



Master Plan



One of the many Hillsboro Parades

Forward

Hillsboro occupies a central place in the geography and governance of Jefferson County, Missouri. It has been the county seat since 1839, when an act of the Missouri General Assembly established that the county seat should be moved to what is now Hillsboro. Since then, it has seen good days and poor, but has striven to maintain its role as a leading and model city for the County.

As we move forward into the 21st Century, Hillsboro must lead by example to provide a model for economic and community development that will meet the needs and ambitions of its citizens and the Jefferson County community. To that end, a sound, stakeholder-generated and supported development plan, a "Master Plan", has been developed and implementation has begun to provide a guide for government officials and community leaders. This Master Plan provides a blueprint and outline for citizens and leaders to identify resources and challenges which, once recognized, will be easier to enhance, supplement, and meet, for the benefit of all.

The Mayor's Office of Hillsboro recognized the need for a Master Plan, and, along with the Board of Alderpersons, contracted with Ms. B.J. Eavy, of the University of Missouri Extension Service, to develop and lead a participatory process whereby the Hillsboro community could pool their ideas and resources to write a new plan. This plan was prepared using input from open community meetings, "visioning" and priority-setting sessions, and included a formal written survey of community citizens. Drafts have been read, revised, and approved by a Master Plan Steering Committee, the Planning & Zoning Commission, and are now submitted to the citizens of Hillsboro for approval. This Master Plan provides guidance and direction for the next ten years, and is subject to review every year by a committee comprised of City officials, a representative from each Implementation Team and other Hillsboro area residents. A team has been created to immediately begin the implementation process of the plan.

I applaud the strong participation of many Hillsboro residents and leaders in this process, and believe that, together, we have created a plan with a vision for growth and development in Hillsboro and Jefferson County that will enhance the quality of life for us all.

Signed:

Bob Stringer, Planning & Zoning Commission



Mayor Frank Roland delivers his State of the City at Raintree on January 26, 2005

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Executive Summary

In mid-year 2004, the Hillsboro, Missouri Board of Alderpersons and I, Mayor Frank Roland, recognized the need to update our City planning mechanisms and develop a guiding document to assure a prosperous future for at least the next ten years. We commissioned Ms. B.J. Eavy, the Community Development Specialist from the University of Missouri Extension Service, to facilitate and write a new Master Plan for the community. This process included a Town Meeting for all Hillsboro citizens, a formal community resource and needs survey, and several meetings with an appointed Master Plan Steering Committee. Serious input from all elements of the Hillsboro community was thus recruited to guide and define the direction and nature of their future. Once adopted, the Plan will be reviewed and revised as necessary, on an annual basis, to assure that it continues to meet the planning needs of the community.

Eight focus groups examined and deliberated about high priority current issues, and provided research reports for the formulation of the Master Plan. These Focus Groups included Cultural and Historical/Heritage Preservation; Land Use, Environment and Beautification Design; Infrastructure Improvement; Recreation, Parks and Open Spaces; Transportation; Education; Economic Development; and Residential Neighborhood Design. These focus groups will be converted into Implementation Teams for their area of concern when their specific recommendations for improvement and development are adopted as part of the Hillsboro Community Master Plan.

The spectrum of recommended improvements spans the wide-ranging needs and interests of this vibrant hub of Jefferson County government. The CMP supports the Jefferson County Master Plan, with many of the same goals and issues being reflected. They include much-needed changes to roads and highways to improve traffic flow and patterns; residential improvement and expansion, with neighborhood design making streets and sidewalks safer, more attractive and useable for pedestrians to maintain a healthy lifestyle; preservation of Hillsboro's heritage; design and preparation of industrial parks and more small business recruitment and retention to strengthen the economic base; city beautification, through interconnected parks, "Green Spaces", landscaping/urban forestry, and "Community Pride" campaigns and efforts; continued support of their excellent education systems; and constant attention to environmental quality concerns and the overall, "Quality of Life" for Hillsboro.

This Hillsboro Community Master Plan will become the guiding document for the leaders and residents of Hillsboro to develop their future into the first decade of the 21st Century and beyond. It has been developed and written with a great deal of participation by the community as a whole, and will encourage the continuation and enhancement of citizen investment in their community through this kind of committed involvement. Hillsboro really can become the place, "Where the beauty of the Ozarks begins and people find home".

Signed:



Frank Roland, Mayor of Hillsboro

Date: 4-18-05

Introduction

The Planning Process

Planning consists of a systematic, continuous, forward-looking approach to meet the needs of a community. It includes finding ways to fit a community's many activities and facilities into a workable, well-rounded whole. Planning improves communication and coordination among the many private decision-makers and governments -- local, state and federal. Sound planning helps the community find workable solutions to real problems; it encourages decisions based on priorities and efficient execution of those decisions. The starting point begins with examining the community as it exists – its strengths, its shortcomings and its hopes.



*Master Plan Steering Committee Meeting
January 20, 2005*

For years, planning simply meant that technical and professional advice was provided to elected and administrative officials. Citizen participation constituted a part of the planning process, primarily at the implementation of action stage. The public, which was seldom invited to participate at the earliest stages, usually had only two choices – accept, or reject – the plans in total. For this reason, many plans lay for years on back shelves gathering dust. Research has proven that this approach is insufficient and ineffective; the whole community must be involved in the planning process.

Planning is dynamic and open ended; there are no “final solutions” to achieve the “ideal” community with the capacity to grow and change with society as it progresses. The function of planning is to look to the future to help alleviate real problems and to make the most of all potential. Although the long-range view of planning (20-25 years) continues to be important, two factors have dictated a shorter planning time period as well. The majority of projects and programs take place in a shorter time, within a decade; this would be addressed with “middle-range planning”. Short-range planning focuses on the scheduling of services or capital improvement programs with immediate application. An example of this could be the quality, quantity and variety of medical aid provided, not just the long-term establishment of a hospital complex.

In the past, the chief planning document was the “Land-use” type of master plan. However, the modern realization has recognized that modern zoning ordinances, subdivision regulations and the capital budget are only a fraction of the community's responsibility. Community leaders now realize that planning also involves environmental, economic and social conditions as well as land use and geography. Planning must be as broad as the areas of primary public concern.

Hillsboro's Master Plan

The Community Master Plan (CMP) for Hillsboro, Missouri, reflects the understanding that the responsibility for making plans for the community rests with the citizens, not just with a few elected and appointed officials. In keeping with this philosophy of inclusiveness, a Town Hall



Hillsboro Master Plan Steering Committee meeting with Jefferson County Officials on January 20, 2005. Left to Right: Commissioner Ed Kemp, Martin Toma, and Presiding Commissioner Mark Mertens.

Meeting was held in September 2004, and a survey was distributed to the community in November, 2004, asking citizens their opinions about how Hillsboro should look in 10-20 years. People were also asked to brainstorm about their solutions for the challenges that Hillsboro faces.

A steering committee was formed to actively pursue the creation of the CMP. With the assistance of the University of Missouri Extension's Community Development Specialist, B.J. Eavy, who was commissioned by the Mayor of Hillsboro, the committee researched every aspect of the community and contacted people who could contribute information to develop the plan. The County Commissioners and Planner were invited to collaborate with the steering

committee for the purpose of determining how the County and City can work together to make a positive difference where we all live or work.

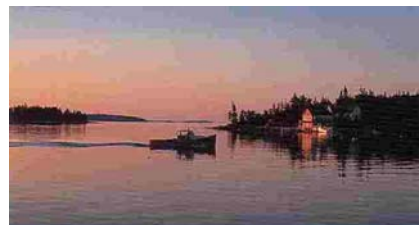
The Hillsboro Community Master Plan describes a broad vision for the city's future. It is the core philosophy that directs all development activities in Hillsboro. It guides where and in what form development occurs in the community and frames the city's capital improvement projects. It is used to test the appropriateness of both public and private development proposals. Decisions are judged by the extent to which they correspond with the master plan. The CMP reflects the goals, policies and recommendations for each of the subject areas it covers. The plan has a 10-year time frame, but the city Alderpersons have mandated that the master plan be reviewed every year to be sure conditions and philosophy are always current and that timely implementation is occurring.

Legal Authority

The preparation of a master plan is the legal responsibility of the Hillsboro Planning and Zoning Commission. The Missouri Planning Act (Ch.89-RSMo) instructs local governments to plan for development in designated growth areas. A basic premise of the Act is that quality of life is a fine balance between continued economic growth and preservation of landscapes, open spaces and the unique character of each community as outlined in the planning document. The challenge for Hillsboro will be to maintain its desired sense of small town community spirit and unique character, while investing more in the vision of Hillsboro as the vibrant County Seat of Jefferson County. With the emerging cooperation and collaboration between the City and County, there are many opportunities for great things to happen that will make a positive contribution for Hillsboro's future.

A Sense of Place

Hillsboro residents are eager to assure that their community emerges into the 21st Century as progressively as possible, while still protecting their sense of place through preservation of their forefathers' stories and historical places. To meet this goal, a Hillsboro Historical Implementation Team will be established to implement the effort prescribed in this master plan.



A sense of place pertains equally to the present and the future. Residents of Hillsboro consider their role of "County Seat" very important to their sense of identity, and see the Courthouse area as a place where past, present and future should meet, bringing economic development to the community through tourism. An artist's rendition of the "Old Courthouse Square" is included in the History and Culture Preservation chapter. This master plan outlines a vision of the future that Hillsboro residents want to see.

The promise of a prosperous future for the Hillsboro community depends on a strong business base that creates financial stability for the city and sources of jobs for its residents. Hillsboro's citizens travel many miles every day to work at jobs in the neighboring larger cities, where they spend their money before returning to their homes in Hillsboro. Small business parks will be established to encourage entrepreneurial enterprises that will benefit the city and its residents in many ways. A good range of retail shops must also be encouraged to open here, giving residents and others options to "Shop Hillsboro".

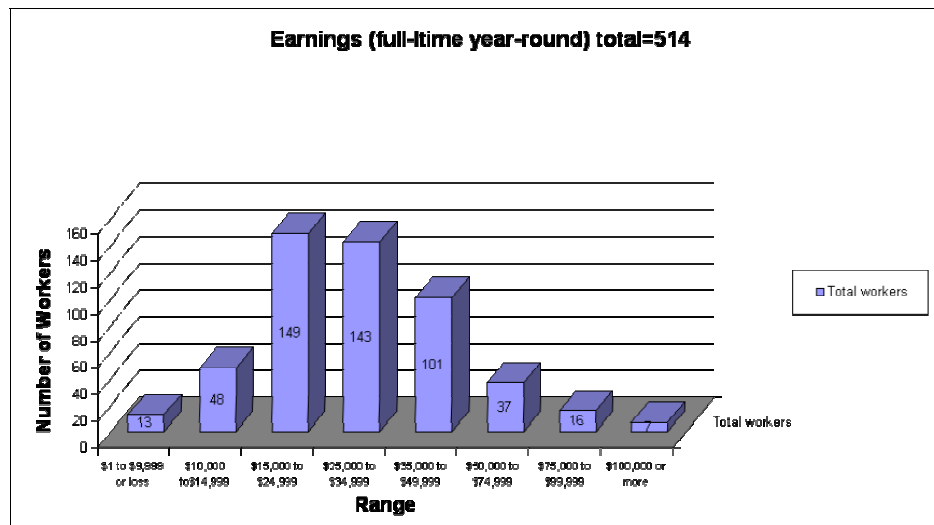
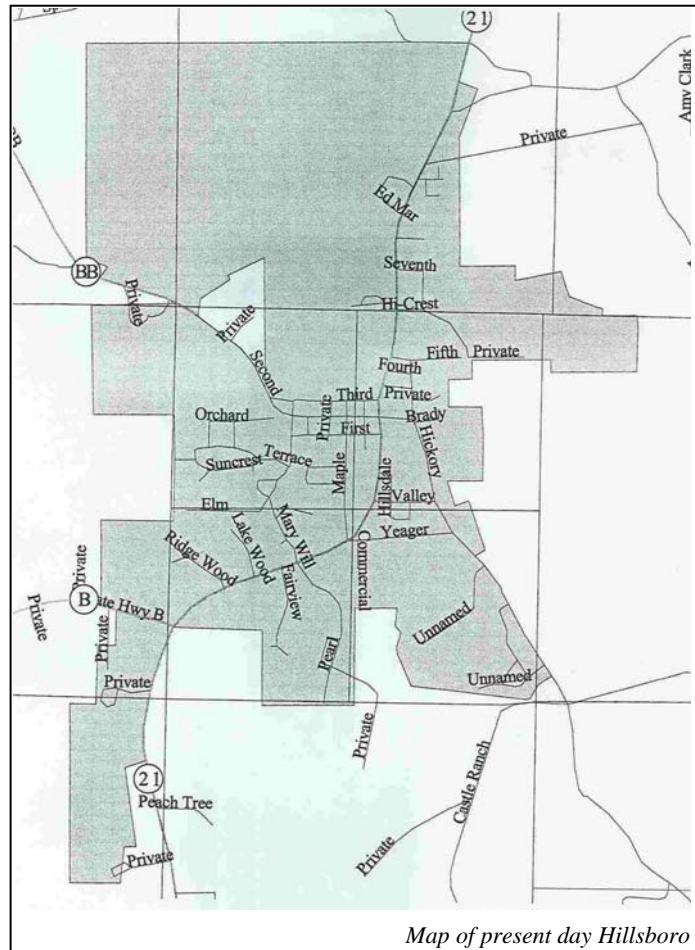
The members of the Baby Boomer generation are aging, and they are looking for neighborhoods that give them a comfortable and secure lifestyle in their retirement. Many want to live in the Midwest where they grew up, so we will make Hillsboro a place where people feel safe and at home. Neighborhoods will be created where people can walk to conveniences such as a drug store, ice cream/soda shop, beauty parlor/barber shop, grocery store, recreation center, a movie theatre, and a dinner-theatre, a sit down restaurant, bank, parks, a wellness center and other activities. It is also essential to have a "Trauma/ Urgent Care Center", with ambulance and fire services nearby, to assure community security in the event of emergencies.



Residents want to be able to meet and greet neighbors as they walk places and they want to be able to get to things without having to drive long distances. They are willing to travel to the big city for the unusual items Hillsboro doesn't have, yet require the convenience of local availability of "everyday" staples and necessities. They are willing to invest in making their community what they want it to be, but will also require their leaders to plan for the creation of safe and convenient neighborhoods. These older residents need smaller, single-level homes with a garage, located near everything they need. They want to live in a place that has green space (small park-like settings) and sidewalks that allow them to walk to everything, especially the parks and gardens. Homes and conveniences are also needed for young families and for business parks, for which we must encourage and support entrepreneurs. The development of neighborhoods for older people will prove to be a hidden treasure and a magnet for the communities who create and market them effectively.

Hillsboro Today

The existing infrastructure of Hillsboro is being upgraded on an on-going basis, with new sidewalks being constructed and ADA compliance being engineered into all public places. Streets are being evaluated for the possibility of connecting dead-ends to make the community safer and more economically practical. An outer road is being considered to connect the east-west arteries inside the Highway 21 Bypass. The Chamber of Commerce, Rotary, Hillsboro Community Civic Club, Lions Club, Knights of Columbus, local real estate companies, local banks, and other community organizations are working with the City to attract businesses to Hillsboro. It is reasonable to assert that attracting several small businesses is more realistic and practical for Hillsboro than trying to bring in a large industry. In addition, retail stores, restaurants, and other such businesses will bring other services to the community, along with much-needed jobs. Living wage jobs close to home will enable residents to spend more time with their families and become more active in the community. Business is welcomed and supported in every way possible in Hillsboro.



Hillsboro's infrastructure has served the community well for over 150 years. The City's Public Works Department inspects the water and sewer systems for weaknesses or defects and

maintains system integrity to assure that Hillsboro continues to enjoy excellent infrastructure for new and annexed growth in the future. Annexation of property outside the existing city limits will be offered to land owners to improve the safety and quality of life of the surrounding area. Annexations will also allow Hillsboro to acquire a critical mass that will give them access to economies of scale and funding opportunities that larger communities enjoy.

Cooperation and collaboration with the County and neighboring communities concerning such things as transportation, emergency management, schools, and the environment, is critical for the best quality of life possible for everyone. Hillsboro will do everything in its power to encourage this inclusive community spirit in all endeavors; our lives are moving too fast and the world is becoming too small for us to do otherwise and survive.



Hillsboro North Waste Water Treatment Plant

Hillsboro's Future

Throughout the history of this central Jefferson County location, there has been a sense of “community” that has not changed over time. Hillsboro is at the core of the County and is its seat of government. This is a position of great responsibility and opportunity, and Hillsboro residents take that responsibility earnestly. With all the community interaction prompted by designing this Master Plan, it is evident that people take pride in Hillsboro and want to make it the very best County Seat possible. To do this, Hillsboro is reaching out to invite people to participate in establishing more jobs and services, building more homes for diverse populations, creating opportunities for entertainment, upgrading the infrastructure, becoming a larger community of interdependent citizens, and preserving the heritage of those pioneers who settled this great land.

The steering committee has established a Master Plan that reflects the subjects that residents have established as priority issues to be reviewed, planned for, and implemented in Hillsboro within the coming years. A plan is only as good as the resolve of its authors to make it define their new reality. To this end, immediately upon acceptance of this Master Plan, implementation teams will be formed to assure that solutions for these priority issues are developed and implemented. Residents will be recruited to become part of these teams, thus becoming part of the solution, the solution that empowers Hillsboro to be the community **“Where the beauty of the Ozarks begins and people find home”**.



Sandy Creek

Hillsboro, Missouri History

Hillsboro is the county seat of Jefferson County. Only a short drive from St. Louis, Hillsboro enjoys the serenity and beauty of a rural setting, while benefiting from their proximity to the busy cosmopolitan environment of St. Louis. Hillsboro is a progressive community open to expansion, growth and change as Jefferson County moves forward into the 21st Century. While progress brings new opportunities to Hillsboro, its rich history will always be treasured. This is a short overview of that history.



Jefferson County Courthouse



Traditionally, the Osage Indians hunted on the land now known as Hillsboro. In the 18th Century, land grants were issued to a few brave families who settled west of the Mississippi River. In the late 1700s and early 1800s, Indians hunting deer often killed settlers living in the area. The Hillsboro area provided the people who first settled there in the late 1770s with game, timber and limited soil for farming. There was a big spring that flowed through the area, originating where First and Walnut Streets now intersect. The first City Fathers had the foresight to pipe the water under the street when it was built, and that spring still flows freely through town and beyond. Big Spring forms the headwaters of Belew Creek, named for William Belew, a pioneer local farmer. This creek and its fertile valley caught the attention of the Huskey family, who located there in 1803. The Huskey family still farms the original property today, as one of the oldest farms in Missouri.

Jefferson County was formed on December 8, 1818, with Herculaneum as the County Seat. In 1832, Samuel Merry and Hugh O'Neill donated a piece of land for the purpose of centrally locating the county seat. After much debate, the county seat was moved in 1839 to that land. The city of Hillsboro was then incorporated in 1873. The name of the city was to be Monticello, in honor of the home of Thomas Jefferson, but Monticello was the name of another Missouri community, so it could not be used. The name became Hillsborough, which is a liberal English translation of the name Monticello. Over time, the name was shortened to Hillsboro, as it remains today.

Travel was difficult in 1873 when Hillsboro was incorporated, requiring that businesses, homes, hotels, and other government offices be built within walking distance of the County Courthouse. Early travelers came to Hillsboro on foot, horseback, farm wagon or buckboard, but public transportation made an early appearance with stage coach services in 1830, rail service in 1858, and bus service in 1940, lasting as a source of transportation to St. Louis for over 25 years. People doing business in Hillsboro, the County Seat, often stayed overnight, so the hotel business thrived. Hillsboro residents built their homes near the Courthouse for the sake of convenience. The streets were dirt, with wooden plank sidewalks in the business district. In the 1860s, gravel was put on the dirt streets through the efforts of county jail prisoners.





The town of Hillsboro petitioned the county court for incorporation as a city in 1873; the new city then began to grow and prosper with new businesses, a newspaper, and other services to meet community needs. Local farmers brought their produce and meat to town for sale. Without refrigeration, the meat was smoked while fruits and vegetables were canned.

Cattle buyers would go from farm to farm, buying livestock, which local boys would drive to the market or designated clients. Surplus fresh produce and cattle were shipped to St. Louis on wagons.

