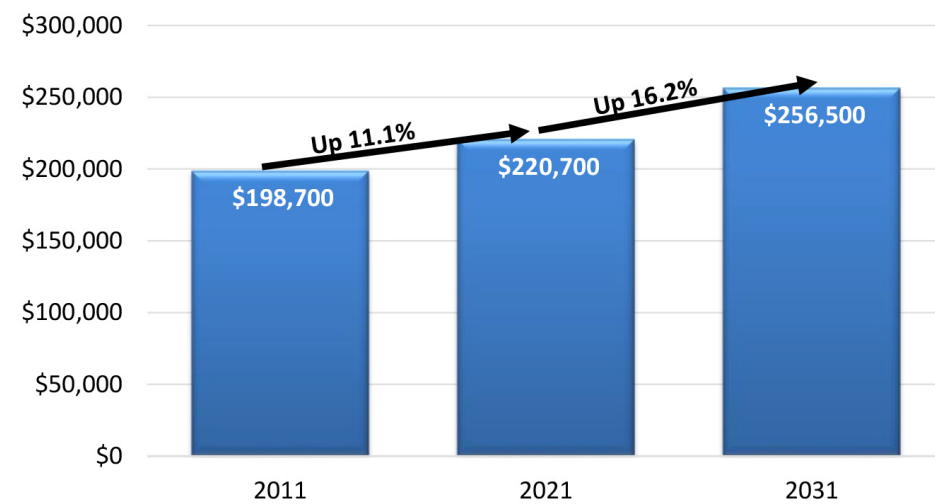
**2.19. TRENDS AND PROJECTIONS: U.S. TOTAL EMPLOYMENT, 2011-2021-2031 (thousands)**

Source: U.S. Bureau of Labor Statistics



**2.20. TRENDS AND PROJECTIONS: U.S. TOTAL ECONOMIC OUTPUT PER JOB, 2011-2021-2031 (constant 2012 Dollars)**

Source: U.S. Bureau of Labor Statistics



## EMPLOYMENT AND OUTPUT PROJECTIONS: MANUFACTURING JOBS IN THE U.S.A.

The BLS projections also include projections in a wide range of economic sectors of the national economy. Of greatest interest here are the projections of manufacturing jobs and output. Again, the latest available projections are for the year 2031 based on 2021 data and looking back to 2011.

It is important to note the following when comparing databases. The ten-year projections come from the Bureau of Labor Statistics (BLS) while the detailed counts of jobs at the county-to-national levels come from the Bureau of Economic Analysis. The former is in the U.S. Department of Labor, the latter in the Department of Commerce. While statisticians in both agencies work closely together, their “totals” do not always fully match. The direction of trends and statistics, like percentages and ratios, are therefore often more important in analyzing different sources of information than the actual numbers.

The first thing to notice on **Figure 2.21** is that the BLS shows a 5.3% historical increase over the ten years of 2011 to 2021 while the BEA data (shown earlier) showed a decline in the 20 years between 2001 and 2021. In fact, the two sources are compatible. The BEA data for the same years as the BLS data (2011 to 2021) actually shows a 5.7% increase in manufacturing jobs after a decline in the prior decade. The BLS projections, however, indicate a slight (1.1%) decrease in manufacturing jobs between 2021 and 2031 even though overall job projections indicate a 5.3% increase.

Although manufacturing employment is projected to decrease in the coming decade, output is expected to increase by an impressive 18.0% (**Figure 2.22**), only a little slower than the 22.4% increase in output for the overall economy. In other words, there should be a rather large increase in labor productivity (better training and education, more skills, expanded use of technology, etc.) in the manufacturing sector in the next decade compared to the last.

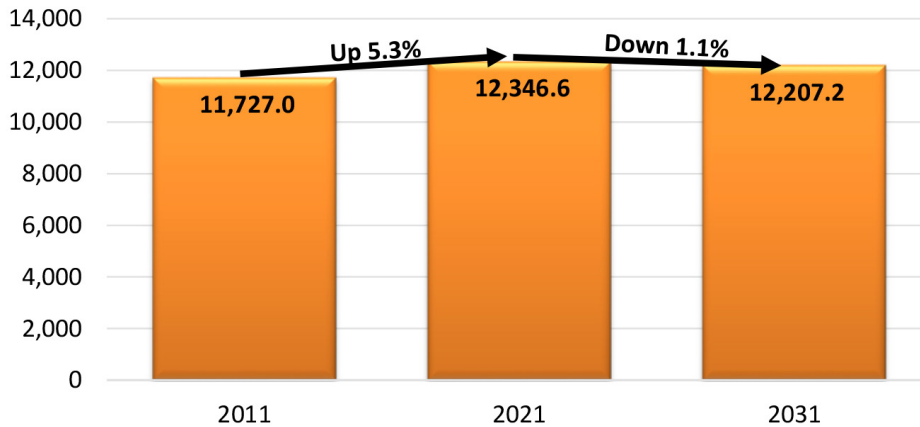
This added output growth with fewer workers would result from a remarkable increase in output per worker. In chained 2012 dollars, output per manufacturing worker in the U.S. was, on average, \$483,000, about 2.4 times higher than the overall national average of \$198,700 shown earlier. But manufacturing output-per-worker effectively stayed level between 2011 and 2021 (up only 0.4%).

However, output-per-worker is projected to increase by 19.3% in the manufacturing sector between 2021 and 2031 (**Figure 2.23**), three percentage points higher than the overall economy (16.2% increase). If all holds true, output-per-worker in manufacturing will increase from 2.20 times the average of all American worker to 2.25 times<sup>10</sup>. Still, employment in manufacturing would decline nationally by about 139,400 jobs between 2021 and 2031.

10. While a 19.3 percent increase in output-per-worker is impressive for manufacturing, it would be only the 9th largest increase in productivity growth among 24 major economic sectors evaluated by BLS. The highest rate of increase would be in the retail trade sector at a 32.8 percent increase! As a consumer, look out for much more technology (and self service) when shopping while there would likely be fewer retail workers.

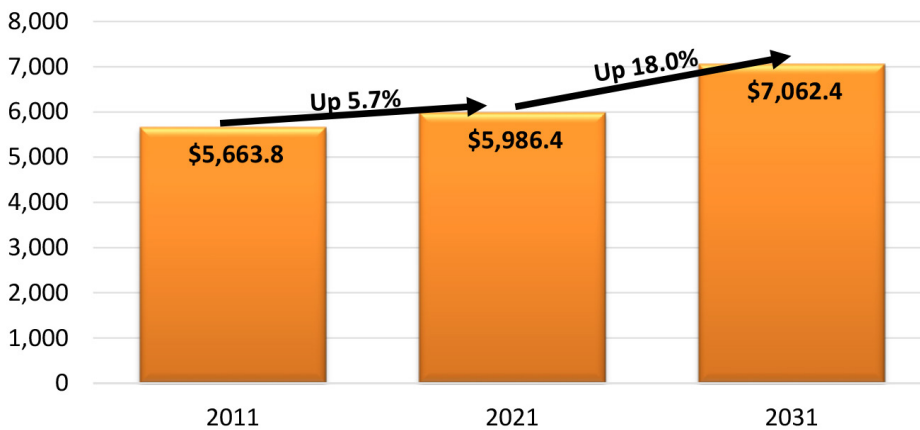
**2.21. TRENDS AND PROJECTIONS: U.S. MANUFACTURING EMPLOYMENT, 2011-2021-2031 (thousands)**

Source: U.S. Bureau of Labor Statistics



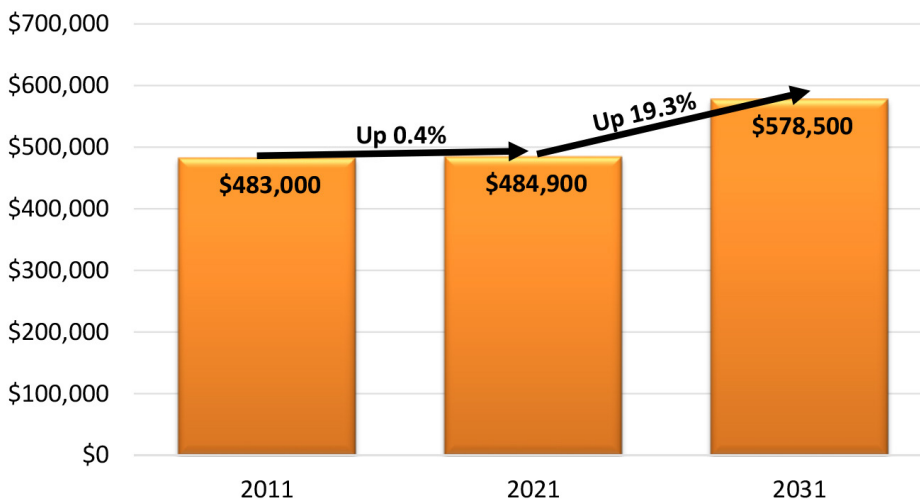
**2.22. TRENDS AND PROJECTIONS: U.S. MANUFACTURING OUTPUT, 2011-2021-2031 (billions constant 2012 Dollars)**

Source: U.S. Bureau of Labor Statistics



**2.23. TRENDS AND PROJECTIONS: U.S. TOTAL ECONOMIC OUTPUT PER JOB (constant 2012 Dollars)**

Source: U.S. Bureau of Labor Statistics

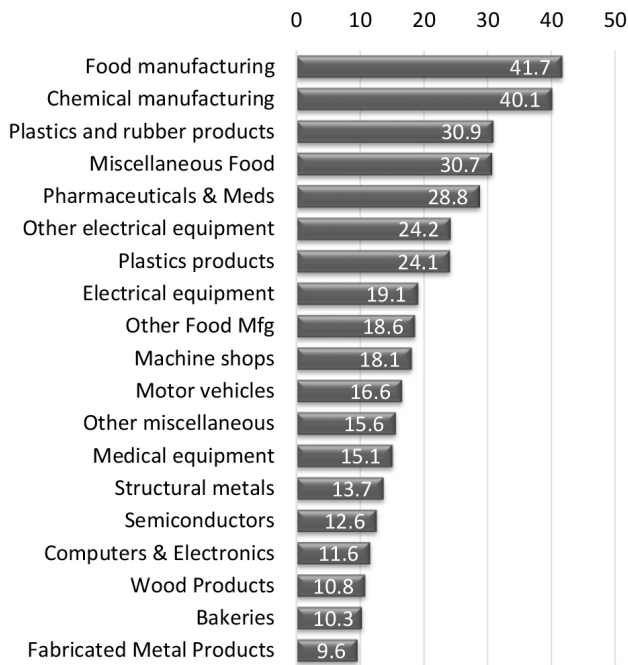


### NOT ALL U.S. MANUFACTURING SECTORS ARE CREATED EQUAL

While “all” manufacturing jobs are projected to decline 1.1%, or 139,400 jobs, there are many sub-sectors of manufacturing that would increase in size, including the top 20 sectors shown in **Figure 2.24** (though some of these are overlapping). Overall, the food manufacturing sector would add 41,700 jobs while chemical manufacturers would add 40,100 jobs between 2021 and 2031.

#### 2.24. MANUFACTURING SECTORS ADDING THE MOST JOBS, USA, 2021-2031

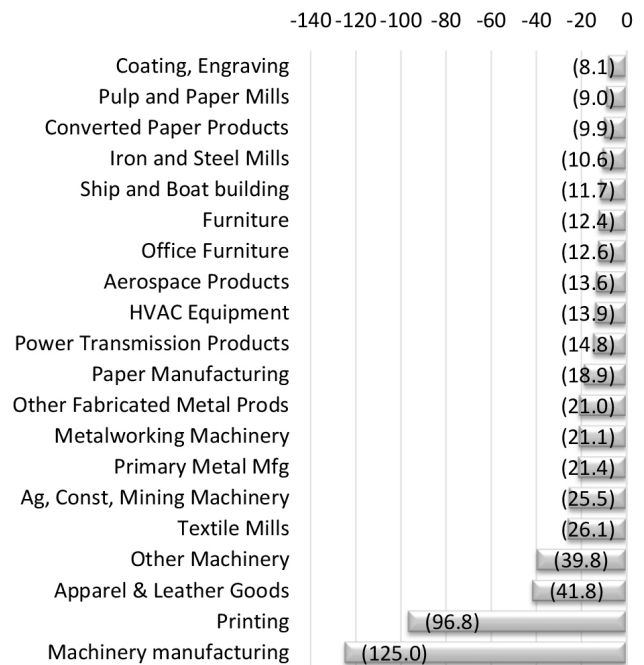
Source: U.S. Bureau of Labor Statistics



At the other end of the spectrum, the entire machinery manufacturing sub-sector would lose 125,000 jobs, effectively nine out of ten net lost jobs in manufacturing over the present decade. The printing sub-sector, too, would be a substantial loser of 96,800 jobs<sup>11</sup> (**Figure 2.25**).

#### 2.25. MANUFACTURING SECTORS LOSING THE MOST JOBS, USA, 2021-2031

Source: U.S. Bureau of Labor Statistics

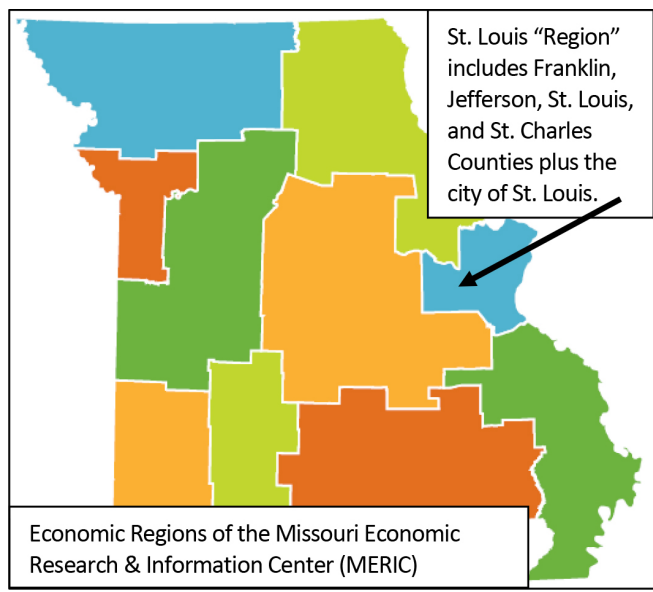


11. Obviously, these two sectors add to more than the net losses of all manufacturing but, as noted alongside, there are many sub-sectors where jobs are projected to increase.

## SWITCHING TO ST. LOUIS REGIONAL PROJECTIONS

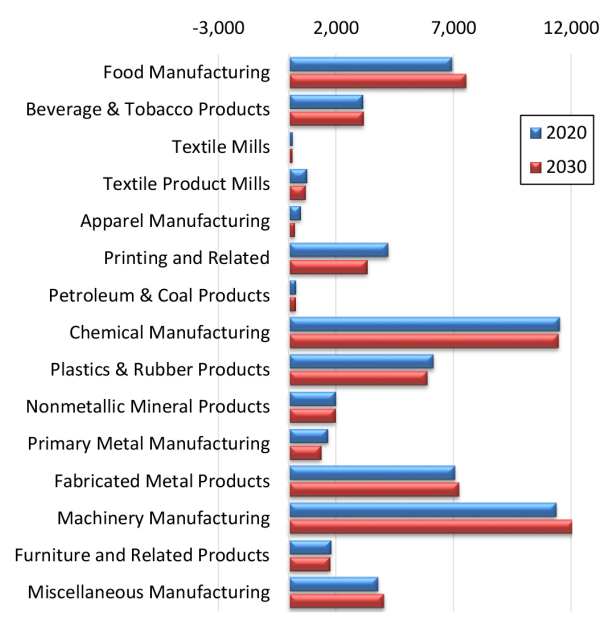
After the U.S. Bureau of Labor Statistics publishes its ten-year employment and occupational projections for the nation as a whole, state economic analysts typically produce their own projections within that national context. State projections, therefore, are usually a year behind the U.S. projections. The Missouri Economic Research and Information Center (MERIC), a component of the Missouri Department of Economic Development (DED), produces its state projections within ten “regions” of the state, illustrated below. This report focuses on the projections within the St. Louis region which encompasses Franklin, Jefferson, St. Louis, and St. Charles Counties, plus the City of St. Louis. Projections by MERIC are only at the regional and state level, not smaller areas like counties or cities.

For the five-county St. Louis region, MERIC projects that total employment will increase from 1,120,200 to 1,201,700 between 2020 and 2030, a net growth rate of 7.3%. This would be slightly faster growth than the U.S. projections for 2021 to 2031 of 5.3%<sup>12</sup>.



## 2.26. MANUFACTURING JOB PROJECTIONS FOR THE ST. LOUIS REGION, 2020-2030

Source: Missouri Economic Research & Information Center



12. Note, however, that the U.S. BEA counted 1,388,700 total jobs in this MERIC-defined St. Louis region in 2020, some 268,500 more than counted by MERIC, another indicator of the challenges of a variety of data sources. Given that this “gap” is about one-fifth of the BEA count, the difference is generally consistent with gaps between payroll jobs (i.e., those generally tracked by income tax withholdings) and total jobs, the latter including self-proprietors, contractors, and others who do not necessarily provide the state and federal governments with monthly or quarterly withholding tax statements. The important factor in this analysis is the projected growth rate which can be assumed to be the same for both counts.



Manufacturing job projections aren't so robust, as shown in **Figure 2.26**. MERIC counted 91,580 manufacturing jobs in the region in 2020 and projects 91,470 in 2030, a small decline. But, importantly, five of the 15 manufacturing sub-sectors tracked by MERIC would add jobs over the decade:

- » Food manufacturing would add 600 jobs in the region for an 8.6% growth rate. National projections in food manufacturing call for a much smaller 2.5% growth rate (2021 to 2031), but St. Louis is a key center of agricultural production with many strengths in the food production sector. So, the nation's growth is and should be heavily bolstered by greater St. Louis.
- » Machinery manufacturing is projected by MERIC to add 740 jobs over the decade for a 6.5% growth rate. In sharp contrast, the national projections show a substantial decline in machinery manufacturing jobs of 11.9% from 2021 to 2031.
- » Miscellaneous manufacturing in the St. Louis region would add 250 jobs for a 6.7% growth rate (national: 5.0% growth).
- » Fabricated metal products manufacturing would add 170 jobs in the St. Louis region for a 2.4% growth rate (national: 0.7 percent growth).
- » Beverage products manufacturing would add a small 25 jobs over the 2020s for growth of 0.76% (national: 2.9 percent growth).

The fastest growing economic subsector in St. Louis is expected to be Performing Arts, Spectator Sports, and Related Industries. This would add almost 2,000 more jobs over the decade for a massive 80 percent growth rate. It is part of the Arts, Entertainment, and Recreation sector which would grow by a combined 4,190 jobs, or 32.6 percent. This sector also includes museums and places of amusement.

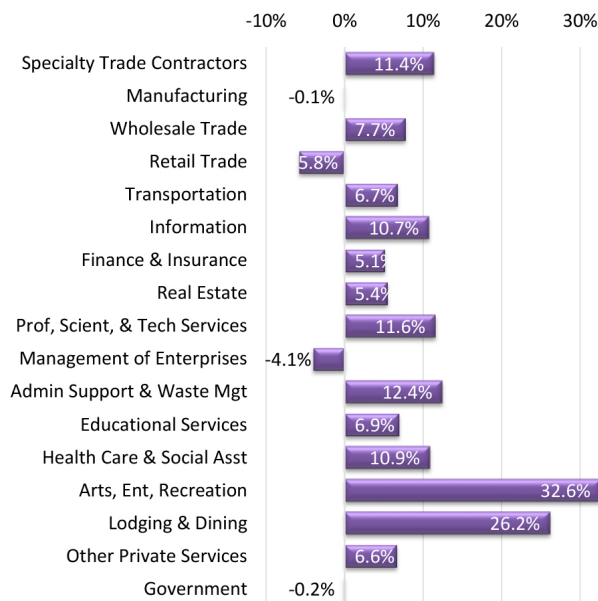
In second place for rate of growth in greater St. Louis is the Motion Picture and Sound Recording sub-sector, which would add 600 jobs for a 65 percent net growth rate. This is part of the Information sector which would grow just 10.7 percent overall because of a 17.3 percent drop in the Telecommunications sub-sector.

The greatest job gains are expected in Food Services and Drinking Places sub-sector with 17,780 more jobs (up 24.8 percent). This is part of the Accommodation and Food Services sector, which would add just under 21,000 more jobs for an overall growth rate of 26.2 percent over the decade. **Figures 2.27** and **2.28** illustrate job projections in the St. Louis Region for each of the major economic sectors.

If a goal is to identify where to invest resources where growth is most likely to happen, manufacturing might not automatically be on that list—at least from a jobs creation perspective. Yet this is the strength of Washington, and the City is well positioned to sustain that strength for the St. Louis area. The City has ample land for manufacturers and continues to develop more. It has a long and storied history of supporting manufacturing. Manufacturing will not be going away. It is vital to economic activity and wealth creation everywhere. Yet it is doing so with greater productivity per worker and fewer workers, while more urban and suburban areas shun manufacturing establishments. The sector's national productivity per worker is presently more than double that of the overall national economy and is projected to at least maintain (and perhaps slightly increase) that dominance by the year 2031.

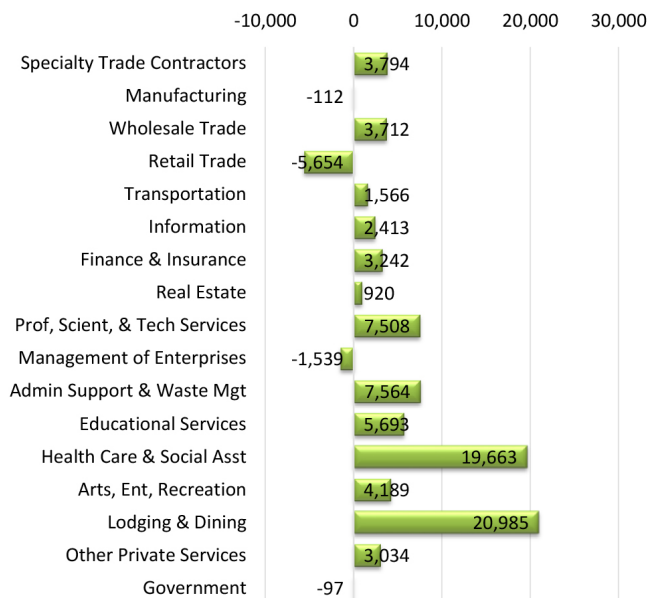
### 2.27. MAJOR ECONOMIC SECTOR JOB GROWTH RATE PROJECTIONS FOR THE ST. LOUIS REGION, 2020-2030

Source: Missouri Economic Research & Information Center



### 2.28. MAJOR ECONOMIC SECTOR JOB ADDITIONS FOR THE ST. LOUIS REGION, 2020-2030

Source: Missouri Economic Research & Information Center



## 2.8. Existing Transportation Conditions

The City of Washington and its regional and state partners are responsible for the development and maintenance of the City’s interconnected, multi-modal transportation system. From state highways and arterial roads to residential streets, sidewalks, trails, and transit services, the transportation system in Washington provides residents and visitors alike with access to parks, schools, shopping, employment, and other important community destinations. Key elements of the transportation system are described below, including the roadway system, transit services, and bicycle and pedestrian infrastructure.

### FUNCTIONAL CLASSIFICATION

Functional classification is the process by which streets and roads are classified according to their function within the transportation system. Roadway functions are based on a scale of mobility and access (Figure 2.29). Mobility is the ability to travel freely to a destination in a given amount of time. Access is the ability to travel to various destinations within a given amount of time. Most roads in the network provide a combination of mobility and access; however, the functional class of a roadway indicates its primary function. The East-West Gateway Council of Governments (EWG) describes the characteristics of roadway classifications as:

- » **Arterial** – high-speed roadways with limited access
  - Principal – Interstate, Expressway, Other
  - Minor
- » **Collector** – collects traffic from local roads and distributes traffic to arterials
  - Major
  - Minor

» **Local** – all roads not defined as arterials or collectors; provides access to land uses with little or no through movement

There are more than 95 miles of arterial, collector, and local roads in the City of Washington providing access to local neighborhoods and destinations and connecting the City to the surrounding region. **Figure 2.30** displays centerline mileage of roadways in Washington by functional classification, and **Figure 2.31** depicts the functional classification system map.

**Principal Arterials include:**

- Highway 100 east of Highway 47
- Highway 47 south of Highway 100

**Minor Arterials include:**

- Highway 100 west of Highway 47
- Highway 47 north of Highway 100
- 5<sup>th</sup> Street
- Jefferson Street

**Collectors include:**

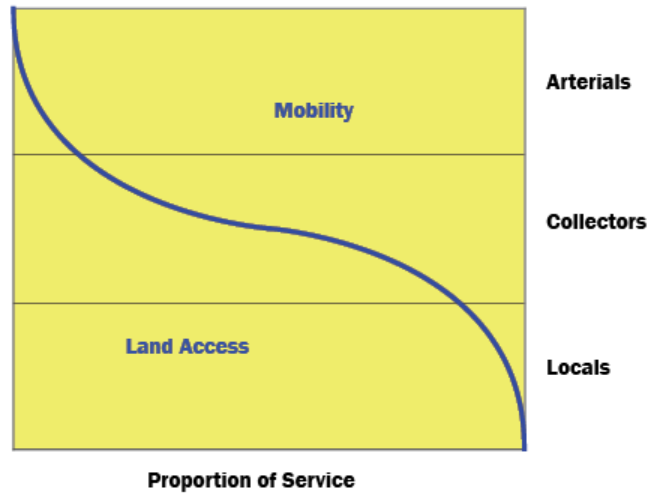
- Bieker Road
- Bluff Road
- Eighth Street
- Front Street
- High Street
- Madison Avenue
- Old Highway 100
- S Point Road
- 3<sup>rd</sup> Street
- W Main Street/West Link Drive

**Local Roads:**

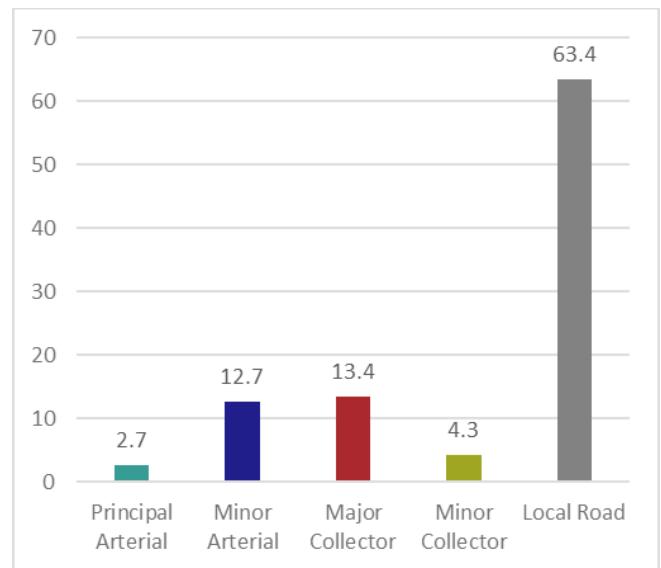
- Everything else

As Washington continues to grow and develop, reclassification of existing roads and the development of new arterial and collector roads will be necessary to support safe and efficient travel. New functionally-classified roads will support

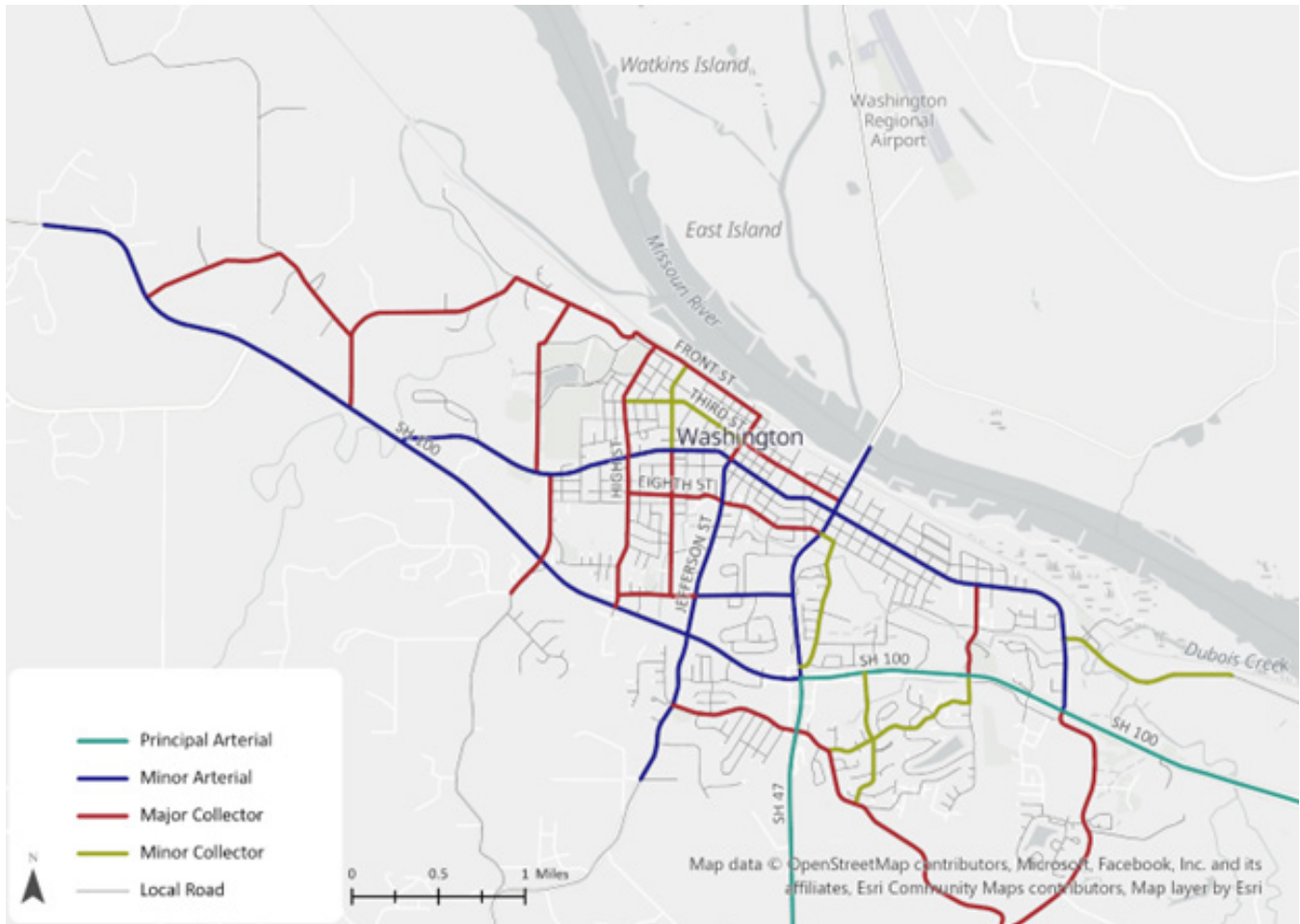
**2.29. MOBILITY & ACCESS BY FUNCTIONAL CLASS**



**2.30. ROADWAY MILEAGE BY FUNCTIONAL CLASS**



## 2.31. FUNCTIONAL CLASS MAP



mobility and access to new developments, as well as relieve pressure on existing arterials and collectors already experiencing high volumes of traffic.

locations. Highway 100 also sees high traffic volumes of over 20,000 vehicles per day. The next highest volume roadways are Jefferson Street, 5<sup>th</sup> Street, Steutermann Road, and Bluff Road.

### TRAFFIC CONDITIONS

Washington is an automobile-oriented community, and most people rely on personal vehicles and the roadway network to travel to destinations. Highway 47 experiences the highest traffic volumes in the City with over 35,000 vehicles per day in some

### 2.32. TRAFFIC VOLUME MAP



Washington Yesterday & Today

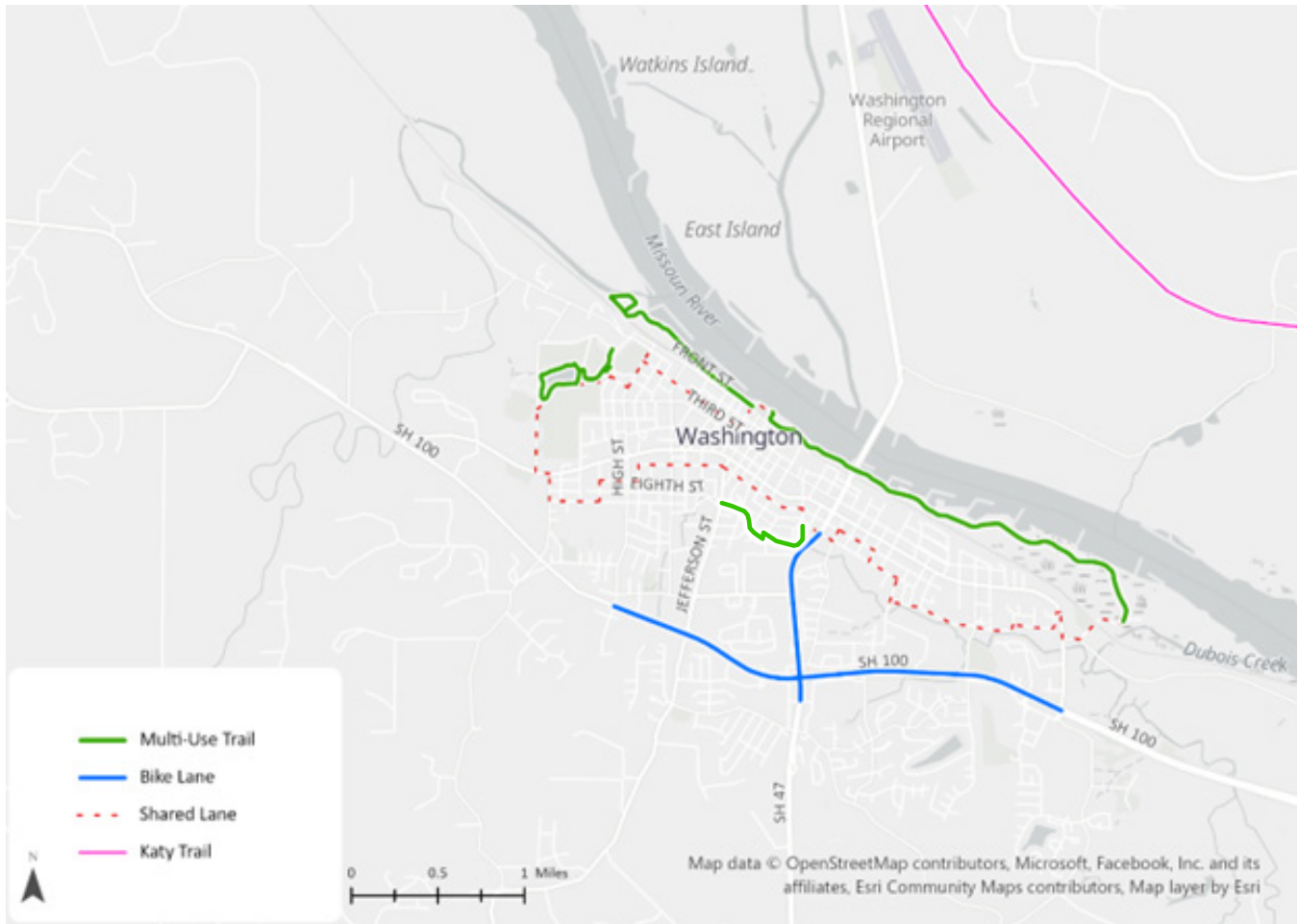
#### BICYCLE & PEDESTRIAN FACILITIES

Washington’s pedestrian and bicycle network, which consists of interconnected sidewalks, trails, and on-street bike routes, supports both transportation and recreation-oriented trips. The well-developed sidewalk system in Downtown Washington—with pedestrian-scale lighting, benches, and other street furniture and pedestrian amenities—supports local businesses and events and adds to Downtown’s charm and character. Outside of Downtown, pedestrian connectivity is limited. Sidewalks are present on some arterial and collector streets, including portions of Bieker

Road, Camp Street, East 3<sup>rd</sup> Street, High Street, Highway 47, International Avenue, Steutermann Road, and West 5<sup>th</sup> Street. However, most streets lack sidewalks, which can create challenges for people who lack access to a motor vehicle, have limited mobility, or rely on mobility assistance devices like a wheelchair or walker.

The trail and on-street bikeway system consists of approximately 10 miles of shared use paths (paved trails), nearly four (4) miles of visually separated bike lanes, and seven (7) miles of signed routes on shared travel lanes. Shared use paths include the Rotary Riverfront Trails (East and West), Busch

### 2.33. BICYCE FACILITIES MAP



Creek Greenway (Phase 1), Lions Lake Trail, Lakeview Trail, and the Phoenix Park Trail. Miller Post Nature Preserve also has over three (3) miles of compost walking trails, with an additional one-and-a-half (1-1/2) miles in development. Bike lanes are present on Highway 47 from Eighth Street to Steutermann Road and on Highway 100 from High Street to East 5<sup>th</sup> Street. Signed shared lanes connect the trail system and dedicated bike lanes to local neighborhoods, schools, Downtown Washington, and other destinations north of Highway 100. Streets with designated bike routes include Second Street, Eighth Street, Ninth Street, Grand Avenue, Kingsland Drive, Lafayette Street, Southbend Drive, and others.

North of the City, the 240-mile Katy Trail State Park runs along the Missouri River. The trail is a valuable amenity for Washington residents and presents an excellent opportunity for the City of Washington to capitalize on the growing recreational tourism industry spurred on by the Katy Trail and other similar long-distance rail-trails. The new Highway 47 bridge over the Missouri River, completed in 2018, includes a shared use path that transitions to wide paved shoulders at the northern abutment, providing access for people walking and bicycling to the Katy Trail Dutzow Trailhead approximately three (3) miles north of the river. Access to the Katy Trail is also available via Augusta Bottom Road.

