



City of Holden, Missouri

Planning and Zoning Commission



COMPREHENSIVE CITY PLAN

2024

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PLANNING AND ZONING COMMISSION
CITY OF HOLDEN, MISSOURI
RESOLUTION
FOR ADOPTION OF THE UPDATED COMPREHENSIVE CITY
PLAN

WHEREAS, the Comprehensive Plan Advisory Committee in conjunction with Planning and Zoning Commission have studied the previous Comprehensive Plan of the City of Holden, Missouri, surveyed conditions throughout the community and in neighboring communities, conducted multiple public meetings for the purpose of considering revisions to the City's Comprehensive City Plan, held public forums to increase public awareness of the City's planning effort, in cooperation with the Mayor and City Council, and otherwise conducted studies and received public input with regard to adoption of a Comprehensive City Plan; and

WHEREAS, in accord with the provisions of Section 89.360 RSMo, the Commission conducted a public hearing on September 24, 2024, after due notice as required by law; and

WHEREAS, the Committee in joint study sessions with the Planning and Zoning Commission has considered these studies and efforts and has taken into account the comments of interested parties at the public hearing and elsewhere, and is fully informed on the issues reflected in the Plan hereinafter referenced;

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

1. The *Updated Comprehensive City Plan* document attached hereto incorporated by this reference, together with all data, maps, plats, diagrams, descriptive matter, appendices and other documents and materials contained and referenced therein is hereby adopted as the Comprehensive City Plan for the future development of the City and as the "City Plan" of the City of Holden, Missouri, as the term is used in Section 89.300 thru 89.480, RSMo.

2. In accordance with the provisions of Section 89.360, RSMo, the Secretary of the Commission shall attest to the adoption of this Resolution and the Plan referenced herein and file same in the office of the Commission. A copy of the Plan shall also be certified to the City Council and the City Clerk of the City of Holden and a copy shall be made available in the office of the Recorder of Deeds of Johnson County, Missouri and available at the City Clerk's office for public inspection during normal office hours.

THIS RESOLUTION PASSED AND ADOPTED BY THE PLANNING AND ZONING COMMISSION OF THE CITY OF HOLDEN, MISSOURI THIS 29th DAY OF OCTOBER 2024.

Donna Woods, Chairman

ATTEST:

Karen Mensch

Secretary of the Commission

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Demographics

Introduction

The purpose of this section of the Holden Comprehensive City Plan is to collect, analyze and use demographic data in planning for the physical development of the City of Holden.

Demographics and demographic analysis are used to describe the distribution of characteristics in a society or other population in order to understand them, make policy recommendations, and make predictions about where a society or group is headed in the future. Demographic data can come in many forms, but most often describes the distribution of characteristics found in populations such as age, sex/gender, marital status, household structure, income, wealth, education, religion, and so on. Birth and death rates are also used to understand if a population is growing or not, and how this might affect things like economic growth, employment, government programs like social security, and so on.

To see how these characteristics are changing over time, a historical perspective, this report will reference and compare data gathered from the City of Holden, Missouri, Comprehensive Plan dated December 13, 2010.

The following demographic data are analyzed and compared with data from Johnson County and the State of Missouri: Estimated Population (trends and projections), Age, Race and Ethnicity, Income and Poverty, Educational Attainment and Households by Type and Housing.

Data was obtained from several Census Data sources, including ESRI, U.S. Census Bureau and the Missouri Census Data Center.

Population Trends and Projection

Holden is a community located in rural western Johnson County but is commuting distance from Kansas City which is the largest city in Missouri by population. The Holden city was laid out in 1857 and is still a community amongst Missouri's rural countryside. In 2020, the City of Holden had a population of 2,210.

POPULATION
ESRI Census Data

| POPULATION | CITY OF HOLDEN | JOHNSON COUNTY | STATE OF MISSOURI |
|----------------------------|-----------------------|-----------------------|--------------------------|
| Year 2010 | 2,199 | 52,595 | 5,998,927 |
| Year 2020 | 2,210 | 54,219 | 6,151,548 |
| Year 2030 Projected | 2,279 | 61,668 | 6,746,762 |

Holden, MO Demographic Information

| | <u>U.S. Census 2010</u> | <u>U.S. Census 2020</u> |
|--------------------|-------------------------|-------------------------|
| Total Population | 2,252 | 2,210 |
| Male population | 1,074 | 1,048 |
| Female population | 1,178 | 1,144 |
| Median age (years) | 37.7 | 38.9 |

Population by Race/Ethnicity

In 2020 approximately 87.8 percent of Holden residents were White, while 1.3 percent were Black or African American, 6.8 percent were two or more races, and 1.1 percent were American Indian and Alaska Native.

Income - Poverty Rate - Employment

The table below compares the City of Holden to its surrounding communities with Median Household Income. Data was obtained from JCEDC.

JOHNSON COUNTY

| | Unemployment Rate | Median Household Income | Percentage of Persons in Poverty |
|--------------------------------------|-------------------|-------------------------|----------------------------------|
| Unincorporated Johnson County | 4.8% | \$55,273 | 14.5% |
| City of Centerview | 17.6% | \$45,625 | 27.0% |
| City of Chilhowee | 14.1% | \$27,045 | 38.6% |
| City of Holden | 6.3% | \$46,667 | 16.2% |
| City of Kingsville | 7.3% | \$48,750 | 5.4% |
| City of Knob Noster | 0.8% | \$41,908 | 9.6% |
| City of Leeton | 2.9% | \$49,063 | 14.6% |
| City of Warrensburg | 5.4% | \$46,315 | 23.7% |

In 2010, Holden's Average Household Income was \$47,179.00. The 2020 data is indicating a decline in income to \$46,667.00.

The Poverty Rate in 2010 was 9.5% and has risen in 2020 to 16.2%.

In 2020 the average annual unemployment rate was 5.5%. The majority of the employed population area worked in manufacturing, health care, social assistance and education, construction, retail trade, and transportation or warehousing. Roughly 4% are engaged in small scale, non-commercialized agriculture.

Other population factors impacting employment in the City of Holden is the decline in population numbers and the increase in people coming of retirement age.

EDUCATION

Among the adult population 25 years old and over, 83.0% of Holden residents have at least a high school degree or equivalent, 18.7% have a bachelor's degree and 7.2% have a graduate or professional degree.

In general, human capital combines both school attainment (cognitive skills) and its quality with the other relevant factors including education in the family, labor market experience, health and so forth.

Resources

2023UnitedStatesZipCodes.org

investapedia.com

U.S. Census Bureau

American Community Survey

www.biggestuscities.com, January 18, 2023

wikipedia.org-cityofholden.com

<https://www.stlouisfed.org/community>

www.brookings.edu/articles/mapping-rural-americas

Missouri Census Data Center, Ten Things to Know About Urban Vs. Rural

INFRASTRUCTURE

Introduction

This chapter addresses the streets, sidewalks, water supply system and the wastewater and stormwater collection systems. The City of Holden maintains 22 miles of primarily residential streets and maintenance activities are prioritized according to pavement conditions. The Holden City Lake is the city's source of water and is considered to have adequate capacity to reliably meet year-round demands for the foreseeable future. Recent upgrades to the wastewater treatment plant and wastewater collection systems will help it meet demand and regulatory requirements for the next 20 years. Improvements have been recommended for stormwater infrastructure including repairing and replacing deteriorated structures and performing general maintenance. In 2017 the City acquired 20 acres of land for detention pond construction.

Roadways and Sidewalks

Within the city limits, the City and the Missouri Department of Transportation (MoDOT) are responsible for the roadway network. MoDOT maintains Routes MO-58, MO-131 and MO-Route U. Route 58 runs generally east-west with a north-south segment from Second Street to Tenth Street, and Route 131 runs generally north-south. These are the primary routes in and out of town, and they intersect downtown bringing traffic through the commercial portions of town. MO-Route U extends from Holden's 2nd Street eastward and provides an eastern entrance to downtown Holden from central rural Johnson County. MoDOT along with the City of Holden did a major renovation on the downtown Holden streets in 2020. The renovation included new streets, sidewalks and stormwater on 58 highway-2nd Street from 131 highway to 9th Street. The project also included 131 highway-Olive Street south from 58 highway to 9th Street.

The City maintains the remaining roads, which are primarily residential streets that run approximately 22 miles in length. Typical road construction within the city is two lane chip and seal with open ditch drainage. To maintain the system, a pavement management system is used to prioritize maintenance activities based on the condition of the pavement. For several years, a pavement replacement program was used; however, the \$80,000.00 annual street maintenance budget severely limited the amount of roadway maintenance that could be performed. While the replacement program has greatly improved the condition of the roads that were replaced, the program as a whole has resulted in a decrease in overall pavement condition. The City is currently transitioning to a repair-focused maintenance program for the Street Department to improve the overall condition of the city's streets.

For future consideration, the City needs to establish a target level of service and condition for road system operations. A funding increase is likely to be necessary to maintain existing conditions and the level of service. At current funding levels, overall street conditions will likely continue to deteriorate regardless of the maintenance

program used. The street maintenance issue was brought to the Holden voters in 2022 and a 1/2 cent Capital Improvement tax for streets that generates \$150,000.00 a year for the first five years was approved. Then the City Council has the option to move this funding to other budget items.

Based on feedback from the Steering Committee, city streets would ideally be asphalt pavement with curb and gutter. This would provide a clean, finished appearance that would enhance community image and property value. It would also make sidewalk construction more feasible since drainage ditches along the roads would be eliminated. From an operations and maintenance standpoint, asphalt would provide a more durable pavement that requires less maintenance, and curb and gutter would provide a hard edge to roads, preventing edge spalling and breaks that accelerate pavement deterioration.

Some main corridors have been identified as priority areas to improve both pedestrian and vehicle traffic. These are primarily roads around the school, including South Main Street, Eagle Drive, and South Clay Street. Sidewalks on Main Street from 19th to 16th and Market from 19th to 11th have been replaced with monies from a "Safe to School" grant. The City along with a MoDOT grant are planning to replace the sidewalks on Main Street from 16th to 9th streets and across 9th Street from Olive (MO-131) to Pine Street (MO-58).

Traffic circulation could also be improved by connecting Southwest 500th Road between Route 131 and South Clay Street/Southwest 1251st Road. This is outside of the existing city limits.

When major road improvement projects are undertaken, they need to be coordinated with stormwater, water, sewer and utility improvements.

Water

The City owns the public water supply system, which serves the area within the city limits. It is governed by the Board of Public Works (BPW), a non-political board appointed by the Mayor with a City Council liaison. The Board has contracted the day-to-day operations to O&M Enterprises, a privately owned company. For planning purposes, the City must consider the capacity and condition of four elements: (1) source, (2) treatment, (3) storage, and (4) distribution.

Holden City Lake is the sole source of water for the city, and it is located approximately three miles northwest of Holden on a tributary of Blackwater River. According to the *Missouri Water Supply Study* (Supply Study) prepared by the Missouri Department of Natural Resources (MDNR) in 2005, the lake has a total storage capacity of 3,810 acre-feet and a surface area of 292 acres. The Supply Study determined that the lake has an optimum yield of 0.567 mgd during the drought of record. According to the *Engineering Report for Water System Improvements City of Holden, Missouri Public Water System* (Engineering Report) prepared by Marshall Engineering and Surveying, Inc. (Marshall) in 2006, current average water sales are approximately 0.225 mgd. This

indicates that the lake has adequate capacity to reliably meet the water demands of the city for the foreseeable future.

Treatment is provided by a water treatment plant constructed at the lake in 1992. According to the Engineering Report prepared by Marshall, the treatment plant has a capacity of 400 gpm, which can be doubled by constructing additional facilities. At its current capacity, the treatment plant can meet a peak day demand of 1.5 times average day demand in approximately fourteen hours. This indicates the plant has adequate capacity for the foreseeable future.