At the turn of the 20th Century, conditions began to change rapidly with the introduction of the telephone, motorized carriages and electricity. The county seat was the hub for politics; it was an exciting time to be alive. Travel was still a major ordeal, requiring people to stay overnight to conduct business at the Courthouse. The demand for food was greater than the hotels could accommodate, thus generating business for local women to bake pies. A hotel employee would push a cart through town picking up the pies for delivery to the hotels. There was no rural mail delivery, making it commonplace in winter that farmers could not make the trip to the Post Office to retrieve their mail for weeks at a time. News could only travel as fast as the people who carried it.



During World War I, the army needed many horses and mules. The first road constructed in Hillsboro was Belew Creek Road, built to transport animals for the military. The war brought many changes as the men left for military duty, while the women remained to keep the farms and communities running. Hillsboro was always conservative, which meant that after WWI, when the “Roaring 20s” brought dancing onto the social scene, local youth and young adults would go to De Soto or Festus when they wanted to partake of the pleasures not allowed in Hillsboro. Hillsboro was a “dry” town, obliging all drinking activities to move elsewhere. Most social activities, including parties, weddings, births, and death wakes took place at home. All businesses would close during a funeral. Running water and indoor plumbing were installed during this period, making life much easier in Hillsboro.

Hillsboro remained a rather conservative town even after a change in administration and the lifting of the alcohol prohibition. Establishments such as dance halls and bars tried to survive in Hillsboro, but were frowned upon and boycotted. They eventually left town. As with most mid-America small communities, the 1960s brought about change that even Hillsboro could not stop and the conservative nature of the town became more liberal.



Families educated their children at home until a one-room schoolhouse was built in the valley of First and Elm Streets in Hillsboro. It was not until after the Civil War that the people taxed themselves to support the education of their children through public schools. In 1939, the local one room schoolhouses built by the early settlers were consolidated into the Hillsboro R-III School District. The original R-III school, built at

Seventh Street and Highway 21, remains in use today and continues to be part of the District's expanding campus. Education has always been important to Hillsboro residents, and remains so

today, with an excellent school system, always improving. Jefferson College, chartered in 1964, is an excellent post-secondary college that adds immense value to Hillsboro and Jefferson County.

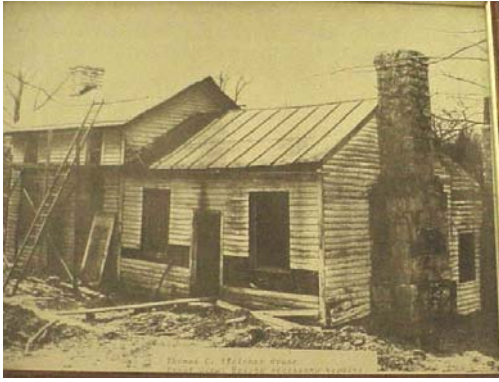
Many local people lost their farms during the “Great Depression” of the 1930s. The Farm Assistance Program of 1933 was instituted to cut timber for home construction, railroad ties, home and locomotive fuel, and other products. This program was conceived and implemented to save family farms, environmental consequences. The Works Progress Administration (WPA) was also created during the Depression, and provided many jobs to local citizens. They built many of the existing roads in the county, including Hwy. 21. The 100th birthday of Hillsboro was celebrated one year late, in 1940. The feelings of optimism were dealt a harsh blow a year later with the bombing of Pearl Harbor and America’s declaration of war against Japan and Germany, thus joining the “War in Europe”—World War II. This war would become all consuming, commanding a great quantity of resources, both human and material, and changing lives and the community forever.



Hillsboro has seen many changes since the dark days of the wars. The interceding decades have witnessed little change, while residents strive to maintain the “Status Quo”. Some progress has come into the community with businesses, schools and services working to make this a comfortable place to live and raise a family. The community continues to grow as we move into the 21st Century with a renewed energy and focus to make Hillsboro the best County Seat possible. The past has been exciting and bold and the future can be again; those who stand still will be left behind.



Bridle Ridge Acres January 13, 2005



Fletcher House, past



Fletcher House, today.

Historical and Cultural Preservation

Hillsboro, the County Seat

Hillsboro came into existence as a community because of its spring, and continued on as a city and grew to its present stature as the center for Jefferson County government thanks to the efforts of its people. It is important, therefore, to emphasize the following while planning for the future:

- Jefferson County is one of the fastest growing counties in the state and will have substantial influence on the State of Missouri in the future.
- Hillsboro is the County Seat of Jefferson County and is the center of the County government. As we move forward, county government will become even more important in local county decisions and in the County's influence on statewide policy decisions. Many state agencies maintain regional offices in Hillsboro, including Missouri Division of Family Services, Missouri Division of Child Support Enforcement, Missouri Division of Youth Services Incarceration Facility, Missouri Division of Probation and Parole facility, University of Missouri Extension Center, and the Twenty-third Judicial Circuit. (Although being composed of Judges and Commissioners who are elected or appointed locally, the members of the Judicial Circuit are state officers and are under the supervision of the Missouri Supreme Court and have influence within the State of Missouri). The Missouri Department of Health and the Jefferson County Health Department, provide many Missouri Department of Health functions.

Hillsboro is a growing city and the County Seat of a strong county, and is in a position to apply substantial influence on Jefferson County government. City representatives sit on regional committees such as the East/West Gateway Coordinating Council, Missouri Department of Transportation's (MoDOT) planning and programming committees within the community, the County storm water committee and the Twenty-third Judicial Circuit's decision-making body. This body investigates and examines solutions to the societal problems of excessive civil litigation, public health, illegal drugs, criminal behavior and problematic juvenile behavior.

It is fitting to emphasize in this Hillsboro Master Plan that the City, County and State agencies, facilities, officials and services currently constitute the community's primary economic engine, and will continue to do so into the foreseeable future. The City, County and State government

agency facilities certainly need to remain in Hillsboro, with the enhancement of all modern infrastructure technologies accommodated by the City to assure that this relationship flourishes well into the future. The central city now supports these facilities and functions and the City desires to do so into the future. However, other possible locations in the city will be considered if such options are presented.

Hillsboro History and Cultural Preservation

Throughout the research for the Master Plan, as the question was posed in meetings and through the survey, residents and steering committee members alike agreed that Hillsboro's history, culture and special locales are very important assets. Preservation of a community's history cannot begin too soon; therefore, the City of Hillsboro will convene a committee to work with a grant writing team to study possibilities for funding and other assistance, and to determine the most feasible locations for preservation and restoration. The residents of Hillsboro have the foresight to "preserve and learn from the past, while appreciating today and looking to the future".

At the town meeting and in the survey, participants were asked to choose the three most important buildings to preserve. They overwhelmingly chose the following as the most important buildings to restore and preserve for posterity:

1. Fletcher House
2. Court House
3. Schubel House
4. Hall Farm
5. Covered Bridge



W. Schubel House



Sandy Creek Covered Bridge

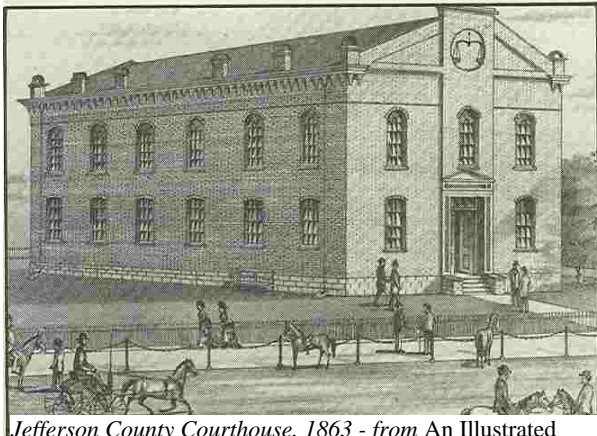
Other buildings contribute richly to the history of Hillsboro and will also be considered for preservation when planning is done for the historic district of Hillsboro. These include:

1. Huskey House-School Complex – Elm Street
2. Jefferson County Survey Building/Miller Store Building – Main Street
3. Miller House/Ray Dickhaner's Law Office – 503 Main Street
4. Hillsboro Spring – 1st Street at Elm Street
5. Former Masonic Lodge – 411 Maple Street
6. Bart McKinney/Heller House – Vreeland Road near Main Street
7. McKinney House/Judge Reppy House – Vreeland Road
8. Wegmann Law Firm – 455 Maple Street
9. Jefferson County Juvenile Detention Center/McMullen House – 739 Maple Street
10. Brown Funeral Home/Union Church – 183 Fourth Street
11. Restaurant Building/Clover Farm Store & Hotel – Main St. at Hwy. 21
12. Brady Home/Mathis Home – Maple Street
13. Children's House – 603 Maple Street
14. Almond Brady Law Firm – 284 Main Street
15. Telle Bail Bond Building/Buerger House – 1st Street
16. Dr. Mockbee House – Vreeland at Main
17. Carl Clark House/Josh Hogan House – Vreeland Road
18. Bruns House – Highway 21
19. Reilly House – 3rd at Vreeland
20. Congressman Clyde Williams Home – Vreeland Road
21. Mayor Roland's House/Wilson Postmaster's House – Vreeland Road

Historical Preservation and Economic Development

There is a great deal to be done to achieve the kind and nature of development for Hillsboro that residents would like to see, and it all begins with the direction-setting “first step”. The planning committee must look to the community for the resources and commitment to make Hillsboro a city of distinction. When people see that things are happening, they will join in the efforts...it IS the “Show me State”, is it not?

Missouri and Jefferson County communities can do anything they put their minds to and will do it well. One problem that we sometimes get is “tunnel vision”, and we fail to appreciate what we have right here at home. Often people who live near the ocean never go to the water, people who live near the mountains never climb them, and people who live in the city never visit the symphony. We take our surroundings for granted, thinking they will always be there and really are not as good as other places. It will serve us well to “read our landscape” and take note of everything we have to offer the world. There is much history and culture to be cultivated in Jefferson County, right here in Hillsboro. We need to reintroduce ourselves to it and nurture it, so that we can discover how it will serve as an engine for economic development and source of pride for this community. We need to build the “new” for the comforts people want and need when they come to our fine city, and we need to spruce up the “old” to give people something to experience and enjoy when they come here to visit and live. Historical and cultural tourism creates jobs, generates revenue, and identifies the community as a great place to visit and live. It will take work, and will be well worth the effort to create a prosperous and vital Hillsboro of the



Jefferson County Courthouse, 1863 - from An Illustrated Historical Map of Jefferson County, Missouri, 1876

21st Century. An artist's rendering of a proposed "Courthouse Square" is shown here as preservation of Hillsboro's past, with the possibility of future economic prosperity through tourism.

Communities all over this country have begun to understand what Europeans have known for a very long time – tell other people about the engaging things you have in your town and they will come to experience it and they will spend money. One problem we have in America is that we are such a young country, in relation to

everywhere else, that until very recently we didn't know what anyone could possibly want to see here. We have built wonderful amusement/theme parks and people have come to experience them, and now the entrepreneurial visionaries understand that America has a lot to offer in the world of tourism. We have a history! Our history may not be as old as that of Europe, but it sure is anything but dull. In the span of a few normal lifetimes, Americans have progressed from crossing this vast land on foot to walking on the moon. There is much to visit and experience in America, and Hillsboro can make its claim to fame by preserving its history and contribute to its economic security at the same time.



Canals in Venice, Italy

Infrastructure

The purpose of this infrastructure component to the Community Master Plan is threefold:

1. The City's infrastructure, as it exists today, should be inventoried in a complete and easy-to-comprehend format.
2. The needs of the City's infrastructure, as they exist today, should be defined and enumerated.
3. Meaningful planning will greatly facilitate the achievement of the City's projected infrastructure needs.

The definition of infrastructure should include not only categorical itemization of physical properties such as streets, sidewalks, waterlines, sewer lines, etc., but also associated data such as materials used, dates of installation/construction, width of right-of-ways, etc., whenever possible and appropriate. The ultimate goal of this Master Plan is that it will serve as a resource to facilitate City planning many years into the future.

This infrastructure report for the Master Plan has several sections, because many issues pertaining to infrastructure need to be discussed. The basic infrastructure of Hillsboro is sound; however, as with anything, it gets older every day and always requires updates and repairs. The sewer and water systems are in good condition now, but vigilance is essential to keep them in good repair and up-to-date. They need to be expanded to fulfill the potential for growth opportunities which increasing population and expanding businesses will require as more people discover our superb quality of life. In keeping with the community philosophy of progressive thinking, Hillsboro has entered into a contract with an engineering firm to study the water and sewer systems and make recommendations for future improvements. Their findings will be part of this Community Master Plan.



Hwy. 21 south of the City Park

There are many narrow, dead-end streets in Hillsboro, making travel within the City frustrating and unsafe, due to the single exit. Large vehicles find it difficult to maneuver in these limited spaces, compromising public safety and emergency vehicles' response times. Sidewalks, bike paths and other recreational facilities would be very advantageous for developing a community that individuals, families and businesses will want to call "home".

The study and recommendations from this Master Plan Focus Group are extensive and reflect the needs and wishes of the residents who participated in the survey and town meeting, as well as others who have discussed the issues in person. These recommended solutions will require thought, cooperation, time, and funding, all of which will require hard work. However, there is nothing here that is impossible to accomplish if the community works together to make it a reality. The Infrastructure Implementation Team that will be formed when the Master Plan is adopted will work diligently with City; County and State entities to assure that these recommendations are investigated for "best practices" and then supported to completion.

New Street Construction

Judy Wagner (MODOT engineer for Jefferson County) asserts that cities of greater than 7,000 populations can develop plans for new street construction, submit those plans to MODOT for inspection and approval, and then apply for federal assistance through the East/West Council of Governments. Such grants have the usual 80/20 split [Federal Funds = 80% and Local Funds (not State) = 20%] for matching funds. MODOT functions as a quasi “construction manager” and oversees bidding and payments. More information is available at the East/West Council of Governments website (ewgateway.org). Communities smaller than the minimum 7,000 residents are also able to participate in funding opportunities when they arise. We must organize and train a Hillsboro Grant Writing Team that actively pursues grant opportunities for funding options to accomplish the goals outlined in this Master Plan.

Hillsboro Streets Today

The City is severely lacking in through streets, and has no street grid. In order to enhance traffic flow and alleviate safety problems, it is recommended that Hillsboro have at least two new north/south streets, and at least two new east/west streets. Currently, Hillsboro’s only through street is two-lane (Old) Highway 21, which is often the scene of traffic jams and dangerous slow-downs for emergency vehicles.



Street Construction Recommendations

It is recommended that new residential streets be constructed with 12-foot wide lanes. Moreover, they should have a right-of-way wide enough to accommodate parking on at least one side, sidewalks on both sides, bike thoroughfare, and be able to accommodate necessary drainage construction (storm sewers, curbing and drainage ditches, etc.). The minimum residential street right-of-way width to accommodate the above is 50 feet.

New commercial streets should have rights-of-way that are at least 60 feet wide, preferably up to 80 feet wide. This would allow for all of the above, parking on both sides, and center turn lanes.

It will be difficult and expensive to widen and/or straighten the many narrow streets in Hillsboro, but this should begin at once with a time-line in mind for completion. Immense accomplishments are possible, but only after you take the first step. It is necessary to prioritize, plan, work and evaluate repeatedly.

Many of the dead-end and/or barricaded streets should be opened and completed for convenience and safety. The City should also build several primary (feeder) streets into areas slated for new development. These new feeder streets are investments that will pay dividends to the City and its residents as well as developers for many years to come. Once the feeder streets are constructed, developers can realistically be expected to construct the secondary streets into their housing developments.

Initial recommendations for new street construction:

East/West Streets

- Extend Highway B to Castle Ranch Road (passing near the termination of Pearl Dr.), then connect to the Bus Garage route north to Pioneer and Highway A.
- Extend Leon Hall Parkway to Highway BB (past Hillsboro R-3 High School, connecting to the street servicing the new Juvenile Center).
- Connect 3rd Street to Highway BB immediately west of the Good Shepherd School grounds.
- Extend Main Street (Highway BB) east to connect with the proposed North /South Street which would begin at the old R-3 bus garage on Vreeland Road (See second bullet under North/South Streets below).
- Highway "A" has been extended to New Highway 21, and linked with Hillsboro/House Springs Road, which has created a nearly continuous but serpentine link to Highway BB via Red Bird Lane.
- Far-South East/West Route—
 - extend the street in Jamestown Estates east to Castle Ranch Road
 - West of Highway 21--extend west to Brickyard Road



*Construction of Elm Street Box Culvert
Replacement, March 18, 2005*

North/South Streets

- Connect Highway B to Highway BB between the City and New Highway 21--connect the west border (the backside) of Camelot Estates and JoVette Terrace to this new route.
- Extend Vreeland Avenue at the R-3 Maintenance Facility, past Hillsboro R-3 Junior High, to Pioneer Road and on to Highway A.
- Extend Vreeland across the nursing home property from 5th Street to Hi-Crest and then connect with Hawk Drive, then past Jr. High School and connect to the N/S route noted in the above bullet.
- Install a traffic light at Old Highway 21 and Maple Street/Yeager Road and reconstruct the intersection of Yeager Road and Maple Street, so that Yeager Road and Maple Street join Old Highway 21 at right angles.
- Straighten and widen existing narrow streets, remove barricades, and open dead-end streets.

- Traffic counts on the streets of Hillsboro have been compiled for years and will continue routinely after the Hillsboro Bypass is completed.

Sidewalk Construction



The construction of sidewalks throughout Hillsboro was one of the issues most spoken of in the survey results and in other discussions with residents. People want to be able to walk around their community in safety. They also want to have the comfortable feeling of “neighborhood” where people can get out and visit their neighbors on the way to a store, a park, or a restaurant. They want to be able to exercise regularly by walking, which also lessens the environmental pollution caused when a car is necessary to travel two blocks. People will not walk on unsafe terrain; therefore, cars are driven everywhere in Hillsboro. The sidewalks now under construction are a good beginning, and people will soon use them to trek throughout the community when the sidewalks connect and go somewhere. The Infrastructure Implementation Team that will be formed when the Master Plan is adopted will work diligently with the City to interconnect Hillsboro, giving residents access to safer and healthier lifestyles.

Sidewalks will be constructed as follows:

- Maple Street from Highway 21 to Main Street
- Yeager Road from Highway 21 to Vreeland, then right on Vreeland to Oakwood Drive
- 1st Street from Elm to Highway 21
- Main Street from Elm to Vreeland
- Highway 21 from 1st Street to Hawk Drive on the east side
- Highway 21 from 1st Street to 2nd Street on west side
- Locust Street from 1st Street to 3rd Street
- Along the length of Highway 21 from Highway A, south to Jamestown Mobil Home Court.
- Along Pearl Drive
- Along Elm Street
- Along Vreeland Avenue from 5th Street to Cedar Drive for Oakwood Terrace
- Extend the existing sidewalks on Main Street to Elm Street
- Along Highway B to the United Methodist Church
- Along Leon Hall Parkway to High School and Primary School

Bicycle Routes

Bicycle routes may exist in Hillsboro, but they are not well defined, making bike riding very dangerous. Bike routes must be marked in such a way that motorists are alerted to right-of-way that bicycles command in that space and that they are not available for parking. Yellow stripes, bicycle icons painted on the pavement at regular intervals and signage help inform motorists and cyclists how to share the road. In places without



bicycle routes, plans should be made to construct them. Bicycling is a healthy lifestyle for residents; many more people would go biking if there were safe pathways to transverse the town. Bike paths and sidewalks throughout the community taking people to parks and green spaces with trails and outdoor activities would answer many requests by the residents of Hillsboro. People really want to be involved in healthy activities while enjoying nature close to home. Safely marked bicycle paths will be another of the issues the Infrastructure Team will address. Possible routes would be:

- Along Old Highway 21 from Jamestown Mobile Home Park to R-3 campuses and then to Highway A.
- Along entire length of Jefferson College Drive (from Highway A to Hayden Rd.).
- Along Highway BB to Hillsboro Little League Fields.
- Along Highway B to future subdivisions that have been annexed into Hillsboro.
- Along Highway A to future subdivisions that have been annexed into Hillsboro.

Water Capacity and Recommendations

The City currently has two water storage towers and three water wells. A new well was drilled to comply with fire district regulations when the new Hillsboro R-3 School District High School was built and currently represents excess capacity.