## TRANSIT SERVICES

Transit is limited in Washington. There is no local fixed-route service available; however, OATS Transit provides demand-response services in Washington and Franklin County and provides regional service to/from Sullivan, Berger, and New Haven. Downtown Washington is also home to the Washington Amtrak Station. Washington is served by Amtrak regional service via the Missouri River Runner route that travels daily between St. Louis and Kansas City.

## RAIL SERVICE

The City of Washington benefits from both freight and passenger rail services along the Union Pacific (UP) Jefferson City Subdivision that parallels the Missouri River. There are two local spurs serving Fischer Oil Co. along Front Street west of Downtown and the City's Team Track Facility—located next to Canam Steel Corporation at the western end of West Main Street—in the John H. Feltmann Industrial Park. Washington Team Track serves as an intermodal hub for public access to ship and receive goods via rail on UP.

As mentioned above, the Amtrak Missouri River Runner utilizes the UP rail corridor to provide passenger service between St. Louis and Kansas City, including a stop at the Washington Amtrak Station. When the current Missouri River Runner route was established in 2008, two (2) round-trips between St. Louis and Kansas City were provided. The service was reduced to one (1) round trip service in March, 2020 due to the COVID-19 pandemic. Two (2) routes were reinstated in July, 2021, but the second route was suspended again two times between January and October 2022. The second round trip was restored on December 16, 2022. Furthermore, Amtrak began through routing one (1) round trip of the Missouri River Runner and the Lincoln Service in May, 2022, providing direct service between Washington, Missouri and Chicago.

## AIR SERVICE

Air service is provided by the Washington Regional Airport (KFYG), owned and operated by the City of Washington and located three (3) miles north of the Missouri River on Highway 47 in Warren County. Covering 507 acres, this Class B, jet-capable airport includes a 5,000-foot by 75-foot lighted concrete runway, 36 hangars, terminal lounge, and on-site aviation mechanics. A total of 35 FAA-registered aircraft are based at the field—31 single-engine airplanes and 4 multi-engine airplanes. The airport conducted an average of 64 air operations per day in the calendar year 2020—or more than 23,300 operations annually. This number of operations is nearly 9% higher than in 2013, when the City's current previous Comprehensive Plan was completed. Furthermore, the number of FAA registered aircraft at the Washington Regional Airport has increased 20%.

The nearest airport serving international flights is St. Louis Lambert International Airport, roughly 50 miles to the east.

## TRAVEL PATTERNS

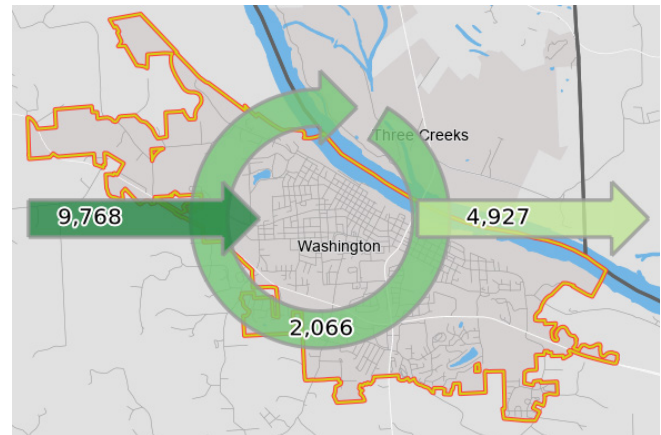
The City of Washington is an auto-oriented, auto-dependent community. The median travel time to work for employees residing in Washington is just over 23 minutes, roughly the same as Missouri as a whole. Most people drive to work (86%) and a significant portion work from home (9%). Very few workers use alternative modes of travel such as transit or bicycle.

Worker inflows and outflows examine employees' home and work locations and provide insight into work-related travel patterns for a community. Roughly 29% (2,171) of the 7,522 workers living in Washington work in Washington as well, while the remaining 71% (5,351) travel outside of Washington for work. Perhaps even more significant are the 9,964 workers employed in Washing-

ton who reside outside of the City and represent 80% of Washington’s workforce of 12,135 people. The inflow and outflow of workers has a significant impact on the transportation network, particularly when most people are driving alone to work. During weekday peak hours (AM and PM rush hours), workers traveling into and out of the City rely on regional routes like Highway 47, Highway 100, and Highway A. While most major corridors and intersections provide adequate levels of service under peak hour conditions, continued growth and development will likely require commensurate infrastructure improvements to support additional motor vehicle trips on major arterials and collectors in Washington.

### 2.34. WORKER INFLOW / OUTFLOW

Source: U.S. Census On-the-Map



### 2.35. MEANS OF TRANSPORTATION TO WORK

Source: U.S. Census On-the-Map

Mode	Percentage of Workers 16 Years and Older
Drove Alone	80.2%
Carpooled	9.3%
Public Transit	0.2%
Bicycle	0.0%
Walked	3.4%
Worked at Home	9.4%
Other	0.5%



## 2.9. Placemaking & Community Character

As the largest city in Franklin County—as well as Franklin County’s primary retail and employment center—Washington is a complete community with housing, shopping, dining, and jobs—maintaining a self-contained, rural small-town feel. At the same time, Washington’s easy 45-minute drive time to St. Louis and decent connectivity to I-44 via Highway 100 means that the City also serves as a bedroom community for residents who work throughout the region.

Washington’s physical character is defined largely by its urban morphology. Urban morphology refers to the way in which the infrastructure, land use, physical development, and natural landscape of a city changes over time. Washington’s settlement began on the riverfront, and the Missouri River was the City’s main transportation route, later supplemented by the railroad. Washington grew south—up the hill to the natural ridgeline between the River and Busch Creek—and east and west along the River. The natural ridgeline became 5th Street, which connected to the road between Washington and St. Louis, later Highway 100. Areas south of Busch Creek remained largely agricultural, and the City’s early industries were located either along the Riverfront (brewing, manufacturing, and other enterprises benefitting from rail and boat access) or along the south side of 5th Street down to Busch Creek (agricultural processing, building services, and other “land-based” enterprises).

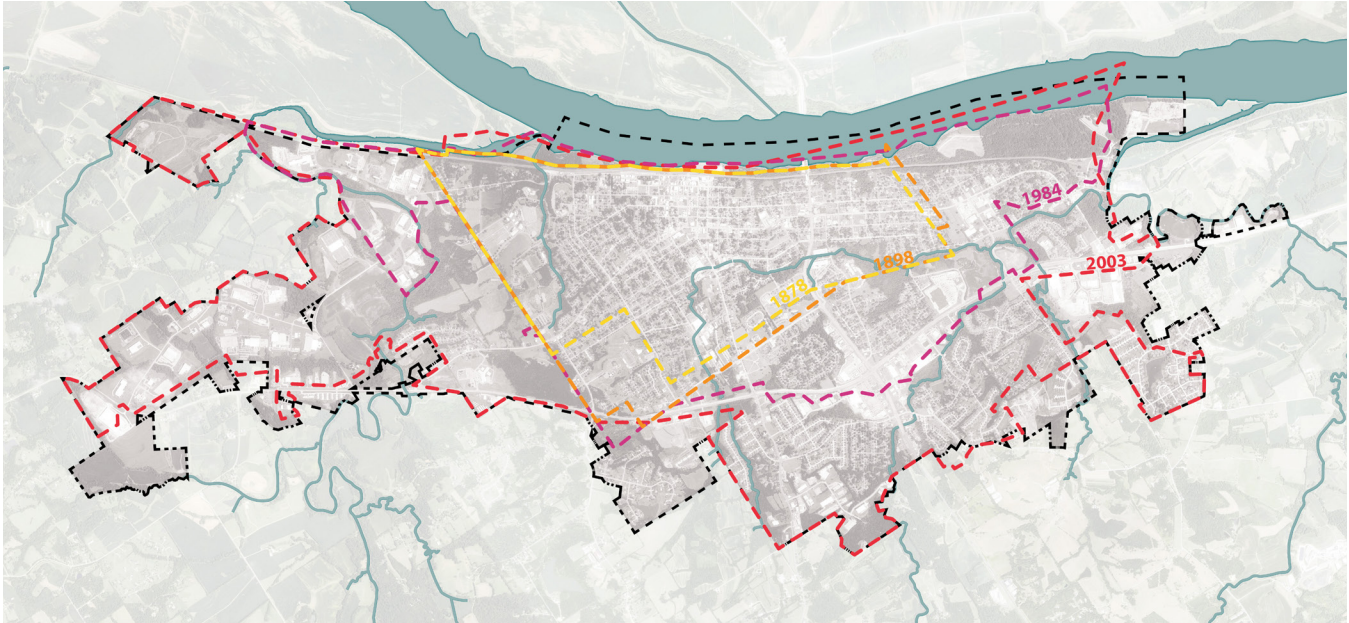
As commercial growth and industrialization continued to grow and densify Downtown Washington in the postbellum period, residential neighborhoods grew primarily to the east, on the high ground between the Missouri River bluffs and 5th Street. A significant Victorian-era neighborhood was also established west of Downtown around St. Francis Borgia Catholic Church, including Cedar Street and Olive Street. Today, this is Washington’s most complete and best-preserved historic neighborhood, recognized as the Stafford-Olive Historic District.

The advent of the automobile marked the next major phase in Washington’s morphology. The change began with the establishment of Highway 100 between Washington and St. Louis. Signed on 5th Street in Washington, the original Highway 100 led to the development of E. 5th Street—east of Downtown—as Washington’s original car-oriented commercial corridor. In addition, the development of the 5th Street corridor incentivized new residential development south of 5th Street and on the south side of Busch Creek. This period also marked the development of Washington’s Main City Park and facilities, including the City Auditorium, Lions Lake, and the Washington Fairgrounds.

Continued development and increasing traffic flow resulted in the construction of the “new” Highway 100 in 1972. This new alignment began at the recently-constructed I-44 in Gray Summit and continued west to Hermann. In Washington, the new Highway 100 was located approximately one mile south of 5th Street. This new bypass had two (2) primary effects on Washington—one positive and one negative. The positive effect was the establishment of a new commercial corridor supporting (what was at the time) modern, highway-oriented and large-scale commercial development. It also facilitated City expansion and new residential development on both sides of the new corridor, and the expanded commercial development of Jefferson Street and Highway 47. This accounted for a significant amount of Washington’s historic growth, as well as the establishment of Washington as Franklin County’s primary retail and employment destination.

The negative impact was the general disinvestment of Downtown Washington and the 5th Street corridor in favor of Highway 100 commercial and industrial development. This led to the nadir of Downtown Washington and the City’s core neighborhoods, which led to the 1973 establishment of what would become Downtown Washington, Inc. This trend of decline was slowly reversed

## 2.36. WASHINGTON HISTORICAL SETTLEMENT BOUNDARIES



through an increased focus on tourism (supported not only by Washington’s internal assets but also Washington’s adjacency to the Missouri Weinstrasse) as well as increases in population and regional visitor traffic. Washington’s subsequent growth led to the development of other community assets in and around Washington’s core, including St. Francis Borgia Regional High School, Washington High School, and the significant expansion of the Mercy Hospital. Refer to **Figure 2.36** to see the change in City extents over history.

Washington’s contemporary period largely began around 1990. In 1989, Washington Downtown Shopping Center, Inc. was shortened to Downtown Washington, Inc. when Washington, along with four other Missouri towns, was selected to become a pilot community for the newly formed Missouri Main Street Program, an initiative created by the Missouri Department of Economic Development and National Trust for Historic Preservation. Downtown Washington, Inc.’s efforts culminated in 2012 when the organization won the coveted Great American Main Street award from the National Trust for Historic Preservation. For the last decade, Downtown has continued to grow and develop with new businesses and—significantly—new multi-family riverfront housing.



**1878 ATLAS MAP**



**1919 ATLAS MAP**

Along Highway 100, construction of the Walmart Supercenter (at Highway 100 and International Avenue) and Phoenix Center (at 100 and E. 5th Street between Rabbit Trail Drive and South Point Road) commenced in the early 2000s, along with expansions of the Washington Heights area (begun the early 1990s) to south of Phoenix Center. Highway 100 from St. John’s Road east to I-44 was expanded to four (4) lanes in 2010, improving vehicular access from I-44 and supporting further development of Washington’s industrial centers. In 2019, a replacement of the Highway 47 bridge crossing the Missouri River was completed, further improving access from the north.

Today, the quality and character of Washington’s built environment is highly-influenced by its historical settlement. Downtown Washington has experienced great success and revitalization, but is subject to significant gaps in terms of vacant lots and surface parking lots—particularly south of 2nd Street—that provide opportunities for future development. Historic neighborhoods north of 5th Street and primarily east of Stafford Street are largely well-invested in and well-kept, celebrating their history and historic structures.

Other neighborhoods however—especially those west of Stafford Street and south of 5th Street—are marked by pockets of disinvestment as well as less-than-congruous land uses (i.e. apartments intermixed with single-family homes) and non-contiguous streets. Many of these areas were built in the 1950s and 1960s and feature smaller, less-desirable homes that don’t meet current market preferences. However, new subdivisions south of Highway 100 and along the Highway 100 corridor generally are of high quality and very desirable. Anecdotal comments from local home builders and real estate professionals suggest that the market for housing in Washington has an unlimited depth. However, these same professionals also indicate a shifting preference

toward smaller-lot homes and multi-family housing, and acknowledge that Washington’s housing is the most expensive in the immediate area and among surrounding communities (i.e. Union, New Haven, St. Clair, Pacific, etc.).

The 5th Street commercial corridor is also characterized by areas of disinvestment. Near Downtown and surrounding Mercy Hospital, the corridor is generally well-invested with high-quality, local business. However, away from these nodes, 5th Street shows more vacant, underutilized, and disinvested properties. Furthermore, there is no consistent streetscape or public realm along 5th Street, which should serve as one of Washington’s key distinctive entrance corridors.

Finally, the condition and vitality of the Highway 100 corridor’s commercial development varies, depending largely on age and configuration. Phoenix Center is in good condition and well-tenanted, although significant land remains for future development phases. Likewise, the Schnuck’s Washington Crossing development is in generally good condition and well-tenanted. However, the adjacent Washington Square development exhibits signs of disinvestment, has numerous vacancies, and has a layout and configuration that generally inhibits incremental revitalization. Washington Corners, while well-tenanted, is a generally outdated shopping center that is likely reaching market obsolescence. The quality and character of these areas must also be considered within the context of Washington’s total commercial / retail area, and how much existing and—if any—new commercial / retail development the City can support.

## 2.10. Conclusion

Washington is a self-contained and fully-mature city, experiencing both the challenges and opportunities typical to mature cities, both large and small. The City possesses established parks, a beautiful natural environment, and plenty of high-quality residential neighborhoods and single-family housing options. It is home to a well-regarded public school system and private school options. Furthermore, Washington is easily accessible within the broader St. Louis metropolitan region, particularly from Union, Augusta, St. Charles, and southwest St. Louis County. These are key reasons why Washington remains an attractive bedroom community for family households with school-aged children.

Washington also serves as Franklin County's (and southern Warren County's) major commercial, retail, and employment center. Washington is a major commercial center with a market area that extends at least to St. Clair to the south and to Hermann to the west, encompassing the communities of Union, New Haven, Marthasville, Dutzow, Augusta, Campbellton, and Villa Ridge. Washington is home to strong retail amenities that generate significant sales tax. Washington is also Franklin County's major manufacturing center and—per capita—one of the largest manufacturing centers in the regions. These assets provide not only community services and jobs, but a strong commercial revenue base to City government. As a result, Washington is able to provide a high-level of municipal services while maintaining a modest property tax rate. Set against the backdrop of easily-accessible community services and amenities, this palette of community benefits has resulted in Washington's excellent regional reputation and stable property values.

Washington faces challenges, however. While the City has grown over the past 10 years, the growth rate was only two-thirds that of the previous decade—and only one-fourth of the growth rate the decade before that! Washington has not come

close to achieving the growth rates projected in the 2013 Comprehensive Plan, and the City is now facing both a regional and national stagnation of population growth that is projected to last at least 50 years.

This impacts both physical growth and economic development. Washington has been successful in retaining and increasing its businesses. However, business growth can be improved with additional workforce. Another barrier to increasing the City's workforce is housing affordability. Both data and anecdotal reports indicate that Washington's housing stock is unaffordable for the majority of the people who work at jobs located in Washington. As such, these workers do not live in Washington.

In order to continue to evolve, prosper, and grow, Washington must enhance its competitive position—both regionally and nationally in the face of projected population declines—as a premier community in which to live, work, visit, and play. With a strategic plan for the future, Washington can effectively leverage its existing assets to harness new potential and position itself for success over the coming decades.

The GrowWashMO 2034 Comprehensive Plan update presents a holistic strategy to preserve and strengthen the characteristics that give Washington its enviable position within Franklin County and the Greater St. Louis Region while, and the same time, guiding future development to capitalize on projected growth opportunities and changing demographics. By promoting contextual and authentic placemaking—rooted in Washington's unique and distinctive character—the City of Washington will be well-positioned attract new residents, new business, and new amenities while continuing the revitalization of Downtown; revitalizing 5th Street, the Highway 100 corridor, and existing neighborhoods; and preserving the qualities that make Washington great!

Section 3:

# Community Goals, Strategies & Action Items

The Community Goals, Strategies, and Action Items of the GrowWashMO 2034 Comprehensive Plan Update comprise seven (7) Goals and 54 individual action-oriented Strategies. The Goals and Strategies reflect the needs and desires of the Washington community. Together, they serve to achieve the community’s Vision on which the Comprehensive Plan Update is founded.

The Goals and Strategies include programming and municipal service initiatives, policy and partnership recommendations, and physical development plans to be completed or initiated over the following ten (10) years in order to build a more vibrant, livable, and resilient Washington for the next 25 to 35 years. Community Goals and Strategies were developed with the active input of the citizens of Washington throughout the community engagement process.

The Community Goals are summarized on the facing page, and each Goal with its respective Strategies are presented in the following pages.

---

*Washington’s Community Vision:*

**Washington will leverage its rich history, riverfront environment, and economic development success to position itself as an innovative and regionally-recognized complete community to support regional cooperation, a highly skilled workforce, a diverse economy, and a vibrant high quality of life for current and future residents.**

*Goal 1:* **Community History and Regional Distinction**

Washington will celebrate its community history of entrepreneurship, resiliency, and its location on the Missouri River by enhancing its regional identity and connection to become a vibrant regional destination.

*Goal 2:* **Economic Diversity and Amplification**

Washington will build upon its current economy to diversify and attract new businesses by providing training programs, support, and amenities targeted towards a well-educated and highly-skilled workforce.

*Goal 3:* **Downtown Expansion and Enhancement**

Washington will expand the defined footprint of Downtown to strengthen its identity within the City and to enhance Downtown by developing surrounding areas such as 5th street as a part of Downtown.

*Goal 4:* **Housing Development and Diversification**

Washington will provide a diversity of housing types, inclusive of workforce and entry-level housing, to accommodate the next generation of young families, professionals, and workers, as well as future growth within the community.

*Goal 5:* **Transportation and Infrastructure**

Washington will improve its overall major road connectivity, City gateways, and expand infrastructure and utility services to future development areas, as well as improve existing infrastructure to accommodate continued development within City limits.

*Goal 6:* **Parks, Recreation, and Environmental Stewardship**

Washington will capitalize on and protect its riverfront and other natural resources to enhance and expand park and recreation opportunities, improve and expand walkability and bikeability, promote the health and services of its natural ecosystem, and create a safer, healthier, and more desirable environment.

*Goal 7:* **Governmental Progress**

Washington will commit the current and future governmental members to actively strive for inter-jurisdictional cooperation, relationship building, and efforts to advance the goals of the Washington community and the Comprehensive Plan.

*Goal 1:*

## Community History and Regional Distinction

Washington will celebrate its community history of entrepreneurship, resiliency, and its location on the Missouri River by enhancing its regional identity and connection to become a vibrant regional destination.



## Strategies:

- Strategy 1.1:* **Enhance Downtown with more dining, shopping, and lodging to support residents, tourists, and regional day-trippers.**
- Strategy 1.2:* **Develop complete community amenities to make Washington one of the most desirable places to live in the region.**
- Strategy 1.3:* **Expand Washington’s riverfront park, develop recreational river access along the Missouri River, and develop a riverfront events venue.**
- Strategy 1.4:* **Establish an annual calendar of community events in Washington (weekly concert series, expanded seasonal events, etc.).**
- Strategy 1.5:* **Continue to market quality of life in promotional materials to site selectors, industries, and future workforce.**
- Strategy 1.6:* **Create a public relations and marketing program designed to attract private investors and development talent committed both to realizing the strategic plan and, conversely, to resist public and private actions and investments that are not compatible with the plan.**



*Goal 2:*

## **Economic Diversity and Amplification**

Washington will build upon its current economy to diversify and attract new businesses by providing training programs, support, and amenities targeted towards a well-educated and highly-skilled workforce.

## Strategies:

- Strategy 2.1:* Continue the City’s annual business retention and expansion program, with a focus on maintaining and supporting existing industrial development.
- Strategy 2.2:* Continue collaboration with the Missouri Partnership and Greater St. Louis Inc. to market Washington to new and existing businesses; the City’s residents; the resident workforce; and members of the workforce who do not live in Washington.
- Strategy 2.3:* Maintain and routinely update relevant data and maps to be consistently prepared and available for inquiries and marketing campaigns to attract new businesses and employees.
- Strategy 2.4:* Target industrial clusters for additional employer and workforce expansion focused on Washington’s strengths and needs toward a goal of economic diversity and resilience to recessions.
- Strategy 2.5:* Partner with one or more technical schools to establish a high-tech, emerging market training and educational school in Washington.
- Strategy 2.6:* Continue participation in and sponsorship of Connect Washington, the collaboration with Washington’s educational network to ensure students have broad opportunities to explore their career passions and interests through experiences in the City’s businesses and industries prior to graduating.
- Strategy 2.7:* Identify future land for industrial development purposes.
- Strategy 2.8:* Grow new mixed-use high-tech, innovation, advanced manufacturing industries, and incubator space with a new zoning overlay district.
- Strategy 2.9:* Create an “east-west parkway” to improve traffic conditions on Highway 100 and access to I-44 from the west side of town.
- Strategy 2.10:* Identify future land use and support continued growth and revitalization for retail, office, and mixed-use developments.
- Strategy 2.11:* Take the economic development strategies “on the road” to demonstrate that Washington is at the forefront of economic growth and innovation and assure that Washington is “top-of-mind” among relevant leader organizations.

*Goal 3:*

## **Downtown Expansion and Enhancement**

Washington will expand the defined footprint of Downtown to strengthen its identity within the City and to enhance Downtown by developing surrounding areas such as 5th Street as a part of Downtown.

Tower Loan

Goals, Strategies & Action Items

## Strategies:

- Strategy 3.1:* **Densify Downtown by developing vacant lots—including surface parking lots—with new mixed-use projects including entertainment, shopping, dining, and housing.**
- Strategy 3.2:* **Redevelop 5th street into a pedestrian-friendly multi-use corridor that serves as the new entrance into Downtown.**
- Strategy 3.3:* **Expand Downtown to include Washington’s historic neighborhoods and promote Downtown living.**
- Strategy 3.4:* **Develop a comprehensive Downtown parking strategy to provide shared parking facilities in strategic locations.**
- Strategy 3.5:* **Pursue the establishment of a Downtown Community Improvement District (CID) to provide ongoing funding for Downtown improvements (establish in 2030 following the expiration of the Downtown Tax Increment Financing District).**
- Strategy 3.6:* **Access, create, and utilize incentives for new and existing Downtown businesses.**
- Strategy 3.7:* **Consider partnering with one or more outside entities on the development of a new hotel and conference center in Downtown Washington.**

*Goal 4:*

## **Housing Development and Diversification**

Washington will provide a diversity of housing types, inclusive of workforce and entry-level housing, to accommodate the next generation of young families, professionals, and workers, as well as future growth within the community.



## Strategies:

- Strategy 4.1:* Continue the development of high-end residential housing and subdivisions.
- Strategy 4.2:* Facilitate the creation of new entry-level and workforce housing through zoning regulations; consider the use of incentives for workforce housing development.
- Strategy 4.3:* Define and maintain a sustainable balance of owner-occupied and rental housing, including short-term rentals, throughout the City of Washington.
- Strategy 4.4:* Continue high-quality, infill housing and housing redevelopment in underutilized areas in and immediately surrounding Downtown Washington.
- Strategy 4.5:* Facilitate the preservation, enhancement, definition, and identity of Washington’s existing residential neighborhoods.
- Strategy 4.6:* Facilitate the construction of new senior housing in Washington.

*Goal 5:*

## Transportation and Infrastructure

Washington will improve its overall major road connectivity, City gateways, and expand infrastructure and utility services to future development areas, as well as improve existing infrastructure to accommodate continued development within City limits.



Goals, Strategies, and Initiatives

## Strategies:

- Strategy 5.1:* **Improve the aesthetic and wayfinding of major roads within Washington.**
- Strategy 5.2:* **Add designated bicycle and pedestrian facilities—including sidewalks, bike lanes, shared lanes, and side paths—on main roads to allow safer travel to work, shopping areas, schools, and other community amenities.**
- Strategy 5.3:* **Expand infrastructure in future development areas to attract new businesses and residential development, including outside current City limits.**
- Strategy 5.4:* **Prioritize expanding MO Highway 100 to four (4) lanes from High Street west to Vossbrink Drive.**
- Strategy 5.5:* **Coordinate with MoDOT to expand MO Highway 47 to four (4) lanes south of Steutermann Road / Bieker Road to Union and St. Clair, Missouri.**
- Strategy 5.6:* **Coordinate with MoDOT to expand MO Highway 47 to four (4) lanes north in Warren County to Warrenton, Missouri, and reduce flooding exposure on the highway.**
- Strategy 5.7:* **Study options to provide public transit service in Washington, and develop a funding and operational plan for future public transit.**
- Strategy 5.8:* **Work with Amtrak to maintain two (2) daily round-trips routes between St. Louis and Kansas City through Washington.**
- Strategy 5.9:* **Continue to improve Washington Regional Airport; expand the runway to a minimum of 5,500 feet (7,500 feet preferred) and widen the runway 25 feet; improve the airport rating from Class B to Class C.**
- Strategy 5.10:* **Work with utility and telecom providers to enhance the availability, reliability, and performance of electric and broadband internet service.**
- Strategy 5.11:* **Study and consider the construction of one (1) or two (2) new fire stations, either east of City limits at Highway 100 and St. John’s Road, and/or south of City limits on Highway A.**
- Strategy 5.12:* **Study the expansion of the existing sewerage treatment plant or the construction of a new sewerage treatment plant on the west side of Washington.**
- Strategy 5.13:* **Renew the transportation sales tax and commit funding to road construction, specifically the planned improvements to Highway 100.**



*Goal 6:*

## **Parks, Recreation, and Environmental Stewardship**

Washington will capitalize on and protect its riverfront and other natural resources to enhance and expand park and recreation opportunities, improve and expand walkability and bikeability, promote the health and services of its natural ecosystem, and create a safer, healthier, and more desirable environment.

## Strategies:

- Strategy 6.1:*       **Connect all City parks by implementing Phase 1 and 2 of the Busch Creek Greenway.**
- Strategy 6.2:*       **Achieve MS4 stormwater compliance requirements and facilitate opportunities to enhance Washington’s natural areas through stormwater improvements.**
- Strategy 6.3:*       **Expand Washington’s riverfront park and conservation space with enhanced recreational river access and an improved marina; consider providing camping and RV facilities and a nearby Downtown / riverfront events venue.**
- Strategy 6.4:*       **Identify and plan for the future acquisition of land for a new City park (21 acres or larger) south of Highway 100, near Highway 47.**
- Strategy 6.5:*       **Develop a trail connection between Downtown and the Katy Trail; and link to the Rock Island Trail along Highway 47 (in cooperation with MODOT and other City of Washington and regional partners).**
- Strategy 6.6:*       **Expand recreational programming for youth.**
- Strategy 6.7:*       **Consider the establishment of an economic development tax and dedicate an allocation of revenue for ongoing parks improvement and maintenance.**
- Strategy 6.8:*       **Develop an outdoor athletics complex for tournaments, including parking, concessions facilities, restrooms, and other support functions. Consider a location of approximately 250 to 300 acres accessible to Highway 100 and/or Highway 47.**
- Strategy 6.9:*       **Periodically review and update the City emergency management and hazard mitigation plan and procedures to deal with the impact of natural disasters such as flooding, drought, extreme heat, and wind and account for changing conditions in climate, intensity, risk, and impact.**
- Strategy 6.10:*       **Encourage pervious surface coverage, green infrastructure, and robust landscaping in commercial and residential districts to provide shade and address stormwater runoff to minimize the impact of extreme weather to public and private property in the City and reduce the urban heat island.**
- Strategy 6.11:*       **Work with the Urban Forestry Council to plan for ecosystem health along major rivers and creeks in Washington by actively cleaning creeks of debris, maintaining and protecting native landscapes, and enforcing the riparian buffer zone to reduce the impact of flooding in the City.<sup>1</sup>**
- Strategy 6.12:*       **Promote the use and implementation of renewable energy and resources within the City.**
- Strategy 6.13:*       **Develop educational opportunities within parks, along creeks, and trails to teach about the care and responsibility of Washington’s natural resources.**

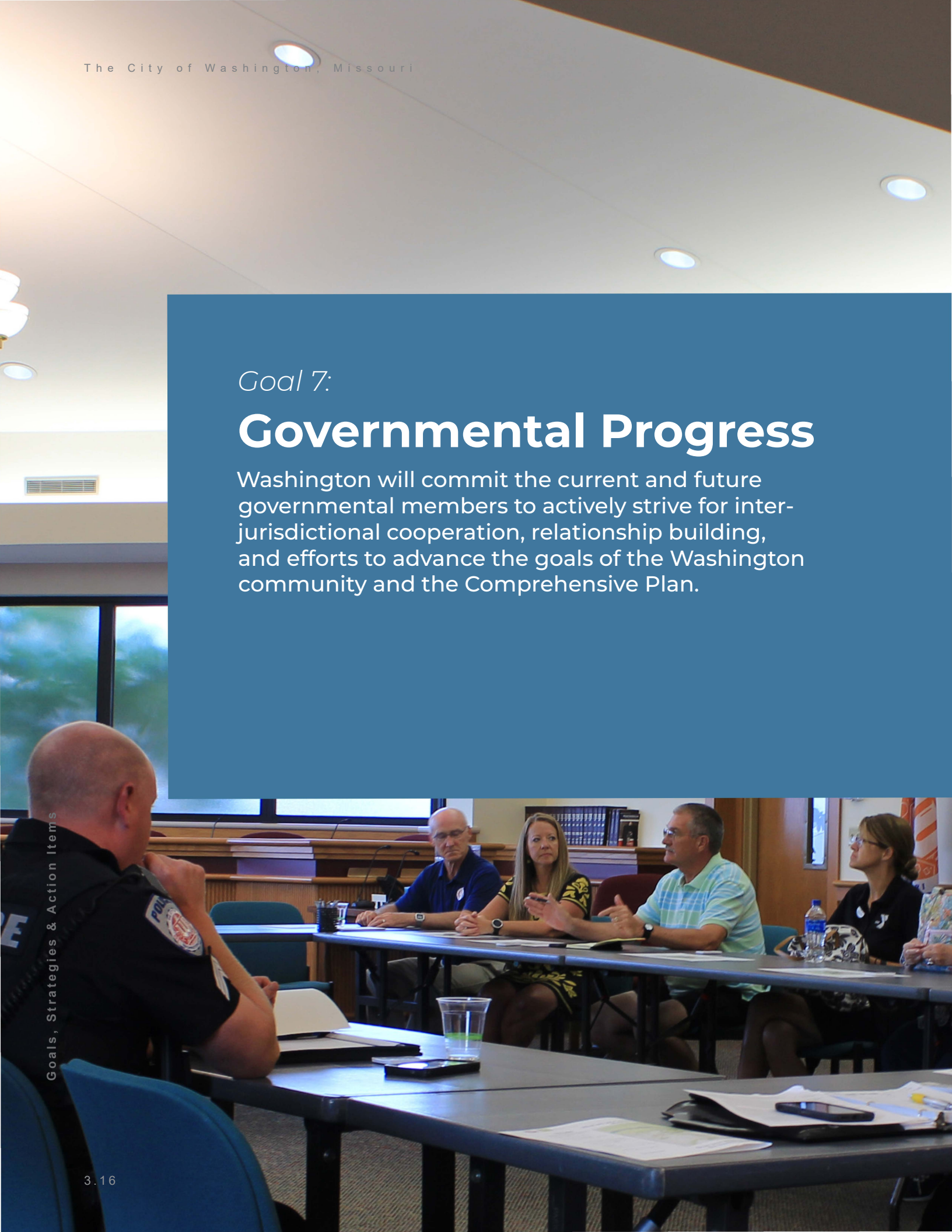
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1. Implementation of this strategy cannot be achieved with current Parks & Recreation Department staffing and funding and Urban Forestry Council volunteer capacity.

*Goal 7:*

## **Governmental Progress**

Washington will commit the current and future governmental members to actively strive for inter-jurisdictional cooperation, relationship building, and efforts to advance the goals of the Washington community and the Comprehensive Plan.



## Strategies:

- Strategy 7.1:* **Develop a new fiscal plan for the funding and implementation of Comprehensive Plan goals.**
- Strategy 7.2:* **Actively engage and cooperate with the City of Union, Franklin County, and other neighboring cities and counties.**
- Strategy 7.3:* **Provide planning and utility services to facilitate development outside of Washington’s current City boundaries.**
- Strategy 7.4:* **Develop a strategic annexation plan; actively engage with Franklin County and neighboring property owners to facilitate future expansion of Washington’s City boundaries.**
- Strategy 7.5:* **Work with the Washington Fire Department (WFD), the Washington Community Fire Protection District (WCFPD), and the Washington Volunteer Fire Company (WVFC) to implement the 2022 Washington Fire Department Master Plan.**

Section 4:

# Economic Development Strategies & Action Items

Washington has generally performed well as a City in terms of quality of life and economic measures. The City is widely-recognized as a desirable place to live and—through the efforts of the Community and Economic Development Department and the 353 Redevelopment Corporation—has been successful in retaining and growing Washington’s economic base of manufacturing and retail.

In light of regional and national changes in both population demographics and the industrial/manufacturing employment sector, Washington will need to take an expanded and holistic approach to economic development that includes new sectors for growth. This will afford Washington the best position for regional competitiveness and future success.

## 4.1. Manufacturing Growth Opportunities

Several ways to consider how Washington might focus its manufacturing growth and attraction efforts emerge from the Economic Factors analysis presented in Section 2.7. Opportunities within the 20 manufacturing sectors already in Washington include:<sup>1</sup>

1. Sectors of job growth as projected by Missouri Economic Research and Information Center (regional projections)
2. Sectors of job growth as projected by the U.S. Bureau of Labor Statistics (national projections)
3. Sectors of output growth as projected also by BLS (national projections)
4. Sectors exhibiting growth in both jobs and output at the national level.

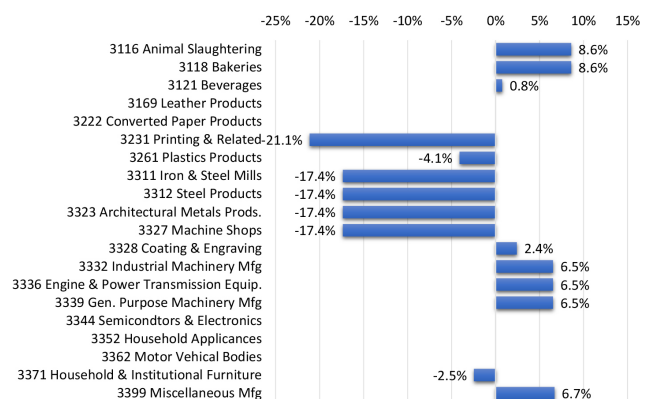
### SECTORS OF JOB GROWTH AS PROJECTED BY MISSOURI ECONOMIC RESEARCH AND INFORMATION CENTER

The first option simply looks at job growth projections for the limited number of manufacturing sub-sectors evaluated by MERIC for the St. Louis Region. These are shown in **Figure 4.1**.

Theoretically, Washington could concentrate on expanding firms and jobs in the eight sectors where job projections are positive. Unfortunately, MERIC does not provide projections for five of

### 4.1. ST. LOUIS REGION JOB GROWTH RATE PROJECTIONS, 2020-2030 (SECTORS NOW IN WASHINGTON)

Source: Missouri Economic Research & Information Center



the 20 sectors, perhaps further limiting this strategic approach. This also ignores other possible growth measures, but MERIC does not consider other projection metrics.

### SECTORS OF JOB GROWTH AS PROJECTED BY THE U.S. BUREAU OF LABOR STATISTICS

The second option does much the same but considers only the national job projections. In this case, ten of the 20 manufacturing sectors presently in Washington exhibit positive national job growth in the next decade (**Figure 4.2**).

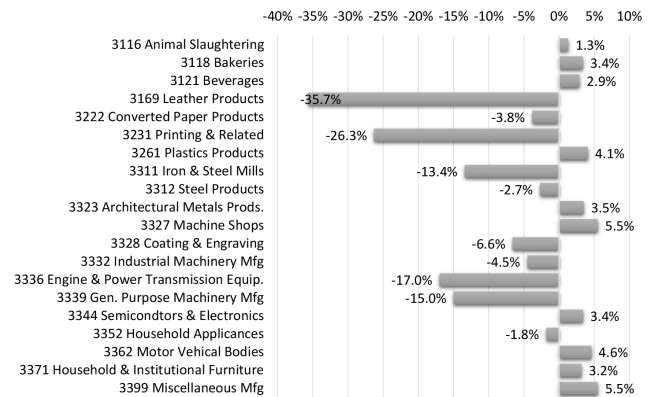
That said, while ten subsectors have positive projected growth, all but two of them would have job growth rates below the overall national average growth rate of 5.3 percent over ten years (**Figure 4.3**). Still, all ten would have positive growth rates, unlike their major sector of manufacturing as a whole where jobs would decline by 1.1 percent.