According to the Engineering Report prepared by Marshall, the city has 400,000 gallons of usable storage. This is adequate to provide storage for the current peak day demand. However, this may not be adequate for fire demand during a large fire in a commercial area. Marshall recommended that the city plan for additional elevated storage north of the railroad tracks. A specific volume was not recommended. Daily demands need to be monitored to determine the proper timing to add additional storage.



The distribution system consists primarily of four, six and eight inch DIP lines. The original water system was constructed in 1887. This indicates that some waterlines may have been in service for more than 100 years. According to the Engineering Report, portions of the system do not have adequate fire flow capacity, and areas experience low pressure during peak demand periods. To address these issues, Marshall developed a five year supervised program for waterline improvements.

In light of the water system's limited growth potential, the primary long-term planning focus needs to be on providing and maintaining adequate levels of service. This can be accomplished primarily through the waterline upgrades proposed by Marshall. The BPW has taken the following steps to start replacing the lines recommended by Marshall: (1) Raise rates to build back reserves to pay for the proposed upgrades. (2) Update ordinances related to materials and changing the collection point. (3) Incorporating the plan with other city projects.

As discussed above, many road and drainage needs exist within the city also. To minimize cost and disruption, when a significant road and drainage project is undertaken, waterlines in the vicinity that have been identified to be upgraded in the supervised program should be conducted simultaneously. During the previously mentioned 2020 MoDOT/City of Holden highway and sidewalk project, significant improvements were made to both drinking water distribution systems and wastewater collection systems in the project area.

Wastewater

The City owns the centralized wastewater system. Like the water system, it is governed by the Board of Public Works. The BPW has contracted the day-to-day operations to O&M Enterprises. Unlike the water system, expanding the geographic service area is not limited to the existing city limits; however, the general trend for expanding wastewater systems generally follows the expansion of water systems. With the trend of large lot residential development around the city, septic tanks are generally preferred method of wastewater disposal by homeowners for financial reasons. Therefore, long-term expansion of the wastewater system will most likely be confined to the existing city limits.

In the 2010 timeframe the City upgraded its wastewater treatment plant to meet capacity and regulatory requirements for the next 20 years. To address intervening regulatory requirements to address ammonia/nitrogen effluent a SAGR system (final wastewater processing) was also installed. From current assessments, the wastewater treatment plant should be adequate for the foreseeable future unless unexpected regulatory changes require additional improvements. However aging infrastructure and regulatory changes are challenging the wastewater collection systems for the City of Holden.

Changing weather patterns bringing heavier and frequent storms in some years required a Wastewater Treatment Facility by construction a protection detention pond improvement to. This facility was completed in 2024 and protects the treatment pools of the treatment facility by collecting and controlling the flow of surface water in and around the wastewater treatment facility.

Regulatory changes and enforcement are currently the primary expected drivers for changes in the wastewater system in the coming years, particularly in the collection system. A statewide initiative is trying to reduce extraneous flows into the system, called inflow and infiltration (I/I). I/I occurs as sewer systems age and deteriorate.

Reducing I/I require repairing, rehabilitating, and replacing public and private sewer lines. Overflows and basement backups are not a regular occurrence, and the city recently replaced more than 14,000 linear feet of sewer mains. These are positive indicators but should not be considered a reason not to actively reduce I/I. Public line improvements will continue to be needed as the system ages, as flows increase gradually over time, and with increasing burdens of the regulatory processes.

Additionally, efforts need to be made to reduce private line I/I. Service lines from the public main to the building are a significant source of extraneous flows, and the reasons for that include sump pump, foundation drain, and downspout connections along with deteriorated or cracked pipes and missing cleanup caps. Stormwater cross connections are common in older homes and neighborhoods. Often the current homeowners are unaware of these connections. A public education program about the sources of I/I in private lines and the costs associated with collecting and treating these flows is a good first step. A service lateral inspection program that requires service lines to be inspected when property changes ownership is another program to consider.

Addressing the aging wastewater infrastructure and the increasing focus on I/I reduction will continue to challenge the BPW and the City. Maintenance and oversight will require monitoring through a Comprehensive Capacity Management, Operations and Maintenance Plan (CMOM) as well as investment in a rate structure that maintains adequate capital investment in both drinking and wastewater areas as well reserves for needed improvements.

Stormwater

In 2006, the City hired URS Corporation to perform an inventory and condition assessment of the city's stormwater management infrastructure. The report provided recommended improvements and their associated costs.

Localized funding constituted the primary issue facing the city. Recommended improvements included acquiring land for dry detention ponds, repairing and replacing deteriorated structures and improving routine maintenance to keep ditches and culverts cleaned out and operating at optimum capacity.

In 2017 and 2022 the Holden voters approved a 1/2 cent sales tax for stormwater and local parks. The tax is divided with 1/4 cent going to the city's parks program and 1/4 cent designated for stormwater projects. This tax has given the stormwater infrastructure budget a basic dedicated annual tax revenue source of approximately \$72,000 per year (for year 2023). Using these funds the City has purchased 20 acres for stormwater detention ponds in the southeast section of the city. Currently these revenues are applied to preliminary and more detailed engineering plans for stormwater control in the southeast area of Holden (i.e. Next Steps Study; TOA 3, 4 and 5), northward through the east side of the city. Stormwater funds are also used to maintain and do basic improvements on the stormwater systems in problem areas throughout the city.

As the engineering designs are completed, funding will need to be secured to complete the major stormwater projects required. It is not feasible to fund such projects with only the stormwater sales tax, so grants or bonds will be needed for these plans. Other possibilities would be to form a stormwater utility or set up Neighborhood Improvement Districts (NIDs) to provide property taxes to address stormwater projects in specific neighborhoods.

Conclusions and Updates

Holden's streets and sidewalks are being improved and maintained by addressing those priority routes with maintenance and as funding is allocated through targeted "mill and overlay" projects. Other improvements such as "curb and gutter" and sidewalk expansion will require additional funding or grants from outside agencies (MoDOT or MoDED) .

The current drinking water, wastewater and stormwater systems are adequate for today's capacities, however aging infrastructure and increasing regulatory requirements could require additional construction projects beyond current efforts. These pressures require wise planning of capital investment accounts and sufficient reserves to address future challenges.

Reference:

2024-0116 H Comp Plan Water (found in Comprehensive City Plan Resources)
2024-0427 H Comp Plan Wastewater (found in Comprehensive City Plan Resources)
MoDOT project (found in Comprehensive City Plan Resources)
Engineering Report for Water System Improvements City of Holden, Missouri Public Water System, prepared by Marshall Engineering and Surveying, Inc. (Marshall) 2006.

| | GOALS | Start Priority | Responsible Partners |
|---|--|---------------------------|--|
| 1 | <u>PAVEMENT MANAGEMENT STUDY (PMS)</u> Develop an ongoing plan to address future roadway conditions and needs at various funding levels. The PMS contains an extensive roadway database describing actual pavement conditions and roadway characteristics. | 1 | City Street Dept. |
| 2 | <u>FUND VITAL CAPITAL IMPROVEMENTS TO THE CITY'S STREETS, SIDEWALKS, AND DRAINAGE SYSTEMS</u> A city's streets and sidewalks ensure a speedy transportation system for all. Drainage systems are vital to the community's safety, well being and future growth. Improvements to these vital basics of the city's infrastructure should be planned, funded, and constructed. | 1 | City Council |
| 3 | <u>CITY TRANSPORTATION MAPS</u> Develop and update, as required, the city's transportation map. Confirm all city streets have uniform classification, i.e. add: Arterial 1, 501 - 4,500 adt, Collector 207 - 700 adt, Residential 50 - 200 adt. Additionally, an updated traffic count study should be conducted by acquiring equipment to obtain metered numbers on main street traveled corridors through the city | 2 | City, Street Dept. and Pioneer Trails RPC |
| 4 | <u>DEVELOP AND CONSTRUCT SIDEWALKS</u> Residents would greatly benefit from planning a sidewalk system that leads from neighborhoods to the school complex as well as the two major shopping areas. Safety is a major concern for children during school transit hours and for our walkers who must access a busy MoDOT highway to reach the grocery store and other businesses. | 1 | City, Holden R-III Schools, Chamber of Commerce, MoDOT |
| 5 | <u>CREATE A CAPITAL IMPROVEMENTS PLAN (CIP)</u> A CIP is a schedule of upcoming capital improvements, and it should be incorporated into the budget process to ensure that funding sources are identified. Funding sources vary, though user fees - including sewer, water, and electric rates and special assessments - generally are utilized for such improvements. An appropriate alternative may be to use a combination of municipal funds and user fees to pay for needed capital improvements. Prioritize near and long-term Capital Investment Budgeting to address aging technology and facilities use in drinking water operations. | 2 | BPW |
| 6 | <u>INVEST IN PUBLIC INFRASTRUCTURE</u> The use of public infrastructure is a successful method for controlling development patterns. By investing in public utilities in the areas where development would be most likely to happen, Holden can encourage growth into those designated areas. Developing infrastructure prior to development also cuts installation costs dramatically. A long-term CIP would be very beneficial to implementing this development strategy. | 2 | Yet to be determined |

Priority 1- Immediately

Priority 2- Year 2 to Year 4

Priority 3- Year 5 or later

| | | | |
|----|--|---|---|
| 7 | <p><u>DEVELOP THE DETENTION POND/LAKE IN THE 20 ACRE PARCEL</u> Having purchased the 20 acre parcel (south of 14th Street and west of Clay Street) and funded needed engineering; the city should proceed with funding strategies to complete the 14th street replacement culvert and the stormwater detention structure projects.</p> | 1 | City Council, Public Works Committee |
| 8 | <p><u>UPDATING WAYFINDING & HOLDEN'S STREET, TRAFFICE SIGNS</u> Working with Economic Development agencies, update way finding signage and generate any new way finding signs placed throughout the pedestrian/bicycle systems to provide adequate direction of users. There are rusted signs throughout town detracting from Holden's character as well as other signs that are in poor condition or missing. A procedure to yearly review the city neighborhoods for sign updating and replacement should be established. Additionally, new replacements should be of unified theme and design to enhance the visual character of the community.</p> | 2 | City, Street Dept., Chamber of Commerce |
| 9 | <p><u>DRINKING WATER EPA SURVEY</u> Complete the EPA survey regarding removal of lead from drinking water assessment. Paper survey forms are available to all residents to complete and return to the O&M office.</p> | 1 | BPW |
| 10 | <p><u>DRINKING WATER RESERVOIR STUDY</u> Study and evaluate biological ways to reduce algae populations in the water reservoir.</p> | 1 | BPW |
| 11 | <p><u>FIRE HYDRANT MAINTENANCE AND REQUIREMENTS</u> A plan should be made to replace and standardize the fire hydrants to include installing isolation valves. Doing so would improve operational and maintenance activities.</p> | 1 | City, BPW, Fire Dept. |
| 12 | <p><u>COMPREHENSIVE CAPACITY, MANAGMENT, OPERATION & MAINTENANCE PLAN (CMOM)</u> Using a Comprehensive Capacity, Management, Operation and Maintenance Plan provides a system to monitor and address wastewater collection inflow and infiltration (I&I) maintenance and replacement.</p> | 1 | BPW, O&M |
| 13 | <p><u>ESTABLISH I/I REDUCTION AND INSPECTION PROGRAM</u> A service lateral inspection program that requires private service lines to be inspected when property changes ownership would support efforts to reduce private line extraneous flows into the sewer system.</p> | 1 | BPW, O&M |

Priority 1- Immediately

Priority 2- Year 2 to Year 4

Priority 3- Year 5 or later

LAND USE ASSESSED

The Land Use Plan presents a vision of how the Holden community will grow in the future and will serve as a guide to all residents, decision-makers and interested parties, showing how the Holden community will develop over time.

Land Use Assessed

Existing land use is a description of how each parcel of land is currently being occupied or used (A Planner's Dictionary, 2003). The Existing Land-Use Map and corresponding table highlight the existing land-use pattern within the City of Holden. The table summarizes the existing land use patterns and provides an acreage approximation and percent of total land use within the City of Holden. The map and table only include land-uses within the current corporate boundaries.