According to the “Missouri D.N.R. Design Guide for Community Water Supplies Minimum Capacity” (Section 3.2.1.1.)”, “The total developed groundwater source capacity shall equal or exceed the maximum day demand (MDD), and equal or exceed the design average day demand (ADD) with the largest producing well out of service”.

Hillsboro City’s Recent Water Usage and Water Supply Capacity

	ADD	MDD	Well #2	Well #4	Well #5	Combined	Combined
1997	240,918 gal/day	457,744 gal/day	Maximum Capacity	Maximum Capacity	Maximum Capacity	Total Capacity of all wells	Total Capacity
1998	210,882 gal/day	400,676 gal/day					Without Well #5
1999			432,000 gal/day	648,000 gal/day	648,000 gal/day	1,728,000 gal/day	1,080,000 gal/day
2004	246,575 gal/day	468,492 gal/day	216,000 gal/day	547,200 gal/day	914,400 gal/day	1,677,600 gal/day	763,200 gal/day

*Data taken from: A general Analysis of the City's Water System Source Capacity. July 1999, Job No. 031.083.
Update: March 2004.*

**Submitted by Metropolitan Engineering and Surveying*

Present and Future Needs

Groundwater water table levels are generally dropping throughout Missouri and Jefferson County. Even though the City's water supply has historically been stable, this overall decline in ground water tables could jeopardize the City's water supply in the future. It is recommended that the City coordinate future water supply planning with non-well-based sources provided by Jefferson County or another third-party supplier. It is also recommended that all new water trunk lines be at least eight inches in diameter to accommodate the load and to adhere to fire safety regulations. Recommendations of the engineering company studying the water system will be added to this Master Plan.



Hillsboro Water Tower at City Park

Sewer Capacity and Recommendations

The City currently has three treatment plants and contracts with a management company to operate and maintain them. Recommendations of the engineering company studying the sewer system will be added to this Master Plan.

Storm Water Management

The City has a land clearance/storm water ordinance. Storm water can be extremely devastating to a community if there is no plan for its management. It is especially critical during new building construction and impinges on other growth developments being planned and implemented. Uncontrolled clearing of trees and other ground cover can cause erosion, mudslides, flooding, and general destruction to land and other property. The Implementation Team will work with the City, County, Soil & Water District, and the University of Missouri Extension Service to find ways to manage storm water in Jefferson County, including Hillsboro.

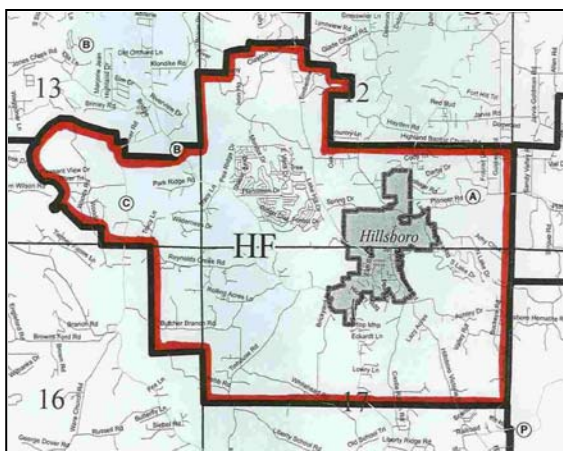
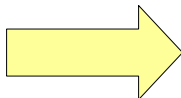


Electricity

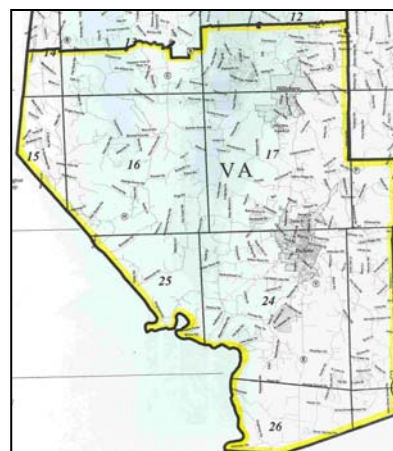
All electrical feeder lines constructed in new developments should be underground.

Emergency Services

- a) Police
- b) Fire
- c) Medical



Hillsboro Fire District



Hillsboro (Valle) Ambulance District

Further Issues, Solutions and Recommendations

- The City administration has taken steps to engage the public in discussions about the future of Hillsboro. They have created a Master Plan as a guide for planning future activities.
- Engineering studies concerning Hillsboro's water and sewer systems are currently underway, and will be reported on as soon as available.
- A Grant Writing Team will be formed to search for funding, which can include grants, loans, bond issues, etc. to help pay for needed Infrastructure upgrades. Nearly all grants require matching funds from the community. The following examples illustrate common grant breakdowns.
 - a) Storm Water Grants--frequently 50/50
 - b) Federal road projects--up to 80/20
 - c) Environmental Protection Agency projects--55/45
- Availability of effective and efficient public water and sewer systems is arguably the most crucial resource to attract and bring investors into a community. Developers want no involvement with water and sewer districts because the ongoing, continual maintenance and investment, and liability issues are usually unacceptable to private owners. Pre-development discussions show that the existence of infrastructure is important to developers, but they are willing to work with the City on sharing the expense.
- If the City provides primary (feeder) streets and water/sewer lines into properties slated for development, contractors and developers are usually willing to accept responsibility for secondary street construction.
- A prioritized list of projects should be developed before the City determines funding mechanisms.
- A county seat entering the 21st Century is required to modernize its technology. All Hillsboro City Government functions need to be computerized, including the installation and implementation of a good Geographic Information System (GIS) to manage the infrastructure. The training of staff to operate the system is also necessary. Such a system would catalog the physical elements of its infrastructure and associated data, such as material used, dates of installation construction, and on-the-fly notes about individual projects, and would also provide accurate, integrated maps of property lines, rights-of-way, location of water and sewer lines, utilities, etc. Properly maintained, such a system would be the source of

information, in real time, for planning analytical discussions and decisions and maintenance assignments for years to come.

Hillsboro's city government has grown considerably over the last 10 to 20 years. As it continues to grow, the style of government and the needs of government will continue to change and expand. Consequently, the daily need for detailed current in-house information about labor management issues, finances, unified and standardized record keeping, grant research and application submissions, and submission of ballot issues will continue to grow. Without the capacity that a GIS system can offer, the City is handicapped and will not move fast enough to keep up with Jefferson County and the rest of the world. The cost of not having the technology will be far greater than any initial expense for the computers, software and training could possibly be. It is essential that Hillsboro modernizes its information management technologies and become a viable member of the 21st Century world.



Hillsboro Board of Alderpersons Meeting

Economic Development

Hillsboro Today

Achievement of a prosperous future for the Hillsboro community depends on a strong business base that creates financial stability for the city and sources of jobs for its residents. Hillsboro's citizens travel many miles every day to work at jobs in the neighboring larger cities, where they find many places to spend their money before returning to their homes in Hillsboro. Small business parks will be established to encourage entrepreneurial enterprises that will provide local business and service resources to benefit the city and its residents in many ways. A good range of retail shops will be recruited, giving residents and others options to "Shop Hillsboro". Residents are very supportive of a robust business economy in Hillsboro and welcome new retail and service industries.



Economic development should be welcomed into Hillsboro, and already boasts many advantages awaiting those who will invest their efforts and capital here. The existing infrastructure of Hillsboro is constantly being upgraded, with new sidewalks being constructed with ADA compliance engineered into all plans. The infrastructure has surplus capacity to add business parks and homes to the development plan; this makes it possible to attract business entrepreneurs, who in turn will offer jobs to residents. Employers will find well-educated employees in Hillsboro, thanks to the excellent higher education and vocational education opportunities here through the public school system and Jefferson College. The school systems are always willing to do whatever they can to improve the capabilities of Jefferson County residents. The College will custom design training programs required to empower employees and employers. High tech/electronic communications infrastructure is a valuable and essential asset for a modern community, and Hillsboro continues to improve it to meet modern standards, recognizing that the future will require even more improvements.

Traffic patterns have been a challenge for years, and Hillsboro's leaders take the situation very seriously. Transportation is another major issue the City and County are working on together to determine solutions for the 21st Century. Hillsboro is the County Seat of Jefferson County, one of twelve counties in the St. Louis MO-IL Metropolitan Statistical Area (MSA). The Meramec River separates Jefferson County from its urban northern neighbors, St. Louis County and City. Four primary arteries link Jefferson County to St. Louis City and County: Interstate 55 and Missouri Highways 21, 30 and 141. All these arteries, except Missouri 141, cross the Meramec River in the northeastern section of Jefferson County, which has become largely suburbanized. Hillsboro is outside these developed corridors, just west of Festus and north of De Soto. It is likely that Hillsboro will experience a population boom in the near future, due to the expansion of the Highway 21 corridor which links Hillsboro with St. Louis. With this new Highway 21 access at Hillsboro, the commute time to downtown St. Louis will be shortened from 45 minutes to about 35 minutes. The existing Highway 21 runs through the middle of Hillsboro, cutting the community into eastern and western halves. Small streets move traffic onto Highway 21 on each half. There are traffic signals along Highway 21 at Highway A, Leon Hall-Stadium, Main Street, and Highway B.

The Business Statistics

A Zip Code search of “The County Business Patterns” 2001 database of employment, by North American Industry Classification System (NAICS), reports that 244 businesses are established in the Hillsboro zip code area (63050), each employing at least one person. These businesses employ a total of 1,734 people, with an annual payroll of \$31,000,000. Over 65% of the businesses employ 1 to 4 workers, while 12 businesses employ over 50 people. These statistics reflect an increase of seven additional businesses employing more than 50 people since 1999. Many of these workers commute from across Jefferson County and beyond.

As the County Seat, the largest employer is the county government. Hillsboro offers predominantly service-oriented business and very few retail stores. Businesses are scattered throughout town, mainly along Highway 21 and Main Street. There is a shortage of commercial buildings for businesses. There is no rental space larger than 2000 square feet. The City is currently considering the prospect of attracting new businesses by encouraging the concept of a Business Park to house new businesses that come to Hillsboro. Some businesses will build their own buildings as long as water, sewers and roads are in place up to their boundaries. Hillsboro plans to have “one-stop-shopping” to apply for permits, and will assist business owners in whatever way possible to make the process go smoothly.

In 2002, a survey of land use in the City was conducted, revealing that of the 500 parcels surveyed, 407 (81%) were residential, 72 parcels (14%) were commercial, “institutional” (educational, religious and government) sites constituted 16 parcels (3%), and there were 5 (1%) industrial/utility properties. Land use patterns in Hillsboro became apparent when these were mapped. There is one central business district, largely on and around Highway 21 and Highway BB (Main Street). Smaller nodes are found along Highway 21 at the intersections of Highway A, Pioneer Road, Yeager Road, and Highway B to Fairview Drive. Institutional uses are clustered around Leon Hall Parkway, off Yeager Road and along Second and Maple Streets. The function of buildings consists primarily of 396 single-family residences (79%), general services and sales combined for 72 (15%) parcels, and 15 (4%) of Hillsboro’s buildings function as churches. Most buildings in Hillsboro [423/(85%)] are in good condition, 60 (12%) were in fair condition, and 17 (3%) were seen as being in poor condition.

Since it was created, this survey has been used by City officials to make decisions about land use in Hillsboro. The condition of many properties has remained the same, because they were determined to be in good shape. Some things still need attention and will be evaluated by the Master Plan Implementation Team assigned to work with this set of issues.

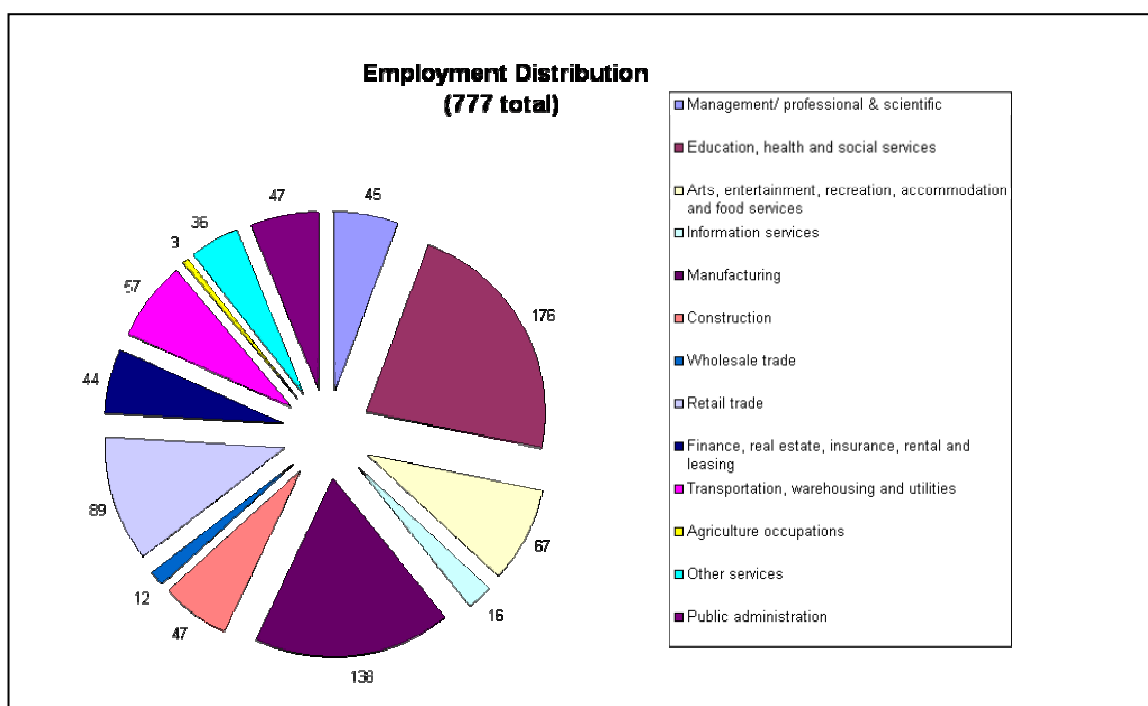
Future Business Development

Community groups such as the Hillsboro Chamber of Commerce Economic Development Committee, Jefferson County Economic Development Corporation, and Jefferson County Growth and Development Association are in discussions about: the type of businesses we want to have in which areas, the types of business parks to construct, where they would be located, how would they look, what zoning changes might be necessary, what annexation is needed, how might county plans impact our planning, how can we interface with County groups to make sure we are cooperating with each other for the benefit of the entire population? These organizations blend both public and private sector voices to develop strategies for marketing and developing business enterprise and jobs. These not-for-profit entities are also able to attract financial

assistance that is usually not available to government for the City's benefit. One of the main projects of the Hillsboro Chamber of Commerce Economic Development Committee is the establishment of a Business Park, modeled after the successful project in Farmington, MO. This park will begin with a single "incubator" building owned and leased by the City, which would offer inexpensive space for new start-up companies. Once a company has successfully reached a point of self-reliance they become paying tenants or owners of other buildings within the business park. Assistance for this kind of development is often available through state Community Development Block Grants and the use of Tax Credits.

In 2002, the Jefferson County Planning & Zoning Commission approved a 1000 acre tract for a light industrial park with an airport east of Hillsboro along Highway A. This project would be a catalyst for future economic development in the area. The opportunities envisioned in this project need to be revisited to determine what can be gained from the lessons learned. It is still important to bring industry to Hillsboro and the land is still vacant. The Economic Development Implementation Team with the City, the County, and other community organizations will examine this project and other possibilities for economic development in Hillsboro.

Hillsboro, the Seat of County Government, is looking closely at the future to determine what needs to be done to keep pace with the rest of the County. Since Hillsboro is the focal point for a populous county's government, it could become very influential in the State of Missouri in the 21st Century. It is imperative that Hillsboro be ready when the rest of the County and State look to it as the place where they will do business and make decisions that affect the state. Hillsboro must move aggressively into the 21st Century, defining itself as a leader among modern cities of the County.



Hillsboro, MO - 2000 Census

Business owners will be encouraged to take pride in Hillsboro's public image and the appearance of their businesses. Local organizations such as the Hillsboro Chamber of Commerce, Hillsboro Community Civic Club, Hillsboro Lion's Club, and Hillsboro Rotary Club will be asked to help with a "Community Pride" campaign. They could do this by asking their members to clean up and beautify their own properties and help others do the same. They could also consider planting trees, shrubs, and flowers making Hillsboro's appearance a reflection of the wonderful place it is in which to live. The Master Plan Economic Development Implementation Team will also work with residents to help Hillsboro present an attractive image to those who pass through our fine city, encouraging them to stop and spend some time (and money) with us.

Throughout research for the Master Plan, it was apparent that one of Hillsboro's major economic assets is its history, culture and special interest places. Preservation of this history will bring tourists to the community, who will also spend money. This preservation cannot begin too soon; therefore, the City of Hillsboro will convene a committee to work with a grant writing team to study possibilities for funding and other assistance, and to determine the most feasible locations for preservation and restoration. The residents of Hillsboro have the foresight to "preserve and learn from the past, while appreciating today and looking to the future".

Residents Speak Out

In 2004, a town meeting was held and a survey was distributed to residents, asking them to tell the Master Plan steering committee and City officials what their priorities are for Hillsboro in the next 10 years. The following are the issues they conveyed:

What public developments would you like to see in Hillsboro?

1. Preservation of historical buildings and sites
2. Library
3. Community Center
4. Sports Complex
5. Parks
6. Other: Indoor track/mini golf, license office, walking/bike paths along Hwy. 21 & other streets, recycling center, upper middle-class subdivision.



Hillsboro Park Gazebo



Hillsboro Park's Handicap Accessible Playground

What types of businesses would you like to see in Hillsboro?

1. Nice sit-down restaurant
2. Grocery store
3. Pharmacy/Walgreen's
4. Farmers' market
5. Doctor's/dentist's clinic
6. Business park/light industry
7. Movie theatre
8. Assorted retail businesses
9. Factory outlet mall
10. Small coffee house
11. Clothing stores
12. Sam's
13. Target
14. Cleaners
15. Commerce Bank/ATM
16. Blockbuster or Movie Gallery

Do you support the development of new streets in Hillsboro that will extend from one city boundary to the opposite boundary?

The answer was overwhelmingly "Yes".

Would you support commercial development for business or light industry in order to improve the area's tax base in support of such things as the Hillsboro R-3 Schools?

The answer was overwhelmingly "Yes".



Hillsboro High School

Hillsboro Residential Neighborhoods

The Hillsboro community was invited to participate in a Town Meeting in September 2004, and was asked to complete a survey in November 2004. City leaders had decided it was time for Hillsboro to write a new Master Plan, and the Master Plan Steering Committee needed input from residents to complete that task. These activities gave the residents of the Hillsboro area two ways to help determine the character of their community for the next 10 years and beyond.

Evaluation of their “Home Town” is a difficult assignment for most people, because they often want to complain about things of a political nature, hoping someone “in power” will listen. The awakening occurs at the moment when citizens realize that they have the power to change what they don’t like and create the place they want to consider “home”. People were asked to describe and discuss the Hillsboro they wanted to see in 10 years. To look at the future, it is necessary to revisit the past and examine the present, so residents were asked what they liked and what they wanted to change about their city.