### SECTORS OF OUTPUT GROWTH AS PROJECTED BY THE U.S. BUREAU OF LABOR STATISTICS

A third approach to determining targets for Washington is to consider those sectors that are already in the city where national output growth (higher productivity) would be positive. In this case, all but one of the existing manufacturing sectors in Washington qualify. These 19 sectors anticipate output growth even though nine of them would have commensurate jobs decreases.

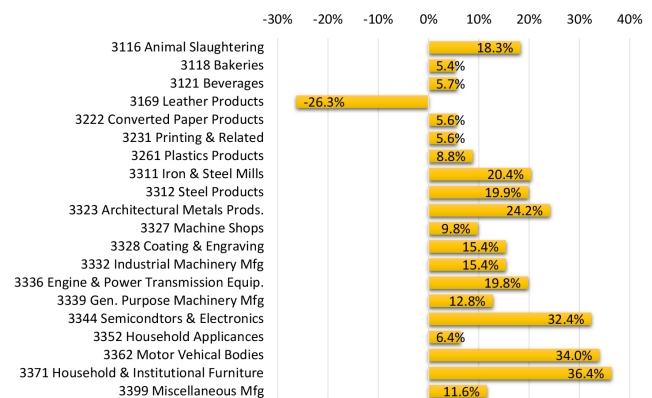
### 4.2. NATIONAL JOB GROWTH RATE PROJECTIONS, 2021-2031 (SECTORS NOW IN WASHINGTON)

Source: U.S. Bureau of Labor Statistics



### 4.3. NATIONAL OUTPUT GROWTH RATE PROJECTIONS, 2021-2031 (SECTORS NOW IN WASHINGTON)

Source: U.S. Bureau of Labor Statistics



1. After this analysis, the discussion expands to other manufacturing subsectors.

### SECTORS EXHIBITING GROWTH IN BOTH JOBS AND OUTPUT AT THE NATIONAL LEVEL AS PROJECTED BY THE U.S. BUREAU OF LABOR STATISTICS

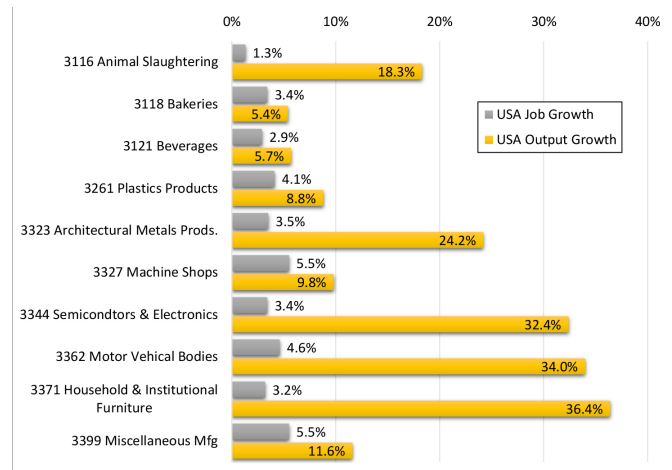
A fourth approach combines the second and third by selecting only those sectors that demonstrate growth in both jobs and output at the national level. These ten sectors are shown on the graph to the right. If businesses in these sectors can expand in Washington or more such businesses can be attracted (a “cluster” effect), Washington could experience the maximum possible growth without adding more sectors. The latter idea, of course, is both heartening and limiting. It would bolster the subsectors already proven in Washington but would limit growth to just them. Thus, a more comprehensive economic development approach would expand the above graph to include more manufacturing sectors with projected national growth in both jobs and productivity.

This is illustrated in **Figure 4.5**. It includes 21 additional manufacturing sectors—that is, excluding the ten shown above which are already present in Washington. Those shown on the next graph are not now found in Washington. The graph combines positive growth rates for employment in the nation between 2021 and 2031 with positive growth rates projected for output.

That said, there are 36 additional four-digit manufacturing sectors included in the BLS projections. Only two of those have negative growth rate projections for both jobs and output (tobacco manufacturing and magnetic optical media). Generally speaking, output and productivity will advance in almost all manufacturing sectors. Of the other

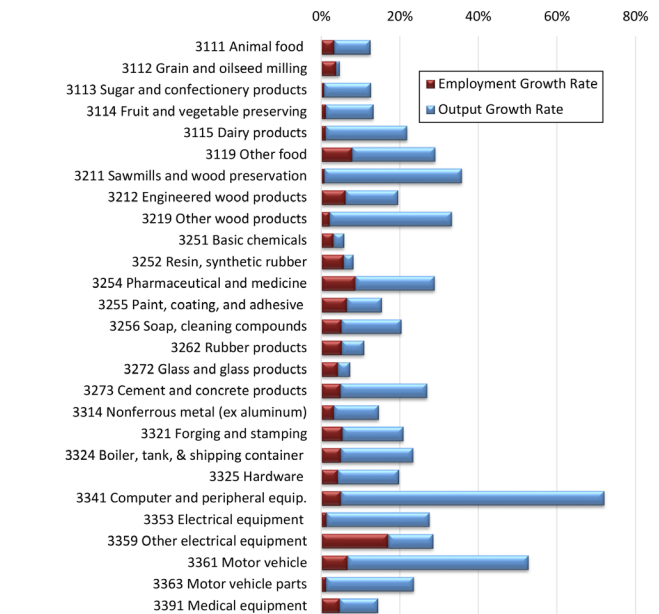
### 4.4. NATIONAL SECTORS PROJECTED TO GROW BOTH JOBS AND OUTPUT, 2021-2031 (SECTORS NOW IN WASHINGTON)

Source: U.S. Bureau of Labor Statistics



### 4.5. NATIONAL SECTORS PROJECTED TO GROW BOTH JOBS AND OUTPUT, 2021-2031 (EXCLUDING SECTORS NOW IN WASHINGTON)

Source: U.S. Bureau of Labor Statistics



## 4.2. Economic Development Implementation Strategies

34 sectors, only one has negative output growth (of just -0.2 percent) combined with positive job growth (other chemical products manufacturing). The remaining 33 sectors all project negative job growth but positive productivity growth.

This latter observation prompts the oft-asked question, “What is an advanced manufacturing company?” The best answer is that all manufacturing companies in the U.S. are “advanced” or they aren’t in business. Productivity through technology and related “advances” in processing, management, etc., have been improving manufacturing output for several decades. But this has come at the cost of fewer jobs, though higher productivity per job (from not only technology but also training and experience) has improved the wages and salaries of most manufacturing workers. There just aren’t as many of those workers as in the past.

Much economic and housing research, among other topics, has accompanied the process of creating this GrowWashMO 2034 Comprehensive Plan Update. Washington has generally performed well as a city with quality of life and economic measures. Reviewing the goals, objectives, and strategies of Washington’s *2015 Economic Development Strategic Plan* suggests that a great many of those policies and ideas remain relevant for the 2024 to 2034 plan. As a start, therefore, the 2015 goals serve as the basis for the following strategic actions, but these strategies include modifications, additions, and deletions based on current and anticipated future economic conditions in the city.

### **STRATEGY 1: Continue the City’s annual business retention and expansion program.**

- 1.1. Personally meet with large employers, regardless of industry sector, at least annually with key and consistent questions about hiring needs, investment needs, and so forth. Follow up with requests from the employers where City intervention is rational.
- 1.2. Personally meet with smaller employers on an as needed basis when it is learned or rumored that major changes could occur.
- 1.3. Continue to partner with Chamber of Commerce in “Salute to Industry” recognition programs and semi-annual Industry Mixers. All businesses/employers in Washington should be encouraged to participate.



**STRATEGY 2 – Continue collaboration with Missouri Partnership and Greater St. Louis Inc. to market Washington to new and existing businesses and to the city’s residents, the resident workforce, and members of the workforce who do not live in Washington.**

- 2.1. Continue participating in Site Selector visits with Missouri Partnership and Greater St. Louis Inc.
- 2.2. Invite and participate in internal critiques of economic development preparedness, usually conducted by outside consultants to remain aware of competitive strengths and weaknesses from outside perspectives. Formats, scheduling, and agendas of such critiques should be consistent with expectations and insights of the Missouri Partnership, Greater St. Louis Inc., and the Missouri Department of Economic Development.
- 2.3. Maintain a database of Site Selection consultants to keep them informed with various forms of community about and latest relevant information about Washington.

**STRATEGY 3 – Maintain and routinely update relevant data and maps to be consistently prepared for inquiries and marketing campaigns to attract new businesses and employees.**

- 3.1. Educate Site Selectors by using all print and online marketing techniques such as the City’s website, promotional programs of the Missouri Partnership and Greater St. Louis Inc., and through LOIS (Location One Information System) managed by Global Location Strategies based in Greenville, South Carolina.
- 3.2. Continue to participate as a Certified Work

Ready Community, thus participating with and assisting educators in directing students and others toward careers aligned with the needs of local businesses and industry sectors.

**STRATEGY 4 – Target industrial clusters for additional employer and workforce expansion focused on Washington’s strengths and needs toward a goal of added economic diversity and resilience to recessions.**

- 4.1. Major economic growth sectors (high job growth and high productivity growth) in the national economy with relevance to Washington’s present economic base are:
  - a. *Transportation and Warehousing (builds on strengths in manufacturing)*
  - b. *Information*
  - c. *Professional, Scientific, and Technical Services*
  - d. *Educational Services*
  - e. *Health Care (builds on existing strengths as a multi-county health care center)*
  - f. *Arts and Entertainment (supports high levels of education and intellectual interests of the existing population and on the tourism industry)*
  - g. *Lodging and Dining/Drinking Places (builds on propensity to attract tourists and on the strength of the Downtown economy and its historic attractions)*
- 4.2. While manufacturing, generally, is not a

job-expansion strength in the American economy, many manufacturing sub-sectors will see strong growth in both jobs and productivity, leading to higher profits and higher wages. Eight (8) specific manufacturing sectors are recommended for targeted marketing and attraction in this strategic plan that have both strong national growth projections and are already present in Washington:

- a. *Animal Slaughtering (NAICS Code 3116)*
- b. *Bakery Products (3118)*
- c. *Beverage Products (3121)*
- d. *Plastics Products (3261)*
- e. *Architectural Metals Products (3323)*
- f. *Machine Shops (3327)*
- g. *Semiconductors and Electronics (3344)*
- h. *Household and Institutional Furniture (3371)*

- 4.3. Other existing manufacturing sectors in Washington should also be targeted because of “clusters” of similar firms and experienced workers already present in the city.
- 4.4. While not directly analyzed in this strategic plan, the above lists should be supplemented by targeting business-to-business suppliers of the above sectors and business-to-business customers of the above sectors. Identification of such opportunities should be explored during annual business retention and expansion visits (Strategy Number 1).
- 4.5. Discourage businesses and proposed developments that overburden available utilities and transportation networks.

**STRATEGY 5 – Continue to market quality of life in promotional materials to site selectors, industries, and future workforce. Crucial topics for marketing include, but may not be limited to:**

- 5.1. Proximity within the St. Louis region and the many amenities of the 21<sup>st</sup> most population metro area in the United States.
- 5.2. Medical center for Franklin, Warren, and Gasconade counties.
- 5.3. Pro-business growth community including a cooperative City Council and active economic development organizations including Washington Civic industrial Corporation, Chamber of Commerce, 353 Redevelopment Corporation, and Industrial Development Authority.
- 5.4. Active, effective, and highly successful historic Downtown Washington, Inc. that continues to foster a “sense of place” through community festivals and historic preservation of the downtown area (e.g., winner of National Great American Main Street Award).
- 5.5. Strong reputation in St. Louis area for manufacturing.
- 5.6. Heart of Missouri Wine Country.
- 5.7. Tourism destination for shopping, dining, festivals, and biking—including access by Amtrak for railroad passengers from St. Louis and Kansas City and a high quality trail network linked to the Katy Trail State Park.

**STRATEGY 6 – Continue participation in and sponsorship of Connect Washington, the collaboration with Washington’s educational network, to ensure students have broad opportunities to explore their career passions and interests through experiences in the city’s businesses and industries prior to graduating.**

- 6.1. Continue holding annual industry expositions for industries/students/high schools.
- 6.2. Continue field trips with major employers for students.
- 6.3. Market existing industries and job opportunities to school counselors, parent-teacher organizations, etc.
- 6.4. Expose school counselors to local industries and career opportunities.

**STRATEGY 7 – Expand Highway 100 to four lanes west to Heidmann Industrial Park and expand Highway 47 to four lanes south to Union and St. Clair.**

- 7.1. Traffic studies are already completed or underway for these projects. Be certain that these are up to date, and initiate environmental assessments for these projects as project proposals move forward.
- 7.2. Use the projects as “local projects” for promotion of state funding initiatives for MODOT (Missouri Department of Transportation).
- 7.3. Promote the projects as needed for Franklin County to the East-West Gateway Council of Governments (EWGCOG) in the region’s Long-Range Transportation Plan.

**STRATEGY 8 – Widen Highway 47 to the north (into Warren County) and reduce flooding exposure on the highway.**

- 8.1. Explore a variety of infrastructure improvements that would reduce flooding on Highway 47, including preliminary benefit-cost assessments and a hydraulic study. Benefit and cost impacts should include financial considerations, safer and consistent travel in a growing region, the natural environment, economic development, airport access, access to Katy Trail State Park, and improved quality of life.
- 8.2. Form and sustain relationships with overlapping jurisdictions such as Warren County, the School District of Washington, Boonslick Regional Planning Commission, and the Federal Aviation Administration in the pursuit of improvements to traffic flow on Highway 47 north of the city limits of Washington.

**STRATEGY 9 – Identify future land for industrial development purposes.**

- 9.1. Form an active committee that meets periodically to identify the best locations for future industrial parks that are consistent with the GrowWashMO 2034 Comprehensive Plan Update.
- 9.2. Consider potential properties during annexation processes.
- 9.3. Consider industry clusters for optimum location (see Strategy 4).
- 9.4. Increase lot inventory.

**STRATEGY 10 – Continue to improve Washington Regional Airport.**

- 10.1. Monitor the current master layout plan to continue availability of federal and state funding.
- 10.2. Expand the runway to a minimum of 5,500 feet while widening the runway an additional 25 feet. The goal is to improve the rating of the airport from Class “B” to Class “C.”
- 10.3. Continue improving the aesthetics of the terminal and exterior of airport with appropriate landscaping and signage to be attractive and welcoming to all users.

**STRATEGY 11 – Support continued growth and revitalization for retail, office, and mixed-use developments.**

- 11.1. Continue to aid in redevelopment of areas identified on the Downtown Conservation Tax Increment Finance Map and activate currently-inactive areas as necessary to utilize available funding sources (i.e. existing inactive redevelopment areas along 5<sup>th</sup> Street).
- 11.2. Evaluate opportunities for revitalization or renovation of under-achieving retail and office centers in the Highway 100 corridor that might be converted to higher-value mixed-use “villages”. These villages should consist of limited but convenience-oriented retailing and dining while including higher-density housing that can attract workforce households into the city and closer to jobs.

- 11.3. Closely monitor trends and forces in the retailing/dining sectors to better anticipate significant changes in future building and land uses. These are rapidly changing sectors subject to substantial technological innovations, job uncertainty, and financial failure that can enhance or detract from the commercial function and aesthetics of the city. Prepare for public intervention, as necessary, to help the market adapt buildings and land for the betterment of Washington.
- 11.4. Assist in financing new and revitalized commercial and mixed-use developments, where applicable, through use of Community Improvement Districts (CIDs), Transportation Development Districts (TDDs), and Industrial Revenue Bonds (IRBs).
- 11.5. Require in-depth market studies to demonstrate that proposed commercial developments that seek public incentives will not diminish sales, revenues, or customers at similar business establishments in the city.

**STRATEGY 12 – Take the economic development strategies “on the road” to demonstrate that Washington is at the forefront of economic growth and innovation and assure that Washington is “top-of-mind” among relevant leader organizations.**

- 12.1. Routinely inform and visit state and federal government representatives, legislative leaders, and executive departments.
- 12.2. Likewise, inform, visit, and make presentations before regional and state economic organizations such as Greater St. Louis Inc., the Missouri Partnership, the Missouri Chamber of Commerce, Missouri Economic Development Council, labor representatives, and educational institutions.

**STRATEGY 13 – Create a public relations and marketing program designed to attract private investors and development talent committed both to realizing the strategic plan and, conversely, to resist public and private actions and investments that are not compatible with the plan.**

13.1. To be most effective, the strategic plan needs to become a community project with wide support and acceptance. This will require a steady “drumbeat” of communication that focuses on the benefits of its realization and on progress toward its realization as it is made.

13.2. The elements of this effort could include:

- a. *Regular reports to city, county, and state economic development commissions and councils.*
- b. *A continually updated and informed web page.*
- c. *Progress reports to key local leadership groups and individuals.*
- d. *Articles in the local and regional press.*
- e. *Direct contact with development organizations with demonstrated talent and track record—locally, regionally, or nationally—whose participation would enhance the quality and scope of the plan’s implementation.*
- f. *Creation and reinforcement of a “brand identity” or “tagline” for the Washington economy that can be marketed to elicit premium values and a preferred image throughout the region and nation. Sub-area names may also be important such as downtown, Highway 100, the industrial parks, and so forth.*

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## Section 5:

# Future Land Use Plan

**Land use refers to how land is occupied or utilized, and informs the City of Washington in the development, revision, and administration of the zoning code. Any request made to the City for development or a zoning code change should be checked for consistency with the Future Land Use Plan and the prescribed definition of the associated Community Place Type. Likewise, any updates or revisions to the City of Washington zoning code instituted by the City should conform to the recommendations of the Future Land Use Plan.**

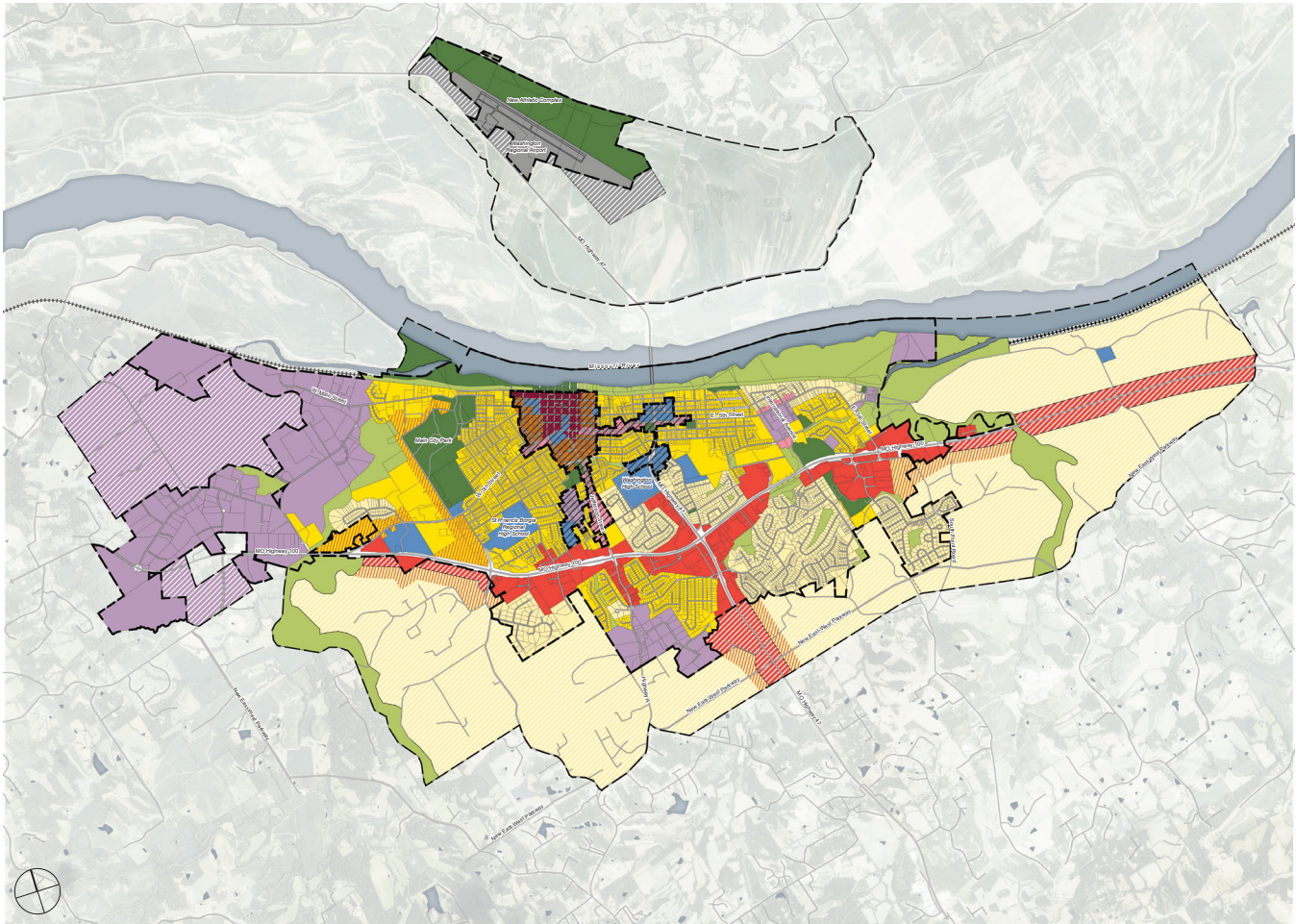
Specific policies associated with the Future Land Use Plan are as follows:

» The Future Land Use Plan is composed of “Community Place Types”, land use and urban design recommendations that represent the City’s preferred option for: (1) situations where a land owner wishes to change the manner in which he or she uses the land (i.e. a request for rezoning); (2) situations in which the City of Washington institutes a revision or change to the zoning code, zoning districts, or zoning district definitions, either in part or in whole; and (3) situations in which land is annexed to the City of Washington and assigned a zoning district. The Future Land Use Plan does not override the regulations associated with a parcel of land’s current zoning or the manner in which the landowner can currently and legally use the land. Any request for a change in zoning, whether consistent with the Future Land Use Plan or not, must still be reviewed by the Planning and Zoning Commission and approved by the City Council, subject to the appropriate notification(s) and public hearing(s).




















» The Future Land Use Plan includes recommendations for three (3) new zoning overlay districts, the (i) “DT-MU Downtown Mixed-Use Neighborhood Overlay”, (ii) “CV Civic / Institutional Overlay”, and (iii) “MUID Mixed-Use Innovation District Overlay”, all of which are described in further detail in this section. The Future Land Use Plan also includes recommendations for the modification of “C-2 General Commercial” to permit vertical mixed-use developments (i.e. commercial ground floors with residential and/or office uses on the second floor and above). Revisions to the zoning districts shall occur in a subsequent update to the City of Washington’s zoning code. Likewise, text amendments should be made to any zoning district with current requirements that do not match the recommendations of the Future Land Use Plan.

A summary of the Future Land Use Plan’s Community Place Types—with recommended zoning classifications for each—is presented in **Figure 5.0** on the following page. Descriptions of each Community Place Type are presented on the following pages.

Figure 5.0: **Future Land Use Plan**



**City of Washington Map Key**

-  Existing Municipal Boundary
-  Proposed Annexation Boundaries
-  Type I – Residential – Countryside (R-C)
-  Type I – Residential – Countryside (R-C) Annex
-  Type II – Residential – Suburban (R-S)
-  Preferred Locations for Multi-Family Housing
-  Type III – Downtown Mixed-Use Neighborhood (DT-MU)
-  Type IV – Neighborhood Mixed-Use District (N-MU)
-  Type V – General Mixed-Use District (G-MU)
-  Type V – General Mixed-Use District (G-MU) Annex
-  Type VI – Downtown District (DT)
-  Type VII – Civic / Institutional District (CV)
-  Type VIII – Industrial / Manufacturing District (IM)
-  Type VIII – Industrial / Manufacturing District (IM) Annex
-  Type IX – Airport District
-  Type IX – Airport District Annex
-  Type X – Mixed-Use Innovation Overlay (MUID)
-  Type XI – Riparian / Conservation Areas
-  Type XII – Parks & Recreation Areas



## Washington Future Land Use Plan

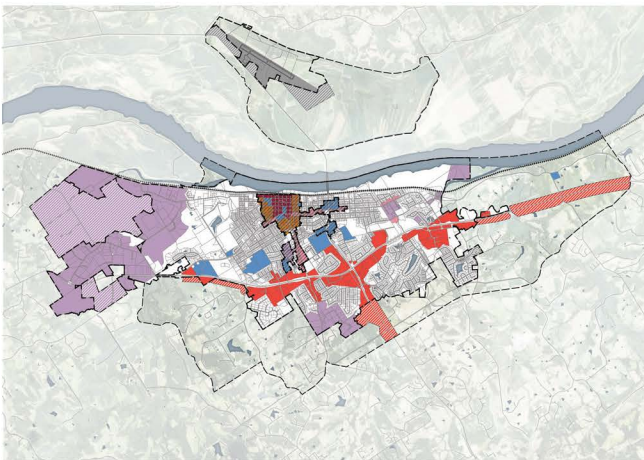
# 5.1. Community Place Types



Washington's Physical Framework...

## Parks, Open Space, and Natural Features

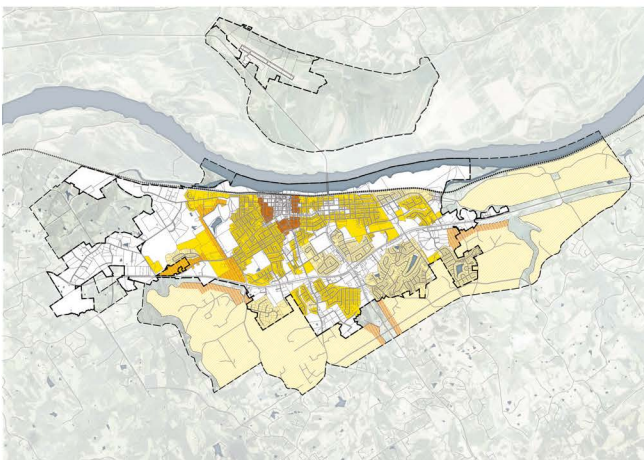
The Missouri River, Busch Creek, Dubois Creek, Saint John's Creek, and Washington's parks, greenways, and natural conservation areas are the framework of Washington's physical development. These natural features organize Washington's urban morphology.



Neighborhood Centers and Edges...

## Civic, Commercial, and Mixed-Use Amenities

Downtown Washington, Highways 100 and 47, and key commercial and mixed-use corridors like 5th Street and Jefferson Street comprise the edges of Washington's neighborhoods. Schools, churches, parks, and commercial nodes serve as these neighborhoods' centers.



The Neighborhoods...

## Residential Districts and Subdivisions

The areas between civic centers and commercial and mixed-use edges are filled with Washington's housing, creating a traditional neighborhood and suburban development pattern. These neighborhoods form a "15-minute city", in which the distance from a neighborhood's center to its edge is approximately a 15 minute walk.

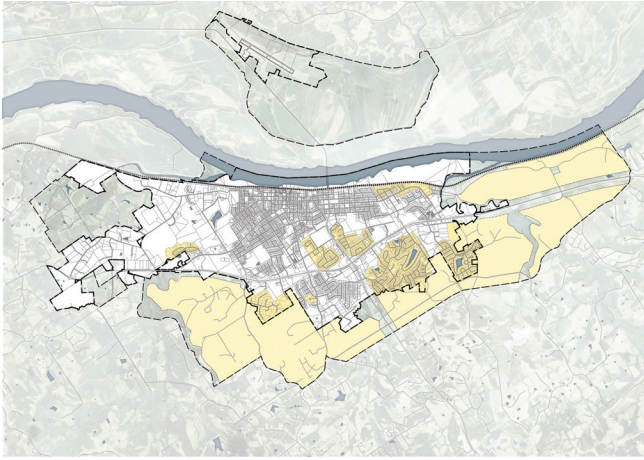
Figure 5.1: **Summary of Community Place Types**

Community Place Type / Future Land Use Category	Definition	Recommended Zoning Classification
<b>Type I – Residential, Countryside (R-C)</b>	Single-family detached homes subdivisions with curvilinear streets on lots of 7,500 square feet or more.	<b>R-1A Single-Family Residence</b> <b>R-1D Single-Family Residence</b>
<b>Type II – Residential, Suburban (R-S)</b>	Single-family detached homes, duplexes, townhomes, and apartment home subdivisions with gridded streets on lots of 6,000 square feet or more.	<b>R-1B Single-Family Residence</b> <b>R-1C Single-Family Residence</b> <b>R-2 Two-Family Residence</b> <b>R-3 Multiple-Family Residence</b>
<b>Type III – Downtown Mixed-Use Neighborhood (DT-MU)</b>	Limited commercial and service businesses in existing, historic, residential and mixed-use districts adjacent to Downtown.	<b>R-2O Two-Family Residence Overlay, modified according to Comprehensive Plan Update recommendations</b>
<b>Type IV – Neighborhood Mixed-Use District (N-MU)</b>	Small-scale, day-to-day commercial retail and service businesses located along secondary corridors.	<b>C-1 Limited Commercial</b>
<b>Type V – General Mixed-Use District (G-MU)</b>	Medium-density traditional commercial, retail, office, dining, community services, and mixed-use developments on large sites with centralized parking	<b>C-2 General Commercial, modified to permit vertical mixed-use development</b>
<b>Type VI – Downtown District (DT)</b>	Washington’s historic Downtown Core	<b>C-3 Central Commercial</b>
<b>Type VII – Civic / Institutional District (CV)</b>	Large institutions, educational, and healthcare facilities of multiple buildings with associated parking, circulation, and site service facilities.	<b>New Civic / Institutional (CV) Zoning Overlay</b>
<b>Type VIII – Industrial / Manufacturing District (IM)</b>	Advanced manufacturing and processing operations that are low-impact to adjacent uses.	<b>M-1 Industrial</b> <b>M-2 Industrial</b>
<b>Type IX – Airport District (AD)</b>	Operation and support functions for the Washington Regional Airport.	<b>M-2 Industrial</b>
<b>Type X – Mixed-Use Innovation District Overlay (MUID)</b>	Specialized office, laboratory, innovation, education, high-tech manufacturing, research, and incubator uses within Washington’s existing mixed-use Downtown and City center.	<b>New Mixed-Use Innovation District (MUID) Zoning Overlay</b>
<b>Type XI – Riparian / Conservation Areas (CN)</b>	Washington’s 100-year floodplains.	<b>Not Applicable</b>
<b>Type XII – Parks and Recreation Areas (PK)</b>	Washington’s existing and proposed future park space.	<b>Not Applicable</b>

# Community Place Types Overview

Community Place Types – Residential:

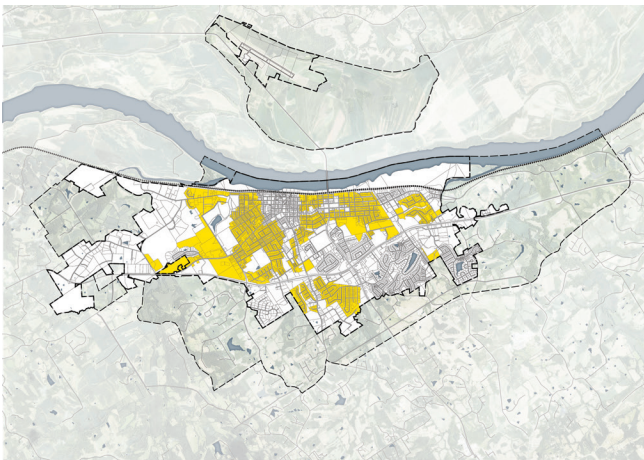
## Type I – Residential, Countryside (R-C)



Countryside neighborhoods are medium- to large-lot neighborhoods (lots 7,500 square feet and larger) with a mix of detached single-family homes and attached villas in a spacious, suburban setting. They have a curvilinear, cul-de-sac street systems and may have optional sidewalks, typically on one side of the street; street lighting at expanded intervals; and street trees located in private yards. Countryside neighborhoods are usually built around common ground tracts, which often feature a lake or pond.

Community Place Types – Residential:

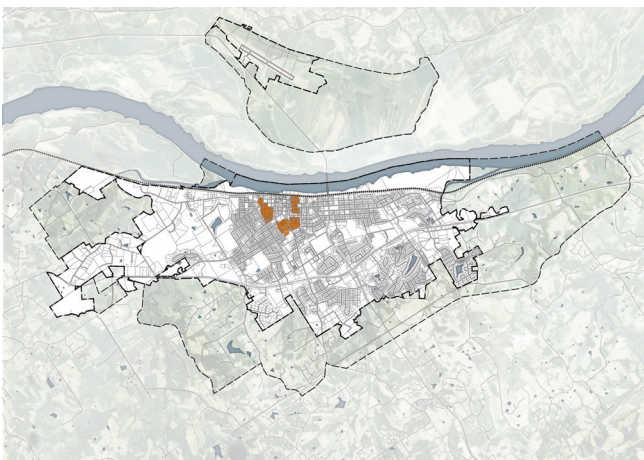
## Type II – Residential, Suburban (R-S)



Suburban neighborhoods are small- to medium-lot neighborhoods (6,000 square feet and larger) with a mix of detached single-family homes, duplexes, and apartments in suburban subdivisions and traditional neighborhoods. Neighborhoods have primarily rectilinear streets in either gridded or cul-de-sac configurations with sidewalks on one or both sides of the street; street lighting at expanded intervals, and street trees located in both tree lawns and private yards.

Community Place Types – Residential:

## Type III – Downtown Mixed-Use Neighborhood (DT-MU)

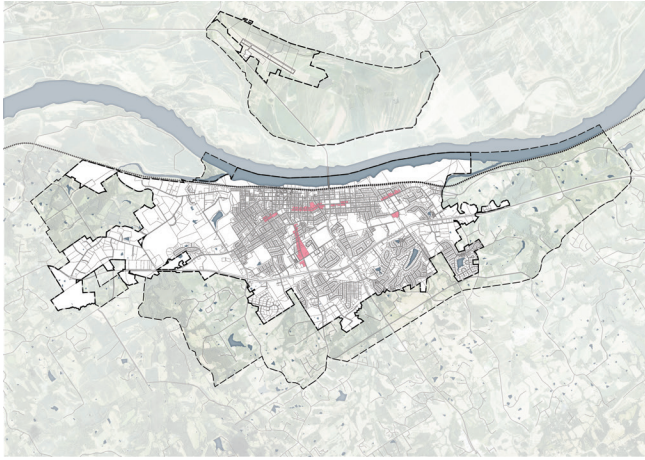


The Downtown Mixed-Use Neighborhood provides for the ability to operate certain restricted commercial and service businesses in existing residential and mixed-use buildings surrounding the Downtown core. Commercial uses consist of professional services, boutique retailers, bed and breakfasts, coffee shops, and cafes that accent the character of Washington's greater Downtown area.

# Community Place Types Overview

Community Place Types – Civic, Commercial & Mixed-Use:

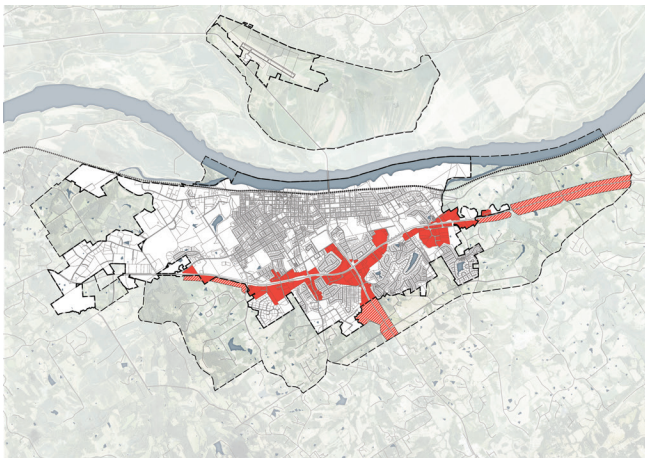
## Type IV – Neighborhood Mixed-Use District (N-MU)



The Neighborhood Business District is characterized by a variety of small-scale, day-to-day commercial retail and service business located along Washington’s secondary corridors. The intent of this district is to provide for retail and service businesses in a walkable but primarily auto-oriented development pattern.

Community Place Types – Civic, Commercial & Mixed-Use:

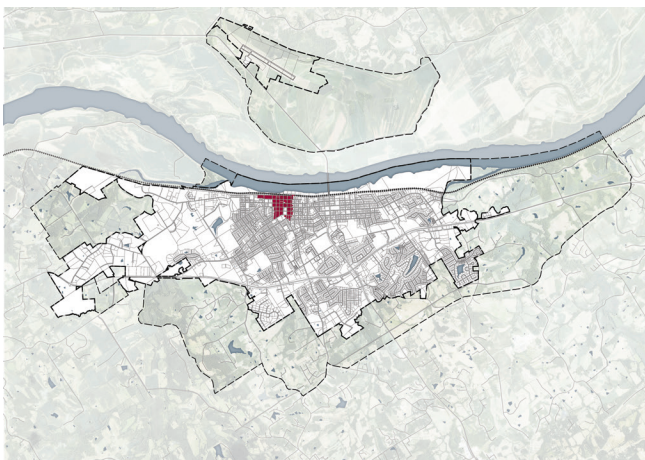
## Type V – General Mixed-Use District (G-MU)



The General Mixed-Use District supports a variety of medium-density traditional commercial, retail, office, dining, and community services on large sites with centralized parking. It also facilitates future incremental development of mixed-use centers combining ground-level retail, family entertainment, and dining uses with upper floor office and multi-family residential development around a town square or main street, similar to the Boulevard in Richmond Heights, Missouri or Streets of St. Charles.