The City of Holden contains 1,255 acres. The predominant uses within the City of Holden are agriculture, single family residential, and vacant or undeveloped land. The growth pattern within the City of Holden is not unlike most "rural" communities of similar size. Holden is primarily a community of agricultural and residential uses at this time. Additionally, Holden does have a nice balance of commercial, parks and open spaces, and industrial uses to support a growing population.

Population Projections

Population forecasting significantly affects community planning efforts. A community's growth rate affects school enrollment, housing needs, and the scheduling of infrastructure upgrades. Planning to accommodate population growth or decline is an important component of the planning process. The amount and allocation of future land uses is very much intertwined with population projections. Future population growth or decline directly affects future land use.

Through the planning process, the community also has the opportunity to impact future population trends.

| Holden Existing Land Use | Acres | % Total |
|---------------------------------|--------------|----------------|
| Agriculture/Rural Residential | 630.5 | 50.24% |
| Single-Family Residential | 363 | 28.92% |
| Multi-Family Residential | 47.2 | 3.76% |
| Tax Exempt | 158.9 | 12.66% |
| Vacant | 55.5 | 4.42% |
| Total | 1,255 | 100.00 |

Historic population trends, birth and death rates, and migration patterns are all contributing factors in projecting future population. To ensure the most accurate projections for the city of Holden, these factors were included to developing the Holden Future Land Use Map. Based on these past factors, the 2025 population is projected to

be 2,801 people. This would produce an additional 173 residents from the 2009 population of 2,628. This increase represents annual growth of about 0.4 percent.

Generally, larger healthy cities can support about one percent annual growth over an extended period of time, while surrounding suburban cities can support higher rates. Holden is unique in that, as a more rural community, it continues to accommodate growth.

Community Character

The City of Holden will maintain its small-town, rural service community character while maintaining opportunities for continued moderate growth and population diversity. A strong commercial and service base will provide the necessary services for city residents and surrounding populations.

Land Use Enriched

The future land use plan was developed through community input, staff input, and advisory committee feedback. The Holden future land use plan was designed to accommodate a growing and diverse population base. The recommendations contained within the Holden future land use plan are congruent with community goals and values and represent an evolving community.

Predominant Themes and Key Features

Low-Density Residential

Summary/Description

The Low-Density Residential is a land use that incorporates all housing styles and types but encourages housing densities between two and four units per acre. At this density, Holden can provide urban services, and amount of private space. The intent of this land use designation is to provide more urban style housing on larger lots. Designated areas should include sidewalks, paved roadways, and access to parks and open spaces. Also, residential areas should provide internal transitions between less intense residential uses (single family) and more intense residential uses (townhomes).

Encouraged Uses and Functions

Uses and functions are to be primarily residential in this designation. Allowable uses should include single-family and two-family homes. Other allowable uses include parks and open spaces, trails, public uses (pool, library, schools, etc.), and religious-related uses. All uses should be complementary and compatible with residential functions.

Policies

- I. New residential development should be served by adequate public infrastructure including public utilities, streets and storm water management facilities.

- II. Residential development should be encouraged on vacant, appropriately located sites within the city limits prior to further municipal annexations, subject to municipal annexation policies.
- III. New residential development should contribute towards public open space requirements either through appropriate land dedication, open space easements, or fee in-lieu of dedication.

See Holden Comprehensive City Plan – Future Land Use Map

Multi-family Residential

Summary/Description

The Multi-Family Residential land use designation also incorporates all housing styles and types with a preferred housing density between five and ten units per acre. Areas with this designation are encouraged to incorporate a mix of lot sizes, house sizes, and housing styles. This designation encourages well-connected neighborhood style development that includes parks, public spaces, and neighborhood commercial. These areas should be inviting and conducive to pedestrian activity.

Encouraged Uses and Functions

Uses and functions are to be primarily residential in this land use designation. Allowable uses include single-family homes, townhomes, duplexes, multiple family units, and apartments. This designation encourages forming more traditional style neighborhoods that emphasize the pedestrian environment and overall form. Other allowable uses include parks and recreation, public uses, religious related uses, and neighborhood commercial uses. Forming these uses should be such that higher density and more intense residential uses are located nearer to neighborhood activity centers or neighborhood cores. These developments must also accommodate changes in scale between uses and provide appropriate transitions in size and landscape. All uses should be complimentary and compatible with residential functions.

Policies

- I. Multi-family residential development should be appropriately integrated with adjacent land uses to encourage pedestrian and design connectivity.
- II. Higher density residential development should be accompanied by appropriate open space designations to accommodate residents and provide adequate land use transitions.

See Holden Comprehensive City Plan – Future Land Use Map

Downtown

Summary/Description

The Downtown land use designation identifies the Holden downtown as the primary business and service center of the community.

Encouraged Uses and Functions

The vibrant mix of land uses contributes to the continued vitality of the downtown and it is the City's goal that this mix of residential, commercial, service and public uses continues. Those businesses that cater to public traffic and services are encouraged. Light fabrication and warehousing operations on the secondary downtown streets are also appropriate. The upper levels of downtown buildings can be used for residential purposes subject to public health and safety standards.

Policies

- I. Public investment in downtown public infrastructure maintenance should remain a strong priority.
- II. Public facility locations downtown should be encouraged.
- III. As development and customer activity increases, an additional public parking facility in the downtown should be considered.
- IV. Secondary residential uses on upper floors are permitted subject to code requirements.

See Holden Comprehensive City Plan – Future Land Use Map

Highway Commercial

Summary/Description

The Commercial land use designation incorporates mostly automobile oriented commercial businesses and services. These commercial areas are designed to be located at major interchanges or along major arterials. Typical characteristics of these commercial areas include larger setbacks, internal street systems, individual pad-sites, and an overall emphasis on auto mobility. These commercial areas should still be designed to incorporate local character and enhance the pedestrian environment. Site design should be cognizant of scale, noise, lighting, and traffic implications on surrounding residential areas.

Encouraged Uses and Functions

Primary uses in this designation include more auto-oriented commercial, retail, office, and service-related businesses. These include general retail, drive-through and sit down restaurants, "big box" retail, and fuel stations. Other allowable uses include parks and open spaces, public spaces, and offices. Site function should include pedestrian access when available.

Policies

- I. Highway commercial developments should be designed in a sensitive manner relative to surrounding residential areas, particularly in terms of scale, noise, lighting and traffic management.
- II. The planning and design of highway commercial developments should be conducted in a comprehensive manner for entire development sites.
- III. Commercial development signage should be of a consistent and uniform nature, with appropriate limits on size, number and lighting.

See Holden Comprehensive City Plan – Future Land Use Map

Neighborhood Commercial

Summary/Description

The Neighborhood Commercial land use designation recognizes the mixed commercial service needs focused on the major routes entering the community while also providing necessary neighborhood services. A mix of retail and service uses, often located on individual parcels, is anticipated on a scale appropriate to adjacent development.

Encouraged Uses and Functions

Primary uses in this designation include a mix of the smaller scale auto-oriented retail, office, and service-related businesses. Other allowable uses include parks and open spaces, public spaces, and offices. The types of land use activities should be complementary to the surrounding residential neighborhoods.

Policies

- I. Encroachment of neighborhood commercial uses into established residential neighborhoods is discouraged.
- II. Neighborhood commercial uses should be of the nature that can serve the surrounding residential population.
- III. Neighborhood commercial development signage should be minimal in nature, with appropriate limits on size, number and lighting.

See Holden Comprehensive City Plan – Future Land Use Map

Industrial

Summary/Description

The Industrial land use designation provides opportunity for various light industrial and related businesses in an environment appropriately located and designed to minimize conflicts with residential and community service uses. This land use will typically be supported by increased public infrastructure necessary to support higher service levels.

Encouraged Uses and Functions

Primary uses in this designation include light manufacturing, fabrication and warehousing businesses. Ancillary and support-related services that cater primarily to these light industrial activities are also encouraged. Manufactured homes are allowed subject to code requirements and City Council approval.

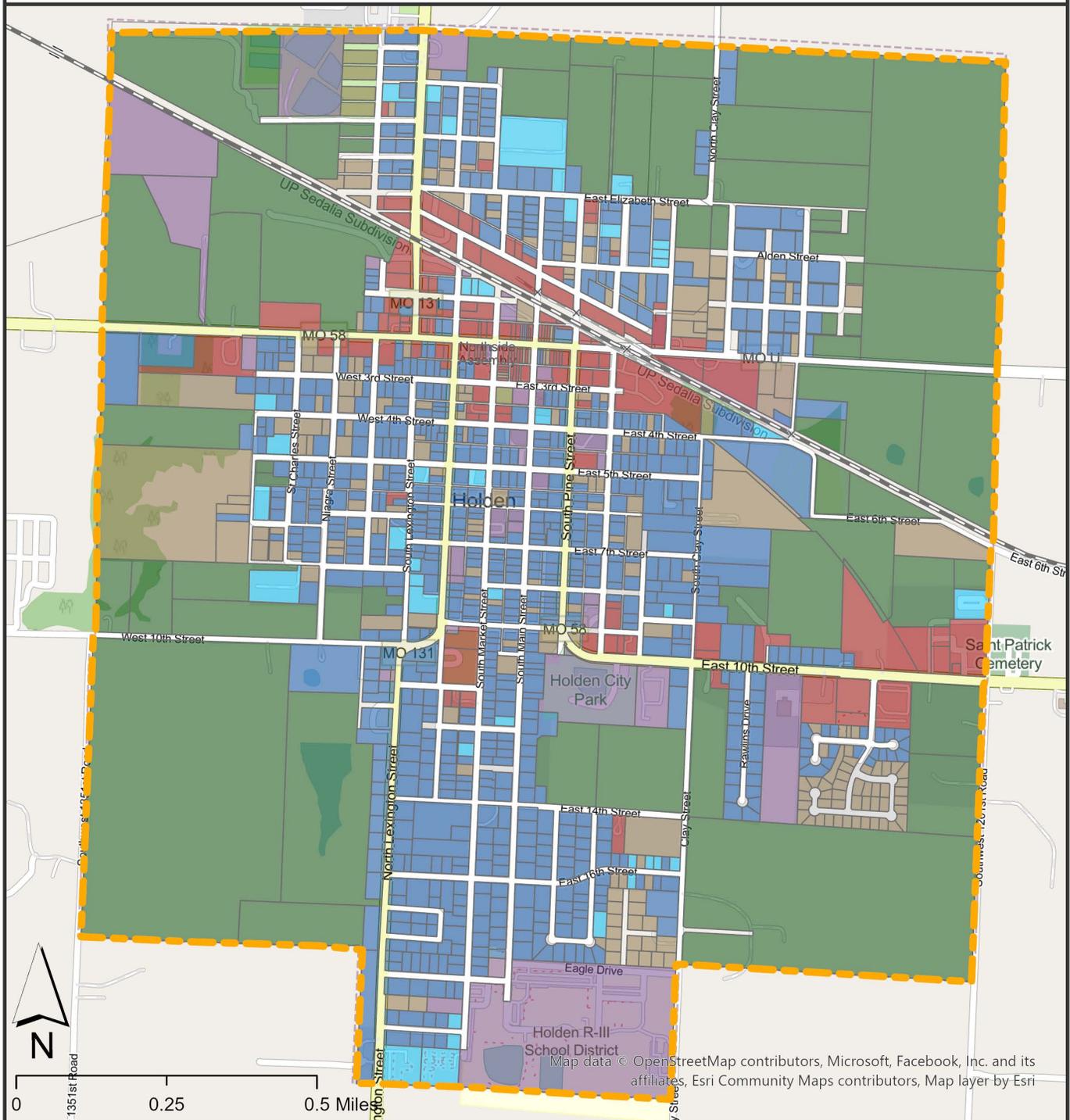
Policies

- I. The planning and design of industrial developments should be conducted in a comprehensive manner for entire development sites.