In Ten Years, The People of Hillsboro Want To Have In Place:

- planned growth and development with economic prosperity, social diversity, and the preservation of the natural and historic environment
- a greatly improved traffic flow, with a defined street grid and sidewalks throughout the community
- a local airport
- controlled growth without losing rural character, including:
 - a) business growth along new Highway 21 at intersections of A & B
 - b) neighborhood feeling in subdivisions, with inclusion of all populations
 - c) a “Fair Housing” Ordinance
 - d) ADA compliance in all public places
 - e) the preservation of historical landmarks, buildings, and records
 - f) Hillsboro brought into 21st Century
 - g) a central focal point identifiable as the “City of Hillsboro”
 - h) an “Old Court House Square” where economic development is achieved through historical preservation
- a business hub (large anchor store with several smaller stores, including another grocery store, shopping centers, more retail outlets)
- a Community Center, with swimming pool, gym, exercise rooms, and sports fields
- a City library, using one of the historical homes in Hillsboro
- satellite schools for neighborhoods
- excellent educational opportunities for all residents
- 21st Century emergency services and equipment, including police, fire, Homeland Security, EMS, and a medical complex with all specialties represented
- a City administration capable of maintaining a 21st Century County Seat for Jefferson County, with up-to-date technology to make that possible

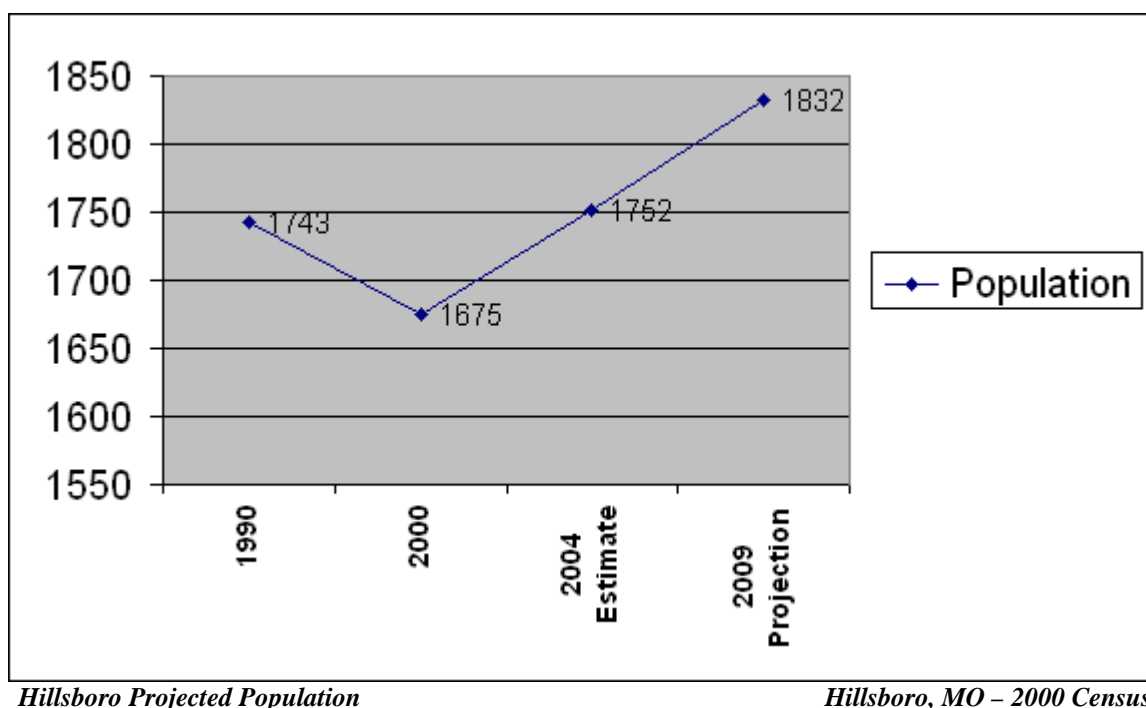
Hillsboro Today

It became clear, after interviewing residents and doing other research into the character and needs of Hillsboro that the City needs to attract several retail businesses and services to satisfy the needs of residents. The provision for more than adequate water and sewers is no small deed and Hillsboro can be proud of this accomplishment. Together with the completion of new Highway 21 linking Hillsboro directly to St. Louis, and with access to Interstate 55 only minutes away, the opportunity to attract residents and businesses improves dramatically. Hillsboro is definitely positioned favorably for growth and prosperity in the near future.

Several major elements of this growth potential raise concern among the residents of Hillsboro. They want to assure that growth is managed, to maintain Hillsboro well without stretching the infrastructure beyond its capacity. The character of a close-knit community is important to the residents, and they want to maintain that charm. Preserving the history and culture of the community, while encouraging growth, has therefore, become a theme for the development of Hillsboro.

Housing

Hillsboro is the largest municipality in Jefferson County without a Fair Housing Ordinance; this distinction will be considered when the City Council discusses creation of a Fair Housing Ordinance. This ordinance is required for any municipality to apply for Federal funds for capital or other kinds of improvement. In addition, the adoption of a Fair Housing Ordinance is the right thing to do.



It is indisputable that housing affects everything in the City, and that other City issues affect housing. Economic development depends on social development, and social development depends upon economic prosperity; they depend on each other, and are inseparable. Therefore, it is important for priority issues to be addressed together, giving balanced efforts to all. For this reason, upon approval of the Master Plan, Implementation Teams will be assigned to each issue identified by the community. These teams, consisting of community residents and leaders, will spearhead the implementation of the plans and solutions outlined in the Master Plan. The Residential Neighborhood Implementation Team will work to implement the priority housing issues that were identified during the research and inquiry stages of the Master Plan's creation.

Statistics

The following statistical report from the County Housing division of Economic Development Corporation (EDC) demonstrates that housing in Hillsboro will be inadequate for the anticipated growth in the next few years. However, there are several local developers building mid-to-upper-scale subdivisions at this time. The impediments to housing and business growth mentioned here are manageable and the City leaders continue to address these issues on a regular basis. Housing is a major factor in bringing individuals and businesses to the community; therefore, it must be everyone's priority. People know that Hillsboro is open to growth and is fair to deal with, so developers are attracted to building housing and other structures in Hillsboro. With the determination and commitment of this community, the projected statistical report will probably change for the better in the future.

The 2003 building permit report shows the following housing statistics for Hillsboro:

1. In 2000, the number of households was 581. In 2004, the number of households is estimated to be 610, a 4.99% increase from 2000. At this rate, the number of households is projected to be 644 by 2009, and 678 by 2014, an overall increase of only 97 in the first 15 years of the 21st Century.
2. In 2003, 8 new single-family residences were established.
3. In 2004, the average household income was \$50,303.
4. In 2004, the median household income was \$41,457.
5. In 2004, the per capita income was \$18,967.
6. The data suggest that the number of family households increases at the same rate as total households.
7. In 2004, the median value of owner-occupied housing was \$115,116.
8. In 2004, the median age of structures was 31 years.
9. In 2004, the median travel time to work was 31.83 minutes.

Possible Impediments to Growth

1. Failure to extend and improve existing infrastructure
2. Population is aging and new structures must be ADA compliant
3. Increasing cost of motor vehicle fuels
4. Lack of public transportation
4. Limited sources of employment
5. Topography and geology is rough and challenging
6. Short supply of affordable housing
7. Lack of a Fair Housing Ordinance for Hillsboro

Future Hillsboro Neighborhoods

Hillsboro does not offer adequate housing options for all groups of people. Most potential rehabilitation of aging homes has either been completed or is still in the planning stages. People in Hillsboro are not usually interested in the kind of building conversions that are fashionable in larger communities, such as the conversion of large older buildings into multi-family living spaces or multi-business facilities. This represents opportunity waiting to be invited into Hillsboro.

Many residents of existing subdivisions are resistant to additions and/or changes that could negatively change their quality of life. Therefore, neighborhood planning should focus primarily on new development. Hillsboro administration should review the subdivision plans and ordinances as part of the City Code. Traffic studies are being done to ensure that residential developments have adequate access to public thoroughfares and do not impede traffic; sight distance requirements are included. Attention is being focused on coordinating new residential developments, whatever their nature, with neighboring developments, to promote unconstrained collateral traffic flow and improved access for police, fire and EMS services.

Hillsboro has no regulations concerning jurisdiction over the operation of a condominium, thus denying the City the authority to regulate how they are built and managed. This leaves residents without redress to the City when they experience problems with the management of their condominium developments. This should be addressed in the City Codes and Housing Ordinances. Housing developments are required to commit land to green spaces and/or adopt a cluster-housing concept whereby smaller lots would be permitted as long as an appropriate amount of common ground/green space is simultaneously committed. This requirement accommodates a developer's interest in reducing infrastructure and developmental costs while guaranteeing the green space and openness our community is attempting to preserve.



Future land annexation issues must be seriously considered when incorporating developments and subdivisions that do not comply with the rules and regulations applicable to all other Hillsboro properties. Such non-compliant properties generally detract from the original intent of those rules and regulations, and erode public confidence in the system's integrity. Hillsboro's rules and regulations are compatible with Jefferson County's updated rules for unincorporated properties and need to be reviewed regularly to keep them current.

The north/south and east/west corridors required for Hillsboro to grow must be incorporated into the City through annexation. The Residential Neighborhoods Implementation Team will work with the City and County officials to help open up these corridors for Hillsboro to make progress. The promise of a prosperous future for the Hillsboro community depends on a strong business base that creates financial stability for the city and sources of jobs for its residents. Business parks and homes in all price ranges are needed in Hillsboro to make it the viable County Seat that residents desire; this kind of construction will require the annexation of more land into the City's sphere of influence and authority.



Example of an Industrial Park

Many people want to live in the Midwest. This must motivate us to make Hillsboro a place where people feel comfortable, secure and at home, where they can find a good job. People need affordable housing located near everything they need to inspire them to move here and become part of our community. Today's folk want to live in a community that has green spaces, parks, and sidewalks that encourage them to walk everywhere, especially to the parks and gardens. The development of more attractive neighborhoods for current and new residents has begun and will continue into the future as Hillsboro proves itself to be a very progressive community that people want to call "home".

Friendly Progressive Annexation

Builders have developed several new subdivisions in recent months in Hillsboro and new developments are being considered monthly. More businesses must be recruited into Hillsboro, requiring the establishment of business parks to meet their needs. Residents agree that attracting several small businesses is more realistic and practical for Hillsboro than trying to bring in a large industry. Retail stores, restaurants, a farmer's market and other such businesses will bring supporting services to the community, along with much-needed jobs. Living wage jobs close to home will enable residents to spend more time with their families and become more active in the community. Business is welcomed and supported in every way possible in Hillsboro. Annexation of property outside the existing city limits will be offered to land owners to improve the safety and quality of life of the surrounding area. Annexations will also allow Hillsboro the opportunity to offer places for businesses to locate, which will greatly benefit the economy of the community. While all these issues are being considered, the leaders are moving the City forward as hundreds of new homes are being built and businesses are being encouraged to come to Hillsboro, **"Where the beauty of the Ozarks begins and people find home"**.



Hillsboro's Southern City Limits on Missouri State Highway 21

Land Use/Environment/Appearance/Design

The Facts:

According to the 2000 Census, there were 1,675 people residing in the City of Hillsboro. This is an increase of 50 people (3%) from 1990. Of those 1,675 residents, 464 (27.7%) were under 18 years old, 230 (13.7%) were between 18 and 24 years old, 516 (30.8%) were between 25 and 44 years old, 257 (19.9%) were between 45 and 64 years old, and 132 (7.9%) were 65 years or older. The median age was 31.2 years old. Of the 581 households recorded, 204 (35.1%) were married couples with children and 71 (12.2%) were female heads-of-household with children. Ninety-five percent of the population was White, 2% were African-American, and 2.1% were of Hispanic ethnicity. Today, in 2005, these population statistics have not changed significantly.

The Hillsboro statistics do not seem unreasonable for a small mid-American farming community, except that Hillsboro has a responsibility to become an excellent seat of government for a County that will be very influential in the State of Missouri in the 21st Century. In recent years, we see that Jefferson County is one of the fastest growing counties in Missouri; therefore, it is imperative that Hillsboro be ready when the rest of the County and State look to it as the place where they will do business and make decisions that affect many lives. While doing so, they must keep the rich history and culture alive for future generations to appreciate that they are moving forward in the footsteps of ancestral giants.

Use of Land-- Today and Tomorrow

In 2002, a Land Survey of Hillsboro was done by a group of residents, with the assistance of a St. Louis University GIS Mapping and Land Use graduate student. This survey helps us understand the community's character. The results were not surprising, and helped to identify the needs for updating Hillsboro's economic and community development plans. Since that time, the City leaders have been working to find solutions for the challenges that were recognized in the survey. Many have been addressed while some are still acknowledged as challenges, and the work continues. Results of the land use survey are as follows:

1. Hillsboro is the County Seat of Jefferson County, one of twelve counties in the St. Louis MO-IL MSA. The Meramec River separates Jefferson County from its urban northern neighbors, St. Louis County and City. Half the region's population resides in this urban core.
2. Four primary arteries link Jefferson County to St. Louis City and County: Interstate 55 and Missouri Highways 21, 30 and 141. All these arteries cross the Meramec River in the northeastern section of Jefferson County, which has become largely suburbanized. Following Interstate 55 and older U.S. Highway 61/67 near the Mississippi River are the most populated towns, stretching from Arnold to Festus. Most County residents live in these northeastern sections of Jefferson County.
3. Hillsboro is outside these developed corridors, just west of Festus and north of De Soto.
4. Hillsboro has reached a growth plateau (In 2005 this prediction has drastically changed.).
5. There is the possibility of a population boom in the near future, due to the expansion of the Highway 21 corridor, which links Hillsboro with St. Louis. (This prediction has come true in 2005).
6. With the new Highway 21 access at Hillsboro, the commute time to downtown St. Louis will be shortened from 45 minutes to about 35 minutes.
7. Six hundred twenty (620) housing units were recorded in the City limits in the 2000

Census. Ninety-four percent of the housing is occupied, with 54% being owner-occupied. There are four apartment complexes in Hillsboro; over one-third of all single-family houses are rental properties.

8. Five hundred parcels of land were surveyed to create a baseline “snapshot” of Hillsboro’s land use in its existing (2002) condition. A “Windshield Tour” was conducted to o the majority of the survey. Addresses were used to determine property lines. The Courthouse area was the only place where the surveyors conducted the survey on foot.
9. The survey instrument was coded to reflect Land Use, Building Function, Building Condition, Street Condition, and Driveway/Parking Condition. Signs outside each building alerted the team to its use, whether Commercial, Institutional, or Residential (usually no signs). The condition of the building was noted as good, fair, or poor. Street condition was also recorded as good, fair, or poor. If a building could not be seen from the street it was not listed.
10. Using GIS coordinates, maps were created which uniquely identify each parcel of property by the address and tax identification number.
11. Once the survey data and the digitized parcel map were joined, a color-coded map was created.
12. Hillsboro is largely a residential community.
13. Of the 500 parcels surveyed in Hillsboro, 407 (81%) were residential, 72 parcels (14%) were commercial, “institutional” (refers to educational, religious and government sites) constituted 16 parcels (3%), and there were 5 (1%) industrial/utility properties.
14. Vacant land and open spaces were not counted in this survey
15. When mapped, land use patterns in Hillsboro became evident. There is one central business district largely on and around Highway 21 and Highway BB (Main Street). Smaller nodes are found all along Highway 21 at the intersections of Highway A, Pioneer Road, Yeager Road, and Highway B to Fairview Drive. Institutional uses are clustered around Leon Hall Parkway, off Yeager Road and along Second and Maple Streets.
16. Buildings’ functions consist primarily of 396 single-family residences (79%), general services and sales combined for 72 (15%) parcels, and 15 (4%) of Hillsboro’s buildings function as churches.
17. The great majority [423/ (85%)] of the buildings in Hillsboro are in good condition, 60 (12%) were in fair condition, and 17 (3%) were seen as being in poor condition.
18. Multiple sites with poor housing conditions were found only in the southeastern and central portions of Hillsboro: on Karen Street, Circle Street, Maple Lane, Brookside Lane, Twin Oak, Oakwood, Cedar and Elm Drive. Houses in fair condition were also located on the streets identified as having houses in poor condition.
19. The greatest variation in building conditions was among residential properties
20. There was little variation in street conditions, but great variation in the condition of a site’s driveway or parking area, which varied far more than building conditions. There were 482 (96%) good streets and 19 (4%) fair ones, with no streets cited as poor. The driveways and parking areas were reported as being mostly good [336/ (67%)], but there were 126 (25%) in fair and 34 (7%) in poor shape.
21. A network of various roads, none of which is more than two lanes wide serves the vicinity of Hillsboro. The new Highway 21, shown as a pink line on Map 2 (Appendix), will be a four-lane limited-access highway, with exits at Highway A on the north and Highway B on the southern side of Hillsboro. The existing Highway 21 runs through the middle of Hillsboro cutting the community into eastern and western halves. There are small streets that move traffic onto Highway 21 on each half. There are traffic signals along Highway 21 at Highway A, Leon Hall-Stadium, Second Street, and Highway B.

22. Traffic control is needed along Main Street, east of Elm Street, as Highway BB enters the central business district. A four-way stop sign is also needed at Elm and Maple Streets.

It should be noted that since 2002 when this survey was done, there have been many changes, especially in the fact that if Hillsboro had reached a “plateau”, it has now passed beyond it and the population “boom” they talked about has become a reality. Item number 22 is currently not seen as being an issue and the City limits described in item 21 has extended beyond Highway B. The condition of many properties has remained the same, because they were determined to be in good shape. Some things still need attention and will be evaluated by the Master Plan Implementation Team assigned to work with this set of issues.

Environment/Appearance/Design

Signage in Hillsboro is an issue that this Master Plan Focus Group has found to be a major issue. Many photos were taken of signs and billboards in Hillsboro, comparing the size and frequency of such signage to neighboring communities. It was discovered that Hillsboro’s signs lack attractiveness, coming in all sizes and made of all kinds of materials, making Hillsboro look like a second or third-class community, rather than the seat of County government. In addition, there are several properties that not only have unsightly signs, but also do not maintain their lawns in attractive condition. There are very few businesses that have well-groomed properties along Highway 21, which is the main thoroughfare through Hillsboro, the County Seat of Jefferson County. The first impression now given to travelers is not an attractive one; Hillsboro should become a place where people want to stop and experience a modern rural city with character.



Signs and Billboards

This Master Plan Focus Group has researched the problem of how Hillsboro appears to visitors and finds that people think it looks pretty shabby along Highway 21. Therefore, the Group has written a signage/community appearance ordinance to be presented to the Hillsboro Board of Alderpersons for review and adoption. This would require the adoption of uniform and engaging signage for all businesses and set standards for community aesthetics that all property owners would be asked to observe and implement.

Business owners will be encouraged to take pride in Hillsboro’s public image and the appearance of their businesses. Local organizations such as the Hillsboro Chamber of Commerce, Hillsboro Community Civic Club, Hillsboro Lion’s Club, and Hillsboro Rotary Club will be asked to help with a “Community Pride” campaign. They could do this by asking their members to clean up and beautify their own properties and help others do the same. They could also consider planting trees, shrubs, and flowers making Hillsboro’s appearance a reflection of the wonderful place it is to live. The Master Plan Land Use Implementation Team will also work with residents to help Hillsboro present a better image to everyone who stops or passes through our fine city.

Annexation and Beyond

The City of Hillsboro has been using “friendly annexation” to bring surrounding areas of land into the City limits to create a safer, healthier and more economically sound community. Builders are developing several new subdivisions in Hillsboro and new developments are being discussed. There are hundreds of new homes being built and businesses are being encouraged to come to Hillsboro, “The city where the beauty of the Ozarks begins and people find home”.

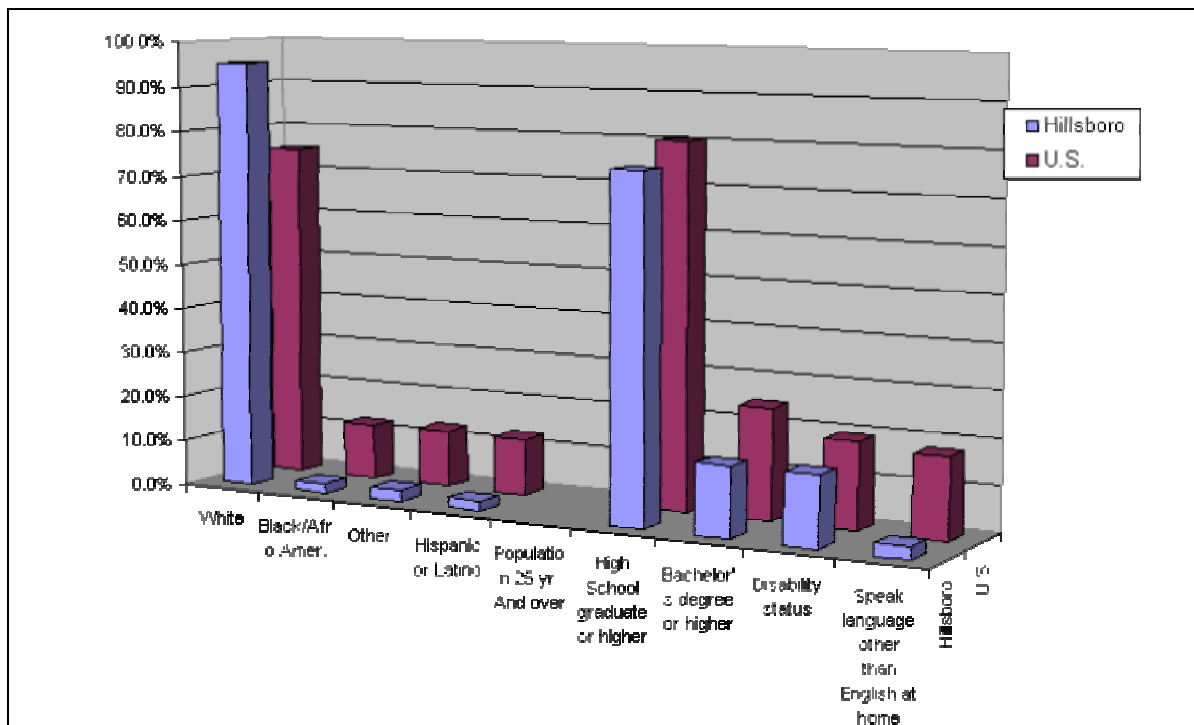
The Master Plan Land Use Focus Group, through interaction with community residents, has determined that the will of the people is that Hillsboro must become a more vibrant and cosmopolitan county seat, while maintaining past heritage, through preservation of historic sites and buildings. Land use is a very important issue for any city and Hillsboro is no exception. Responsible development, mindful of environmental quality, is essential for the successful enrichment of the Hillsboro community. The land clearing practices which result in treeless, highly eroded rocky wastelands must be curtailed and replaced with regulations or land management codes which will preserve water and environmental quality and enhance the beauty of our landscape. Storm water runoff management requires a healthy and viable watershed covered with trees and vegetated open areas, not bare rock and gullies. These issues will be addressed through the Implementation Team’s work with the County and City concerning environmental quality management and assurance while land development proceeds. This will require an ongoing review of land clearance, subdivision and building ordinances by the City.