Community Place Types – Civic, Commercial & Mixed-Use:

## Type VI – Downtown District (DT)

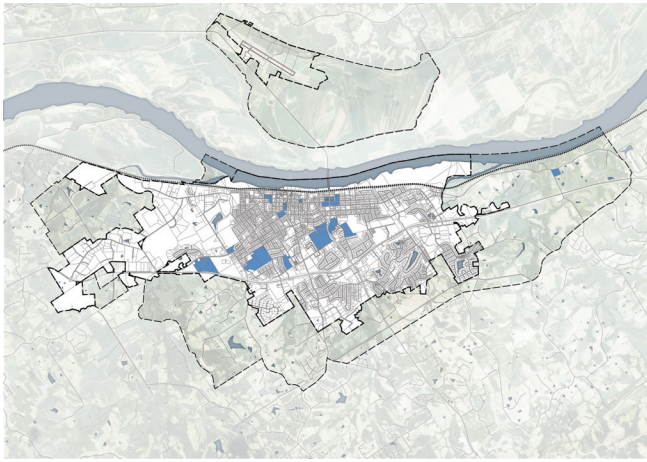


The Downtown District encompasses Washington’s historic Downtown Core. It supports the development of a variety of medium- to high-density, high-intensity, and mixed-use commercial, dining, retail, office, and upper-floor multi-family residential in a vibrant, walkable, small-town downtown environment.

# Community Place Types Overview

Community Place Types – Civic, Commercial & Mixed-Use:

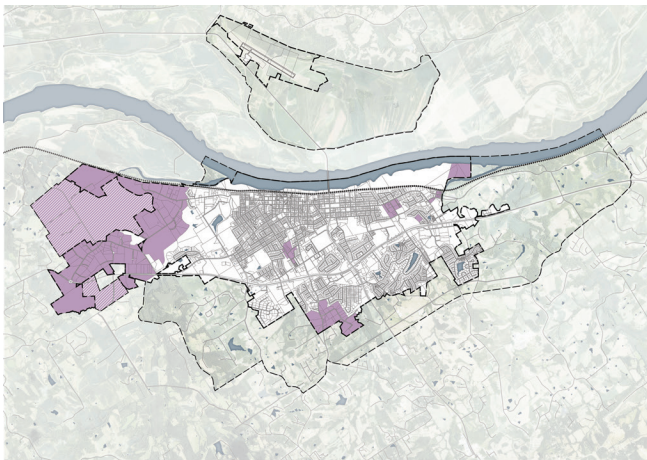
## Type VII – Civic / Institutional District (CV)



The Civic / Institutional district is intended for the development of multiple large institutions, educational, and healthcare facilities with associated parking, circulation, and site service facilities. They are envisioned to regulate the outer “tier” of buildings, with frontages on perimeter streets, while ensuring maximum flexibility for inner “tiers” of buildings that are not adjacent to public streets. Civic / Institutional districts should maintain a frontage that is consistent with adjacent land uses and character.

Community Place Types – Civic, Commercial & Mixed-Use:

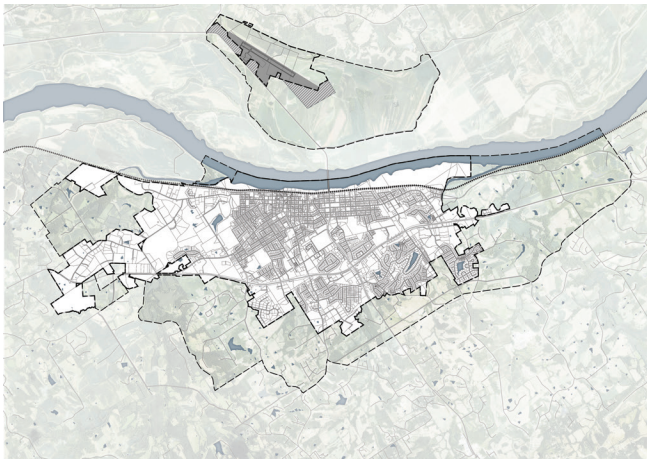
## Type VIII – Industrial / Manufacturing District (IM)



The Industrial / Manufacturing district supports advanced manufacturing and processing operations that are low-impact to adjacent uses. This includes activities like fabrication, manufacturing, food processing, construction services, warehousing, logistics, material processing, and equipment storage, sales, and rentals.

Community Place Types – Civic, Commercial & Mixed-Use:

## Type IX – Airport District (AD)

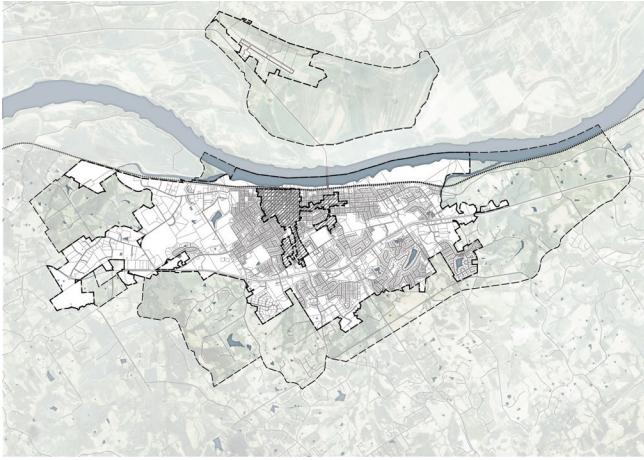


The Airport District is comprised of the Washington Regional Airport (KAWG) and proposed airport expansion areas for expanding the airport runway and upgrading the airport. Washington Regional Airport is an important asset for the City of Washington and the national and international businesses located in Washington.

# Community Place Types Overview

Community Place Types – Civic, Commercial & Mixed-Use:

## Type X – Mixed-Use Innovation Overlay District (MUID)



The Mixed-Use Innovation District Overlay provides for the development of specialized office, laboratory, innovation, education, high-tech manufacturing, research, and incubator uses within Washington’s existing mixed-use city center. The Mixed-Use Innovation District Overlay is intended to facilitate economic development in emerging industry sectors to enhance and diversify Washington’s current light industrial employment base and position the City for future success.

***An example matrix of the overlay district regulations is provided on page 5.28.***

Community Place Types – Parks, Open Space & Natural Areas:

## Type XI – Riparian / Conservation Areas (CN)

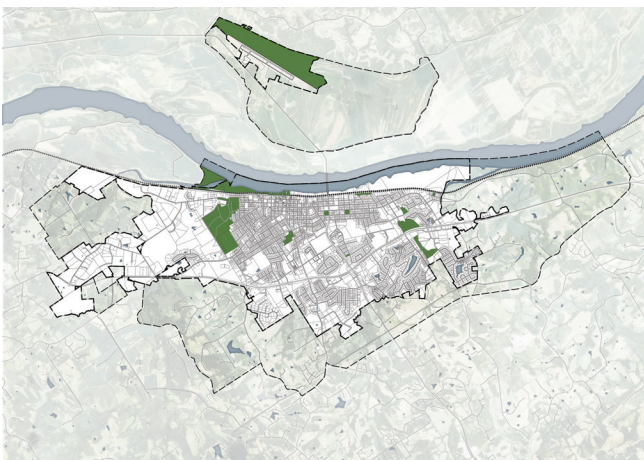


Located primarily within 100-year flood plains, this overlay provides for conservation easements and public greenway access to Washington’s creeks, streams, and waterways. Best practices for riparian / conservation areas include:

- No net runoff requirements for new land disturbances.
- Reduced impervious surface coverage limits.
- Native / riparian planting requirements.
- Requirements and/or incentives for green storwater infrastructure (rain gardens, bioswales, etc.).
- Preference for low-impact, active and passive recreational uses.

Community Place Types – Parks, Open Space & Natural Areas:

## Type XII – Parks and Recreation Areas (PK)



Linked by riparian corridors, the Missouri Riverfront, and other open space amenities, Washington’s park system is the centerpiece of an interconnected, City-wide recreation and natural resources network.

## Future Zoning Code Framework

One of the ongoing challenges faced by the City of Washington is the fact that the City’s current Future Land Use plan is not fully-coordinated with the City’s zoning code. This issue is not unique to Washington; many communities have regulatory ordinances that do not facilitate—and sometimes directly prohibit—key recommendations of the Comprehensive Plan and Future Land Use Plan.

While the approval or denial of zoning adjustments in Washington falls within the general recommendations of the Future Land Use Plan, a greater degree of integration between the two will benefit the City of Washington. First, it will provide the Planning and Zoning Commission, Board of Adjustment, and Washington City Council a greater degree of guidance and oversight in the approval or denial of projects. Second, it will provide a greater degree of detail and refinement in the Vision for—and regulation of—development, especially in key parts of the City (i.e. the 5<sup>th</sup> Street Corridor and Downtown). This refinement will help Washington’s staff and officials to more carefully guide future development and realize latent economic development potential.

In addition to establishing qualitative, geographically-based placemaking recommendations, the Community Place Types are designed as a framework for future Zoning Code updates to facilitate implementation of the Comprehensive Plan Update’s Vision on a lot-by-lot, project-by-project basis. The geographical Place Type Districts set forth in this Plan are intended to serve as guidelines in future Zoning Code updates.

This approach has several key advantages for the City and the community:

1. First, it ensures that **development fulfilling the Comprehensive Plan Vision can occur by right and incrementally**. This removes one possible barrier to implementation, since implementation of the Plan is not reliant on a few large-scale development projects.
2. Second, it establishes a **framework for a place-based Zoning Code update**—should it be considered in part or in whole—that truly responds to the goals and desires of the community, and guides development and land use to support those goals and desires.
3. Finally, it creates a **fully-integrated and coordinated relationship between the Comprehensive Plan and Zoning Code** utilizing coterminous geographical boundaries for future land use and the regulation of physical development. This will greatly simplify the existing Zoning Code and streamline the day-to-day administration of the code by City Staff and the Planning and Zoning Commission.

While the completion and adoption of this Comprehensive Plan Update does not automatically result in any updates or revisions to the Zoning Code, it is a key recommendation of this Plan that the City completes an update of the zoning code based upon the recommendations set forth in the GrowWashMO 2034 Comprehensive Plan Update.

## Commercial & Mixed-Use Districts Frontage Regulations

Like most cities, Washington has a Euclidian zoning code that—except for in Downtown—does not permit vertical mixed-use development by right. Additionally, the code specifies minimum setback dimensions for each zoning district. This approach to regulating lot coverage does not facilitate or guide a consistent orientation of buildings along streets. This typically results in disharmonious and visually-fragmented development.

A key recommendation of this Comprehensive Plan Update is to develop a place-based land use and development framework (and associated zoning code revisions) to guide individual, lot-by-lot developments in a way that, over time, will achieve a unified and visually-attractive development pattern that promotes a distinctive sense of place.

In order to achieve this goal, the GrowWashMO 2034 Comprehensive Plan Update proposes commercial and mixed-use frontage regulations. These recommended regulations utilize the Community Place Type character districts and a qualitative hierarchy of street types to define the relationship of use, buildings, streets, and the public realm. The recommended frontage regulations deal with the way in which buildings, their uses, and their access address the street. Regardless of lot size, frontage regulations specify the allowed uses, build-to lines, and building form requirements for the “first tier” of development adjacent to the street. On small lots, there may only be room for a single tier of development. On large lots, “second”, “third”, and more tiers of development from the street are considered “interior” lot conditions and are minimally regulated.

This helps to create a coherent identity for Washington’s civic, commercial, and mixed-use centers, supporting a wide variety of lot sizes, and facilitates achieving this identity—incrementally and over time—through coordinated and complementary development.

Frontage Plan recommendations are utilized in the four (4) civic, commercial, and mixed-use Community Place Type Districts:

1. **Type IV – Neighborhood Mixed-Use District (N-MU)**
2. **Type V: General Mixed-Use District (G-MU);**
3. **Type VI: Downtown District (DT);**
4. **Type VII: Civic / Institutional District (CV);**

Within these districts, existing and new streets should be classified according to three (3) street Functional Classifications:

- A. **Primary Streets:** The main commercial and mixed-use streets within a given district, onto which the “front doors” of primary developments are located;
- B. **Secondary Streets:** Commercial and mixed-use streets within a given district where supportive retail and community services, as well as parking facilities, are located; and
- C. **Service Streets:** Tertiary and/or internal streets whose primary function is access to parking facilities (including shared parking and parking garages) and building service areas (including loading docks, mechanical equipment, and waste management facilities).

This allows for a variety of specific frontage characteristics within the civic, commercial, and mixed-use districts, each defining a particular desired use and physical character. As part of the implementation of this Plan, the City of Washington should undertake a classification of streets within each of the civic, commercial, and mixed-use districts. **Recommendations for each Frontage are provided as part of each Community Place Type District’s recommendations.**



## Washington Future Land Use Plan

# 5.2. Residential Land Use Recommendations

**Washington has many distinctive residential neighborhoods—both historic and contemporary—as well as a robust, high-value housing market with deep demand. Washington is a well-known bedroom community within the greater St. Louis region, and its neighborhoods are a key element to the City’s identity and quality of life. Washington lacks affordable housing options, however, and new housing starts and population growth rates have significantly slowed over the past decade.**

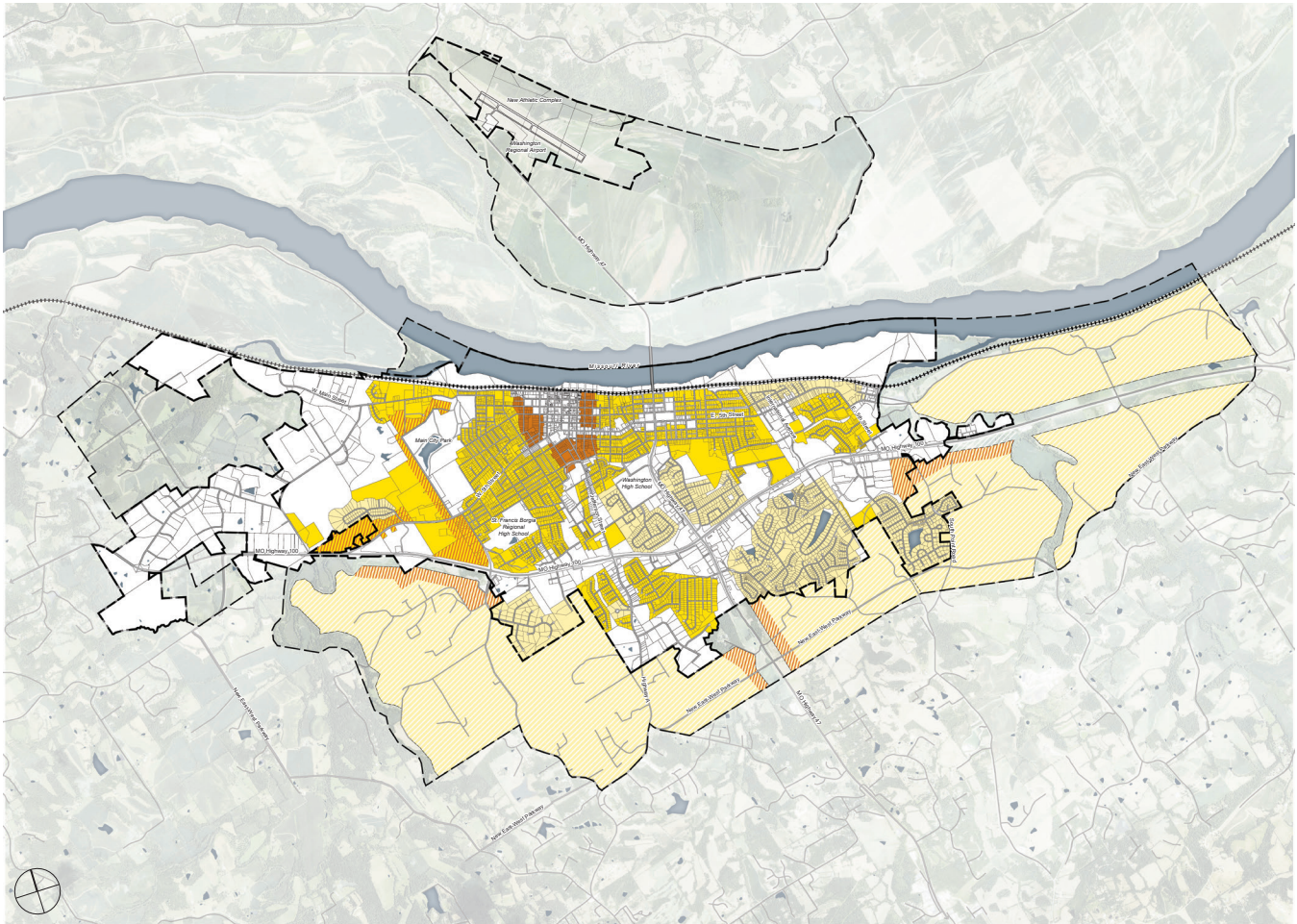
The objective of the residential land use recommendations is two-fold. First, they guide the development of new subdivisions on currently-undeveloped tracts to ensure continued development of high-quality neighborhoods. Recommendations include neighborhood enhancements for walkability and bikeability; streetscape and public realm improvements; and guidelines for green space preservation, tree canopy coverage, and mitigation of stormwater runoff.

Second, these recommendations are designed to facilitate and guide infill development and redevelopment in existing residential neighborhoods, including managing the transition of some existing homes in areas surrounding Downtown to low-impact commercial uses. Recommendations include a variety of future zoning and regulatory revisions to ensure that, as established neighborhoods transition over time, new development is contextually-sensitive to existing development patterns. Furthermore, they are intended to facilitate reinvestment in and the revitalization of Washington’s historic Downtown residential districts.








Implementation of these recommendations should be calibrated to the existing built character and desired future vision of each residential Community Place Type and zoning district.

Character images for Residential Place Types are presented on pages 5.14-5.16 and plan recommendations for Residential Place Types are detailed on pages 5.18-5.19. Recommendations apply to new development, new subdivisions, teardowns and infills, and significant expansions of existing buildings.

Figure 5.2: **Residential Community Place Types**



**City of Washington Map Key**

-  Existing Municipal Boundary
-  Proposed Annexation Boundaries
-  Type I – Residential – Countryside (R-C)
-  Type I – Residential – Countryside (R-C) Annex
-  Type II – Residential – Suburban (R-S)
-  Preferred Locations for Multi-Family Housing
-  Type III – Downtown Mixed-Use Neighborhood (DT-MU)

## Residential Place Type Districts

### I. Residential – Countryside (R-C)

Countryside neighborhoods are medium- to large-lot neighborhoods (lots 7,500 square feet and larger) with a mix of detached single-family homes and attached villas in a spacious suburban setting. They have a curvilinear, cul-de-sac street systems and may have optional sidewalks, street lighting, and trees in private yards. Countryside neighborhoods are usually built around common ground tracts, which often feature a lake or pond.



EXISTING PLACE TYPE CHARACTER IMAGE



EXISTING PLACE TYPE CHARACTER IMAGE



EXISTING PLACE TYPE CHARACTER IMAGE



EXISTING PLACE TYPE CHARACTER IMAGE



EXISTING PLACE TYPE TYPICAL DEVELOPMENT PATTERN

## Residential Place Type Districts

### II. Residential – Suburban (R-S)

Suburban neighborhoods are small- to medium-lot neighborhoods (6,000 square feet and larger) with a mix of detached single-family homes, duplexes, and apartments in suburban subdivisions and traditional neighborhoods. Neighborhoods have primarily rectilinear streets with optional sidewalks, street lighting at expanded intervals, and trees located in both tree lawns and private yards.



EXISTING PLACE TYPE CHARACTER IMAGE



EXISTING PLACE TYPE CHARACTER IMAGE



EXISTING PLACE TYPE CHARACTER IMAGE



EXISTING PLACE TYPE CHARACTER IMAGE



EXISTING PLACE TYPE TYPICAL DEVELOPMENT PATTERN

## Residential Place Type Districts

### III. Downtown Mixed-Use Neighborhood (DT-MU)

The Downtown Mixed-Use Neighborhood provides for the ability to operate certain restricted commercial and service businesses in existing residential and mixed-use buildings surrounding the Downtown core. Commercial uses consist of professional services, boutique retailers, bed and breakfasts, coffee shops, and cafes that accent the character of Washington's greater Downtown area.



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# Residential Land Use Recommendations

## LOT DEVELOPMENT STANDARDS

» Establish a front build-to line (minimum and maximum) in place of a front setback line for all lots; build-to lines should be developed separately for each of the following residential Place Type Districts:

- *Type II – Residential, Suburban (R-S); and*
- *Type III Downtown Mixed-Use Neighborhood (DT-MU)*

Front build-to lines should be based on existing as-built conditions to reflect each place type’s prevailing character and desired Vision; for example, by calculating the mean setback dimension of the existing street or block face.

- » Consider establishing architectural design guidelines for the *Type III Downtown Mixed-Use Neighborhood (DT-MU)* Place Type District.
- » Consider developing and adopting a Form-Based Code (FBC) overlay district for the *Type III Downtown Mixed-Use Neighborhood (DT-MU)* Place Type District.

## REGULATORY AMENDMENTS

- » Amend all respective zoning district regulations within Chapter 400 to conform with the recommendations of the Comprehensive Plan Update.
- » Amend Chapter 410 Subdivision Regulations to require specification of a front build-to line (minimum and maximum) for all new subdivision proposals within the following Place Type Districts:
  - *Type II – Residential, Suburban (R-S); and*
  - *Type III Downtown Mixed-Use Neighborhood (DT-MU)*
- » Amend Chapter 410 Subdivision Regulations with a connectivity index calculation of the number of links (roadway segments between nodes) divided by the number of nodes (intersections). **Refer to reference examples on the facing page.**
- » Amend Chapter 410 Subdivision Regulations to require multiple access points to subdivisions if the subdivision is located on a major arterial or collector road.

## STREET & CONNECTIVITY STANDARDS

- » Provide street and public realm facility enhancements according to street type classifications (**refer to Section 6.1 Streets and Roads Plan**).
- » Develop bicycle facilities, pedestrian, and multi-use pathways (**refer to Section 6.3 Bicycle and Pedestrian Facilities Plan**).

## STORMWATER & RUNOFF MITIGATION

- » Amend Section 420.035 “Improvements And Design Standards” to address land disturbance of less than one (1) acre in residential zoning districts; this amendment should aim to limit the adverse effects of runoff produced by development, using on-site mitigation and site design to limit runoff to what exists today.
- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

## TREE COVERAGE STANDARDS

- » Establish private tree planting and coverage standards for private lots subject to new development, common ground, and street trees in the redevelopment of subdivisions.
- » Establish private tree planting and coverage standards for private lots subject to redevelopment.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within the *Type III Downtown Mixed-Use Neighborhood (DT-MU)* Place Type District.

## GREEN SPACE PRESERVATION

- » Establish a minimum percentage of green space to be preserved as part of new subdivision plats.

## Street Connectivity Index

Neighborhood walkability can be dramatically enhanced by specifying minimum standards for street connectivity in a community’s subdivision regulations and other parts of the the land development code. Principles for street connectivity minimums are described in detail in the Sustainable Development Code, which can be found at: <https://sustainablecitycode.org/brief/street-connectivity-minimums-4/>.

When utilizing a Connectivity Index, a figure is derived by dividing the number of street links (lengths or segments of streets between intersections) with the number of nodes (intersections). The figure must be equal or greater than the minimum Connectivity Index. Typically, this minimum is 1.5 to 1.8 for suburban development; a traditionally gridded block pattern has a connectivity index of 2.0 or greater.

As an example, the City of Lehi, UT utilizes a Connectivity Index, which can be viewed at: <https://perma.cc/8AT6-A9MD>.

## Tree Coverage Standards

The intent of tree coverage standards is to preserve and enhance Washington’s existing tree canopy, as well as to proactively plan for the maintenance and replacement of trees that, over time, will be lost to age, damage, and redevelopment.

There are several ways in which this can be achieved, which should be subject to further consideration by the City of Washington as part of a future code update.

- » **Replacement of equivalent caliper-inches:** caliper inches describes the diameter of a tree’s trunk. In a basic standard, the cumulative number of tree caliper-inches removed must be replaced by an equivalent cumulative number of caliper-inches. An enhanced standard would set a minimum size for the caliper-diameter of replacement trees, discouraging replacement of large trees with small trees.
- » **Replacement of canopy coverage:** to more qualitatively replace trees, the City can require a analysis of canopy coverage area and require an equivalent replacement of canopy coverage. This also helps to discourage replacement of large trees with small.
- » **Tree removal penalty:** when trees are replaced, it can be required that they are replaced at a greater than on-to-one ratio (i.e. 115% of removed caliber inches or canopy coverage are must be replaced). This can help discourage emoval of existing trees.



## Washington Future Land Use Plan

# 5.3. Commercial & Mixed-Use Land Use Recommendations

**Washington is the major commercial center serving Franklin, southwestern Warren, and eastern Gasconade Counties with a variety of day-to-day retail and service amenities. Furthermore, Washington’s Downtown is one of the region’s—and the state’s—premier riverfront downtowns, serving visitors from throughout the region. The Vision for Washington’s commercial land uses is to enhance the quality and visual distinction; improve walkable and bikeable access; and support both existing and new emerging uses that serve Washington residents, visitors, and reinforce the City’s competitiveness as a commercial and retail center.**

Washington’s commercial land uses can be broadly categorized as either commercial corridors or Downtown. Commercial corridors are further differentiated into two Community Place Types; *Type IV – Neighborhood Mixed-Use District (N-MU)* and *Type V – General Mixed-Use District (G-MU)*.

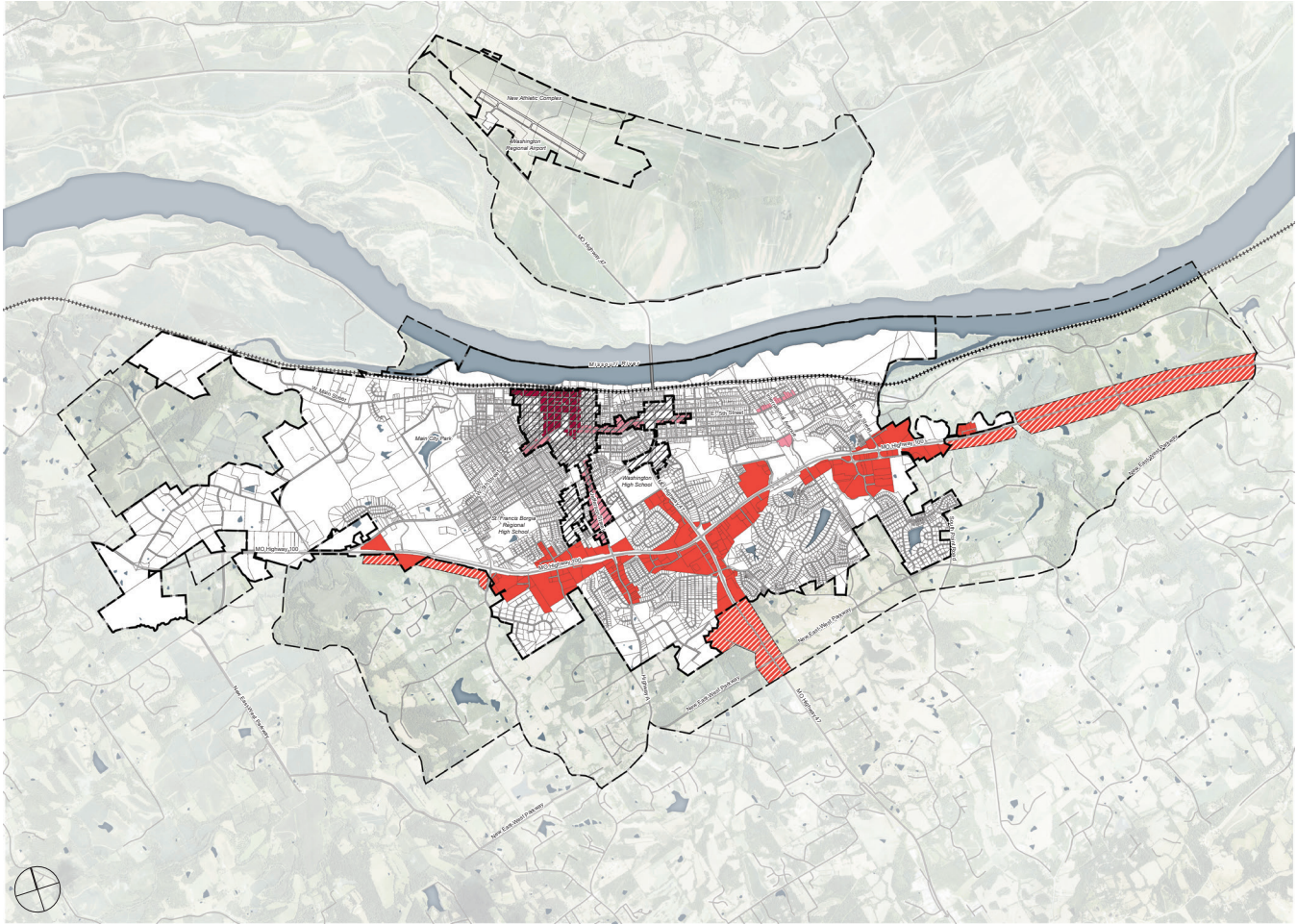
### Commercial Corridor Place Types: **Neighborhood Mixed-Use District (N-MU)**

*Type VI – Neighborhood Mixed-Use District (N-MU)* is roughly coterminous with the existing “C-1 Limited Commercial” zoning district. As such, this district incorporates the general regulations of the C-1 district, located primarily along 5<sup>th</sup> Street and Jefferson Avenue. These two corridors are Washington’s original auto-oriented “commercial strips”—5<sup>th</sup> Street is the historic route of Highway 100—and are characterized by narrower and shallower commercial lots along an urban or suburban street with close proximity to adjacent residential land uses. As such, impacts of parking are more acute due to limited lot size and

residential adjacencies, and the opportunity for walkable and bikeable access to and along the corridors is greater.

The intent of this Place Type District is to provide for lot-by-lot, incremental revitalization and redevelopment that builds toward a coherent corridor identity. By establishing a front build-to line in place of existing front setback requirements, new buildings on adjacent lots will have a consistent relationship to the street as parcels are redeveloped. Requiring cross-lot access between parcels will permit shared parking facilities regardless of property ownership and minimize the need for curb cuts.

Figure 5.3: **Commercial & Mixed-Use Community Place Types**



**City of Washington Map Key**

- Existing Municipal Boundary
- Proposed Annexation Boundaries
- Type IV – Neighborhood Mixed-Use District (N-MU)
- Type V – General Mixed-Use District (G-MU)
- Type V – General Mixed-Use District (G-MU) Annex
- Type VI – Downtown District (DT)
- Type X – Mixed-Use Innovation Overlay (MUID)

## Commercial Corridor Place Types: General Mixed-Use District (G-MU)

The *Type V – General Mixed-Use District (G-MU)* Place Type District is roughly coterminous with the existing “C-2 General Commercial” zoning district. This is the most flexible commercial district place type and supports the development of a variety of medium-density commercial, retail, office, dining, and community services on large development sites with centralized parking lots. It also facilitates future incremental development of vertical mixed-use centers combining ground-level retail, family entertainment, and dining uses with upper floor office and multi-family residential development.

These land uses are supported through primarily vehicular access serving centralized, shared parking facilities. The *Type V – General Mixed-Use District (G-MU)* Place Type District promotes improved bike and pedestrian access to the districts from adjacent neighborhoods via proposed sidewalks and bike lanes on Highway 100 and Highway 47, as well as greenway connections from the City’s parks, trails, and open space network. This Place Type promotes improved interior walkability and bikeability to promote the “park once” concept; visitors who arrive by can park once and comfortably access the district by walking.

*Type V – General Mixed-Use District (G-MU)* is located primarily along Highway 100 and Highway 47 (at Highway 47’s intersection with Highway 100). Should the City of Washington annex land along these highways, this Place Type District should be extended along all highway frontages. Vertical mixed-use developments are recommended to be permitted throughout the Place Type. This will permit a greater flexibility to develop diverse housing opportunities (i.e. more

affordable apartments or condominiums in a vibrant, walkable, mixed-use environment) as well as the creation of one or more “lifestyle” mixed-use shopping, dining, and entertainment centers (similar to the Streets of St. Charles in the City of St. Charles, Missouri or The Boulevard in the City of Richmond Heights, Missouri).

## Commercial Corridor Street Frontage Classifications

Within the *Type VI – Neighborhood Mixed-Use District (N-MU)* Place Type District, the City of Washington should classify 5<sup>th</sup> Street and Jefferson Street as the (1) Primary Streets and all intersecting streets and roads should be classified as (2) Secondary Streets (refer to page 5.11 for additional information). Within the *Type V – General Mixed-Use District (G-MU)* Place Type District, the City of Washington should complete a street classification of perimeter streets and interior streets (if present). Streets should be classified as either (1) Primary Streets; (2) Secondary Streets; and (3) Service Streets (refer to page 5.11 for additional information). Recommendations for these Place Type Districts in this GrowWashMO 2034 Comprehensive Plan Update are categorized according to Street Classification. This Street Classification will also serve as part of the regulatory framework for future zoning code updates.

Character images for Commercial Corridor Place Types are presented on pages 5.24-5.27; plan recommendations for Commercial Corridor Place Types are detailed on pages 5.28-5.30; and mixed-use development examples are provided on pages 5.32-5.33. Recommendations apply to new development; new subdivisions; teardowns and infills; and significant expansions of existing buildings.

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# Neighborhood Mixed-Use Character Examples

## Existing Conditions Character Images



W. 5<sup>TH</sup> STREET DEVELOPMENT



W. 5<sup>TH</sup> STREET BED-AND-BREAKFAST AND GAS STATION



WAINWRIGHT CENTER, JEFFERSON STREET



W. 5<sup>TH</sup> STREET PARKING LOT AND SIDEWALK

Future Land Use Plan



W. 5<sup>TH</sup> STREET DEVELOPMENT



WASHINGTON BUSINESS CENTER, JEFFERSON STREET

**Vision & Best Practices Character Images**



W. 5<sup>TH</sup> STREET SIDEWALK AND TRADITIONAL STOREFRONT



W. 5<sup>TH</sup> STREET STOREFRONT, WASHINGTON COFFEE SHOP



W. 5<sup>TH</sup> STREET MIXED-USE BUILDINGS



W. 5<sup>TH</sup> STREET SIDEWALK AND TRADITIONAL STOREFRONT



W. 5<sup>TH</sup> STREET MIXED-USE BUILDINGS

# General Mixed-Use Character Examples

## Existing Conditions Character Images



J.C. PENNEY STORE, HIGHWAY 100



PHOENIX CENTER



HIGHWAY 100



WASHINGTON SQUARE, HIGHWAY 100 @ HIGHWAY 47



PHOENIX CENTER

Future Land Use Plan

## Vision & Best Practices Character Images



THE BOULEVARD (RICHMOND HEIGHTS, MISSOURI)



STATION PLAZA (KIRKWOOD, MISSOURI)



STATION PLAZA (KIRKWOOD, MISSOURI)



STATION PLAZA (KIRKWOOD, MISSOURI)



DOWNTOWN SOUTHLAKE, TEXAS



BRENTWOOD BOULEVARD



# Commercial Corridor Land Use Recommendations

## FRONTAGE RECOMMENDATIONS – PRIMARY STREETS

- » Establish a build-to line<sup>1</sup> in place of existing setback dimensions along Primary Streets to encourage a consistent location and orientation of building facade frontages between neighboring lots.
- » Require primary building entrances to face the Primary Street.
- » Parking can be located in front of buildings, but parking to the side or rear of buildings and in shared facilities, through the use of cross-access easements, is encouraged.
- » When parking is located in front of buildings, a consistent zone of pedestrian amenities (i.e. a sidewalk, landscaping, trees, and pedestrian lighting) must be provided along the front facade of each building to create a “second tier” private sidewalk along the building, break up parking facilities, support active uses, and provide a buffer zone between parking and buildings.
- » Implement consistent landscaping standards along 5th Street, Jefferson Street, Highway 100, and Highway 47 (refer to Section 6.1 Streets and Roads Plan for design standards).
- » Encourage outdoor dining and retail site amenities.

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1. Build-to lines do not need to be “zero lot line”, although mixed-use developments are recommended and encouraged to be built to the sidewalk in order to foster a traditional sidewalk to storefront relationship. What is important is to establish a consistent line to which all new building facades align. Furthermore, it is understood (although not encouraged) that some developments will be allowed to deviate from the build-to line through the variance process. This should be the exception, not the rule, and should apply to more specialized developments such as a big-box anchor retailer, an entertainment venue, and other development types that do not fit into a traditional retail storefront.

## FRONTAGE RECOMMENDATIONS – SECONDARY STREETS

- » Establish a build-to line in place of existing setback dimensions along Secondary Streets to encourage a consistent location and orientation of building facade frontages between neighboring lots.
- » Encourage side-lot and rear lot parking frontages and parking lots.
- » Encourage outdoor dining and retail site amenities.

## FRONTAGE RECOMMENDATIONS – SERVICE STREETS (WHERE APPLICABLE)

- » Flexible ground floor uses, including site and building service functions.
- » Establish flexible setbacks and limited setback restriction for building and parking service access.
- » No limitation on parking frontage and access.

## TYPE IV – NEIGHBORHOOD MIXED-USE (N-MU) SIGNAGE RECOMMENDATIONS – PRIMARY & SECONDARY STREETS

- » Allow and encourage the use of building signs on all buildings.
- » On 5<sup>th</sup> Street, encourage the use of monument and pylon signs incorporating neon lighting and design characteristics appropriate to historic, mid-century Highway 100. Develop design standards for monument signs to ensure that new signage contributes to the character of the 5<sup>th</sup> Street corridor.

**TYPE V – GENERAL MIXED-USE DISTRICT (G-MU) SIGNAGE RECOMMENDATIONS – PRIMARY & SECONDARY STREETS**

- » Allow and encourage the use of building signs on all buildings.
- » Allow smaller monument signs on Primary Streets for developments meeting a minimum size and give consideration to increased sign area for multi-tenant monument signs. Monument signs on secondary streets should be discouraged. Secondary and service streets should allow for small, ground-mounted directional signs.