| | GOALS | Start Priority | Responsible Partners |
|---|--|-----------------------|---------------------------------|
| 1 | <p><u>Amend the Zoning Ordinances to Reflect Guidelines</u></p> <p>With the amendment of local zoning ordinances to reflect the land use and development guidelines, the city is capable of providing a fabric for which development can occur. Setting standards should help ensure that future development fits into and reinforces the historical and small-town character of the community.</p> <p>Guideline Amendment considerations:</p> <ul style="list-style-type: none"> ● Focus on rezoning properties located in the northeast quadrant of the city that are residential but were previously zoned as commercial. ● Add ordinance language to address short-term rentals, i.e. AirBNB/Vrbo ● Add ordinance language to address placement of storage rental businesses. | 1 | Planning & Zoning |
| 2 | <p><u>Establish a Cooperative Boundary Review</u></p> <p>An urban growth boundary helps to regulate the growth and physical boundaries of the community by drawing a “line” around it and limiting or prohibiting development outside of that line. This recommendation would help to eliminate sprawl and would provide for a distinct boundary between “town” and “country.” The establishment of this boundary should be associated with a formal assessment of the infrastructure and service capacity of the area and in association with a formal annexation study.</p> | 2 | City Council |
| 3 | <p><u>Increase Code Enforcement Efforts</u></p> <p>Property maintenance codes are designed to keep the city looking good by providing a set of minimum maintenance regulations for property owners.</p> | 1 | Codes Enforcement |
| 4 | <p><u>Utilize Design Standards to Protect Community Character</u></p> <p>Design standards are regulations governing various design aspects for new development. Policy standards are important tools for communities to use in protecting character. Holden should adopt a set of design standards that reflect and protect the small-town characteristics valued by its residents.</p> | 3 | City Council, Planning & Zoning |

Priority 1 – Immediately
 Priority 2 – Year 2 to Year 4
 Priority 3 – Year 5 or later

City of Holden Land Use - Current

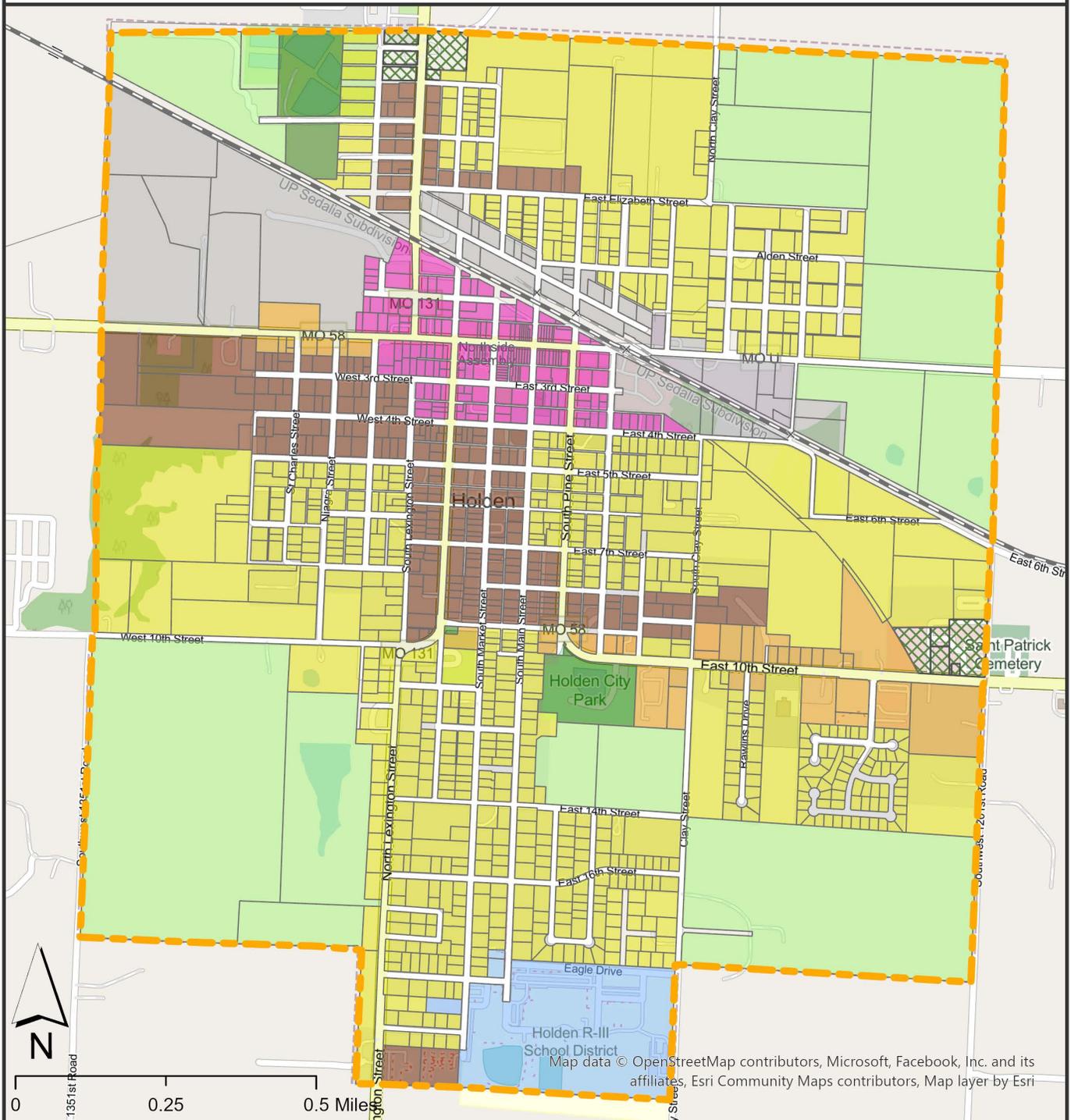


Current Land Use Types

- | | |
|---|---|
|  - Commercial |  - Residential |
|  - Agriculture |  - Multi-Family Res. |
|  - Tax Exempt |  - Vacant |



City of Holden Land Use - Future



Future Land Use Types

- | | | |
|--|---|---|
|  - Low-Density Residential |  - Downtown Commercial |  - Agriculture |
|  - High-density Residential |  - Highway Commercial |  - Park/Trail |
|  - Neighborhood Commercial |  - Industrial |  - School |



Annexation Areas of Intent

Summary/Description

While near term use of vacant lots, agricultural plots, and demolition of blighted buildings would be the preferred approach for new development, the City of Holden should anticipate future expansion of the city boundaries in appropriate locations. These locations can logically be served by the systematic extension of the existing municipal public utilities and public street network. While particular land uses and public service provision will be determined at the time of annexation review, it is in the public interest that these annexation areas of intent eventually be incorporated within the city limits to allow for the proper growth and development of the community. It also will be very important to carefully plan for expansion of essential city services (public works, public safety, parks and recreation, etc.) into proposed annexation areas.

Priority

- I. North along MO 131 Highway – including the Parkview residential subdivision
- II. West along US 58 Highway – including the Savannah residential subdivision

Secondary

- I. Southwest quadrant

For Location of Annexation Areas of Interest - See Annexation Areas of Interest Map

Annexation of Existing Development

Summary/Description

A number of existing residential subdivision developments are located outside of the city limits but in relatively close proximity including several developments within the annexation areas of intent. In most of these cases, the development design and/or infrastructure is not to the level of current city standards. Residents of these developments attend community schools and religious institutions, work and shop in the city, and contribute to the community's vibrancy and character. If a majority of the property owners in such a residential development - and surrounding land area necessary to form an annexation area contiguous and compact to the city limits - request annexation into the city, the annexation request may be considered under certain circumstances regarding location and public infrastructure standards.

Policies

- I. A request for annexation consideration should be signed preferably by 100% of the property owners but at a minimum by property owners in the subdivision development representing over 50% of the property within the proposed annexation area.
- II. The subdivision development should be accessible to municipal public utility services.
- III. The total annexation area should be contiguous and compact to the existing city limits.
- IV. Minimum municipal standards should be established as the standards and criteria by which the infrastructure in an existing subdivision development requesting

annexation would be accepted into the municipal system. These minimum standards may be less stringent than current standards for new development taking into consideration site-specific features or limitations, and in light of the overall public interest in the annexation request.

- V. The subdivision development public infrastructure condition should comply with minimum municipal standards as established for existing subdivision development annexations.
 - a. Streets; sidewalks; storm sewers
 - b. Water service
 - c. Sanitary sewer service

Cooperative Development Review

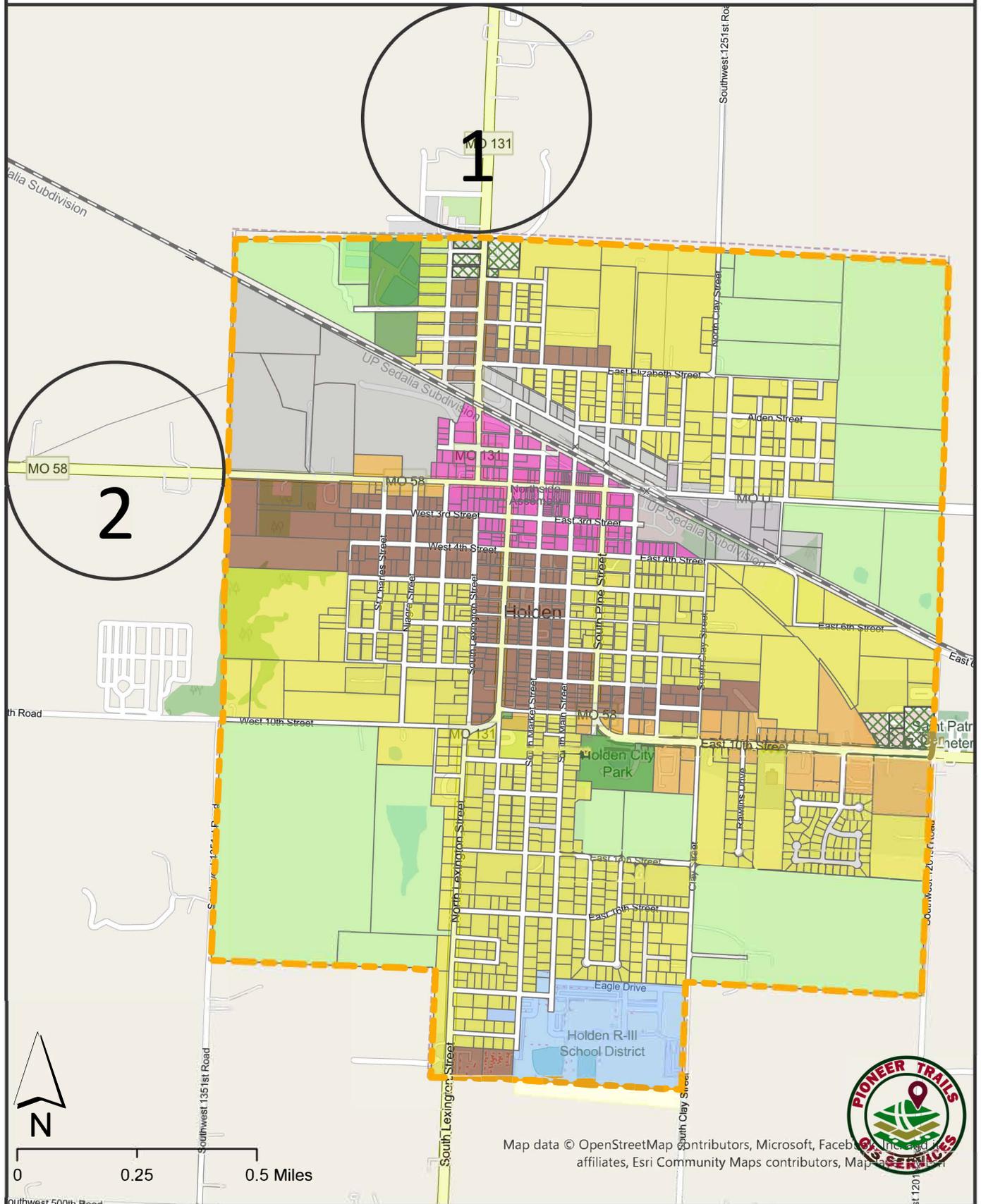
Summary/Description

The City of Holden has a vested interest in proposed, non-annexation developments locating within municipal annexation areas of intent. In recognition of future, potential annexation to the City and the provision of municipal services, it is in the public interest to coordinate the development review process and improvement standards with the County and other appropriate regulatory agencies.