Picture of a Pre-construction Site



Housing is needed for people of all socio-economic groups. A “Fair Housing” Ordinance should be passed by the Board of Alderpersons for Hillsboro, because it is the right thing to do. Land acquisition and use continues to be a major factor in determining the future growth and quality of life in Hillsboro. These issues have always been and will continue to be of great importance to the community. The Land Use Implementation Team will make this their first priority, and will work with the City and County to develop the best possible solutions for Hillsboro and the larger community of Jefferson County.

Hillsboro, MO 2000 Census Social/Cultural Characteristics



More businesses must be recruited into Hillsboro, requiring the establishment of business parks to meet their needs. Modern infrastructure must also be in place to attract the business entrepreneurs, who in turn will offer jobs to residents. Employers will find well-educated employees in Hillsboro, because we have excellent higher educational and vocational education opportunities here through the public school system and Jefferson College. The school systems are always willing to do whatever they can to improve the capabilities of Jefferson County residents. The College will design the exact programs necessary for the individual or employer who needs to train employees. Highly technical electronic infrastructure is a valuable asset for Hillsboro, and they continue to encourage its improvement to meet modern standards. Traffic patterns have been a challenge for Hillsboro for a long time, and its leaders take it very seriously. Transportation is another one of the major issues the City and County are working on together to determine solutions for 21st Century Hillsboro.

*Missouri State Highway 21, Hillsboro Bypass
opening on December 19, 2005*



Land Use, the Environment, Appearance and Design make a great difference in how Hillsboro is viewed by residents and visitors. Therefore, an Implementation Team will be formed immediately after adoption of this master plan to conduct further research on the best uses for our land. They will work closely with the Mayor, the Board of Alderpersons, the City Administrators, Planning and Zoning Commission, County officials, and other residents to make the best decisions possible for Hillsboro's future. They will have this mandate from this Master Plan Steering Committee – "Hillsboro's residents have declared that they want to save the "Old" for posterity, while building the "New" to bring Hillsboro, Jefferson County's Seat of Government, forward into the 21st Century".



Belew Creek near Hillsboro's Waste Water Treatment Plant on Highway BB

Education

Public Education

When settlers came to the Indian Territory now known as Hillsboro, they schooled their children at home; education was a vital part of life and could not be sacrificed for any reason. They eventually constructed one-room schoolhouses where an educated person from the community taught all the children. In 1939, the one room schoolhouses built by the early settlers were consolidated into the Hillsboro R-III School District. It has grown from a one- room schoolhouse to a campus complex with nearly 4,000 students. Hillsboro R-III has a reputation for excellence and continues to improve. Jefferson College was chartered in 1964 to bring higher education to Jefferson County and consistently works with the secondary schools to enhance educational opportunities for the students of Jefferson County. These school systems add immense value to Hillsboro's economic and social development. Hillsboro's students are capable of competing favorably with others for college opportunities and success in the job market. Today's Hillsboro R-III School District would make the settlers proud; they are the ones who were sufficiently concerned about education to create a school system and entrust their children's futures to it.



Jefferson College Student Center

Today there are three elementary, one junior high, and one high school in the Hillsboro R-III School District, accounting for approximately 4,000 students and 250 certified faculty and staff. The School District is governed by a Board of Directors and a School Superintendent. The superintendent is appointed by the Board. The education system all over the United States is being overhauled, and the Board of R-III School District is enthusiastically participating in efforts to make that happen quickly. By current standards, R-III schools are doing well, but the administration, faculty and students are eager to see the standards raised, so they can compete better on the national and international level. The USA does not hold the academic status it once had in the world, and that is not acceptable for most Americans. Expectations will be raised and the Hillsboro R-III School District will be on the cutting edge of implementing the new standards. The Board of Education for this district has a vision and will do everything possible to maintain the present excellence and make their vision for the future a reality. Just as the pioneers believed, so does this modern group of educators, "Education is a vital part of life and cannot be sacrificed for any reason".

The priorities for Hillsboro R-III School District include:

- maintain the state's highest accreditation
- maintain the highest achievement scores
- meet or exceed state and national expectations on all tests
- provide a safe learning environment for all students
- establish a long-range plan including:
 - land acquisition for future growth
 - establish and maintain a competitive compensation plan to attract and retain quality employees
 - establish and maintain an on-going facilities improvement program
 - establish a strong school/community relation partnership
- continue to maintain fiscally responsible balances/reserves
- continue as good stewards of taxpayer money



Public School Administration Building

Parochial Education

Reverend Ferdinand Wieberg came to minister to the needs of the Catholics of the Hillsboro community on June 16, 1934, when he received his letter of appointment to found a parish here. On July 8, 1934, he celebrated the first parish Mass in a chapel set up temporarily in the rear of a local barbershop on Hillsboro's main street (Highway BB).

There have been many changes in Good Shepherd Parish since that first Mass in July 1934. The pioneer founders of Good Shepherd Parish labored to construct a church and rectory completed in November 1934. Good Shepherd Parish had no school of its own until 1947, when the second pastor of the parish, Reverend William Berkel, obtained two Ursuline sisters from Mt. St. Joseph, Kentucky, to teach in a house on Highway 21 with an enrollment of 33 elementary pupils. The convent and current school were constructed next to the church in 1953. The educational program was extended to include kindergarten in 1982 followed by a pre-kindergarten program in 1999. The school facilities doubled in size in the spring of 2004 with the addition of a library, four classrooms and state of the art technology.



Good Shepherd Catholic School

In all of this history, Good Shepherd Catholic School has continued to uphold the standard of excellence for which it was founded. It has survived because of the vision and determination of so many parents, parishioners and pastors. Good Shepherd School also has thrived due to the extraordinary commitment and sacrifices of the many teachers and administrators who are dedicated to “teach as Jesus did”.

Good Shepherd Catholic School is a faith-filled community welcoming families of all faiths. The faculty and staff, in partnership with our parents, are committed to an education that provides strong academic and spiritual programs for all our children. Our goal is to continue to further the children's knowledge and practice of their Catholic faith. By providing a quality education, we empower all children to grow to their full potential using their gifts and talents to serve others and to meet the challenges of a changing world.

Our vision for the future includes the continuation of a strong academic program and opportunity for spiritual growth for the children of the Hillsboro area.

Recreation Facilities/Parks and Open Spaces

The Environment

Residents have informed their leaders and the committee (mandated to write a Master Plan for Hillsboro) that they are very concerned about the environmental health of their community and that they want to have more recreational opportunities. A Town Hall meeting was held and a survey was sent to the community asking for opinions and suggestions for development possibilities, and citizens agreed on several things they want for Hillsboro.

There is general agreement that it is important to retain the spirit of Hillsboro's past through active historical and cultural preservation. This must be done while promoting managed development and economic prosperity. It is also apparent that residents are concerned over maintaining as much of the natural beauty of the area as possible. They are appalled by the destruction of the natural environment they witness in other parts of the county and don't want that to happen any more than it already has in Hillsboro. The question of environmentally sensitive building codes and practices should be considered a high priority.

Hillsboro residents are eager to witness the creation of parks, trails and other kinds of "green spaces" at the same time that the business parks and subdivisions are developed. Careful planning and concern about the environment will influence builders to save as many trees as possible. Storm waters that run off the bare clay and rocks which remain after land is cleared for development often cause unnecessary and unintended environmental damage. In addition, those buildings set in these bare landscapes, with no greenery around them, are unattractive.

Hillsboro Today



Hillsboro Park

With the exception of the City Park, which is a very nice place to spend time, there are few recreational opportunities in Hillsboro. Hillsboro residents have become accustomed to traveling to neighboring communities in search of recreation and entertainment. When residents go other places to enjoy a movie, go shopping, or have dinner at a nice restaurant, they are taking their money with them to spend somewhere other than in Hillsboro. It is difficult to "Shop Hillsboro" when there are few choices. Residents generally feel bad about taking their money out of town, because they want to support their community. Sometimes a person might like to walk over to the recreation center to

maintain a healthy lifestyle, or walk down to a friend's house then go with her to the Hillsboro library for a poetry reading by a local writer. It is hard to do when there are so few sidewalks to walk on and no recreation center or library to visit. These are but a few of the things that are possible if a community decides they are going to take the first steps toward making things happen; if they want these things for themselves and their children, they must step up and invest their time and resources to make it happen.

Recommendations

Every community has many options to assure themselves a better quality of life, so here are a few recommendations of things to consider for Hillsboro. A Grant Writing Team will be created to pursue funding to help make the community's dreams become realities. There will also be an Implementation Team working on these issues after the Master Plan is adopted. All residents are invited to become involved in the excitement of making Hillsboro the very best it can possibly be – **“where the beauty of the Ozarks begins and people find home”**.

- We should encourage people to plant trees, flowers and otherwise beautify Hillsboro to make it a more wonderful place to live and a beautiful place for others to visit.
- We could expand the current Little League ball fields by purchasing additional land to the north for development of additional playing fields for soccer, football, etc.
- The McMullen House, or some other existing facility, would make a lovely library for Hillsboro. The McMullen House has an historical connection as a library, as discussed in Hillsboro's Sesquicentennial book. There was an extensive library of books and magazines shared with many who desired them. The City is now negotiating to obtain a mobile library for immediate use, but it will be temporary, until the Hillsboro Library is ready for use.
- The Gateway Off-Road Cyclists have expressed an interest in developing a biking trail at City Park.
- The City will resubmit a grant application for money to build a biking/hiking trail at City Park.
- We can develop new park spaces in the northern and eastern parts of the City in consideration of potential annexation north to the Hayden Road area and east to the Plass Road area.
- Hillsboro needs a Teen Center that would include an arcade, game tables, etc. This could possibly be a commercial venture for someone who likes to spend time with kids.
- It would be great to have a creative collaboration between the City and the Hillsboro Civic Club to develop a Civic Center Complex at the Civic Club site similar to the complex in Farmington, with indoor and outdoor pools, basketball court/gym, weight room and other amenities!
- Hillsboro could become a very attractive community for retirees if they implement plans for “seniors friendly” facilities, services, and living amenities.
- Hillsboro needs a day care center for seniors and others who need access to organized daytime activities.
- Hillsboro also needs a long-term assisted living facility for seniors.
- It is recommended that residents support the local activities of Hillsboro to create a sense of “community”.



Conclusions

The Strategy

In August, 2004, the Hillsboro Mayor and City Council commissioned a University of Missouri Extension Community Development adviser and appointed a steering committee of area residents to research and write a new Community Master Plan for the City. This June 2005, living document is the result of those efforts. It will be reviewed on an annual basis by the community and its leadership. The steering committee resolved that a Master Plan for Hillsboro must include input and recommendations from the public regarding its content and tone. A Town Hall meeting was held and a survey was conducted, giving residents of the area opportunities to register their opinions and suggestions for planning the next 10 years. The response was very good, confirming that residents want to participate in making Hillsboro the best city possible. As the County Seat of Jefferson County, the fastest growing county in Missouri, Hillsboro is positioned to make a difference in the future of this area of the world. With that in mind, residents and the committee took their work, to establish a Master Plan for the next 10 years, very seriously. Resident Implementation Teams are being created to spearhead the follow-through on these community issue solutions.

It is clear that many issues need attention and that many overlap, describing themes that define the missions of the Implementation Teams as they move forward, turning aspirations into reality. Eight broad topic areas were identified as focus points for the Master Plan. Eight focus groups were thus formed of steering committee members and other residents to conduct research and develop reports concerning the assets, issues and possible solutions for Hillsboro's future. The major chapters of this Master Plan reflect the efforts and results achieved by these focus groups. They toiled for nine months, gathering information, interviewing residents, discussing the findings in their focus groups, and then in the larger committee, drafting reports, editing the Plan drafts, and finalizing the Master Plan after it was reviewed by City officials. They spent much time and personal effort on this project and should be commended for their dedication and commitment to the task. A list of the committee members is provided at the beginning of this Master Plan.

Neighborhood Planning

There are very few housing units available for occupancy in Hillsboro; this means that accommodations are needed for people of every socio-economic class. Hillsboro is the only major city in the county without a "Fair Housing" Ordinance. However, subdivisions are now being constructed, and development will continue, in order to improve Hillsboro's competitiveness which is necessary to build the broad economic base essential to flourish in the 21st Century. Quality of living, including neighborhood "Green Spaces" and safe interconnecting sidewalks to bring shops and amenities within walking distance should be considered a high priority when construction is considered for new neighborhoods and renewal of older city locales.

Infrastructure

With the exception of Highway 21 and county roads BB and B, the streets in Hillsboro are narrow and many are not thru. The Master Plan presents an inventory of alterations that will be considered over the course of the 10-year time period to alleviate this situation. Old Highway 21 runs north/south through the center of town and all east/west streets feed into it. A great deal of traffic congestion results, making this a major safety issue and an inconvenience to travelers. The Infrastructure Implementation Team will continue to work with City and County groups to investigate solutions and make them part of the new Hillsboro.

The City has planned well for future water and sewer resource needs. These systems are excellent, with abundant capacity and the City keeps improving them regularly. Hillsboro has the capacity to grow and expand its boundaries with the system now in place. Hillsboro exerts much effort to improving its economic base by supporting its businesses; the City's infrastructure of water and sewer systems is essential to attract new businesses and assure future progress for the community.



Economic Development

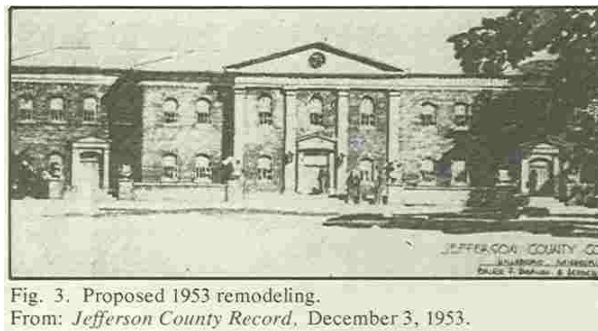
The County Seat of one of the fastest growing county in Missouri needs to be ready when development comes calling. Hillsboro's infrastructure is ready to support more economic development. A good highway system connects Hillsboro with St. Louis and other cities in the Midwest, making business transportation feasible. Computer technology is available in the City, with direct access to the world. A new one-stop permit process makes doing "official" business in Hillsboro much more pleasant than in many places. Hillsboro is open to new business opportunities and will work with individual entrepreneurs to help develop working relationships that benefit all. Many groups and organizations, including the newly created Hillsboro Chamber of Commerce Economic Development Foundation, are working to attract businesses into the community. Becoming a 21st Century City is the mission of Hillsboro residents and the Master Plan committee, and they are poised to respond to all positive economic opportunities that come their way.

Recreation/Parks/Open Spaces

The residents of Hillsboro have made it very clear that they want to preserve as much of their Jefferson County natural beauty as possible. Where development is concerned, they want green spaces to be considered when building is being done. They want sidewalks installed throughout the city so residents can maintain a healthy lifestyle by walking to the grocery, a movie, shopping, a nice restaurant, or to visit neighbors. Residents want to have more opportunities for recreation, such as a community center, library, more ball fields, parks, and a swimming pool. They want to see a beautification project in the community to make Hillsboro look like a place where people want to live and visit.

Historical and Cultural Preservation

Being a prosperous city in the 21st Century is of utmost importance to residents of Hillsboro. Moreover, retaining the character of the community and the historical culture of their forefathers is of equal importance. The residents have made it known that the preservation of historical buildings, sites, and records must be part of the plan. An "Old Courthouse Square" will be considered, including parks, walking paths, resting benches, and greenery. Restoration of other buildings in that area will create the ambience necessary for tourism, which will also become an economic asset for the community. There is a great deal of history in Hillsboro that visitors would pay to experience and learn about; the Implementation Team will spearhead this effort.



Land Use/Environment and Design

Residents are encouraged to beautify their properties, making Hillsboro's appearance distinguished as the center of County Government. Billboards, other unsightly signs, and businesses that do not keep their property clean and neat are problems for the beauty of the community. We must present a professional and friendly "First impression" to attract people and businesses to Hillsboro. You have only one opportunity to make a first impression, either professionally or personally, and that impression may last a long time.

More housing of all kinds is needed to accommodate people who want to locate their businesses in Hillsboro. The City administration is taking this situation very seriously, and has approved the development of several subdivisions and is considering others. The construction of business parks is also an agenda item for Hillsboro's leaders, to strengthen the economic base through business growth and retention. Recreational parks, facilities and open spaces are very important to the residents. The City is discussing collaborative possibilities with other offices to develop and construct a community center, more green spaces and parks.

Preservation of the environment and historical sites is essential during building site development, to ensure that the beautiful Hillsboro landscape remains intact after the construction is completed. Hillsboro residents have mandated that their history and the environment be nurtured and enhanced while progressing into the 21st Century.

Public Transportation

The consensus of people contacted concerning this subject is that Jefferson County's public transportation user base has not yet reached critical mass (not enough people want it). This means that Jefferson County cities will have to integrate any of their public transportation initiatives with those of Jefferson County to be feasible. People agree that a Jefferson County Public Transportation Authority is several years in the future. As part of this Master Plan, however, there is a County Transportation Committee working on the issue, and it will be in position to take advantage of any positive opportunities that appear or can be generated with community investment. The Hillsboro Transportation Implementation Team will become part of any discussions concerning this important issue.



Education

From the beginning, when the settlers came to the Indian Territory now known as Hillsboro and taught their children at home, education has been an important part of life. In 1939, the one-room school houses built by the early settlers were consolidated into the Hillsboro R-3 School District and the great educational experience began. It has grown from a one-room schoolhouse to a campus complex with over 4,000 students. Hillsboro R-3 has a reputation for excellence and continues to improve. Jefferson College was instituted to bring higher education to Jefferson County and consistently works with the secondary schools to enhance opportunities for the students of Jefferson County. These school systems add great value to Hillsboro's economic and social development. When a business researches a community to determine its assets profile, one of the most critical components of that profile is the caliber of the school system. Hillsboro has an excellent school system that can compete with any in the County, demonstrating positive educational points to the prospective business. Our students are capable of competing favorably with others for college opportunities and success in the job market. The Hillsboro R-3 School District would make the settlers, who were so concerned about education that they created a school system and entrusted their children to it, proud indeed.



The Future

Hillsboro has a great opportunity, through the implementation of this Master Plan, to make a lasting difference in the future of Jefferson County and the state. Leaders who are making far-reaching decisions will look to Hillsboro as the focal point of government for the fastest growing county in the state. This is a tremendous responsibility that Hillsboro residents and leaders have accepted; they willingly accept the formidable task to move forward and lead, as a 21st Century County Seat of distinction, open to all possibilities, opportunities and challenges.



Evaluation Overview

An evaluation process must be in place to determine whether a program is successfully addressing priority issues and proceeding in an acceptable time frame. The Master Plan Steering Committee understands the importance of assuring that the plan is written as residents have mandated that teams are selected to implement the plan, and that continuous review will be done through an official annual critique. A method of planning, implementation, review and planning again has been incorporated into the Master Plan from the beginning.