**LOT DEVELOPMENT STANDARDS**

- » Establish pedestrian facility requirements to encourage walkable access, including 1) the provision of walkways between buildings and the public sidewalk; 2) walkways that provide pedestrian cross-access between neighboring lots; and 3) walkways connecting parking facilities to buildings.
- » Promote cross-access between adjacent sites to encourage shared parking and reduce curb cuts onto Primary Streets.
- » Establish standards for buffers between *Type VI – Neighborhood Mixed-Use District (N-MU)* and *Type V – General Mixed-Use District (G-MU)* lots and adjacent residential district lots.
- » Support sustainable and low impact site development practices such as permeable pavement, bio-retention, native landscaping, and energy efficient lighting through the use of zoning incentives such as site or density bonuses.
- » Develop design guidelines to achieve the desired character of the place type.

**REGULATORY AMENDMENTS**

- » Consider developing and adopting architectural design guidelines for the *Type V – General Mixed-Use District (G-MU)* to achieve high-quality and visually-distinctive physical development.
- » Consider developing and adopting architectural design guidelines for the *Type VI – Neighborhood Mixed-Use District (N-MU)* to achieve high-quality and visually-distinctive physical development that fits the character of the historic Route 66 corridor.
- » Develop an Urban Design Master Plan for the 5<sup>th</sup> Street corridor.
- » Establish a Form-Based Zoning District for the 5<sup>th</sup> Street corridor that is coterminous with the *Type VI – Neighborhood Mixed-Use District (N-MU)* to codify physical characteristics of infill and redevelopment.
- » Amend Chapter 400 by incorporating the recommendations detailed herein, including the allowance of vertical mixed-use development, in the “C-2 General Commercial” zoning district.
- » Amend Chapter 400 to allow for shared or reduced parking requirements for all land uses in the *Type VI – Neighborhood Mixed-Use District (N-MU)* and *Type V – General Mixed-Use District (G-MU)* if sufficient justification can be provided by a parking study.

# Commercial Corridor Land Use Recommendations

*(continued)*

## STREET & CONNECTIVITY STANDARDS

- » Provide street and public realm facility enhancements according to street type classifications (**refer to Section 6.1 Streets and Roads Plan**).
- » Develop bicycle facilities, pedestrian, and multi-use pathways (**refer to Section 6.3 Bicycle and Pedestrian Facilities Plan**).

## STORMWATER & RUNOFF MITIGATION

- » Amend Section 420.035 “Improvements And Design Standards” to address land disturbance of less than one (1) acre in residential zoning districts; this amendment should aim to limit the adverse effects of runoff produced by development, using on-site mitigation and site design to limit runoff to what exists today.
- » Amend Section 420.035 “Improvements And Design Standards” to require that redevelopments comprising land disturbance of greater than one (1) acre in residential zoning districts contribute no increased runoff compared to pre-development runoff. This amendment should require applicable building permits to:
  1. Calculate the existing, pre-development runoff for the site (“baseline condition”);
  2. Calculate the new, post-development runoff for the site (“proposed condition”);
  3. Identify the positive delta, if it exists, between the baseline condition and proposed condition (“net increase in runoff”); and
  4. Specify BMP’s for the detention and recharge of the net increase in runoff on-site, with supporting calculation and design standards.

- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

## TREE COVERAGE STANDARDS

- » Establish private tree planting and coverage standards for private lots subject to new development.
- » Establish tree planting and coverage standards for surface parking lots.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within *Type VI – Neighborhood Mixed-Use District (N-MU)* and *Type V – General Mixed-Use District (G-MU)*.

## GREEN SPACE PRESERVATION

- » In *Type V – General Mixed-Use District (G-MU)*, establish a minimum percentage of green space to be preserved as part of new commercial / mixed-use developments or redevelopments. This objective of this requirement is to codify the provision of common “town green”, “town square”, or other public gathering places in large-scale commercial / mixed-use developments.

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# Mixed-Use Development Examples

The diagrams below illustrate Plan concepts for mixed-use development and redevelopment in Washington’s existing commercial areas. These diagrams are intended to illustrate examples of mixed-use development opportunities; they do not convey specific dimensional or regulatory requirements.



5.3.1. Existing Conditions

Future Land Use Plan



5.3.2. Example 1 – Mixed-Use Development with Traditional Strip Center

# Mixed-Use Development Examples

(continued)



**5.3.3. Example 2 – Expanded Mixed-Use Development with Integrated Anchor Tenant**



**5.3.4. Example 3 – Expanded Mixed-Use Development with Parkside Housing**

## Downtown Washington

Due to the efforts of the City and Downtown Washington, Inc., Downtown Washington has remained successful and relatively vibrant over the past five (5) decades, a period during which the majority of Missouri’s small towns (and the majority of small towns throughout the nation) have experienced varying levels of disinvestment and decline. In addition to the concerted efforts of Downtown stakeholders, Downtown Washington also enjoys several inherent qualities that are beneficial for success.

Washington is one of only seven (7) riverfront Downtowns in Missouri (the others being Hermann, Hannibal, St. Charles, St. Louis, Louisiana, and Cape Girardeau). While there are many more riverfront towns and cities, these seven are the only ones that have truly riverfront-oriented Downtowns. Downtown Washington is also well-scaled for walkability, with modestly-sized blocks and consistent sidewalk connectivity both within Downtown and from adjacent neighborhoods.

Downtown Washington is home to a number of local and regional dining and drinking establishments, many of which are longstanding in the community. These include:

- » The Alley
- » Bud’s Tavern
- » Cowan’s
- » 1869 Draft Room
- » Front Street Cellars
- » Joe’s Bakery and Delicatessen
- » John G.’s
- » Main Street Creamery
- » Marquart’s Landing
- » Oak & Front Wine Bar
- » Old Bridgewiew Brewing
- » Old Dutch Hotel & Tavern
- » Sugarfire Smokehouse
- » Swallow’s Nest
- » The Tilted Skillet
- » Underground’s Espresso Bar
- » Vino di Lafayette
- » Washington Coffee Shop
- » Wimpy’s

These establishments are complemented by a variety of local service businesses, boutique retailers, and locally-owned bed-and-breakfasts and small hotels. Downtown is also a National Register Historic District, and contains a significant number of individually-listed National Register Historic properties. Finally, Downtown Washington is home to some of the City’s major institutions. Not only are City Hall and the Washington Public Library located Downtown, there is also a significant church and elementary school—St. Francis Borgia. These institutions all support regular downtown visitorship. The desirability of these characteristics are reinforced by the significant growth in new Downtown housing in the past ten (10) years.

The Vision for Washington’s Downtown is to maintain and enhance a vibrant, walkable, and amenity-rich historic riverfront Downtown. The Downtown Core will continue to support mixed-use, commercial, dining, retail, office, and upper-floor residential uses and grow as a region-wide tourism destination for shopping, dining, and entertainment in the heart of Missouri’s wine country.

A strong downtown is a mutually supporting mix of uses that is not found in strip centers or stand-alone retail, and Washington already enjoys many of these assets:

- » Center of government
- » US Post Office
- » Financial institutions
- » Personal services
- » Lodging
- » Retail and restaurants
- » Supportive residential market

To make a great downtown, regardless of scale, most downtowns pursue strategies that reinforce the following:

- » Daytime population; employment
- » Destination quality; mix of uses, art, entertainment, value as a “third place”—live, work, play, and visit
- » Utility of retail and services
- » Public uses and spaces that bring foot traffic
- » Retail and service mix to match preferences
- » Design to capture all modes of mobility
- » Consistent operation by tenants

The physical characteristics of a vibrant downtown include:

- » Medium-density buildings (2- to 5-stories);
- » High-intensity, mixed-use development, including dining, retail, office, and multi-family residential;
- » Street-oriented buildings with uniform build-to lines (setbacks), storefronts, and active ground floor uses;
- » Centralized, shared-use parking, located at the back or the interior of the block; and
- » Outdoor site amenities, including plazas, outdoor dining and retail; parklets, and great streetscapes to encourage walkability.

Downtown Washington already possesses most of these characteristics. Furthermore, high-quality streetscape improvements were made throughout Downtown in the early 1990s. These include improved sidewalks, decorative crosswalk pavement, street lights, and some street trees. While these improvements are aging and could benefit from sprucing up, the overall physical environment is strong.

Maintaining and improving the continued revitalization of Downtown Washington is a multi-faceted effort. Selected infrastructure repairs and beautification will improve the visual quality, character, and function of existing infrastructure improvements. Maintaining a high-quality streetscape is important to facilitate indoor/outdoor business and dining activities and a vibrant street life.

Beyond infrastructure improvements, there are a variety of regulatory and operational improvements that should be made to improve the function of Downtown development, business operations, and to facilitate investment. This includes creation of a form-based code overlay district; development of Downtown design guidelines; and the continued work of the City of Washington and Downtown Washington, Inc., including developing a proactive tenancing strategy and active marketing of Downtown Washington to both potential business owners and patrons.

Furthermore, Downtown Washington is an ideal tourism destination for both day-trippers and extended multi-day visitors. This is due to several factors: (1) proximity and access to St. Louis; (2) location in Missouri wine country and proximity to the Missouri *Weinstrasse*; (3) proximity to the Katy Trail and future Rock Island Trail; and (4) the amenities, destinations, and special events located in and immediately adjacent to Downtown Washington itself. However, Downtown has not fully capitalized on this potential. Maintaining access to Washington’s Downtown via passenger rail service is an important priority for tourism. Development of new assets, including a Downtown hotel and conference center; a destination athletics complex in Washington for sports tournaments; a Downtown concert and events venue; and a greenway connection to the Katy Trail will all help to attract visitors to Downtown and expand the economic development potential of Downtown Washington tourism.

Character images for Downtown are presented on pages 5.36-5.37 and plan recommendations for Downtown are detailed on pages 5.38-5.39. Recommendations apply to new development; teardowns and infills; and significant expansions of existing buildings.



# Downtown Community Character Examples

## Existing Conditions Character Images



DOWNTOWN WASHINGTON



DOWNTOWN WASHINGTON



AMTRAK STATION, DOWNTOWN WASHINGTON



DOWNTOWN WASHINGTON



CITY HALL, DOWNTOWN WASHINGTON



RIVERFRONT HOUSING, DOWNTOWN WASHINGTON

## Downtown Vision & Best Practices Character Images



**SIDEWALK BUMP-OUTS FOR OUTDOOR USE**



**STREET TREES AND STREET LIGHTS**



**SIDEWALK DINING**



**OUTDOOR PUBLIC SPACE IN A VACANT LOT**



**LOW-IMPACT SEASONAL LANDSCAPING**

## Downtown Land Use Recommendations

### FRONTAGE RECOMMENDATIONS – PRIMARY STREETS

- » Streets classified as Primary Streets should include:
  - Front Street (E & W)
  - Main Street (E & W)
  - 3<sup>rd</sup> Street (E & W)
  - 5<sup>th</sup> Street (E & W)
  - Market Street
  - Jefferson Street
  - Lafayette Street
  - Oak Street
  - Elm Street
  - Cedar Street
  - Rhine River Lane
  - Stafford Street
- » Require active ground floor uses and store-front commercial buildings.
- » Buildings should be a minimum of 2-stories tall, with no site coverage limit.
- » Establish a zero-setback, front build-to line in place of existing lot frontage setbacks to encourage a consistent location and orientation of building facade frontages to Primary Streets.
- » Parking should be located in shared parking lots, behind buildings; parking fronting onto primary streets should be prohibited.
- » The City should pursue the development of one (1) or more shared-use, Downtown parking structures, utilizing partially- or fully-vacant blocks. Parking structures should be faced with mixed-use liner buildings or—at minimum—ground floor commercial store-fronts on all street-facing facades.
- » Develop consistent landscaping standards along all Primary Streets, including street trees, lighting, and continuous sidewalks of consistent width.

### FRONTAGE RECOMMENDATIONS – SECONDARY STREETS

- » Streets classified as Secondary Streets should include:
  - 2<sup>nd</sup> Street
  - 4<sup>th</sup> Street
  - Pine Street
- » A variety of active, office, and residential ground floor uses should be allowed and encouraged.
- » Establish a front build-to line in place of existing lot frontage setbacks to encourage a consistent location and orientation of building facade frontages to Secondary Streets.
- » Encourage side-lot and rear lot parking frontages and parking lots.
- » Encourage outdoor dining and retail site amenities.

### LOT DEVELOPMENT STANDARDS

- » Support sustainable and low impact site development practices such as permeable pavement, bio-retention, native landscaping, and energy efficient lighting through the use of zoning incentives such as site or density bonuses.
- » Encourage public site amenities, including outdoor dining, plazas, fountains, bicycle parking, “parklets”, and other elements to promote district vibrancy.
- » Consider establishing architectural design guidelines for the *Type VI – Downtown District (DT)* Place Type District

## REGULATORY AMENDMENTS

- » Establish a Form-Based Zoning District for Downtown Washington (*Type VI – Downtown District (DT) Place Type District*) to codify physical characteristics of infill and redevelopment. To the extent possible, Form-Based Zoning District regulations should be contextual and inclusive of the existing character of the specific district.
- » Amend Chapter 400 to allow for shared or reduced parking requirements for all land uses in the *Type VI – Downtown District (DT)* if sufficient justification can be provided by a parking study. A reduction in the off-street requirements of up to 30 percent could be granted by City staff on the basis of the study without having to go through the Board of Adjustment.

## STREET & CONNECTIVITY STANDARDS

- » Provide street and public realm facility enhancements according to street type classifications (**refer to Section 6.1 Streets and Roads Plan**).
- » Develop bicycle facilities, pedestrian, and multi-use pathways (**refer to Section 6.3 Bicycle and Pedestrian Facilities Plan**).

## STORMWATER & RUNOFF MITIGATION

- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

## TREE COVERAGE STANDARDS

- » Establish private tree planting and coverage standards for private lots subject to new development.
- » Establish tree planting and coverage standards for surface parking lots.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within *Type VI – Downtown District (DT)*.

## Mixed-Use Innovation District

The City of Washington possesses a significant opportunity to expand its industrial and manufacturing jobs base by attracting employers and jobs in emerging, technology-driven industrial sectors. These sectors broadly include advanced manufacturing (including automation controls and machinery, machine learning, and artificial intelligence); agricultural sciences; biological sciences; and energy production. These sectors are all projected to grow within the greater St. Louis region, and are identified priorities of regional economic development partners. Furthermore, these enterprises dovetail well with Washington’s existing industrial and manufacturing base, which already hosts businesses in some of these sectors, particularly advanced manufacturing.

Development of these sectors can be done by growing them “from scratch”, as well as by attracting existing businesses. The two strategies go hand in hand. Growing from scratch requires the provision of job training facilities and programs to build a trained and qualified workforce. It also requires facilities for start-up businesses, including incubators and other support services. Nationally, trends for these resources show that they prefer to locate in vibrant, mixed-use “urban areas” with numerous community amenities (dining, drinking, entertainment, and recreational opportunities) that are walkable and bikeable. Housing affordability is also beneficial. Because these businesses attract employees from throughout the nation, these qualities are necessary to compete with larger cities on the coasts, as well as St. Louis! Washington—with its walkable and distinctive Downtown and relatively (regionally and nationally) affordable housing—is well-positioned to compete.

Facilitating the provision of these resources will help to channel potential workforce to Washington, as well as provide an attractive environment to which established enterprises in these sectors would choose to locate. Attracting national and

global enterprises in technology-driven industrial sectors will mutually-attract workforce and additional amenities.

In order to facilitate the provision of these amenities and the attraction of employers in these sectors, Washington should establish a Mixed-Use Innovation District as a zoning overlay to Downtown Washington and immediately-surrounding neighborhoods. The purpose of this zoning overlay is to permit land uses and building typologies—that would not be ordinarily permitted in Downtown or surrounding residential areas—by right in order facilitate attraction and retention of these types of amenities. Examples would include:

- » Flexible office space and incubator space with mixed-use ground floors for shopping, dining, drinking, and community service businesses;
- » Small-scale dry- and wet-laboratory space for specialized advance industries;
- » Cooperative work spaces for start-up businesses and “pioneer” offices of national and global business;
- » High-density mixed-use housing; and
- » Educational facilities and training centers in cooperation with existing educational institutions (such as East Central College, State Tech, Ozark Technical College, and Ranken Tech).

The Mixed-Use Innovation District zoning overlay is proposed to extend from Downtown east to the Mercy Hospital Campus, inclusive of 5<sup>th</sup> Street. It covers the *Type II – Residential, Suburban (R-S)*; *Type III – Downtown Mixed-Use Neighborhood (DT-MU)*; *Type IV – Neighborhood Mixed-Use (N-MU)*; *Type VI – Downtown District (DT)*; and *Type VII – Civic / Institutional District (CV)* Place Type Districts. Within this geography, there are numerous vacant lots, vacant buildings, and underutilized buildings that can be redeveloped into such facilities. A regional model for this overlay is the Cortex biosciences district in St. Louis.

# Mixed-Use Innovation District Examples

## Vision & Best Practices Character Images



MIXED-USE DEVELOPMENT AT THE CORTEX INNOVATION DISTRICT (ST. LOUIS, MISSOURI)



@4240 CENTER AT THE CORTEX INNOVATION DISTRICT



CORTEX INNOVATION DISTRICT



MIXED-USE DEVELOPMENT AT THE HIGHLANDS @ FOREST PARK



MIXED-USE DEVELOPMENT AT THE HIGHLANDS @ FOREST PARK

# Mixed-Use Innovation District Recommendations

As a proposed zoning overlay district, the Mixed-Use Innovation District will modify the specific recommendations for the underlying Community Place Type Districts (and associated zoning districts) for the parameters addressing:

- » Frontage Recommendations – Primary Streets;
- » Frontage Recommendations – Secondary Streets;
- » Signage Recommendation – Primary and Secondary Streets;
- » Lot Development Standards;
- » Regulatory Updates;
- » Street and Connectivity Standards;
- » Stormwater and Runoff Mitigation;
- » Tree Coverage Standard; and
- » Greenspace Preservation.

These underlying parameters will be modified by the following recommendations, as applicable, for projects conducted according to this overlay. General recommendations are provided below, and specific recommendations for each underlying Community Place Type District are provided in **Figure 5.3.5**.

## LOT DEVELOPMENT STANDARDS

- » Establish requirements for pedestrian facilities between buildings and the public sidewalk.
- » Establish requirements for cross-lot pedestrian facilities connecting the pedestrian amenities of neighboring buildings to encourage walkability between lots.
- » Establish guidelines for pedestrian connectivity between parking facilities and buildings.
- » Support sustainable and low impact site development practices such as permeable pavement, bio-retention, native landscaping, and en-

ergy efficient lighting through the use of zoning incentives such as site or density bonuses.

- » Establish reduced parking minimums and encourage shared parking facilities.

## REGULATORY AMENDMENTS

- » Amend Chapter 400 with a new “Mixed-Use Innovation District” zoning overlay, incorporating the recommendations detailed herein.

## ALLOWABLE LAND USES

- » Permit the following land uses by right:
  - Flexible office space and incubator space with mixed-use ground floors for shopping, dining, drinking, and community service businesses;
  - Small-scale dry- and wet-laboratory space for specialized advance industries;
  - Cooperative work spaces for start-up businesses and “pioneer” offices of national and global business;
  - High-density mixed-use housing; and
  - Educational facilities and training centers in cooperation with existing educational institutions (such as East Central College, State Tech, Ozark Technical College, and Ranken Tech).

Figure 5.3.5: **Mixed-Use Innovation District Recommendations**

Community Place Type / Future Land Use Category	Underlying Zoning Classification	Recommended Primary Street Build-to Line	Recommended Allowable Uses	
<b>Type VIII – Industrial / Manufacturing District (IM)</b>	M-1 Industrial M-2 Industrial	20 feet <b>Minimum</b> 100 feet <b>Maximum</b>	<ul style="list-style-type: none"> <li>• Material processing (no noxious fumes or emissions)</li> <li>• Fabrication</li> <li>• Light / Advanced Manufacturing</li> <li>• Wet Laboratories</li> <li>• Dry Laboratories</li> <li>• Cooperative / Shared Work Space</li> <li>• Educational Services</li> </ul>	
<b>Type VII – Civic / Institutional District (CV)</b>	<i>New Civic / Institutional (CV) Zoning Overlay</i>	0 feet <b>Minimum</b> (Zero Lot Line) 40 feet <b>Maximum</b>	<ul style="list-style-type: none"> <li>• Advanced Manufacturing</li> <li>• Wet Laboratories</li> <li>• Dry Laboratories</li> <li>• Cooperative / Shared Work Space</li> <li>• Educational Services</li> <li>• Healthcare Services</li> <li>• Recreation</li> </ul>	
<b>Type VI – Downtown District (DT)</b>	C-3 Central Commercial	0 feet (Zero Lot Line)	<b>GROUND FLOOR</b> <ul style="list-style-type: none"> <li>• Primary Retail</li> <li>• Secondary Retail / Professional Services</li> <li>• Dining / Cafe</li> <li>• Drinking Establishment</li> <li>• Educational Services</li> <li>• Entertainment</li> </ul>	<b>UPPER FLOOR(S)</b> <ul style="list-style-type: none"> <li>• Business Incubator</li> <li>• Cooperative / Shared Work Space</li> <li>• Office / Shared Office</li> <li>• Educational Services</li> <li>• Short-term Rental</li> <li>• Multi-Family Residential</li> </ul>
<b>Type IV – Neighborhood Mixed-Use District (N-MU)</b>	C-1 Limited Commercial	0 feet <b>Minimum</b> (Zero Lot Line) 40 feet <b>Maximum</b>	<b>GROUND FLOOR</b> <ul style="list-style-type: none"> <li>• Primary Retail</li> <li>• Secondary Retail / Professional Services</li> <li>• Dining / Cafe</li> <li>• Drinking Establishment</li> <li>• Business Incubator</li> <li>• Cooperative / Shared Work Space</li> <li>• Office / Shared Office</li> <li>• Educational Services</li> </ul>	<b>UPPER FLOOR(S)</b> <ul style="list-style-type: none"> <li>• Business Incubator</li> <li>• Cooperative / Shared Work Space</li> <li>• Office / Shared Office</li> <li>• Educational Services</li> <li>• Short-term Rental</li> <li>• Multi-Family Residential</li> </ul>
<b>Type III – Downtown Mixed-Use Neighborhood (DT-MU)</b>	<i>R-2O Two-Family Residence Overlay, modified according to Comprehensive Plan Update recommendations</i>	+/- 10 percent of the average setback depth of existing buildings of the block face	<b>GROUND FLOOR</b> <ul style="list-style-type: none"> <li>• Primary Retail</li> <li>• Secondary Retail / Professional Services</li> <li>• Dining / Cafe</li> <li>• Office / Shared Office</li> <li>• Short-term Rental</li> <li>• Multi-Family Residential</li> <li>• Two-Family Residential</li> <li>• Single-Family Residential</li> </ul>	<b>UPPER FLOOR(S)</b> <ul style="list-style-type: none"> <li>• Office / Shared Office</li> <li>• Short-term Rental</li> <li>• Multi-Family Residential</li> <li>• Two-Family Residential</li> <li>• Single-Family Residential</li> </ul>



## Washington Future Land Use Plan

# 5.4. Civic / Institutional Land Use Recommendations

**The City of Washington is home to numerous community service institutions, primary and secondary schools, educational facilities, churches, and a significant regional medical center. These civic and institutional land uses are one of the keys to the excellent quality of life that Washington offers to its residents.**

Under the City’s current zoning, civic and institutional land uses are addressed as conditional uses within other zoning districts. Due to the Washington’s land use patterns, many of these uses fall within residential areas. This has occasionally resulted in conflicts with neighbors over parking, lighting, hours of use, and other issues. More commonly, however, there is little proactive management of the way in which the physical characteristics of civic and institutional facilities interface with surrounding development. This represents a missed opportunity in terms of physical placemaking, since civic and institutional amenities often form the centers of the respective neighborhoods in which they are located.

The purpose of developing the Civic Place Type District is to establish city-wide standards and regulations for the physical character of these land uses. This is to ensure that, in the future growth of these institutions, potential conflicts with neighboring properties in minimized and—more importantly—that they contribute positively to the physical character of Washington.

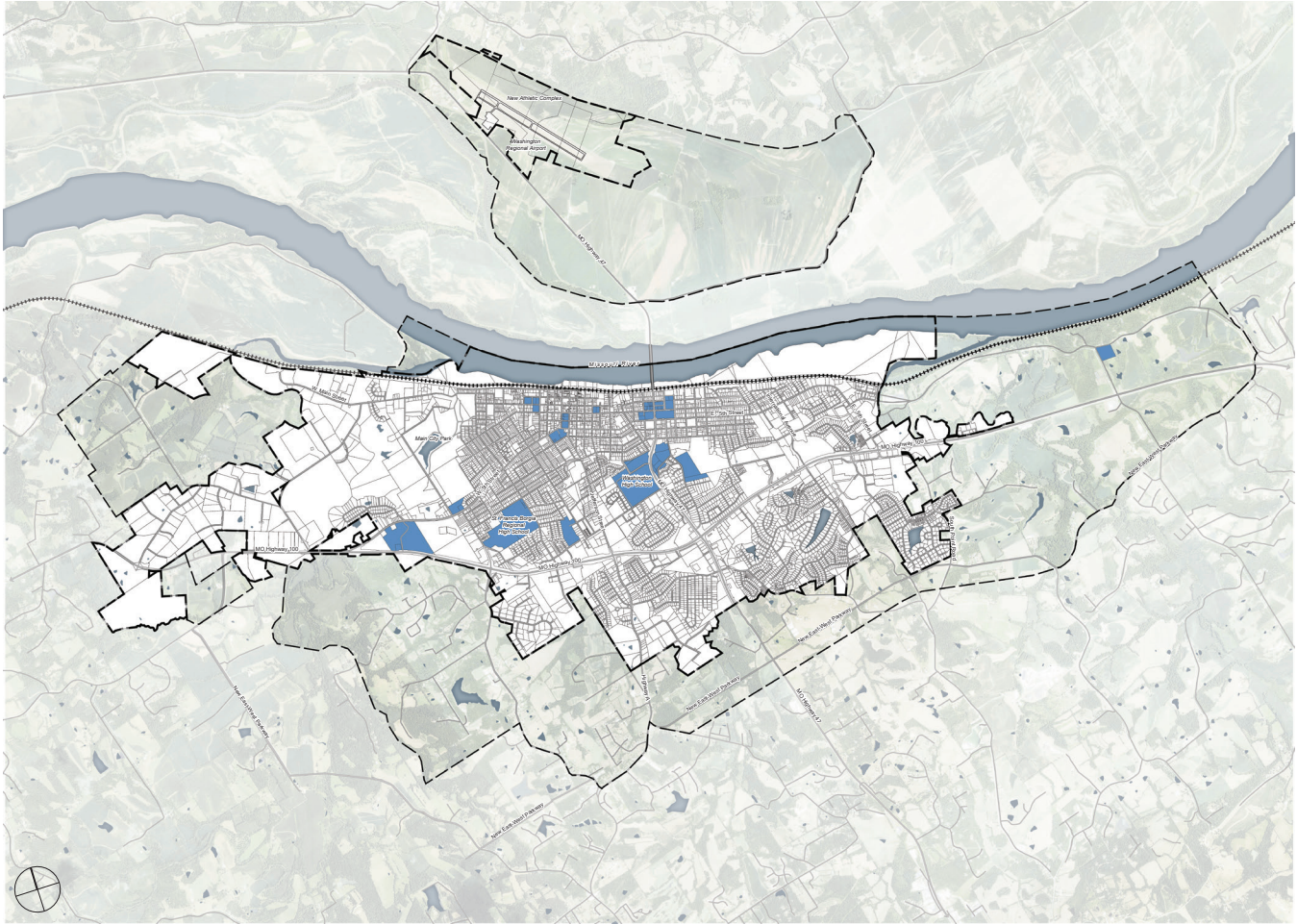
The Vision for the Civic district is a community place type or overlay for various institutional uses—including schools, churches, religious facilities, and public facilities—comprised of multiple primary building with optional ancillary or out-buildings on a single lot. Civic sites have a minimum recommended size of three (3) acres and can be located in a variety of surrounding contexts.

This district consists of physical development recommendations to guide the public street frontages of the development, while allowing for maximum flexibility on the interior of the site. Furthermore, it is recommended that the Civic Place Type District be developed as an overlay district to preserve the underlying base district zoning and ensure that, if the civic or institutional use ever vacates the site, that the site reverts to the surrounding zoning.




Within the *Type VII – Civic / Institutional (CV)* Place Type District, the City of Washington should complete a street classification of perimeter streets and interior streets (if present). Streets should be classified as either (1) Primary Streets; (2) Secondary Streets; and (3) Service Streets (refer to page 5.11 for additional information). Recommendations for these Place Type Districts in this GrowWashMO 2034 Comprehensive Plan Update are categorized according to this Street Classification. This Street Classification will also serve as part of the regulatory framework for future zoning code updates.

Character images for *Type VII – Civic / Institutional (CV)* Place Type District are presented on page 5.46, and Plan recommendations for *Type VII – Civic / Institutional (CV)* Place Type District are detailed on pages 5.47-5.48. Recommendations apply to new development; new subdivisions; teardowns and infills; and significant expansions of existing buildings.

Figure 5.4: **Civic / Institutional Community Place Types**



**City of Washington Map Key**

-  Existing Municipal Boundary
-  Proposed Annexation Boundaries
-  Type VII – Civic / Institutional District (CV)

# Civic / Institutional Character Examples

## Vision & Best Practices Character Images



ST. FRANCIS BORGIA ELEMENTARY SCHOOL



ST. FRANCIS BORGIA CATHOLIC CHURCH



CITY HALL, DOWNTOWN WASHINGTON



FOUR RIVERS YMCA



MERCY OUTPATIENT SURGERY CENTER



MERCY HOSPITAL WASHINGTON

Future Land Use Plan

## Civic / Institutional Land Use Recommendations

### LOT DEVELOPMENT STANDARDS

- » Establish Primary Street and Secondary Street setbacks that are compatible with neighboring residential and commercial place type districts. When located in primarily residential areas, setbacks should be compatible with adjacent residential place type districts.
- » When lots directly abut other lots of a different residential Community Place Type, a landscape buffer, measured horizontally from the lot boundary, should be provided.

### REGULATORY AMENDMENTS

- » Amend Chapter 400 with a new “Civic and Institutional” zoning overlay, incorporating the recommendations detailed herein.

### STORMWATER & RUNOFF MITIGATION

- » Amend Section 420.035 “Improvements And Design Standards” to require that redevelopments comprising land disturbance of greater than one (1) acre in residential zoning districts contribute no increased runoff compared to pre-development runoff. This amendment should require applicable building permits to:
  1. Calculate the existing, pre-development runoff for the site (“baseline condition”);
  2. Calculate the new, post-development runoff for the site (“proposed condition”);
  3. Identify the positive delta, if it exists, between the baseline condition and proposed condition (“net increase in runoff”); and
  4. Specify BMP’s for the detention and recharge of the net increase in runoff on-site, with supporting calculation and design standards.
- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

# Civic / Institutional Land Use Recommendations

*(continued)*

## TREE COVERAGE STANDARDS

- » Establish private tree planting and coverage standards for private lots subject to redevelopment.
- » Establish tree planting and coverage standards for surface parking lots.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within the *Type VII – Civic / Institutional (CV)* place type district.

## GREEN SPACE PRESERVATION

- » Establish a minimum percentage of green space to be preserved as part of new development or redevelopment of lots. Tree Coverage Standards
- » Establish private tree planting and coverage standards for private lots subject to redevelopment.
- » Establish tree planting and coverage standards for surface parking lots.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within the *Type VII – Civic / Institutional (CV)* place type district.

## GREEN SPACE PRESERVATION

- » Establish a minimum percentage of green space to be preserved as part of new development or redevelopment of lots.

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## Washington Future Land Use Plan

# 5.5. Industrial Land Use Recommendations

**Washington’s employment base is anchored—and in fact dominated—by numerous regional and national industrial and manufacturing businesses within the City. Located primarily along on the western edge of Washington, these businesses are critical to Washington’s future and should be retained and encouraged to grow.**

Not only is Washington the manufacturing center of Franklin County, it is—per capita—one of the largest manufacturing centers in the entire greater St. Louis Region, with nearly 3 times per capita the number of manufacturing jobs as compared to the region as a whole. Key enterprises include:

- » WEG Transformers (power generation / distribution)
- » Sporlan / Parker-Hannifin (refrigeration)
- » Melton Machine & Control (industrial automation)
- » LMI Aerospace (aerospace contractor)
- » Enduro Binders (business supplies)
- » Riechers Truck Bodies (automotive)
- » Rawlings (sporting goods)
- » Frick’s Quality Meats (food processing)
- » RTI Advanced Forming (metal fabrication)
- » Computech Manufacturing (machining)

These businesses provide thousands of high-paying blue collar jobs in Washington.

The *Type VIII – Industrial / Manufacturing District (IM)* Place Type District is coterminous with Washington’s existing M-1 and M-2 zoning districts. As such, it is recommended that the general regulations that apply to the existing industrial zoning districts continue to apply to these Community Place Type Districts. As indicated in the Future Land Use

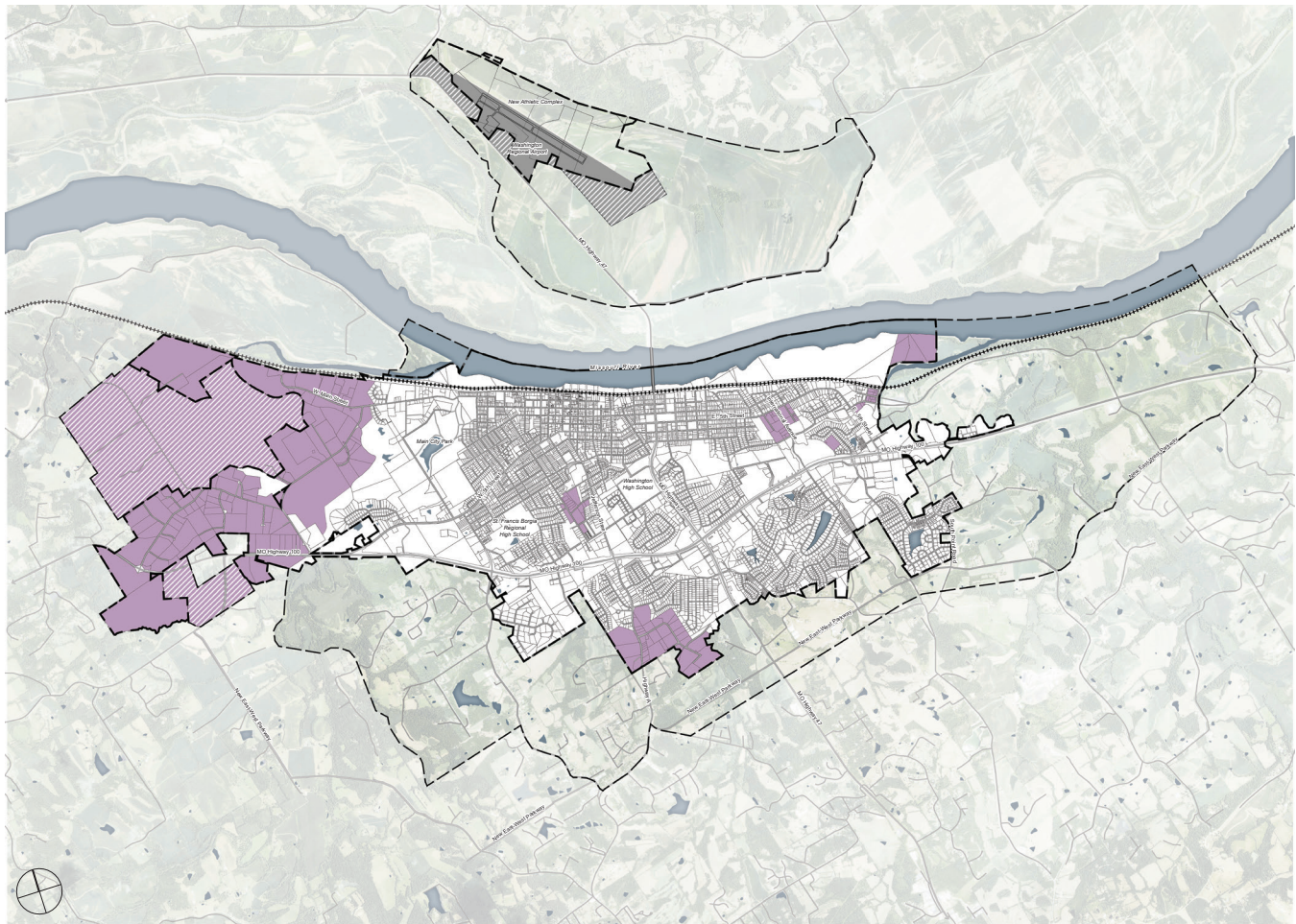
Plan map, should the City of Washington annex additional land, the land along the west edge of Washington should be classified as this Place Type District and zoned appropriately.

Additionally, Washington should pursue expansion of the Washington Regional Airport in order to achieve the airport upgrade recommendations presented in *Section 3: Economic Development Plan*.

Within the *Type VIII – Industrial / Manufacturing District (IM)* Place Type District, the City of Washington should complete a street classification of perimeter streets and interior streets (if present). Streets should be classified as either (1) Primary Streets; (2) Secondary Streets; and (3) Service Streets (refer to page 5.11 for additional information). Recommendations for these Place Type Districts in this GrowWashMO 2034 Comprehensive Plan Update are categorized according to this Street Classification. This Street Classification will also serve as part of the regulatory framework for future zoning code updates.

Plan recommendations for the *Type VIII – Industrial / Manufacturing District (IM)* Place Type are detailed on pages 5.52-5.53. Recommendations apply to new development; new subdivisions; teardowns and infills; and significant expansions of existing buildings.