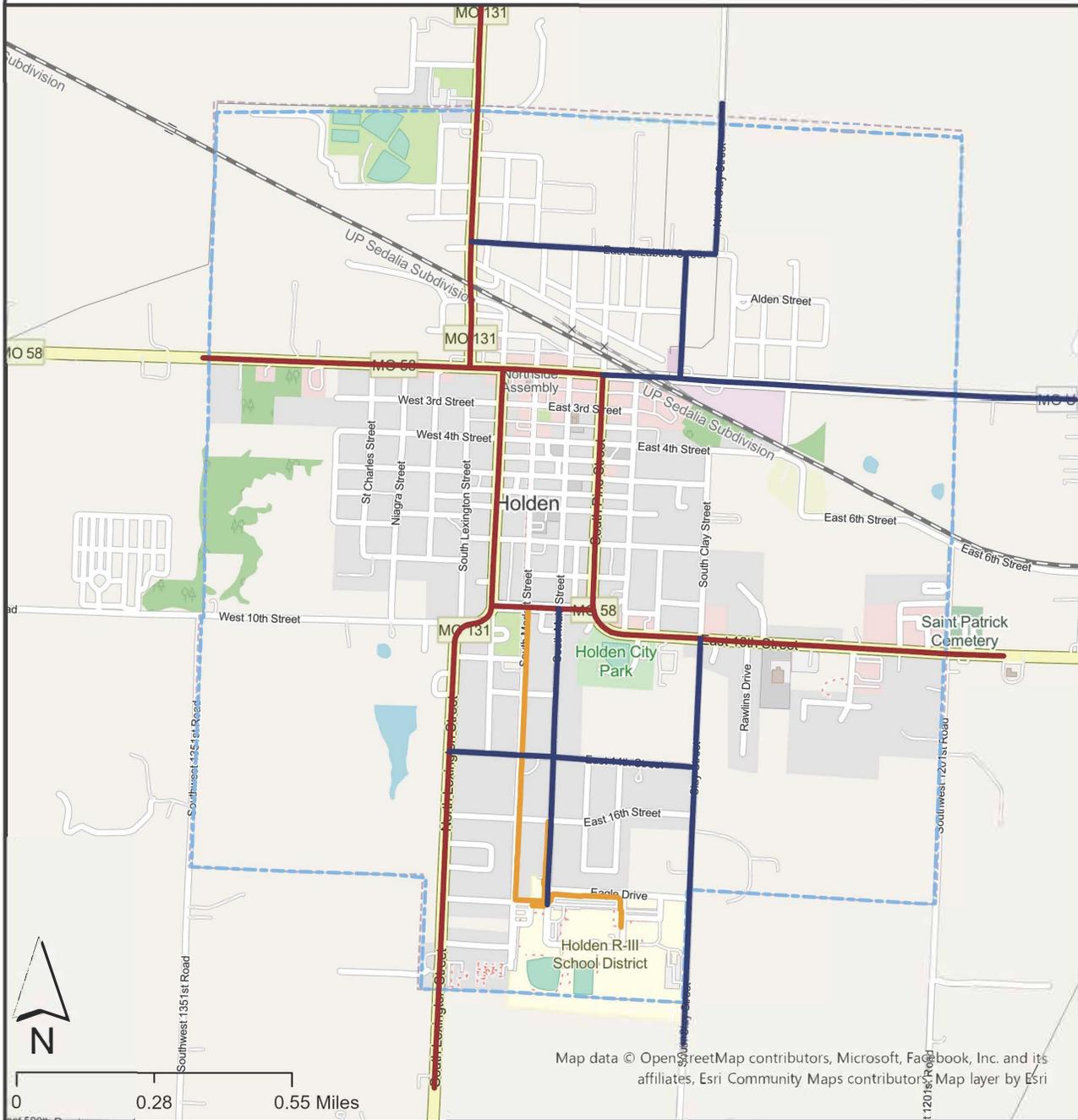
Policies

- I. The City should explore a cooperative arrangement with Johnson County and other appropriate regulatory agencies regarding the development review and improvement standards for future, proposed developments within municipal annexation areas of intent.
- II. Municipal services should be extended only to land uses and developments within the city limits.

Annexation Areas of Interest



City of Holden Transportation Routes - Current

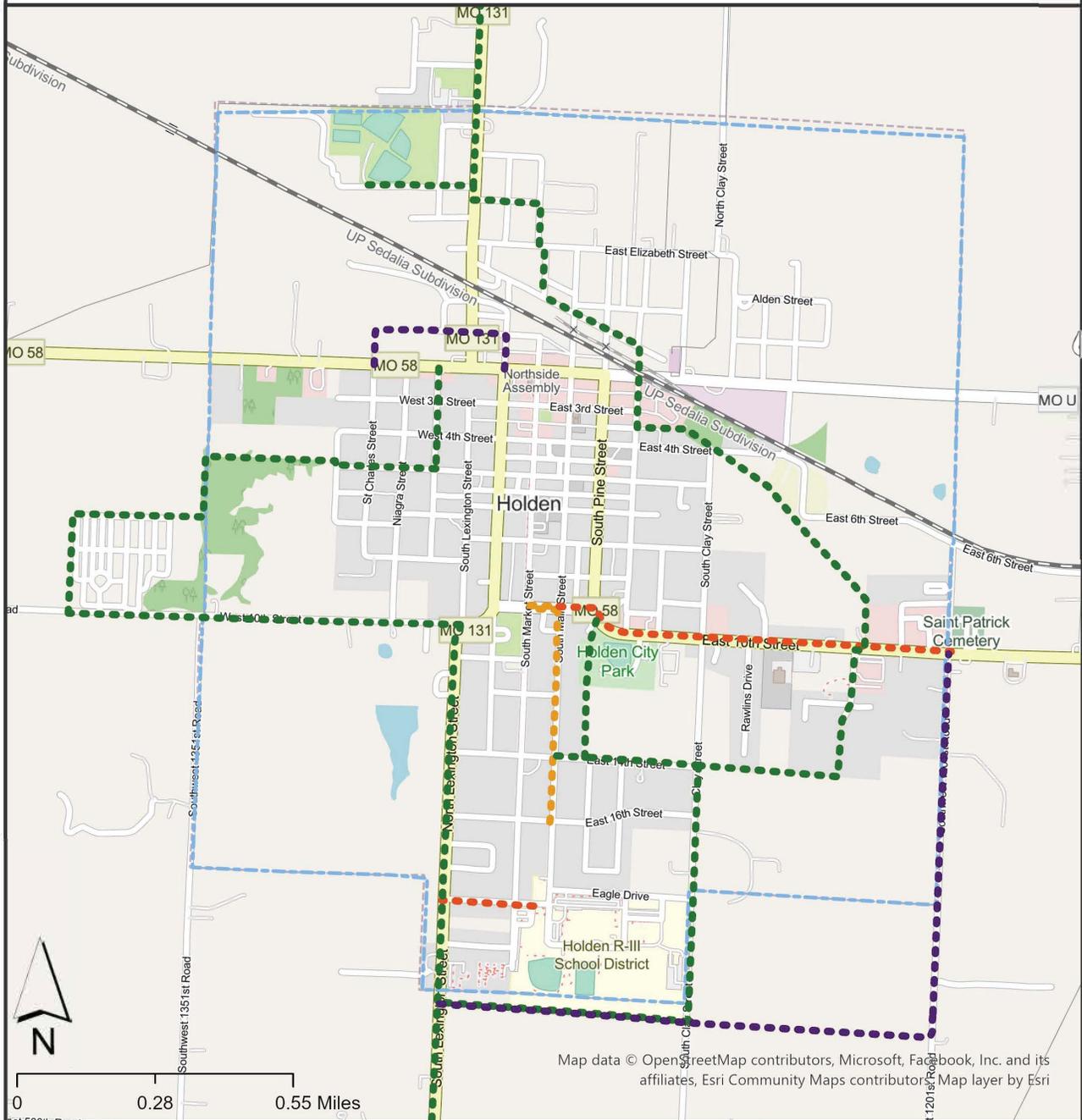


Transportation Routes

| Current | Future |
|-------------------------|-----------------------|
| - Arterial | - Safe Route Sidewalk |
| - Collector | - Sidewalk |
| - Safe Routes Sidewalks | - Trail |
| | - Bypass |



City of Holden Transportation Routes - Future



Transportation Routes

| Current | Future |
|-------------------------|-----------------------|
| - Arterial | - Safe Route Sidewalk |
| - Collector | - Sidewalk |
| - Safe Routes Sidewalks | - Trail |
| | - Bypass |



Holden Land Use & Zoning Statistics

**All statistics presented below were derived from the GIS acres associated with the parcel record.
**The total acres used to determine percent of total was the sum of all parcel acres within the Holden city limit but does NOT include the area occupied by roads or railroad.

Holden total acres: 3135.819414

| <u>Current Land Use</u> | | | |
|--------------------------------|--------------|--------------------|------------------|
| Land Use | Parcel Count | Total Acres | Percent of Total |
| Residential | 784 | 848.385598 | 27.055% |
| Commercial | 142 | 180.389712 | 5.753% |
| Multi-Family | 41 | 60.710114 | 1.936% |
| Agriculture | 55 | 558.595463 | 17.813% |
| Vacant | 216 | 1364.691325 | 43.519% |
| Tax Exempt | 216 | 123.047202 | 3.924% |
| TOTALS | 1454 | 3135.819414 | 100.000% |

| <u>Future Land Use - 2010</u> | | | |
|--------------------------------------|--------------|--------------------|------------------|
| Land Use | Parcel Count | Total Acres | Percent of Total |
| Downtown Commercial | 205 | 66.32635 | 2.115% |
| Neighborhood Commercial | 61 | 146.010393 | 4.656% |
| Agriculture | 17 | 304.31332 | 9.704% |
| Industrial | 16 | 97.923991 | 3.123% |
| Low-Density Residential | 752 | 2333.818542 | 74.425% |
| Parks & Trail | 6 | 26.833717 | 0.856% |
| Schools | 4 | 55.396118 | 1.767% |
| Highway Commercial | 7 | 10.580304 | 0.337% |
| High-Density Residential | 205 | 94.616679 | 3.017% |
| TOTALS | 1273 | 3135.819414 | 100.000% |

**Future land use 2010 parcel count was derived from the digitization of the Future Land Use map produced for the 2010 Comp. plan.

| Future Land Use - 2024 | | | |
|-------------------------------|---------------------|--------------------|-------------------------|
| Land Use | Parcel Count | Total Acres | Percent of Total |
| Agriculture | 17 | 304.31332 | 9.702% |
| Downtown Commercial | 174 | 41.88598 | 1.335% |
| Highway Commercial | 9 | 13.261673 | 0.423% |
| High-density Residential | 253 | 111.987741 | 3.570% |
| Industrial | 45 | 121.537445 | 3.875% |
| Low-Density Residential | 727 | 2324.868934 | 74.118% |
| Neighborhood Commercial | 40 | 137.962461 | 4.398% |
| Park/Trail | 5 | 25.482999 | 0.812% |
| School | 4 | 55.396118 | 1.766% |
| TOTALS | 1274 | 3136.696671 | 100.000% |

| Current Zoning - 2024 | | | |
|------------------------------|---------------------|--------------------|-------------------------|
| Land Use | Parcel Count | Total Acres | Percent of Total |
| Retail Commercial | 216 | 250.237853 | 7.980% |
| City Use / Parks | 10 | 114.426793 | 3.649% |
| Industrial | 66 | 93.335147 | 2.976% |
| Single-family Residential | 189 | 2288.848581 | 72.990% |
| Two-family Residential | 383 | 234.603854 | 7.481% |
| 3+ Family Residential | 411 | 154.367185 | 4.923% |
| TOTALS | 1275 | 3135.819413 | 100.000% |



ECONOMIC DEVELOPMENT

Introduction

Economic development planning is one of the cornerstones of the City of Holden Comprehensive City Plan to identify and recommend solutions to create the environment for growth and prosperity. Success will depend on engaging our community leaders, business owners, workers, and residents to propose a foundation of strategy-driven plans. The plan will help with identifying and recommending solutions to build and drive Holden's economy. Holden could be a focal point for western Johnson County providing shopping and services to the surrounding communities and rural enterprises.