The Master Plan Steering Committee has completed its work by presenting a plan to the City and its residents within the timeline proposed and by including an implementation method within the Master Plan. This work will enhance and sustain Hillsboro for years to come. The committee's attention to detail and the timeframe allotted has made this phase of the project possible and productive. They have now completed their primary mission, but the greater project is only beginning. The committee members have now taken on new roles – they are part of the community Implementation Teams and will be part of the annual Review Team to determine when the Master Plan needs revision to keep it current.

An implementation timeline is necessary to accurately evaluate the work of the Master Plan Implementation Teams, and one is included as part of this Master Plan. The teams will determine, as they plan, create, and move forward, what their projects need to be and who should participate in the process. They will continuously evaluate their efforts to determine whether their part of the community improvement program is successfully addressing priority issues and proceeding in an acceptable time frame. If it is, they will proceed as planned and continue to measure and evaluate their activities; if not, they will revisit the “Community Development Process”, which is to evaluate, research, plan, implement, evaluate, research, plan, implement, etc. This is the mantra of community development, making evaluation a constant part of what they are doing.

The Implementation Teams will consist of people from all walks of life who want to see this community be the best it can be. People may play more or less active roles on the Teams, as their expertise is needed, and might even be on more than one team at once. When the Master Plan is seen as one whole document, rather than as a set of issues, one can find a great deal of overlap between the focus issues. This suggests that as someone works on one Implementation Team, they could be helping to solve challenges for an issue being addressed by another team. For this reason, the teams will have regular meetings to collaborate on how they can work together to make all the issues manageable and complete the projects in a timely manner. They will have timelines on large posters, to visualize their processes and goals. Team members may assume very specific roles or responsibilities, making success possible for everyone.

Evaluation is something that people often find hard to face, especially if they have no idea whether they are on the right path in the first place. With the “Community Development Process” (evaluate/research/plan/implement, etc), evaluation is a friend that is always present, keeping you on track, so the project has little chance of being derailed. Evaluation is fun when it is part of the whole process, because it is more often positive than negative, and people like to be successful and positive.

Implementation Overview

A lot of work went into writing the Community Master Plan for Hillsboro; those responsible for the project did a great job and their goals have been achieved. The Plan is completed, and it is now time for the Implementation stage to begin. Most people on the steering committee felt that all the work they were doing to write the Plan was in preparation for this stage – now the work begins. It is exciting to think about all the great things that are going to happen in Hillsboro, because residents and leaders came together and decided to make a difference for the future of their community.

The priority issues and their resolutions have been identified, while others will require careful planning by the implementation teams. We know that it is possible to address and affect any issue that Hillsboro faces. There is always hope for positive change when people view issues with optimism, and this is surely the case in Hillsboro – people are certain that they can accomplish whatever they set their minds to, and are willing to make things happen. They want their City to be a vital part of the exciting future that is coming to Jefferson County and they know that Hillsboro must become a modern 21st Century County Seat, with the same modern infrastructure and conveniences found elsewhere. It is essential that the history of the community not be lost in the process. Accordingly, a sincere effort is being undertaken to preserve historical buildings, recordings, and heritage, for the benefit of present and future residents and visitors.

The Implementation Teams will begin their work as soon as the Mayor and the Board of Alderpersons accept the Master Plan as the official guide for development in Hillsboro and appoint the teams. The teams will begin with the guidance given in the Master Plan by residents, the steering committee, and the city officials. They will use the Community Development Process (evaluate, research, plan, implement, evaluate, research, plan, implement, etc) to keep themselves on the right track during their work. The Master Plan will be officially reviewed every year to be sure that priorities are being met and the work is on schedule. The implementation teams are flexible enough to accommodate any necessary changes. Steering committee members who wrote the Master Plan are also on the Implementation Teams, so continuity of mandate and mission are integrated into the process.

Each Implementation Team will meet to conduct a visioning process and set specific goals, determine who else may need to be on the team, and plan how their work will begin and continue over time. Each team will create a timeline for their work, including everything they plan to do. An example of the timeline for all the teams is in the Master Plan Proposal (Appendix A). There is often overlap between the issues that several teams would be addressing at the same time. Therefore, regular meetings of all the teams together will be necessary to collaborate on work that needs to be a cooperative venture. Members of Implementation Teams will move in and out of active duty as their expertise is needed; it is probable that some people will work on more than one team at a given time, depending on where their skills are needed.

One person on each team will coordinate the activities of the team and keep the schedule of work up-to-date and well-timed. This person will be a steering committee member primarily to assure that residents' mandates are interpreted correctly during the planning and implementation stages.

A liaison person will be chosen by each team to represent them at meetings of other organizations, the City, and the County. It will be necessary, however, for all members of the Implementation Teams to attend implementation general meetings, so that all opinions and viewpoints can be evaluated. Some team members may advise, while some do physical work on a project, and others may support the workers by offering materials, funding, or services. Regardless of the position a team member takes, they all have the responsibility of expressing their opinion and concerns about any aspect of the project.

It is important that each team implements some projects that are easy to do as soon as possible. This will show the community that the Implementation Teams are serious about what they are doing; every success, big or small, will give teams encouragement and more energy to tackle the larger, more difficult projects. The major obstacle to any successful community development undertaking is “Burnout”. People get tired of working on projects when all that is being done is planning and talking about what they are going to do. By the time the group gets around to actually doing something, most of the original group members have moved on to something more interesting. This can also happen to organizations when all they do is meet once a month and talk, without having any meaningful activity in between meetings; the turnover of active members is usually a problem, but can be circumvented with visible successes.

The Master Plan Implementation Teams need to keep this in mind as plans are made and consequential work is assigned. This is a ten-year program, and could last even longer, depending on what large projects may be approved by the city officials for future implementation by the teams. The teams must remember to maintain continuity as much as possible, so that the dream is kept alive and the mandate from the residents is always kept in sight as an ultimate goal. Yearly review of the Master Plan will help make this easier to do, as new people and ideas are introduced to the Master Plan and seasoned veterans of the Plan decide to pursue other objectives for a while. Even the most committed and dedicated team member needs a break now and then, but all team members must dedicate themselves to making sure the projects never lag or die due to members’ ineffectiveness or disinterest. This is a City of the future and that future is in our hands; only we can make Hillsboro the vibrant community we want it to be, “Where the beauty of the Ozarks begins and people find home”.

New Activities		On-going Activities	
Aug-04	Steering Committee Formed and Active		
Sep-04	Open town meeting held	Steering committee	Agency Collaborations
Oct-04	Community Survey Distributed	Steering committee	Agency Collaborations
	Survey Tabulation		
Nov-04	Focus groups address issues	Steering committee	Agency Collaborations
Dec-04		Steering committee	Agency Collaborations
Jan-05	Presentation of CMP draft to City officials	Steering committee	Agency Collaborations
Feb-05	Revisions of CMP draft	Steering committee	Agency Collaborations
Mar-05		Steering committee	Agency Collaborations
Apr-05		Steering committee	Agency Collaborations
May-05	Presentation of second draft to City officials	Steering committee	Agency Collaborations
Jun-05	Final revisions of draft CMP	Steering committee	Agency Collaborations

APPENDICES

APPENDIX – A

(Hillsboro Master Plan Proposal)

Hillsboro, Missouri Master Plan Proposal

July 23, 2004

Proposed by:

**B.J. Eavy,
Community Development Specialist
University of Missouri Extension
P.O. Box 497
Hillsboro, MO 63050
636-797-5391
<eavyb@missouri.edu>**

**To the Mayor and Board of Alderpersons of the City of
Hillsboro, Missouri**

A Proposal to Revise the Master Plan for Hillsboro, Missouri

A Community Master Plan (CMP):

- tells a community what it looks like today and what direction it has to go for the future; it includes assessments of existing resources and issues of future conditions and needs, and consideration of collective goals.
- is a policy guide and provides a framework for the physical development of the municipality. While the emphasis is on buildings and infrastructure, it also addresses the important social and economic values of the community. The CMP is a method of translating the community's values into specific actions.
- covers a time frame of about 10-20 years; it is assumed that shorter-length updates keep it current with the changing needs of the community.
- is closely integrated with other municipal, county, state, federal and local entities' planning documents.

A CMP is NOT a zoning by-law, a subdivision regulation, a budget improvement program, or other regulatory document. It is meant to be the framework for the preparation of these documents.

A CMP for most communities describes the broad vision for the city's future. It is the core philosophy that directs all development activities in the city. It guides where and in what

form development occurs in the community and frames the city's capital improvement projects. It is also a compilation of goals, policies, and activities for each of the subject areas it covers. Goals are concepts that are broad and long-range. Policies help guide the achievement of the goals. Activities are the specific actions needed to accomplish the overall goal as well as the policies. The CMP has a long-range time frame; however, it is recommended that it be reviewed and updated every year to reflect current conditions and philosophy.

There are certain planning principles that provide the foundation for the specific goals and policies that are to be adopted in the master plan.

- Citizens are capable of rational thought and behavior
- Citizens are capable of shaping much of their governance environment
- Residents have the right and responsibility to participate in decisions which affect their well-being.
- Motivation is instilled in people when they invest effort in the process of creating plans for their community.

Responsibility for the preparation of a master plan lies with the Mayor, City Administrators, Board of Alderpersons, and the Planning & Zoning Commission of Hillsboro, in collaboration with other public and private entities affected by these plans. Elected officials must seek and enlist the active, steady cooperation and participation of the public, business leaders, news media and other governments – local, state and federal. All these entities effect and are affected by decisions made in a community. How will this plan effect natural resources, economic and social life, and the political structure?

The decision-making process involves the entire fabric of a community, making it imperative that the community be involved in the planning process. With this imperative in mind, the planning process should include a survey of community residents to determine issues which concern them and what solutions they might favor.

It will also be necessary to meet with the many entities that have an interest in the future of Hillsboro, such as Jefferson County, JCGDA, Chamber of Commerce, Rotary, Lion's Club, Civic Club, EDC, Fire Protection Districts, Emergency 911, Police Department, Planning and Zoning, Sewage Treatment, public & private schools & colleges, EPA, DNR, Water Department, Health Department, Pubic Works, Highway Department, Faith-based and civic organizations, etc. to determine their plans and how the fabric of their plans might be interwoven into the Community Master Plan of Hillsboro. Will they be compatible? What are the opportunities for collaboration and cooperation to share assets and expenses?

The University of Missouri Extension, through Community Development Specialist, B.J. Eavy, in cooperation with the elected officials of Hillsboro, will conduct the above activities as part of the process to determine the background and foundation for the Hillsboro Master Plan. Research will be conducted by B.J. Eavy and Hillsboro officials and residents to select the historical, cultural and statistical data necessary to further enhance the content of the Community Master Plan. A core planning committee will be formed to meet regularly to plan the research and development of the CMP.

University of Missouri Specialist, B.J. Eavy will facilitate the following process:

A. Time-Line for Creation of the Hillsboro Master Plan (CMP):

- 1) Formation of a CMP Steering Committee that meets regularly (August 2004).
- 2) Open town meeting held to determine the vision of the community (late Sept. 2004).
- 3) Community survey developed and distributed to Hillsboro residents reflecting the outcome of the visioning process and asking for further input (early October 2004).
- 4) Partner agency collaborative consulting to ascertain their plans for the future; Public Services, Highway Department, Jefferson County, EDC, DNR, EPA, Health Department, etc. (On-going throughout process).
- 5) Tabulation of the surveys to determine community based issues and concerns (late October 2004).
- 6) Literature review and statistical data research of Hillsboro and Jefferson County as it relates to Hillsboro (August 2004 through April 2005).
- 7) Focus Groups created to address issues discerned from the above activities (November 2004).
- 8) Focus Groups will be encouraged to continue working on the issues and solutions long after the CMP process is completed (November 2004).
- 9) Review of materials and draft of the CMP (August through December 2004).
- 10) Presentation of the draft CMP to the Mayor, City Administrators, Board of Alderpersons and Planning & Zoning Commission for review (January 2005).
- 11) Revisions made in the CMP after review by City Officials (February thru April 2005).
- 12) Presentation of a second draft CMP to the City Officials for approval (May 2005).
- 13) Final revisions made in the CMP after review by City Officials (June 2005).
- 14) Presentation of the final bound copy of the Hillsboro Master Plan to the City officials for acceptance (July 2005).
- 15) Planning & Zoning 15 day notice to the public about the CMP.
- 16) Presentation of the CMP by City Officials to the City of Hillsboro (Summer 2005).
- 17) Creation of an Implementation Commission to support the City government in the implementation of the Community Master Plan (Summer 2005).

In the CMP there will be materials and maps developed to emphasize the demographics, statistics, geography, land use, issues and solutions that are highlighted in the narrative.

The development of the Community Master Plan for Hillsboro, Missouri will require about one year, with the time-line being as shown on the attached graph. The first draft of the CMP should be ready for review in about five months, depending upon the availability of people necessary for collaborative efforts. It is estimated that the CMP will be completed and ready for presentation by the City Officials to the City of Hillsboro by the summer 2005.

Budget

The estimated budget for this work will be as follows:

1) Administrative Assistance -	\$ 500.00
2) Travel Expenses -	300.00
3) Clerical Work -	200.00
4) Supplies -	500.00
5) Sub-contracting Expenses -	300.00
6) Evening Meetings -	<u>200.00</u>
Total -	<u>\$2,000.00</u>

Receipts will be turned into the City for expenses incurred.

Respectfully Submitted,

B.J. Eavy

APPENDIX – B

(Steering Committee Organizational Meeting)

**Hillsboro Master Plan Steering Committee
Organizational Meeting
August 23, 2004**

AGENDA

- 1) Introductions (are we all here?)**
- 2) Why are we here?**
- 3) Approve the Minutes of the August 16, 2004 meeting**
- 4) New version of the proposal and timeline (6 mos/year?)**
- 5) Legal Authority to Plan (Planning & Zoning)**
- 6) What is the existing Hillsboro Identity?**
- 7) Vision Mapping**
- 8) Create Core for Focus Groups**
- 9) Discuss Town Meeting Plan**
- 10) Start Process for Survey**
- 11) Any Other Business**
- 12) Who are you contacting before the next meeting?**
- 13) What are you doing before the next meeting?**
- 14) Next Meeting Date, Time, Place?**

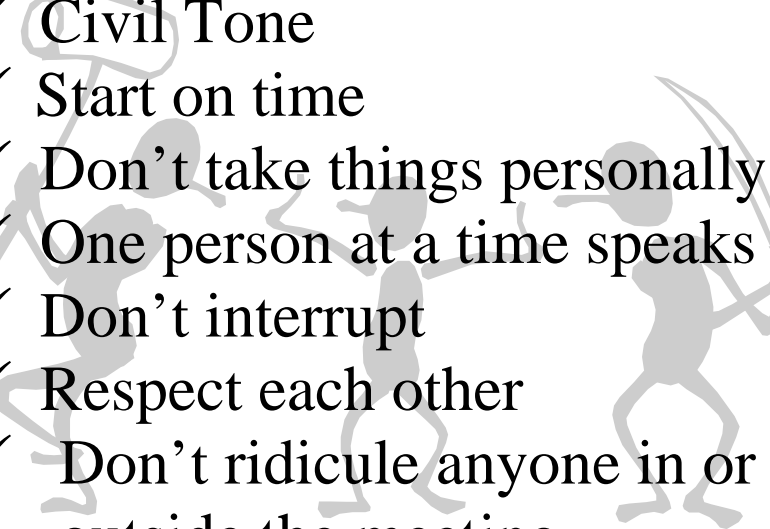
Examples of Focus Group Possibilities (which will become chapters for the master plan when it is written):

- 1) Demographics/Statistics**
- 2) Land Use/Historic Preservation**
- 3) Infrastructure/Transportation**
- 4) Social Concerns/Community Facilities**
- 5) Economic Development/Non-residential Development Areas**
- 6) Business Community/Growth**
- 7) Environment/Beautification/Community Appearance & Design**
- 8) Housing/Residential Neighborhood Planning**
- 9) Recreation/Parks/Open Spaces**
- 10) History (social and political, including old master plans and annexation history)**

APPENDIX – C

(Meeting Ground Rules)

Hillsboro Community Master Plan Town Meeting Ground Rules

- 
- ✓ No personal attacks
 - ✓ Civil Tone
 - ✓ Start on time
 - ✓ Don't take things personally
 - ✓ One person at a time speaks
 - ✓ Don't interrupt
 - ✓ Respect each other
 - ✓ Don't ridicule anyone in or outside the meeting.
 - ✓ Listen to understand.
 - ✓ Facilitator will monitor the process.

APPENDIX – D

(Steering Committee Meeting Minutes)

City of Hillsboro, Missouri
Master Plan Steering Committee Meeting
November 16, 2004

Meeting Minutes

Attendance:

Present: Gilbert Allen
Mandy Alley
Matthew Asselmeier
Atlee Callahan
Shelby Callahan
B. J. Eavy
Joyce Frey
Gery Marmaduke
Les Reed
Frank Roland
Rich Statler
Jack Stewart
John Stewart
Audrey Vreeland
Charles Vreeland
Betty Woolsey



Next Meeting is Dec 16th at 7 PM

**Focus Groups, Let BJ or Gery
know when you are meeting.**

Absent:

Brenda King
Dick King
Nathan Kitchen
Sherie Snider
Bob Stringer

The meeting was called to order at 7 P.M. by B. J. Eavy.

B. J. began with the statement that there was no written agenda tonight because she needs to start writing the master plan next month and what she needs tonight is to obtain information from the various focus groups. B. J. then went through the eight focus groups to see if there was someone present who could discuss what has been taking place in their groups. There was no one present from Group 6, Education and although there was someone present from Group 8, Housing/Residential, Neighborhood Planning; Gilbert reported that there had not been any meetings for that group. Joyce and Matthew said they would help with Group 8 and a meeting was scheduled for Monday, November 29, 2004 at Joyce's office.

B. J. also said that it is important that everyone involved hear about what is going on with the rest of the groups so that necessary connections between groups can be established and that we understand the whole and not just our individual parts. Following this process will help us avoid unintended consequences from isolated actions. B. J. also said she would welcome anyone who would want to help her start writing the master plan. She challenged us to continue to ask the questions, do the research, pull together the information, talk to people and whatever else is necessary to ensure the plan will accurately represent the needs and wants of the City of

Hillsboro. The job of this group is to find out what Hillsboro needs to be like in ten years. This is an ongoing process. Tonight we will ask each group to report on what they have found out to date.

Group 1: Demographics/Statistics/History (social and political, including old master plans and annexation)/Cultural/Historic Preservation (Audrey, Charles, and Jack): Report is at Enclosure 1. Jack said he felt it very important that we not allow a desire to preserve all that is historic stifle good economic development. Audrey felt that the following structures should be added to the list: house across the street from the Governor Fletcher house, which was the Rankin home, the brother-in-law to Governor Fletcher; Good Shepherd Church; and the Russell home on 4th Street which is built of stone and at one time was the Kleinschmidt home. After hearing the report B. J. thanked the group for the work they had done on the cultural/historic preservation piece of the focus group and said they were off to a good start, but we need the rest of the information covered in Focus Group 1 (Demographics/Statistics/History/Old Master Plans).

Group 2: Land Use/Environment/Beautification/Community Appearance and Design (Brenda and Gilbert): Gilbert reported that he, Brenda and Nancy Maxwell had examined the sign situation from the aspect of community appearance. He provided the group with a set of pictures taken of various locations throughout Hillsboro. The group had particular concerns about multiple signs, 14 at one location. One store had three signs advertising the same item. The multiple signs advertising the same item are an eyesore to people entering town. Jack commented that the city is currently working on a new ordinance about signs and billboards. He cautioned, however, that there are first amendment rights and commercial free speech issues. He said he remembers one liquor store that did almost no advertising and was eventually sold since it was not making a profit. A new liquor store owner, through aggressive advertising, has built up his business and includes for example some high quality wines and not just cheap whiskey. B. J. thanked Gilbert for the report and said the group needs to continue to develop information for the other areas covered within the focus groups. For example, what will make the community a beautiful place that people and businesses will want to relocate to? What is environmentally important to the community? How are we using our land? What do we want Hillsboro to look like in ten years? What will make Hillsboro a great place to live? These are the kinds of additional things the group needs to focus on.