Figure 5.5: Industrial Community Place Types



**City of Washington Map Key**

- Existing Municipal Boundary
- Proposed Annexation Boundaries
- Type VIII – Industrial / Manufacturing District (IM)
- Type VIII – Industrial / Manufacturing District (IM) Annex)
- Type IX – Airport District
- Type IX – Airport District Annex



# Industrial Land Use Recommendations

## LOT DEVELOPMENT STANDARDS

- » Establish Primary Street and Secondary Street setbacks that are compatible with neighboring residential and commercial place type districts. When located in primarily residential areas, setbacks should be compatible with adjacent residential place type districts.
- » When lots directly abut other lots of a different residential Community Place Type, a landscape buffer, measured horizontally from the lot boundary, should be provided.

## REGULATORY AMENDMENTS

- » Amend Chapter 400 by incorporating the recommendations detailed herein for the “M-1 Industrial” and “M-2 Industrial” zoning districts.

## STORMWATER & RUNOFF MITIGATION

- » Amend Section 420.035 “Improvements And Design Standards” to require that redevelopments comprising land disturbance of greater than one (1) acre in residential zoning districts contribute no increased runoff compared to pre-development runoff. This amendment should require applicable building permits to:
  1. Calculate the existing, pre-development runoff for the site (“baseline condition”);
  2. Calculate the new, post-development runoff for the site (“proposed condition”);
  3. Identify the positive delta, if it exists, between the baseline condition and proposed condition (“net increase in runoff”); and
  4. Specify BMP’s for the detention and recharge of the net increase in runoff on-site, with supporting calculation and design standards.
- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

## **TREE COVERAGE STANDARDS**

- » Establish private tree planting and coverage standards for private lots subject to redevelopment.
- » Establish tree planting and coverage standards for surface parking lots.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within the *Type VIII – Industrial / Manufacturing District (IM)* Place Type District.

## **GREEN SPACE PRESERVATION**

- » Establish a minimum percentage of green space to be preserved as part of new development or redevelopment of lots.

## Section 6:

# Physical Facilities Plans

**The City of Washington’s Physical Facilities Plans support the Future Land Use Plan and build upon the Community Goals and Strategies with geographically-specific recommendations for physical development and improvements of infrastructure, facilities, and the public realm within Washington. The Physical Facilities Plans are intended to advance the implementation of the Comprehensive Plan Objectives by identifying particular locations that are opportunities for improvement, redevelopment, and revitalization.**

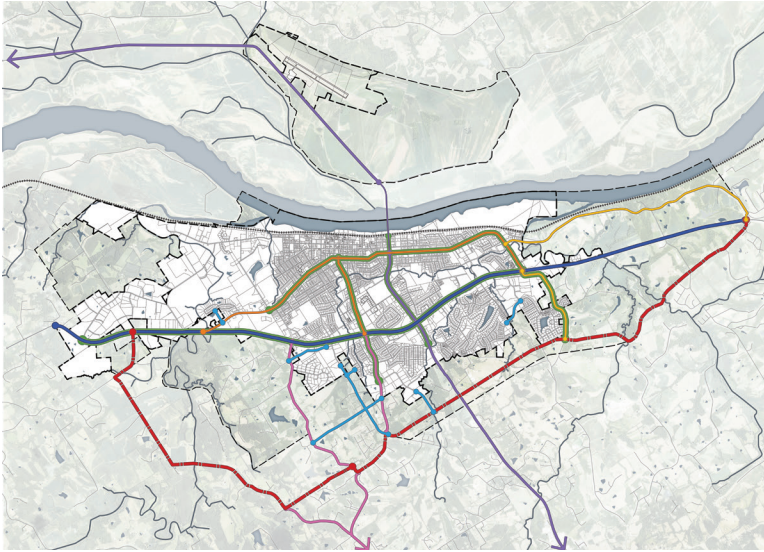
While much of Washington’s identity and physical character results from private land development, the City has numerous, interconnected networks of public infrastructure. Physical Facilities Plans recommendations include the City of Washington’s parks, streets, and public facilities.

The Physical Facilities Plan presented herein address the community’s Vision and goals to improve the holistic identity, vibrancy, and livability of Washington. Furthermore, these recommendations build on and further articulate many of the principles expressed in the 2013 Comprehensive Plan. Unlike the 2013 Plan, however, which provided relatively general recommendations, GrowWashMO 2034 provides specific locations, alignments, and facility types for Washington’s infrastructure improvements.

While these Plans describe improvements with specific physical locations, it is important to note that the boundaries and physical design features illustrated are not written in stone. Rather, they are intended to be a detailed guide and call to action that serves as the basis for future detailed planning and design.

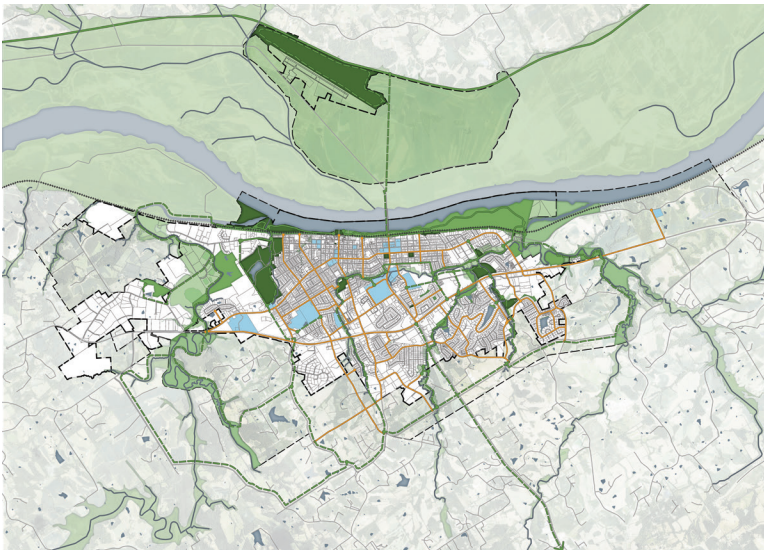
Physical Facilities Plans are summarized on the facing page and presented in detail on the following pages:

- » **Streets and Roads Plan** recommendations are presented on pages 6.4-6.20;
- » **Parks, Recreation & Open Space Plan** recommendations are presented on pages 6.22-6.25; and
- » **Bicycle and Pedestrian Plan** recommendations are presented on pages 6.26-6.29.



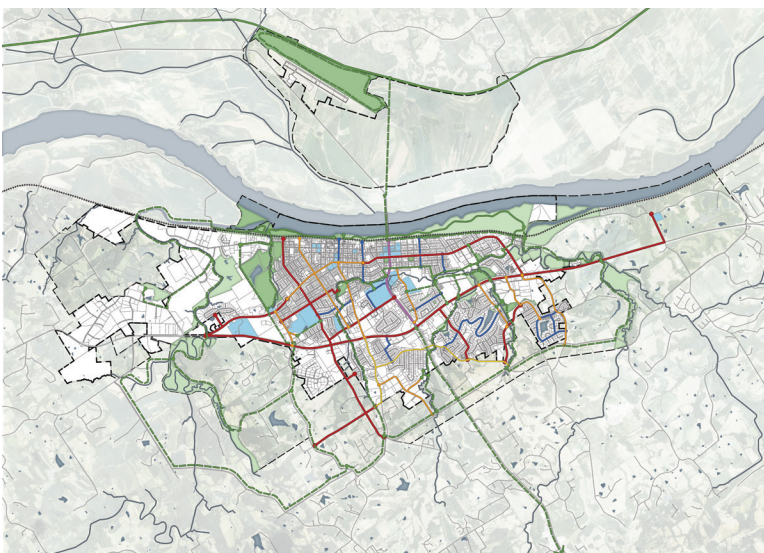
## 6.1. Streets and Roads Plan

The Streets and Road Plan outlines qualitative improvements for Washington’s major corridors. Identified routes both include and link to priority streets designated in the City’s current Capital Improvement Plan and existing proposed projects like the East-West Parkway. The purpose of this plan is encourage the development of Complete Streets—streets with facilities for all users and modes of transportation—incrementally as street improvements are made.



## 6.2. Parks, Recreation & Open Space Plan

The Parks, Recreation & Open Space Plan is comprised of an interconnected network of City parks, recreation areas, open space, pedestrian pathways, and multi-use greenway trails. This network includes existing and proposed new parks and existing, planned, and proposed greenways. It links neighborhoods and parks to Washington’s schools, Downtown, Riverfront, and other community assets and amenities, and it provides greenway loops throughout the City.



## 6.3. Bicycle and Pedestrian Plan

The Bicycle & Pedestrian Plan is comprised of designated on-street and off-street bicycle and pedestrian facilities. These proposed improvements are coordinated with recommendations for street improvements to maximize the cost effectiveness and impact of new facilities. Bike and pedestrian facilities are designed at a City-wide interval of approximately one-half (1/2) mile to ensure that all households are less than one-quarter (1/4) mile from a designated route.

## Washington Physical Facilities Plans

# 6.1. Streets and Roads Plan

**The GrowWashMO 2034 streets and roads recommendations are qualitative improvements for Washington’s major streets and road corridors in the City’s commercial and mixed-use districts, as well as key streets and new connections within the Washington’s residential neighborhoods.**

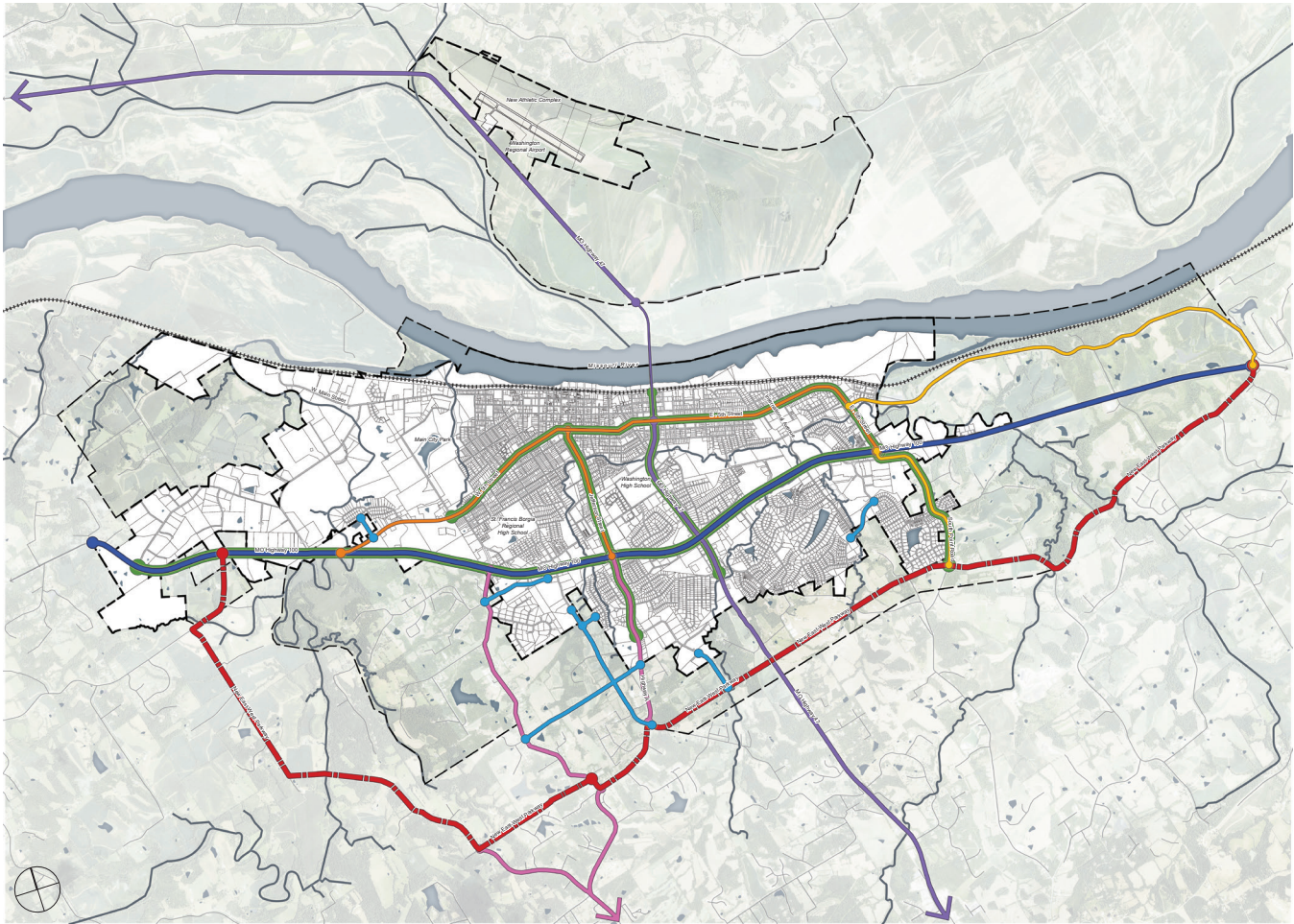
These recommendations encourage the development of Complete Streets—streets with facilities for all users and modes of transportation—incrementally as street improvements are made. While the *Parks, Recreation & Open Space Plan* and the *Bicycle & Pedestrian Connectivity Plan*, presented in following sections, outline specific City-wide connectivity improvements, the Streets Plan provides for safe and effective intra-neighborhood connectivity for pedestrians, bikes, mobility device users, and vehicles alike.

As presented herein, these recommendations do not suggest or require the wholesale reconstruction of identified streets. Rather, they establish principles for facility types and levels of service for all users, to guide improvements as needed when street repair, reconstruction, or improvements required by redevelopment projects occurs. Additionally, these recommendations and principles should be viewed as guidelines to be adapted to specific existing conditions, including ROW width, pavement width, and adjacent development. No reduction of existing vehicular levels of service (LOS) is recommended, and enhanced LOS is desired.

Streets and roads recommendations are presented according to 13 street segments and/or typologies, as shown in **Figure 6.1.1**. General streets and roads recommendations are presented on pages 6.6 through 6.7). Specific segment and/or typology recommendations are presented on the following pages:













1. **Highway 100, 4-lane Section** segment recommendations are presented on page 6.8;
2. **Highway 100, 2-lane Section** segment recommendations are presented on page 6.9;
3. **Highway 47, 3-lane Section** segment recommendations are presented on page 6.10;
4. **Highway 47, 4-lane Section** segment recommendations are presented on page 6.11;
5. **E. 5<sup>th</sup> Street, Residential** typology recommendations are presented on page 6.12;
6. **5<sup>th</sup> Street, Central** segment recommendations are presented on page 6.13;
7. **W. 5<sup>th</sup> Street, Urban Residential** typology recommendations are presented on page 6.14;
8. **W. 5<sup>th</sup> Street, Rural Residential** typology recommendations are presented on page 6.15;

Figure 6.1.1: **Streets and Roads Plan**



- 9. **Jefferson Street, Urban Mixed-Use** typology recommendations are presented on page 6.16;
- 10. **Jefferson Street, Suburban Mixed-Use** typology recommendations are presented on page 6.17;
- 11. **South Point Road** segment recommendations are presented on page 6.18;
- 12. **East-West Parkway** typology recommendations are presented on page 6.19;
- 13. **Highway A / Pottery Road Improvement** typology recommendations are presented on page 6.20;

**City of Washington Map Key**

-  Creeks & Streams
-  Water Bodies
-  Existing Municipal Boundary
-  Proposed Annexation Boundaries
-  Highway 100 Improvements
-  Highway 47 Improvements
-  5th Street / Jefferson Street Improvements
-  Old Highway 100 Improvements
-  South Point Road Improvements
-  New Street Connections
-  East-West Parkway
-  Highway A Improvements

## Streets and Roads Plan Recommendations

### HIGHWAY 100 RECOMMENDATIONS

(Refer to **Figures 6.1.2 through 6.1.5**)

- » Expand MO Highway 100 to four (4) lanes from High Street west to Vossbrink Drive.
- » Implement streetscape improvements, including sidewalks, street trees, signature light fixtures, and signage between E. 5th Street and Vossbrink Drive.

### HIGHWAY 47 RECOMMENDATIONS

(Refer to **Figures 6.1.6 through 6.1.9**)

- » Expand MO Highway 47 to four (4) lanes south of Steutermann Road / Bieker Road (in cooperation with MODOT).
- » Implement streetscape improvements, including sidewalks, street trees, signature light fixtures, and signage between Missouri Avenue and Steutermann Road / Bieker Road.
- » Work with MODOT to expand MO Highway 47 to four (4) lanes north of Augusta Bottom Road in Warren County.

### 5<sup>th</sup> STREET & JEFFERSON STREET RECOMMENDATIONS

(Refer to **Figures 6.1.10 through 6.1.21**)

- » Implement enhanced streetscapes on 5th Street between Highway 100 and Grand Avenue, and on Jefferson Street between 5th Street and Chamber Drive, including sidewalks, street trees, signature light fixtures, and signage.

### OLD HIGHWAY 100 RECOMMENDATION

(Refer to **Figure 6.1.1** for location)

- » Consider widening Old Highway 100 with a center turn lane to support future development potential.

### SOUTH POINT ROAD RECOMMENDATIONS

(Refer to **Figures 6.1.22 through 6.1.23**)

- » Implement streetscape improvements, including sidewalks, street trees, signature light fixtures, and signage between Highway 100 and N. Goodes Mill Road.

## **NEW STREETS RECOMMENDATIONS**

(Refer to **Figure 6.1.1** for location)

- » Construct a new street connector between Vernaci Drive and Rabbit Trail Drive.

*(Note: This improvement is underway as of February, 2024).*

- » Construct a new street connector between Windy Hills Drive and W. 5<sup>th</sup> Street.

- » Construct a new street connector between Pottery Road and High Street.

*(Note: This improvement is underway as of February, 2024).*

- » Extend High Street south and connect to Highway A / East-West Parkway; construct a new street connector between High Street and Sophia Lane.

*(Note: This improvement is underway as of February, 2024).*

- » Construct a new road between Pottery Road and Highway A, utilizing existing alignments of Schroeder Lane and Golden Acres Lane.

- » Extend Chamber Drive south and connect to the East-West Parkway.

## **EAST-WEST PARKWAY RECOMMENDATIONS**

(Refer to **Figures 6.1.24 through 6.1.26**)

- » Implement an east-west parkway utilizing Pottery Road (south of Highway 100), Country Club Road, S. Point Road, Goodes Mill Road, and new alignments.

- » Implement a new connection west of Washington at Highway KK utilizing new alignments and portions of Mealer Lane and N. 4 Mile Road.

## **HIGHWAY A IMPROVEMENTS RECOMMENDATIONS**

(Refer to **Figures 6.1.27 through 6.1.28**)

- » Prioritize the improvement of Highway A from Highway 100 south to Country Club Road; add shoulders and consider expanding Highway A with a center turn lane.

- » Work with MODOT and Franklin County to improve Highway A south of Highway 100 to the City of Union; add shoulders and consider expanding Highway A with a center turn lane.



# Streets and Road Plan Recommendations

Figure 6.1.2:  
**Highway 100 @ Washington Heights Drive – Existing Conditions**

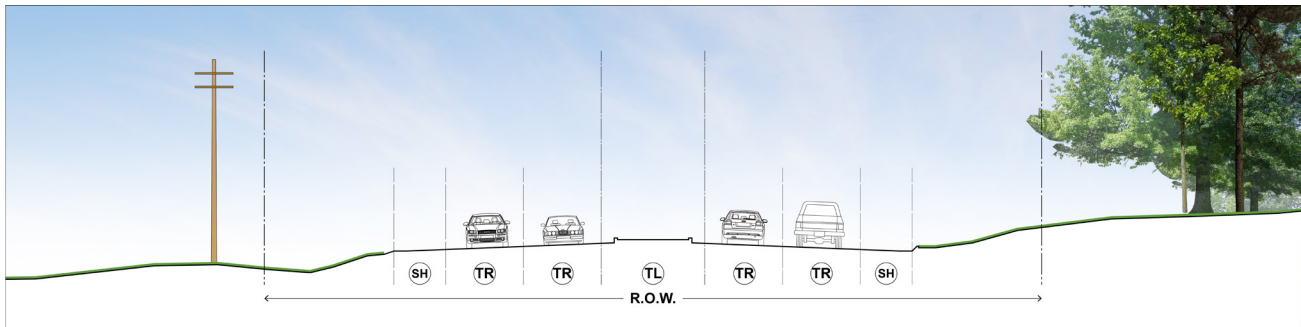
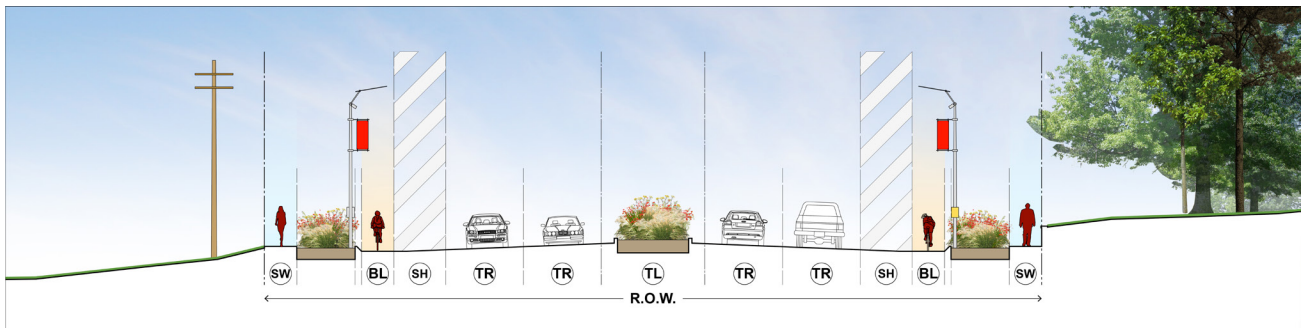


Figure 6.1.3:  
**Highway 100 @ Washington Heights Drive – Proposed**



## 1. Highway 100, 4-Lane Section

The four (4) lane section of Highway 100, east of High Street, should be enhanced as an urban parkway with a center median, sidewalks, and tree lawns, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing four (4) travel lanes
- » Existing center turn lane with new median islands
- » 5-foot bike lane with 8-foot buffer / shoulder
- » 5-foot pedestrian sidewalks (both sides)
- » 10-foot tree lawn (both sides)
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.4:

## Highway 100 @ W. 5<sup>th</sup> Street – Existing Conditions

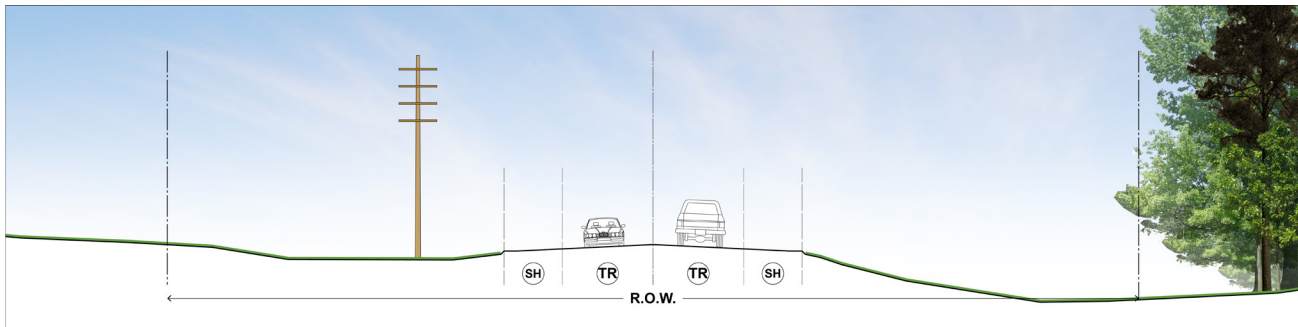
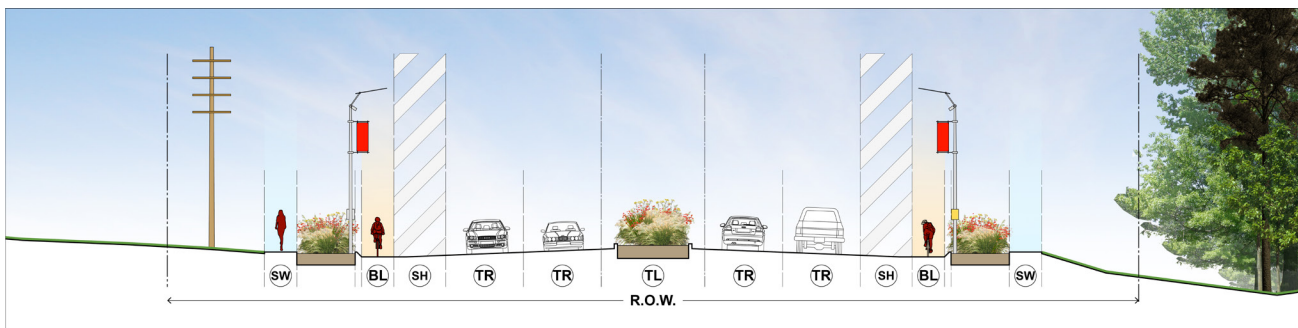


Figure 6.1.5:

## Highway 100 @ W. 5<sup>th</sup> Street – Proposed



## 2. Highway 100, 2-Lane Section

The two (2) lane section of Highway 100, west of High Street to west City Limits, should be expanded to four (4) lanes and enhanced as an urban parkway with a center median, sidewalks, tree lawns, and street trees, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing four (4) travel lanes
- » Existing center turn lane with new median islands
- » 5-foot bike lane with 8-foot buffer / shoulder
- » 5-foot pedestrian sidewalks (both sides)
- » 10-foot tree lawn (both sides)
- » Signature street lighting and signage
- » Existing right-of-way (R.O.W.) width
- » All improvements to be completed within existing R.O.W.


 Travel Lane

 Turn Lane

 Sidewalk

 Bike Lane

 Side Path

 Shoulder

 Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.6:

## Highway 47 @ E. 5<sup>th</sup> Street – Existing Conditions

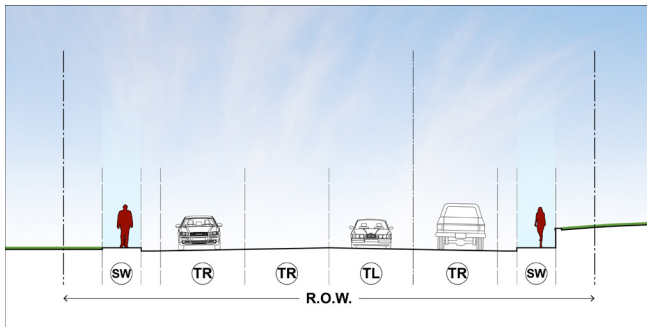
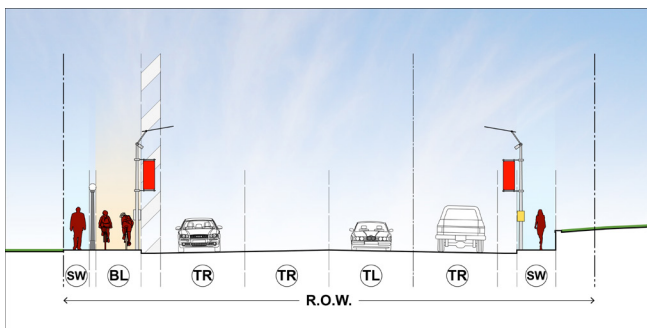


Figure 6.1.7:

## Highway 47 @ E. 5<sup>th</sup> Street – Proposed



### 3. Highway 47, 3-Lane Section

The three (3) lane section of Highway 47, from E. 5<sup>th</sup> Street north to the Missouri River, should be enhanced with a combined wide sidewalk / 2-way sidepath on the west side of the street and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing three (3) travel lanes (two southbound, one northbound)
- » Existing center left turn lane
- » 11-foot combined wide sidewalk / 2-way sidepath with 3-foot buffer / shoulder on the west side of the street
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.8:  
**Highway 47 @ E. 8<sup>th</sup> Street – Existing Conditions**

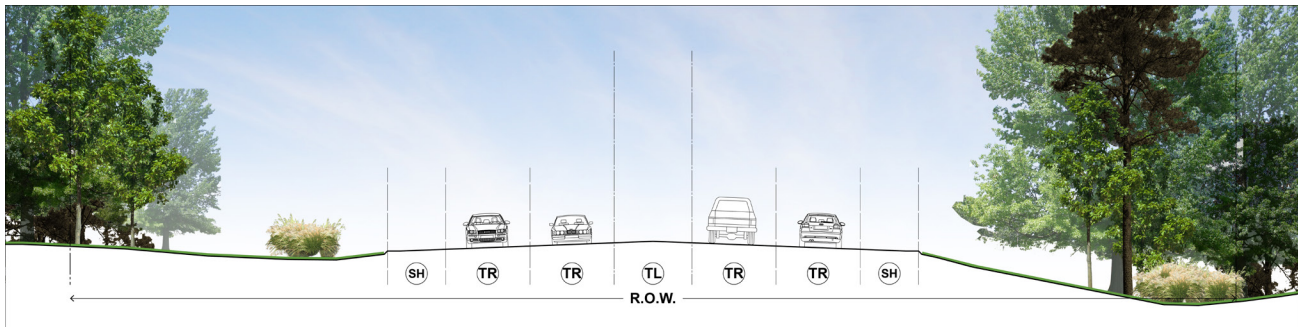
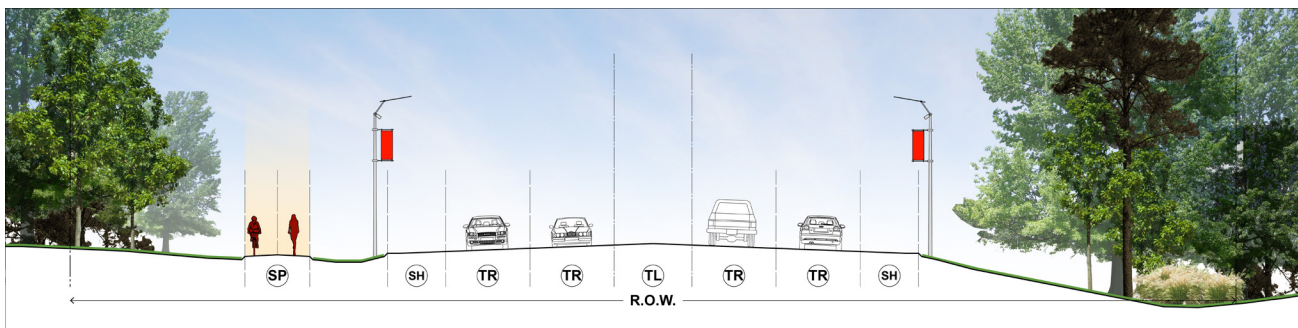


Figure 6.1.9:  
**Highway 47 @ E. 8<sup>th</sup> Street – Proposed**



## 4. Highway 47, 4-Lane Section

The four (4) lane section of Highway 47, from E. 5<sup>th</sup> Street south to Steutermann Road / Bieker Road should be enhanced with a 2-way sidepath on the west side of the road and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing four (4) travel lanes
- » Existing center turn lane
- » 10-foot 2-way multi-use sidepath on the west side of the road
- » Signature street lighting and signage
- » Existing right-of-way (R.O.W.) width
- » All improvements to be completed within existing R.O.W.


 Travel Lane

 Turn Lane

 Sidewalk

 Bike Lane

 Side Path

 Shoulder

 Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.10:

## E. 5<sup>th</sup> Street @ Old Highway 100 – Existing Conditions

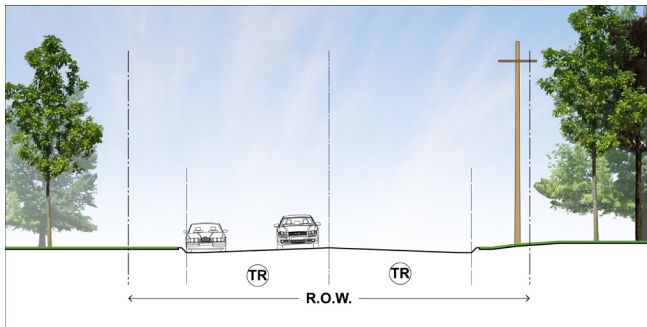
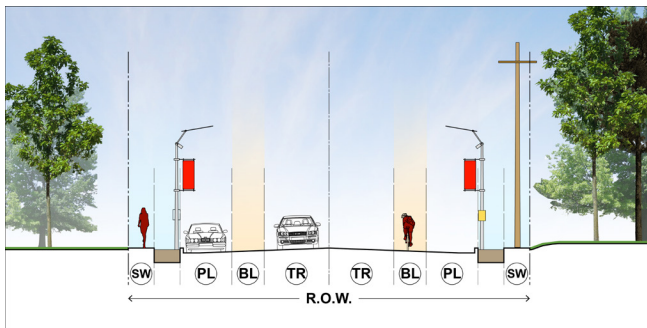


Figure 6.1.11:

## E. 5<sup>th</sup> Street @ Old Highway 100 – Proposed



### 5. E. 5<sup>th</sup> Street, Residential

The residential section of E. 5<sup>th</sup> Street, from Highway 100 west to Highway 47, should be enhanced with sidewalks, bike lanes, and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Two (2) reduced-width travel lanes
- » 5-foot bike lanes (both sides)
- » Two (2) parallel parking lanes (both sides)
- » 4-foot sidewalks (both sides)
- » Vertical curb and 4-foot tree lawn with (both sides)
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.12:

## E. 5<sup>th</sup> Street @ Jefferson Street – Existing Conditions

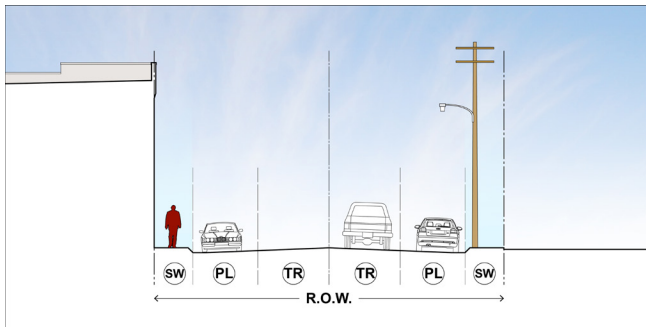
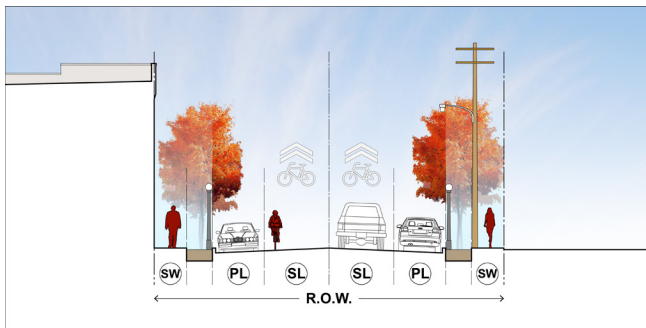


Figure 6.1.13:

## E. 5<sup>th</sup> Street @ Jefferson Street – Proposed



## 6. 5<sup>th</sup> Street, Central

The central section of 5<sup>th</sup> Street, from Highway 47 west to Stafford Street, should be enhanced with street trees and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Two (2) reduced-width travel lanes / shared lanes
- » Two (2) reduced-width parallel parking lanes (both sides)
- » 5-foot sidewalks (both sides)
- » Vertical curb and 4-foot tree lawn with street trees (both sides)
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.14:

## W. 5<sup>th</sup> Street @ High Street – Existing Conditions

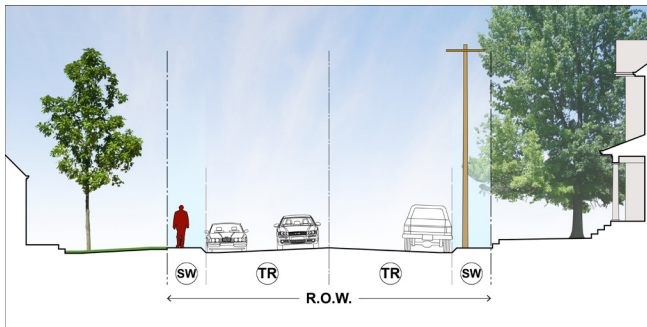
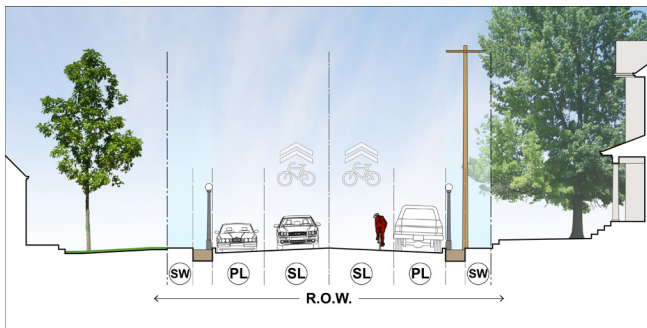


Figure 6.1.15:

## W. 5<sup>th</sup> Street @ High Street – Proposed



## 7. W. 5<sup>th</sup> Street, Urban Residential

The urban residential section of W. 5<sup>th</sup> Street, from Stafford Street west to Louis Street, should be enhanced with signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Two (2) reduced-width travel lanes / shared lanes
- » Two (2) reduced-width parallel parking lanes (both sides)
- » 5-foot sidewalks (both sides)
- » Vertical curb and 4-foot tree lawn (both sides)
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.16:

## W. 5<sup>th</sup> Street @ Grand Avenue – Existing Conditions

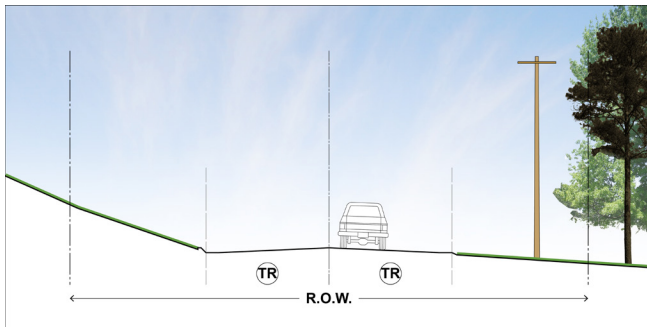
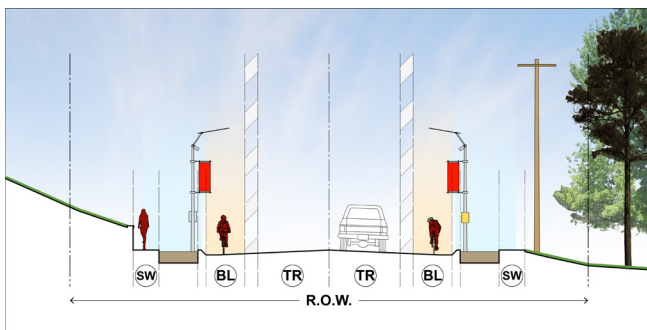


Figure 6.1.17:

## W. 5<sup>th</sup> Street @ Grand Avenue – Proposed



### 8. W. 5<sup>th</sup> Street, Rural Residential

The residential section of W. 5<sup>th</sup> Street, from Louis Street west to Highway 100, should be enhanced with sidewalks, bike lanes, and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Two (2) reduced-width travel lanes
- » 6-foot buffered bike lanes (both sides)
- » 4-foot sidewalks (both sides)
- » Rolled curb and 6-foot tree lawn (both sides)
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

Shared Lane Marking Icon



# Streets and Road Plan Recommendations

Figure 6.1.18:  
**Jefferson Street @ Busch Avenue – Existing Conditions**

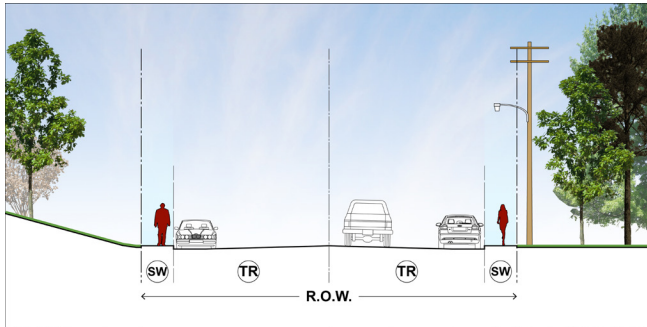
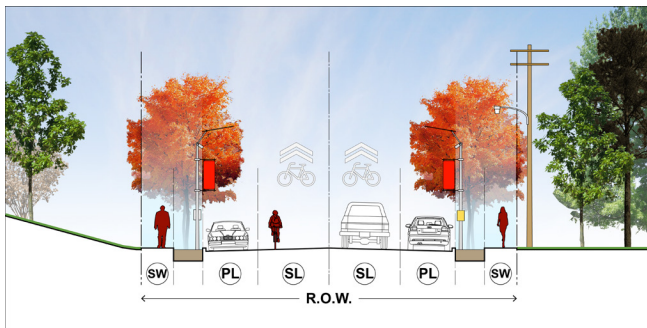


Figure 6.1.19:  
**Jefferson Street @ Busch Avenue – Proposed**



## 9. Jefferson Street, Urban Mixed-Use

The urban mixed-use section of Jefferson Street, from 5<sup>th</sup> Street south to Busch Creek, should be enhanced with street trees and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Two (2) reduced-width travel lanes / shared lanes
- » Two (2) reduced-width parallel parking lanes (both sides)
- » 5-foot sidewalks (both sides)
- » Vertical curb and 5-foot tree lawn with street trees (both sides)
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.20:

## Jefferson Street @ W. 13<sup>th</sup> Street – Existing Conditions

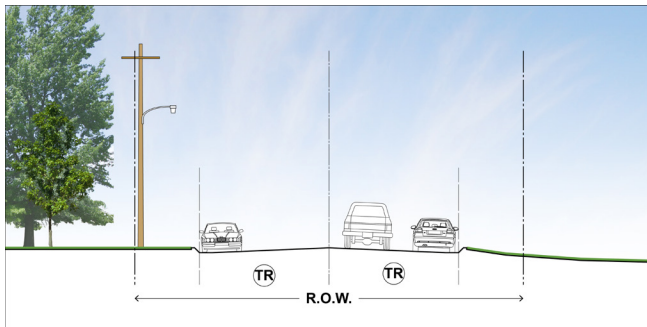
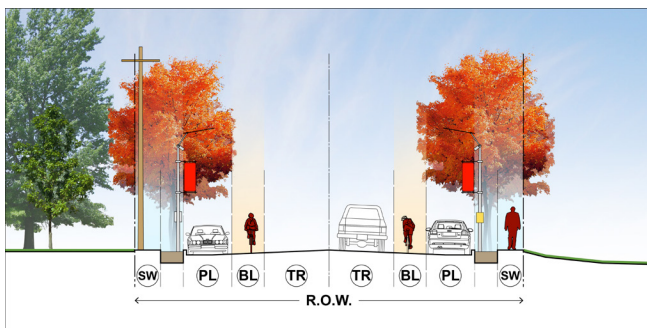


Figure 6.1.21:

## Jefferson Street @ W. 13<sup>th</sup> Street – Proposed




## 10. Jefferson Street, Suburban Mixed-Use

The urban mixed-use section of Jefferson Street, from Busch Creek south to Highway 100, should be enhanced with sidewalks, bike lanes, street trees, and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Two (2) reduced-width travel lanes
- » Two (2) parallel parking lanes (both sides)
- » 5-foot bike lanes (both sides)
- » 5-foot sidewalks (both sides)
- » Vertical curb and 5-foot tree lawn with street trees (both sides)
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.