In the scope of building efforts that prove to be productive, the plan should also address with the community the sources of available funding, obtaining skilled workers as well as how to effectively implement the stated strategies with efficiency.

Jobs and Investment

The Holden Business Park remains an available resource to create a host of potential economic development opportunities. The 14-acre Business Park is conveniently located near the Highways 58 and 131 intersection. With utilities already on site, the Park is an ideal site for businesses to expand and get started.

Downtown Development

Downtown Holden is still the centerpiece of the community for annual events, shopping and eating. Both historic and small-town character is reflected in the individual properties. Appealing building facades are vital to a city's curb appeal, which in turn, makes residents feel proud of their hometown and gives non-residents a positive impression.

Two years ago, the 2nd Street downtown corridor underwent major street, sidewalk and infrastructure improvements coordinated by the Missouri Department of Transportation (MoDOT) under its Americans with Disabilities funding program. Recent downtown paving of Market and Main Streets has enhanced downtown development.

A permanent "Life Stage" that is the focus of the City's annual fair entertainment was built on 2nd Street. The finished design will add a roof to protect performers and their sound equipment from weather conditions.

Business Development

Office and business space is available in prime downtown locations for start-up and expansion goals of entrepreneurs. Diverse retailers and other professional service providers could be encouraged to fill vacant buildings with economic incentives and in turn stimulate beautification efforts.

Cooperative efforts and partnerships with our area's economic development services, Johnson County Economic Development Corporation (JCEDC) and the Missouri Small Business Development Center (SBDC) co-located in the JCEDC office, and other economic development partners, are all part of Holden's economic development team focused on the long-term economic health of the city.

Jobs and the Workforce

Holden's economy is less competitive when many workers lack the capacity to join the workforce. Personal economic advancement offers substantial returns to the city and the individual as well. In a modern competitive economy, a fundamental factor in the determination of incomes are the basic skills and productivity of individuals that will be rewarded in the labor market.

Outreach and partnerships to the schools in our area, might enable workers to boost and enhance their skills by

- Increasing access to and awareness of entrepreneurial training, resources, career opportunities, and role models.
- Encouraging demand-driven training that meets employer's needs, particularly through apprenticeships; and
- Motivating individuals to obtain the core work skills that would allow them to adapt to and advance.

Holden's top employer is the Holden R-III School District with 147 employees. (Data provided by JCEDC by a Company Representative in the 3rd Quarter of 2022.) The school also provides employment for another 45 supporting employees (food service, transportation, maintenance, etc.). However, the Holden R-III School District (and the Warrensburg Area Career Center) could also be a catalyst and targeted resource for workforce development. These efforts could be in the traditional setting, but also for non-traditional students and adults.

Internet Broadband-Initiatives

Broadband

The term “broadband” refers to relatively fast internet connections for sharing information. The Federal Communications Commission (FCC) defines broadband as an internet connection with at least 25 Mbps (megabits per second) of download speed and at least 3 Mbps of upload speed. And, according to the FCC, every Missouri household has access to those defined speeds. However, when you consider wired connections (read: not satellite or cellular service), only around 82% of Missouri households are serviceable for broadband speeds or higher.

Broadband may increase quality of life, enhance business and entrepreneurial activity and in turn boost the local economy. At home, the need for high-speed internet access increases as multiple people in a household participate in distance learning, remote-work, telemedicine, stream movies or otherwise use the internet.

Holden would greatly benefit in the above stated uses if internet were more universally available in all areas of the city. With a broader scope of coverage options and increased speeds residents and businesses could choose providers based on their individual needs for cost, speed and connection type.

Broadband expansion and access of wired connections in the City of Holden has recently seen initial laying of fiber infrastructure. However, significant portions of neighborhoods do not have fiber or wired connectivity. Holden hopes to benefit from state and federal initiatives, but greater efforts are needed focusing on enhancement of existing services city-wide and the expansion of unserved locations within the city.

Tourism

In the past decade, one contributor of rural population growth was driven by recreation focused rural communities. In Holden, hundreds of people show up for the Chamber’s annual rodeo and seasonal Cruise Nights events. The truck and tractor pull event also draws a large crowd. The community’s family-oriented activities are centered in and around the Downtown. Recently, small scale Agri-Tourism has been successful in the area. With planning these efforts could be better supported in Holden.

The prior Plan’s recommendation that Holden leaders consider a day-trip tourism strategy is still relevant. The plan should identify specific goals, facilitate partnerships, and integrate old and new events and tourist attractions.

Conclusions and Updates

As stated in the demographics section, the peak population of Holden was in the year 2000, when its population was 2,521. Holden is currently 12.7% smaller than it was in 2000. The 2010 Comprehensive Plan indicated Holden had maintained a fairly stable population, but that sustainability would ultimately require the city grow its population, housing, businesses, and entrepreneurs.

Following are the 2024 Economic Development Goals intentionally focused on key activities designed to maintain and grow the economic well-being of Holden, Missouri. Several of the goals are carried over from 2010, such as the Holden Business Park located at highways 58 and 131 and its potential opportunities.

| | GOALS | Start Priority | Responsible Partners |
|---|---|----------------|--|
| 1 | <p><u>Market the Holden Business Park</u></p> <p>The Holden Business Park, approximately 14 useable acres, near the nexus of Highways 58 and 131 is owned by the City of Holden and is a prime location for targeted enterprises. The community will consider the recommendations of ICF International from June 2023. A marketing and talent plan will also be developed. Currently, the site is being marketed through signage and website: http://www.growjocomo.com.</p> | 1 | City, Economic & Ind. Dev. Committee, and JCEDC |
| 2 | <p><u>Continue to Revive Downtown with Redevelopment and Beautification Efforts</u></p> <p>Residents and visitors identified Downtown Holden as a key area for both community activities, unique shopping and dining experiences and entertainment. To continue the positive momentum already taking shape downtown, façade improvements and recommended design and redevelopment tools should be developed and packaged in support of downtown building and business owners.</p> | 2 | Downtown Building & Business Owners, Holden Main Street and City |
| 3 | <p><u>Inventory and Fully-Utilize Commercial Buildings/Spaces</u></p> <p>Inventory and work with building owners to fully-utilize commercial buildings/spaces. Promote existing programs to encourage redevelopment of these under-utilized buildings/spaces where possible. Available financial and incentive tools could be a tremendous benefit in encouraging this type of reinvestment. Owners of these properties should be contacted about programs and opportunities available. For Downtown commercial buildings/spaces, the Holden Main Street Inc. organization will lead efforts.</p> | 2 | Holden Main Street, City, JCEDC, Building and Business Owners |
| 4 | <p><u>Plan and Implement a Business Initiative</u></p> <p>It is easier to retain and grow existing businesses than to recruit new ones. Let business owners know that we appreciate the investment in the community and region. Develop and implement a business appreciation program for Holden. Holden Chamber of Commerce & Main Street will lead efforts.</p> | 2 | Chamber, Main Street, City, Economic & Ind. Dev. Committee, and JCEDC |
| 5 | <p><u>Identify, Communicate and Encourage Industry Cluster Opportunities</u></p> <p>Job creation and new investment should be focused on growing innovative small businesses and supporting entrepreneurs that drive such a strategy or provide supplies or unique talent skillsets. JCEDC will lead this effort.</p> | 2 | JCEDC, City, Economic & Ind. Development Committee, Chamber & Main Street |
| 6 | <p><u>Grow connections with the Johnson County Small Business Development Center (SBDC)</u></p> <p>Supporting small businesses are the core of any economic development strategy. Continue to communicate the benefits and services offered by the Johnson County SBDC for start-up businesses and individuals and existing small businesses.</p> | 1 | JCEDC SBDC, City, Economic & Industrial Development Committee, Chamber & Main Street |
| 7 | <p><u>Plan and implement a community and business leadership program with existing organizations</u></p> <p>There are a variety of organizations that have affiliates in the area that can help initiate programs in the schools and the community to train and encourage new business and community leaders.</p> | 1 | Chamber, Main Street, Johnson County CLIMB |

Priority 1 – Immediately

Priority 2 – Year 2 to Year 4

Priority 3 – Year 5 or later

| | | | |
|----|---|---|---|
| | | | |
| 8 | <p align="center"><u>Plan, Develop and Implement a Tourism Strategy</u></p> <p>Plan, develop and implement a tourism strategy that encapsulates the Holden “experience” primarily for the Kansas City metro area day-trip market. This strategy may include sports tourism. Work with the Warrensburg Convention & Visitors Bureau / Johnson County Designated Tourism Marketing organization to determine day-trip opportunities</p> | 2 | Chamber, Main Street, City, Economic & Ind. Dev. Committee, Parks and Recreation Brd, and JCEDC |
| 9 | <p align="center"><u>Encourage Understanding and Use of Available Economic Development Financing and Incentive Tools</u></p> <p>The Holden Economic & Industrial Development Committee, in conjunction with the City and other community leaders are encouraged to develop an understanding, purpose, and use for the various financing methods and incentive tools available to Missouri municipalities, including Tax Increment Financing (TIF), Community Improvement Districts (CIDs) and Transportation Development Districts (TDD). These programs and others like them allow a municipality to provide financing and/or incentives for new businesses or existing businesses to occur. Only the City can determine, after thorough review, whether these financing and incentive tools are to be used.</p> | 2 | JCEDC, City |
| 10 | <p align="center">Jobs and Workforce Development</p> <p>The Holden Economic & Industrial Development Committee and JCEDC should partner with the Holden R-III School District and other applicable agencies to establish plans to enable workers enhance skills and meet local employer’s workforce needs. Proposed actions would include:</p> <ul style="list-style-type: none"> ● Encourage demand driven training. ● Motivate individuals to obtain core work skills. ● Increase access to and awareness of career opportunities, resources, role models and entrepreneurial job training. | 1 | City Economic Development Committee, Holden R-III School District, MO Workforce Development Regional Office, Chamber, and JCEDC |
| 11 | <p align="center">Broadband</p> <p>To expand and accelerate the deployment of broadband, the Holden Economic & Industrial Development Committee will work with federal, state, regional and local partners, stakeholders and providers to address broadband availability (infrastructure) and non-infrastructure barriers to full participation in the digital economy for the businesses and residents of Holden</p> | 1 | City Economic Development Committee, Holden R-III School District, MO Workforce Development Regional Office, Chamber, and JCEDC |

Priority 1 – Immediately

Priority 2 – Year 2 to Year 4

Priority 3 – Year 5 or later

HOLDEN HOUSING SOLUTIONS

Safe, sound and sanitary housing options are critical to the maintenance of any community. Without adequate affordable housing choices, citizens are forced to dwell elsewhere. Like most rural Missouri communities, Holden’s housing stock is fairly old. According to the most recent data, Holden’s median owner-occupied housing unit was originally built in 1964 - 60 years ago. Equally, Holden’s median renter-occupied housing unit was built in 1973 – 51 years ago. Holden citizens have great pride in their homes and work hard to maintain their homes even in hard economic times.