Group 3: Infrastructure (Bob, Les, Mandy and Rich): Les reported that Bob has not held any meetings yet. However, we do have information that was developed for the previous attempt at developing a master plan. B. J. said she had spent a lot of time reviewing the infrastructure data from the previous effort and the group needs to update the data, discard what is outdated and add new information to it and rewrite the report. Les said he would speak with Bob and ask him to get his group working on these issues.

Group 4: Social Concerns/Community Facilities/Recreation/Parks/Open Spaces (Frank, Mandy, Shelby, and Atlee): Report is at enclosure 2. Frank reported on the meeting held and said that one area that the City could move out on now would be to obtain a mobile library. Jack said that the Jefferson County Library District has a mobile library, without books, that they want to get rid of. Jack also commented that he disagreed with the report statement that the library vote be limited to the city, because the tax base would not be enough to support the equipment and materials needed to have a quality library. Jack said that the City might have to define some additional sub-districts in cooperation with the Jefferson County Library District.

Therefore, the question is how we size the library district to help ensure a favorable vote. B. J. commented that all groups need to think about what we already have and how can we build on that or how can you take it and reframe it into what we want for the future. Jack commented that the land the City owns off Twin Oaks, the former sewage lagoon property, is being considered for development as a park. DNR has said it would have concerns about using the actual lagoon area; however, there is additional land that could be used and it is still possible that the actual lagoon area could be cleaned up. B. J. said that the group has proposed a lot of exciting ideas but there are still other areas that need to be looked at and the ideas presented need to be expanded upon for inclusion in the Master Plan. This initial draft will be reworked a lot but we want it to be wonderful and exciting enough to give to the Mayor.

Group 5: Transportation (Les, Mandy, Larian Johnson): Report is at enclosure 3. Les reported on the group's two meetings and his initial discussion was on public transportation. He stated that Hillsboro is not ready yet for a public transportation district and that we need to monitor what the county and De Soto are doing in this area. B. J. commented that for the Master Plan we need to include something about public transportation for the city in ten years. What might it be? What would it look like? Who would it serve? The Master Plan is about the future of the city so we need to include a discussion beyond monitoring what the county and De Soto do. Les stated he felt the future role of the city in this area is to be prepared to integrate ourselves into the plans of the county because it is not feasible for the city to do it on its own. The city will have to partnership with other governmental elements. Jack said he would not like to see a plan that called for the elimination of dead-end streets or cul-de-sacs. He agrees that we need to discourage their construction when not required; however, he pointed out the Eagle Ridge sub-division that has at least three cul-de-sacs and without them much of the land would not be developed for housing. Eagle Ridge does have a main arterial that connects two other roads. Joyce raised the question about vacated streets and if any of them could be reclaimed. Jack replied that between a few people in town most of them are known but most of them would not be of much value now. If we want to pursue this, Jack, Wayne Wiley and Bill Hurtgen each know some of these streets. Les can work through Jack on this.

Group 6: Education (Sherie and Nathan): Not present and no report available.

Group 7: Economic Development/non-residential Development Areas/Business Community/Growth (John, Joyce and Bettye): Report is at Enclosure 4. Joyce said the following people have agreed to assist this group; Dan Govero of Govero Land Service and Tom Burke, Assistant to the President of Jefferson College. John reported that the group settled on completing a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. [Note added by Gery: Strengths and Weaknesses are internal to the organization and Opportunities and Threats are external to the Organization (These distinctions were not explained to the group prior to their analysis; this is not a major issue at this point). The goals are to improve your strengths, eliminate or reduce your weaknesses, take advantage of and capitalize on opportunities and eliminate or reduce threats. B. J. emphasizes focusing on SO, strengths and opportunities first; focus on your assets; **we need to create a family friendly environment that will attract businesses.**] John addressed the issue of providing tax incentives and that they can be self-defeating for communities. B. J. pointed out that the number one thing businesses are looking for is a high quality of life for their employees. Jack added some thoughts to the SWOT chart (see enclosure 4) and pointed out that there are certain tax incentives and financing arrangements that are possible such as Tax Incentive Financing, Neighborhood Improvement Districts, Transportation Improvement Districts and Community Improvement Districts. Joyce

commented that one of the things they talked about was Vo-Tech training to support businesses. Bettye is contacting Jefferson Junior College to see how that might be integrated with them. B. J. asked this group to communicate this action to the Education Focus Group.

Group 8: Housing/Residential Neighborhood Planning (Gilbert, Joyce, Matt): This group has not met yet and there is no report. As mentioned earlier they have scheduled a meeting for Monday November 29, 2004, 5 PM at Joyce's office. Thank you to Joyce and Matt for helping this group get started. B. J. will attend this meeting.

The next meeting will be at City Hall on December 16th at 7 p.m.

The meeting adjourned at 9:10 p.m.

Respectfully submitted:

Gery Marmaduke
Recorder

Enclosure 1 to Master Plan Steering Committee Meeting Minutes November 16, 2004: Report of Group 1, Demographics/Statistics/History (social and political, including old master plans and annexation history)/Cultural/Historic Preservation (Audrey, Charles and Jack)

Listing of partial list of historical structures and features broken down between those that apparently are “non-issue” because they appear to be dedicated to that purpose or the owners appear to be dedicated to historical preservation and the second list which is such historical structure/features about which issues may arise because issues are known to have existed in the past or it is unknown whether the owner is dedicated to historical preservation.

A. Non-Issue Historical Structure/Features:

1. Fletcher House/Huskey House-School Complex – Elm Street
2. Jefferson County Survey Building/Miller Store Building – Main Street
3. Miller House/Ray Dickhaner’s Law Office – 503 Main Street
4. Hillsboro Spring – 1st Street at Elm Street
5. Former Masonic Lodge – 411 Maple Street
6. Bart McKinney/Heller House – Vreeland Road near Main Street
7. Wegmann Law Firm – 455 Maple Street

B. Historical Structure/Features with Issues over Preservation

1. Jefferson County Courthouse – 300 Main Street
2. Jefferson County Juvenile Detention Center/McMullin House – 739 Maple
3. Schubel House – Maple Street
4. Brown Funeral Home/Union Church – 183 Fourth Street
5. Restaurant Building/former Clover Farm Store/Hotel – Main Street at Highway 21
6. Brady Home/Mathis Home – Maple Street
7. Children’s House 603 Maple Street
8. Almond Brady Law Firm – 284 Main Street
9. Telle Bail Bond Building/Buerger House – 1st Street
10. Dr. Mackbee House – Vreeland at Main
11. Carl Clark House/Josh Hogan House – Vreeland Road
12. Bruns House – Highway 21
13. Reilly Home – 3rd at Vreeland
14. Congressman Clyde Williams Home – Vreeland Road
15. Mayor Roland’s House/Wilson Post Master’s House
16. (Added at meeting) Second House South of Mayor Roland’s house on Vreeland, Oldest house on street, former parsonage for Methodist Church

While Hillsboro may have come into existence as a community because of its spring, it has continued on as a city and grown to its present stature as the center for government in Jefferson County, Missouri. Therefore, in moving into the future, not enough emphasis can be placed upon the fact that:

1. Jefferson County is a substantial growing county within the State of Missouri and will have substantial influence on the State of Missouri into the future.
2. Hillsboro is the County Seat of Jefferson County and is the center of the county government. As we move forward, county government will become even more and more important in local county decisions and in the county's influence on state-wide decisions. Hillsboro is the location for many state offices, including Missouri Division of Family Services; Missouri Division of Child Support Enforcement; Missouri Division of Youth Services Incarceration Facility; Missouri Division of Probation and Parole facility; University of Missouri Extension Center; the Twenty-Third Judicial Circuit, although being composed of Judges and Commissioners who are elected or appointed locally, they are state officers and are under the supervision of the Missouri Supreme Court and carry substantial weight within the State of Missouri. The Missouri Department of Health and the Jefferson County Health Department, which carries out many Missouri Department of Health functions, provides social services and health problem solving.

Hillsboro as a growing City and the County Seat of a substantial county, has a substantial influence on Jefferson County government on regional groups such as East/West Gateway Coordinating Council on MoDOT and its plans and programs within the community, and the Twenty-Third Judicial Circuit's decision-making regarding the societal problems of dealing with civil litigation, public health, drugs, criminal behavior and juvenile behavior.

Therefore, as we move forward with the Master Plan, the City must always keep in mind that the primary economic engine at the present time and one that will continue as the primary or substantial part as the City's role into the future is City, County and State Government facilities, officials and services. Certainly the primary location of City, County and State Government facilities in the main part of Hillsboro needs to continue into the future and needs to be accommodated by the provision of necessary infrastructure and other facilities so as to assure the continuation of this governmental center function in the City.

While the inner-City presently provides most of the facilities for those functions, the idea of a "new industrial tract location" which might be considered at some point for development of a governmental center always has to be viewed as a possibility. Certainly, if the County or State believes it necessary to have a "governmental center" at some location, then the City needs to consider promoting the acquisition and development of such a site.

**City of Hillsboro, Missouri
Master Plan
Focus Group 4
Social Concerns/Community Facilities/Recreation/Parks/Open Spaces**

The meeting was called to order by Mayor Frank Roland at 6:30 p.m. on November 10, 2004.

Present: Mayor Roland
Audrey Vreeland
Mandy Alley
Shelby Callahan
Atlee Callahan
Gery Marmaduke

A general discussion was held about various options available for development of facilities within the city. They are listed below in no particular order and there has been no attempt to capture all the discussion about any particular proposal.

- Expansion of current little league ball fields by purchasing additional land to the north for development of additional playing fields for soccer, football, etc.
- Cooperative construction of a track by the city and the school district.
- Conversion of an existing facility, possibly the McMullin house, into a city library. Keep the vote on the library restricted to the city limits. Educate voters on the differences between the library at the college and what the city library would have. The house has a historical connection as a library as discussed in Hillsboro's Sesquicentennial book. "There was also an extensive library of books and magazines shared with many who desired them." The City is working to obtain a mobile library for immediate use.
- Long term assisted living facilities for seniors.
- Day care center for seniors and others having a need.
- Gateway Off-Road Cyclists have expressed an interest in developing a trail at City Park.
- City will resubmit grant application for money to address bike and hiking trail at City Park.
- Development of new park spaces in north and east part of city in consideration of potential annexation north to Hayden Road area and east to Plass Road area.
- Teen center that would include an arcade, game tables, etc (possible commercial venture).
- Civic Center complex similar to Farmington's, with indoor and outdoor pools, basketball court/gym, weight room, etc
- City work with Hillsboro Community Civic Club on agreement to develop the Civic Center at their location since a building is already in place.

Enclosure 3 to Master Plan Steering Committee Meeting Minutes November 16, 2004: Report of Group 5, Transportation (Les, Mandy, Larian Johnson)

TRANSPORTATION COMMITTEE

November 16, 2004

A. PUBLIC TRANSPORTATION

It is believed that Hillsboro has neither the resources nor the user-demand to justify creating a public transportation authority (district) at this time. Consensus of the committee is that existing public transportation providers servicing Jefferson County should be monitored as they develop their markets, and that the City should also monitor public transportation plans that are being developed by Jefferson County. Further, the City would be best served by integrating their plans for public transportation with those plans developed by Jefferson County (and possibly those plans developed by neighboring communities).

B. STREETS

It is recommended that new residential streets be constructed with 12-foot wide lanes. Moreover, they should have a right-of-way wide enough to accommodate parking on at least one side, sidewalks on both sides, and be able to accommodate necessary drainage construction (storm sewers, curbing and drainage ditches etc.). The minimum residential street right-of-way width to accommodate the above is 50 feet.

New commercial streets should have right-of-ways that are at least 60 feet wide, and up to 80 feet wide. This would allow for all of the above, parking on both sides, and center turn lanes.

Future construction of dead-end streets, barricaded streets, and cul-de-sacs should be prohibited.

East/West Streets

- Extend Highway B to Castle Ranch Road (passing near the termination of Pearl Dr.), then connect to the Bus Garage route north to Pioneer and Highway A
- Leon Hall Parkway to Highway BB (past Hillsboro R-3 High School and connecting to the street servicing the new Juvenile Center)
- Connect 3rd Street to Highway BB immediately west of the Good Shepherd School grounds
- Extend Main Street (Highway BB) East to connect with the proposed North/South street which would begin at the old R-3 bus garage on Vreeland Rd. (See second bullet under *North/South Streets* below)

- NOTE--Highway "A" will be extended to New Highway 21, and will then be linked with Hillsboro/House Springs Rd., which will create a nearly continuous link to Highway "BB" via Red Bird Lane
- Far-South East/West Route--extend the street in Georgetown Estates east to Castle Ranch Rd. West of Highway 21, extend west to Brickyard Rd.

North/South Streets

- Connect Highway B to Highway BB between the City and New Highway 21--connect the west border (the back side) of Camelot Estates and Jo-Vette Terrace to this new route
- Vreeland Ave. at the old R-3 bus garage past Hillsboro R-3 Junior High to Pioneer Rd. and on to Highway A
- Extend Vreeland across nursing home property from 5th Street to Hi-Crest and then connect with Hawk Drive, then past Jr. High and connect to N/S route noted in the above bullet
- Traffic light at Old Highway 21 and Maple Street/Yeager Rd, and reconstruct the intersection of Yeager Rd and Maple St. so that Yeager Rd. and Maple St. join Old Highway 21 in a perpendicular manner. (This bullet taken from previous project)
- Straighten and widen existing narrow streets, remove barricades and open dead-end streets.

Note for the Above Bullet: Suggested action; Set a 5 to 10 year grace period now, after which these changes could be instituted on a money-available basis.

C. SIDEWALKS

NOTE: This committee has not extensively discussed sidewalks and bike paths as yet. The following sidewalk recommendations have been taken from the previous Master Plan Project. This material is included herein to facilitate the current discussion by serving as a starting point.

Hillsboro has very few sidewalks at the present time. The following recommendations for sidewalk construction are hereby presented:

- Along the length of Highway 21 from Pioneer Rd. south to the City park south of Highway B
- Along Pearl Drive
- Along Elm St.
- Along Vreeland Ave. until east of Oakwood Terrace
- Extend the existing sidewalks on Second St. (Highway BB) to Elm St.

- Along Highway B to the Methodist Church

Any new street construction, whether residential or commercial, should have sidewalks on both sides.

D. BICYCLE ROUTES

This subject has not been discussed as yet.

Enclosure 4 to Master Plan Steering Committee Meeting Minutes November 16, 2004:

Report of Group 7, Economic Development/non-residential Development Areas/Business Community/Growth (John, Joyce and Bettye):

- Strengths
 - County seat
 - Growth potential
 - New highway
 - AAA schools
 - Jefferson College
 - Lot of government employment (added by Jack)
 - City services in place (added by Jack)
- Weaknesses
 - Lack of vision
 - Small tax base/rate
 - Terrain (hills & valleys make infrastructure costs high & construction difficult
 - Lack of commercial locations
 - No side streets
- Opportunities
 - Strong desire for growth/business
 - Growth potential
 - New highway
 - Plenty of land to annex
- Threats
 - Lack of vision
 - Highway 55 & highway 30 corridors
 - Neighboring cities
 - No tax base
 - Complacency

Enclosure 5 to Hillsboro Master Plan Steering Committee Meeting Minutes November 16, 2004:

Focus Groups (Updated members as of November 16, 2004)

1. Demographics/Statistics/History (social and political, including old master plans and annexation history)/Cultural/Historic Preservation (Charles, Audrey and Jack)
2. Land Use/Environment/Beautification/Community Appearance and Design (Brenda, Gilbert and Nancy Maxwell)
3. Infrastructure (Bob, Les, Mandy and Rich)
4. Social Concerns/Community Facilities/Recreation/Parks/Open Spaces (Frank, Mandy, Audrey, Shelby, and Atlee)
5. Transportation (Les, Mandy and Larian Johnson)
6. Education (Nathan and Sherie)
7. Economic Development/Non-residential Development Areas/Business Community/Growth (John, Joyce and Bettye)
8. Housing/Residential Neighborhood Planning (Joyce, Gilbert and Matthew)

APPENDIX – E

(Hillsboro Master Plan Community Survey)

Hillsboro Master Plan Survey

As a resident of the Hillsboro community, your input is necessary for the completion of the Community Master Plan. Please complete this survey and return it in person or by mail to the Hillsboro City Hall at 101 Main Street, Hillsboro, MO 63050.

1. What are the three most important historical features (buildings, landmarks, etc) for the City to preserve for future generations?
2. Prioritize from one (1) to five (5) what new public developments the City should focus on developing over the next ten (10) years.
 - Library _____
 - Sports Complex _____
 - ☐ Baseball/Softball Fields
 - ☐ Soccer Fields
 - ☐ Football Fields
 - ☐ Track
 - ☐ Other _____
 - Community Center _____
 - ☐ Meeting / Activity Building
 - ☐ Indoor and Outdoor Swimming Pool
 - ☐ Gym with exercise and weight facilities
 - ☐ Adult and Children structured activities
 - ☐ Other _____
 - Parks _____
 - ☐ New
 - ☐ Improved
 - ☐ Other _____
 - Other _____
 - ☐ _____
 - ☐ _____
3. What types of businesses would you like to see in Hillsboro and where would you like them to be located?
4. What type of public transportation is needed in Hillsboro?
5. Do you want to be on a public water supply? _____ Do you want to be connected to a public sewer system? _____
6. Do you support the development of new streets in Hillsboro that will extend from one city boundary to its opposite? Yes / No, If yes North and South? Yes / No, East and West? Yes / No If yes, approximately where should the beginning and end of the street(s) be located?
7. Do you support a commercial development for business or light industry in order to improve the area's tax base in support of such things as the Hillsboro RIII Schools?
8. What additional type(s) of housing developments would you support?
 - Small residential Yes / No
 - Large residential Yes / No
 - Apartments Yes / No
 - Elderly Group Facilities Yes / No
 - Condominiums or attached Yes / No
 - Combination housing developments Yes / No
 - Other _____
9. How can the City best manage the inevitable growth of Hillsboro?
10. What additional housing would you support: (**please circle**) small residential; large residential; apartments; elderly group housing facilities; condominiums / attached; combined housing developments; other

APPENDIX – F

(Hillsboro Housing Notes)

Hillsboro Housing Notes¹

General Information

- In 2000, the number of households was 581. In 2004, the number of households is estimated at 610, a 4.99% increase from 2000.
- In 2009, the number of households is projected to be 644. In 2014, the number of households is projected to be 678.
- In 2003, 8 new single-family residences were established.
- In 2004, the average household income is \$50,303.
- In 2004, the median household income is \$41,457.
- In 2004, the per capita income is \$18,967.
- The data suggests that as the number of households increases, the number of family households also increases.
- In 2004, the median owner-occupied housing value was \$115,116.
- In 2004, the median age of structures is 31 years.
- In 2004, the median travel time to work is 31.83 minutes.

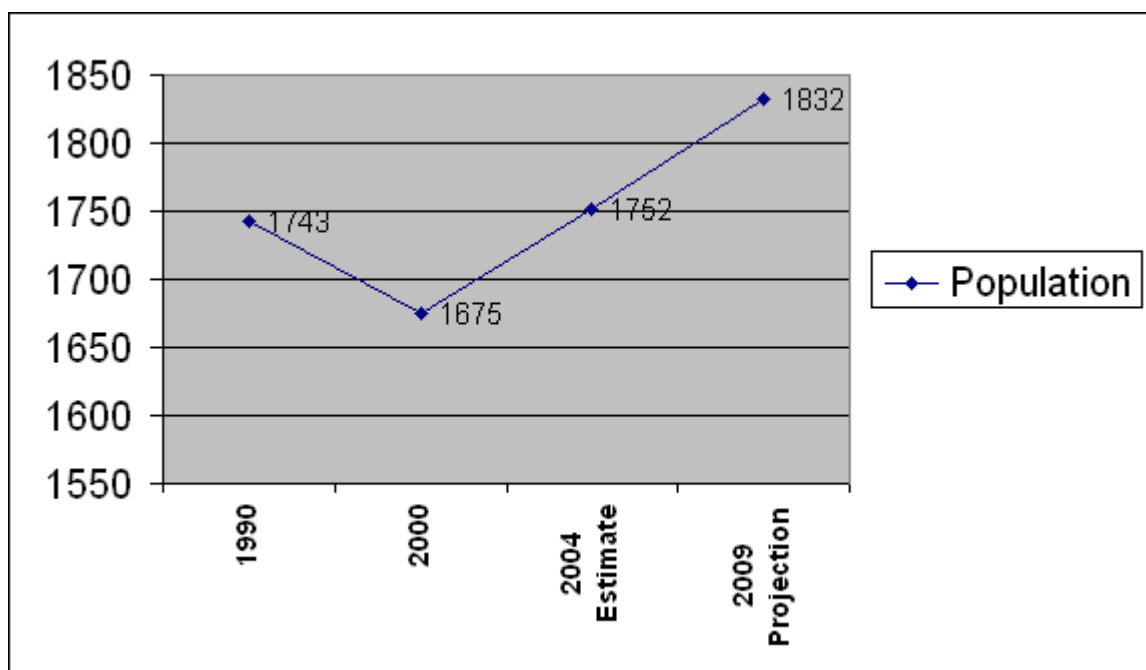
Impediments

- Infrastructure extension and improvements.
- Population is ageing and new structures must be handicapped accessible (assisted living facilities?).
- Cost of motor vehicle fuels and lack of public transportation.
- More sources of employment are needed.
- Topography.
- Need for an increase in affordable housing.
- Hillsboro lacks a fair housing ordinance (largest municipality in Jefferson County without a fair housing ordinance).