 Travel Lane

 Turn Lane

 Sidewalk

 Bike Lane

 Side Path

 Shoulder

 Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.22:

## South Point Road @ Equestrian Lane – Existing Conditions

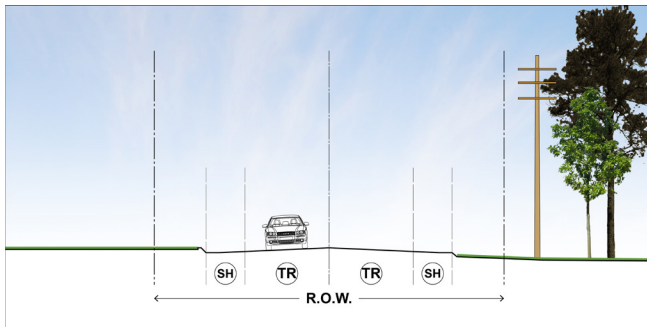
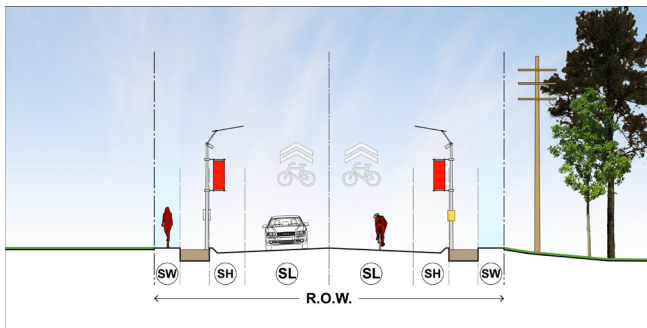


Figure 6.1.23:

## South Point Road @ Equestrian Lane – Proposed



## 11. South Point Road

South Point Road should be enhanced with sidewalks, signature street lighting, and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Two (2) travel lanes / shared lanes
- » Two (2) shoulders / parallel parking lanes (both sides)
- » 5-foot sidewalks (both sides)
- » Rolled curb and 5-foot tree lawn with (both sides)
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

# Streets and Road Plan Recommendations

Figure 6.1.24:

## East-West Parkway, Existing Road Alignments – Existing Conditions

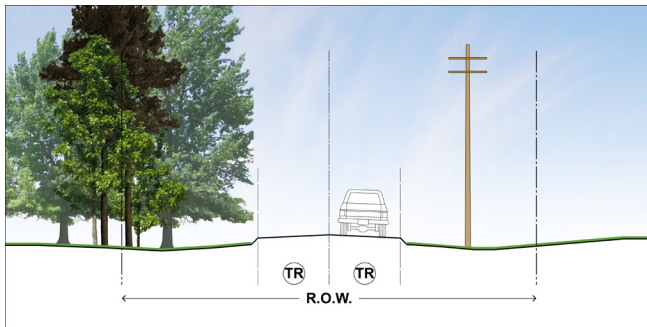


Figure 6.1.25:

## East-West Parkway, Existing Road Alignments – Proposed

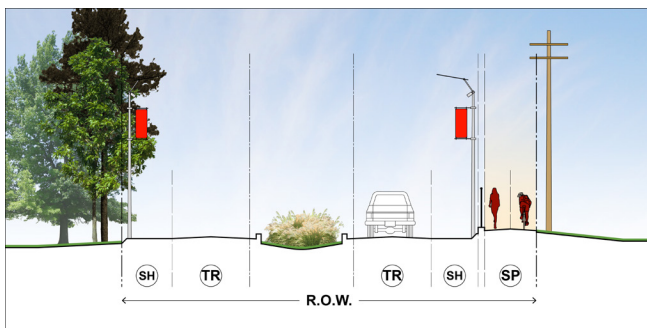
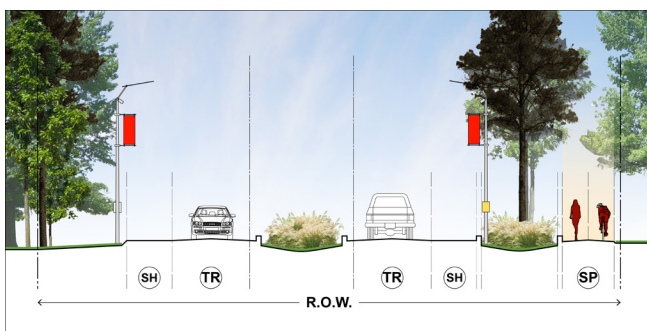


Figure 6.1.26:

## East-West Parkway, New Road Alignments – Proposed



- |    |             |        |                          |
|----|-------------|--------|--------------------------|
| TR | Travel Lane | SH     | Shoulder                 |
| TL | Turn Lane   | SL     | Shared Lane              |
| SW | Sidewalk    | R.O.W. | Right-of-Way             |
| BL | Bike Lane   |        | Shared Lane Marking Icon |
| SP | Side Path   |        |                          |

## 12. East-West Parkway

The East-West Parkway is a suburban parkway prioritizing free traffic flow and parallel bike and pedestrian connectivity. Some sections of the East-West Parkway are recommended to be constructed on existing road rights-of-way (R.O.W.s), and some sections are proposed to be constructed within new R.O.W.s. Features include:

- » Two (2) travel lanes
- » Two (2) shoulders (both sides)
- » Center median / rain garden with periodic left turn lanes, as necessary
- » 8- to 10-foot 2-way multi-use sidepath with median / rain garden buffer
- » Signature street lighting and signage
- » Existing R.O.W. width for existing R.O.W.s (all improvements to be completed within existing R.O.W.)
- » 90-foot R.O.W. width for new R.O.W.s

# Streets and Road Plan Recommendations

Figure 6.1.27:  
**Highway A / Pottery Road Improvements – Existing Conditions**

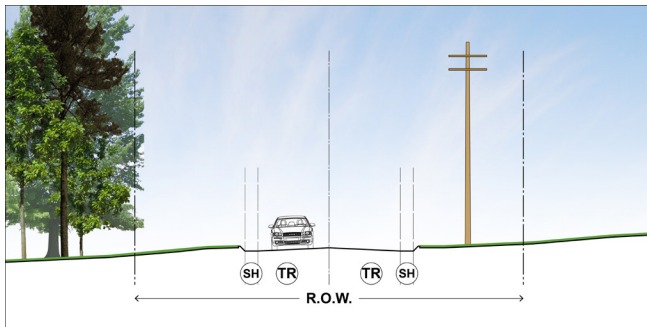
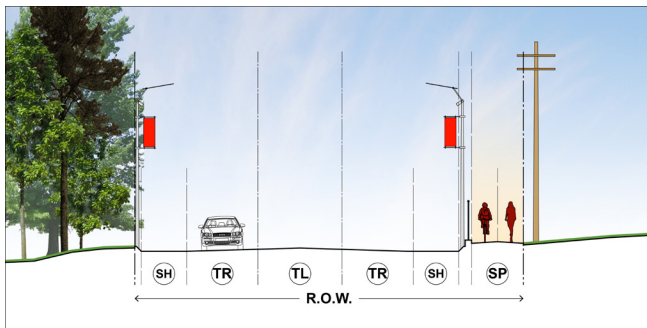


Figure 6.1.28:  
**Highway A / Pottery Road Improvements – Proposed**



## 13. Highway A / Pottery Road Improvements

Segments of Highway A and Pottery Road should be improved as a suburban parkway prioritizing free traffic flow and parallel bike and pedestrian connectivity, as part of the East-West Parkway system. Improvements are recommended to be constructed with existing road rights-of-way (R.O.W.s). Features include:

- » Two (2) travel lanes
- » Two (2) shoulders (both sides)
- » Center turn lane
- » 8-foot 2-way multi-use sidepath
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

**(TR)** Travel Lane

**(TL)** Turn Lane

**(SW)** Sidewalk

**(BL)** Bike Lane

**(SP)** Side Path

**(SH)** Shoulder

**(SL)** Shared Lane

**R.O.W.** Right-of-Way

 Shared Lane Marking Icon

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## Washington Physical Facilities Plans

# 6.2. Parks, Trails & Open Space Plan

**The Parks, Recreation & Open Space Plan recommendations seek to create an interconnected network of City parks, recreation areas, open space, pedestrian pathways, and multi-use greenway trails that link neighborhoods to Washington’s parks, schools, churches, and commercial districts.**

These recommendations preserve Washington’s existing parks and open space and develop a system of connective trails and pathways to provide recreation and mobility options for all residents (**refer to Figure 6.2**). As a long-term Plan, these recommendations are not set in stone. Rather, they provide an outline of specific and feasible future projects to kick-start future planning and implementation efforts. These recommendations, and the existing inventory of parks facilities, should be regularly assessed to ensure that they are meeting the needs and desires of Washington residents. Additionally, the City of Washington should pursue creation of a city-wide Parks Master Plan.

### **SCHOOLS, CHURCHES, INSTITUTIONS & RECREATION AREAS**

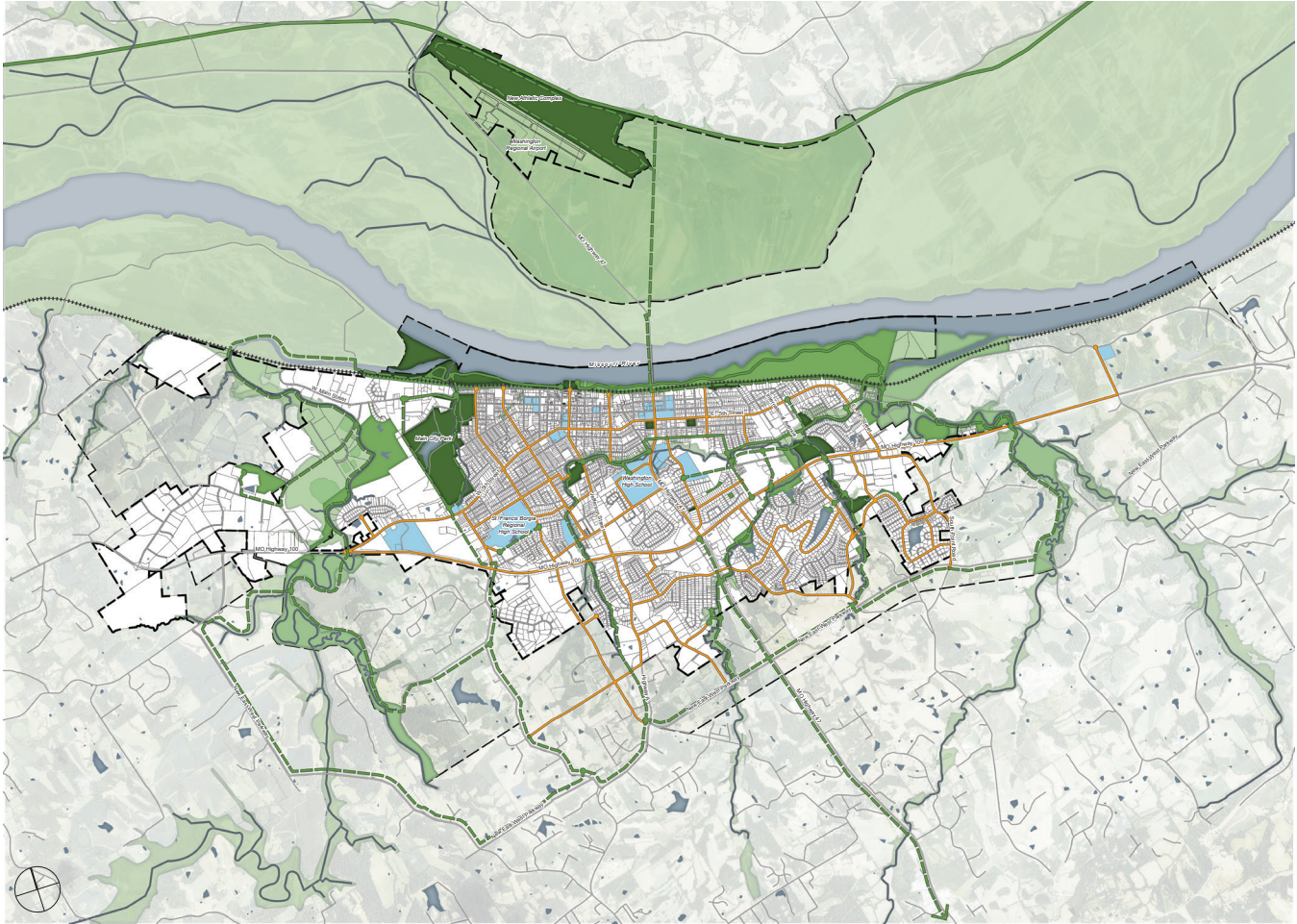
There are numerous schools, churches, institutions, and recreational areas in and around Washington. The City should consider pursuing options for shared-use agreements with these institutions for residents.

Schools, churches, institutions, and recreation areas serving Washington include:






- » Washington Montessori School
- » South Point Elementary School\*
- » Washington West Elementary School
- » Washington Middle School
- » Washington High School
- » Immanuel Lutheran School
- » St. Francis Borgia Grade School
- » St. Francis Borgia Regional High School
- » Four Rivers Career Center
- » Four Rivers YMCA
- » The Church of Jesus Christ of Latter-day Saints
- » First Church of Christ, Scientist Washington
- » First Baptist Church of Washington
- » Immanuel Lutheran Church
- » Life Stream Church
- » New Life Church
- » Peace Lutheran Church
- » St. Francis Borgia Catholic Church
- » St. Peter’s United Methodist Church
- » Mercy Hospital Washington

\* Not located within the Washington corporate boundary.

Figure 6.2: **Parks, Trails & Open Space Plan**



**City of Washington Map Key**

-  Creeks & Streams
-  Water Bodies
-  FEMA 100-Year Flood Plain
-  FEMA 500-Year Flood Plain
-  Existing Municipal Boundary
-  Proposed Annexation Boundaries
-  Civic / Institutional Properties
-  Parks
-  Conservation / Natural Areas
-  Conservation Overlays
-  Roads
-  Existing Greenways
-  Proposed Greenways
-  Proposed On-Street Bike / Ped Facilities



## FLOODPLAINS & RIPARIAN CORRIDORS

Washington’s landscape is defined by its waterways and riparian corridors. The term “riparian” refers to the land areas that border streams, creeks, and rivers. The Missouri River and its floodplain is the most notable riparian landscape in Washington. In addition, three (3) major creeks flow through Washington. St. John’s Creek flows through western Washington and confluences with the Missouri River west of Downtown. Busch Creek flows through the heart of Washington, roughly parallel to the Missouri River, before confluencing with the Missouri River east of Downtown. Dubois Creek, a major tributary of Busch Creek, roughly forms the eastern boundary of Washington.

As outlined in the Future Land Use Plan, riparian corridors—defined as the 100-year floodplain for all waterways—should be subject to a Riparian / Conservation Overlay. These areas should also be provided with recreational access and utilized for trails and greenways.

## PARKS & MUNICIPAL FACILITIES

Washington currently has 15 designated and programmed public parks, totalling just under 227 acres: (1) Bernie E. Hillermann Park; (2) Burger Park; (3) Crestview Water Tower Park; (4) Eckelkamp Park; (5) James W. Rennick Riverfront Park; (6) Jerry J. Jasper Lakeview Park; (7) Krog Memorial Park; (8) Lafayette Plaza; (9) Main City Park; (10) McLaughlin Park; (11) Optimist Park; (12) Phoenix Park; (13) Railroad Heritage Park; (14) Riverview Park; and (15) South Point Bark Park.

Additionally, the City has four (4) significant public-use natural areas: (1) Busch Creek Greenway Trail; (2) Miller-Post Nature Reserve and Trail; and (3) Rotary East and (4) Rotary West Riverfront Trails and the surrounding riverfront areas; and. These areas total over 347 acres

of mostly wooded, passive-use natural outdoor space. Thus, the City owns and maintains approximately 570 total acres of publicly-accessible parks and natural areas. Washington’s parks and municipal facilities should be preserved and enhanced through capital, programming, and operational improvements to serve the needs of Washington residents and park users.

At the City’s current estimated population (2022) of 14,916, Washington’s 15 parks provide 15.19 acres of park space per 1,000 residents. This is one-and-a-half times the national standard of 10 acres per 1,000 residents recommended by NRPA. When factoring in all of Washington’s public-use natural areas, this figure increases to 38.47 acres per 1,000 residents! However, only about 10% of Washington households are within a five-minute walk (1/4 mile) of a park.

Recommendations for expansion of public park space include:

- » **Washington James W. Rennick Riverfront Park:** Expand James W. Rennick Riverfront Park with expanded and enhanced recreational river access and an improved marina; consider providing camping and RV facilities and a nearby Downtown / riverfront events venue.
- » **Proposed New Park:** Identify and plan for the future acquisition of land for a new City park (21 acres or larger) south of Highway 100, near Highway 47.
- » **Proposed New Athletic Complex:** Develop a central sports complex for tournaments, including parking, concessions facilities, restrooms, and other support functions. Consider a location of approximately 250 to 300 acres accessible to Highway 100 and/or Highway 47.

## PATHWAYS & GREENWAYS

GrowWashMO 2034 recommends the creation of an extensive greenway and pathway network for bicycle and pedestrian connectivity. The purpose of this network is multi-fold. (1) First, it connects Washington’s parks, schools, recreation areas, shopping districts, and other community amenities to create a network of various active and passive recreation amenities.

(2) Second, it provides a variety of off-street and on-street connections to promote cycling and walking as viable transportation options. (3) Finally, it provides additional connectivity options where the existing street network exhibits gaps, lack of connectivity, and other barriers to personal mobility. This promotes an equity of mobility for all Washington residents, regardless of age, income, or ability.

Specific pathway and greenway alignment recommendations build upon Washington’s trails and greenways, consisting of:

- » **Busch Creek Greenway, phases 1 and 2 (existing)**
- » **Washington Rotary Riverfront Trails, east and west (existing)**
- » **Busch Creek Greenway extension (proposed)**
- » **New Saint John’s Creek Greenway (proposed)**
- » **New Dubois Creek Greenway (proposed)**
- » **Katy Trail / Rock Island connection / MO-47 sidepath (proposed in coordination with Missouri Rock Island Trail Inc.)**
- » **East-West Parkway sidepath (proposed)**

Pathways and greenway facility types are described in greater detail in *Section 5.3 Bicycle and Pedestrian Plan*. As illustrated, these connections are conceptual ideas only. Future implementation will determine specific locations and involve agreements with adjacent property owners.

## ON-STREET BIKE AND PEDESTRIAN FACILITIES

In order to supplement and connect to the off-street greenway network, GrowWashMO 2034 proposes a variety of on-street bike and pedestrian facilities—inclusive of sidewalks, bike lanes, side paths, shared lanes, and other streetscape and public realm improvements. These facilities are located at a minimum interval of one-half (1/2) mile throughout Washington, to ensure that no household is more than one-quarter (1/4) mile—a 5-minute walk or 2-minute bike ride—from a designated route of the bike and pedestrian network.

On-street bike and pedestrian facility types are described in greater detail in *Section 5.3 Bicycle and Pedestrian Plan*.

## Washington Physical Facilities Plans

# 6.3. Bicycle and Pedestrian Plan

**The Bicycle & Pedestrian Connectivity Recommendations address a system of designated bicycle and pedestrian facilities—both on-street facilities and off-street paths, trails, and greenways—that connect community amenities and enhance equitable mobility options in the City of Washington.**

These recommendations seek to improve the walkability and bikeability of Washington—a priority of residents involved in the public planning process—and provide an equity of mobility for all residents, regardless of age, income, or ability. Facilities are designed at an interval of approximately one-half (1/2) mile to ensure that all households are less than one-quarter (1/4) mile from a designated route (refer to **Figure 6.3**).

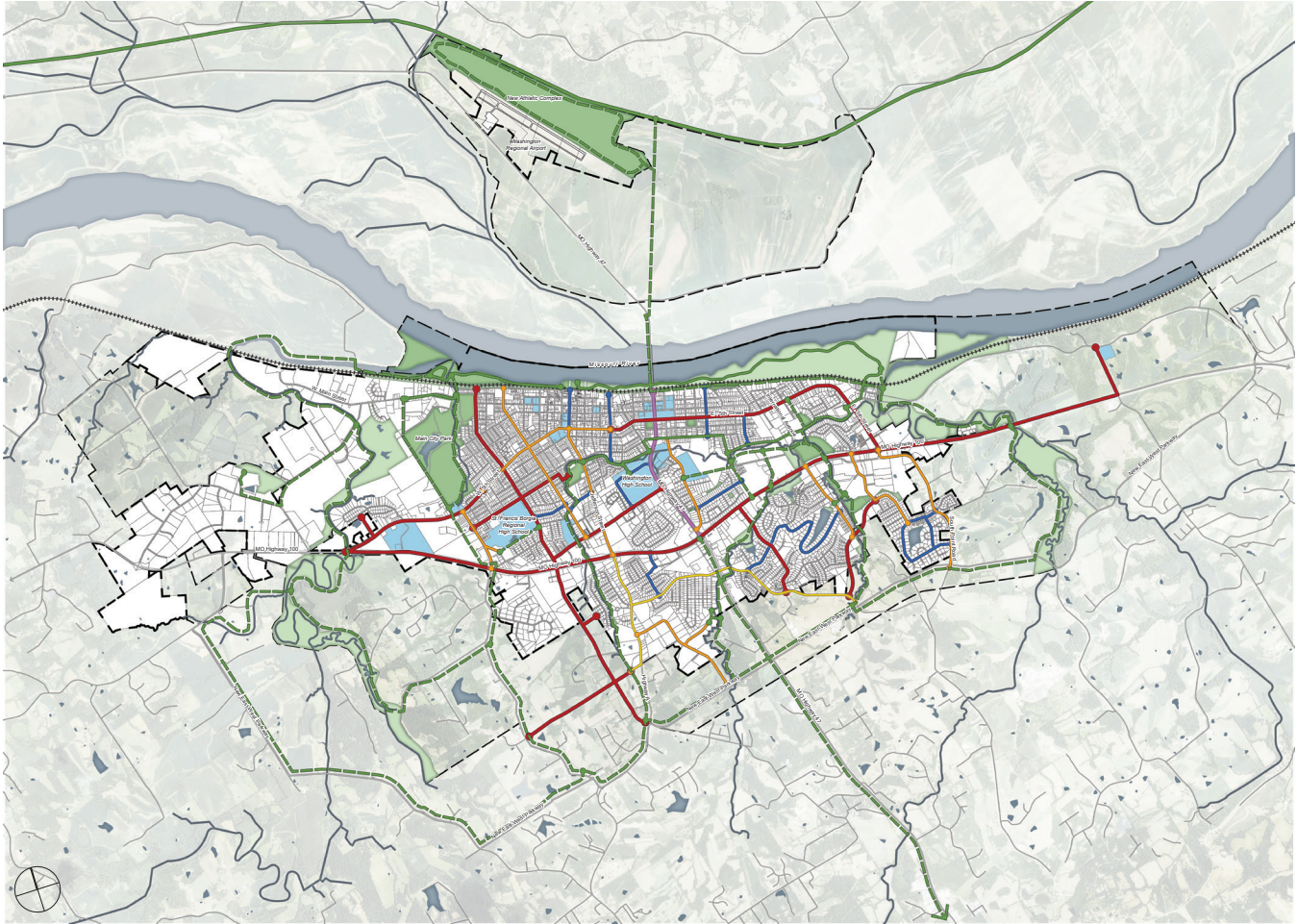
### DEDICATED BIKE LANES

Dedicated bicycle lanes are one-way, striped, on-street lanes dedicated to bike traffic. They can be striped only or separated with a buffer zone. Dedicated bicycle lanes are the preferred on-street facility type where roadway widths allow. Bicycle lanes should be a minimum of 5-foot wide and ideally should be buffered from vehicular traffic lanes with a 2- to 3-foot, painted buffer zone, curb, raised median, or planting strip.
















The bike lane typology is recommended for the following roads:

- » Highway 100 (St. John's Road to W. 5th Street)
- » St. John's Road (Highway 100 to Old Highway 100)
- » E. 5<sup>th</sup> Street (Highway 100 west to Burnside Street)
- » W. 5<sup>th</sup> Street (Grand Avenue west to Highway 100)
- » Washington Heights Drive
- » Vernaci Drive to Rabbit Trail Drive to Bieker Road (including new street connectors and extensions)
- » Jefferson Street (5th Street to Highway 100)
- » High Street (existing alignment plus new road extension and connector to Sophia Lane)
- » W. 9th Street
- » 14th Street
- » Windy Hills Drive to W. 5<sup>th</sup> Street (new street connector)
- » New Road, Pottery Road to Highway A

Figure 6.3: **Bicycle and Pedestrian Plan**



**City of Washington Map Key**

-  Creeks & Streams
-  Water Bodies
-  Existing Municipal Boundary
-  Proposed Annexation Boundaries
-  Civic / Institutional Properties
-  Parks
-  Conservation Overlays
-  Roads
-  Existing Greenways
-  Proposed Greenways
-  Designated Bike Lanes
-  Side Path
-  Bike Boulevards
-  Shared Lanes
-  Bike Shoulders

## SIDE PATH

Side paths are dedicated, two-way multi-use paths located parallel to existing streets. Side paths should be a minimum of 8-foot wide (minimum 10-foot width is preferred). Side paths may be separated from the parallel street by a planting strip or landscape area, or they may be located contiguous with the street pavement and buffered from vehicular traffic lanes with a 2- to 3-foot, painted buffer zone, curb, or raised median. Side paths are the preferred facility type where roadway widths do not permit bike lanes and where driveway access to roads and other curb cuts that would cross the path are minimal.

The side path typology is recommended for the following roads:

- » Highway 47 (Missouri River south to Highway 100)

## BICYCLE BOULEVARDS

Bicycle boulevards describe on-street, shared facilities with a variety of specific design criteria. They are most effectively developed on medium- to low-traffic volume streets in residential neighborhoods and mixed-use districts. Furthermore, bicycle boulevards should ideally be developed in areas with a gridded street pattern with periodic cross-block access and one or more through-streets running parallel to the bicycle boulevard.

Bike boulevards consist of specialized, large lane markings (known as “sharrows”) with signage indicating that bicyclists have the right-of-way and may use the full lane. Furthermore, signage should direct vehicular through traffic to parallel through streets in order to minimize vehicular traffic on the bicycle boulevard.

The bike boulevard typology is recommended for the following roads:

- » Jefferson Street (5<sup>th</sup> Street north to Front Street)
- » Burnside Street
- » Penn Street
- » Wilson Street

- » Blue Jay Drive
- » Ridgeview Drive
- » W. 12<sup>th</sup> Street (Stafford Street west to Jefferson Street)
- » Karen Lane
- » Lakeview Drive to Lake Washington Drive to Wenona Drive / Lexington Lane
- » Stone Crest Drive to Deutsch Crest Drive
- » Rock Crest Drive

## SHARED LANES

Shared lanes consist of “sharrows” with signage indicating that bicyclists may use the full lane. This facility type is designated for roads with lower traffic volumes where either (1) bike lanes are not feasible due to dimensional constraints, or (2) bicycle boulevards are not feasible due to traffic volumes and/or a lack of parallel routes. Shared lanes represent a compromise facility type designed to improve bicycle network connectivity within physical constraints.

The shared lane typology is recommended for the following roads:

- » Clay Street
- » Stafford Street
- » 5<sup>th</sup> Street (Highway 47 to Grand Avenue)
- » Madison Avenue (E. 8<sup>th</sup> Street west to Highway 47)
- » Chamber Drive (existing alignment plus new road extension)
- » Town and Country Drive.
- » Rabbit Trail Drive
- » Vernaci Drive
- » Earth Crest Drive
- » S. Point Road

## BIKE SHOULDERS

Bike shoulders are a shared street typology with designated bicycle signage for road shoulders, used when bicycle connectivity is desired on rural roads with higher speed limits and/or limited visibility.

The shared lane typology is recommended for the following roads:

- » Highway A / Oakview Drive (Highway 100 south to greenway connector)
- » Bieker Road (east to new East-West Parkway)

## PATHWAYS & GREENWAYS

GrowWashMO 2034 recommends the creation of an extensive off-street and separated on-street greenway and pathway network for bicycle and pedestrian connectivity. The purpose of this network is multi-fold. (1) First, it connects Washington’s parks, schools, recreation areas, shopping districts, and other community amenities to create a network of various active and passive recreation amenities.

(2) Second, it provides a variety of off-street and on-street connections to promote cycling and walking as viable transportation options. (3) Finally, it provides additional connectivity options where the existing street network exhibits gaps, lack of connectivity, and other barriers to personal mobility. This promotes an equity of mobility for all Washington residents, regardless of age, income, or ability.

Specific pathway and greenway alignment recommendations build upon Washington’s trails and greenways, consisting of:

- 1. Busch Creek Greenway, phases 1 and 2 (existing)**
- 2. Washington Rotary Riverfront Trails, east and west (existing)**
- 3. Busch Creek Greenway extension (proposed)**
  - » Branch 1: Existing Busch Creek Greenway south to East-West Parkway, via Phoenix Park;
  - » Branch 2: Existing Busch Creek Greenway southwest to East-West Parkway, via proposed new park and tributary creek; and
  - » Madison Street Spur: Existing Busch Creek Greenway west to Madison Street, via Rose Lane.

## 4. New Saint John’s Creek Greenway (proposed)

- » Washington Rotary Riverfront Trail Spur: Existing James W. Rennick Park west to Saint John’s Creek via Missouri riverfront;
- » Segment 1: Saint John’s Creek from Riverfront Trail Spur to Highway 100;
- » Segment 2; Saint John’s Creek and Pottery Road from Highway 100 southeast to Highway A; and
- » Schulze Nature Preserve Spur: Saint John’s Creek tributary from Saint John’s Creek west to Ozark Land Trust Schulze Nature Preserve.

## 5. New Dubois Creek Greenway (proposed)

- » Segment 1: Mission Drive, Old Highway 100, and Dubois Creek from Washington Rotary Riverfront Trail to East-West Parkway.

## 6. Katy Trail / Rock Island connection / MO-47 sidepath (proposed in coordination with Missouri Rock Island Trail Inc.)

- » Segment 1: Highway 47 sidepath from Katy Trail to Rock Island Trail.

## 7. East-West Parkway sidepath (proposed)

- » Segment 1: East-West Parkway Sidepath from Dubois Creek west to Highway 47 and Katy Trail / Rock Island Connection sidepath;
- » Segment 2: East-West Parkway from Highway 47 and Katy Trail / Rock Island Connection sidepath to Highway 100;
- » Segment 3: Highway A from East-West Parkway to Highway 100; and
- » Segment 4: Pottery Road from Highway A to Highway 100.

Pathways and greenway facility types are described in greater detail in *Section 5.3 Bicycle and Pedestrian Plan*. As illustrated, these connections are conceptual ideas only. Future implementation will determine specific locations and involve agreements with adjacent property owners.

## Section 7:

# Implementation Strategic Action Plan

**A critical element of any effective Comprehensive Plan is successful implementation. The GrowWashMO 2034 Comprehensive Plan Update is a 25-year, community-based vision that provides actionable strategies to—over the next 10 years—successfully position Washington for continued future success by building upon the City’s strengths to address current challenges and respond to future opportunities.**

The GrowWashMO 2034 Implementation Strategic Action Plan is based upon the following principles:

- » **Facilitate Incremental Action:** The City’s primary control over future land use and development is through the regulatory environment—specifically, the Code of Ordinances. As part of implementation, Washington should strategically update its zoning code and other ordinances to reflect the Vision of the Plan and allow—by right—for development that incrementally builds toward that Vision.
- » **Provide Specific Direction:** The Comprehensive Plan includes geographically-specific recommendations for capital improvements, zoning and regulatory districts, and new amenities and infrastructure. This provides needed direction to future City staff, commissioners, and elected officials to streamline the implementation of recommendations over the Plan’s 10-year lifespan.

- » **Diversification of Funding:** While the primary public funding source of Plan implementation will be from the City’s funds, the Comprehensive Plan should leverage City funding with grant opportunities and other partnerships. Many of the initiatives and recommendations of the GrowWashMO 2034 Plan have been developed to overlap with activities of regional and statewide partners, including Missouri Department of Transportation (MODOT), the East-West Gateway Council of Governments (EWGCOG), Missouri Partnership, and Greater St. Louis, Inc. This will help to ensure eligibility for existing and future funding opportunities.
- » **Maintain Flexibility:** At the same time, the Comprehensive Plan cannot be too prescriptive. If it is, the City risks setting itself up for failure by “biting off more than it can chew”, putting in place processes that cannot be sustained long-term, and/or relying on activities over which the City has no direct control.