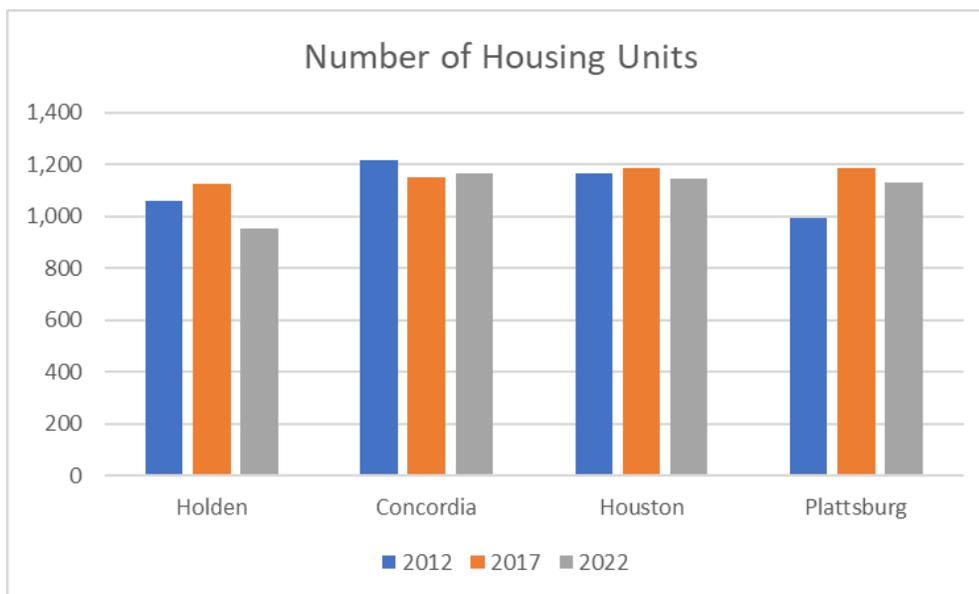
To better understand the City of Holden’s Housing Solutions a Peer Community Housing Assessment was developed with the following specifications:

Johnson County Economic Development Corporation (JCEDC) conducted a Peer Community Identification process for Holden; as follows:

1. Establish the peer community logic:
 - a. Only Missouri communities with a 2022 estimate of population (5-year American Community Survey (ACS)) between 2,000 and 2,400, and;
 - b. Close proximity (30 to 95 miles) from a population center with 50,000 or more
 - c. Close proximity (40 to 155 miles) from a major metropolitan area with 200,000 or more
 - d. Close proximity (20 to 50 miles) from a major University with an enrollment of 4000 or more
 - e. Close proximity (20 to 45 miles) from a major military installation
2. In addition to Holden (Population 2,231), identify the communities that meet the criteria:
 - a. Concordia – Population 2,340
 - b. Houston – Population 2,163
 - c. Plattsburg – Population 2,224
3. Define the baseline housing characteristics:
 - a. Trend Number of Housing Units
 - b. Trend Median Home Values (\$’s)
 - c. Trend Median Monthly Rent (\$’s)
 - d. Homeowner Vacancy Rate (%)
 - e. Rental Vacancy Rate (%)
 - f. Vacant Units (% of Total Units)

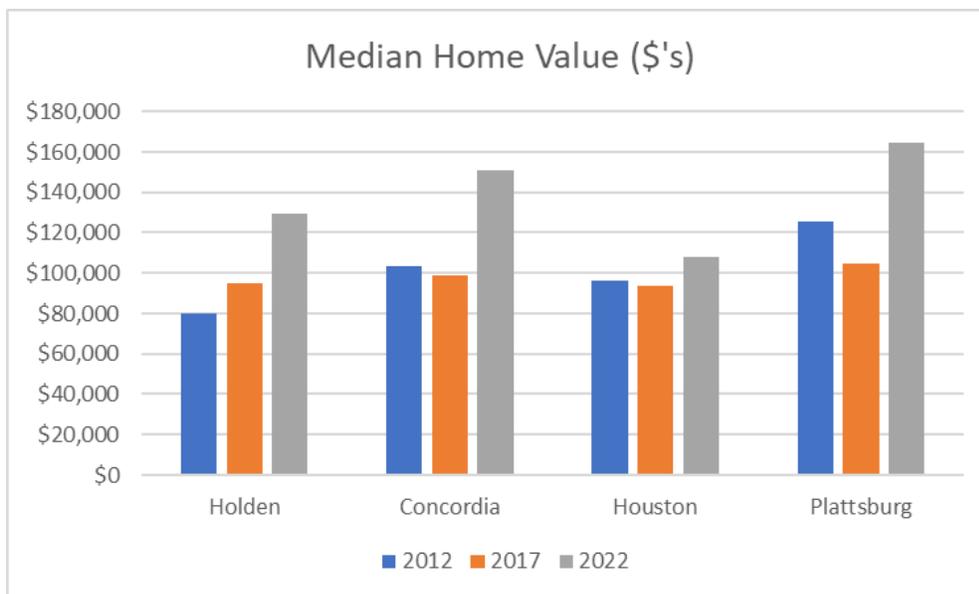
In Figure 1 (below): The number of housing units inside the City Limits of Holden has been reduced by 10% between 2012 and 2022. This is indicative of the population loss and housing market dynamics. For example, the redevelopment process where substandard housing stock is demolished and infill strategies are beneficial is part of the housing market dynamic.

Figure 1



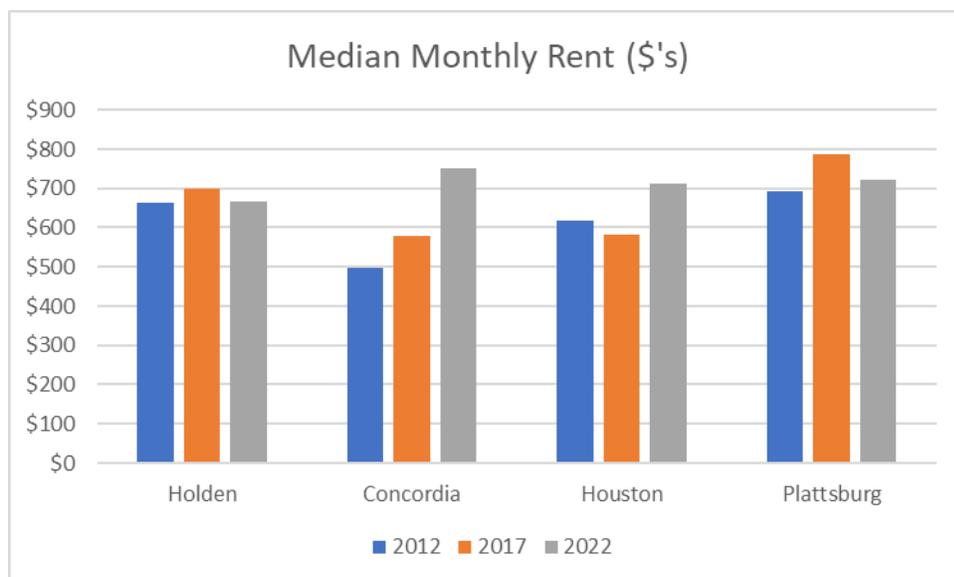
In Figure 2 (below): Between 2012 and 2022, Holden has experienced the largest percentage of increase in median home value among the peer communities at 61%. This is primarily due to inflation, increased demand for desirable housing and an influx of residents from more urban areas.

Figure 2



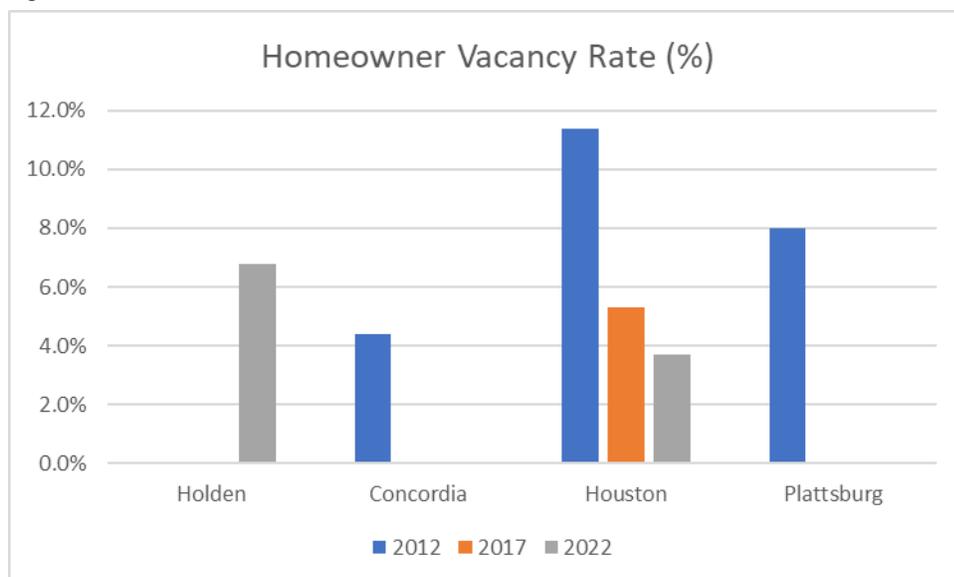
In Figure 3 (below): Holden's median monthly rent has been relatively stable over the past 10 years. Holden's median monthly rent was also higher in 2012 than most of the other peer communities. In addition, Holden's stable median monthly rents have not kept up with recent inflation and may be due primarily to population decrease, lack of demand pressure and rental property owners unable to increase rents for current tenants and/or deferring investment.

Figure 3



In Figure 4 (below): Holden experienced a 6.8% vacancy rate in 2022 for owner-occupied units. The American Community Survey (ACS) defines this rate as the difference between the sum of owner-occupied units, units currently for sale or units that have been sold but not yet occupied by the purchaser. According to the ACS, all of the 6.8% vacancy of owner-occupied homes is in the “currently for sale” category.

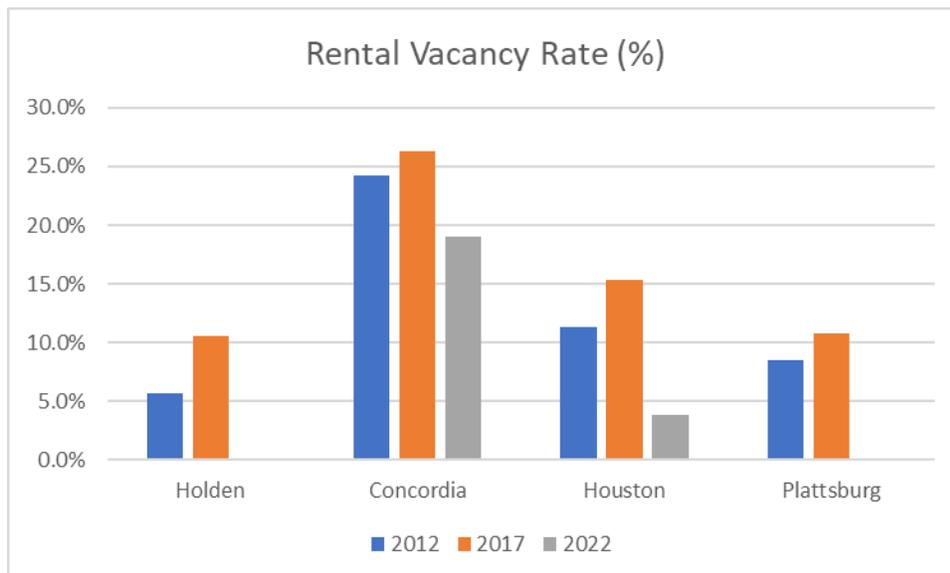
Figure 4



In Figure 5 (below): A 0% rental vacancy rate can create challenges for those individuals and families looking to rent, potentially driving up rental prices and making it difficult for newcomers or lower income

residents to find housing. It might also prompt local home-owners and developers to consider repurposing or constructing additional rental units to meet the demand.