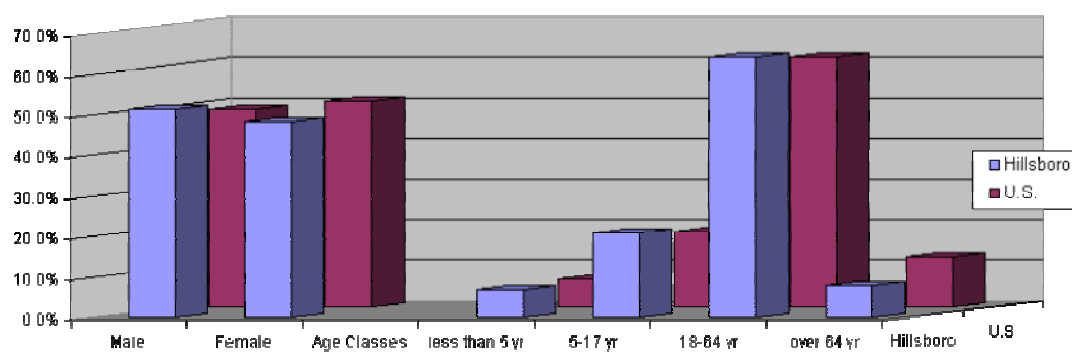
¹ Source for stats: Claritas, Inc. and City of Hillsboro 2003 building permit report.
Hillsboro Master Plan 2005

APPENDIX – G

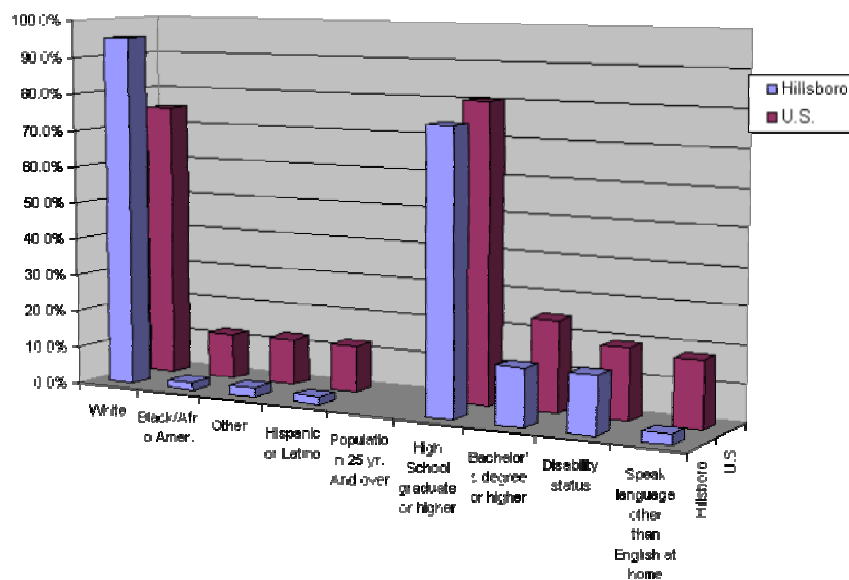
(Hillsboro Demographics, Maps, Charts)



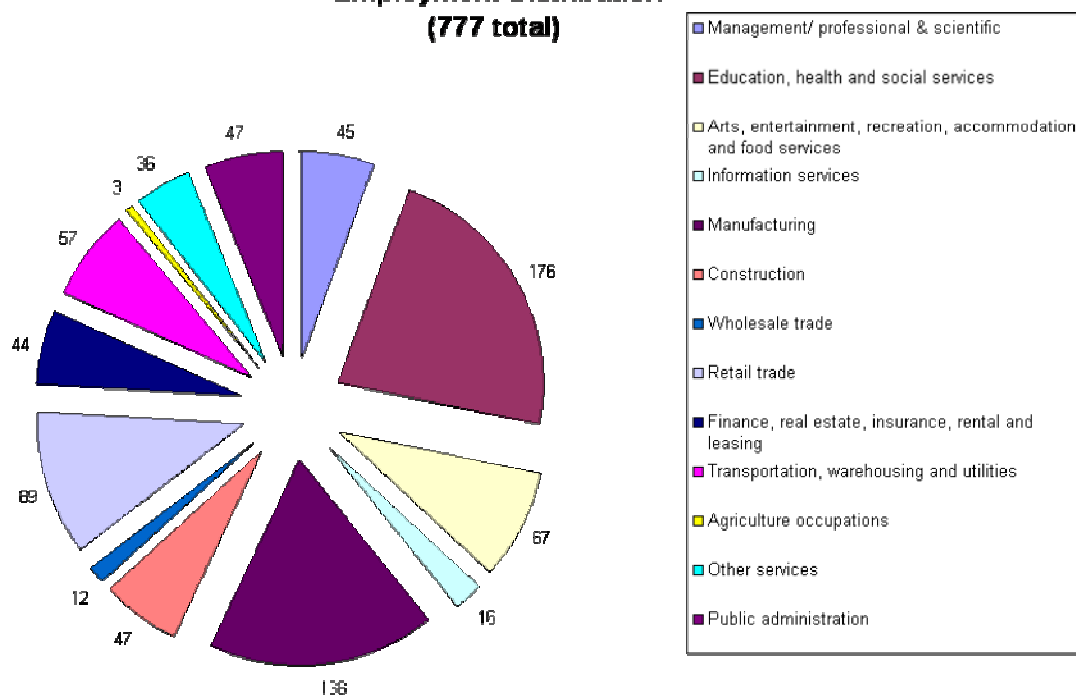
**Hillsboro, MO
2000 Census Demographics**



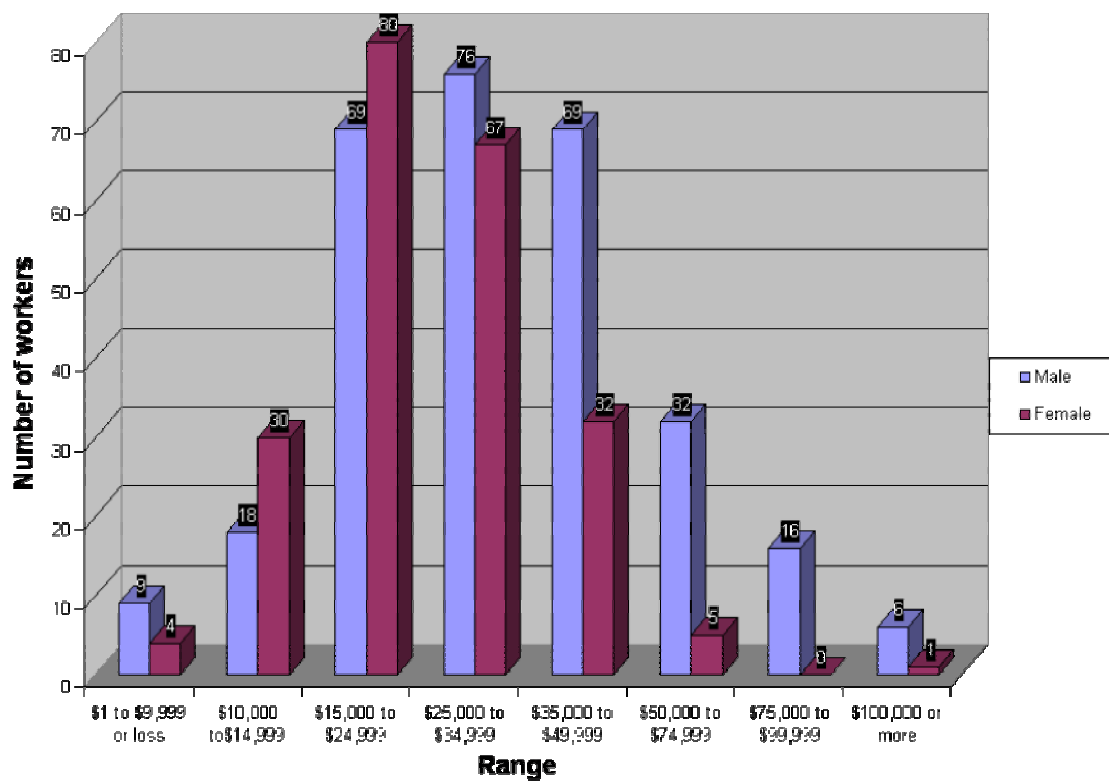
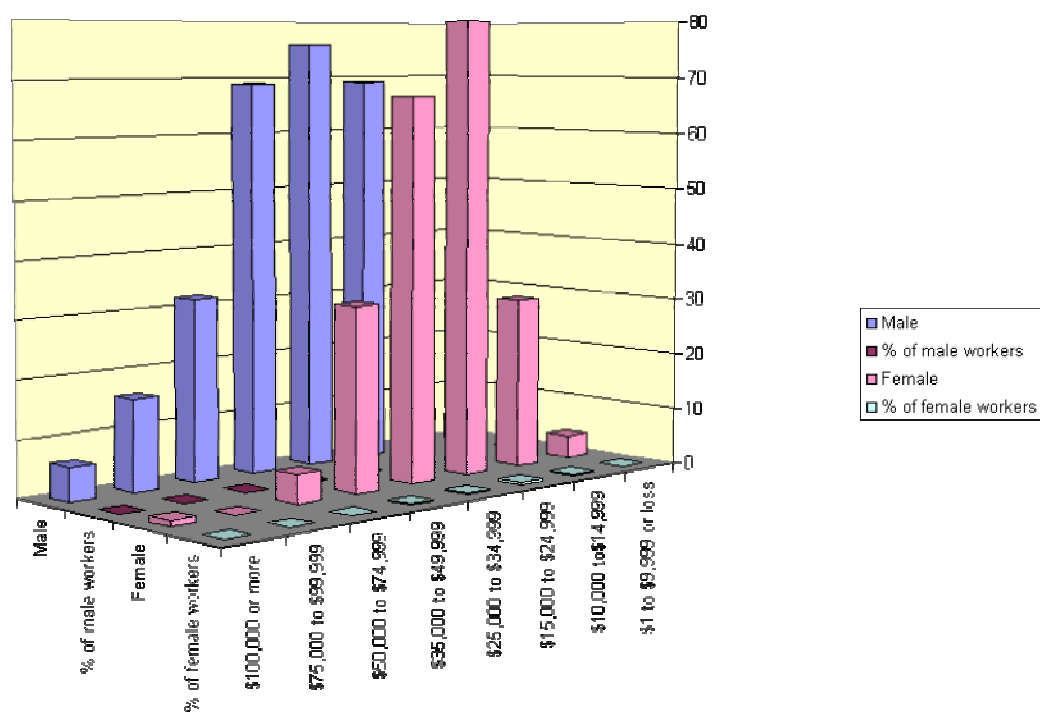
Hillsboro, MO 2000 Census Social/Cultural Characteristics



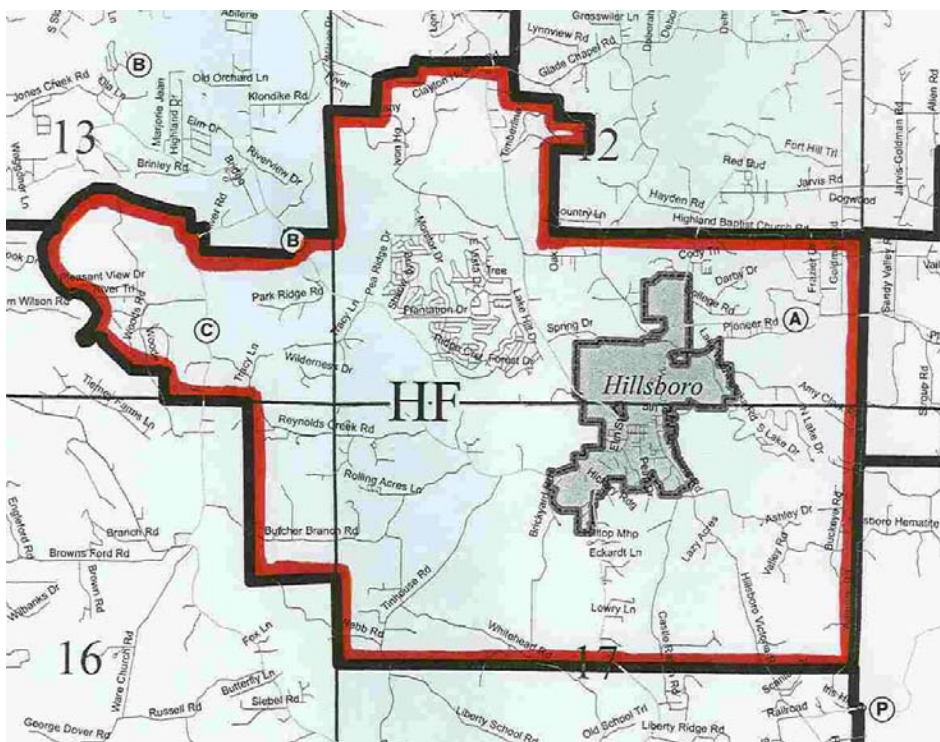
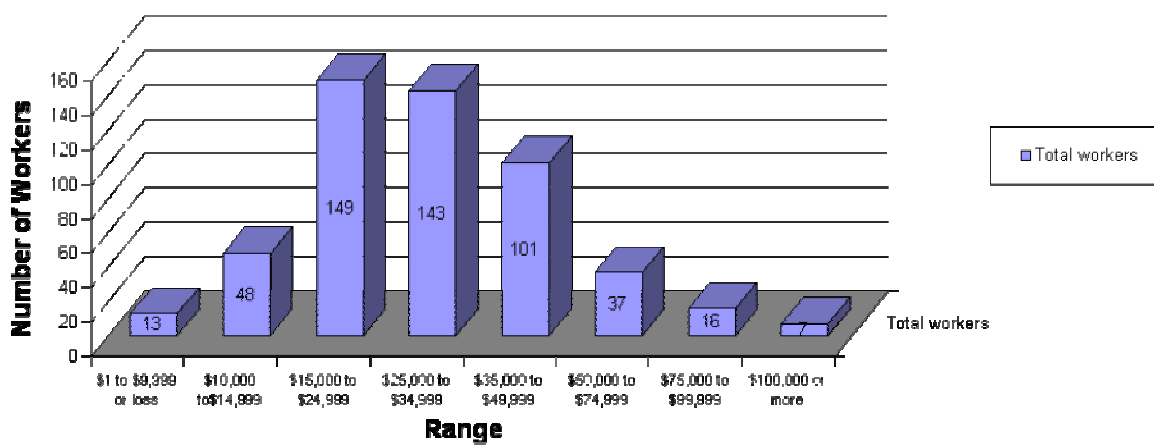
Employment Distribution (777 total)



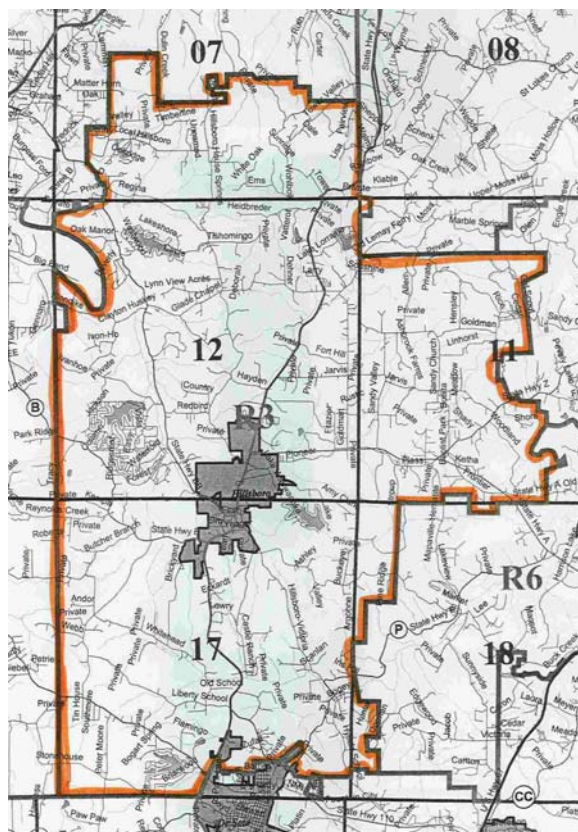
Earnings by Gender



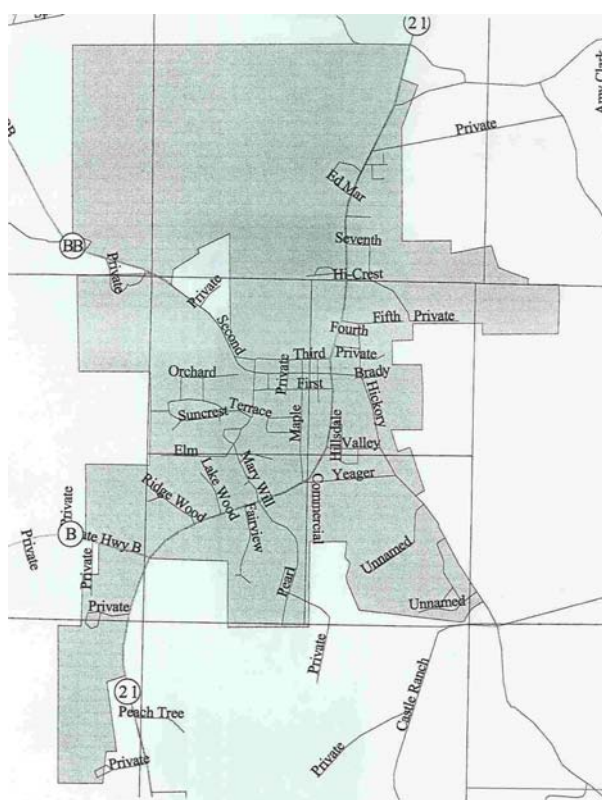
Earnings (full-time year-round) total=514



Hillsboro Fire District



Ambulance Districts



Hillsboro, MO City Limits – 2004

APPENDIX – H
(Water and Sewer Infrastructure
Improvement Recommendations by
Horner & Shifrin)
(Added after completion of Master Plan)

In August 2005 Horner & Shifrin, Inc. completed a Water and Sewer Systems Interim Facility Plan for the City of Hillsboro, Missouri. Their recommendations are summarized below.

Project Year	Project Title	Opinion of Probable Cost in 2005 \$\$\$
	Water Projects	
2006/2007	Well # 6	\$445,000
2006/2007	500K Elevated Water Storage Tank # 3	\$1,119,000
2006/2007	12" WM Tank # 3 to Jefferson College	\$880,000
2006/2007	12" WM Ridgewood-Yeager Rd, to replace 6" WM	\$356,000
2008/2010	12" WM Yeager-Main, New main	\$316,000
2008/2010	12" WM Maple-Ed Mar Terrace, New main	\$538,000
2008/2010	12" WM Ridgewood-Tank # 2, to replace 8" WM	\$424,000
2008/2020	8" WM Christian Church-Sauvage Property, New line	\$180,000
Not Specific	Replacing 6 sections of old, smaller mains 8" or 6" WM	\$1,356,000 (6 separate projects)
	Sewer Projects	
2006/2007	Improvements to Main Treatment Plant	\$730,000
TBD	Phase 2 Improvements to Main Treatment Plant – UV Disinfection	\$560,000
TBD	Improvements to North Treatment Plant	\$9,000

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