## Implementation Plan

# 7.1. Early Action Items

A successful Comprehensive Plan clearly: 1) outlines the City’s activities; 2) prioritizes initiatives that are both achievable and leverage other actions and investments for maximum positive impact; and 3) builds in a level of flexibility to allow for unforeseen circumstances, both positive and negative.

- » **Evaluate Success:** Actively reviewing and evaluating the relevance and efficacy of the Plan is important to long-term, successful implementation. An ongoing outcome management process with regular review and re-evaluation of the GrowWashMO 2034 Plan is recommended and is an important factor for successful implementation.

Identification and successful completion of several early action items will be key to setting the stage for on-going implementation. First, it will establish essential regulatory and policy frameworks for ongoing implementation efforts. Second, it will initiate several key catalytic projects to leverage future investment. Lastly, it will build critical momentum and excitement among residents and stakeholders about Washington’s future.

In order to successfully begin implementation of the GrowWashMO 2034 Comprehensive Plan Update, the following seven (7) early action items should be initiated and, when possible, completed by the City of Washington within five (5) years of Plan adoption:

### 7.1.1. Establish an outcome reporting system.

Tracking progress of the Comprehensive Plan is an important part of successful implementation. In order to achieve this, the City of Washington should develop and establish an Outcome Measurement Reporting system to track implementation progress. The City should also consider developing a web-based Community Dashboard to publish outcome measurement reports. This system should include a five (5) year assessment interval, with the potential to update tracking, measurements, targets, and/or benchmarks to reflect up-to-date implementation status.

**The outcome reporting and management system should be established within six (6) months of adoption of the Comprehensive Plan Update.**



## 7.1.2. Update the City's Zoning Code.

The GrowWashMO 2034 Comprehensive Plan Update contains numerous recommendations for updates to the City of Washington's zoning code. These recommendations are presented in the Community Place Type recommendations of the Future Land Use Plan. The City should develop and adopt text amendments to Chapter 400 of the municipal code to ensure that each respective zoning district conforms to the recommendations of the Comprehensive Plan, namely the C-2 General Commercial district and the R-20 Two-Family Residence Overlay district. One key objective of these zoning code updates is to facilitate the development of more diverse and affordable housing units to attract and serve Washington's workforce.

Likewise, the Comprehensive Plan recommends the creation of two (2) new zoning overlay districts:

- » A "Civic / Institutional" zoning overlay district; and
- » A "Mixed-Use Innovation District" zoning overlay district.

These zoning overlay district should be incorporated into Chapter 400 of the municipal code, incorporating all recommendations set forth in this Comprehensive Plan.

**Zoning code updates should be completed within 12 months of adoption of the Comprehensive Plan Update.**

## 7.1.3. Establish a high-tech education and job-training facility.

The City of Washington, in partnership with the Washington School District and one (1) or more industrial/manufacturing employers, should partner with one (1) or more regional technical colleges to establish an education and job-training facility in Washington. Examples of technical colleges with which the City could partner include: East Central College (Union, Missouri); State Tech (Linn, Missouri); Ozark Technical College (Springfield, Missouri); and Ranken Tech (St. Louis, Missouri). Program focus can include advanced manufacturing, automated controls, artificial intelligence and machine learning, and agricultural technology.

Establishment of this facility is expected to include the following steps or phases:

- » Identification of partner institutions and execution of a partnership agreement;
- » Opening of a temporary location within Washington; and
- » Opening of a permanent location—in either a new building or an adaptive reuse renovation—in the Mixed-Use Innovation District zoning overlay.

**Partnership agreements should be executed within 6 months of adoption of the Comprehensive Plan Update.**

**Opening of the temporary location should be completed within 18 months.**

**Opening of the permanent location should be completed within five (5) years.**

## 7.1.4. Develop a Downtown Master Plan and 5<sup>th</sup> Street Master Plan, inclusive of a comprehensive parking strategy.

The City of Washington, in partnership with Downtown Washington, Inc., should develop a Downtown Master Plan for the entirety of the area classified as *Community Place Type VI – Downtown District (DT)* in this Comprehensive Plan Update. The City should issue a Request for Proposal (RFP) and hire a professional planning/urban design firm to complete the Master Plan. The Master Plan should include, at minimum:

- » Detailed existing conditions survey of buildings and the public realm;
- » Inventory of existing parking facilities;
- » Inventory of existing business tenants;
- » Downtown economic assessment and economic development program;
- » Identification and inventory of probable redevelopment sites;
- » Identification of parking facility locations, types, and capacity;
- » Building height and massing standards;
- » Streetscape design;
- » Economic development strategies; and
- » A strategic implementation action plan.

Likewise, the City of Washington should develop a comparable Master Plan for the “central” segment of 5<sup>th</sup> Street, from approximately Highway 47 west to Stafford Street.

**Master Plans for Downtown and 5<sup>th</sup> Street should be completed within 18 months of adoption of the Comprehensive Plan Update.**

In addition to these two (2) Master Plans and their constituent components, the City of Washington should consider the development of (1) a form-based code for Downtown Washington; and (2) a form-based code for 5<sup>th</sup> Street between Highway 47 and Stafford street, coterminous with each respective Master Plan.

**Should the City opt to establish a form-based code coterminous with either or both of these Master Plans, the form-based code should be completed within three (3) years of adoption of the Comprehensive Plan Update.**

## 7.1.5. Complete “Phase 1” of the East-West Parkway.

The City of Washington is currently engaged in acquiring right-of-way south of Highway 100 on the east side of Highway 47 for the future construction of the East-West Parkway. Based upon the City’s right-of-way acquisitions to date and current capital improvement plans, the City should implement “Phase 1-A” of the East-West Parkway from Highway 47, east to an intersection with Bieker Road. **“Phase 1-A” should be completed and open to traffic within five (5) years of adoption of the Comprehensive Plan Update.**

Furthermore, the City should begin to actively acquire right-of way west of Highway 47 toward Highway A, followed by construction of “Phase 1-B” from Highway 47 west to an intersection with Highway A. **“Phase 1-B” right-of way acquisitions should be completed within five (5) years of adoption of the Comprehensive Plan Update, and “Phase 1-B” should be completed and open to traffic within seven (7) years.**

### 7.1.6. Pursue strategic annexation.

The City should begin conversations with land-owners holding large, strategically-located tracts, as well as with Franklin County and Warren County, to arrange for and make deals for future annexation. Priority areas for annexation include:

- » Both sides of Highway 100, east to St. John’s Road, and north of highway 100 to the river-front;
- » Both sides of Highway 47 south to the proposed East-West Parkway, and both sides of the East-West Parkway from Highway A east to Bieker Road;
- » North of the Missouri River in Warren County along Highway 47 north to Dutzow; and
- » South of Highway 100 between the Oldenburg Industrial Park and Highway A.

**Engagement on future annexation should proceed immediately. At minimum, acquisition of the land on both sides of the proposed alignment of the East-West Parkway between Highway A and Bieker Road should be completed within six (6) years of adoption of the Comprehensive Plan Update.**

### 7.1.7. Develop an outdoor athletics complex.

The Future Land Use Plan identifies approximately 300 acres of existing City-owned land between Washington Regional Airport and the Katy Trail in Warren County as the possible site of an outdoor athletics complex. This proposed facility is envisioned as similar to the Chesterfield Valley Athletic Complex, Lou Fusz Athletic Complex, Creve Coeur Park Soccer Complex, Sportport International, or Worldwide Technology Soccer Park. The illustrated location is but one possible location, but access to Highway 100 or Highway 47, as well as access to Downtown Washington, should be priority factors in site selection. The City of Washington should also pursue an operational and funding partnership with one or more athletics organizations for the construction and operation of the facility.

**Land designation or acquisition for this project and operational and funding partnership agreements should be completed within four (4) years of adoption of this Comprehensive Plan Update. The facility should be at least partially operational for tournaments—if not completely finished—within seven (7) years.**

## Implementation Plan







# 7.2. Implementation Matrix

Implementation of the GrowWashMO 2034 Comprehensive Plan Update will be driven by 54 measurable and action-oriented community development *Strategies*, organized according to seven (7) community Goals. These Strategies address the nine (9) Community Priorities that were identified by the Washington community during the Comprehensive Plan process.

The Implementation Matrix, presented on the following pages, describes the way in which each of the Community Priorities are addressed by the Strategies. Collective impact of the GrowWashMO 2034 Comprehensive Plan Update recommendations is illustrated by the Primary and Secondary Contributing Strategies for each Issue and Priority. The Matrix also indicates the recommended timeframe in which each Strategy is to be completed, as well as the responsible parties. Implementation of these Strategies will be achieved, in part, by the *Future Land Use Plan* and the *Physical Facilities Plans* detailed in Sections 5 and 6.

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### IMPLEMENTATION MATRIX KEY

- |   |   |
|---|---|
|  Primary Action & Effect   |  Short-Term Implementation Action (0-3 Years)  |
|  Secondary Action & Effect |  Medium-Term Implementation Action (3-7 Years) |
|  Indirect Effect           |  Long-Term Implementation Action (7+ Years)    |

# Implementation Matrix

1. Actively retain, train, and expand the work force to meet current and future industrial opportunities.
2. Provide expanded diversity of housing types and more affordable housing.
3. Improve the appearance of and traffic flow on Highway 100 and Highway 47.
4. Enhance the appearance and character of the 5th Street corridor.
5. Improve Downtown Washington as aregional attractor and tourism destination
6. Diversify Washington's jobs base with new, high-tech market sectors.
7. Strategically expand Washington's parks and connect them with a city-wide greenway network.
8. Construct the East-West Parkway south of Highway 100 to better distribute traffic flow.
9. Effectively implement the Comprehensive Plan Update.

<b>IMPLEMENTATION TIMEFRAME</b>	<b>Responsible Party / Parties</b>
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## 1. Community History and Regional Distinction

Implementation Plan

1.1: Enhance Downtown with more dining, shopping, and lodging to support residents, tourists, and regional day-trippers.											Economic Development Planning Downtown Washington Inc. Division of Tourism
1.2: Develop complete community amenities to make Washington one of the most desirable places to live in the region.											Economic Development Downtown Washington Inc. Division of Tourism
1.3: Expand Washington's riverfront park, develop recreational river access along the Missouri River, and develop a riverfront events venue.											Downtown Washington Inc. Parks and Recreation
1.4: Establish an annual calendar of community events in Washington (weekly concert series, expanded seasonal events, etc.).											Economic Development Chamber of Commerce Parks and Recreation
1.5: Continue to market quality of life in promotional materials to site selectors, industries, and future workforce.											Economic Development
1.6: Create a public relations and marketing program designed to attract private investors and development talent committed both to realizing the strategic plan and, conversely, to resist public and private actions and investments that are not compatible with the plan.											Economic Development Chamber of Commerce

### IMPLEMENTATION MATRIX KEY

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# Implementation Matrix

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**IMPLEMENTATION TIMEFRAME**

**Responsible Party / Parties**

## 2. Economic Diversity and Amplification

2.1: Continue the City's annual business retention and expansion program, with a focus on maintaining and supporting existing industrial development.	●	○	○	◐	●	●	○	○	●	●	Economic Development
2.2: Continue collaboration with the Missouri Partnership and Greater St. Louis Inc. to market Washington to new and existing businesses; the City's residents; the resident workforce; and members of the workforce who do not live in Washington.	●	○	○	◐	●	●	○	○	●	●	Economic Development
2.3: Maintain and routinely update relevant data and maps to be consistently prepared and available for inquires and marketing campaigns to attract new businesses and employees.	◐	○	○	◐	●	●	○	○	●	●	Economic Development
2.4: Target industrial clusters for additional employer and workforce expansion focused on Washington's strengths and needs toward a goal of economic diversity and resilience to recessions.	●	○	○	◐	◐	●	○	○	●	●	Economic Development
2.5: Partner with one or more technical schools to establish a high-tech, emerging market training and educational school in Washington.	●	○	○	◐	●	●	○	○	●	●	Economic Development Chamber of Commerce Downtown Washington Inc. Identified Technical School(s) Washington School District

### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
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- ◐ Secondary Action & Effect
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IMPLEMENTATION TIMEFRAME	Responsible Party / Parties
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## 2. Economic Diversity and Amplification (continued)

Implementation Plan

2.6: Continue participation in and sponsorship of Connect Washington, the collaboration with Washington's educational network to ensure students have broad opportunities to explore their career passions and interests through experiences in the city's businesses and industries prior to graduating.	●	○	○	●	●	●	○	○	●	●	Economic Development Chamber of Commerce Washington School District
2.7: Identify future land for industrial development purposes.	◐	○	○	◐	◐	●	○	◐	●	●	Economic Development
2.8: Grow new mixed-use high-tech, innovation, advanced manufacturing industries, and incubator space with a new zoning overlay district.	●	○	○	●	●	●	○	○	●	●	Economic Development
2.9: Create an "east-west parkway" to improve traffic conditions on Highway 100 and access to I-44 from the west side of town.	◐	○	●	○	○	○	○	○	●	●	Economic Development Planning Engineering
2.10: Identify future land use and support continued growth and revitalization for retail, office, and mixed-use developments.	◐	○	○	●	●	◐	○	◐	●	●	Economic Development Planning
2.11: Take the economic development strategies "on the road" to demonstrate that Washington is at the forefront of economic growth and innovation and assure that Washington is "top-of-mind" among relevant leader organizations.	●	○	○	●	●	●	○	○	●	●	Economic Development Chamber of Commerce

# Implementation Matrix

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**IMPLEMENTATION TIMEFRAME**

**Responsible Party / Parties**

## 3. Downtown Expansion and Enhancement

3.1: Densify Downtown by developing vacant lots—including surface parking lots—with new mixed-use projects including entertainment, shopping, dining, and housing.	●	●	○	●	●	●	○	○	●	●	Planning Downtown Washington Inc.
3.2: Redevelop 5th street into a pedestrian-friendly multi-use corridor that serves as the new entrance into Downtown.	●	◐	○	●	●	●	○	○	●	●	Planning Economic Development Engineering
3.3: Expand Downtown to include Washington's historic neighborhoods and promote Downtown living.	●	●	○	●	●	◐	○	○	●	●	Planning Downtown Washington Inc.
3.4: Develop a comprehensive Downtown parking strategy to provide shared parking facilities in strategic locations.	◐	◐	○	●	●	◐	○	○	●	●	Planning Economic Development Downtown Washington Inc.
3.5: Pursue the establishment of a Downtown Community Improvement District (CID) to provide ongoing funding for Downtown improvements (establish in 2030 following the expiration of the Downtown Tax Increment Financing District).	●	●	○	●	●	●	○	○	●	●	Economic Development Downtown Washington Inc.
3.6: Access, create, and utilize incentives for new and existing Downtown businesses.	◐	●	○	●	●	◐	○	○	●	●	Economic Development Downtown Washington Inc.
3.7: Consider partnering with one or more outside entities on the development of a new hotel and conference center in Downtown Washington.	●	○	○	◐	●	●	○	○	●	●	Economic Development Planning Downtown Washington Inc. Chamber of Commerce

### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
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<b>IMPLEMENTATION TIMEFRAME</b>	<b>Responsible Party / Parties</b>
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## 4. Housing Development and Diversification

4.1: Continue the development of high-end residential housing and subdivisions.	●	●	◐	◐	◐	◐	○	○	●	●	Planning
4.2: Facilitate the creation of new entry-level and workforce housing through zoning regulations; consider the use of incentives for workforce housing development.	●	●	◐	◐	◐	◐	○	○	●	●	Economic Development Planning
4.3: Define and maintain a sustainable balance of owner-occupied and rental housing, including short-term rentals, throughout the City of Washington.	◐	●	○	◐	◐	◐	○	○	●	●	Economic Development Planning
4.4: Continue high-quality, infill housing and housing redevelopment in underutilized areas in and immediately surrounding Downtown Washington.	◐	●	◐	◐	◐	◐	○	○	●	●	Economic Development Planning
4.5: Facilitate the preservation, enhancement, definition, and identity of Washington's existing residential neighborhoods.	◐	●	◐	◐	◐	◐	○	○	●	●	Economic Development Planning\ Engineering
4.6: Facilitate the construction of new senior housing in Washington.	◐	●	◐	◐	◐	◐	○	○	●	●	Economic Development Planning

Implementation Plan

### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
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IMPLEMENTATION TIMEFRAME	Responsible Party / Parties
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## 5. Transportation and Infrastructure

5.1: Improve the aesthetic and wayfinding of major roads within Washington.		Planning Engineering Chamber of Commerce
5.2: Add designated bicycle and pedestrian facilities—including sidewalks, bike lanes, shared lanes, and side paths—on main roads to allow safer travel to work, shopping areas, schools, and other community amenities.		Engineering Planning
5.3: Expand infrastructure in future development areas to attract new businesses and residential development, including outside current City limits.		Engineering Economic Development Planning MODOT
5.4: Prioritize expanding MO Highway 100 to four (4) lanes from High Street west to Vossbrink Drive.		Engineering Economic Development MODOT
5.5: Coordinate with MoDOT to expand MO Highway 47 to four (4) lanes south of Steutermann Road / Bieker Road to Union and St. Clair, Missouri.		Engineering Economic Development MODOT
5.6: Coordinate with MoDOT to expand MO Highway 47 to four (4) lanes north in Warren County to Warrenton, Missouri, and reduce flooding exposure on the highway.		Engineering Economic Development MODOT
5.7: Study options to provide public transit service in Washington, and develop a funding and operational plan for future public transit.		Engineering Planning Economic Development
5.8: Work with Amtrak to maintain two (2) daily round-trips routes between St. Louis and Kansas City through Washington.		Division of Tourism Economic Development Chamber of Commerce AMTRAK

Implementation Plan

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**IMPLEMENTATION TIMEFRAME**

**Responsible Party / Parties**

## 5. Transportation and Infrastructure (continued)

Implementation Plan	5.9: Continue to improve Washington Regional Airport; expand the runway to a minimum of 5,500 feet (7,500 feet preferred) and widen the runway 25 feet; improve the airport rating from Class B to Class C.	●	○	○	○	●	●	○	○	●	●	Economic Development
	5.10: Work with utility and telecom providers to enhance the availability, reliability, and performance of electric and broadband internet service.	●	◐	○	○	◐	●	○	○	●	●	Engineering Economic Development
	5.11: Study and consider the construction of one (1) or two (2) new fire stations, either east of City limits at Highway 100 and St. John's Road, and/or south of City limits on Highway A.	○	●	○	○	○	●	○	◐	●	●	Fire Department Planning
	5.12: Study the expansion of the existing sewerage treatment plant or the construction of a new sewerage treatment plant on the west side of Washington.	○	◐	○	○	○	●	○	○	●	●	Engineering Economic Development
	5.13: Renew the transportation sales tax and commit funding to road construction, specifically the planned improvements to Highway 100.	●	○	●	●	◐	◐	◐	●	●	●	Administration Economic Development Chamber of Commerce Engineering

## 6. Parks, Recreation, and Environmental Stewardship

6.1: Connect all city parks by implementing Phase 1 and 2 of the Busch Creek Greenway.	◐	○	○	○	○	○	●	○	●	●	●	Parks and Recreation Planning
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**IMPLEMENTATION TIMEFRAME**

**Responsible Party / Parties**

## 6. Parks, Recreation, and Environmental Stewardship (continued)

6.2: Achieve MS4 stormwater compliance requirements and facilitate opportunities to enhance Washington's natural areas through stormwater improvements.											Engineering
6.3: Expand Washington's riverfront park and conservation space with enhanced recreational river access and an improved marina; consider providing camping and RV facilities and a nearby Downtown / riverfront events venue.											Parks and Recreation Economic Development Downtown Washington Inc.
6.4: Identify and plan for the future acquisition of land for a new City park (21 acres or larger) south of Highway 100, near Highway 47.											Parks and Recreation Planning
6.5: Develop a trail connection between Downtown and the Katy Trail; and link to the Rock Island Trail along Highway 47 (in cooperation with MODOT).											Parks and Recreation Planning Economic Development
6.6: Expand recreational programming for youth.											Parks and Recreation
6.7: Consider the establishment of an economic development tax and dedicate an allocation of revenue for ongoing parks improvement and maintenance.											Administration Economic Development Parks and Recreation Planning

### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
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IMPLEMENTATION TIMEFRAME	Responsible Party / Parties
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## 6. Parks, Recreation, and Environmental Stewardship (continued)

Implementation Plan

<p>6.8: Develop an outdoor athletics complex for tournaments, including parking, concessions facilities, restrooms, and other support functions. Consider a location of approximately 250 to 300 acres accessible to Highway 100 and/or Highway 47.</p>		<p>Parks and Recreation Economic Development Planning Chamber of Commerce Division of Tourism</p>
<p>6.9: Periodically review and update the City emergency management and hazard mitigation plan and procedures to deal with the impact of natural disasters such as flooding, drought, extreme heat, and wind and account for changing conditions in climate, intensity, risk, and impact.</p>		<p>Emergency Management Planning Engineering</p>
<p>6.10: Encourage pervious surface coverage, green infrastructure, and robust landscaping in commercial and residential districts to provide shade and address stormwater runoff to minimize the impact of extreme weather to public and private property in the city and reduce the urban heat island.</p>		<p>Emergency Management Planning Engineering</p>
<p>6.11: Work with the Urban Forestry Council to plan for ecosystem health along major rivers and creeks in Washington by actively cleaning creeks of debris, maintaining and protecting native landscapes, and enforcing the riparian buffer zone to reduce the impact of flooding in the City.</p>		<p>Parks and Recreation Urban Forestry Council</p>

# Implementation Matrix

1. Actively retain, train, and expand the work force to meet current and future industrial opportunities.
2. Provide expanded diversity of housing types and more affordable housing.
3. Improve the appearance of and traffic flow on Highway 100 and Highway 47.
4. Enhance the appearance and character of the 5th Street corridor.
5. Improve Downtown Washington as aregional attractor and tourism destination
6. Diversify Washington's jobs base with new, high-tech market sectors.
7. Strategically expand Washington's parks and connect them with a city-wide greenway network.
8. Construct the East-West Parkway south of Highway 100 to better distribute traffic flow.
9. Effectively implement the Comprehensive Plan Update.

**IMPLEMENTATION TIMEFRAME**

**Responsible Party / Parties**

## 6. Parks, Recreation, and Environmental Stewardship (continued)

6.12: Promote the use and implementation of renewable energy and resources within the City.											Economic Development Planning
6.13: Develop educational opportunities within parks, along creeks, and trails to teach about the care and responsibility of Washington's natural resources.											Parks and Recreation Washington School District

## 7. Governmental Progress

7.1: Develop a new fiscal plan for the funding and implementation of Comprehensive Plan goals.											Administration
7.2: Actively engage and cooperate with the City of Union, Franklin County, and other neighboring cities and counties.											Administration Economic Development
7.3: Provide planning and utility services to facilitate development outside of Washington's current City boundaries.											Planning Engineering
7.4: Develop a strategic annexation plan; actively engage with Franklin County and neighboring property owners to facilitate future expansion of Washington's City boundaries.											Planning Administration
7.5: Work with the Washington Fire Department, the Washington Community Fire Protection District, and the Washington Volunteer Fire Company to implement the 2022 Washington Fire Department Master Plan.											Fire Department Administration Emergency Management Planning

### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- Secondary Action & Effect
- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

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## Implementation Plan

# 7.3. Short-Term Implementation Action Items

Short-term implementation action items are the strategies from the Implementation Matrix that have been identified for completion within a zero (0) to three (3) year timeframe. In this section, each short-term implementation strategy is presented according to the City of Washington department that will have primary responsibility for completion. Where necessary, sub-tasks are provided for strategies that should be completed in multiple parts, and the primary implementor and partner(s) are indicated for each sub-task.

Finally, each strategy and—as applicable—sub-task, has an indicated timeframe for implementation, measured in months or years from the adoption of the Comprehensive Plan.

It is recommended that the short-term implementation action items be utilized by each City department with implementation responsibility to establish annual department budgets and work plan priorities for at least the next three (3) years.



# Short-Term Implementation Action Items

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
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## Economic Development Department Priorities

1.1: Enhance Downtown with more dining, shopping, and lodging to support residents, tourists, and regional day-trippers. <b>SUB-TASKS:</b>	Economic Development	Planning Downtown Washington Inc. Division of Tourism	Ongoing
1.1.1: Update the City of Washington's Zoning Code, as described in Early Action Item 7.1.2.	Planning	Economic Development	1 year
1.1.2: Develop a Downtown Master Plan and 5th Street Master Plan and Comprehensive Parking Strategy, as described in Early Action Item 7.1.4.	Planning	Economic Development	18 months
1.1.3: Develop Downtown Form-Based Code and 5th Street Form Based Code, as described in Early Action Item 7.1.4.	Planning	Economic Development	3 years
1.1.4: Develop and update a tenenting and business retention and attraction plan specific to Downtown.	Economic Development	Downtown Washington Inc.	Ongoing
1.1.5: Continue to market Downtown in conjunction with Missouri Main Street Coalition, Missouri Weinstrasse, AMTRAK, and other resources.	Economic Development	Downtown Washington Inc. Division of Tourism	Ongoing
1.4: Establish an annual calendar of community events in Washington (weekly concert series, expanded seasonal events, etc.).	Economic Development	Chamber of Commerce Parks and Recreation	Ongoing
1.5: Continue to market quality of life in promotional materials to site selectors, industries, and future workforce.	Economic Development	(n/a)	Ongoing
1.6: Create a public relations and marketing program designed to attract private investors and development talent committed both to realizing the strategic plan and, conversely, to resist public and private actions and investments that are not compatible with the plan.	Economic Development	Chamber of Commerce	1 year
2.1: Continue the City's annual business retention and expansion program, with a focus on maintaining and supporting existing industrial development.	Economic Development	(n/a)	Ongoing
2.2: Continue collaboration with the Missouri Partnership and Greater St. Louis Inc. to market Washington to new and existing businesses; the City's residents; the resident workforce; and members of the workforce who do not live in Washington.	Economic Development	(n/a)	Ongoing
2.3: Maintain and routinely update relevant data and maps to be consistently prepared and available for inquires and marketing campaigns to attract new businesses and employees.	Economic Development	(n/a)	Ongoing

Implementation Plan

# Short-Term Implementation Action Items

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
<b>Economic Development Department Priorities (continued)</b>			
2.4: Target industrial clusters for additional employer and workforce expansion focused on Washington's strengths and needs toward a goal of economic diversity and resilience to recessions.	Economic Development	(n/a)	Ongoing
2.5: Partner with one or more technical schools to establish a high-tech, emerging market training and educational school in Washington.	Economic Development	Chamber of Commerce Downtown Washington Inc. Identified Technical School(s) Washington School District	18 months
<b>SUB-TASKS:</b>			
2.5.1: Continue existing and commence new discussions with potential technical college partners, as described in Early Action Item 7.1.3.	Economic Development	Chamber of Commerce Washington School District	Ongoing
2.5.2: Identify one (1) or more technical college partners and execute the partnership agreement(s), as described in Early Action Item 7.1.3.	Economic Development	Identified Technical School(s) Washington School District	6 months
2.5.3: Establish a temporary location in an existing program space in Washington, as described in Early Action Item 7.1.3.	Economic Development	Chamber of Commerce Downtown Washington Inc. Identified Technical School(s) Washington School District	18 months
2.5.4: Establish a permanent location in a new or purpose-renovated facility in Washington, as described in Early Action Item 7.1.3.	Economic Development	Chamber of Commerce Downtown Washington Inc. Identified Technical School(s) Washington School District	5 years
2.6: Continue participation in and sponsorship of Connect Washington, the collaboration with Washington's educational network to ensure students have broad opportunities to explore their career passions and interests through experiences in the city's businesses and industries prior to graduating.	Economic Development	Chamber of Commerce Washington School District	Ongoing
2.8: Grow new mixed-use high-tech, innovation, advanced manufacturing industries, and incubator space with a new zoning overlay district.	Economic Development	Planning	1 year
<b>SUB-TASKS:</b>			
2.8.1: Update the City of Washington's Zoning Code, as described in Early Action Item 7.1.2.	Planning	Economic Development	1 year
2.8.2: Actively market Washington's mixed-use high-tech, innovation, and advances manufacturing opportunities to businesses and professional organizations.	Planning	Economic Development	1 year
2.10: Identify future land use and support continued growth and revitalization for retail, office, and mixed-use developments.	Economic Development	Planning	2 years

# Short-Term Implementation Action Items

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
<b>Economic Development Department Priorities (continued)</b>			
2.11: Take the economic development strategies “on the road” to demonstrate that Washington is at the forefront of economic growth and innovation and assure that Washington is “top-of-mind” among relevant leader organizations.	Economic Development	Chamber of Commerce	<b>6 months</b>
4.2: Facilitate the creation of new entry-level and workforce housing through zoning regulations; consider the use of incentives for workforce housing development.	Economic Development	Planning	<b>2 years</b>
<b>SUB-TASKS:</b>			
4.2.1: Update the City of Washington’s Zoning Code, as described in Early Action Item 7.1.2.	Planning	Economic Development	<b>1 year</b>
4.2.2: Market workforce housing opportunities to local and regional homebuilders	Economic Development	(n/a)	<b>6 months</b>
4.2.3: Study the feasibility of, revenue sources, and regulatory processes for affordable and workforce housing incentives.	Economic Development	(n/a)	<b>2 years</b>
4.3: Define and maintain a sustainable balance of owner-occupied and rental housing, including short-term rentals, throughout the City of Washington.	Economic Development	Planning	<b>2 years</b>
<b>SUB-TASKS:</b>			
4.3.1: Update the City of Washington’s Zoning Code, as described in Early Action Item 7.1.2.	Planning	Economic Development	<b>1 year</b>
4.3.2: Define the desired balance of owner-occupied and rental housing, and specify preferred geographical locations for each.	Economic Development	Planning	<b>1 year</b>
4.3.3: Work with City Council and the Planning & Zoning Commission to build consensus around decision-making and approvals.	Economic Development	Planning	<b>2 years</b>
4.4: Continue high-quality, infill housing and housing redevelopment in underutilized areas in and immediately surrounding Downtown Washington.	Economic Development	Planning	<b>Ongoing</b>
4.5: Facilitate the preservation, enhancement, definition, and identity of Washington’s existing residential neighborhoods.	Economic Development	Planning Engineering	<b>3 years</b>
<b>SUB-TASKS:</b>			
4.5.1: Update the City of Washington’s Zoning Code, as described in Early Action Item 7.1.2.	Planning	Economic Development	<b>1 year</b>
4.5.2: Incorporate the recommendations of the Streets and Roads Plan; Parks, Trails, and Open Space Plan; and Bicycle and Pedestrian Plan into Washington’s Capital Improvement Plan(s).	Economic Development	Engineering	<b>1 year 2 years 3 years</b>

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# Short-Term Implementation Action Items

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
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## Economic Development Department Priorities (continued)

4.6: Facilitate the construction of new senior housing in Washington. <b>SUB-TASKS:</b>	Economic Development	Planning	<b>2 years</b>
4.6.1: Update the City of Washington's Zoning Code, as described in Early Action Item 7.1.2.	Planning	Economic Development	<b>1 year</b>
4.6.2: Specify preferred geographical locations and/or identify preferred development sites.	Economic Development	Planning	<b>1 year</b>
4.6.3: Market senior housing opportunities to local and regional homebuilders and/or issue project Requests for Proposals.	Economic Development	Planning	<b>2 years</b>
6.12: Promote the use and implementation of renewable energy and resources within the City.	Economic Development	Planning	<b>2 years</b>

## Planning Department Priorities

3.2: Redevelop 5th street into a pedestrian-friendly multi-use corridor that serves as the new entrance into Downtown. <b>SUB-TASKS:</b>	Planning	Economic Development Engineering	<b>9 years</b>
3.2.1: Develop a Downtown Master Plan and 5th Street Master Plan and Comprehensive Parking Strategy, as described in Early Action Item 7.1.4.	Planning	Economic Development	<b>18 months</b>
3.2.2: Develop Downtown Form-Based Code and 5th Street Form Based Code, as described in Early Action Item 7.1.4.	Planning	Economic Development	<b>3 years</b>
3.2.3: Incorporate the recommendations of the Streets and Roads Plan into Washington's Capital Improvement Plan(s).	Engineering	Economic Development	<b>6 years 7 years 8 years 9 years</b>
3.4: Develop a comprehensive Downtown parking strategy to provide shared parking facilities in strategic locations.	Planning	Economic Development Downtown Washington Inc.	<b>18 months</b>
4.1: Continue the development of high-end residential housing and subdivisions.	Planning	(n/a)	<b>Ongoing</b>
5.1: Improve the aesthetic and wayfinding of major roads within Washington. <b>SUB-TASKS:</b>	Planning	Engineering Chamber of Commerce	<b>3 years</b>
5.1.1: Incorporate the recommendations of the Streets and Roads Plan into Washington's Capital Improvement Plan(s).	Planning	Engineering	<b>1 year 2 years 3 years</b>
5.1.2: Develop an updated, City-wide signage and wayfinding strategy.	Engineering	Chamber of Commerce	<b>2 years</b>

# Short-Term Implementation Action Items

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
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## Parks and Recreation Department Priorities

6.6: Expand recreational programming for youth. <b>SUB-TASKS:</b>	Parks and Recreation	<i>Partners to be Identified</i>	<b>1 year</b>
6.6.1: Identify and pursue strategic partnerships with Four Rivers YMCA, School District of Washington, N-Sports, and private schools.	Parks and Recreation	<i>Partners to be Identified</i>	<b>1 year</b>
6.11: Work with the Urban Forestry Council to plan for ecosystem health along major rivers and creeks in Washington by actively cleaning creeks of debris, maintaining and protecting native landscapes, and enforcing the riparian buffer zone to reduce the impact of flooding in the City.	Parks and Recreation	Urban Forestry Council Washington in Bloom	<b>3 years</b> <b>4 years</b> <b>5 years</b> <b>6 years</b> <b>7 years</b>

## Engineering Department Priorities

5.2: Add designated bicycle and pedestrian facilities—including sidewalks, bike lanes, shared lanes, and side paths—on main roads to allow safer travel to work, shopping areas, schools, and other community amenities.	Engineering	Planning	<b>3 years</b>
5.3: Expand infrastructure in future development areas to attract new businesses and residential development, including outside current City limits. <b>SUB-TASKS:</b>	Engineering	Economic Development Planning MODOT	<b>1 year</b> <b>2 years</b> <b>3 years</b>
5.3.1: Update the city infrastructure plan to coordinate with the land use projections of the Comprehensive Plan Update; coordinate with funded and/or planned MODOT road improvements.	Engineering	Economic Development Planning MODOT	<b>1 year</b>
5.3.2: Prioritize infrastructure projects and update the Capital Improvement Plan as necessary for the next three (3) years.	Engineering	Economic Development Planning	<b>1 year</b> <b>2 years</b> <b>3 years</b>
5.5: Coordinate with MoDOT to expand MO Highway 47 to four (4) lanes south of Steutermann Road / Bieker Road to Union and St. Clair, Missouri. <b>SUB-TASKS:</b>	Engineering	Economic Development MODOT	<b>1 year</b> <b>2 years</b> <b>3 years</b>
5.5.1: Complete "Phase 1" of the East-West Parkway, as described in Early Action Item 7.1.1	Engineering	Economic Development	<b>1 year</b> <b>2 years</b> <b>3 years</b> <b>4 years</b> <b>5 years</b>
5.10: Work with utility and telecom providers to enhance the availability, reliability, and performance of electric and broadband internet service.	Engineering	Economic Development	<b>1 year</b> <b>2 years</b> <b>3 years</b>
6.2: Achieve MS4 stormwater compliance requirements and facilitate opportunities to enhance Washington's natural areas through stormwater improvements.	Engineering	(n/a)	<b>1 year</b>

Implementation Plan

# Short-Term Implementation Action Items

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
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## Administration Department Priorities

5.13: Renew the transportation sales tax and commit funding to road construction, specifically the planned improvements to Highway 100. <b>SUB-TASKS:</b>	Administration	Engineering Economic Development Planning MODOT	<b>1 year</b>
5.13.1: Develop a preliminary capital improvement plan to expand MO Highway 100 to four (4) lanes from High Street west to Vossbrink Drive.	Engineering	Economic Development Planning MODOT	<b>6 months</b>
6.7: Consider the establishment of an economic development tax and dedicate an allocation of revenue for ongoing parks improvement and maintenance.	Administration	Economic Development Parks and Recreation Planning	<b>1 year</b>
7.1: Develop a new fiscal plan for the funding and implementation of Comprehensive Plan goals. <b>SUB-TASKS:</b>	Administration	(n/a)	<b>1 year</b>
7.1.1: Establish an Outcome Reporting System, as described in Early Action Item 7.1.1	Administration	Economic Development	<b>6 months</b>

## Division of Tourism Priorities

5.8: Work with Amtrak to maintain two (2) daily round-trips routes between St. Louis and Kansas City through Washington.	Division of Tourism	Economic Development Chamber of Commerce AMTRAK	<b>1 year</b>
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## Fire Department Priorities

5.11: Study and consider the construction of one (1) or two (2) new fire stations, either east of City limits at Highway 100 and St. John's Road, and/or south of City limits on Highway A.	Fire Department	Planning	<b>1 year</b>
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## Emergency Management Department Priorities

6.9: Periodically review and update the City emergency management and hazard mitigation plan and procedures to deal with the impact of natural disasters such as flooding, drought, extreme heat, and wind and account for changing conditions in climate, intensity, risk, and impact.	Emergency Management	Planning Engineering	<b>1 year</b> <b>3 years</b> <b>5 years</b> <b>7 years</b> <b>9 years</b>
6.10: Encourage pervious surface coverage, green infrastructure, and robust landscaping in commercial and residential districts to provide shade and address stormwater runoff to minimize the impact of extreme weather to public and private property in the city and reduce the urban heat island.	Emergency Management	Planning Engineering	<b>1 year</b> <b>2 years</b> <b>3 years</b>

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