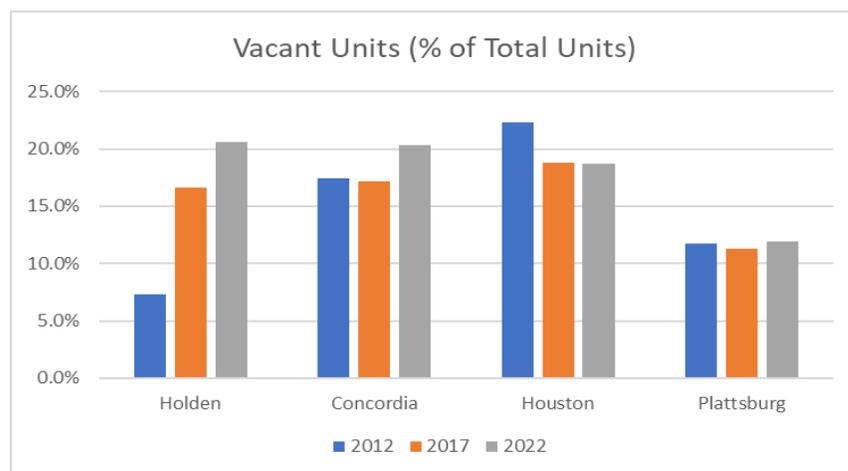
Figure 5



In Figure 6 (below): The chart below represents all housing types from multi-family, condos, duplexes, renter and owner-occupied units etc. The largest percentage of the 21% “all vacant units” is categorized as “Other - Vacant” by the American Community Survey (ACS). The “other” category is most often defined by the following housing situations:

- the owner/landlord doesn’t want to sell or rent the property;
- the unit is being used for storage;
- the owner/renter is currently living in a long-term care facility or with family members;
- the property is being held for settlement of an estate; and/or
- the unit is currently substandard or in process of being repaired or renovated.

Figure 6



| <input checked="" type="checkbox"/> | Goals | Start Priority | Responsible Party |
|-------------------------------------|---|----------------|--|
| <input type="checkbox"/> | <p><u>Use vacant land in existing neighborhoods to develop quality housing stock</u></p> <p>Encourage the development of properties in appropriate zoning throughout the City. An infill strategy needs to be determined to encourage residential development on these properties.</p> | 1 | City of Holden, Local Real Estate Agents, Builders, Developers |
| <input type="checkbox"/> | <p><u>Encourage preservation of existing neighborhoods and the development of new housing in the form of traditional neighborhood developments</u></p> <p>The plan encourages appropriate and efficient land use in Holden. When residential development plans are approved, they should comply with those recommendations. In addition: 1) Revise the zoning ordinance and map as necessary to implement the recommendations of the land use plan; 2) Encourage developers to renovate or build housing in zoning districts where permitted or as recommended in the land use plan; and 3) Resist the urge to approve rezoning applications except where they agree with the land use recommendations and meet the criteria for rezoning as described in the zoning ordinance.</p> | 1 | City of Holden, Local Real Estate Agents, Builders, Developers |
| | <p><u>Investigate state and federal programs for housing demolition, redevelopment and new construction</u></p> <p>A “one-stop” housing shop would provide citizens with information about home maintenance and renovation as well as the tools and labor to do the job. This may be done in conjunction with the local library to provide space to store the information resources. These programs should be developed in cooperation with Johnson County and State and/or regional Housing Development organizations and other stakeholders.</p> | 2 | City of Holden, JCEDC, Missouri Housing Development Commission, Local Real Estate Agents, Builders, Developers |
| <input type="checkbox"/> | <p><u>Renovate or demolish dilapidated and deteriorating housing stock</u></p> <p>Programs should be enacted to entice homeowners to make improvements to their homes, while the property maintenance code should also be used to clean up such properties. Fixing up these properties will be crucial in improving the character and impression of Holden. Encourage property owners to demolish dilapidated structures where appropriate through a demolition program.</p> | 1 | City of Holden, JCEDC, Missouri Housing Development Commission, Local Real Estate Agents, Builders, Developers |

Priority 1 – Immediately

Priority 2 – Year 2 to Year 4

Priority 3 – Year 5 or later

PARKS AND RECREATION

Introduction

The Holden park system offers a variety of amenities and activity options designed to provide residents of all ages places to play, relax, and enjoy the natural environment.

Current Conditions - Holden City Parks

The following section of the Holden Comprehensive City Plan describes the park facilities, their locations, and the amenities and services offered.

| City Park Facility | Ownership | Location |
|-------------------------------|--------------------|---|
| Coonhunters & Scouts Building | City of Holden | City Park: The Coonhunters lease the building from the city via a 99-year lease agreement with the understanding that the Boy Scout Troop 403 is allowed usage. |
| Livestock Barns | City of Holden | City Park: FFA & 4H host livestock shows. Farmer's Market also uses the facility. Facility maintenance is with the City. |
| Rodeo Arena | Holden Saddle Club | City Park: Maintenance is divided between the Holden Saddle Club and the Holden Chamber of Commerce. |
| Play Ground | City of Holden | City Park: Maintenance is provided by the City. |
| Baseball Field Stadium | City of Holden | City Park: Maintenance is provided by the Holden Sports Association per lease agreement with the Parks and Recreation Board |
| City Lake | City of Holden | Hwy 58 West: Maintenance is divided between the City Street Department and the Board of Public Works. |
| Downtown Pocket Park | City of Holden | 2nd Street: Maintenance is provided by the City. |

There are two public parks within the city limits. Residents of the community primarily use Holden City Park for their recreational activities. As the largest park facility in the area, it also draws residents from outside the city limits. The park is located on large acreage south of Highway 58, east of Main Street, west of Clay Street, and north of 14th

Street. Best described as a community park because of its large acreage and service area, Holden City Park has a diverse set of amenities. Playground equipment, a basketball court and a volleyball court are available for children, and covered shelters are located nearby. The park features grills for barbecues and picnics. There are two limited RV parking spaces. In addition, the park has a significant amount of open space, which allows for passive and active recreational uses.



Holden City Park Entrance and Concession Building

The Holden Farmer's Market, livestock barns and arena are situated along the east edge of the park. The outdoor livestock arena is maintained and used by the Holden Saddle Club. The Saddle Club and the Holden Chamber of Commerce host a rodeo each year.

The baseball stadium is enclosed with fencing and has bleachers for spectators and a concrete concession stand. In addition to public use, the Holden Sports Association leases and maintains the baseball field stadium. Historically, the baseball field was home to the "Tennessee Rats" in 1914 and many other historic leagues over the years.

Sports Programs & Organizations

Currently, the following private entities offer youth sports programming in Holden:

| ORGANIZATION | SPORTS PROGRAM | FACILITY |
|------------------------------------|---|-------------------------------------|
| Holden Sports Association | Baseball and Softball | West Chestnut Complex |
| Hope Coalition | Basketball and Volleyball | Community Activity Center |
| Holden High School Sports Programs | Football, Basketball, Volleyball, Softball, Baseball, Track & Field | School District Fields & Gymnasiums |

Many participants in the youth programs come from outside the city. The program tournaments that are held in Holden are well attended by supporters as well as friends and family. It is reasonable to think that most of these nonresident participants contribute to the local sales tax revenues.

Current Status and Improvements Summary

In 2017 and again in 2022 the citizens of Holden voted to provide a reliable, dedicated revenue stream funding for the Parks and Recreation Board. This funding under Missouri law, sections 644.032-644.033 RSMo, provides for a municipal stormwater/parks sales tax of one-half of one percent. At this time, this tax is evenly divided between parks and recreation (one-quarter of one percent) and stormwater management.

The Holden Parks and Recreation Board was recently reorganized with revision of the City Ordinance, Chapter 34. The Board consists of 5 volunteer members from the community and 2 elected City Council members. The Board actively and financially supports annual community events hosted at the community park to include the Easter Egg Hunt, Fourth of July celebration, Pumpkins in the Park and Christmas in the Park.

While the Holden City Lake is primarily the water reservoir for the city and the Board of Public works oversees the water department and its operations, for the past two years a Holden City Lake Committee has worked hard to address the recreational potential that a sound program could provide through improvements at the city lake. This committee's team of volunteers are putting amenities in place that have been on the wish list for a long time. Three fishing docks were installed in the Spring of 2024. There are new picnic tables and benches located on the north and south edges of the lake. Future plans include events such as fishing competitions, kayak rentals, upgrading restroom facilities, and other enhancements to encourage the residents to enjoy this natural environment.



| | GOALS | Start Priority | Responsible Partners |
|---|--|----------------|--|
| 1 | <p><u>Establish a sports authority</u></p> <p>As a private association, a sports authority could program leagues, elect leaders and help maintain both private and public facilities for all youth sports. Funding for the authority would come from membership dues and team fees and possibly from a recreational tax collected in Holden area that could be administered by a board that would be comprised of members of both the Holden Park Board and the sports authority.</p> | 3 | Yet to be determined |
| 2 | <p><u>Obtain grant funding for various parks improvements</u></p> <p>Grant funding is a great way to use city funds as leverage to obtain additional monies for improvements. The city's staff should utilize existing programs that provide comprehensive lists of grant opportunities. In addition, staff may need to be trained in grant writing in order to secure grant funding. Another source for grant writing may be the Johnson County EDC.</p> | 2 | Park & Recreation Board and City |
| 3 | <p><u>Enhance overall maintenance and amenities</u></p> <p>Maintenance can be addressed by written standards which outline schedules and requirements needed, such items as mowing and safety and sanitary conditions of the parks. Adding amenities are being addressed with one year and five year plans that include specific requests submitted by residents to include more recreational opportunities for middle and high school age children.</p> | 2 | City, Park & Recreation Board |
| 4 | <p><u>Coordinate City Lake Committee & Park Board Vision Planning</u></p> <p>There could be benefits in the two groups working together beyond the overlapping general maintenance items. Shared goals and guiding principles will be the foundation of building a working relationship. Recreational tourism enhancements could bring additional revenue opportunities.</p> | 2 | Park & Recreation Board & City Lake Committee |
| 5 | <p><u>Develop trail network for bicyclists and pedestrians to include a connection to the Rock Island Trail at Medford</u></p> <p>Trail networks are often cited as important new community improvements, as people search for ways to be active outdoors and as an alternative to traditional transportation. Bike and pedestrian trails should be developed and should link neighborhoods with educational facilities, parks, and business and restaurants with downtown Holden.</p> | 6 | JCEDC, City, Economic & Ind. Development Committee, Pioneer Trails |
| 6 | <p><u>Grow connections with the private and public sports organizations</u></p> <p>Cooperative efforts among the organizations could benefit the sports programs with maintenance, volunteer and staffing issues.</p> | 1 | Yet to be determined |

Priority 1 – Immediately

Priority 2 – Year 2 to Year 4

Priority 3 – Year 5 or later

| | | | |
|----|--|---|---|
| 7 | <p align="center"><u>Implement Vision Plans for City Park</u></p> <p>Master Plans set a vision to guide long-term development and improvements to a park or groups of parks while also providing a road map and implementation strategy for these parks. One (1) Year and Five (5) Year and Ten (10) Year projects have been presented that incorporate residents’ requests for additional amenities that offer a variety of benefits to the community. Incorporating ideas of how the 20 acres of stormwater land can be utilized as a way to provide more walking trails should be explored.</p> | 1 | Parks & Recreation Board, City Lake Working Group, and Public Works Committee |
| 8 | <p align="center"><u>Identify more green space</u></p> <p>Holden residents and neighborhoods would greatly benefit from more defined greenspace. The city’s parks and planning and zoning committees should collaborate to identify appropriate areas for greenspace preservation and seek to protect those areas through zoning regulations.</p> | 2 | Parks & Recreation Board, Planning & Zoning Commission, City |
| 9 | <p align="center"><u>Join the National Arbor Day Foundation</u></p> <p>Follow the National Arbor Day Foundation program for enhancing the visual character of the community and promoting the use of trees throughout Holden. The program requires a viable tree management plan.</p> | 1 | Yet to be determined |
| 10 | <p align="center"><u>School & City Joint Development</u></p> <p>The Holden Park and Recreation Board should partner with the Holden R-III School District and other applicable agencies to establish plans to enable growth of sports and recreational activities for the students and community.</p> | | City, Holden R-III School District |

- Priority 1 – Immediately
- Priority 2 – Year 2 to Year 4
- Priority 3 – Year 5 or later